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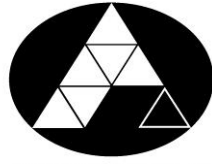
Degree Program in International Business

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**THE DEVELOPMENT AND TESTING OF AN EMPLOYEE ENGAGEMENT SURVEY FOR USE  
WITHIN FINNISH ORGANISATIONS**

Thesis

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UNIVERSITY OF APPLIED SCIENCES

**THESIS**

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**Degree Programme in International Business**

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**Title:**

The development and testing of an employee engagement survey for use within Finnish organisations

**Abstract:**

This study was conducted in order to test and implement an employee engagement survey for use within Finnish organisations. The survey was based upon a number of studies and employee engagement models, and took into consideration job resources, job demands the state of work engagement and positive outcomes associated with engaged employees.

The reliability and validity of survey scales were tested using the responses of 451 workers affiliated with the Finnish Metalworkers Union. Analysis confirmed the 3 factor structure of engagement, while scales for job resources and the outcomes of engagement demonstrated acceptable levels of reliability. However, more work is needed to develop reliable scales to assess job demands.

The ability of the survey tool to assess organisational issues was examined in a study conducted on John Deere Forestry Oy's salaried employees. The results revealed that while employee engagement levels of John Deere Forestry Oy's salaried employees was high, issues like high workloads and stress, reward and a lack of focus on career development opportunities were leading to reduced energy levels and performance while at work.

It was recommended that John Deere look to moderate employee workloads, promote a culture of segmentation between work and non-work roles, emphasise the value of non-monetary benefits and further incorporate career development into the performance management process.

An issue for John Deere Forestry Oy to consider when implementing changes is the remoteness of John Deere's senior leadership. As a result, the factory's senior management team and middle managers have the responsibility to communicate change, get feedback and actively involve employees in the change initiatives.

**Language:** English

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Employee engagement, employee survey, Finnish Metalworkers' Union, John Deere, Joensuu

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# 1 INTRODUCTION

## 1.1 Employee engagement: A brief introduction

“...it is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is best able to adapt and adjust to the changing environment in which it finds itself.” – Megginson, 1963

In the 21<sup>st</sup> century, the same quote can be applied to organisations. In these current difficult economic times, it is essential organisations are able to stay competitive. Organisations are increasingly reliant on their workers’ creativity and adaptability in the ever changing business environment. It is these workers’ new ideas that lead to improvements in quality and efficiency. As a result, employees’ psychological connection to their work becomes critically important.

Organisations need to maximise their employees’ capabilities and to do this they need to inspire, challenge and develop their talent. Organisations need modern employees that are enthusiastic, energetic and proactive, and often absorbed by their work. It is only by ensuring that workers are fully engaged and committed that organisations can maximise returns from their human resources.

In order to assess engagement levels, measure employee attitudes and ensure that workers voices are heard, employee surveys can be used for the collection of data and subsequently the evaluation of the engagement levels of employees. These surveys can be used to assess a number of work outcomes, gather feedback as well as to benchmark organisational performance and investigate relationships between work practises and outcomes. (Langford 2009)

In addition to diagnosing organisational situations and measuring engagement levels, employee engagement measurement tools can also act as lead indicators for organisational outcomes like employee turnover, productivity and profitability. (Bernthal 2005)

Although employee engagement is seen as a trendy topic in times when economies are strong and workers are praised as being an organisation's most important assets, in economic downturns, workers are often the first to suffer as a result of budget cuts and cost reduction measures.

However, the author believes that the measuring of employee attitudes is a business imperative. Increasingly, research is showing that an engaged workforce is more productive. Organisations therefore need to determine and understand the main issues that drive employee engagement levels within their organisations.

## **1.2 Aim of the thesis**

The aim of this thesis is to test and implement an employee engagement survey, to be used within Finnish organisations, for the purpose of developing a business idea in the area of Human Resource consultation.

Employee engagement is an internationally recognised concept. However when developing employee engagement measurement tools, cultural and language considerations must be taken into account. The survey used in this study will be developed using relevant literature from studies conducted internationally as well as the author's own professional knowledge. Finnish cultural and language issues will be taken into consideration when developing the employee engagement survey.

Following the development of an employee engagement model and survey, this thesis will focus on the testing of the survey and the implementation of this survey within an appropriate organisation. This will involve the following steps:

- Administering the survey
- Analysis of data
- Identification of issues affecting employee engagement within abovementioned organisation
- Identifying possible interventions and future actions where needed

### **1.3 Structure of the thesis**

This thesis will follow a staged approach:

Stage 1 - A literature review of employee engagement. This will focus on defining employee engagement, factors that drive employee engagement, the benefits of employee engagement and how it can be measured.

Stage 2 - The specification of a model and the development and piloting of a survey for evaluating employee engagement levels among existing employees.

Stage 3 – Testing the reliability and validity of the survey scales, and their ability to assess job resources, demands, employee engagement and perceived positive outcomes.

Stage 4 - Administering the survey within a suitable organisation (John Deere Forestry Oy), and interpreting the results, in order to assess factors impacting on the organisation's operations and the level of employee engagement within the organisation.

## **2 REVIEW OF EMPLOYEE ENGAGEMENT**

### **2.1 Employee engagement background**

In recent years, organisations have been placing an ever greater emphasis on employee engagement in order to drive organisational performance. However, there are a number of definitions and models for employee engagement, developed by both researchers and HR practitioners.

The aim of this initial review of employee engagement is to provide a summary of the main definitions and drivers of employee engagement. The review will also seek to explain some of the main benefits attributed to employee engagement, and look at the measurement of engagement levels, focusing on how employee engagement surveys have been used to measure and monitor engagement within organisations.

### **2.2 Defining employee engagement**

Employee engagement can be viewed as a broad topic, potentially encompassing a number of subjects. Saks (2006) found that employee engagement builds on the topics of organisational commitment and Organisational Citizenship Behaviour (OCB). A review of employee engagement by the Scottish Executive Social Research had similar findings, but discussed how though organisational commitment and OCB are viewed mainly from the employees' perspective, employee engagement can be defined as a two way process between employer and employee.

A number of studies have also investigated employee engagement from the perspective of burnout. Cole, Walter, Bedeian and O'Boyle (2007) describe how employee engagement can be seen as being the opposite of burnout. Where burnout is characterised by the dimensions of cynicism, emotional exhaustion and inefficacy, employee engagement can be contrasted using the three dimensions found in the Utrecht Work Engagement Scale developed by Schaufeli and Bakker in 2003. The three dimensions they developed, namely dedication, vigour, and absorption where dedication is defined as being



strongly involved in ones work, vigour as having “high levels of energy and mental resilience while working” and absorption as finding it difficult to pull oneself away from work, can be seen as being the opposite of cynicism, emotional exhaustion and inefficacy.

In the academic literature the terms work engagement and employee engagement are often used interchangeably. However, this can sometimes lead to confusion, as in some models work engagement is seen purely as the relationship an employee has with their work, while employee engagement includes the relationship an employee has with their organisation. (Schaufeli & Bakker 2008) This description is consistent with a study done by Saks (2006) which made a distinction between job and organisation engagement and found a meaningful difference between the two.

Macey and Schneider (2008) developed a framework (Figure 1) for understanding employee engagement. They discuss how trait engagement, described as having a positive outlook and feelings of enthusiasm, is reflected in psychological state engagement, which in turn is an antecedent of behavioural engagement. This behavioural engagement is defined as the extra effort employees make while performing their job as well as extra-role effort. Their framework also demonstrates how workplace resources have both a direct and indirect impact on different states of engagement.

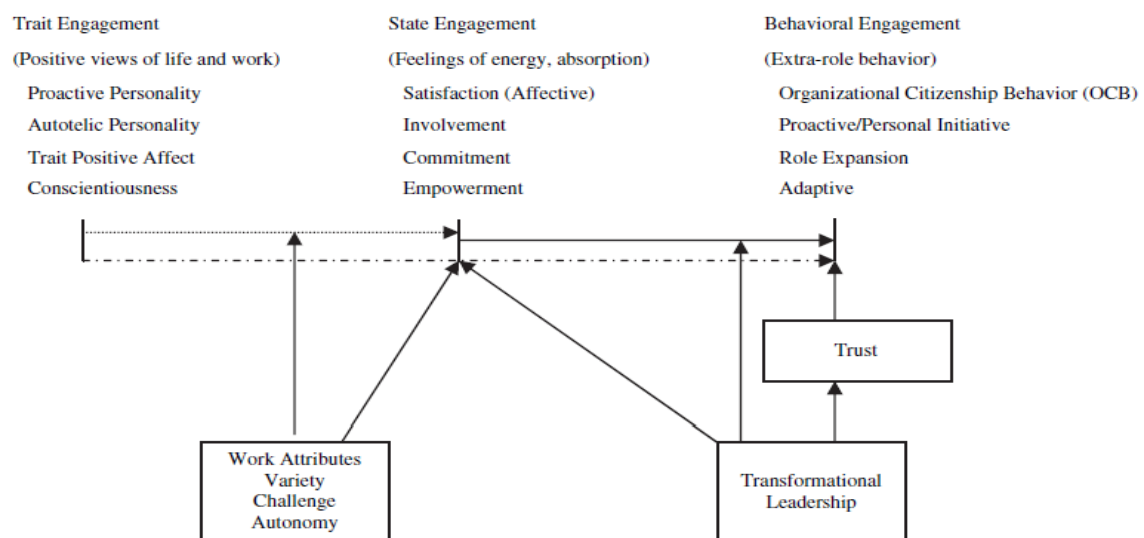


Figure 1. Framework for understanding the elements of employee engagement. (Macey & Schneider 2008)

In the majority of literature developed by HR practitioners, a combination of job and organisation engagement is used to describe employee engagement. Right Management (2009) defines an engaged employee as one who is not only committed to their job, but also aligned to their organisations strategies and goals. The Chartered Institute of Personnel and Development describes engagement using three dimensions. These are emotional engagement (being emotionally involved in ones work), cognitive engagement (focusing hard while at work) and physical engagement (being willing to go the extra mile for one's employer). (Scottish Executive 2007)

Employee engagement can thus be described as more than just engagement in ones work, but to include commitment and a desire to stay with one's organisation. This state is associated with job resources like social support from colleagues and managers, performance management, job variety, autonomy, development opportunities and organisational climate. (Halbesleben 2010) It is this state that encourages employees to identify with the vision and success of their organisations and promotes extra effort in job related activities, as well as the commitment to and the promotion of their organisation to others.

### **2.3 Drivers of employee engagement**

A number of investigations have taken place into factors that drive engagement. The majority of these studies focus on resources which could be provided by organisations or employers. Few studies have investigated in significant detail personal resources which can impact on engagement levels as well as individual attributes that can influence how employees react to organisational resources.

