

## TYOLOGICAL MODEL OF EMOTIONAL INCLUSION IN EMPLOYEES' ENGAGEMENT

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### Abstract

The study of the emotional inclusion of employees' engagement becomes increasingly important in modern organizations that operate under conditions of globalization, growing competition, and in tight competition for specialists. The research associated to this phenomenon and behaviour of engaged employees is becoming more relevant, and it increases the need to deeper the knowledge about it and to classify this phenomenon according to its typological features. The results of previous studies have revealed the extent of employees' engagement while this study focuses on perception of the emotional inclusion of engagement and on the development of the typological model of employees' engagement emotional inclusion. The research is ground on scientific papers of the last twenty years, analysing the theoretical and practical aspects of employee engagement, conducted research in the context of the employee's emotional state. Based on the performed analysis, a model has been drawn up that reveals the typology of the emotional inclusion of engagement and the factors that condition it, assessing the intensity of their mode and subsequently explaining the circumstances of their mode.

**Keywords:** *engagement, inclusion, model.*

**JEL Codes:** *D91.*

### Introduction

Modern organizations face various challenges (both internal and external). Given that, work, both socially and psychologically, is an activity important for the individual (Gomes, Diogo, Santos, Ratten (2022), which gives the opportunity to meet various needs and achieve the goals of the person and the organization in which the person is employed (Soroka, Iwanicka, Olajossy (2020), personal *engagement* is one of the most studied phenomena by scientists. Person's engagement is directly related to the attitude of the individual towards it (Maslach, Schaufeli, Leiter, 2001), a sense of self-esteem and optimism determined by organizational factors (Barbier, Hansez, Chmiel, Demerouti, 2013; Karatepe, 2015),

individual's positive emotions at work, personal resources (optimism, self-confidence (Ouweneel, Le Blanc, Schaufeli, 2012).

Theories interpret the behaviour of an engaged individual as stemming from motivation, but it is not the only factor of engagement (Rainey, Koehler, 2008; Tanami, Tziner, 2013; Özhan, Kocadere, 2020; Siswanto, Maulidiyah, Masyhuri, 2021).

Schaufeli, Bakker (2004) describe engagement, in particular, as the perception of fullness at work, a work-related mental state characterized by vigour, dedication and absorption, which is otherwise called concentration. In their opinion, vigour is characterized by a high level of energy and

activity, the ability to recover quickly, the effort put into it and perseverance in the face of problems to be solved. Dedication to work defines the experience of meaning and inspiration at work, enthusiasm and pride in one's work and its perception as a challenge. Absorption is associated with all-round intent and inability to disconnect when time passes quickly, and everything around is forgotten. Bakker, Demerouti, Xanthopoulou (2012) found that engaged employees rate their work as: (1) exciting, engaging, stimulating and, above all, energizing activities; (2) significant and meaningful aspiration.

Employees who are engaged in work, according to the study by Harter, Schmidt, Hayes, Harter (2002), feel satisfaction and are full of enthusiasm when working, more open to new information, more productive, and tend to work extra working time. They initiate changes in their work environment in such a way that they can remain engaged (Bakker, 2014; Bakker, 2011) and consciously manage their work environment and changes within it.

In addition, employees who are engaged in work are more likely to experience positive emotions, are in better health, initiate the creation of personal and work resources themselves, and, in the opinion of Bakker, Demerouti (2008), encourage the involvement of co-workers. According to Bakker (2014), engaged employees, with personal resources and high demands on themselves, feel the need to work actively in order to remain engaged.

Engagement in work as an indicator of management is important in that it defines the ability of the employee to identify with work roles emotionally and cognitively, to achieve the goals of the organization vigorously and effectively. It is noted that an important characteristic of an engaged employee is autonomy (Pattnaik, Sahoo, 2020; Lartey, 2021), manifested in the fact that outside help is not necessary for the employee at work to create the necessary working conditions and environment: he is willing and able to initiate the necessary changes himself.

The aim of the study is to study the emotional inclusion of engagement and to form a typological model of emotional inclusion of employees' engagement.

Tasks to achieve the goal:

- to analyse emotional inclusion of employees' engagement and identify its signs;
- to conduct a study and determine typological distribution of factors affecting employees' engagement.

