Employee Engagement Approaches and Best Practices: Synthesis

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Transportation Synthesis Reports (TSRs) are brief summaries of currently available information on topics of interest to WSDOT staff. Online and print sources may include newspaper and periodical articles, NCHRP and other TRB programs, AASHTO, the research and practices of other state DOTs and related academic and industry research. Internet hyperlinks in the TSRs are active at the time of publication, but host server changes can make them obsolete.

Synthesis Topic Summary

This synthesis includes research papers, and other sources of published information on approaches, background, surveys, guidelines, and examples of innovation related to employee engagement in high performance organizations. This Synthesis is background for WSDOT's Strategic Plan implementation, Goal 4. Organizational Strength: Support a culture of multidisciplinary teams, innovation and people development through training, continuous improvement and Lean efforts.

Databases Searched

- TRID - A Transportation Research Database at the Transportation Research Board (TRB)
- Research in Progress (RiP) – A Database of Current Transportation Research at TRB
- Previous Synthesis Reports on WSDOT Research Website
- Google
- Wisconsin DOT Transportation Synthesis Reports
- Federal Transit Administration (FTA) website
- Federal Highway Administration (FHWA) website
- International Transportation and other Research Websites

Periodicals, Websites; Articles

Five Ways to Improve Employee Engagement Now
By Robyn Reilly; Gallup Business Journal; January 07, 2014

Engaged workers stand apart from their not-engaged and actively disengaged counterparts because of the discretionary effort they consistently bring to their roles. These employees willingly go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward.

http://businessjournal.gallup.com/content/166667/five-ways-improve-employee-engagement.aspx

Examples of Best Practices in Employee Engagement
By Jessica Whitta; Demand Media; 2014

Disengaged employees can be detrimental to productivity and profitability. Levels of employee engagement can make or break a business. Properly engaged workers not only understand the goals of a company, but also their personal roles in helping to achieve those goals. Generally, they are happier, better motivated and more productive than their counterparts. Disengaged employees, however, are normally less enthusiastic, have low morale and can bring down otherwise engaged coworkers. By increasing engagement levels, managers can influence their business's worker retention and bottom line.
http://smallbusiness.chron.com/examples-practices-employee-engagement-13812.html

10 Steps to Keeping Employees Engaged and Motivated
Posted by Eric Friedman; blog.eskill.com; 2014

When it comes to job satisfaction, financial rewards may be lower on the list than most people think. Being happy with your job seems to depend more on the intangibles: feeling part of a team and being valued and appreciated consistently outrank money when employees are polled about job satisfaction. Ten Steps are recommended for keeping employees engaged and motivated:

Step 1: Clearly define your vision.
Step 2: Give employees what they want and need–check in with them personally and find out.
Step 3: Communicate well and often.
Step 4: Get everyone engaged.
Step 5: Coach for success, and practice random acts of kindness.
Step 6: Act fairly, respect, and create trust (don't be jerks).
Step 7: Trust and verify, but also try to make work fun.
Step 8: Give special attention to high-potential employees
Step 9: Be creative to avoid downsizing. The key is for employees to trust that management is doing everything possible to retain them.
Step 10: Implement incentive programs.
http://blog.eskill.com/employees-engaged-motivated/

Employee Engagement is About Human Relationships Not Human Resources – Interview with Luis Suarez of IBM
Interview and podcast with Mark Schaefer; Adrian Swinscoe, www.adrianswinscoe.com ; Marketing & Business Development/Improving Customer or Client Experience/ Customer and Employee Engagement; August 9, 2013

This is a transcript of an interview with Luis Suarez at IBM in the series with authors and business leaders that are doing great things and helping businesses innovate, become more social and deliver better service. Key issues identified:

- The number one business problem today is employee engagement and that businesses have a huge number of people within their organizations that don't care about what they do.
- If your employees are not happy and engaged then your customers are not going to be happy or engaged.

- However, the vast majority of businesses see employee engagement as a one-way street rather than being a two-way street.
- Most businesses think that employees should be happy to have a job.
- They should be but companies need to also embrace their responsibility for creating a happy workforce that is engaged and has meaning.
- Most employees don't feel that they have enough autonomy and responsibility as their organizations are still very autocratic and run top-down.
- They also don't have access to enough information.
- In many organizations, knowledge is still perceived as 'power' and is controlled by management as they want to control the environment.
- But, if you move that into the context of the social web, people are starting to share the knowledge for the sake of sharing the knowledge, learning and collaboration.
- Management and executives are starting to feel displaced.
- As a result, management and executives keep coming back to the employee engagement issue but they are not doing their bit to make that happen.
- Employee engagement is not just about communicating more.
- Just because you are communicating more does not mean that you are communicating well or to the needs of the recipients.
- We need to continuously challenge ourselves and ask: Are we doing the right thing/is this working?
- Firms need to ask their stakeholders (but rarely do) what they think about how and what they communicate. The reason why they don't ask is that they don't want to face the ugly truth.
- If you don't change your behavior then you won't be able to increase your employee engagement or anything else for that matter.
- The big 'elephant' in the room is that companies treat their employees as objects, not as people.
- Employee engagement is about human relationships, not human resources
- Social business is all about people so when you claim to be a 'social business' you indiscriminately fire or lay people off.
- You can't do one thing and say another.
- You've got to prepare, train and educate your current and future talent.
- And, if you don't do this and treat your people better then there is no incentive for them to share their knowledge and when they leave their knowledge will 'walk' out the door.

http://www.adrianswinscoe.com/employee-engagement-is-about-human-relationships-not-human-resources-interview-with-luis-suarez-of-ibm/

Poor Customer Service Explained By Lack of Employee Engagement
By Roger Trapp; Forbes Magazine; 2013

Anybody who has been involved in drives to make employees more engaged might want to pause for thought. According to extensive analysis by the management consultancy Bain & Co, this activity has generally been a waste of time where it matters most – among employees dealing with members of the public . . . employees – especially those in front-line roles dealing with either outside customers or other departments within the organization – are engaged and enthusiastic they enjoy work more. And that is good for the business.
http://www.forbes.com/sites/rogertrapp/2013/12/19/poor-customer-service-explained-by-lack-of-employee-engagement/

Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work (book)
By Kevin Kruse, www.KevinKruse.com; Published by the Center for Wholehearted Leadership, Copyright by Kevin Kruse; 2013