The Gallup Q12 for measuring employee engagement was developed based on the antecedents of employee engagement. These drivers identified by Gallup were found to be role clarity, material resources, opportunity for skills development, social support, positive feedback, supervisor support, coaching, voice (whether employee opinions matter), meaningfulness (feeling of being important to company), quality culture, feedback and learning opportunities. Gallup claims that these drivers are strongly linked to critical

business outcomes and that these factors best predict employee performance and engagement. (Gallup 2010)

When developing the Voice Climate Survey for measuring employee engagement, 31 lower order factors representing drivers and outcomes influencing employee engagement were identified. (Langford 2009) These were used to identify 7 higher order factors. Of these, at least six, purpose, property, participation, people, peace and progress could be viewed as drivers of engagement. All of the lower order drivers were found to be significantly related to at least one and the majority to all of a large number of organisational outcomes including turnover, absenteeism, productivity, health and safety, organisational objectives, change and innovation and customer satisfaction.

Saks (2006) investigated the relationship of antecedents of employee engagement on work engagement and organisational engagement. His hypotheses tested whether job characteristics, perceived organisational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice were positively related to job engagement and organisational engagement. The findings of this study indicated that perceived organisational support was a significant predictor of both job and organisational engagement while job characteristics, predicted job engagement and procedural justice predicted organisational engagement.

A number of studies have also tested the relationship between job resources and engagement cited in the Job Demand-Resource Model (JD-R model). This model, developed by Bakker and Demerouti (Bakker & Leiter 2008) links job resources like autonomy, performance feedback, social support and supervisory coaching to work engagement and positive organisational outcomes like in-role and extra role performance and creativity amongst others. Hakanen, Bakker and Schaufeli (2006) tested this model on a sample of Finnish teachers. Their findings indicated a positive relationship between resources (supervisory support, information, social climate and innovative climate) and engagement.

A number of companies have also developed employee engagement models which identify key engagement drivers. SYSCO's 5-STAR principles of leadership support, front-line supervision, quality of life, rewards and engagement/diversity separated the top

25% of its 147 companies from the bottom 25%. (Cascio & Boudreau 2008) Royal Bank of Scotland identified eight key drivers in their human capital model. The company found that total reward, a jobs actual work content, recognition, performance and development, leadership, relationships, product brands and reputations and work life balance and physical environments were key drivers at different stages of employees' careers. (Thomson, 2007)

Schaufeli (2011) was one of the few researchers to mention personal resources and their potential impact on engagement. Although a number of models (see figure 1) have identified personal traits which can affect engagement, their descriptions are often quite vague. The personal resources contributing to employee engagement mentioned by Schaufeli (2011) covered emotional stability, extraversion, conscientiousness, optimism, self-esteem, striving for achievement, self-efficacy, flexibility and adaptability and personal standards.

As can be seen, there are a number of factors, both organisation related and individual related that can drive employee engagement. However, what is difficult to determine is the different importance individual employees place on each of these factors. These factors can have different levels of influence depending on demographic group, type of role an employee is in, or the stage of an employee's career. However, these factors do provide a good indication of areas a company can focus on when trying to use improved employee engagement levels to drive organisational performance.

## **2.4 Impact of Employee Engagement**

Cascio and Boudreau (2008) claimed that employee engagement affects organisational performance through the behaviours of an organisation's employees. They describe how employee engagement levels can have an impact on absence rates, punctuality of employees, turnover rates and customer satisfaction. From the perspective of organisational performance, this can have a large impact on the costs of absenteeism and recruitment, as well as the ability of an organisation to recruit high quality employees in the future. Employee engagement levels can also affect the ability of organisations to at-

tract and retain customers, through its potential impact on customer satisfaction levels. Cascio and Boudreau (2008) also discuss how employee engagement levels may also directly affect job performance levels, through employees looking to do extra tasks not in their job descriptions.

Smythe (2007) found that engaged staff members were perceived to be more creative and productive, constructively critical of their organisation and more willing to initiate change when needed. Engaged staff found more enjoyment in their work and were described as making work more enjoyable for their colleagues.

These claims are consistent with those made by a number of the largest HR consulting firms, who were at the forefront of research into employee engagement. An analysis conducted by Gallup (2008) found that organisations with high levels of employee engagement had lower absenteeism, staff turnover and shrinkage and higher levels of safety, customer satisfaction, productivity and profitability than organisations with low engagement levels. Gallup also looked at the impact of disengaged employees on organisational performance and estimated that disengaged employees cost organisations in the United States of America more than \$300 billion per annum as a result of lower productivity.

The findings made by Gallup were similar to those made by Right Management (2009) in a study of 28,810 employees across 15 countries. In this study a strong relationship was found between employee engagement and financial performance, employee engagement and customer satisfaction and employee engagement and intention to stay. In addition, they found a strong link between employee engagement and productivity.

A meta-analysis by Halbesleben (2008) investigated the relationship between burnout, demands, resources and outcomes with overall work engagement as well as the components of work engagement, vigour, dedication and absorption. In this study, demands covered work-family conflict, family-work conflict and work overload. Outcomes covered commitment, performance, health and turnover intention. The author tested a number of hypotheses. Those relevant to this review are listed below:

- Whether a negative association exists between burnout and work engagement

- Whether demands are negatively associated with engagement
- Whether work engagement is positively associated with positive outcomes at work

The results of this study indicated a negative association exists between engagement and burnout. When looking at general demands, a negative association was found to exist. Specific demands (work-family conflict, family-work conflict and work overload), with two exceptions were also found to be negatively associated with engagement when their relationships with vigour, dedication and absorption were examined. Finally, the author found that positive outcomes were positively associated with engagement. Although correlation does not imply causation, the study above provides some insight into key areas of organisations where employee engagement could have a potential impact.

When considering the findings related to the impact of employee engagement, one must take into account that a number of these studies have been done by consulting companies, who may be biased in their reporting of results. However, an increasing number of studies conducted by academics are showing a very positive link between employee engagement and improved organisational performance. These findings also explain why more organisations are prioritising engagement and incorporating employee engagement into their business strategies.

## **2.5 Measuring employee engagement**

As so much of the research indicates a positive relationship between employee engagement and organisational outcomes, it would be logical to expect organisations to take an interest in measuring employee engagement. Scottish Executive Social Research (2007) identified three methods which organisations can use to measure engagement. Their review found that engagement can be measured during the recruitment process and by measuring and continuously monitoring engagement levels among existing employees.

Initially, this section will look at how the recruitment process can influence engagement levels. Following this it will look in greater detail at how employee engagement levels can be measured among existing employees. Methods for measuring engagement will

be summarised briefly. The use of employee surveys to monitor employee engagement will then be discussed in greater detail.

### **2.5.1 Engagement and the recruitment process**

When looking at the measurement of employee engagement in the recruitment process, it was discussed how models on which workplace-wellbeing, employee engagement and organisational performance are based, rely on recruiting and retaining the employees with the right trait attributes (Scottish Executive 2007). They found that by recruiting employees based on the measurement of traits like “adaptability, passion for work, emotional maturity, positive disposition, self-efficacy and achievement orientation” (Scottish Executive 2007, 45), that these employees were more likely to become engaged and get greater satisfaction from their work.

These findings are similar to those put forward by Macey and Schneider (2008) where trait engagement drives psychological state engagement which in turn is an antecedent for behavioural engagement. These traits are also similar to the personal resources identified by Schaufeli (2011) which act as drivers for employee engagement.

### **2.5.2 Measuring engagement among existing employees**

Saks (2006) explained how perceived organisational support should create a sense of obligation amongst employees. One of the implications resulting from this is that organisations “should focus on employees’ perceptions of the support they receive from their organization” (Saks 2006, 614). Saks decided that programs like engagement surveys, focus groups and suggestion programs would result in higher levels of engagement amongst employees.

A number of methods exist for measuring employee engagement levels of existing employees. These include employee engagement surveys, pulse surveys, focus groups and individual interviews. After discussing these terms briefly, employee surveys will be covered in greater detail.

Pulse surveys are short surveys used to monitor key indicators of employee engagement. These are run at short intervals (every three to six months), and can be used to monitor trends, gather feedback, predict organisational outcomes and identify areas requiring improvement (Bernthal 2005).

Focus groups and interviews are useful for obtaining open ended answers to questions. Where survey answers may be difficult to interpret in a practical way, interviews and focus groups allow organisations to drill deeper to gain a better understanding of what motivates and engages employees. They can provide better insight into employees' reactions to all types of factors influencing engagement, while providing employees with the chance to provide ideas and solutions to any issues which arise.

Employee surveys were first used in the 1930's and 1940's. Initially these surveys were used to investigate employee morale to determine if workers were susceptible to union campaigns. (Wiley 2009) Subsequently, employee surveys were used to measure employee satisfaction. It is only recently that employee surveys have been used to measure employee engagement as described in 2.2, where employees are engaged in their work, committed to their organisations and willing to put in extra effort. It is also only recently where the results of these surveys have been linked to organisations' performance.

In addition to the sense of obligation which surveys can create amongst employees, Smith (2003) wrote about how the main purpose of organisational surveys is to provide management with a picture of their organisation, from which decisions can be made. He noted a number of functions for which these surveys can be used (Smith 2003, 5). These are:

- *Diagnosing organisational situations*
- *Providing a feedback loop*
- *Predicting organisational outcomes*
- *Surfacing organisational strengths and weaknesses*
- *Monitoring and trending organisational change*



- *Facilitating management decisions*
- *Providing training structure*
- *Providing platforms for organisational research*
- *Reifying corporate values*
- *Documenting corporate experience*

A limited number of studies have also investigated the conceptualisation of different survey instruments proposed to assess engagement levels. Schaufeli *et al* (2008) investigated the psychometric quality of a number of instruments. The instruments tested could be categorised in a number of ways.

Firstly, instruments testing antecedents of engagement rather than in terms of employee's involvement, satisfaction and enthusiasm. These have been criticised for testing antecedents rather than the experience of engagement and, in the case of the Gallup Q12 survey for its high correlation with job satisfaction.

Secondly, instruments developed based on the definition of work engagement that includes the dimensions of vigour, satisfaction and absorption. These are also similar to instruments developed based on the three dimensions of cognitive, emotional and physical engagement identified by Kahn's conceptualisation of engagement (Schaufeli 2010) and used by the CIPD in their employee attitude and engagement survey (Scottish Executive 2007).

Thirdly, instruments where job and organisational engagement are distinguished separately, and although related show different relationships with the antecedents and outcomes of engagement. (Saks 2006)

Due to a lack of psychometric data for the majority of proprietary models, extensive testing of the reliability and validity of these is difficult. Van Rooy, Whitman, Hart and Caleo (2011) described some of the benefits of a multi-dimensional model when describing data obtained during the financial crisis. The Hewitt Engagement Model, with its dimensions of Say, Stay and Strive, similar to three dimensional models covered earlier found that overall engagement levels increased during the period of July to Septem-

ber 2009. However, when broken down using the three dimensional model, it was found that the Stay dimension's engagement level had increased significantly, while the Strive component had decreased. Thus, although employees appeared more engaged, they were less willing to put in extra effort for the organisation.

