

Development of employee engagement measure: experiences from best companies to work for in India

Vijay Kumar Shrotryia and Upasana Dhanda

Abstract

Purpose – Employee engagement has become a hot topic among the global workforce. Both academicians and practitioners tout engagement to have a positive impact on individual and organizational performance. However, despite the enhanced interest, the stagnant engagement levels worldwide pose a grave concern for the researchers. Numerous overlapping and inconsistent definitions of employee engagement lead to a conceptual chaos resulting in poor operationalization of the construct. The purpose of this paper is to develop a multi-dimensional measurement tool for employee engagement based on the evidences from the best companies to work for in India.

Design/methodology/approach – Interviews with the top management of the 15 best companies are used for the generation of items using grounded theory methodology. These items are then subjected to content validity assessment by six domain experts. The scale is administered to the middle-level employees of five companies (n = 332) through questionnaire for exploratory and confirmatory factor analysis, reliability assessment and initial evidences for convergent and discriminant validity.

Findings – The study aimed at developing and validating an employee engagement assessment instrument, which is well-grounded in theory and built on the conceptual framework proposed by both academicians and practitioners and rigorously tested for its psychometric properties to ensure the precise measurement of employee engagement. A 3-factor/16 item employee engagement measurement tool is the finding of this study, which attempts to bridge the incongruity between the academic and industrial view on employee engagement.

Originality/value – Looking at the dearth of measurement tools built in developing countries and with the intent of resolving the issues related with cultural differences in the application of western assessment tools, the developed scale made a notable contribution to engagement theory with prime focus in the Indian context. The three dimensions of employee engagement-alignment, affectiveness and action-orientation- are in a form and language, that is, comprehensible and consequential for practitioners enabling them to take a closer look at the critical engagement elements that align with the organization's human capital strategy and foster improved performance.

Keywords Employee engagement, Scale development, Grounded theory, Measurement instrument, Human resource development

Paper type Research paper

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Introduction

Employee engagement has become one of the most crucial concepts in the field of management. Organizations are keen on leveraging better individual and organizational performance through high engagement levels (Bailey *et al.*, 2017). The engagement has been viewed as a catalyst for success and sustainability of business organizations as the studies have shown that high engagement level is significantly related to better task performance (Rich *et al.*, 2010; Shuck and Wollard, 2010; Soane *et al.*, 2012), creativity (Bakker and Demerouti, 2008), employee retention (Saks, 2006), enhanced customer satisfaction and loyalty (Salanova *et al.*, 2005). Even the financial implications of having an

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engaged workforce are gratifying (Robinson *et al.*, 2004; Lockwood, 2007; Towers Perrin Global Workforce Study, 2008; Nayar, 2010). In 2013, a study conducted by Aon Hewitt found a 5% increase in employee engagement to cause a 3% increase in the revenue growth in the subsequent year (Aon Hewitt, 2013).

However, despite receiving increased attention, employee engagement continues to remain as one of the greatest challenges being faced by the organizations in this decade (Frank *et al.*, 2004) with deepening disengagement among employees. Gallup, a pioneer organization, tracking employee engagement in different countries since 2000, reported only 13% of the working population to be engaged worldwide (Mann and Harter, 2016). In fact, engagement levels have barely increased over a decade. Mann and Harter (2016) reported this worldwide employee engagement crisis to have serious and lasting repercussions for the global economy. It has also been reported that the overall work experience of employees with regard to enablement, autonomy and sense of achievement has continuously deteriorated (Aon Hewitt, 2015).

Researchers have contended that organizations are unable to engage their employees and reap the benefits of having an engaged workforce (Macey and Schneider, 2008; Shuck *et al.*, 2016). On one hand, engagement is positively related to individual and organizational performance and on the other hand, employee engagement is at an alarming low rate around the globe. Despite instituting engagement surveys, engagement levels have barely increased over the years. The question, which comes up is that “Why aren’t the numbers moving?” Mann and Harter (2016) emphasized on the clear divide among the engagement industry and blamed the invalidated, unfocused surveys as the main reason for stagnant engagement levels. Over the years, both scholars and practitioners have forwarded various measurement tools for employee engagement. However, these efforts have been in vain as the fundamental question of measuring employee engagement in the “best way” still remains unresolved (Albrecht, 2010). As the global engagement levels continue to remain stagnant, it becomes the need of the hour to align engagement with other workplace priorities to achieve organizational goals with an engaged workforce.

The flawed tools for measuring engagement were found to have their root cause in bewildering conceptualization of employee engagement. Academics-practitioners divide on employee engagement has posed significant barriers in developing engagement surveys or metrics that help in improving engagement and increasing performance. Since the inception of engagement industry in 2000s, it has taken the life of its own. Numerous tools have been developed by scholars and consultants but only few instruments have been checked for their psychometric properties or subjected to academic peer review (Shrotryia and Dhanda, 2019b). Almost every employee survey, regardless of its purpose, offered by consultants is being termed as an engagement survey. As a result, the world today is facing an engagement crisis because interventions based on these tools are not impacting engagement or are tackling it the wrong way.

Accordingly, the purpose of the study was revisiting the construct of employee engagement with a new perspective and develop and validate an assessment instrument, well-grounded in theory, built on a conceptual framework proposed by both academicians and practitioners. Through this study, efforts are made to contribute to the literature on employee engagement with a new perspective forwarded by academia and practitioners, which gauge the practical experience of Indian organizations with employee engagement. The purpose of taking India's best organizations to work for is based on the intention of developing the theoretical foundation of the assessment instrument on perception, percipience and practice of premier business organizations in India. The perspectives of HR heads, academia and employees give a holistic outlook to employee engagement in the Indian context, which may be applied to the western context as well. The 3-factor/16 item employee engagement measurement tool developed shall act as a yardstick for engagement levels in organizations and align it with other workplace priorities. It would

enable companies to not only precisely measure the engagement levels but also strategize for improving it as per the accurate survey data.

Literature review

An extensive literature review of the conceptualization of employee engagement theories (see, for example, [Shrotryia and Dhanda, 2018](#)) revealed a lack of conceptual clarity. Despite the growing interest in engagement research, multitudinous definitions of employee engagement have caused a conceptual chaos. The review of literature enabled the researchers to decipher employee engagement and the existence of six different conceptualizations with no generally accepted notion of employee engagement was found.

William Kahn, the first to coin the term, defined engaged employees to “physically, cognitively and emotionally express and use themselves during their role performances” ([Kahn, 1990](#), p. 694). The engagement was seen as a psychological construct with three conditions of psychological meaningfulness, safety and availability. A decade later, researchers started finding out ways to reduce job burnout and engagement emerged as an antithesis of burnout. It was defined as “an energetic state of involvement with personally fulfilling activities that enhance one’s sense of professional efficacy.” The engagement was described as an employee’s psychological state on a continuum ranging from burnout to engagement with three attributes of exhaustion-energy, cynicism-involvement and inefficacy-efficacy ([Leiter and Maslach, 2005](#)).

In 2002, employee engagement was defined as “the satisfaction, involvement and enthusiasm of the employee at work” ([Harter et al., 2002](#), p. 417) using Gallup’s approach, which marked the genesis of positive psychology on employee engagement. Another conceptualization of employee engagement elucidated it through the lens of job characteristics. The job demand-resource model described engagement to happen when job resources are adequate to meet and exceed the job demands ([Bakker and Demerouti, 2006](#)). Under this approach, Utrecht group defined engagement as “a positive, fulfilling, work-related state of mind, that is, characterized by vigor, dedication and absorption” ([Schaufeli et al., 2002](#)). Even social exchange theory was used to conceptualize employee engagement as “a construct, which consists of cognitive, emotional and behavioral components associated with individual role performances” ([Saks, 2006](#), p. 602). Finally, employee engagement was brought to the center stage by [Macey and Schneider \(2008\)](#) who took a holistic view of the construct indicating the three facets of engagement, viz. psychological, behavioral and trait engagement.

