



Employee engagement survey methodology

Importance of employee engagement

Engagement is one of the most valuable pieces of information an organization can have about the wellbeing and performance of its employees. According to the longest ongoing survey of employee engagement in the US conducted by Gallup, the annual percentage of engaged workers has fluctuated between 26% and 34% over the past two decades, with actively disengaged employees as high as 20% during the 2008 recession. (1)

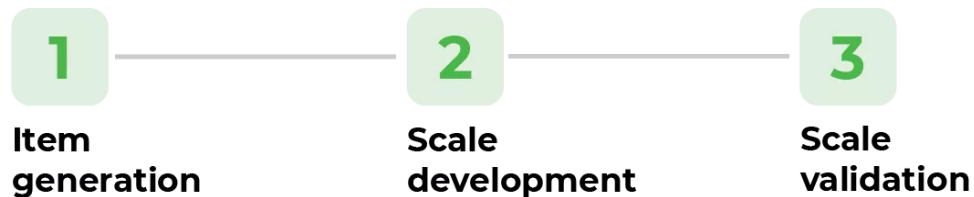
Having too many disengaged employees can be problematic for several reasons. Perhaps most importantly, engaged employees produce better business outcomes, including higher profitability and higher levels of customer satisfaction.(2) Additionally, research has found that engagement is linked with higher job satisfaction, more organizational commitment, more organizational citizenship behaviors that boost an organization's image, less turnover intentions, (3) and less absenteeism. (4)

Macorva's engagement survey framework was designed with a holistic approach to not only measure engagement itself, but also the context in which it exists. By measuring variables that influence engagement, actual engagement levels, and person-level outcomes affected by engagement, you can gain a better understanding of what currently contributes to employee engagement and the various results that arise. In the event of low engagement levels or organizational outcomes, it will also be easier to troubleshoot because the health of factors that influence engagement will also have been assessed.



Our approach

The engagement survey items were developed as step one of a three-part survey development process consisting of the following sequential stages:



A deductive approach, where concepts of interest were identified using the research literature, was used to generate survey items with the intent of establishing content validity – where items on a survey are representative of the domain to be measured. Academic research literature was reviewed to develop an understanding of what aspects of work drive engagement, how to measure engagement, and the most valuable outcomes that result from an employee being engaged at a company.

A conceptual map was then created to visualize proven relationships with engagement and provide definitions for related concepts. The resulting complex information was simplified into a 5-dimension framework to make the content more digestible and representative of common workplace factors (such as aspects of jobs, or opportunities for personal growth). Lastly, an additional search for valid, evidence-based scales measuring workplace factor dimensions was used to facilitate the question generation process. Questions were then created following item writing best practices that ensure consistent measurement and clear language.

Core drivers and survey items

The 5-dimension core framework for Macorva's employee engagement metric is based on the following "drivers" of engagement - factors consistently linked in research to organizations with highly engaged employees.

Core driver	Survey item
Happiness	I am happy at my job.
Tools	I have the tools needed to do my job well.
Recognition	I receive recognition for doing a good job.
Role Clarity	I understand what it takes to be successful at my job.
Learning	I have opportunities to learn and grow.

A sampling of research used in the formation of the conceptual map that was ultimately simplified into this core framework includes:

Abraham, Susan. (2012). Development of Employee Engagement Programme on the Basis of Employee Satisfaction Survey. *Journal of Economic Development, Management, IT, Finance and Marketing*, 4-1, 27-37.

Albrech, S.L. (2011). Handbook of Employee Engagement: Perspectives, Issues, Research and Practice. *Human Resource Management International Digest*, 19-7.

Corporate Leadership Council. (2004). Driving Performance and Retention Through Employee Engagement: A Quantitative Analysis of Effective Engagement Strategies.

Kompaso, Solomon & Sridevi, M. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*. 5.10.5539/ijbm.v5n12p89.

Krishnaveni, R & Monica, R. (2016). Identifying the Drivers for Developing and Sustaining Engagement Among Employees. *IUP Journal of Organizational Behavior*, 15-3, 7-15.

Expanded drivers and survey items

Expanded driver	Survey item
Pride	I am proud of my work.
Vigor	I can keep working for long periods of time before needing a break.
Values	Generally, I agree with the values of this organization.
Energy	I feel energetic at work.
Praise	I receive praise for a job well done.
Purpose	I think my work is meaningful and has purpose.
Feedback	I get feedback that I am good at my job.
Turnover	I rarely think about leaving this organization.
Autonomy	I have freedom to decide how I complete my work tasks.
Immersion	I often find myself immersed in my work.
Challenges	I feel challenged at work.
Excitement	I am excited about the work I do.
Confidence	I feel confident when solving problems at work.
Efficiency	I feel efficient at work.
Inspiration	I feel inspired at work.
Supervision	I am happy with how I am managed.
Perseverance	I persevere at work, even if something does not go well.
Personal values	My personal values are a good match with the organization's values.
Efficacy	I think I am good at my job.
Focus	My mind rarely wanders to other things when I am doing my job.

References

- (1) Harter, J. (2018). Employee Engagement on the Rise. Retrieved from <https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>
- (2) Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63, 308-323.
- (3) Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- (4) Soane, E., Shantz, A., Alfes, K., Truss, C., Rees, C., & Gatenby, M. (2013). The association of meaningfulness, well-being, and engagement with absenteeism: a moderated mediation model. *Human Resource Management*, 52(3), 441-456.
- (5) Boateng, G. O., Neilands, T. B., Frongillo, E. A., Melgar-Quiñonez, H. R., & Young, S. L. (2018). Best practices for developing and validating scales for health, social, and behavioral research: a primer. *Frontiers in Public Health*, 6, 149.
- (6) Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89.
- (7) Vance, R. J. (2006). Employee engagement and commitment. *SHRM Foundation*, 1-53.