This example highlights the need to develop surveys in a way that they are easy to understand and interpret. It is also important that survey items are worded in a way that each factor can be easily understood by managers, and that action can be taken where appropriate.

### 2.5.3 Employee engagement levels around the world

Apart from research conducted by consulting companies, of which exact results are not available, limited data is available relating to engagement levels around the world. The Utrecht Work Engagement Scale has been used to measure engagement across 22 countries (Schaufeli, 2011). The means for engagement ranged from less than 3 for Japan, to more than 4.5 for France. Finland's level of engagement was found to be slightly less than 4.5. Interpretation of these figures can be found in table 1 and table 2.

Table 1. Norm scores for UWES-17. (Source: UWES manual 2003)

Engagement Level	Total Score
Very Low	$\leq 1.93$
Low	1.94 – 3.06
Average	3.07 – 4.66
High	4.67 – 5.53
Very High	$\geq 5.54$

Table 2. Scoring Categories for UWES. (Source: UWES manual 2003)

Qualification	Lower Limit	Upper Limit
Very Low		$< 5^{\text{th}}$ percentile
Low	$\geq 5^{\text{th}}$ percentile	$< 25^{\text{th}}$ percentile
Average	$\geq 25^{\text{th}}$ percentile	$< 75^{\text{th}}$ percentile
High	$\geq 75^{\text{th}}$ percentile	$< 95^{\text{th}}$ percentile
Very High	$\geq 95^{\text{th}}$ percentile	

Rather than measuring engagement levels, the majority of research related to engagement measures its relationship to antecedents, job demands, individual traits, burnout, satisfaction and consequences of engagement.

## **2.6 Conclusions**

A great deal of literature has linked employee engagement to improved organisational performance. While initially the majority of research was done by consulting organisations and could be influenced by bias, academics have conducted an increasing amount of research related to engagement in recent times. Research has shown a significant relationship between levels of engagement and organisational outcomes like turnover, profitability, absenteeism, productivity, health and safety, goal attainment, recruitment and selection and customer satisfaction.

These findings have raised the profile of employee engagement, and organisations are increasingly using engagement instruments like employee surveys to measure and understand engagement levels, gather feedback from employees and understand employees' relationships with their organisations.

The literature also identified a number of resources or drivers that contribute to improved employee engagement levels. These can be physical, psychological, social or organisational aspects of individuals' jobs (Schaufeli & Bakker 2004) as well as individual traits. Some of the most important drivers identified were leadership, performance feedback and opportunities for personal development. It was also discussed how these drivers could have different impacts depending on the stage of an employee's career, demographic characteristics and the employee's job characteristics.

However, there are a number of definitions for employee engagement, some of which resemble other constructs like employee satisfaction and motivation for examples. In addition, these different conceptualisations have resulted in the development of different survey instruments. Some of these instruments use job resources or antecedents of engagement as measures of engagement, while others evaluate engagement using the three dimensions of vigour, dedication and absorption or similarly defined constructs.

### 3 DEVELOPMENT OF THE EMPLOYEE ENGAGEMENT SURVEY

#### 3.1 Conceptualisation of employee engagement model

The model used to develop the questionnaire for evaluating employee engagement is based on the adapted version of the JD-R model developed by Bakker and Leiter (2008) which was based on the original JD-R model developed by Bakker and Demerouti (2007). A description of the main components of this model can be seen below.

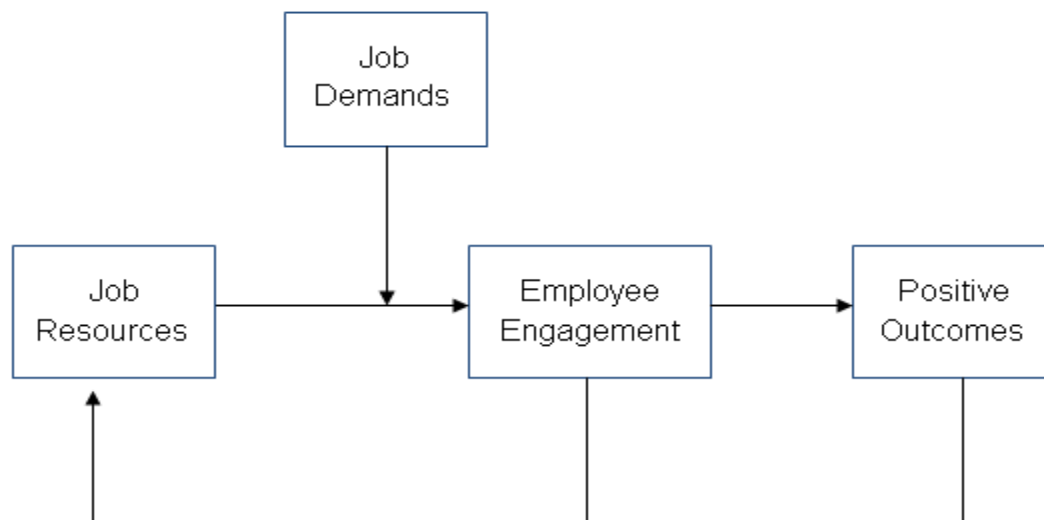


Figure 2. Model of work engagement (based on adapted JD-R model by Bakker & Leiter 2008)

Job demands represent job characteristics that can place strain on employees. These can be physical, social or organisational aspects which may require sustained physical or psychological effort. (Bakker, Demerouti & Verbeke, 2004) Job demands may not necessarily be negative. However they may become stressors when they take great effort to sustain, resulting in fatigue or burnout.

Job resources refer to working conditions which provide resources to individual employees. These can be physical, psychological, social or organisational aspects. (Bakker

*et al* 2004) Job resources serve to reduce job demands, help to achieve work goals and stimulate personal growth and learning and development.

For employee engagement, the definition in 2.2 will be used. In this case, engaged employees can be described as being absorbed in their work, having high levels of energy while working and having a commitment and a desire to stay with their organisation.

With regards to work engagement, initially a 3 factor model with the following factors will be assumed:

1. Participation – Employees are absorbed in their work, demonstrate personal initiative and extra role behaviour.
2. Commitment – Employees are loyal and committed to their organisation, actively promote their organisation to others and demonstrate an intention to stay with their organisation.
3. Drive – Employees demonstrate high levels of energy, are resilient when things don't go as planned and are inspired to give their best performance for their organisation.

Positive outcomes in this case refer to both positive behaviours demonstrated by employees, and positive organisational outcomes. Examples of positive outcomes are shown in table 3 below.

Table 3. Positive outcomes related to employee engagement.

Individual	Organisational
<ul style="list-style-type: none"> <li>• In-role performance</li> <li>• Extra role performance</li> <li>• Creativity</li> <li>• Commitment</li> <li>• Taking initiative</li> <li>• Pro activeness</li> </ul>	<ul style="list-style-type: none"> <li>• Improved turnover</li> <li>• Higher customer satisfaction</li> <li>• Reduced employee turnover</li> <li>• Higher productivity</li> <li>• Lower absenteeism</li> <li>• Improved health and safety</li> </ul>

## 3.2 Content and structure of questionnaire

### 3.2.1 Facets Measured

The survey is designed in a way that the following factors in figure 3 can be assessed:

1. Factors driving engagement within the targeted organisation
2. Job demands
3. Whether individuals are experiencing the psychological state, and exhibiting the behaviours associated with work engagement
4. Whether individuals identify the any of the positive outcomes related to work engagement within themselves and their organisations

A more detailed breakdown of the model in figure 2, used for developing the survey items, can be seen in figure 3.

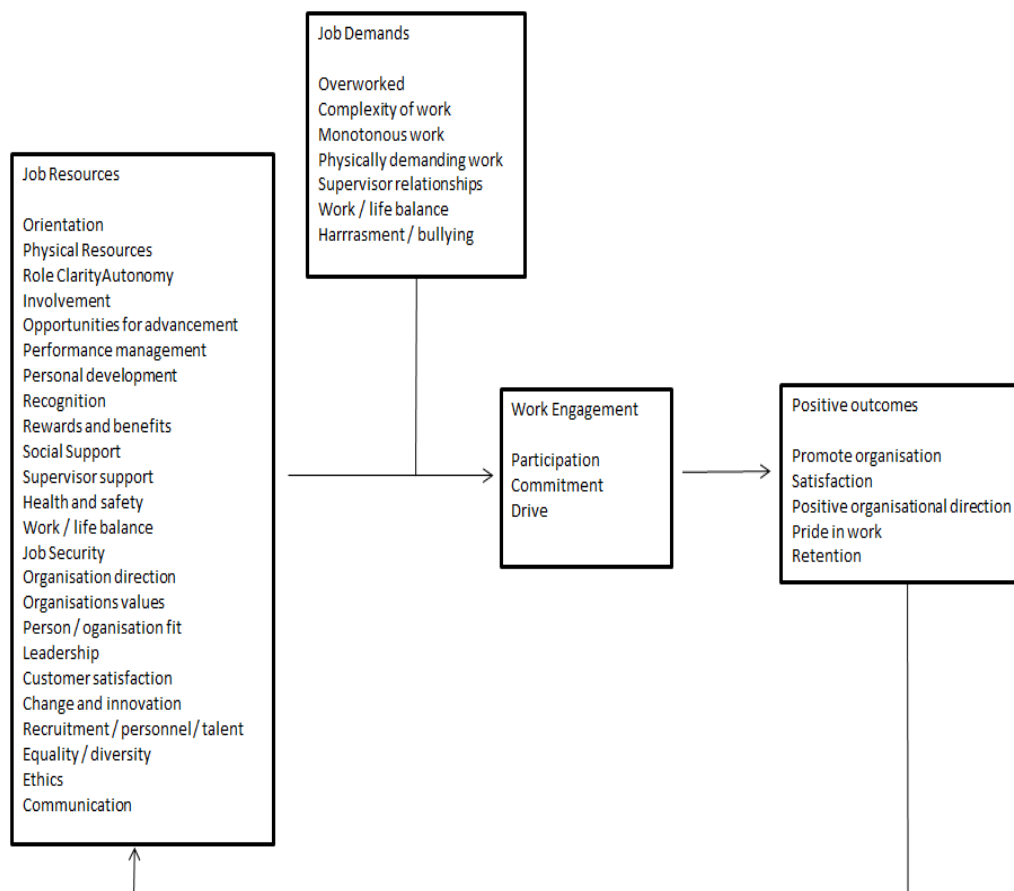


Figure 3. Detailed breakdown of Employee Engagement model

The initial structure of the employee engagement survey, including the main categories contained in the survey, the number of items in the survey used to evaluate these categories and the factors they are intended to evaluate can be seen in more detail in figure 4.