### **Course of the study**

Research analysis (Schaufeli, Bakker, Salanova, 2003; Saks, 2006; Soroka, Iwanicka, Olajossy, 2020; Casper, Sonnentag, 2020; Gomes, Diogo, Santos, Ratten, 2022) revealed that the construct of engagement in work, due to its psychological nature, integrates in its content the indicator necessary for organizations and companies – the level of employee's inspiration, which ranges from inspiration to uninspiration, and which well illustrates the moment when the employee is able to act autonomously (inspired) and when he needs the help of the organization and the company (uninspired). Although associated with engagement, work stress, or professional desperation, the level of inspiration can be positive (inspired) and negative (uninspired) at high levels of engagement.

In the study, the level of inspiration/uninspiration is characterized by constructed diagnostic indicators of **level of desperation** and **work stress**.

During the study, it was observed that the phenomenon of uninspiration was associated with circumstances such as: the loss of a leader, an example, a teacher; a task that exceeds the ability or competence of the person; frustration with the result achieved, etc. Uninspiration, as a negative characteristic, has been observed as a short-term and long-term phenomenon. The developed diagnostic instrument captures the instantaneous state of a person, therefore, in order to monitor the change in inspiration and uninspiration with it, the level of inspiration of the employee should be periodically examined.

## Research methodology

The study, due to its specificity, aimed at recognizing the phenomenon under study and the factors affecting it, was carried out in random business enterprises, profit-making business entities. A total of 113 employees of various levels were interviewed. The verification of the survey found that the sample has statistically significant differences between the study groups and the statistical significance in the study groups satisfies the statistical requirements, and the resolution reaches the level of statistical significance  $p=0,000$ . Such results indicate that the employees were open in describing their situation and their opinions on the phenomenon studied are statistically compatible.

For the purpose of the study, a diagnostic instrument (questionnaire) was created, which consisted of 200 diagnostic indicators describing the experience of employees. Of these, 100 diagnostic experience primary indicators have been constructed, which have been transformed by factorial and relativity analysis into 12 latent diagnostic indices, 4 of which have been used in the construction of the latent index of **engagement**.

Work engagement questionnaire intended to assess the factors of personal engagement – *vigour*, *dedication* and *absorption*. In order to better know the employee's engagement, the Utrecht work engagement questionnaire ( *The Utrecht Work Engagement Scale, UWES - 9*) (Schaufeli, Bakker, Salanova, 2003) was expanded to 17 questions, the purpose of which was to assess not only the engagement, but also its psychological motives. All indices are valid and reliable.

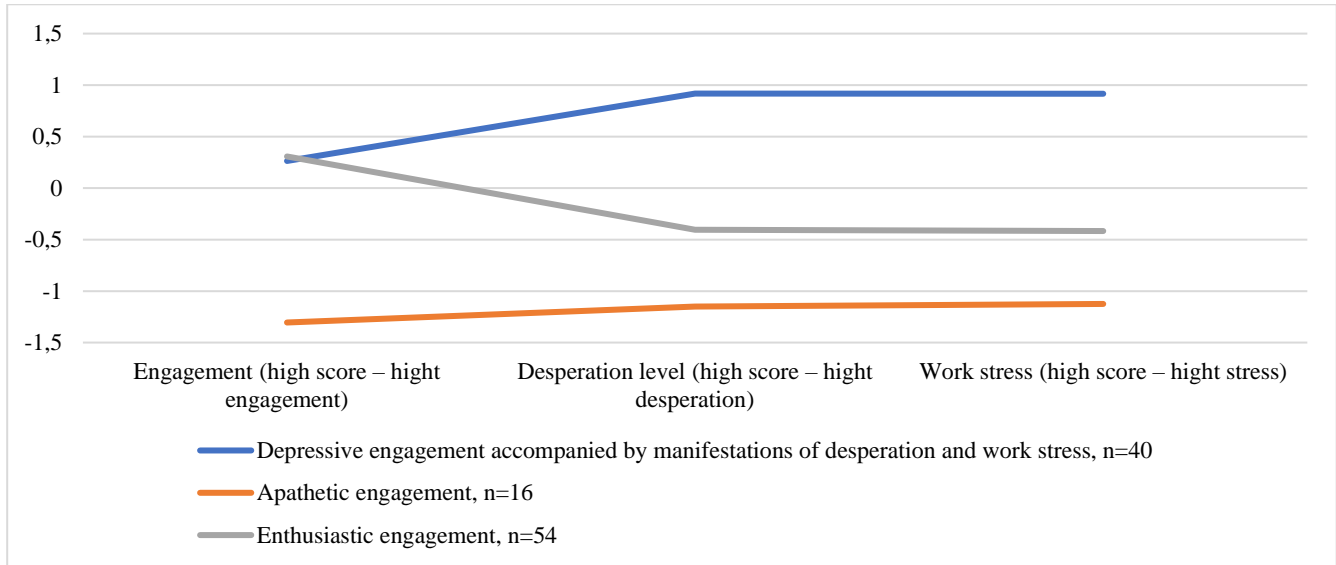
Using the method of multidimensional linear regression, from the primary indicators of empowerment and involvement, the following are constructed: a desperation index (9 indicators) and a work stress index (9 indicators).

