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Analysis of Employee Engagement in a Chosen Organization

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Abstract:

The main goal of this thesis is to highlight the importance of employee engagement and deeply investigate employee engagement among selected employees in medium size organization, which operates in Liptovský Mikuláš. Besides finding out the total employee engagement, author examines the level of cognitive, physical, and emotional engagement too. Results are then compared to other studies provided by Gallup and CIPD research centers. Thesis further introduces the link between employee engagement and age, gender and occupation of workers. Additionally, it presents the importance of individual employee engagement drivers for employees. The data collection was done by using questionnaire and structured interviews. After the qualitative and quantitative analysis of the research results, author presents possible recommendations that observed organization can use in the future in order to improve the engagement level.

Key words: Employee Engagement, Cognitive Engagement, Physical Engagement, Emotional Engagement, Contribution, Engagement Drivers

Abstrakt:

Hlavným cieľom diplomovej práce je poukázať na dôležitosť angažovanosti zamestnancov a do hĺbky analyzovať angažovanosť u vybraných zamestnancov v konkrétnej spoločnosti, ktorá pôsobí v Liptovskom Mikuláši. Okrem zisťovania celkovej angažovanosti medzi zamestnancami, autor ďalej skúma úroveň kognitívnej, fyzickej a emocionálnej angažovanosti. Výsledky porovnáva s inými svetovými štúdiami. Diplomová práca ďalej uvádza spojitosť medzi angažovanosťou zamestnancov a ich, vekom, pohlavím a pracovnou pozíciou. Taktiež sa zameriava na dôležitosť jednotlivých motivátorov angažovanosti pre zamestnancov. Potrebné dáta pre výskum boli zozbierané dotazníkovou formou a štruktúrovanými rozhovormi. Po kvalitatívnej a kvalitatívnej analýze dát autor vyvodil čiastkové závery, ktoré zhrnul do komplexného vyhodnotenia a stanovil odporúčania vhodné pre implementáciu do subjektu.

Kľúčové slová: Angažovanosť zamestnancov, Kognitívna angažovanosť, Fyzická angažovanosť, Emocionálna angažovanosť, Motivátory angažovanosti

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INTRODUCTION

Employee engagement is a significant topic for every business. Competition among firms is very strong due to the worldwide economic situation being under tough and constant pressure. Companies with superior performance, higher profit or better quality of goods and services are able to survive among competitors. If companies want to stay in business, or if they do not want a high worker turnover, they need to pay attention to employee engagement. Employee engagement gains competitive advantage and most certainly influences the success of a company of any size. That is why I decided to take a closer look on the engagement level within a medium company located in the hearth of Slovakia.

The main aim of this thesis is to analyze the level of employee engagement among selected employees in a chosen company, by finding out how many employees are *engaged* and how many are *disengaged*. In addition, these employees will be divided into specific groups, in order to observe the employee engagement more closely. The focus will also be given to the different types of engagement. Finally, the analysis will focus on the individual drivers of employee engagement, so that it will be possible to obtain a deeper understanding and knowledge about the motivational factors of employees working in an observed organization, named Holden.

Company Holden is a medium enterprise that was formed in the year 1991 by merger of three smaller companies. The Holden headquarters are located in Liptovský Mikuláš, but the firm also operates in other Slovak regions. The main field of its activities includes business with daily groceries along with basic health and beauty products, wholesaling them in the Liptov and Tvrdošín regions, and running supermarkets and retail stores in the Litpov and Orava regions. Holden has about three hundred workers, and most of them work in the individual sales units. However there are employees, who hold managerial positions, and professional workers and office workers as well. These particular employees are the main subject of my employee engagement research.

The methodology of this thesis includes data sources such as specialized literature that deals with the topic of the employee engagement, scholarly articles available online, other online sources, and information provided by the company Holden. All of these sources were used for the secondary research. The primary research was obtained by using a questionnaire and structured interviews. The questionnaire was distributed to all the aforementioned select Holden employees, however for the interview I chose a small sample of the employees. The questionnaire, which constitutes the large part of the

research process, has been analyzed by a statistical method using weighted averages. The results will then be compared to the general engagement studies done by the CIPD and Gallup research centers. Partial results will be summarized and key findings will be presented at the end. The interviews, I have done, complement the research concluded by the questionnaire. The main role of the interview will be to develop a *broader* knowledge about the drivers of employee engagement in the company Holden.