Category	Level of measurement*	Engagement Measures	Number of items	Total
<i>Job resources</i>				3
Orientation	JR		1	
Physical Resources	JR		1	
Role Clarity	JR		1	
<i>Job characteristics</i>				5
Autonomy	JR		1	
Involvement	JR		1	
Personal initiative	WE	Participation x 1	1	
Absorption in work	WE	Participation x 2	2	
<i>Job demands</i>				5
Job Demands	JD		5	
<i>Performance and development</i>				7
Opportunities for Advancement	JR		2	
Performance Management	JR		3	
Personal Development	JR		2	
<i>Reward and recognition</i>				2
Positive Feedback / Recognition	JR		1	
Reward and benefits	JR		1	
<i>Relationships</i>				4
Social Support	JR		2	
Supervisor Support	JR		2	
<i>Employee wellbeing</i>				4
Health and Safety	JR		1	
Work / Life Balance	JR / JD		2	
Job security	JR / JD		1	
<i>Mission and purpose</i>				6
Organisation's Direction	PO / JR		2	
Organisation's Values	JR		1	
Person / organisation fit	JR		1	
Leadership	JR		2	
<i>Organisational Progress</i>				8
Customer Satisfaction	PO / JR		3	
Change and innovation	PO / JR		3	
Recruitment / personnel / talent	JR		2	
<i>Ethics</i>				5
Equality, Diversity and Harassment	JR / JD		3	
Ethics	JR		2	
<i>Communication</i>				2
Communication	JR / JD		2	
<i>Drive</i>				3
Performance	WE	Drive x 1	1	
High levels of energy	WE	Drive x 2	2	
<i>Organisational commitment</i>				9
Organisational Commitment	WE	Commitment x 3	3	
Job Satisfaction	PO		2	
Identifying with work	PO		2	
Intention to Stay	PO	Commitment x 1	2	
Total number of items included in survey				63

\* JD = Job Demands, JR = Job Resources, PR = Personal Resources, WE = Work Engagement, PO = Positive Outcomes

Figure 4. Content and structure of employee engagement survey

The structure in figure 4 will be investigated in more detail in chapter 4, where factor analysis will be used to create sub-scales of the factors affecting engagement, as well as to investigate the structure of employee engagement itself.

### 3.2.2 Scale type

All survey items are answered using a 4-point Likert scale with the following options: Strongly Disagree, Disagree, Agree and Strongly Agree. An additional option of 'Not applicable' for when the statement was not applicable to the respondent was also included. These responses were treated as missing.

### 3.3 Cultural issues to consider when designing surveys

For organisations operating internationally, with diverse employee populations and a number of languages being spoken, it is important that survey designs take differing cultural and language considerations into account. A well translated survey instrument needs to meet the following criteria (Center for Aging in Diverse Communities, 2007).

- *have semantic equivalence across languages*
- *conceptual equivalence across cultures*
- *normative equivalence to the source survey*

Semantic equivalence ensures that the words and sentence structure in both the source text and translated text have the same meaning. Conceptual equivalence ensures the concept being measured is the same across all populations groups while normative equivalence refers to how well the translated text addresses social norms that may differ across cultures. (Center for Aging in Diverse Communities, 2007)

Problems may arise when translation software is used to translate surveys (Duke Initiative of Survey Methodology, 2010). This problem was also identified by John Deere Forestry Oy employees in the company case (chapter 5) as one the issues with their in-



house survey. John Deere is a large multinational company and uses a standard employee engagement survey throughout the organisation. With regards to the Finnish version of its employee survey, John Deere has, in some areas of its employee survey, failed to avoid an overly literal word for word translation, with a number of items lacking both the semantic and conceptual equivalence of the original English language survey items; a common problem raised by Harkness, Braun, Edwards, Johnson, Lyberg, Mohler, Pennell and Smith (2010). It is therefore important for multinational organisations operating in regions with different languages to ensure that questions and item scales function equivalently across languages when surveying their employees (Smith, 2004).

### **3.4 Survey translation**

When translating questionnaires, it is important to ensure that the intended meaning of each survey item is maintained in each language, in both the survey items and their scales. (Harkness, Pennell, Schoua-Glusberg, 2004)

To ensure consistency between the English and Finnish language versions, back translating using a second translator was used to reduce the likelihood of errors in the original translation from English to Finnish. In addition to this, the survey was tested amongst a sample of employees from the North Karelia University of Applied Sciences (covered in 3.8) with one of the objectives being the evaluation of the translation quality.

### **3.5 Survey validity**

Burton and Mazerolle (2011, 28) described validity as “the degree that an instrument actually measures what it is designed or intended to measure”.

Face validity ensures the survey is clear and easy to use. An instrument has content validity if survey items fall under the topic being studied. Criterion validity is used to demonstrate the accuracy of an instrument by comparing it to another measure which

has proved to be accurate (CSU, 2012), while construct validity focuses on determining the success of an instrument in measuring the construct it was developed to measure. (Burton and Mazerolle, 2011)

To ensure face validity, the survey was piloted on a sample of North Karelia University of Applied Sciences employees to verify its ease of use, and whether survey statements and scales were easy to understand.

In order to ensure content validity, the survey was designed to relate to the literature and employee engagement models covered in the literature review. The hypothesised engagement model and survey was also reviewed by John Deere Forestry Oy's Employee Relations manager and Finnish Metalworkers' Union's Head of Research.

Criterion validity and construct validity will be investigated in chapters 4 and 5.

### **3.6 Survey Reliability**

Reliability relates to the consistency of the survey tool. It refers to the degree to which survey items elicit the same information when they are used under the same conditions. (Mora, 2011) To assess the reliability of surveys where questions are measured on an interval or ratio scale, tests for internal consistency, such as Cronbach's Alpha, should be used. (Radhakrishna, 2007) The reliability of the sub scales used to assess factors influencing engagement, the scales used to assess employee engagement and positive outcomes will be determined in chapter 4.

### **3.7 Employee engagement survey process**

The main stages of an employee engagement survey process can be seen below. In Chapter 5, where the survey will be implemented in John Deere Forestry Oy, only the first five stages of the employee engagement survey process will be covered. This is due to the whole survey process, from the planning for the initial survey, to conducting the second survey, taking well over a year to implement. Surveys being held too frequently

can lead to frustration amongst survey respondents, and can lead to lower response rates.

Table 4: Stages of the employee engagement survey process

Stage	Process
Stage 1	Recognising the need for evaluating employee engagement levels
Stage 2	Pre survey considerations
Stage 3	Assessing current employee engagement levels
Stage 4	Feedback and interpretation of results
Stage 5	Possible interventions
Stage 6	Implementing required changes
Stage 7	Running second survey to monitor effectiveness of interventions

### 3.8 Survey testing

The survey was tested on a sample of 8 North Karelia University of Applied Sciences employees in order to test the following issues:

1. Whether the survey items and scales were easily understood
2. To evaluate the length of the survey
3. To evaluate the quality of the translation

No problems were found with any of the issues being evaluated and following feedback, only a couple of changes were required in the Finnish language version of the survey.

## **4 CASE: FINNISH METALWORKERS' UNION**

### **4.1 Organisation profile**

The Finnish Metalworkers' Union was founded in 1899. Its membership is made up of 158 000 mostly blue collar workers employed in the metal working industry.

The Finnish Metalworkers' Union is responsible for negotiating collective agreements for its members. These negotiated collective agreements define criteria for salary and employment conditions which employees are required to meet.

### **4.2 Case study aims**

The case study was undertaken in order to achieve the following:

1. To test the reliability of the survey instrument
2. To investigate the structure of the sub-scales for evaluating factors affecting engagement, and outcomes of engagement
3. To investigate the hypothesised three factor structure used to evaluate employee engagement
4. To identify factors having the largest effect on Finnish workers

### **4.3 Process**

The survey (online) was sent to 2000 Finnish Metalworkers' Union members, together with instructions for completing the survey. The survey consisted of 3 initial questions, regarding the respondents' age, gender and the length of time they had been employed by their current organisation, preceding the 63 item employee engagement survey.

451 out of the 2000 people completed the survey. The breakdown of respondents by age, gender and time with organisation can be seen in Table 5 below.

Table 5: Breakdown of respondents by group.

Group	Number of respondents	% of total respondents
Total Responses	451	
Gender		
Male	372	82 %
Female	79	18 %
Age (years )		
less 20	3	1 %
20 to 29	37	8 %
30 to 39	97	22 %
40 to 49	131	29 %
50 to 59	135	30 %
more than 60	48	11 %
Time with organisation (years)		
less than 2	31	7 %
2 to 5 years	38	8 %
more than 5 years	382	85 %

In order to investigate the aims covered in section 4.2, the following steps were taken:

1. Factor analysis was used to investigate the grouping of survey items used to assess resources and demands and positive outcomes as well as to test the hypothesised 3 factor model used to evaluate employee engagement.
2. Internal consistency was determined at the following levels
  - a. For the scales used to evaluate factors affecting engagement
  - b. For the 3 scales used to assess the employee engagement latent variables of participation, drive and commitment
  - c. For the scales used to assess positive outcomes
3. Multivariate regression was used to determine the factors having a significant impact on employee engagement in the sample surveyed.

## 4.4 Results

### 4.4.1 Construction of scales representing factors affecting engagement

In order to conduct in depth analysis on the relationship between resources, demands and employee engagement, reliable scales testing valid constructs are needed.

SPSS 20 was used to conduct principal axis factoring (PAF) with a varimax (orthogonal) rotation on 48 of the 63 survey items in order to investigate the factor structure of the factors affecting employee engagement. The results from the factor analysis can be seen in appendix 3. The results of the factor analysis were quite similar to the structure in figure 4. The reliability of the scales identified by the factor analysis was then determined using cronbach's alpha. In general, an alpha of at least 0.7 indicates an acceptable level of reliability. The scales identified by the factor analysis, as well as their reliabilities, may be seen in table 6. Item 13 from the survey was excluded for failing to load onto any of the factors identified, while item 1 was excluded as it was unrelated to the other items in the communication scale as well as severely reducing the reliability of the communication scale.

Table 6. Scales: Factors influencing engagement and their reliabilities

Scale -Factors influencing engagement	No. of items	Alpha
Performance management and reward	9	0.840
Organisation direction	3	0.825
Fairness	5	0.723
Customer focus	3	0.701
My Manager	3	0.726
Leadership	2	0.866
People	3	0.721
My work	7	0.712
Employee wellbeing	3	0.741
My co-workers	2	0.814
Communication	2	0.754
Demands	4	0.590

It can be seen from table 6 that all scales except demands demonstrated an acceptable level of reliability. This indicated that these scales should be acceptable for measuring their underlying constructs. However, as a result of its low reliability, the demands scale will not be used later in the regression analysis. More work should be done in the future to develop a reliable scale to assess job demands.

