Employee Engagement and Organizational Behaviour Management

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Commitment is a buzzword that is gaining popularity in psychology of work / organizations. Based on a "positive

Psychology "commitment is perceived as a valuable condition for co-workers because the investigations on the built revealed that it is correlated with certain organizational tactics (eg human resources Policy, procedural justice) and positive outcomes (eg, growth, cost reduction, decrease in absenteeism). Reviews of the engagement literature

what is common with some popular cognitive / emotional constructs. Positive Psychology is nothing new in behavioral analysis (Luthans, Youssef, & Rawski, 2011), which has many applications in the field of organizational behavior management to create a "clerk" Manpower and culture.

KEY WORDS: commitment, psychology of work / organizations,

Management of organizational behaviour Employee engagement is a young and indistinct construction within the organization The research needs to be clearly defined. Nevertheless, it has become that The last word in management, the opportunistic interest for the academic field. However, from a behavioral analysis point of view, it is "Power" and "energy" may simply be a matter of contingency management through behavioral systems, operations and management process.

Employee engagement is not, like many authors, a well-defined construct. define it differently. The commitment was studied according to Gallup's Gallup Employee Participation Survey (ESAT). can be broken into rational and emotional commitment. Rational Engagement is defined as "the extent to which employees think managers, Teams or organizations have their own interests (financial, developmental or professional) ", while defining the emotional commitment as "the extent to which employees value, love and believe in their work, Managers, Teams or Organizations "(p.4) Towers Perrin (2003) Commitment as "willingness and ability of employees to contribute to the company" Success. to what extent employees act at their discretion in their work "(p.1) Macey and Schneider (2008) add this commitment Contains the behavior of organizational citizenship (OCB).

In addition, the engagement was described as composed of various psychological states (or at least correlated with states) such as participation, Bonding, Mood (Macey & Schneider, 2008), job satisfaction and

organizational commitment (Saks, 2006, Wefald and Downey, 2008). Positive Affectivity was also strongly correlated with engagement (Macey and Schneider, 2008). Of course, causal directionality and the "third variable"

The problem is ubiquitous in this research because it is not clear if this psychology States lead to engagement when engagement leads to these states, or if all these states coexist with another variable (for example, society Success).

The variables that lead to engagement are numerous. Strongly correlated variable in the Saks overview (2006) and in the large-scale study Towers Perrin (2003) was a professional trait (see Hackman & Oldham, 1976). These include challenging work, freedom of choice and career

Career opportunities. Saks (2006) argued that employees must be declared enough resources to do their job well. Additional policies and facilities daycare, gym and cafeteria help employees keep their balance his life more efficient with more flexibility, which is supposed to lead Engagement (Foursight Consulting, 2005, McLeish, 2008, Pitt-Catsouphes & Matz-Costa, 2008; Schaufeli & Bakker, 2004).

Management behavior mitigates the relationship between engagement organizational results (eg sales) and can therefore influence Behavior of employees (Smith, Huelsman, Bergman & Ludwig, 2010). Blessing White, Inc. (2008) states that managers must be engaged in their tasks subordinated to being betrothed. In addition, survey data suggest that management must be customer-oriented, communicate effectively and have Employee wellness is a top priority to attract dedicated employees (Towers Perrin, 2003) because they built "trust" (Chughtai & Buckley, 2008). The organizational variables that can be linked to the commitment are:

Human Resources, Politics, Values, Culture, Technology, etc. (Towers Perrin, 2003), which promote a perception of procedural justice (how fair Employees perceive processes around results; Saks, 2006).

The correlation search suggests that the results of the engagement are real Impressive because they are directly related to the results of the company (Hyten, 2009).

It has been shown that employee engagement is positively correlated with higher value. Sales growth, reduction in manufacturing costs and negative correlation with Final Intentions / Turnover (Saks 2006, Towers Perrin 2003). Organizations in the last quarter of employee engagement, organizational costs increased from 1% to 4% Annual earnings (Harter, Schmidt and Hayes, 2002). The The causality or directionality of such statements remains suspect. It is unclear if engagement creates successful organizations or if it succeeds Organizations hire more employees or when both end up another variable, such as leadership behavior (Smith et al., 2010).

Saks (2008) explains: "The concept of commitment., Must be a roleDescribe the number of positives Workplace reinforcement for value-added behavior "(p.7).

MANAGEMENT OF ORGANIZATIONAL BEHAVIOR: AN ALTERNATIVE

VISION OF COMMITMENT

A. C. Daniels (2009) argues for a key variable that determines all organizational outcomes is human behavior: "When management practices, systems and processes are not designed on the basis of known facts about behavior, no organization can expect to create a job where all employees give systematically its best "(p.7) In fact, the variables are related to the commitment above are not uncommon in the science of behavioral analysis applied to organizations called Organizational Behavior Management (OBM), which runs on Improve behavior without worrying or changing anything psychological characteristics, states or other hidden phenomena. enhancement

A. C. Daniels (2009) suggests that positive reinforcement is the most effective way Make behavior effective and create the type of organizational culture Behaviors attributed to the commitment. According to Daniels positive

Reinforcement must be personal, immediate, behavioral, and often. Geller (2003) does not recommend random rewards over positive rewards. Reinforcement because it can be used to identify individuals and

Groups with financial or social results. With efficient delivery by Management, such rewards can have a profound effect on positive work

Surroundings. Geller (2003) suggests that rewards generate pleasant personal conditions at the reception. Skinner (1974) noted it positively

Behavioral results can create a positive psychological state like luck. Gravina (2011) also suggests that answers to common problems

Organizational surveys, such as job satisfaction, organizational Commitment or commitment are classically conditioned responses.