Even within the practitioners’ community, the existence of a universal agreement on the definition of employee engagement was not found. A report by the UK Government based on practitioner sources cited more than 50 overlapping definitions of employee engagement ([Macleod and Clarke, 2009](#)). Many consultancies (decisionwise, three-dimensional group, Mercer, etc.) have defined and measured engagement in different conceptual spaces, which further adds to the incongruity in the conceptualization on employee engagement.

The literature on employee engagement was found to be in a fluid state with a lack of precision in defining the construct. As most of the literature on employee engagement is opinion-based rather than evidence-based ([Shuck and Wollard, 2010](#)), academics and practitioners have divergent delineations of employee engagement. Practitioners were concerned with the outcomes of employee engagement and were far ahead in measuring it but were far behind in developing a well-defined construct ([Church, 2011](#)). Academic writings have also been censured for lacking any practical relevance. In fact, the lack of collaboration of academia and practitioners in producing research has led to a gap. This gap has resulted in a fragmented approach for designing engagement surveys and developing strategies to capitalize the positive outcomes of employee engagement. In the

absence of a precise definition, organizational interventions to improve engagement levels can be tagged only as a leap of faith taken by the organizations.

A comprehensive review of the 10 popular engagement instruments (The Gallup workplace audit (GWA), The Utrecht work engagement scale (UWES), psychological engagement measure, job and organizational engagement scale, etc.) was also conducted based on their citations and usage by scholars and practitioners keeping the base year as 1990 and limit year as 2016 (see, for example, [Shrotryia and Dhanda, 2019b](#)). Each measurement tool was assessed on the basis of instrument's description, engagement definition, variables measured samples, reliability and validity. It was concluded that the academic and industrial view on employee engagement needs a convergence to come up with an agreed upon definition of the construct, which shall offer a strong foundation for operationalization of employee engagement. Measurement tool needs to be duly tested for its psychometric properties to ensure that surveys are well-intended and reliable. It must be checked for its appropriateness before application in a cross-cultural context. Finally, a dearth of focused and validated engagement tools was found in the Indian context, which initiated to conduct this study.

Research objectives

The first objective of the study was *to bridge the incongruity between the academic and industrial view on employee engagement*. The study aimed at developing a theoretical construct of employee engagement based on the evidences from best firms in India. The HR heads of the selected companies represented the practitioners' notion on the construct as they keep employee engagement at the top of their mind to drive organizational performance. The theoretical framework so developed served as the underpinning for the development of an employee engagement measurement tool.

Accordingly, the second objective of the study was *to present the development of the measurement tool for the multi-dimensional construct of employee engagement*. The study aimed to develop and validate an employee engagement assessment instrument, which is well-grounded in theory and built on the conceptual framework proposed by both academicians and practitioners.

The third objective of this study involved the *rigorous testing of the scale for its psychometric properties to ensure the precise measurement of employee engagement*. The results of such reliable, validated and well-intended measurement tool would enable the development of scientific and experiential tactics and interventions to increase the engagement level and resolve the ongoing engagement crisis in the world.

Research methodology and findings

Research design. Construction of a descriptive theory grounded in perceptions, behaviors and experiences of organizations require a constant movement between the data and theory. For this study, the researchers selected 30 best companies to work for in India based on their rankings among five popular surveys (Great Places to Work Survey[1], Most Admired Companies in India[2], Most Respected Companies in India[3], Best Employers in India[4] and Top Attractors Survey[5]). Data for past years (2010-2016) was collected from secondary sources for these surveys and the companies, which featured in these surveys were noted. The researchers found a total of 102 companies listed in these five surveys and wanted to take a sample from this pool of companies. It was decided to select the common companies listed in these surveys for the study. Therefore, common companies among these surveys were identified resulting in the selection of 30 companies, which appeared in at least two out of these five surveys. The HR heads of the companies were sent a mail about the purpose of the study and were asked to confirm their participation. After a series

of clarifications and guarantees of confidentiality, the HR heads of 15 companies agreed to participate and discuss their notion of employee engagement ([Appendix 1](#)). A tentative interview schedule was prepared to capture the narratives and experiences of HR heads. Structured interviews were conducted with the HR heads at different dates and time slots as per their availability. The dialogue centered on the notion of employee engagement, drivers, outcomes, best HR practices, challenges in engaging employees, engagement surveys, etc. This data was collected over a period of five months from June to October 2016. All the interviews were transcribed and verified. The length of the conversations ranged from 50 to 90 min. These HR heads were part of the top management teams of their respective organizations though their designations were different such as Executive Director, Director, Vice President, country head and Senior HR Manager, etc. Their experience ranged between 1 to 33 years in their respective organization.

Data analysis using grounded theory methodology. The study attempts to build an alliance of academics and practitioners on the construct of employee engagement to bridge the divide. Grounded theory was an appropriate methodology for this study as it systematically collects the data, analyzes it through coding to develop a theory. This research study used the grounded theory methodology given by [Charmaz \(2006\)](#), which is based on the social constructivist point of view. In [Charmaz \(2006\)](#) grounded approach, theories were “constructed” through social interactions as compared to [Glaser and Strauss \(1967\)](#) and [Strauss and Corbin \(1990\)](#) approach in which theories are “discovered” through data collection and analysis. Therefore, social constructivist point of view was chosen for this research study to acknowledge that each participant’s notion of employee engagement would depend upon his/her workplace dynamics and social interactions. All the verbatim transcriptions were used for coding to find a pattern in the data collected. The researchers moved from initial line-by-line coding to focused coding to categorize the data. Afterward, the focused codes were integrated for the generation of theoretical codes and allowed for concepts, themes and relationships to be developed into a theoretical framework.

Theoretical underpinning of employee engagement. The analysis of narratives helped the researchers comprehend practitioners’ view on employee engagement. The notion emerging from the narratives provided a nuanced understanding of engaged employees in the industry.

The conceptual framework presented in this research study begins with elucidating employee engagement as a multidimensional construct with three facets of alignment, affectiveness and action-orientation. The theoretical codes centered on the theme of being engaged in both the domains of work and organization. To move to a specific definition, the researchers considered an overall understanding of different components that the construct of employee engagement subsumes. Engaged employees are aligned, affective and action-oriented in both domains of work and organization, which illustrates the constructs of work and organizational engagement, respectively.

Alignment. The alignment dimension of employee engagement captures an employee’s understanding of his/her work role to be in sync with the overall organization. An engaged employee aligns with vision and mission of the organization, incorporates organizational values, understands the broader work goals and has knowledge of what is expected out of him/her. Considering the work to be meaningful, an aligned employee feels empowered, takes ownership and focuses on his/her goals for the accomplishment of overall organizational goals.

Affectiveness. The affectiveness dimension of employee engagement captures an employee’s positive affectivity toward work and organization. It reflects the emotional experience of an employee marked by feelings of pride, commitment, belongingness and positivity. An employee with positive affectivity is motivated to put his/her heart and soul into work. Such an engaged employee enjoys being at work and experiences self-enhancement.

Action-Orientation. The dimension of action-orientation captures the behavioral manifestation of employee engagement. It reflects an employee's willingness to take an action for organizational effectiveness. An engaged employee is productive and creates value for the organization he/she works for. Action-orientation is viewed in terms of an employee's proactivity, discretionary efforts, participation and contribution at work and for the organization.