This book discusses the keys to unlocking employee happiness and engagement at work.
It includes empowering exercises, surprising research and practical action items on the topics of:

- The 4 drivers of happiness and engagement
- Your own personal engagement style
- 60+ specific actions you can take to drive your own engagement and the engagement of others
- How to deal with "Debbie Downer" at work
- The power of "5 Daily Engagement Questions"

http://www.amazon.com/gp/product/0985056428/ref=as_li_qf_sp_asin_tl?ie=UTF8&camp=1789&creative=9325&creativeASIN=0985056428&linkCode=as2&tag=kevkru-20

State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders
Gallup; 2013

The State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders report highlights findings from Gallup's ongoing study of the American workplace from 2010 through 2012. This is a continuation of Gallup's previous report on the U.S. workplace covering 2008 through 2010. This latest report provides insights into what leaders can do to improve employee engagement and performance in their companies. It includes an overview of the trend in U.S. employee engagement, a look at the impact of engagement on organizational and individual performance, information about how companies can accelerate employee engagement and an examination of engagement across different segments of the U.S. working population.

State of the American Workplace I

Making Employee Engagement Happen: Best Practices from Best Employers
Aon/Hewitt; 2012

This study analyzed a database that represents more than 3 million employees to identify what the "Best Employers" are doing differently from the other companies when it comes to engagement initiatives. Best Employers are a subset of our database identified through multiple criteria—they must pass thresholds regarding employee engagement scores, review of HR practices, CEO interviews, and financial performance. In addition to this employee perspective, we also interviewed executives from a range of global clients to understand challenges and best practices regarding engagement interventions. Some of those interviewed represent companies in our "Best Employer" group, while others represent companies at various stages of maturity regarding employee engagement strategies. From reviewing both the employee data and the employer interviews, we arrived at some interesting and actionable insights into best practices in making employee engagement happen.
http://www.aon.com/attachments/human-capital-consulting/2012_Making_Employee_Engagement_Happen_Best_Practices_from_Best_Employers_white_paper.pdf

How Does Corporate Citizenship Impact Employee Engagement?
By Sarah Ketvirtis (MSLOC 2012); Northwestern University School of Social Policy; 2012

Engaged employees are fully involved in, enthusiastic about and committed to acting in a way that benefits their organization. Research has found that engagement boosts operating income, increases employee productivity, lowers turnover risk, provides a greater ability to attract top talent and leads to higher total returns (Irvine, 2009). There is also confirmation that employees with favorable opinions of their organization's socially responsible activities are more engaged, confident and likely to state an intention to stay with the organization (Kenexa, 2010). Accordingly, some organizations are making long-term commitments to corporate citizenship as part of their pledge to increase employee engagement. More corporations will support their communities via employee volunteer programs instead of just writing checks during tough economic times (McPherson, 2012). Thus, the relationship between employee engagement and corporate citizenship is an increasingly important topic for organizations.
http://www.sesp.northwestern.edu/masters-learning-and-organizational-change/knowledge-lens/stories/2012/how-corporate-citizenship-impacts-employee-engagement.html

The Relationship between Engagement at Work and Organizational Outcomes
Gallup; www.gallup.com ; 2012

The relationship between engagement and performance at the business/work unit level is substantial and highly generalizable across organizations, and engagement is related nine performance outcomes. This means that practitioners can apply the Q12 measure in a variety of situations with confidence that the measure captures important performance-related information.

2012 Q12
Meta-Analysis Summa

http://strengths.gallup.com/private/resources/q12meta-analysis_flyer_gen_08%2008_bp.pdf

Business Results Strongly Related to Engagement Regardless of Economy
By Pamela Babcock; Society for Human Resource Management (SHRM), www.shrm.org ; 2013

Employee engagement appears to be just as important in tough times as it is during good ones. Despite a global recession that has led to widespread layoffs and restructuring, the link between engagement and key organizational results has remained remarkably consistent regardless of the organization, industry or country, a recent Gallup Inc. study found.
http://www.shrm.org/hrdisciplines/employeerelations/articles/pages/business-related-engagement-not-economy.aspx

Engagement at Work: It's Effect on Performance Continues in Tough Economic Times: Key Findings from Gallup's Q Meta-Analysis of 1.4 Million Employees
Gallup; www.gallup.com ; 2012

Summary: Many business executives wonder if the effect of employee engagement on business outcomes differs in tough economic times, either by becoming less important or more important.

Gallup research conducted in 2012 — examined 49,928 business or work units and included about 1.4 million employees in 192 organizations, across 49 industries, and in 34 countries — makes clear that employee engagement strongly relates to key organizational outcomes in any economic climate.
http://mtmrecognition.com/wp-content/uploads/2013/04/2012-Q12-Meta-Analysis-Summary-of-Findings.pdf

The HR Manager's Guide to Employee Engagement
Sage: www.SageHRMS.com ; ©2011 Sage Software, Inc.; 2011

How can your company increase employee engagement and retain top performers? In this guide, we will examine some current statistics about employee engagement, show how employee engagement affects companies' financial performance, and provide tips to effectively increase employee engagement at your company.
http://static.ziftsolutions.com/files/8af2b39836c84a7901370e1019b91967.pdf

Creating an Engaged Workforce: Findings from the Kingston Employee Engagement Consortium Project
By Kerstin Alfes, Catherine Truss, Kingston Business School; Emma C. Soane, London School of Economics and Political Science; Chris Rees, Royal Holloway, University of London; Mark Gatenby, University of Surr; Chartered Institute of Personnel and Development (CIPD); 2010

The findings of the UK Government's 2009 MacLeod Review into employee engagement (MacLeod and Clarke 2009) underlined the critical role played by an engaged workforce in both organizational success and individual well-being. The study corroborated the findings of the earlier report commissioned by the CIPD into employee engagement (Gatenby et al 2009). This highlighted the relatively low levels of engagement in the UK workforce generally, together with evidence demonstrating the impact of engagement on performance, quality, innovation, levels of absenteeism, turnover and organizational advocacy. Engagement would seem to be beneficial to both employers and employees, as those with the highest levels of engagement also appear to enjoy greater personal well-being.
http://www.cipd.co.uk/nr/rdonlyres/dd66e557-db90-4f07-8198-87c3876f3371/0/creating_engaged_workforce.pdf

Employee Engagement: Maximizing Organizational Performance
Right Management; www.right.com; 2009

Significant shifts in the global economy have accelerated the need for organizations to find innovative ways to address new technological, demographic and marketplace realities. These shifts have also forced companies to reevaluate costs associated with talent, necessitating a need to do more with less. While new strategies are executed in response to these changes, high workforce performance and organizational success must be maintained. Key to ensuring this is the introduction of processes that will measure and improve employee engagement.