This thesis will consist of three main chapters, which will include the literature review, methodology, and findings of the research. The first chapter will consist of a detailed employee engagement explanation, whereupon different studies are evident. The differentiation between the engaged and disengaged worker will also be defined, as well as the benefits in connection to employee engagement. And finally to complete this chapter, the topic of individual engagement drivers will be clarified.

The second chapter will consist of the research methodology, where my individual research approach and sample, used in the study, will be explained. Then, it will include the analysis of the questionnaire and the interview. Moreover, it will contain the ethical aspect, which needs to be considered when confidential information is being collected.

The final and third chapter will conclude my findings in research from the questionnaires and interviews. At this point the level of employee engagement in the company Holden will be analyzed based upon the individual answers of employees. In addition, my findings of the satisfaction and the importance of the specific drivers of employee engagement will be magnified. This final chapter will also provide individual employee perception of the engagement drivers based on the results from structured interviews. It will be concluded by a number of recommendations, which will be based on my findings and the statistical results.

The author had interest in this topic because of previous working experience in the field of Human Resources, and because of the belief that employees are the key asset to any organization.

1. THEORETICAL PART

The topic of employee engagement has recently become very popular. "Given that employee engagement is an idea that helps to develop strong positive attitudes among people towards their work and their organization, this plays a major role in ensuring that they give their best even when times are tough".[1] Countless businesses are heavily committed to the focus of their employees, by encouraging them towards more committed, reachable goals and growth within the business, which ultimately improves overall performance. This essentially is the definition or idea of employee engagement. By performing well through employee engagement business are able to continue to be successful by outdoing the competition. How? Because their employees are the hands and minds that are gaining new customers, which in turn increases profit. By increasing focus on employee engagement in the form of setting goals and growing with the company, the company reaches higher goals and achievements as a whole. The adoption of strategies that are forming employees to be more engaged is essential for every firm. In order to develop the engaged workforce it is necessary to understand what employee engagement exactly is.

In this chapter I would like to take a closer look as to what exactly employee engagement is and how it helps companies to perform better. Additionally I would like to also include a description of the factors that make employees more engaged.

1.1. Introduction of Employee Engagement

The topic of employee engagement was introduced in the 1990's in the study of Mr. Khan where he, in an Academy of Management Journal, identified employee engagement as well as the difference between the engaged and disengaged worker. He defined the idea of employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances".[2] Before the idea of employee engagement appeared, there were some studies developed that have been considered as predecessors of what constitutes employee engagement. These studies define employee engagement as an employee satisfaction and later as an employees' commitment towards their work. However, as will be described in more detail later, what constitutes employee engagement

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[1] ROBERTSON, I. (2012). *Guardian: The importance of employee engagement in difficult times.* [ONLINE] Available at: http://www.theguardian.com/public-leaders-network/2012/may/03/importance-employee-engagement-difficult-times. [Last Accessed: 2014-04-03].
[2] KAHN, W.A. (1990). Psychological conditions of personal engagement and disengagement at Work. *Academy of Management Journal.* 33 (4), pp. 692-724

is not only found in a single feature. For this reason further development and study of this idea was introduced. As aforementioned, the further development all started with the study of Mr. Khan; later other observations have been made in order to expand the knowledge and understanding of what engagement of an employee really entails. One can say that "the employee engagement is the amount of discretionary effort that employees put into their work"[3]. But there are other approaches and conclusions that analyze what constitutes employee engagement, and for this reason it has been characterized in many different ways and processes.