Measure development process

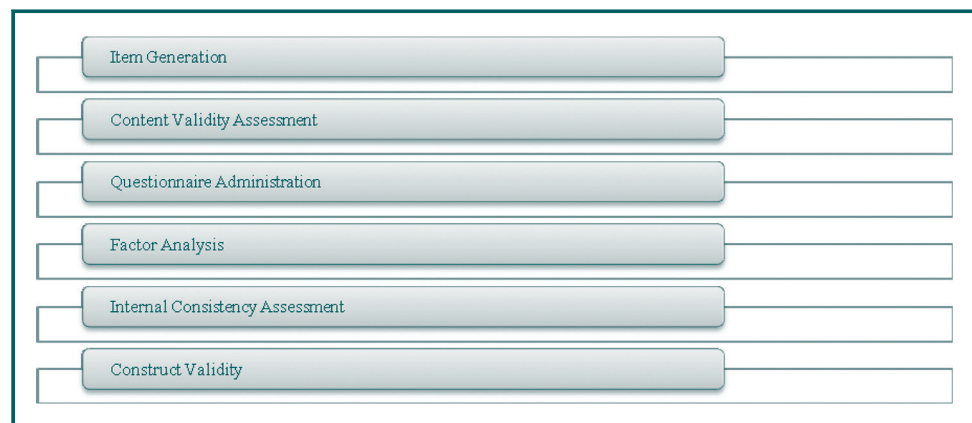
Research design

The research design for this study was divided into three stages – Stage 1 comprised of item development or generation of individual items; Stage 2 included scale development or the manner in which items were combined to form the scale and finally Stage 3 included scale evaluation or the manner in which the measurement tool was tested for its psychometric properties. These three stages were further divided into various steps for the scale development process as depicted in [Figure 1](#).

Item generation

The scale development process started with the generation of items. Inductive approach was considered appropriate for the first step and researchers resorted to grounded theory methodology, which includes three stage coding process to attach labels to large segments of data. In the first stage of data analysis, the researchers deduced 81 initial codes through line-by-line coding for each transcript. It enabled exploring all the theoretical possibilities to discern the data. Codes are used to capture and condense the meanings and actions. The vivo codes used by the respondents were unpacked into general terms. At this stage, close attention was paid to the language used to describe the data to reduce bias. To have consistency in coding and for minimization of individual bias, five transcripts were simultaneously coded by two more researchers having an understanding of qualitative research in the field of organizational behavior. After due deliberations, a consensus was built to ensure inter-rater reliability. A comparison was made of the transcription of each respondent with other transcriptions to find out the similarities and dissimilarities to develop the concepts, later used to build a theory. The 81 initial codes generated for understanding employee engagement gave leads for focused codes. In the next stage, 38 focused codes were used to categorize the data completely. While engaging in focused coding, close attention was paid to select what seemed to be the most useful initial codes. Duplicate

Figure 1 Steps involved in scale development process



codes were eliminated from 81 codes by grouping them into more conceptual and selective codes to give an analytical sense to the data. While in initial coding, the goal was to remain open to all possible theoretical directions as per the transcriptions; during focused coding, more significant and frequent codes were used to categorize large amounts of data to reach to 38 focused codes. During this stage, decisions were made about the usefulness of the initial codes to categorize the data completely and drop the codes, which were repetitive. Codes that permitted the separation, sorting and synthesis of initial codes were included in this stage. These 38 focused codes pin-pointed the most salient categories in the large batches of data. For instance, initial codes such as “shares the vision,” “identifies with organization’s goals” “matching personal and professional goals” were synthesized and integrated under the focused code as “internalization of vision and mission.” Similarly, other initial codes such as “feels a part of the organization,” “feeling of family,” “valued by others” were put together under one focused code of “sense of belongingness.” There were many such cases, which were dealt in this way to synthesize and categorize various initial codes to reach to 38 focused codes.

Finally, after due discussion with experts, the 38 focused codes were further reduced to select 30 theoretical codes (10 codes for each dimension), which integrated the data to present a conceptual framework on employee engagement ([Appendix 2](#)). Codes that crystallized meanings and actions in the data were retained and the remaining eight codes were dropped from further analysis as they did not directly relate to the theoretical underpinning of employee engagement. For instance, focused codes such as “emotionally driven” and “competent” were dropped from analysis while selecting the theoretical codes as they did not directly relate to the underlying definition of employee engagement.

Content validity assessment

This step involved pre-testing the 30 theoretical codes for their content adequacy. The researchers selected six subject matter experts (three academicians and three practitioners) for assessing the content validity of the items. Selection of these experts was done on the basis of their expert knowledge, specific training and professional experience in the area of employee engagement.

The expert panel was asked to give their professional subjective judgment on the items of each dimension of the construct. Both qualitative and quantitative viewpoint on the relevance, necessity and representativeness was collected to ensure content validity of the items generated. Two set of questionnaires were given to these subject matter experts. First, a four-point questionnaire was used for assessing the relevance of the items and then a three-point questionnaire was administered for assessing the necessity of these items with respect to the domain of employee engagement. The viewpoint of the domain experts were quantified by computing content validity index (CVI), Kappa coefficient and content validity ratio (CVR).

The I-CVI for all the items of the three dimensions ranged from 0.66 to 1. The S-CVI (average) for alignment, affectiveness and action-orientation dimension of employee engagement was 0.898, 0.932 and 0.864, respectively. The overall S-CVI for the 30-item scale was 0.89, which indicated high content validity of the items. Items, which had a 0.66 I-CVI indicated the need for revising them. Kappa statistic ranged from 0.81 to 1 for most of the items. Three items with negative kappa coefficient reflected a disagreement among raters regarding their inclusion in the construct of employee engagement. CVR for the items reflected the percentage of panellists rating an item as “essential.” Two items of the 30-item scale were rated as “not necessary” by more than half of the experts as their CVR was negative. However, the researcher decided to retain these items at this stage and check them for further empirical analysis ([Shrotryia and Dhanda, 2019a](#)). CVR ranged from 0 to 1 for other items on the scale indicating that more than half number of panellists rated these items to be essential.

Questionnaire administration

The next step was to get the questionnaire administered properly and that the respondents respond in the manner envisaged. [Hinkin \(1985\)](#) advocates the use of Likert-scale arrangement to be most appropriate for theoretical constructs such as engagement, satisfaction, involvement, organizational citizenship behavior, etc. Therefore, a seven-point Likert-scale was used ranging on the continuum from strongly disagree (1) to strongly agree (7). The 30 theoretical codes were converted into 30 statements for survey administration ([Appendix 3](#)). In total, 15 statements were negatively worded to gauge meaningful responses from the employees. Framing of the survey questions was done with due diligence to make sure that respondents understand the context of questions and answer them appropriately. The questionnaire was checked for its face validity to ensure its comprehensiveness and relevance.

Selection of companies for questionnaire administration was also done from the pool of 30 best companies to work for in India (as given in [Appendix 1](#)). The respondents at this stage were the middle-level employees working in these companies. Therefore, the HR heads of the companies were contacted to get permission for interaction with their employees. Five companies ([Table 1](#)) agreed to participate in the research study and the 30-item questionnaire was distributed through the HR heads to the employees in their respective companies. The sampling frame of employees was taken from the HR heads wherever possible and accordingly the hard copies of the questionnaires were distributed to the employees. This data was collected over a period of three months from October to December 2017. Random sampling technique was used to ensure that each unit of the population had an equal chance of being selected in the sample. Efforts were made to ensure randomness in the process and reduce the bias of the researcher at all stages of questionnaire administration. A total of 425 questionnaires were distributed in these five companies personally by the researchers on different dates through the HR heads of these companies. A total of 339 questionnaires were received, which included seven respondents who did not answer more than 10% of the questions in the questionnaire. Therefore, these questionnaires were eliminated from further empirical analysis, taking the count to 332 valid questionnaires and the response rate of 78%.