Research has consistently shown that employee engagement is powerfully linked to a range of business success factors such as:

- Employee performance/efficiency
- Productivity
- Safety
- Attendance and retention
- Customer service and satisfaction
- Customer loyalty and retention
- Profitability

http://www.right.com/thought-leadership/research/employee-engagement---maximizing-organizational-performance.pdf

Employee Engagement in Hard Times: Focus on Intrinsic Rewards
By Ken Thomas; Training; June 4, 2009

In this hyper-competitive, recession-battered environment, companies are counting more than ever on a motivated, engaged workforce to deliver the performance that will keep them in the ball game. Unfortunately, the same economic forces that make employee engagement so vital are also posing severe challenges to motivation in the form of salary freezes/cuts and layoffs. Companies are vexed with the task of boosting engagement at a time when the resource that is typically associated with work motivation—money—is scarce. Don't fret, however. To put a new spin on a popular political phrase, "It's the work, stupid! (not the money)," that really gets people excited about their jobs. If you ask people what keeps them engaged and energized at work, they talk more about their work than money. When it comes to workplace motivation, however, we exhibit "pluralistic ignorance" —the shared, mistaken idea that our own experience is unique. If you ask us what engages and motivates other people, we tend to assume it's mostly financial. In fact, the person who is more engaged by the work than the money is not unique, but quite typical. Research has shown "intrinsic" rewards—those positive emotional charges we get from excelling at work we find meaningful—are more powerful influences on day-to-day engagement than money.
https://www.cpp.com/Pdfs/Training_emp_engagement.pdf

The Practitioner's Guide to Essential Techniques for Employee Engagement: Tips, Tools and Practical Advice for Building a Committed Workforce
Writers: Linda Dulye, David Grossman, Tony Quinlan, Caryn Vanstone; Graeme Ginsberg**,** Managing Editor, Ashridge Business School, www.ashridge.org.uk; Melcrum Publishing Limited; 2007

Organizations with engaged employees – employees who are keen to "go the extra mile" – can have a very strong positive effect on the success of the business, and have been seeking effective techniques allowing them to build engagement at all levels. In this publication, leading employee engagement experts guide readers through the four most widely used employee engagement techniques and how to apply them – action teams, appreciative Inquiry, message maps and storytelling. The focus is on providing a thorough understanding of what the techniques are and processes and tools for applying them. Also included is a "snapshot" of how organizations are currently approaching employee engagement, what techniques they're using. .
http://www.ashridge.com/Website/IC.nsf/wFARATT/Appreciative%20Inquiry/$File/AppreciativeInquiry.pdf

Driving Long-Term Engagement through a High-Performance Culture
By Christopher Rice, President & CEO, Copyright BlessingWhite, Inc.; 2007

Culture's Impact on Engagement

Numerous studies connect the dots between organizational culture and employee engagement. The Corporate Leadership Council, for example, labels culture a "public good" engagement lever — meaning it is not subtractable nor is it excludable. Unlike "private good" levers (e.g., coaching or career development programs), culture does not require direct investment in individual employees, it is "scalable" (by touching all levels of employees), and it requires minimal resources to maintain (providing benefits indefinitely). If you're serious about employee engagement, it's worth taking the time to shape your culture because your efforts can provide wide-reaching, long-lasting value.

In our experience, a high-performance culture can positively impact employee engagement in the following ways:

1. Provides meaning and emotional connection to a workforce searching for employment that offers more than just a paycheck. That connection translates into increased commitment and pride, which in turn results in higher retention and discretionary effort.

2. Prevents bad business practices and behavior that may not necessarily land your leaders in jail but can certainly alienate customers and employees who come to work each day with good intentions and high achievement needs. High-performance cultures weed out leaders who don't live the core values before those leaders' behaviors damage morale and drive top talent out the door.
http://www.blessingwhite.com/content/articles/DrivingLongTermEngagementThroughaHighPerformanceCulture08.pdf

Employee Engagement: The Key to Realizing Competitive Advantage
A Monograph by: Richard S. Wellins, Ph.D., Senior Vice President of Global Marketing and New Business Development**;** Paul Bernthal, Ph.D., Manager of Center For Applied Behavioral Research; Mark Phelps, Senior Consultant**,** Development Dimensions International; DDI, Inc., © Development Dimensions International, Inc., MMV; 2005

. . . The general principles of employee engagement have been around for decades. William C. Byham, DDI's founder and CEO, first published a bestselling book, *Zapp! The Lightning of Empowerment* in 1988. The book, in the form of a fable, struck a chord with many readers by showing the sharp contrast between a high-empowerment organization (Zapp) versus one that constantly robs employees of their passion and energy (Sapp).

. . . DDI's approach to building higher levels of engagement is based on a number of fundamental beliefs:

1. Engagement is the primary enabler of successful execution of any business strategy. An engaged workforce is your only true competitive advantage. . .

2. Engagement is not a short-term initiative. Because engagement is simple in concept but difficult in execution, it is never achieved or finished—only improved. . . .

3. Engagement must be driven from the top. Engagement is a business imperative, not an HR initiative, though HR should be a key player in driving higher levels of engagement. . .

4. One of the best ways to have highly engaged employees is to hire them. . .

5. Engagement is all about fit. People are more likely to be engaged if their jobs and the culture of the organization match both their abilities and skills, and their motivation and values. . .

6. No one impacts the state of engagement more than an employee's immediate supervisor. . .

7. Measuring engagement and demonstrating its business impact is crucial, but it's only a small part of winning the battle. . .

