Contents

1. Why Is Employee Engagement Seen As Important?
   1.1 Engagement As Internal Marketing 2
   1.2 Engagement As Process Improvement 3
   1.3 Engagement As Predictive of Service and Organizational Performance 3
   1.4 What Were The Psychologists Saying? 5

2. What Exactly is Engagement? The Practitioner Perspective 7
   2.1 Engagement Hits the Practitioner Literature 7
   2.2 Key Practitioner Perspectives on Engagement 8
   2.3 How is Engagement Apparently Created? 10
   2.4 The Limitations to Existing Practitioner Approaches 11
   2.5 Do We Have a Problem? 11
   2.6 Using a Medical Model to Think About Engagement at the Individual Level 12

3. So What Exactly is Engagement? The Academic Perspective 14
   3.1 The Psychological Reactions That Create the Condition of Engagement 14
   3.2 What are the Causes and Antecedents of Engagement at the Individual Level? 16
   3.3 What Bonds are Needed to Ensure Effective Performance?
      The Levels of Engagement 19
   3.4 The Outcomes of Engagement:
      Being Clearer About the Intermediate Performance Effects 21
   3.5 Summary: A Model of Individual-level Engagement 22

4. Can Individual Engagement Be Managed? 24
   4.1 Do HR Practices Impact Engagement? 24
   4.2 Employee Segments and Multiple Internal Models of Engagement - Performance 26
   4.3 Summary 28

5. Understanding The Organizational Performance Recipes 29
   5.1 Service-profit Chain Thinking 29
   5.2 Is the Impact of Engagement on Organizational Performance too Good to be True? 30
   5.3 Why Should Engagement Have the Same Performance Impact Across Different Service Models? 31
   5.4 Unravelling the Real Performance Recipes 35


7. End Notes 37