Factor analysis

Exploratory factor analysis

R-factor analysis was used to analyze the set of variables to identify the latent construct of employee engagement. A sample of 332 respondents for 30 variables was taken in the analysis and an 11:1 case to variable ratio made the application of EFA desirable. The critical assumptions underlying the factor analysis were categorized into conceptual and statistical assumptions. The conceptual assumptions relate to the presence of some underlying structure in the given set of variables. The grounded theory methodology enabled the researchers to observe patterns in the variables, which are appropriate for

Table 1 Sample			
S no.	Company	Questionnaires distributed	Valid questionnaires
1	SBI	70	58
2	HDFC Bank Ltd	100	88
3	Oil and Natural Gas Corporation (ONGC) Ltd	105	82
4	ITC hotels	100	66
5	Maruti Suzuki Ltd	50	38
Total		425	332
Response rate 78%			
Source: Primary data analysis			

further study with EFA. A preliminary examination revealed Kaiser-Meyer-Olkin value of 0.908, which is desirable (Tabachnick and Fidell, 2007; Hair *et al.*, 2013) and for Bartlett's test of sphericity ($\chi^2 = 5307.083$, $df = 435$), the value is significant ($p < 0.05$) making the application of factor analysis suitable for the study. Principal component analysis, using varimax rotation, was conducted for the 30-item scale with the primary focus on data reduction. The criteria for the number of factors to be extracted were based on latent root criterion, percentage of variance and scree plot test.

Initially, the 30 items loaded on five factors based on the latent root criterion (having an eigen value of greater than 1), but only four factors were showing face validity. For ensuring practical significance, a preliminary examination of the factor matrix (in terms of factor loadings) and communalities was done. The items having communalities greater than 0.5 and factor loadings of 0.5 and above were decided to be retained. Also, the item with high cross-loadings became a candidate for deletion. The items A2 "I sometimes get disoriented/lost while working on my job" and C1 "I am efficient and productive at work" were having communalities less than 0.5. The rotated component matrix also revealed six more items (A6, A10, C2, C3, C4, B4) having high cross-loadings, which were substantial as to not to be ignorable. Changing the extraction and rotation method had little or no effect on the identified items. Therefore, the researchers considered the deletion of these variables as they are poorly accounted for by factor solution.

The factor model was re-specified with 22 variables in the analysis. The rotated factor matrix and other information for the reduced set of variables were again extracted. At this stage of EFA, four factors having an eigen value of greater than one were extracted. An item C8 "I avoid working overtime" had communality value of 0.149 and was immediately considered for deletion as it was poorly accounted for by the factor solution. Two other items B1 "being a member of this organization gives me a sense of belongingness" and B10 "my mind often wanders and I think of other things when doing my job" cross-loaded and were also considered for deletion from further analysis.

Thus, the course of action taken was to delete the aforesaid variables from further analysis, leaving 19 variables in the analysis. The further analysis helped the researcher to extract four factors fulfilling latent root criterion and explaining 65.184% of the total variance. However, a closer perusal of rotated factor matrix revealed cross-loadings for two factors – B2 "I dislike being at work" and B8 "Every day, I have to push myself to get ready to work." Deletion of these variables from our analysis led to the extraction of three factors now with Eigen value greater than 1. However, the communality of an item B6 "I feel exhausted at work" reduced to 0.321 and was also dropped from the analysis. Finally, the factor model was specified with 16 variables that loaded on 3-factors (Table 4). The three factors fulfilled the latent root criterion and the cumulative percentage of total variance extracted by these three factors was 63.69%, which was desirable (Table 3). The factor loadings of these 16 variables exhibited the same pattern and almost the same loadings. All communalities were greater than 0.50 and all variables loaded only on a single factor (Table 2). Therefore, as the overall level of explained variance was high enough, the 16-variable/3-factor solution was accepted.

Confirmatory factor analysis

The researchers tested the three-factor model for CFA. Naming the factors was easily done as the variables loaded on the factors as reflected by the grounded theory method. The three factors were named alignment, affectiveness and action-orientation, which constituted the dimensions of employee engagement construct with 7, 4, 5 variables, respectively. For developing an overall measurement model, the researchers used a congeneric model, which was over-identified and each latent variable had four or more indicators (items).

Table 2 Communalities for 16-variable/3-factor model

No.	Item	Communalities	
		Initial	Extraction
A1	I know what is expected out of me at work	1.000	0.646
A3	My personal goals match with the vision and mission of the organization	1.000	0.586
A4	I find that the work I do has no meaning and purpose	1.000	0.520
A5	I feel empowered while working for my job as it gives me confidence about my abilities	1.000	0.659
A7	I believe that I am in-charge of the work I do in the organization I work for	1.000	0.713
A8	I don't understand how my work is contributing toward achievement of organizational goals	1.000	0.525
A9	I am aligned with the activities of the organization I work for	1.000	0.668
B3	Working for my organization has enhanced my self-esteem	1.000	0.702
B5	I am proud of my job	1.000	0.662
B7	I stay until my work is done	1.000	0.625
B9	Working on my job gives me a sense of accomplishment	1.000	0.696
C5	I put in all efforts for creating value for the organization I work for	1.000	0.715
C6	Participation in organizational activities is a waste of time	1.000	0.588
C7	I give best at everything I do at work	1.000	0.701
C9	I grab opportunities, which help me learn and grow at work	1.000	0.619
C10	I take a back seat and allow my colleagues to take charge in difficult situations at work	1.000	0.566

Extraction Method: principal component analysis

Source: Primary data analysis

Table 3 Total variance explained by 3-factor model

Component	Initial eigen values			Total variance explained			Rotation sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	6.174	38.589	38.589	6.174	38.589	38.589	4.286	26.785	26.785
2	2.488	15.552	54.142	2.488	15.552	54.142	3.265	20.408	47.193
3	1.528	9.550	63.692	1.528	9.550	63.692	2.640	16.499	63.692
4	0.703	4.394	68.086						
5	0.666	4.163	72.249						
6	0.596	3.726	75.975						
7	0.542	3.390	79.365						
8	0.494	3.084	82.449						
9	0.460	2.878	85.327						
10	0.429	2.680	88.007						
11	0.389	2.433	90.440						
12	0.372	2.326	92.766						
13	0.330	2.064	94.830						
14	0.302	1.889	96.718						
15	0.282	1.764	98.482						
16	0.243	1.518	100.000						

Note: Extraction method: principal component analysis

Source: Primary data analysis

For assessing the validity of the measurement model and assessing its fit, path estimates and their statistical significance along with fit indices were checked. Path estimates link the constructs to indicator variables and the standardized loading estimates should be at least 0.5 to confirm that the indicators are strongly related to their associated constructs and are one indication of construct validity (Hair *et al.*, 2013). The researcher used the standardized maximum likelihood estimates to interpret the results.

Model fit summary. The overall model χ^2 was 209.428 with 101 degrees of freedom. The *p* value associated with the result was significant. Kline (2004) advocates the model to exhibit a

Table 4 Rotated component matrix for 16 variables

	Rotated component matrix		
	Component		
	1	2	3
A7	0.824		
A5	0.788		
A1	0.783		
A9	0.763		
A3	0.759		
A4	0.693		
A8	0.686		
C5		0.818	
C7		0.816	
C9		0.776	
C10		0.722	
C6		0.710	
B9			0.797
B7			0.773
B3			0.764
B5			0.734

Source: Primary data analysis

reasonable fit if minimum discrepancy divided by its degrees of freedom (CMIN/DF) does not exceed the value 3. For this model, the CMIN/DF value was 2.074, which exhibit the model to have a good fit. Further, [Hair et al. \(2013\)](#) also suggest that the researcher must consider at least one absolute fit index and one incremental fit index in addition to the χ^2 results. The root mean square error approximation, an absolute fit index was 0.057, which was less than the value of 0.08 and hence, acceptable. The researcher also checked standardized root mean square residual to check the model fit, which was 0.093 below the cut-off limit of 0.10 and hence, acceptable. The goodness of fit index was .927, which was also above the 0.90 level. For assessing the model fit with the incremental fit index, the researchers considered the comparative fit index (CFI) and normed fit index, which were 0.957 and 0.921, respectively. The CFI results show that the model exhibits a reasonably good fit and it is suitable to proceed with the further examination of the model results.