8. Engagement means reaching the heart. Highly engaged employees give that extra effort because inside they care. And, they care because they feel someone is caring for them . . .
https://www.ddiworld.com/DDIWorld/media/monographs/employeeengagement_mg_ddi.pdf?ext=.pdf

Journals

The Moderating Role of Employee Engagement on the Relationship between Labour Productivity with Training and Career Development
Hellen Sang; Dr. Wario Guyo; and Prof. Romanus Odhiambo; International Journal of Business and Behavioral Sciences; Vol. 4, No.7; July 2014

The productivity of each individual in an organization is critical for the overall performance of the organization. Labour productivity therefore indicates the extent to which an organizations Labour force is efficient and effective. The aim of this study was to establish the moderating influence of Employee

Engagement on the Relationship between Labour productivity and training and career development. The specific objective was to establish the moderating effect of Employee Engagement on the relationship between Training and Career development with Labour productivity. An explanatory research design was adopted where census method was used, involving all 205 State Corporations in Kenya. The data obtained was analyzed using descriptive and inferential statistical analyses. The study established that Employee Engagement plays a significant moderation effect on this relationship and recommends that organizations wishing to get higher results from their Labour force should consider Employee Engagement drivers, as they will enhance their employee productivity.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Employee Engagement: A Review of the Literature
Authors: Mohsin Ali Raza; Chaudhry Abdul Rehman; Asian Journal of Research in Business and Management; Volume 1 - Issue 1; March - April, 2014

The purpose of this review is to examine critically the literature around employee engagement. The major objective was to understand antecedents of employee engagement and to identify gaps in existing literature. For that various databases are explored and relevant articles are studied. Antecedents of employee engagement found in literature are discussed at personal, organizational and contextual level and directions for future research are made.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

The role of diversity practices and inclusion in promoting trust and employee engagement
Authors: Stephanie N. Downey, Lisa van der Werff, Kecia M. Thomas, and Victoria C. Plaut; Journal of Applied Social Psychology; July 2014

This paper investigates the association of diversity practices with an important aspect of workplace well-being, engagement. It was hypothesized that this association would be mediated by trust climate, and that this mediation relationship would be stronger when employees experienced feelings of inclusion in the workplace. Using a sample of 4,597 health sector employees, results indicated that diversity practices are associated with a trusting climate that, in turn, is positively related to employee engagement. Furthermore, the relationship between diversity practices and trust climate was moderated by inclusion. Theoretical and practical implications of the study are discussed along with recommendations for future research.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Disengaging From Engagement
Author: John Purcell; Human Resource Management Journal; Volume 24, Issue 3; July 2014

Two basic approaches to engagement are contrasted. Work engagement relates to an individual's psychological state of mind while at work. The problems with this and its limited relevance to HRM are considered: its concern with a minority of employees, the way non-engaged staff are portrayed, the airbrushing out of conflict and the pernicious use of positive psychology. Employee or behavioural engagement is more relevant to HRM and employment relations but suffers from a lack of definition and a failure to specify the components that are associated with higher levels of employee engagement. It is usually a-contextual and lacks the subtlety of earlier work on HR and performance, while covering the same ground. Problems remain with research seeking to show the connections with financial

performance. Boiling engagement measures down to one score is particularly worrying. The management of employee engagement in the UK National Health Service illustrates that properly constructed studies of employee engagement can inform policies and practices to improve work relations, employee well-being and aspects of performance.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

What Do We Really Know About Employee Engagement?
Authors: Alan M. Saks, and Jamie A. Gruman; Human Resource Development Quarterly; Volume 25, Issue 2; Summer 2014

Employee engagement has become one of the most popular topics in management. In less than 10 years, there have been dozens of studies published on employee engagement as well as several meta-analyses. However, there continue to be concerns about the meaning, measurement, and theory of employee engagement. In this article, we review these concerns as well as research in an attempt to determine what we have learned about employee engagement. We then offer a theory of employee engagement that reconciles and integrates Kahn's (1990) theory of engagement and the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007). We conclude that there continues to be a lack of consensus on the meaning of employee engagement as well as concerns about the validity of the most popular measure of employee engagement. Furthermore, it is difficult to make causal conclusions about the antecedents and consequences of employee engagement due to a number of research limitations. Thus, there remain many unanswered questions and much more to do if we are to develop a science and theory of employee engagement.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Fostering Employee Engagement in Organisations: A Conceptual Framework
Author: Kaushik Mukerjee; International Journal of Management Practice, Issue/Volume 7, Number 2; 2014

In recent times, the importance of employee engagement has been well acknowledged, but the understanding of the factors that impact engagement needs deeper study. This paper focuses on the existing literature on employee engagement and the engagement practices in leading organisations. Through the use of suitable concepts and practices, a conceptual framework has been developed that can help foster employee engagement in organisations. This paper brings into focus suitable propositions that need to be managed to enhance employee satisfaction and commitment. It also brings forth relevant propositions that organisations should consider to develop employee motivation and advocacy. The paper concludes that employee engagement can be fostered in organisations by focusing on the propositions given in the conceptual framework.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

The meaning of 'employee engagement' for the values and roles of the HRM function
Authors: J. Arrowsmith; J. Parker; the International Journal of Human Resource Management Volume 24, Issue 14; 2013

Employee engagement has become a dominant pat of the vocabulary of human resource management (HRM), yet there has been little investigation of the implications of this for HRM in organisations. This article analyses a case study of an initiative at New Zealand Post designed to improve the engagement

and performance of supervisory staff. It makes two important contributions to the development of the nascent literature. First, it suggests that effective engagement initiatives require political astuteness and commitment on the part of HR. This is because they require a clear business case focused on performance, not merely engagement itself, and an evidence-based approach to design and implementation. This potential appears to be furthered by the commonly observed restructuring of HRM into a 'business partner' role. Second, a purposive approach to employee engagement involves HR interrogating the employment relationship to address fundamental issues of employee voice, work design and management agency. This can introduce complications, and resistance, into the partnership with management, but it also offers a means to reconcile 'soft' (employee-centred) HRM values to 'hard' (performance) concerns around specific change management initiatives. Employee engagement thus need not constitute unitarist subterfuge, but rather something of a 'neo-pluralist' turn in the values and activities of HRM.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Employee Engagement, Organisational Performance and Individual Well-Being: Exploring The Evidence, Developing The Theory
The International Journal of Human Resource Management; Volume 24, Issue 14; 2013