The desperation and work stress indices are designed to measure uninspiration, which indicates the moment when an employee begins to work "through force" and, in order to achieve the goal, "overextends" himself, because he works above the limit of his capabilities, and, in the long run, without timely institutional assistance to such an employee, signs of burnout at work begin to appear. As this condition lasts longer, the employee burns out, and deeper, related consequences follow.

## Results

The questionnaire was designed to detect vulnerable and uninspired employees. The questionnaire on engagement, empowerment, desperation, and work stress allows to study the psychosocial state of employees, on the basis of which the level of employees' working uninspiration is determined. The results of the study are shown in the Figure.

The work engagement, empowerment, desperation, and work stress test showed that 54 employees are enthusiastically engaged, their high work engagement demonstrates absorption and identification with work, and low levels of desperation and low work stress indicate employee's "healthy" existence in the company. Such employees are maximally productive of themselves, and the limit of their productivity depends only on their competence and work experience.



**Figure 1. Typological model of emotional inclusion of work engagement**

In the sample of apathetic engaged subjects, 16 employees were identified. Their distinctive feature is low engagement, low desperation, and low work stress. Such employees usually "kill time" for days, perform routine functions according to the principle: "come to work, sit down and go home," no challenges, no stress. Good as it is.

Increased uninspiration was observed in 40 subjects. In the study, their engagement was high, but the level of desperation and work stress recorded was also high enough, which indicates the emotional exhaustion and uninspiration of these employees. The revised analysis showed that the employee begins to realize that it is no longer possible to work better for him, i.e., although he is engaged, he wants to do it to the maximum, but inside he realizes that he is balancing on the limit of his potential. In order for an employee to do this job better, he must cross that threshold, but he cannot cross it (see green curve in the Figure). Such employee needs assistance that can be provided by more competent colleagues working in the company, whom the employee recognizes as authorities and is ready and willing to learn from them. In case there are no persons from whom the employee can learn in the organization, because he is the one who, from the point of view of

competence, is at the top of the pyramid of employee competencies, it is necessary to recommend such an employee to deepen his knowledge and competencies by raising qualifications, acquiring new more advanced knowledge, going to an internship or, simply, for a while, to rest, relax and break away from a depressing situation. Without action, there is a high risk that a prolonged state can plunge the employee into depression, depersonalization can begin, which can end with the "burnout" of the employee and, most likely, the subsequent termination of the working relationship with the company.

There have been cases when an employee himself, without the help of the company, comes out of such a state, as the source of desperation deactualizes and diminishes and work stress decreases. Most often this happens when, due to changed circumstances, a solution is found, the problem itself becomes irrelevant, or the like. This is how the cases of short-term uninspiration are usually solved, but much less often the long-term uninspiration problems that leave behind a deeper emotional experience, which, for a certain period of time, can be recognized in the subconscious of the employee as an experienced emotional trauma. Such experiences reduce the employee's innate vigour and limit his

productivity, so the above problems must be solved when they are detected.

In summary, the results showed a relatively high level of employees' engagement (ratio 7:1) compared to non-engagement, but the desperation index shows that employees can fall into negative emotional traps when they try to do their jobs and functions well, which depersonalize the person and lead them to burnout.

### Conclusions

A typological model of emotional inclusion of employees' engagement has been developed to identify three types of emotional inclusion of employees' engagement:

enthusiastic engagement (N=54) is characterized by high levels of engagement, low levels of desperation and work stress indices, indicating that such employees are maximally productive in terms of competence and work experience. The type of depressive involvement (N=40) revealed manifestations of high indicators of professional desperation and high work stress among engaged employees. Namely, this group of employees needs the most help from the organization, which, if not identified and provided in a timely manner, could have consequences for the employee's professional burnout. Apathetic engagement (N=16) revealed low employee engagement and low levels of desperation and work stress, which revealed a group of employees who were in the organization and simply going to work.

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