#### 4.4.2 Assessment of scales evaluating employee engagement

Stata 12 was used to run confirmatory factor analysis (CFA) to evaluate the fit of the proposed 3 factor structure of employee engagement. Fit statistics for the analysis, as well as criteria for evaluating the fit statistics may be seen in table 7.

Table 7. Fit statistics from CFA

Fit Statistics	Observed	Aim*
$\chi^2$	$\chi^2 = 54.55$ Df = 32, P < 0.01	
RMSEA	0.042	Close to 0.06 or less
90% CI, lower bound	0.022	
90% CI, upper bound	0.061	
Probability RMSEA <= 0.05	0.742	
SRMR	0.033	0.08 or less
Comparative fit index (CFI)	0.981	0.95 or greater
Tucker-Lewis index (TLI)	0.972	0.95 or greater

\*(Harrington D, 2009)

All fit indices indicate the proposed 3 factor model fit the data well, while the factor loadings in table 8 show that all variables load significantly onto the expected latent variable, with the strength of the loadings ranging from good to excellent. (Harrington 2009)

Table 8. Loading of indicator variables onto latent variables of Participation, Commitment and Drive

Factor	Item	Loading
Participation	My work allows me to be imaginative and creative	.55
	When I am at work, time usually passes quickly	.92
	When I am at work, I enjoy working intensively	.74
Commitment	I feel loyal and committed to my organisation	.64
	I willingly put in extra effort for my organisation	.52
	I promote my organisation to others as a great place to work	.76
	I would like to be working for my organisation in 2 years time	.68
Drive	My organisation inspires me to give my best job performance	.70
	At work, I usually feel full of energy	.74
	At work, I stay positive even when things don't go as planned	.56

The reliability of these scales was also calculated and cronbach's alpha for the 3 scales may be seen in table 9.

Table 9. Reliability of employee engagement scales

Scale - Employee engagement	No. Of items	Alpha
Participation	3	0.760
Drive	3	0.718
Commitment	4	0.737
All engagement items	10	0.842

These results indicate that the 3 factors (participation, drive and commitment) form a robust and reliable measure of employee engagement which should be successful in assessing engagement levels within organisations and helpful when it comes to investigating the effects of job resources on engagement.

#### 4.4.3 Construction of scales to assess positive outcomes

Survey items assessing positive outcomes like retention, satisfaction with one's job and work and pride in one's work were analysed to determine the factor structure. The five items were best represented by a single factor. The scale representing positive outcomes demonstrated an acceptable level of reliability.

Table 10. Reliability of scale representing positive outcomes

Scale - Positive outcomes	No. Of items	Alpha
Perceived Positive Outcomes	5	0.848

#### 4.4.4 Factors affecting employee engagement

Following the identification of reliable scales in 4.4.1 and 4.4.2, composite scores for each scale were calculated in order to run a multivariate analysis of variance (manova). This allowed the factors having a significant effect on employee engagement levels of



workers in the Finnish metalworking sector to be identified. It also allowed the size of their effect on engagement to be estimated.

Analysis of output from the manova identified the following factors as having a significant effect on employee engagement. The variables My Work, My Coworkers, Fairness, Leadership and Organisational Progress were significant at a 5% level of significance, while My Manager was significant at a 10% level of significance. The partial eta squared in table 11 represents the proportion of the effect and error variance in the multivariate regression equation attributable to the corresponding independent variable in the table.

Table 11. Factors having a significant effect on engagement

Composite scale variable	Significance	Partial Eta Squared
My Work	0.000	0.350
My Coworkers	0.000	0.059
Fairness	0.001	0.049
Leadership	0.009	0.037
Organisational Progress	0.034	0.027
My Manager	0.067	0.023

## 4.5 Conclusions

### 4.5.1 Reliability of scales

After analysis of the structure of drivers of engagement, employee engagement and outcomes of engagement, analysis of the reliability of the sub-scales identified indicated that all scales, apart from the demands scale, demonstrated an acceptable level of reliability. From this we can conclude that the scales identified reliably assess the scales' underlying constructs.

### **4.5.2 Validity of survey**

As discussed in chapter 3, validity refers to the extent to which the survey measures the construct it is intended to measure. It was discussed how the survey was based on relevant literature and studies and its ease of use and clearness was demonstrated.

The factor analysis conducted in 4.4 demonstrated that the survey items loaded onto appropriate factors, all but one of which was found to reliably measure its underlying construct.

In addition, outcomes from the survey of John Deere Forestry's Joensuu Factory's salaried employees, covered in chapter 5, were similar to those of their regular employee surveys and help to demonstrate the accuracy of the survey tool.

### **4.5.3 Ability to identify key issues and conduct statistical analysis to determine factors affecting engagement**

The construction of reliable and valid scales to assess antecedents of engagement, employee engagement and outcomes of engagement, allows for the use of these scales in more advanced statistical analysis like multiple regression models. These models allow for the identification of factors having significant affects on employee engagement and the positive outcomes associated with engagement within an adequately sized sample. However, more work needs to be put into developing reliable scales to assess job demands.

## **5 CASE: JOHN DEERE FORESTRY OY**

### **5.1 Company Profile**

Deere & Company, known globally as John Deere is a large multinational manufacturer of agricultural, construction and forestry equipment.

In Joensuu, John Deere Forestry Oy is responsible for the manufacture and sale of log forwarders, wood harvesters, energy wood bundlers and harvesting heads, as well as for providing spare parts, maintenance and training services.

John Deere Forestry's Joensuu factory employs approximately 400 permanent employees. Of these, approximately 70 are salaried employees, with the rest paid hourly.

### **5.2 Case study aims**

The aim of this case study is to survey the salaried employees working in John Deere Forestry Oy's Joensuu factory in order to accomplish the following goals:

1. To assess the levels of employee engagement of salaried employees working in John Deere
2. To assess the effectiveness of John Deere's Joensuu Factory management in dealing with key issues identified in previous employee surveys and pulse surveys
3. To identify the key issues currently affecting engagement levels of John Deere's salaried employees and the potential impact these have on the organisation
4. To provide possible solutions to address key issues raised by the survey results

### **5.3 Employee engagement at John Deere**

Employee engagement is taken very seriously at John Deere. Employee surveys are run every 2 years throughout the whole organisations, while pulse surveys are run yearly. Results from these surveys are used to diagnose organisational issues, provide a feedback mechanism for employees, monitor the impact of organisational change and facilitate management decisions relating to the development of corporate policies. The results from these surveys are also linked to organisational outcomes like profitability, revenue, customer satisfaction and employee retention.

Previous employee surveys indicated that John Deere Forestry's Joensuu Factory has a highly engaged workforce. However, they also raised a number of issues which management at the factory has been trying to resolve in order to further improve engagement levels. Key issues which scored lowest in the last employee survey were:

- Reward and recognition
- Supervisor support
- Personal development (career and educational needs)

To address these issues, John Deere Forestry's Joensuu Factory's management has introduced a number of new initiatives and training programs.

To investigate attitudes towards pay, John Deere Forestry has been holding discussions with employees in order to determine issues affecting employees' perception of pay with the aim of addressing these issues in the future. Initial findings have indicated that John Deere Forestry's salaried employees place a high emphasis on monetary rewards, and are unaware of the value of their non-monetary benefits.

To improve managerial skills and levels of supervisor support, John Deere has introduced a new series of management training sessions. These have focused heavily on improving the communication and people skills of managers, to enable them to deal more effectively with their teams and to provide more recognition to employees.

To promote career development and educational needs, employees have been encouraged to take advantage leave available to them for education and training.

#### **5.4 Data gathering**

Salaried employees working in John Deere Forestry's Joensuu factory were invited to participate in the employee engagement survey analysed in 4.3, but with an extra initial question relating to the individuals department. Approximately 70 salaried employees were invited to participate in the survey, with 20 responding and 17 completing the whole survey, a response rate of 24%.

#### **5.5 Results**

Results from the survey conducted on John Deere Forestry's salaried employees can be found in appendix 4. Unless stated, the '% Positive' refers to the proportion of employees agreeing or strongly agreeing with a statement. However, for survey items 9 to 13, 26, 29 and 47, '% Positive' refers to the proportion of employees disagreeing or strongly disagreeing with these statements.

#### **5.6 Summary of results**

##### **5.6.1 Employee Engagement Levels**

Results from the employee engagement survey confirmed that John Deere's Joensuu factory's salaried employees are in general, highly engaged.

Salaried employees demonstrate high levels of participation and commitment. Levels of drive were however a fair amount lower compared to the other engagement scales. Only around half of employees reported that they are usually full of energy while at work, while 65% agreed that John Deere inspires them to provide their best job performance.

## 5.6.2 Factors affecting engagement - Strengths

### My Work

A strong positive revealed by the survey is that the majority of employees feel they have been provided with the necessary resources to succeed in their work. Employees are also very confident regarding their understanding of their work related responsibilities, and what is required of them to fulfil these.

John Deere employees also responded extremely positively about a number characteristics related to their jobs, including their ability to decide how their work should be done, whether their employers looked for feedback regarding issues that affect them as well as having a wide variety of tasks to perform

### My Co-workers

John Deere employees have a high regard for their fellow workers. The vast majority feel their co-workers are helpful and supportive and work successfully together as a team.

### People

The majority of John Deere employees feel their employer not only recognises the importance of employing well qualified and experienced personnel, but is successful at finding the right people. This opinion is no doubt helped by the high regard employees have for their fellow workers.

### My Manager

Employees were very positive about the relationship with their manager. They feel their manager is supportive and encourages them to work in an ethical manner. Very few employees reported the relationship with their manager being a cause of stress

### Customer Focus

John Deere Forestry employees believe that their organisation understand its customers' needs and take the quality of its goods and services seriously. This is extremely important as it establishes a culture of quality, high standards and customer focus for all workers to strive to maintain.

## Employee Wellbeing

Employees believe their organisation is committed to high health and safety standards. In addition, the majority feel their employee that they are encouraged to maintain a good balance between work and other non work related aspects of their lives.

### 5.6.3 Factors affecting engagement - Weaknesses

#### Communication and Change management

These two issues with lower scores in the survey can be seen as being quite strongly linked. It is difficult to manage change effectively without good communication channels throughout the organisation. Change communication plays a crucial role in employees' receptivity to change (Frahm & Brown, 2007) and is key to predicting the outcomes of planned change.

It is important that change is communicated continually. Managers need to work on maintaining open lines of communication, and regularly update team members about how change is progressing. This can have the affect of significantly improving the perception of how much has been accomplished, with middle managers important conduits of information related to achievements and performance (Frahm & Brown, 2007).