The development of mainstream human resource management (HRM) theory has long been concerned with how people management can enhance performance outcomes. It is only very recently that interest has been shown in the parallel stream of research on the link between employee engagement and performance, bringing the two together to suggest that engagement may constitute the mechanism through which HRM practices impact individual and organisational performance. However, engagement has emerged as a contested construct, whose meaning is susceptible to 'fixing, shrinking, stretching and bending'. It has furthermore not yet been scrutinised from a critical HRM perspective, nor have the societal and contextual implications of engagement within the domain of HRM been considered. We review the contribution of the seven articles in this special issue to the advancement of theory and evidence on employee engagement, and highlight areas where further research is needed to answer important questions in the emergent field that links HRM and engagement.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

The Relative Importance of Employee Engagement, Other Job Attitudes, and Trait Affect as Predictors of Job Performance
Authors: Reeshad S. Dalal, Michael Baysinger, Bradley J. Brummel and James M. LeBreton; Journal of Applied Social Psychology, Volume 42, Issue Supplement S1, pages E295–E325, December 2012

We used univariate and multivariate relative weight analysis to assess the relative importance of a new job attitude (employee engagement), several longstanding job attitudes (job satisfaction, organizational commitment, job involvement, perceived organizational support, and work centrality), and trait positive and negative affect as predictors of 3 important components of overall employee performance: task performance, organizational citizenship behavior (OCB), and counterproductive (or deviant) work behavior. The results indicate that the best predictors of overall employee performance were trait negative affect, employee engagement, and job satisfaction. Moreover, the results were unaffected by the removal of a few behavioral items (akin to OCB) from measures of employee engagement. Implications and suggestions for future research are discussed.
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Employee Engagement and Leadership: Exploring the Convergence of Two Frameworks and Implications for Leadership Development in HRD
Authors: Brad Shuck and Ann Mogan Herd; Human Resource Development Review; March 16, 2012

As the use of workplace knowledge economies increases and emerging motivational-state variables such as employee engagement become more widely used, current frameworks of leadership are undergoing changes in perspective and practice. Moreover, while shifts in workplace dynamics have occurred in practice for some time, scholars are now calling for a new perspective of leadership. This article explores the connection between traditional and emerging leadership theories and the motivational-state variable of employee engagement, building toward a conceptual framework proposed for further refinement, discussion, and ultimately testing. A conceptual link between meeting and understanding employee needs, the use of emotional intelligence as a leadership competency, and transformational leadership is examined. Implications for leadership development in research and practice in an HRD context bring this article to a close.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Employee Engagement and Organizational Behavior Management
Authors: Timothy D. Ludwig and Christopher B. Fraziera; Journal of Organizational Behavior Management, Volume 32, Issue 1, 2012

Engagement is a "buzz" word that has gained popularity in Industrial/Organizational Psychology. Based on a "Positive Psychology" approach, engagement is perceived as a valuable state for employees, because surveys on the construct have found it correlates with some organizational tactics (e.g., human resource policies, procedural justice) and positive outcomes (e.g., growth, lower costs, lower absenteeism). Reviews of the engagement literature suggest engagement is not clearly defined, which is common with some popular cognitive/emotional constructs. Positive Psychology is nothing new to behavior analysis (Luthans, Youssef, & Rawski, 2011), which has many applications through the field of Organizational Behavior Management to create an "engaged" workforce and culture.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Performance Management and Employee Engagement
Authors: Jamie A. Gruman, and Alan M. Saks; Human Resource Management Review, Volume 21, Issue 2, June 2011

Many contemporary organizations are placing a greater emphasis on their performance management systems as a means of generating higher levels of job performance. We suggest that producing performance increments may be best achieved by orienting the performance management system to promote employee engagement. To this end, we describe a new approach to the performance management process that includes employee engagement and the key drivers of employee engagement at each stage. We present a model of engagement management that incorporates the main ideas of the paper and suggests a new perspective for thinking about how to foster and manage employee engagement to achieve high levels of job performance.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

The Evolution of the Employee Engagement Concept: Communication Implications
Author: Welch, Mary; Corporate Communications: An International Journal, Volume 16, Number 4; Emerald Group Publishing Limited; 2011

This paper contributes to corporate communication theory by considering the evolution of employee engagement and the role of communication in enhancing employee engagement. Design/methodology/approach - Despite its importance for organisation leaders, there is considerable confusion about the meaning of employee engagement. This paper aims to provide a degree of clarity on the concept by identifying stages in its evolution and discussing its definition. Findings—surprisingly, corporate communication literature has not yet adequately considered the concept. This may be due to confusion concerning the concept, and to concerns about overlaps with other constructs such as commitment. This paper tackles the gap in the literature with a proposed model of the role of internal corporate communication in enhancing employee engagement. Research limitations/implications—the article discusses linkages between engagement and communication which suggest research potential for the communication disciplines. Practical implications - There are practical implications of the model proposed here since it encourages communicators to consider potential engagement effects of communication strategies and tactics. Social implications—the paper encourages communicators to consider the communication needs of employees. Originality/value –this conceptual paper provides an overview of employee engagement literature with a novel contribution identifying evolutionary waves in the development of the concept. It suggests a definition of organisation engagement as a dynamic, changeable psychological state which links employees to their organisations, manifest in organisation member role performances expressed physically, cognitively and emotionally, and influenced by organisation-level internal communication.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Employee Engagement and HRD: A Seminal Review of the Foundations
Authors: Brad Shuck and Karen Wollard; Human Resource Development Review, Vol. 9, No. 1 89-110; March 2010

The term employee engagement has gained considerable popularity in the past 20 years yet it remains inconsistently defined and conceptualized. Although much has been written on the subject, little rigorous academic research has been done. This gap has resulted in a disjointed approach to understanding and developing strategies around employee engagement within organizations. This article explores the development of employee engagement through a historical lens using an integrated literature review to define and situate the concept within the HRD field by systematically reviewing and organizing literature across various disciplines and fields of study. Seminal works on the topic were identified and reviewed to gain an understanding of the topic's development. A working definition is proposed and implications for theory, scholarship, and organizational practice are discussed.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Employee Engagement: The Key to Improving Performance
Authors: Solomon Markos; M. Sandhya Sridevi; International Journal of Business and Management, Vol. 5, No. 12; December 2010

Employee engagement is a vast construct that touches almost all parts of human resource management facets we know hitherto. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement.