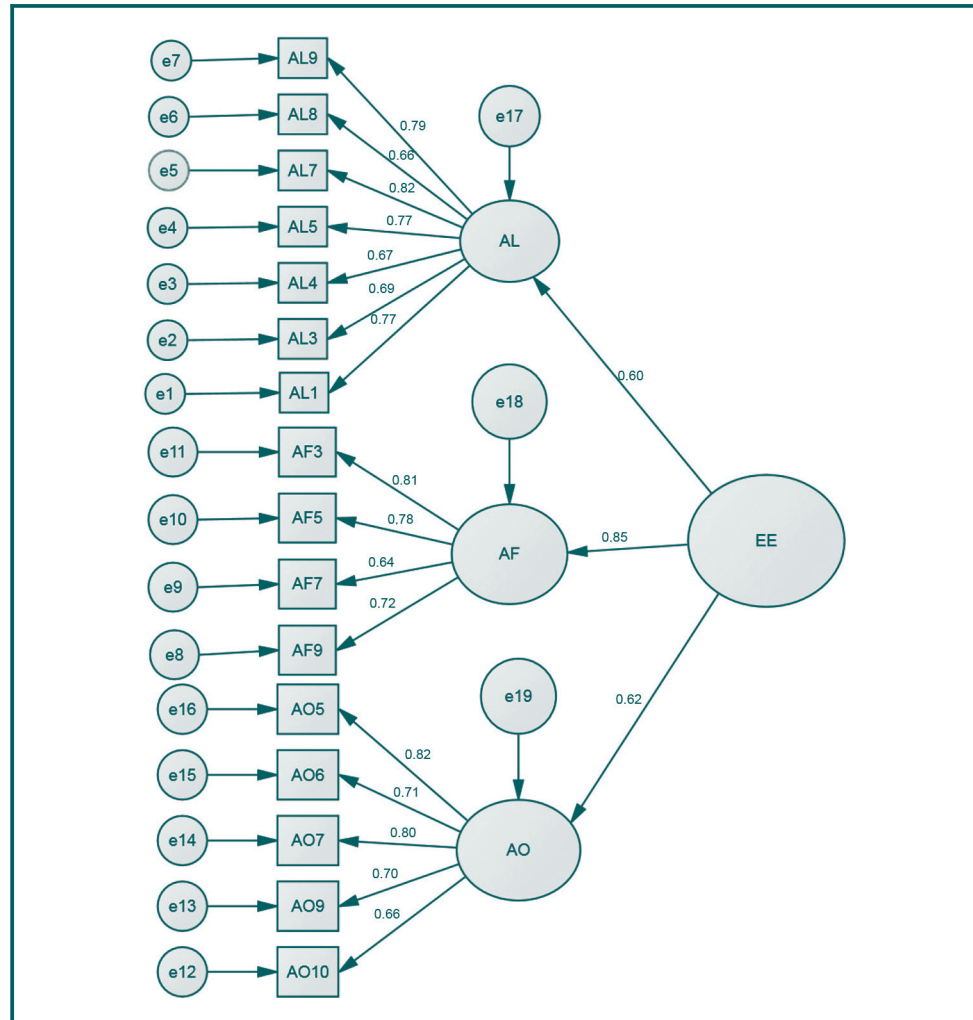
Internal consistency reliability

The Cronbach's Alpha score for alignment dimension (seven items), affectiveness dimension (four items) and action-orientation dimension (five items) was 0.890, 0.829 and 0.845, respectively. The overall scale of employee engagement had a score of 0.891 reflecting high reliability. The split-half test for Alignment dimension revealed the correlation values among the two forms to the tune of 0.814. The Spearman-Brown Coefficient and Guttman Split-half coefficient were greater than 0.80 and showing good signs of reliability. The reliability tests conducted for affectiveness factor showed a correlation value of 0.656 and Spearman-Brown Split Half and Guttman Split Half coefficients also revealed good reliability to the extent of 0.792 and 0.789, respectively, for the factor. Finally, the Split-half test was conducted for the third factor of action-orientation. The correlation between forms was 0.685 and the Spearman-Brown Split Half and Guttman Split Half coefficients were 0.813 scale and 0.794, respectively, reflecting high reliability.

Construct validity

The researchers used the zero-order and first-order CFA to check the convergent and discriminant validity ([Figures 2 and 3](#)). The path estimates were calculated in analysis of

Figure 2 Path Diagram for second order CFA



moment structures 22 and the calculations for convergent and discriminant validity were made in the Smart Tool Package offered by [Gaskin \(2012\)](#).

For all the variables, the standardized loading estimates were greater than 0.5. The construct reliability (CR) value for alignment, affectiveness and action-orientation were 0.894, 0.830 and 0.857, respectively. As, the CR values were greater than 0.7 and average variance extracted (AVE) values were greater than 0.5 for all the three factors, the model reflected high convergent validity. The AVE value was greater than the maximum shared variance (MSV) value for all the three factors providing evidences for discriminant validity ([Table 5](#)).

Discussion

Academicians are often incentivized to generate knowledge on the behalf of practitioners for improved business results but unfortunately, their abstract or complex conceptualization fails to draw the attention of companies for its operationalization ([Guest, 2014](#); [Bailey, 2016](#)). Academia mainly concentrates on theory and methodology for the assessment of research findings to be published in peer-reviewed journals but practitioners are looking for practical

