

WE'RE ALL IN THIS TOGETHER: CLIMATE AND COMMUNITY

Researchers have been working to pinpoint the factors that enable organizations and their employees to achieve essential goals. Two important constructs have emerged from their studies. The first construct, (1) **organizational engagement climate**, refers to the ability of a group of employees to perceive the energy and commitment needed to work together to achieve organizational goals (Albrecht et al., 2018). Employees can have an easier time attaining these goals when an organization makes various (2) **organizational resources** available to them. The other construct, (3) **work orientation**, refers to how work brings meaning into an individual's life (Willner et al., 2020). Work orientation is multi-faceted, but one aspect of the construct that deserves particular attention is (4) **social embeddedness**, which is an individual's ability to feel as though they are part of a community in the workplace.

1. Organizational Engagement Climate

When researchers examine organizational engagement climate, they consider the "...shared perceptions about the energy and involvement willingly focused by employees toward the achievement of organizational goals" (Albrecht et al., 2018). To measure this construct, researchers will ask employees if they are willing to work to the "...best of their ability...to achieve the best possible outcomes" (Albrecht et al., 2018). They will also be interested in determining if the employees share an enthusiasm for their work (Albrecht et al., 2018). A better understanding of how this construct manifests itself in the workplace can enable organizations to find ways to ensure their employees are motivated and engaged (Denison et al., 2014).

2. Organizational Resources

Organizational resources, which are "sources of supply and support" provided to employees by the organization for which they work, significantly influence organizational engagement climate (Albrecht et al., 2018). One example of an organizational resource is strategic alignment, which is an organization's ability to enable employees to understand how the tasks they perform on a day-to-day basis allow the organization to run smoothly (Biggs et al., 2014). When strategic alignment is appropriately executed, employees will feel more engaged in their work and eager to help the organization achieve its goals (Biggs et al., 2014; Albrecht et al., 2018). Another type of organizational resource is organizational autonomy, which refers to the "shared perceptions" held by employees regarding the extent to which they can make important decisions at their workplace (Patterson et al., 2005). When employees feel they have a say in making decisions that will allow their organization to reach positive outcomes, they will work harder and more enthusiastically to pursue those outcomes (Albrecht et al., 2018).

3. Work Orientation

The construct of work orientation has been around since the 1980s, when researchers theorized that individuals may derive fulfillment from their work by viewing their work as either a job, career, or calling (Bellah et al., 1985; Willner et al., 2020). A job-oriented person tends to be most focused on the prospect of financial compensation. A person who sees their work as career-oriented is

motivated by the possibility of attaining higher social status or receiving promotions. If someone believes that their work helps to better the lives of others, they view their work as a calling. This person may also believe that their work has allowed them to establish their purpose in life (Duffy et al., 2012; Willner et al., 2020). Willner et al. (2020) have added to the construct established by Bellah et al. (1985) by arguing that some individuals adhere to a “busyness” orientation as they work to keep busy. Busyness-oriented people may continue to work, even if they have the financial means to retire because they want to keep busy and feel as though they are putting their skills to use (Hayward et al., 1994; Maestas, 2010).

4. Social Embeddedness

Another type of work orientation posited by Willner et al. (2020) is “social embeddedness,” which refers to an individual’s desire to obtain a sense of belongingness in the workplace. A social embeddedness-oriented person might explain that they seek to work in an environment where they can be socially connected with their coworkers. In some instances, they may seek a workplace that feels like a family, where they can establish relationships with coworkers that “extend beyond the workplace” (Willner et al., 2020). Some researchers believe it is possible that social embeddedness, as well as other types of work orientations, may be present in individuals in varying amounts, which creates a “work orientation profile” (Cardador, 2008; Wrzesniewski et al., 1997). It benefits organizational engagement for individuals to determine how working for their organization brings meaning into their lives.

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