The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and Organizational citizenship behaviour. Though it is related to and encompasses these concepts, employee engagement is broader in scope. Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behaviour. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature
Author: Mark Attridge, PhD, MA; Journal of Workplace Behavioral Health, Volume 24, Issue 4; 2009

High levels of work engagement are when employees are involved with, committed to, enthusiastic, and passionate about their work. This article provides a review of the literature on employee engagement, based on studies from academic and business sources. Areas of focus include defining the concept of employee work engagement, how it is measured, how often it occurs, the costs of disengagement, the business benefits linked to positive engagement, and how workplaces can be changed to encourage engagement. The findings indicate that work engagement can be improved through adopting certain workplace behavioral health practices that address supervisory communication, job design, resource support, working conditions, corporate culture, and leadership style. Also featured are several case studies from employers who measure and use employee engagement data to improve their work culture, retain employees, and increase business financial success. Implications for improving the service of employee assistance and behavioral health providers are discussed.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

Books

Employee Engagement in Theory and Practice
Edited by Catherine Truss, Kerstin Alfes, Rick Delbridge, Amanda Shantz, Emma Soane; Routledge; 2014

In recent years there has been a weight of evidence suggesting that engagement has a significantly positive impact on productivity, performance and organizational advocacy, as well as individual wellbeing, and a significantly negative impact on intent to quit and absenteeism from the work place. This comprehensive new book is unique as it brings together, for the first time, psychological and critical HRM perspectives on engagement as well as their practical application. Employee Engagement in Theory and Practice will familiarize readers with the concepts and core themes that have been explored in research and their application in a business context via a set of carefully chosen and highly relevant original and case studies, some of which are co-authored by invited practitioners.

Written in an accessible manner, this book will be essential reading for scholars in the field, students studying at both undergraduate and postgraduate levels, as well as practitioners interested in finding out more about the theoretical underpinnings of engagement alongside its practical application.
Available at: http://www.amazon.co.uk/Employee-Engagement-Theory-Practice-Catherine/dp/0415657423

The Future of Research in Employee Engagement
Katie Truss; University of Essex; www.cipd.co.uk ; White Paper; 2014

Drawing on the contributions to both our recently-published book Employee Engagement in Theory and Practice (Truss et al, 2013a) and the special issue of the International Journal of HRM (Truss et al, 2013), at least seven overarching questions can be identified. It is likely that these questions will be explored using a greater range of methodologies and approaches, including longitudinal study designs, multi-level datasets, mixed methods, and discourse and conversational analysis, and this methodological plurality will undoubtedly enrich and diversify the field.
Available at: http://www.cipd.co.uk/binaries/the-future-of-engagement_2014-thought-piece-employee-engagement-katie-truss.pdf

Strategic Internal Communication: How to Build Employee Engagement and Performance
Author: David Cowan; Paperback: 186 pages; Publisher: Kogan Page; June 28, 2014

A 2012 State of the Sector survey compiled by Gatehouse, in conjunction with the Institute of Internal Communication, reveals that improving leadership communication has emerged as a top priority, with 60% of respondents naming it as their main focus over the next 12 months. While decisions made by management may be perfectly rational, poor communication can leave employees confused, worried or disinterested. This can directly impact the levels of engagement and performance across an organization.

Strategic Internal Communication offers a holistic approach to building engagement, performance and cultural integration. It looks at the relation between the traditional silos of internal organizational communication, HR and employee engagement and demonstrates how communication is a key factor in breaking down barriers. Using the Dialogue Box approach, an efficient framework for assessing the needs and impact of internal communications, it allows managers and leaders to understand the emotions of their company and how this links to the ways employees interpret events and information.
Available at: http://www.barnesandnoble.com/w/strategic-internal-communication-david-cowan/1116543633?ean=9780749470111

Engaging Government Employees
By Robert Lavigna, American Management Association; 2013

It's one that leaders of government organizations large and small should pay attention to.

Government employees face enormous challenges today, including being stigmatized as underworked and overpaid. At the same time, they're being asked to solve some of our toughest problems including unemployment, security, poverty, and education In Engaging Government Employees, Bob Lavigna gives managers the tools they need to leverage the talents of government's most important resource: its people. He shows them how to measure, nurture, and sustain the kind of authentic employee engagement that drives results. With over three decades of experience in public sector HR, he knows how to get team members passionate about the agency's mission, and committed to its success. Readers will learn:

- Why a highly engaged staff is 20 percent more productive
- How to get employees to deliver "discretionary effort"
- How to assess the level of engagement
- Why free pizza and Coke every Friday is not a viable strategy

- And more, drawing on a wealth of empirical evidence, Engaging Government Employees rejects the typical, one-size-fits-all approach to motivation and shows how America's largest employer can apply the science of engagement to dramatically improve performance.

Available at: http://www.amazon.com/Engaging-Government-Employees-Motivate-Performance-ebook/dp/B00CZVCPS2

Employee Engagement for Dummies

Author: Bob Kelleher; ISBN: 978-1-118-72579-5; December 2013

Today more than ever, companies and leaders need a road map to help them boost employee engagement levels. Employee Engagement for Dummies helps employers implement the necessary plans to create and sustain an engaging culture, allowing them to attract and retain the best people while boosting their productivity and creativity.

Employee Engagement for Dummies helps you foster employee engagement, a concept that furthers an organization's interests through ensuring that employees remain involved in, committed to, and fulfilled by their work. It covers: practical steps to boost employee engagement with your company or team; how to engage different generations of employees; the keys to reduce voluntary employee turnover; practical tools to help retain and engage your employees; processes that will boost employee retention and productivity; hiring the best fits from the start; and much more.

Available at: http://www.wiley.com/WileyCDA/WileyTitle/productCd-1118725794.html

Cutting Through the Noise: The Right Employee Engagement Strategies for You

Author: Norma Davila and Piña-Ramirez; Published by ASTD; ISBN 10: 1562868632 / ISBN 13: 9781562868635; Paperback; 2013

Managers are flooded with theories, concepts, and ideas for how to improve employee engagement—but what works, and what doesn't? This book helps managers cut through the clutter of all those strategies and find the one that works for them. Beginning with the myths and realities of employee engagement, authors Davila and Piña-Ramirez highlight the importance of organizational culture and context when it comes to keeping employees invested in the organization. Understand the various stages of employee engagement. Consider change management as a critical issue in employee engagement. Learn how to maintain that engagement throughout your employees' careers.