In addition, frustration with change may often reflect a lack of involvement in the process. It is important to ensure the information flow is not only one way, and that all employees are actively involved in the communication process.

#### Demands

Although workers reported John Deere Forestry encouraging a healthy work-life balance, a large proportion of workers reported stressing about their work related responsibilities in their free time, having heavy workloads and often having to work overtime.

While John Deere has previously recognised this as an issue for employees working in the supply management department (buyers) who are often travelling for up to a week at

a time, this was an issue for the majority of respondents across all areas of the organisation.

There are a number of issues which can cause work related stress and anxiety. Modern technology is increasingly an issue with employees often feeling the need to check work emails, or take calls at home making detachment from work difficult (Park, Fritz & Jex, 2011). Additionally, issues like pay and reward, co-worker relationships, supervisor relationships, organisational change, working conditions and flexibility of working conditions can be causes of stress (Human Solutions Report, 2006). However, John Deere employees reported very positively on the majority of these issues, raising the likelihood that stress is most likely related to workloads, organisational change and pay.

#### Goal Setting and Career Planning

Joint goal setting between manager and subordinate and career planning discussions are two important components in any performance management process. However, these two items scored fairly low compared to the other items related to performance management.

Currently the performance management process and developmental discussions are included in the training which new managers undergo. However, as these two issues are important components of the performance management process which appear to have been neglected, the performance management process is a topic which could be included in trainings to all managers in order to reinforce the importance of these issues.

#### Reward

Only half of employees expressed satisfaction regarding the income and benefits they receive. This has been an issue with previous surveys and an area which John Deere has been looking to improve. Recent investigations by John Deere's Joensuu factory management found that employees are heavily focused on monetary rewards, and fail to take into account non-salary related benefits.

Dissatisfaction with financial reward is also exacerbated during poor economic times or times of economic uncertainty (Scott, McMullen & Royal, 2011). While it is difficult to



improve monetary benefits, John Deere needs to do more to market their non-monetary benefits and if possible their monetary benefits as well.

## **5.7 Conclusions**

### **5.7.1 Employee engagement levels**

John Deere Forestry's salaried employees demonstrate high levels of participation. They are able to be imaginative and creative and have strong connections to their work. In addition, these workers are highly committed to John Deere and willing to go the extra mile for their organisation.

These measures demonstrate that John Deere has created a culture where employees have a strong connection to their work and organisation, want to continue working and are able to be creative and resourceful.

However, levels of drive were lower. Although employees are resilient when things don't go as planned, they reported lacking in energy levels and inspiration. This is a key area where heavy workloads and stress as well as issues like change and career development may be having an effect.

### **5.7.2 Effectiveness of recent policies to address supervisor support, reward and recognition and personal development**

Previous employee surveys indicated that reward and recognition, supervisor support and personal development were areas which needed to be improved. When the results in 5.5.1 were compared to previous John Deere Forestry survey results, it was felt that recognition and supervisor support had shown good improvements, while reward and personal development remained unchanged.

The emphasis of management and supervisor trainings focusing on individual employees' needs and providing recognition appears to be paying off. However, more focus could be placed on performance management.

With regard to reward, there is still a need to improve employee perceptions. Employees currently place a high value on their monetary income, with non-monetary benefits seen as less important.

### 5.7.3 Key Issues to Prioritise

There are a number of ways to decide which issues to prioritise when developing a course of action to address key issues identified by engagement surveys. Statistical analysis techniques like multivariate regression, as is used in 4.4.4, can be used to identify issues having the largest affect on engagement. However, due to the small sample size involved in the John Deere case, this is not possible.

Federman (2009) describes how looking at engagement factors in terms of core and enriching engagement factors (figure 5) can help with prioritising actions. Core engagement factors can be described as being the basic necessities employees need to be productive. These include information and training, tools, a capable manager and reasonable benefits. (Federman 2009) Enriching factors are more value driven and motivational. Without core factors being met, improvements in enriching engagement factors will have a limited effect.

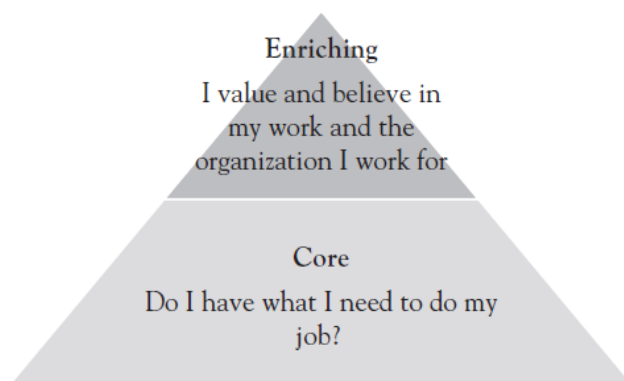


Figure 5. Types of engagement (Federman 2009)

Table 12 shows the issues affecting John Deere Forestry's salaried employees categorised by type of engagement.

Table 12: Categorisation of engagement factors

Factor	Engagement type
Goal setting and career development	Core
Work related stress	Core
Reward	Core
Communication	Enriching
Change management	Enriching

Analysis below will look to address the core engagement factors which have been an issue for John Deere employees. However, when addressing these issues, change management and communication issues will need to be taken into account.

Improvement of the core engagement factors will be heavily dependent on the efforts of the factory's senior management team and middle managers. While support and communication from an organisations senior leaders can be critical to build trust and gain support for change, in the case of John Deere, senior leaders are remote (based in the United States of America). Communications from the organisations senior leaders are fairly infrequent and refer mostly to the organisations vision and direction.

As a result, managers at John Deere Forestry's Joensuu factory have to bear a lot of the responsibility to communicate changes in an ongoing manner, ask for feedback and respond to employee concerns and actively involve employees in the change initiatives.

#### 5.7.4 Addressing key issues

Workload and work related stress

High workloads, a negative predictor of psychological detachment from ones work (Sonnentag & Krueel 2006), make it difficult for employees to separate their work and non-work domains.

Currently it is believed a high proportion of John Deere Forestry staff are using modern technology (PDAs, email, cell phones) for work related tasks at home. However, it is important for employees to mentally detach themselves from their work. Psychological detachment leads to lower fatigue, reduces emotional exhaustion, is beneficial to job performance (Park, Fritz & Krueel, 2011) and was also found to be positively related to employees' perceptions of work-family conflict.

Park *et al* (2011) found that employees work home segmentation behaviours or practises (like not doing work at home) are likely to be consistent with their work groups norm. The implication from this finding is that organisations need to create a culture where employees are actively encouraged to separate their home and work lives.

To address high workloads and promote psychological detachment from work at home, John Deere Forestry should look to do the following:

1. Look to moderate employees' workloads
2. Reduce time pressures
3. Should it not be possible to change 1 and 2 significantly, John Deere needs to focus on teaching improved time management skills to enable employees to handle workloads better
4. Actively promote a culture shift away from the current norm of checking work related issues at home and promote the separation of work and non-work roles.

Reward

Difficult economic times which can increase financial pressures or worries can lead to increases in dissatisfaction with pay (Scott, McMullen & Royal, 2011). This is an issue

which is difficult to solve, but if raised in multiple surveys with a lack of response from management, can negatively affect employee engagement.

Currently employees place a large emphasis on monetary rewards. John Deere Forestry needs to focus on improving employees perceptions of monetary rewards, while at the same time increase its internal marketing of non-monetary benefits.

It is important that John Deere Forestry communicates how their base pay management system works. Improved communications and increased data transparency can help raise awareness and increase trust. John Deere Forestry needs to explain the processes behind how they develop their salary ranges. This can be done by making external salary benchmarking data available and explaining this data to managers. This can be done at site manger and middle manager level, as these are the employees most often dealing with pay queries from employees.

In addition to this, John Deere can look to market its total rewards package by emphasising the value of non-monetary benefits available to its employees like employee health care, flexible working including compressed working hours and remote working, leave for study and training, paternity leave for fathers and other non-monetary benefits.

#### Goal setting and career planning

Career development and the performance appraisal process should be viewed as supporting one another. At John Deere Forestry, employees need to take a more proactive role in performance appraisals, especially with regards to goal setting, while managers should be more active in supporting employees' career development.

The performance management process raises employees' strengths and weaknesses. Linking these to employees' interests allows managers to relate appraisals to future opportunities. Career development needs to be included in the performance management process, by allowing for the inclusion of employees goals and development needs, as well as steps employees need to take to meet these needs. Managers, who understand employees' competences, should have a greater involvement in employees' career development by assisting with the development of appropriate career goals.

While manager trainings have focused on communication skills, recognition, managing subordinates and promoting safety and quality, goal setting and career planning is an area where additional coaching could be beneficial.

## **6 DISCUSSION**

This thesis had four main aims; firstly, to define employee engagement and discuss the factors driving engagement, the benefits of engagement and the measurement of engagement; secondly, to specify a model for developing a survey to evaluate employee engagement; thirdly to test the reliability and validity of the survey scales, and their ability to assess job resources, demands and employee engagement and lastly, to administer the survey within an organisation in order to assess the surveys ability to measure engagement and diagnose organisational issues.

In addition to the main aims of the thesis, results from the Finnish Metalworker's Unions case and the John Deere Forestry case allow us look to draw some conclusions, and make comparisons of issues currently affecting blue and white collar workers in Finland.

### **6.1 Employee engagement**

Research has shown a significant relationship between employee engagement and organisational outcomes including turnover, profitability, absenteeism, productivity, recruitment and selection and customer satisfaction. In order to drive employee engagement, organisations should focus on issues like career development, health and safety, fairness, leadership, reward and recognition and providing employees with all the necessary resources to do their job.

### **6.2 Survey design**

The survey was developed based on a modified version of the job-demands resource model developed by Bakker and Leiter (2008). The main components of the survey were job resources, job demands, employee engagement, and positive outcomes associated with employee engagement. When designing the survey it was important to ensure

the survey was clear and easy to use and related to the employee engagement models covered in the literature review.

### **6.3 Testing the employee engagement survey**

Factor analysis, conducted on survey results from a sample of Finnish Metalworker's Union members identified scales, which were found to have an acceptable level of reliability, for assessing drivers of engagement, employee engagement and positive outcomes associated with engagement. However, the scale for assessing job demands was found to have a below acceptable level of reliability and more work needs to be done in future to develop a reliable measure for job demands.

### **6.4 Employee engagement levels of John Deere Forestry Oy's salaried employees**

Results from the survey conducted on John Deere Forestry Oy's salaried employees indicated that employees have high levels engagement. However, issues like high workloads and a lack of segmentation of work and private life are negatively affecting the energy levels of employees.

Other issues John Deere can look to resolve in order to continue to improve engagement levels are goal setting and development, employees' perception of reward and change management.