Figure 3 Path Diagram for first order CFA

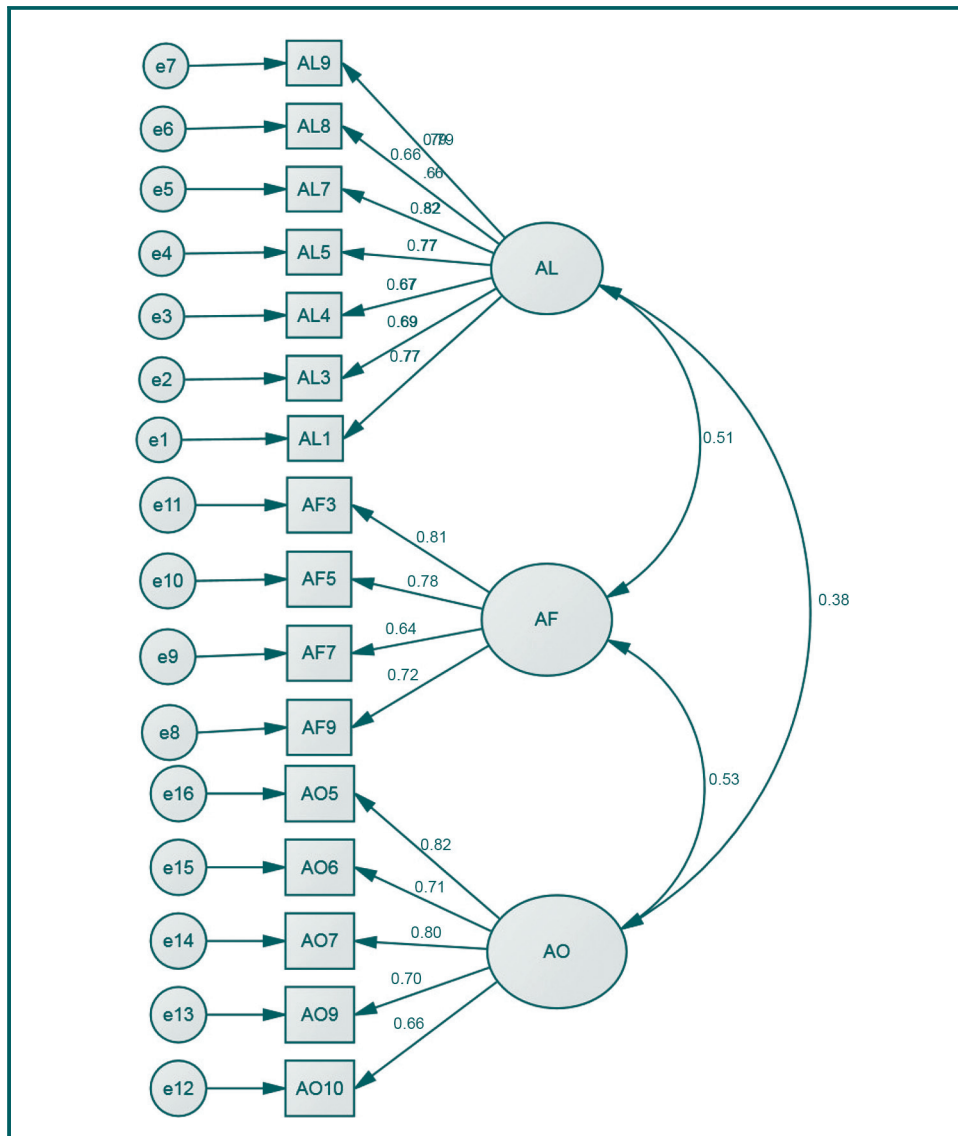


Table 5 Convergent and discriminant validity

Dimensions	CR	AVE	MSV	MaxR(H)	Affectiveness	Alignment	Action-orientation
Affectiveness	0.830	0.551	0.281	0.841	0.742		
Alignment	0.894	0.548	0.263	0.901	0.513	0.740	
Action-orientation	0.857	0.546	0.281	0.867	0.530	0.376	0.739

solutions. Organizations develop new ideas through experiences, observations and practices while academic research focuses on the generation of theories and methods (Janssens and Steyaert, 2009; Panda, 2014). Therefore, the academic-practitioners divide arises as scholars put their ideas into practice while practitioners base their theories on the on-going practices without considering each other's domain of knowledge (Bartunek and Rynes, 2014; Wensley, 2009; Rousseau and Barends, 2011). Similar academic-practitioner

divide on employee engagement was revealed when a wide range of definitions and measures forwarded by scholars and practitioners were reviewed in this study (Macleod and Clarke, 2009; Gatenby *et al.*, 2009; Storey *et al.*, 2008).

The study strived for a close collaboration between academicians and practitioners on the construct of employee engagement to bridge the divide and synthesize the research findings, which appeal the practitioners and convince them that academics have an understanding of the realities faced by them. The construct so developed led to the convergence of the perspectives of academia and practitioners and an attempt was made to establish an interchange of ideas to provide a comprehensive definition of employee engagement. The HR heads of best 15 firms in India shared their perspective, notion, ideas and experiences on engaging employees. Their notion was taken as the base for the generation of the items, which were content validated by an expert team comprising of both academia and practitioners. The scale developed was again administered to middle-level employees to gain their standpoint on engagement as well.

In the past, many conceptualizations of employee engagement have been offered. However, these constructs have often been stained as being opinion-based rather than being evidence-based (Saks and Gruman, 2014; Bailey, 2016). The academic writings in the domain of employee engagement have been criticized for lacking any practical utility for practitioners (Khurana and Spender, 2012; Purcell, 2014; Panda, 2014). The scholars have been more concerned about debating on the construct of employee engagement with complex jargons, which lacks any practicality for measuring and engaging talent (Bailey, 2016). Companies are also far ahead in measuring engagement levels of employees without precisely defining it. As a consequence, practitioners are measuring a multitude of workplace factors in the name of employee engagement.

Over the years, scholars have called for a more detailed understanding of employee engagement to refine its construction and provide a precise definition (Shuck *et al.*, 2016). Therefore, efforts were made to present employee engagement phenomenon in a broader, full range of experiences of employees working in organizations in India. The study focused on the nuanced areas of being engaged and emphasized on employee engagement being a high order factor supported by the three lower-order factors of being aligned, affective and action-orientated.

The “alignment” dimension captures the understanding of an employee about his/her work role to be in sync with the overall organization. “Affectiveness” dimension represents an employee’s positive affectivity toward work and organization and “action-orientation” dimension shows an employee’s willingness to take an action for organizational effectiveness. Understanding employee engagement in this conceptual space renders a useful enlightenment of the construct creating valuable knowledge for practitioners. The conceptual framework presented in this study is relevant, comprehensible and directly applicable in the practical world as it is built upon notions of the HR Heads on employee engagement. This understanding allows its use and application to make sense to practitioners unlike other definitions, which have been purely based upon the perspective of scholars (Macey and Schneider, 2008; Bakker and Demerouti, 2006; Pati, 2012; Leiter and Maslach, 2005).

In the past, many scholars have described engagement in terms of different elements such as vigor, absorption and dedication (Schaufeli *et al.*, 2002; Mauno *et al.*, 2007); psychological, behavioral and trait engagement (Macey and Schneider, 2008); and absorption and attention (Rothbard, 2001) which did not gain much attention of practitioners. Kahn’s conceptualization served as the foundation of many measurement instruments (May *et al.*, 2004; Rich *et al.*, 2010; James *et al.*, 2010; Shuck *et al.*, 2016), which focused on cognitive, behavioral and emotional employee engagement. However, these instruments also remained confined to use by the academicians.

One of the widely used surveys by the companies around the world is by the Gallup, which has also appeared in highly ranked peer-reviewed journals (Harter *et al.*, 2002), which has been criticized for the lack of content validity by research scholars (Christian *et al.*, 2011). GWA defined employee engagement as an employee's involvement and satisfaction at work (Harter *et al.*, 2002) and focused on the work conditions, which lead to employee engagement. Macey and Schneider (2008) argued GWA to define engagement in terms of conditions under which people work but the state of engagement itself is not assessed. Many consultancy firms (Blessings White, Great Places to Work, Culture IQ, Hay Group, HPWP Consultancy and The Employee Engagement Group, etc.) have their own surveys, which are often denigrated by scholars for measuring its antecedents or consequences in the name of employee engagement.

The three dimensions represented an employee's state of engagement in both domains of work and organization unlike the past studies that mainly focused on work engagement only. The "alignment" dimension concentrated on an employee's understanding of expectations and accountabilities at work and organization. On one hand, the items such as "I know what is expected out of me at work;" "I find that the work I do has no meaning and purpose (R);" "I believe I am in-charge of the work I do in the organization I work for," etc. captured employee's understanding and alignment with his/her work. On the other hand, items like "My personal goals match with the vision and mission of the organization;" "I am aligned with the activities of the organization I work for," etc. captured an employee's understanding of his/her activities and expectations to be in sync with the organization. Practitioners are mainly concerned with gauging an employee's level of assimilation of organization's vision, mission, objectives and their work-role and the "alignment" dimension, forwarded by this study, ensures an employee's full engagement for the achievement of organizational goals. Many measurement tools focus on the cognitive engagement of employees and use different items for the same dimension. Items such as "time passes quickly when I perform my job;" "I often think about other things when performing my job (R)" (May *et al.*, 2004); "At work, I focus a great deal of attention on my job;" "at work, I am absorbed by my job" (Rich *et al.*, 2010); "It would take a great deal for me to leave this organization" (James *et al.*, 2010); "I give my job responsibility a lot of attention" (Shuck *et al.*, 2016), etc. are used to measure the cognitive engagement of employees by different assessment instruments.