Available at: http://www.astd.org/Publications/Books/Cutting-Through-the-Noise

Loyalty 3.0: How Big Data and Gamification Are Revolutionizing Customer and Employee Engagement

by Rajat Paharia; Hardcover; May 28, 2013

Silicon Valley start-up Bunchball, the pioneer and innovator in gamification, is light years ahead when it comes to the concept of loyalty--and using it to drive business profits and growth. Focusing not only on customer loyalty, but also the loyalty of employees and partners, Bunchball combines behavioral economics, big data, social media, and gamification to inspire loyalty that lasts--from everyone involved in the success of a business. Now, in Loyalty 3.0, Bunchball founder Rajat Paharia reveals how you can use these same techniques to seize the competitive edge for your business. Paharia shows you how to create a system powered by human motivation and digital technology that creates ongoing, persistent engagement among customers, employees, and partners. Loyalty 3.0 arms you with everything you need to know in order to build a loyalty and engagement program that drives a sustainable advantage for your business.

Available at: http://www.loyalty30.com/book

Perfect Phrases for Coaching Employee Performance: Hundreds of Ready-to-Use Phrases for Building Employee Engagement and Creating Star Performers
By Laura Poole; Paperback; Publisher: Mcgraw-Hill; 1st Edition; March 12, 2013

Perfect Phrases for Coaching Employee Performance gives you the language to empower, engage, and develop your employees. Filled with hundreds of words and phrases you can use in virtually every coaching situation, this go-to guide provides everything you need for:

- Onboarding and training
- Conducting performance reviews
- Setting employee goals
- Coaching high and low performers
- Creating powerful teams
- Building strong relationships

Available at: http://www.amazon.com/Perfect-Phrases-Coaching-Employee-Performance/dp/0071809511

Manager's Guide to Employee Engagement
Author: Scott Carbonara; Softcover; McGraw Hill; 2012

Successful managers understand that their job is to help employees do their best work, not simply give orders. The Manager's Guide to Employee Engagement shows leaders at all levels how to build relationships that support collaboration and drive meaningful performance improvement. Learn how to:

- Foster loyalty, trust, and commitment in all your employees
- Create a culture of positive thinking
- Empower employees to act as internal entrepreneurs
- Align employee and organizational values and goals
- Become "the best boss ever"--without losing sight of business goals

Available at: http://leadershiptherapist.com/resources/books/

Employee Engagement and Communication Research: Measurement, Strategy and Action
Author: Susan Walker; Paperback; 256 pages; Publisher: Kogan Page; December 28, 2012

There's a well-known saying: what doesn't get measured doesn't get done. So it is no surprise that communicators, human resource and change managers recognize the need to measure and evaluate their work, particularly its worth to their organizations. Susan Walker covers all the tools, strategy and action required to plan a research project or commission external research, whether a full scale employee survey or research focusing on a particular subject area such as communication, engagement, change or corporate social responsibility. She guides readers toward defining their objectives; involving and communicating with employees; choosing a quantitative or qualitative approach; designing and developing questionnaires; maximizing response rates; interpreting the data effectively; turning the results into an organizational story and finally, developing and leading an action program for change. Throughout there is a focus on creating an effective business case and demonstrating value to the bottom line.
Available at: http://www.amazon.com/Employee-Engagement-Communication-Research-Measurement-ebook/dp/B009SMR99G

The Soul of the Organization: How to Ignite Employee Engagement and Productivity at Every Level
By David B. Zenoff; Paperback: 152 pages; Publisher: Apress; 1 edition; December 9, 2012

Given the opportunity to describe Apple as a company in just a word or two, most would respond with adjectives like: Innovative, Design-conscious, Iconic, and some would probably even say: Secretive. But here's another: Soulful. Yes, Apple has a soul, and it is not alone in that respect. A select few organizations can similarly be said to exhibit similar qualities of soul that inspire passion in their employees and set them on the path to high levels of sustained organizational performance. But, given that most organizations are plagued by low levels of employee engagement and lackluster organizational performance, how do high-performing organizations do it? How do they ignite and sustain employee engagement and boost individual and overall organizational productivity? That is exactly the question that organizational expert David B. Zenoff sets out to answer in The Soul of the Organization.
Available at: http://souloftheorganization.com/

Contented Cows Still Give Better Milk, Revised and Expanded: The Plain Truth about Employee Engagement and Your Bottom Line
Bill Catlette, Richard Hadden; ISBN: 978-1-118-29273-0; 208 pages; July 2012

Managers could learn a lot from a message echoed by generations of dairy farmers: "Contented cows give better milk." This book is not, repeat, not a management tome. In this fully revised and expanded edition to a book which absolutely, positively makes the case that treating people right is one of the best things any business can do for its bottom line, Contented Cows Still Give Better Milk offers sound, practical advice for those who know that their reputation as an employer is as important as bandwidth.
Available at: http://contentedcows.com/contented-cows-still-give-better-milk/

Engaged: Unleashing Your Organization's Potential through Employee Engagement
By Linda Holbeche, Geoffrey Matthews; ISBN: 978-1-119-95353-1; 344 pages; Jossey-Bass; May 2012

For managers and business leaders who want to enhance performance, this easy-to-use guide to employee management offers real solutions for getting workers engaged and increasing productivity. It explains what employee engagement is, why it matters, what the benefits of it are, what helps and hinders it, how to measure it, how to put theory into action when trying to create it. As an added benefit, it offers plenty of advice on how managers can keep themselves engaged, even during the toughest of times.
Available at: http://www.wiley.com/WileyCDA/WileyTitle/productCd-1119953537.html

Employee Engagement 2.0: How to Motivate Your Team for High Performance (A Real-World Guide for Busy Managers)
By Kevin E. Kruse; Paperback: 90 pages; Publisher: Create Space Independent Publishing Platform; 2nd Edition; March 1, 2012

Imagine if you could: 1) Create massive emotional commitment among all your direct reports, 2) Turn your apathetic group into a high performance team exhibiting huge discretionary effort, 3) Be a leader who people fight to work with, 4) Win a "Best Place to Work" award within 12 months. Indeed, you can do all that and more, and it doesn't take a lot of time or a big budget. This isn't just another ivory tower book on leadership. Employee Engagement 2.0 is the result of both massive research and real-world experience. The author, Kevin Kruse, is a former Best Place to Work winner, serial entrepreneur, and NY Times bestselling author. He has advised dozens of organizations, from Fortune 500 companies like SAP, to startups and non-profits, and even to the US Marines. This is your step-by-step guide that will teach you:

- What employee engagement is (it does not mean happy or satisfied)

- How engagement directly drives sales, profits, and even stock price
- The secret recipe for making anyone feel engaged
- How to quantify engagement, even if you have no budget
- 7 questions to ask that will identify your engagement weakness
- What to say to facilitate a team meeting on engagement
- A communication system that ensures rapid, two-way flow of information
- How to make your strategic vision memorable and "sticky"
- How to implement a complete engagement plan in only 8 weeks!