### **6.5 Employee engagement: differences between blue and white collar workers in Finnish metalworking sector**

Results from the Finnish Metalworkers Union case and John Deere Forestry case showed that there are a number of issues affecting both blue and white collar workers, in addition to each having their own unique issues.



In both cases, workers were positive about the nature of their work, their co-workers, having a customer focus, and having all the resources necessary to do their work.

Both cases identified career development, workloads, communication and change management as weaknesses, with blue collar workers a lot more negative regarding career development, communication and change management. In addition, there were a number of issues unique to blue collar workers, where results relating to fairness, leadership and recognition also scored quite poorly. As a result of the additional issues facing blue collar employees, it was not surprising that they demonstrated lower levels of engagement.

A number of the issues from the Finnish Metalworker's Union case, namely communication, leadership, change management, recognition and fairness indicate that it is likely blue collar workers feel undervalued by their organisations. It is important that organisations improve communications with front line workers, not only to improve perceptions of fairness, recognition and leadership, but because including blue collar workers can create not only an improved team mentality and higher levels of accountability amongst workers but improved processes within factories.

## 7 LIMITATIONS AND AREAS FOR FUTURE RESEARCH

Testing of the employee engagement survey on Finnish Metalworker's Union members to analyse the reliability of the scales contained in the survey was conducted on workers in a single industry sector (metalworking). In addition, the majority of the respondents from this study (82%) were male. This has the potential to limit the generalisability of the findings although comparison of the results of male and female respondents did not reveal any significant differences.

The response rate for the John Deere case was quite low (24%) resulting in a relatively small sample size ( $n = 17$ ). A potential cause of this is that John Deere Forestry's own employee survey will be run in the next few months and staff, with already high workloads are less interested in completing an externally run survey where results are unlikely to be acted upon. As a result of this response rate, results from this survey should be viewed with caution. However, the similarity of findings to previous John Deere Forestry employee survey results leads the author to believe the results are fairly reliable.

These studies focused on assessing the internal properties of the survey tool and its ability to measure employee engagement levels and diagnose organisational issues. Future research could focus on addressing issues raised during the testing of the survey tool; namely the low reliability of the demands sub-scale. New items could be trialled in order to construct scales able to better assess issues negatively affecting employee engagement.

In addition, the predictive validity of the survey tool could be investigated in order assess the impact employee engagement has on organisational performance measures like profitability, absenteeism, employee turnover, health and safety and productivity.

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## APPENDICES

### Employee engagement survey: English

Question Number	Question
Q1	I received enough guidance when starting my job in my current organisation
Q2	I have all the resources needed to successfully do my job
Q3	I understand the duties and responsibilities of my job, and what is required of me to fulfil them.
Q4	At work, I can choose how my work should be done
Q5	I am able and encouraged to provide feedback about issues that concern me
Q6	My work allows me to be imaginative and creative
Q7	When I am at work, time usually passes quickly
Q8	When I am at work, I enjoy working intensively
Q9	I have to work at a rapid pace to prevent work from piling up
Q10	I often have to work overtime
Q11	My work is often too difficult to do
Q12	My work is quite monotonous
Q13	My work is physically demanding
Q14	My organisation spends time and effort on career planning
Q15	I have the opportunity to develop the skills needed for career progression within my organisation
Q16	I am actively involved in setting my goals
Q17	My performance is evaluated at least once every 6 months
Q18	I receive sufficient feedback about how I am performing
Q19	My manager encourages and supports my development
Q20	The training and development I have received from my organisation has helped to improve my performance
Q21	I am provided with a satisfactory amount of recognition
Q22	I am satisfied with the income and benefits I receive
Q23	My co-workers are helpful and supportive
Q24	My co-workers and I work well as a team
Q25	My manager provides me with the help and support I need
Q26	The relationship between me and my manager is a source of stress for me
Q27	My organisation takes the health and safety of its employees seriously
Q28	My organisation encourages a good balance between work and other aspects of my life
Q29	In my free time I stress about my work responsibilities
Q30	I feel my job is secure
Q31	My organisation is heading in a positive direction
Q32	I believe I am part of a successful organisation
Q33	I have a good understanding of the values most important to my organisation

- tion
- Q34 I feel my values are aligned with those of my organisation and co-workers
- Q35 The senior management of my organisation demonstrate strong leadership skills
- Q36 Senior managers set a good example for the rest of my organisation to follow
- Q37 My organisation takes the quality of its goods and services very seriously
- Q38 Customers' needs are a top priority for my organisation
- Q39 My organisation understands its customers' needs
- Q40 Change is well handled in my organisation
- Q41 My organisation has improved the way it is run in the last year
- Q42 I am encouraged to think of new ways to do things better in my organisation
- Q43 My organisation recognises the importance of employing the right personal
- Q44 My organisation is good at recruiting the right people for the right jobs
- Q45 In my organisation, all employees are treated fairly
- Q46 Discrimination is not tolerated in my organisation
- Q47 In the last year, I have noticed harassment or bullying within my workplace
- Q48 My organisation behaves in an ethical manner
- Q49 My organisation / manager encourages me to work in an ethical manner
- Q50 There is good communication across all units of my organisation
- Q51 Information is freely shared throughout my organisation
- Q52 My organisation inspires me to give my best job performance
- Q53 At work, I usually feel full of energy
- Q54 At work, I stay positive even when things don't go as planned
- Q55 I feel loyal and committed to my organisation
- Q56 I willingly put in extra effort for my organisation
- Q57 I promote my organisation to others as a great place to work
- Q58 My work gives me a sense of personal satisfaction
- Q59 Overall I am satisfied with my job
- Q60 My work inspires me
- Q61 I am proud of the work I do
- Q62 I would like to be working for my organisation in 2 years time
- Q63 I feel I have a future in my organisation

## Employee engagement survey: Finnish

Question Number	Questions – Finnish
Q1	Sain osakseni tarpeeksi ohjausta aloittaessani työt nykyisessä työyhteisössäni
Q2	Minulla on kaikki tarvittavat resurssit, jotta voin suoriutua työstäni menestyksekkäästi
Q3	Ymmärrän työni tuomat velvollisuudet ja sen, mitä vaaditaan niiden täyttämiseen
Q4	Voin valita, kuinka teen työni oman ammattitaitoni perusteella
Q5	Minulla on mahdollisuus antaa palautetta minua koskevissa asioissa
Q6	Minulla on mahdollisuus käyttää työssäni mielikuvitusta ja luovuutta
Q7	Aika kuluu nopeasti työssä ollessani
Q8	Uppoudun mielelläni työhöni
Q9	Minun täytyy työskennellä nopeasti, jotta työtehtäväni eivät kasaannu
Q10	Minun täytyy usein jäädä ylitöihin
Q11	Koen työni usein liian haastavaksi
Q12	Työni on yksitoikkoista
Q13	Työni on fyysisesti vaativaa
Q14	Työyhteisöni panostaa urasuunnitteluun
Q15	Minulla on mahdollisuudet harjaannuttaa ylennykseen tarvittavia taitoja
Q16	Olen aktiivisesti mukana henkilökohtaisten tavoitteideni suunnittelussa
Q17	Suoritukseni arvioidaan vähintään kuuden kuukauden välein
Q18	Saan riittävästi palautetta työni laadusta
Q19	Esimieheni rohkaisee ja tukee kehitystäni
Q20	Työyhteisöni tarjoama koulutus ja palaute on auttanut minua parantamaan suoritustani
Q21	Saan ansaitsemaani tunnustusta työstäni
Q22	Olen tyytyväinen tuloihini ja työetuihin
Q23	Kollegani tukevat ja auttavat mielellään
Q24	Toimin hyvin ryhmässä kollegojeni kanssa
Q25	Saan esimieheltäni tarvittavaa apua ja tukea
Q26	Välit esimieheeni aiheuttavat stressiä
Q27	Työyhteisöni suhtautuu vakavasti työntekijöidensä hyvinvointiin ja turvallisuuteen
Q28	Työyhteisöni rohkaisee työn ja vapaa-ajan välisen tasapainon ylläpitämiseen
Q29	Työvelvollisuuteni aiheuttavat stressiä vapaa-ajallani
Q30	Tunnen työpaikkani turvatuksi
Q31	Työyhteisöni tulevaisuus näyttää menestyksekkäältä
Q32	Uskon olevani osa menestyvää työyhteisöä
Q33	Tiedostan hyvin työyhteisöni tärkeimmät arvot
Q34	Omat arvoni ovat samassa linjassa työyhteisöni ja kollegoideni kanssa



- Q35 Työyhteisöni johtoporras osoittaa vahvaa johtajuuskykyä
- Q36 Johtoporras näyttää hyvää esimerkkiä
- Q37 Työyhteisöni suhtautuu vakavasti tavaran ja palveluidensa laatuun
- Q38 Asiakkaan tarpeet menevät työyhteisössäni kaiken muun edelle
- Q39 Työyhteisöni ymmärtää asiakkaidensa tarpeet
- Q40 Työyhteisössäni suhtaudutaan hyvin muutoksiin
- Q41 Työyhteisöni toimivuus on parantunut viime vuoden aikana
- Q42 Työntekijöitä rohkaistaan miettimään uusia ja parempia toimintatapoja
- Q43 Työyhteisöni on tietoinen oikeiden valintojen tärkeydestä uusia työntekijöitä palkatessa
- Q44 Työyhteisöni osaa palkata oikeat henkilöt sopiviin työtehtäviin
- Q45 Kaikkia työntekijöitä kohdellaan tasa-arvoisesti
- Q46 Työyhteisössäni ei suvaita syrjintää
- Q47 Olen havainnut työpaikkakiusaamista viimeisen vuoden sisällä
- Q48 Työyhteisöni toimii eettisesti oikein
- Q49 Työyhteisöni / esimieheni rohkaisee minua toimimaan eettisesti oikein
- Q50 Kommunikaatio toimii kaikkien osastojen välillä työyhteisössäni
- Q51 Informaationkulku on vapaata työyhteisössäni
- Q52 Työyhteisöni inspiroi minua tekemään parhaani
- Q53 Minulla on yleensä energinen olo töissä
- Q54 Pysyn positiivisena silloinkin kun työt eivät suju suunnitelmien mukaan
- Q55 Tunnen lojaaliutta ja sitoutuneisuutta työyhteisöäni kohtaan
- Q56 Panostan työhöni vapaaehtoisesti enemmän kuin on tarpeen
- Q57 Voin kertoa muille olevani hyvin tyytyväinen työympäristööni
- Q58 Saan tyydytystä työstäni
- Q59 Olen tyytyväinen työpaikkaani
- Q60 Työni inspiroi minua
- Q61 Olen ylpeä tekemästäni työstä
- Q62 Toivon olevani töissä samassa organisaatiossa vielä kahden vuoden päästä
- Q63 Tuntuu että minulla on tulevaisuus organisaatiossani