Though, these items try to assess an employee's mental action of acquiring knowledge and understanding, however, such items lack any practical relevance when it comes to designing strategies for engaging employees. Practitioners find it difficult to dissect the cause of low engagement level and design strategies to increase engagement based on items of cognitive engagement. However, when an employee's mental processes are gauged in terms of his/her alignment with work and organization; it makes its application in the practical world more desirable. Even, GWA has only one item to capture an employee's understanding of what is expected out of him/her at work and fails to capture an employee's alignment in both domains of work and organization.

The second dimension of "affectiveness" reflects the emotional experience of an employee marked by feelings of pride, self-esteem, accomplishment and positivity about his work and the organization. Items such as "working for my organization has enhanced my self-esteem;" "I am proud of my job;" "working on my job gives me a sense of accomplishment;" etc. reflect an employee's intensity to emotionally invest himself/herself in work and for the organization. In the past, many assessment tools have included the dimension of emotional or affective engagement; however, the assessment of this dimension was only limited to the domain of job (Rich *et al.*, 2010; May *et al.*, 2004; Shuck *et al.*, 2016; Soane *et al.*, 2012, etc.).

Finally, the third dimension of "action-orientation" reflects an employee's willingness to take an action for organizational effectiveness with items such as "I give best at

everything I do at work,” “I grab opportunities, which help me learn and grow at work,” “I put in all efforts for creating value for the organization I work for,” etc. These items reflected the behavioral manifestation of employee engagement. Some assessment tools gauged the physical engagement of an employee (Rich *et al.*, 2010; May *et al.*, 2004), which by no means truly captured an employee’s willingness to take effective action at work and for organization. Gallup’s tool had items that measured the work conditions rather than assessing the state of an employee’s engagement. Items like “I have a best friend at work”, “There is someone at work who encourages my development”, “In the past seven days, I have received recognition or praise for doing good work” by no means reflect “an employee’s satisfaction and involvement at work”, which is taken as the foundational definition for this assessment tool. Another popular instrument, UWES measures employee engagement in terms of vigor, dedication and absorption, which overlaps with various constructs and is accused of lacking any practical utility for organizations.

Conclusion

The top-performing companies around the world are emphasizing on two key themes to drive success. Firstly, the companies need to build and sustain a culture of employee engagement and secondly, the engagement strategies need to be thoughtfully connected and linked with other workplace practices. Leaders around the world are realizing that employee engagement is critical for the success of their business and they look at engaging employees as their prime responsibility. Organizations take the stock of the situation from time to time and know the importance of engaging and retaining talent in today’s global environment.

However, despite the discernment and conscious efforts made in improving engagement, companies continue to struggle in engaging employees. The overall work experience continues to deteriorate and employee engagement levels remain stagnant. Many scholars and practitioners tried to decode the problem of stagnant engagement levels independently and blamed the unfocused and invalidated engagement surveys, which fail to provide accurate results, for low employee engagement. However, the problem is much deep-rooted. A convergence of the perspectives of academia and practitioners on the construct of employee engagement was the need of the hour to bridge the research gaps. The measurement tools for employee engagement were also based on these inconsistent definitions, which are stained for not being tested or confirmed for their psychometric properties.

The study aimed at developing a theoretical construct of employee engagement based on the evidences from best firms in India. Efforts were made to develop and validate an employee engagement assessment instrument, which is well-grounded in theory and built on the conceptual framework proposed by both academicians and practitioners and rigorously tested for its psychometric properties to ensure the precise measurement of employee engagement. The employee engagement scale attempts to bridge the incongruity between the academic and industrial view on employee engagement. Organizational interventions based on the results of such a reliable assessment tool can ensure better engagement for accomplishing organizational objectives. As companies today are engaged in head-to-head competition in search of sustained profitable growth, only their “engaged” employees can help them fight over the shrinking pool of profit in this highly competitive business world. This measurement tool shall not only help in the precise measurement of engagement levels but also enable the managers to take a closer look at the critical engagement elements that align with the organization’s human capital strategy and foster improved performance.

Implications for theory and practice

The measurement tool, based on the proposed construct, so developed in this study directly responds to calls in theory and practice. The developed scale provided a psychometrically strong measurement operationalization of employee engagement as it was checked for content validity, internal consistency reliability and also provided evidences for convergent and discriminant validity. This tool shall significantly contribute to the engagement theory as it was designed to measure employee engagement and not job engagement (Rich *et al.*, 2010; Saks, 2006), organizational engagement (Saks, 2006), work engagement (Schaufeli *et al.*, 2002) or intellectual, social or affective engagement (Soane *et al.*, 2012).

The measurement tool developed and offered through this study is specifically grounded in a theoretical framework, which focused on unpacking the full spectrum of employee engagement experience. It should be noted that the previous work in the domain of employee engagement have heavily relied upon the use of GWA and UWES for measurement of employee engagement as the citation of these tools continue to increase. However, many researchers have also raised questions about the usage of these tools on the grounds of construct redundancy and lack of content validity (Cole *et al.*, 2012; Macey and Schneider, 2008; Saks and Gruman, 2014; Nimon *et al.*, 2016). The tool developed by Pati (2012) in the Indian context lacked content validity and further entangled the construct of employee engagement. This tool considered passionate task performance and OCB as its two dimensions, which are otherwise clearly pointed out to be the behavioral consequences of employee engagement (Salanova *et al.*, 2005; Christian *et al.*, 2011; Soane *et al.*, 2012; Rich *et al.*, 2010).

Looking at the dearth of measurement tools built in the Indian context and with the intent of resolving the issues related with cultural differences in the application of western assessment tools, the developed scale made a notable contribution to engagement theory with prime focus in the Indian context. The measurement tool shall act as a yardstick for engagement level in Indian organizations. The HR heads, academia and employees gave a holistic outlook to employee engagement and encapsulated the practicality of employee engagement experience among the premier business organizations in India.

This tool focused on the nuanced areas of being engaged and defined employee engagement in the language, which is comprehensible for operationalization of the construct. Understanding the three facets of engagement (alignment, affectiveness and action-orientation) in both domains of work and organization can enable managers to be conscious of the aspect where an employee needs to be engaged. For instance, an employee may be goal-oriented and productive at work but may not feel a sense of belongingness with the organization. In such a case, the manager needs to focus on “affectiveness” dimension of employee engagement and customize intervention strategies to enhance the experience of the employee to feel a part of the organization. Similarly, an employee may be filled with positivity and energy at the workplace but fails to understand the broader organizational goals. In this case, managers should be focusing on effective communication strategies to revamp the “alignment” dimension of employee engagement. Therefore, ramifying employee engagement in a form and language that is comprehensible and consequential for practitioners enables designing and implementing intervention strategies for leveraging high engagement levels of employees.

As the study aligns perspectives of both worlds of academia and practitioners to take a holistic view of the construct, the measurement tool for employee engagement renders a useful enlightenment of the construct creating valuable knowledge in the domain of employee engagement and makes designing and implementing strategies for capitalizing the positive outcomes of employee engagement easier for practitioners. The organizational interventions based on the results of such a reliable assessment tool can ensure increasing engagement levels and resolving the ongoing engagement crisis around the globe.

Limitations and implications for future research

No measure in its initial presentation is free from limitations. First, there is a need for further psychometric testing of the measurement tool. The study has provided preliminary evidences for various forms of reliability and validity. However, there is a need for establishing convergent validity with other assessment instruments of employee engagement. Similarly, this tool can be checked for nomological validity to check how it performs alongside other measures such as commitment, satisfaction and involvement, etc. This tool can be checked alongside other constructs commonly associated with employee engagement such as psychological well-being, affective commitment, job-fit, workplace climate, etc. for presenting fruitful implications for future research. It is recommended that future studies can also focus on establishing additional levels of criterion validity, reliability and test-retest application of this tool. Rigorous testing of this tool for its psychometric properties can ratify its applicability across different sectors and organizations.