Being a great leader—one who drives massive passion, commitment and engagement—is within your reach. Follow the step-by-step plan in Employee Engagement 2.0 and prepare to be a great place to work.
Available at: http://kevinkruse.com/employee-engagement-20-book/

The Employee Engagement Mindset: The Six Drivers for Tapping into the Hidden Potential of Everyone in Your Company
Timothy R. Clark; Hardcover: 272 pages; Publisher: McGraw-Hill; 1 edition; May 14, 2012

Create and deploy the most powerful competitive weapon in business today--the Self-Empowered Employee. The Employee Engagement Mindset outlines a simple six-part shared manager/employee model for increasing engagement: Shaping, Connecting, Learning, Stretching, Achieving, and Contributing. It shifts the paradigm of engagement from an employer-centered model to an employee-centered view. By emphasizing shared manager and personal responsibility, coupled with intrinsic motivation, you will dramatically increase employee engagement.
Available at: http://www.amazon.com/The-Employee-Engagement-Mindset-Potential/dp/0071788298/ref=tmm_hrd_title_0

The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work
Authors: Teresa Amabile and Steven Kramer; Planned Television Arts, www.PlannedTVArts.com ; Harvard Business Review Press, ISBN 978-1-4221-9857-5; Hardcover; August 2011

What is the single most important factor in employee engagement? Incentives, recognition for good work, support for making progress in the work, interpersonal support, or clear goals? Harvard Business School Professor Teresa Amabile and developmental psychologist Steven Kramer asked this question of hundreds of managers from dozens of companies around the world. Shockingly, 95% of managers got it wrong. In this book, Amabile and Kramer, draw on three decades of research and nearly 12,000 diary entries from more than 200 employees to reveal the truth. Employees' biggest motivator is making consistent, meaningful progress, and the best managers support them in making that progress.

In this book, readers will discover:
- Small wins often have a surprisingly strong effect on people and performance
- Small setbacks can have a disproportionately negative effect
- Key leverage points for managers to use as catalysts for team success
- The importance of the "nourishment factor" that provides interpersonal support
- How to sustain virtuous cycles and halt vicious ones
- How to create an environment for optimal innovative performance
- A Daily Progress Checklist providing a practical framework for implementation

Available at: http://www.progressprinciple.com/documents/amabile_press_kit.pdf

Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT
By Paul L. Marciano; Hardcover: 227 pages; Publisher: McGraw-Hill; 1 edition; July 5, 2010

Reward and recognition programs can be costly and inefficient, and they primarily reward employees who are already highly engaged and productive performers. Worse still, these programs actually decrease employee motivation because they can make individual recognition, rather than the overall success of the team, the goal. Yet many businesses turn to these measures first—unaware of a better alternative. So, when it comes to changing your organizational culture, carrots and sticks don't work! What does work is Dr. Paul Marciano's acclaimed RESPECT model, which gives you specific, low-cost, turnkey solutions and action plans-- based on seven key drivers of employee engagement that are proven and supported by decades of research and practice—that will empower you to assess, troubleshoot, and resolve engagement issues in the workplace.
Available at: http://legacycultures.com/speakers/dr-paul-marciano/

Employee Engagement through Effective Performance Management: A Practical Guide for Managers
By Edward M. Mone and Manuel London; ISBN-13: 9781848728202; Publisher: Taylor & Francis; November 18, 2009

An engaged employee is someone who feels involved, committed, passionate and empowered and demonstrates those feelings in work behavior. This book explains that a more engaged workforce is really about better performance management. The authors expand the traditional notion of performance management to include building trust, creating conditions of empowerment, managing team learning, and maintaining ongoing straightforward communications about performance, all of which are critical to employee engagement. The "best practices" tools and advice in this book are based on solid research as well as the authors' experience.
Available at: http://www.worldcat.org/title/employee-engagement-through-effective-performance-management-a-practical-guide-for-managers/oclc/286459093

Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage
By William H. Macey, Benjamin Schneider, Karen M. Barbera, Scott A. Young; ISBN: 978-1-4051-7902-7; 224 pages; ©2009 Wiley-Blackwell; May 2009

Providing practical advice, tools, and case examples, Employee Engagement translates best practices, ideas, and concepts into concrete and practical steps that will change the level of engagement in any organization. The book:

- Explores the meaning of engagement and how engagement differs significantly from other important yet related concepts like satisfaction and commitment
- Discusses what it means to create a culture of engagement
- Provides a practical presentation deck and talking points managers can use to introduce the concept of engagement in their organization
- Addresses issues of work-life balance, and non-work activities and their relationship to engagement at work

Available at: http://onlinelibrary.wiley.com/book/10.1002/9781444306538

Intrinsic Motivation at Work: What Really Drives Employee Engagement
By Kenneth W Thomas; Paperback: 160 pages; Publisher: Berrett-Koehler Publishers; Second Edition; April 1, 2009

In today's organizations, employee engagement is vital--more is being required of workers than ever before. In this new edition of his classic book, Kenneth Thomas draws on the latest research findings to identify the key to employee engagement: intrinsic motivation. Only intrinsic rewards—rewards that come directly from the work itself--encourage the profound commitment and sense of ownership needed for a truly engaged and innovative workforce. Thomas identifies four intrinsic rewards, explains exactly how and why they build engagement, and provides a diagnostic framework to evaluate which need boosting and how to boost them. The second edition has been revised and updated throughout, with an expanded section on how leaders can identify their own intrinsic rewards and new tools, tips, and practices for encouraging intrinsic motivation in others.
Available at: http://www.bkconnection.com/static/Intrinsic_Motivation_at_Work_2nd_EXCERPT.pdf