Employee engagement is:

1. a positive and energized work-related motivational state, and
2. a genuine willingness to contribute to work role and organizational success


Concepts (derived from Saks 2006 model)

Drivers of Engagement
- Work value
  - Job characteristics
  - Meaningfulness
- Perceived Organizational Support
- Perceived Supervisor Support
- Rewards and Recognition
- Trust
- Job Security
- Communication
- Work/Life Balance
- Co-workers
- Career Development
- Campus Climate

Outcome of Engagement
- Job Satisfaction
- Organizational Commitment
- Intention to Quit
- Organizational Citizenship Behavior
  - Productivity
  - Advocacy
- Mission Goal Accomplishment
  - Student Development
  - Research
- Mission Alignment
- Image


---

Sperduto defined satisfaction as a necessary component of the definition of engagement.
Sperduto’s Definition of Success for 2014 Engage West Survey

Engagement is present when

- People offer discretionary effort at work
- People take ownership
- People go above and beyond expectations
- The organization is sensitive to needs of people
- The organization adjusts to meet the changing needs of employees
- Leaders demonstrate true interest in the success of employees

True Engagement is Present when....

- an employee is satisfied and when performing well for the organization.
- These two conditions leave the responsibility for engagement on: the employee and the organization.
- We want to provide the conditions under which people will choose to engage.
- We cannot have engagement without satisfaction.