



ENGAGEMENT + COMMITMENT

A practical leadership guide to building energy, belonging, and sustainable performance

For organizational leaders

Team

E

~~Employee~~ Engagement

ENERGY DIRECTED TOWARD THE WORK

A positive, work-related state in which people bring physical, cognitive, and emotional energy to their roles.

Key elements

- Vigor — energy, resilience, and persistence.
- Dedication — meaning, enthusiasm, pride, and challenge.
- Absorption — focused involvement in the work.

WHY IT MATTERS

Engagement is associated with stronger performance, service, innovation, well-being, and willingness to contribute beyond minimum requirements.

(Bailey et al., 2017; Boccoli et al., 2023; Mazzetti et al., 2023)

C

Organizational Commitment

THE PSYCHOLOGICAL BOND WITH THE ORGANIZATION

The psychological attachment that influences whether an ~~employee~~ wants, needs, or feels obligated to remain with an organization. **Teammate**

Three components

A

Affective

I want to stay.

C

Continuance

I need to stay.

N

Normative

I ought to stay.

WHY IT MATTERS

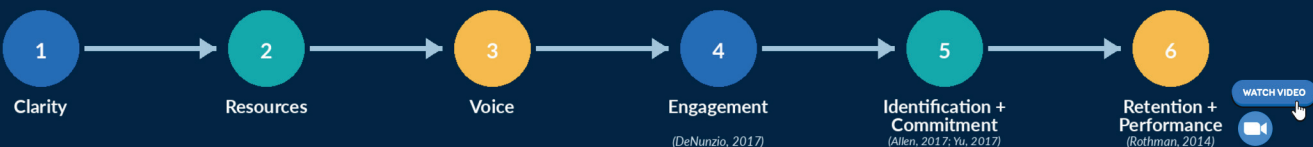
Commitment is associated with retention, trust, satisfaction, and constructive behavior. Healthy commitment is strongest when people stay because they identify with the mission—not because they feel trapped.

(Meyer & Allen, 1991; Choi et al., 2015; Gupta & Agrawal, 2025)

THE HEALTHY WORKPLACE FLYWHEEL

Leadership practices create conditions—not commands—for engagement, identification, and commitment.

Integrated Evidence Model of Employee Engagement, Organizational Identification, and Organizational Commitment



IDENTIFICATION BRIDGE Organizational identification may take several forms and adds distinct insight into attitudes and behavior (Ashforth et al., 2008; Kreiner & Ashforth, 2004; Lee et al., 2015; Ng, 2015).

Conceptual pathway: the relationships are reciprocal rather than strictly linear.

BEST PRACTICES

Move from annual surveys to everyday leadership habits.

FROM LISTENING
TO ACTION



Great at listening, but do you hear me?

01

Clarify purpose and expectations

Connect daily work to mission, define success, and reduce role ambiguity.

02

Design resource-rich work

Balance demands with autonomy, tools, staffing, feedback, and recovery time.

03

Build manager capability

Train managers to coach, communicate, recognize, and follow through consistently.

04

Create voice and fairness

Invite input, explain decisions, protect speaking up, and act visibly on credible feedback.

05

Grow people and reshape jobs

Provide development, internal mobility, mentoring, and opportunities for job crafting.

06

Recognize contribution fairly

Use timely appreciation, equitable rewards, and meaningful acknowledgment—not empty slogans.

A 90-DAY LEADERSHIP ROADMAP

Teammates

Small, credible actions beat a glossy campaign that ~~employees~~ do not believe.

DAYS 1–30

LISTEN

Pulse survey + interviews
Segment by team and role



DAYS 31–60

CO-DESIGN

Prioritize two pain points
Invite employee solutions



DAYS 61–90

ACT + REPORT

Pilot changes
Share results and next steps

Evidence base: Knight et al. (2017); Mazzetti et al. (2023); Noesgaard and Jørgensen (2024); Boccoli et al. (2023); Mulvaney (2014).

BUSINESS TRENDS + WHAT'S NEXT

Engagement and commitment must evolve with the work itself.

Five forces reshaping the ~~employee~~ experience

HYBRID BELONGING

People may identify with a team, profession, contractor network, and organization at the same time.

AI-ENABLED WORK

Technology adoption requires role clarity, manager support, learning, and credible communication.

SUSTAINABLE PERFORMANCE

Organizations are balancing productivity with psychological health, recovery, and long-term capacity.

PERSONALIZED WORK

Job crafting, flexibility, and development are increasingly important for fit and commitment.

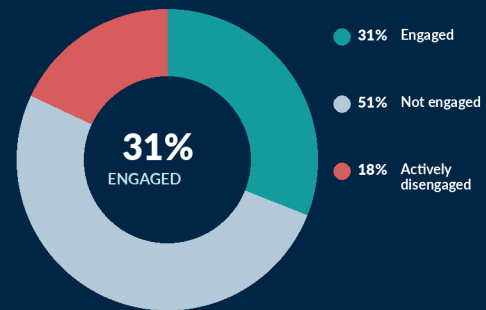
CONTINUOUS LISTENING

Short feedback cycles and visible follow-through are replacing one-and-done annual surveys.

(Boccoli et al., 2023; Greco et al., 2022; Noesgaard & Jørgensen, 2024; Weisman et al., 2023)

2026 U.S. ENGAGEMENT SNAPSHOT

First half of 2026



The trend is flat, while AI adoption is accelerating—making clear expectations and manager support especially important.

Source: Gallup Workplace (July 21, 2026)

Two online professional resources



GALLUP WORKPLACE

Current engagement data, workplace trends, and manager-focused research.

Scan to explore



1



CIDP ~~EMPLOYEE~~ ENGAGEMENT

Evidence reviews, definitions, measurement guidance, and practitioner resources.

Scan to explore

ONLINE

2

RECOMMENDATIONS FOR FUTURE RESEARCH + PRACTICE

- Use longitudinal and experimental designs to distinguish correlation from cause.
- Study hybrid work, AI, multi-level identity, and commitment across employee groups.
- Measure well-being, ethics, inclusion, and performance together—not as competing outcomes.
- Test context-specific interventions and report what works, for whom, and under which conditions.



Research foundation includes six recent peer-reviewed sources from 2022–2025 in the provided reference list.

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About the author:

After decades working in the high-stakes underwater nuclear world and retiring from the Navy, Professor Mongiello has gone on to graduate 5410 students as a Former White House Master Chef. As a doctoral student in learning, he keeps his mind open to learning and remains humble. “If you’re so smart & already know everything, then why are you studying to become a doctor???” is his mantra at 60-years old.