Mawhinney (2011) convincingly argues in this issue that "the The effects of performance-dependent amplifiers (punishers) are taken into account for fluctuations in performance satisfaction. "Maybe the commitment is the label of the response conditionally conditioned to the abundant amount of social and other reinforcement in relation to value-added behavior. Adequate resources Deming (1986) is known to be responsible for removing barriers

to the success of employees. A similar point of view represents the availability of the OBM Resources serve as a base to promote and ensure behaviors

The behavior is maintained with the right amplifiers. Take for example A story by Ludwig (2011) in which a manager complained about the workers We did not work in an industrial factory. After an evaluation

On the basis of the history and consequences, it has been found that workers the right tools close to their cleaning behavior.

The provision of these resources (ladders and pits) has increased the Behavior regardless of an increase in the "commitment" value. Management behavior

Many management actions that create "committed" employees can be explained from the point of view of management by the order and applied by the intervention. OBM

Research is full of empirically proven communication tools: clarification of tasks (Crowell, Anderson, Able and Sergio, 1988, Rice, Austin and Gravina, 2009; Slowiak, Madden & Mathews, 2005), objectives (Ludwig & Geller, 1997;

Tittelbach, DeAngelis, Sturmey and Alvero, 2007), checklists (Eikenhout, & Austin, 2005; Rodriguez et al., 2005), published guidelines (Squires et al., 2007), and explicit rules (Johnson, Houmanfar and Smith, 2010).

A related problem in management communication is the consistency of management. OBM research focuses on the use of behavioral analysis of systems, including process schemas of management processes (Diener, McGee, &

Miguel, 2009) to discover places where work processes, tasks and reinforcements are present are not unique. When these ambiguities are revealed and corrected, behaves are better specified and strengthened, potentially leading to

Attributed to "commitment".

Definitive management behavior that may be related to the conditions commitment is feedback on performance (Crowell et al., 1988, Rice et al.

2009; Squires et al., 2007; Tittelbach et al., 2007). A. C. Daniels and J. E. Daniels (2004) state that ambiguous verbal feedback may be punishable and reduce the behavior. Conversely, clear and timely comments,

Purpose, based on employee behavior and v rather specifically as a cocktail of related constructions "(pp. 42-43) andautonomy Another aspect of engagement, which is also popular with renowned social psychologists

(Allport, 1937, Deci & Ryan, 1985) is the concept of autonomy. It is argued that this aspect of engagement is linked to a "positive" culture

(Saks 2006, Towers Perrin 2003). There are cultural variables in the first place Measured using survey results, there are very few behavioral examples That relation. A. C. Daniels (2000) and others (Geller,

2002) highlighted what can be called "discretionary behavior" Employees go beyond what is discriminated by intensifiers and get involved in other desirable behaviors for the organization or community

(OCB, in psychology terminology I / O, Macey & Scheider, 2008). OBM Research has shown that the opportunity is given to set goals (implicit rules), employees generalize desired behaviors beyond

Targeted behaviors specified in the objectives (Ludwig, 2001, Ludwig & Geller, 1997). Ludwig and Geller (1997, 2001) call this phenomenon "Answering the generalization" and also suggesting the existence of a causal link

between participatory intervention tactics and generalizations of responses

(Ludwig, 2001). When managers change the design of tasks to reflect this

Independent behaviors can lead employees to get involved desirable behaviors beyond the original "targeted" proposals (A.C.

Daniels, 2009; Ludwig, 2001).

Experimental causality

It is easy for organizations to collect data from their employees by specifying: surveys that can provide you with valuable information (Blessing White, Inc., 2008). However, these organizations are much more difficult to use this information for effective behavior change. All commitment

The studies discussed above are based on correlation studies between Survey data, psychological questionnaires and organizational data. While These exploratory studies could point us to high-impact interventions their effects may persist over time and spread to other behaviors,

Discretion and otherwise they are severely limited in practice, range of causality Tips that you can give to the practitioner. In fact, during the Gallup investigation

Inquiry company on the commitment they sell to tens of thousands

We found that after the survey, only focus groups should be convened to discuss how the company is engaged.

Can be improved.

In contrast, a change in behavior is shown in the OBM studies repeated robust measurements (within) experimental models (eg ABA inversion, several baselines) that indicate essential causal links

(Cook & Cambell, 1979, Kazdin, 1982). This makes the OBM community very remote better able to advise practitioners on certain methods for Increased performance in a workforce.

We believe that research related to the. Should be continued Correlation Findings on Commitment to Integrated Management Practices and Behavior

Change. If OBM can fill the void left by the industrial / organizational organizations

Research in Psychology by Extending Terminology and Scope (Geller, 2003; Weigland & Geller, 2004), so he could actually be back in the Introduction of organizational literature and practice.