The 16-item measurement tool so developed captures the engagement level of employees. Future research might focus on developing a shorter version of the tool. Such a short form of this assessment tool should be administered to examine that the psychometric properties and evidences for validity are upheld. Also, future studies to shorten this tool must use a more robust approach in determining, which items to be discarded while retaining the nature of variables to explain the latent construct of employee engagement.

A sample of 332 middle-level employees working in five organizations was taken for this study. However, participants were not compulsorily asked to provide their personal information such as their age, gender, experience, income level and other demographics. Therefore, this study could not make claims about the relationship between their engagement level and any specific demographic information. This is another limitation of this study and an opportunity for future research. Scholars can choose to establish connections between culture, demographics and work groups with employee engagement to highlight the generalizability of this measurement tool in various work settings.

The paucity of time also restricted the scope of conducting any longitudinal studies to indicate how the assessment instrument would operate over time. The lack of longitudinal data causes the issue of common method variance (CMV), which is another limitation of this study. The future studies can use this assessment instrument to conduct longitudinal studies and even reduce the likelihood of CMV.

Finally, this study did not link the measurement tool with any consequences of employee engagement such as the intention to stay, task performance, productivity, etc. This is a fruitful opportunity for research scholars who wish to take the next step in establishing the usability of this tool. The assessment of engagement can be replicated with different samples and it is recommended to expand the boundaries and use this tool in different contexts and settings. Measurement of employee engagement with a valid and reliable assessment instrument could help the practitioners take remedial actions to curb the employee engagement crisis around the world and allocate strategic resources to improve engagement levels.

Notes

1. 'Great Places to Work in India' is an independent entity, which assesses over 700 companies and publishes the list of best workplaces in India every year. The assessment is based on employee's perception and people-related management practices of the organizations. www.greatplacetowork.in/
2. Hay Group in collaboration with Fortune India started the legacy of India's Most Admired Companies in 2012. The Survey involves selection of top three companies from 15 sectors based on rigorous criteria yielding a total of 45 companies, which are then assessed on other parameters to make it to the list. www.haygroup.com/in/press/details.aspx?id=33153

3. Most Respected Companies in India are declared by Business World and TNS Global. The survey is conducted among 20 sectors comprising 15-20 companies out of which top 10 companies are selected. <http://businessworld.in/tags/most-respected-companies-2016-55164/>
4. Best Employers in India Survey is conducted annually by Business Today along with HR Solutions, which looks at companies from employees' point of view. In 2016, 15,300 people across 11 industries had participated in the survey. www.besnesstoday.in/exclusive/best-employers
5. In 2016, LinkedIn came out with the list of 25 companies, which are best in attracting and keeping top talent in India. <https://lists.linkedin.com/2016/top-attractors/en/india>

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Further reading

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Appendix 1

Table A1 List of companies (population and sample)

<i>S no.</i>	<i>Name of Company</i>
1	Hindustan Unilever
2	Infosys
3	Reliance
4	ITC Hotels
5	ONGC
6	Flipkart
7	Vodafone
8	Godrej Properties
9	Amazon
10	Indian Oil Corporation Ltd
11	Mercedes Benz-R &D
12	Maruti Suzuki
13	Lodha Group
14	Coca-cola India
15	GAIL
16	NTPC
17	Google India
18	Tata Motors
19	ICICI bank
20	Make my Trip
21	Accenture
22	Larsen and Toubro
23	Tata Consultancy services (TCS)
24	IBM
25	Tata steel
26	Accenture
27	HDFC
28	State Bank of India (SBI)
29	Microsoft
30	Bharti Airtel

Note: In total, 15 companies participated in the research study, two companies (16 and 17) refused to participate, 13 companies 18-30 did not respond

Appendix 2

Table A2 Theoretical codes (as per theoretical coding followed in grounded theory)

1	Internalization of vision and mission
2	Matching personal and organizational values
3	Alignment of personal and organizational goals
4	Meaningfulness
5	Knowing work expectations
6	Goal-orientation
7	Understanding broader goals
8	Psychologically settled
9	Sense of ownership
10	Empowered
11	Sense of belongingness
12	Self-enhancement
13	Sense of pride
14	Enjoys being at work
15	Sense of commitment
16	Positive feelings
17	Energized
18	Motivated
19	Putting heart and soul into work
20	Sense of accomplishment
21	Productive
22	Discretionary efforts
23	Value Creation
24	Best contribution
25	Eagerness to learn and grow
26	Going beyond work contract
27	Proactive
28	Participative
29	Involvement in organizational activities
30	Bringing effective changes

Appendix 3

Table A3 In total, 30-Item questionnaire administered to middle level employees

S no. Statements

1	I know what is expected out of me at work
2	I sometimes get disoriented/ lost while working on my job
3	My personal goals match with the vision and mission of the organization
4	I find that the work I do has no meaning and purpose
5	I feel empowered while working for my job as it gives me confidence about my abilities
6	I find it tough to withstand difficult situations at work
7	I believe that I am in-charge of the work I do in the organization I work for
8	I don't understand how my work is contributing toward achievement of organizational goals
9	I am aligned with the activities of the organization I work for
10	My personal values are very different from that of the organization I work for
11	Being a member of this organization gives me a sense of belongingness
12	I dislike being at work
13	Working for my organization has enhanced my self-esteem
14	I feel dumped with negativity at my workplace
15	I am proud of my job
16	I feel exhausted at work
17	I stay until my work is done
18	Every day I have to push myself to get ready for work
19	Working on my job gives me a sense of accomplishment
20	My mind often wanders and I think of other things when doing my job
21	I am efficient and productive at work
22	I hardly take any effort in bringing effective changes at work as my opinions don't matter in the organization I work for
23	I am willing to put in extra effort without being asked for
24	I choose not to participate in decision-making process at work even if given an opportunity
25	I put in all efforts for creating value for the organization I work for
26	Participation in organizational activities is a waste of time
27	I give my best to everything I do at work
28	I avoid working overtime
29	I grab opportunities, which help me learn and grow at work
30	I take a back seat and allow my colleagues to take charge in difficult situations at work

Appendix 4

Employee engagement measure – a 16 variable/3-factor measurement instrument on a seven-point Likert-scale ranging from strongly disagree (1) to strongly agree (7)

Alignment dimension of employee engagement

1	I know what is expected out of me at work
2	My personal goals match with the vision and mission of the organization
3	I find that the work I do has no meaning and purpose (R)
4	I feel empowered while working for my job as it gives me confidence about my abilities
5	I believe that I am in-charge of the work I do in the organization I work for
6	I don't understand how my work is contributing toward achievement of organizational goals (R)
7	I am aligned with the activities of the organization I work for

Affectiveness dimension of employee engagement

- | | |
|---|---|
| 1 | I put in all efforts for creating value for the organization I work for |
| 2 | Participation in organizational activities is a waste of time (R) |
| 3 | I give best at everything I do at work |
| 4 | I grab opportunities, which help me learn and grow at work |
| 5 | I take a back seat and allow my colleagues to take charge in difficult situations at work (R) |

Action-orientation dimension of employee engagement

- | | |
|---|---|
| 1 | Working for my organization has enhanced my self-esteem |
| 2 | I am proud of my job |
| 3 | I stay until my work is done |
| 4 | Working on my job gives me a sense of accomplishment |

This employee engagement measurement tool is being used by scholars for ensuring further validity through cross study comparisons with OCB, OC, PsyCap, EWB, etc. with wider group of organizations. This tool can be used by scholars and practitioners by taking permission from authors (vkshro@gmail.com and Upasana.dhanda@gmail.com)

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