Exploratory factor analysis on factors affecting engagement

**Rotated Factor Matrix\***

	Factor												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Q15	.679	.188	.141	-.016	.064	.026	.098	.107	.081	-.135	.044	-.001	.063
Q14	.652	.278	.124	.024	-.044	.077	.069	.077	.137	-.076	.020	.038	-.082
Q17	.592	.020	-.104	.093	.006	.065	.180	-.024	.050	.099	.060	-.063	-.114
Q19	.581	.055	.069	.041	.416	.209	.037	.027	.208	-.045	.197	-.019	.251
Q16	.580	.064	.179	.018	.080	.095	.037	.222	.084	-.016	-.029	-.034	-.139
Q20	.559	.082	.212	.026	.162	.108	.092	.222	.082	.027	.111	.005	.159
Q18	.472	-.068	-.126	.110	.132	.064	.050	.024	.068	.060	.318	-.002	.173
Q21	.466	.148	.126	.065	.316	.196	.123	.117	.039	.053	.340	-.021	.248
Q22	.293	.175	.126	.062	.057	.100	.139	.078	-.002	.067	.280	.062	.169
Q31	.133	.098	.073	.083	.133	.119	.175	.130	.046	.058	.122	-.005	.021
Q32	.143	.704	.094	-.004	.146	.104	.087	.295	.093	.151	.070	-.038	.030
Q30	.190	.660	.105	.031	-.070	.080	.056	.062	.067	.089	.040	.128	.070
Q48	.098	.197	.076	.044	.144	.086	.272	.127	.199	.076	.091	.109	.123
Q46	.104	.233	.508	.114	.187	.129	.091	.052	.137	.061	.174	-.066	.173
Q47Recode	.015	-.023	.416	.075	.120	-.019	.071	-.113	.041	.089	.077	.211	-.034
Q45	.264	.160	.416	.073	.133	.234	.058	.034	.141	-.008	.302	.064	.110
Q40	.116	-.018	.356	.334	.018	.120	.208	.131	.168	.062	.080	.043	-.106
Q39	.118	.027	.151	.027	.120	.005	.255	.045	.075	.043	.025	.000	-.003
Q38	-.057	.065	-.017	.655	-.070	.014	-.105	.095	-.005	.092	.186	-.072	.040
Q37	.114	.016	.116	.595	.124	.067	.055	.103	.179	.193	.024	-.027	.089
Q26Recode	.113	.017	.284	.048	.680	.056	-.002	.107	.033	-.035	.032	.139	-.123
Q25	.286	.164	.117	.092	.628	.229	.072	.045	.165	.121	.093	-.084	.159
Q49	.226	.178	.314	.190	.349	.181	.242	.111	.223	.014	.103	.009	.152
Q36	.222	.194	.199	.065	.193	.770	.178	.106	.129	-.034	.245	.019	.068
Q35	.243	.176	.067	.053	.126	.691	.249	.089	.142	-.053	.114	.052	-.038
Q44	.257	.111	.147	.071	.023	.210	.351	.057	.021	-.089	.179	.052	.146
Q43	.204	.187	.176	.100	.016	.163	.535	.013	.255	.005	.075	.064	.005
Q41	.206	.190	.256	.122	.131	.141	.449	.158	.146	.023	.118	-.023	-.065
Q3	.104	.144	-.040	.111	.058	.003	.070	.070	-.035	.104	.098	-.067	-.067
Q2	.331	.067	-.111	.098	.204	-.012	.102	.443	.040	.005	.247	.165	-.061
Q33	.048	.160	.091	.034	.002	.107	.177	.433	.166	.139	-.058	-.088	.205
Q4	.168	.202	-.029	.064	-.036	.161	-.126	.377	.376	.032	.160	.216	.009
Q5	.286	.189	.079	.112	.072	.116	-.065	.350	.291	.053	.031	.168	.099
Q12Recode	.188	.053	.259	.100	.061	.058	-.056	.339	.018	.056	-.070	.026	.146
Q34	.134	.174	.247	.283	.045	.235	.227	.200	.022	.275	-.062	-.038	.029
Q27	.159	.020	.224	.165	.222	.073	.192	.026	.562	.053	.110	.026	.071
Q28	.213	.141	.190	.090	.009	.087	.171	.037	.505	.056	.255	.097	.063
Q42	.323	.062	.166	.162	.159	.259	.267	.202	.377	-.058	.116	-.052	.002
Q23	-.037	.067	.099	.170	.036	.005	-.003	.079	.034	.612	.037	.029	.003
Q24	-.034	.153	.053	.112	.008	-.070	-.034	.145	.033	.804	.068	.016	-.073
Q51	.167	.203	.251	.074	.064	.248	.134	.092	.259	.034	.539	-.151	-.060
Q50	.130	.066	.249	.187	.032	.107	.080	.014	.194	.038	.530	-.049	-.072
Q1	.145	.057	-.001	.123	.230	.037	.215	.161	.065	.147	.315	.206	.064
Q9Recode	.079	.098	.003	-.059	-.081	.024	-.090	-.135	.038	-.035	-.002	.394	.054
Q10Recode	.017	-.038	.125	.012	-.031	.079	-.043	-.012	.000	.055	-.040	.585	.032
Q11Recode	-.166	.032	-.054	-.052	.135	-.085	.168	.089	.026	-.036	-.052	.510	.059
Q29Recode	-.044	-.044	.124	-.044	.247	-.032	.165	.191	.030	.096	.160	.410	-.057
Q13Recode	.002	.079	.107	.070	.007	-.011	.046	.054	.078	-.096	.001	.244	.661

Extraction Method: Principal Axis Factoring.  
 Rotation Method: Varimax with Kaiser Normalization.

## John Deere Forestry Oy employee engagement survey results

My work		% Positive
Q2	I have all the resources needed to successfully do my job	71
Q3	I understand the duties and responsibilities of my job, and what is required of me to fulfill them.	100
Q4	At work, I can choose how my work should be done	76
Q5	I am able and encouraged to provide feedback about issues that concern me	94
Q12	My work is quite monotonous	94*
Q33	I have a good understanding of the values most important to my organisation	94
Q34	I feel my values are aligned with those of my organisation and coworkers	82
Scale		87

\*Disagree and Strongly Disagree indicate a positive response

Demands		% Positive
Q11	My work is often too difficult to do	88*
Q29	In my free time I stress about my work responsibilities	29*
Q9	I have to work at a rapid pace to prevent work from piling up	17*
Q10	I often have to work overtime	47*
Scale		36*

\*Disagree and Strongly Disagree indicate a positive response

Performance management and reward		% Positive
Q14	My organisation spends time and effort on career planning	50
Q15	I have the opportunity to develop the skills needed for career progression within my organisation	71
Q16	I am actively involved in setting my goals	65
Q17	My performance is evaluated at least once every 6 months	94
Q18	I receive sufficient feedback about how I am performing	82
Q19	My manager encourages and supports my development	76
Q20	The training and development I have received from my organisation has helped to improve my performance	81
Q21	I am provided with a satisfactory amount of recognition	71
Q22	I am satisfied with the income and benefits I receive	50
Scale		71

My co-workers		% Positive
Q23	My coworkers are helpful and supportive	100
Q24	My coworkers and I work well as a team	88
Scale		94

My Manager		% Positive
Q25	My manager provides me with the help and support I need	88
Q26	The relationship between me and my manager is a source of stress for me	88*
Q49	My organisation / manager encourages me to work in an ethical manner	100
Scale		92

\*Disagree and Strongly Disagree indicate a positive response

<b>Employee wellbeing</b>		<b>% Positive</b>
Q27	My organisation takes the health and safety of its employees seriously	94
Q28	My organisation encourages a good balance between work and other aspects of my life	76
Q42	I am encouraged to think of new ways to do things better in my organisation	76
Scale		<b>82</b>

<b>Organisation Direction</b>		<b>% Positive</b>
Q31	My organisation is heading in a positive direction	87
Q32	I believe I am part of a successful organisation	82
Q30	I feel my job is secure	69
Scale		<b>79</b>

<b>Leadership</b>		<b>% Positive</b>
Q35	The senior management of my organisation demonstrate strong leadership skills	60
Q36	Senior managers set a good example for the rest of my organisation to follow	69
Scale		<b>64</b>

<b>Customer focus</b>		<b>% Positive</b>
Q37	My organisation takes the quality of its goods and services very seriously	94
Q38	Customers' needs are a top priority for my organisation	82
Q39	My organisation understands its customers' needs	88
Scale		<b>88</b>

<b>Fairness</b>		<b>% Positive</b>
Q40	Change is well handled in my organisation	44
Q45	In my organisation, all employees are treated fairly	75
Q46	Discrimination is not tolerated in my organisation	93
Q47	In the last year, I have noticed harrassment or bullying within my workplace	93*
Q48	My organisation behaves in an ethical manner	100
Scale		<b>81</b>

\*Disagree and Strongly Disagree indicate a positive response

<b>People</b>		<b>% Positive</b>
Q41	My organisation has improved the way it is run in the last year	87
Q43	My organisation recognises the importance of employing the right personal	88
Q44	My organisation is good at recruiting the right people for the right jobs	75
Scale		<b>83</b>

<b>Communication</b>		<b>% Positive</b>
Q50	There is good communication across all units of my organisation	59
Q51	Information is freely shared throughout my organisation	76
Scale		<b>68</b>

<b>Other</b>		<b>% Positive</b>
Q1	I received enough guidance when starting my job in my current organisation	53
Q13	My work is physically demanding	82*

\*Disagree and Strongly Disagree indicate a positive response

<b>Participation</b>		<b>% Positive</b>
Q6	My work allows me to be imaginative and creative	71
Q7	When I am at work, time usually passes quickly	100
Q8	When I am at work,I enjoy working intensively	88
Scale		<b>86</b>

<b>Drive</b>		<b>% Positive</b>
Q52	My organisation inspires me to give my best job performance	65
Q53	At work, I usually feel full of energy	53
Q54	At work, I stay positive even when things don't go as planned	81
Scale		<b>66</b>

<b>Commitment</b>		<b>% Positive</b>
Q55	I feel loyal and committed to my organisation	100
Q56	I willingly put in extra effort for my organisation	94
Q57	I promote my organisation to others as a great place to work	79
Q62	I would like to be working for my organisation in 2 years time	75
Scale		<b>87</b>

<b>Perceived Positive Outcomes</b>		<b>% Positive</b>
Q58	My work gives me a sense of personal satisfaction	69
Q59	Overall I am satisfied with my job	88
Q60	My work inspires me	60
Q61	I am proud of the work I do	88
Q63	I feel I have a future in my organisation	82
Scale		<b>80</b>