1.1.1. Engagement as an Emotional Connection of Workers with Their Work

We can often found an explanation that categorizes employee engagement as an emotional connection between the organization, where employees work, and their feelings. This connection influences the employees' behavior towards work and activities, as well as the level of their work effort. Therefore employee engagement relates also to the actual job itself defined by things such as communication, contribution, and level of growth. [4]

However employee engagement is not and cannot just be, about emotions. According to the lecture of Mr. Donovan, who is managing director of *Townhouse Consulting*, employee engagement is more than just emotions. He states that employee engagement is rather about the combination of rational and emotional drivers than just mere emotions. Even though he presents that employee engagement is about caring about work, customers and clients, and about moving forward, which proves to be emotional; people generally come to work for rational reasons.

Mr. Donovan connected this idea with the theory of the Maslow Hierarchy of Needs, which influences factors that motivate individuals.[5] It is stated that firstly individuals are driven by the need for survival and the need for safety, which are considered to be on a rational level. But then these needs are followed by the needs for love, self-esteem and self-actualization, which are generalized as emotional. [6] That is why it can be concluded that the employee engagement is combining both rational and

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[3] BUHLER, P. (2006). Engaging the workforce: A critical initiative for all organizations. *SuperVision*. 67 (9). pp.18-20
[4] BUUSINESS DICTIONARY (2014). *Employee Engagement Definition*. [ONLINE] Available at: http://www.businessdictionary.com/definition/employee-engagement.html. [Last Accessed: 2014-03-01].
[5] DONOVAN, J. (2009). *Employee Engagement*. [ONLINE] Available at: http://hstalks.com.zdroje.vse.cz/main/view_talk.php?t=1364&r=266&c=250. [Last Accessed: 2014-03-26].
[6] EYSNEC, M. (2004). *Psychology: An international Perspective.* East Sussex: Psychology Press Ltd.

emotional drivers, "which when in harmony with the vision, values and aims of an organization will result in maximum effort and high fulfillment"[7].

1.1.2. Different Types of Employee Engagement

The second analysis is strongly connecting employee engagement with psychological perception rather than focusing on differences between rational and emotional needs. According to another publication written by Mrs. Cook, employee engagement is connected with the idea of how employees are connected with the organization and if they perform their activities with energy and with the effort to do their best. It is also a way of how committed the employees are towards the organization, if they believe in the reason of company's existence, and if they are willing to try as much as possible or to perform even more in order to reach the business objectives. That is why it can be stated that employee engagement is more about psychological elements. Employees are often deciding how they will behave based on certain psychological factors and that can later influence the extent of their engagement. Using this characteristic the employee engagement can be described by three main points:

- how employees think about the organization (if their goals and perceptions are along with the goals and objectives of organization),
- how employees feel about the organization,
- if employees are engaged and active when organizational goals are trying to be reached.[8]

Using the explanation of employee engagement, it is possible to more closely define the concept of an engaged employee. The whole idea presented in this part is based on the study of Mr. Khan that was provided before. There are four aspects that help us with the explanation of an engaged employee, and those are physical engagement, cognitive engagement, emotional engagement, and advocacy.

Physical engagement
- *Physical engagement* is connected with the degree to which employees are willing to do more and perform better; we can say that it is when they are keen to make more effort than is expected from them; it means not just performing the required

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[7] DONOVAN, J. (2009). *Employee Engagement*. [ONLINE] Available at: http://hstalks.com.zdroje.vse.cz/main/view_talk.php?t=1364&r=266&c=250. [Last Accessed: 2014-03-26].
[8] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd.pp. Preface

job but also being eager to take responsibility, learn and develop. To put it simply, it is about physical effort that is put to work in order to accomplish the goal (for example staying longer hours at work without manager asking) and if they want to move forward.[9]

Cognitive engagement

- *Cognitive engagement*: this type of engagement means how much employees can focus on their work. We can say that employees with cognitive engagement are "fully focused and deeply preoccupied in one's work to the extent that it is difficult to stop working"[10]. Moreover when speaking about cognitive employee engagement it is necessary to say that it also includes employee confidence about the company, bosses as well as about the working environment. This type of engagement is present when workers realize that their work is important for the company and when their main task they want to reach is to perform well in the organization. Cognitive engagement can be reached with different types of rewards, positive recognition, or by moving forward within the firm in order to achieve a particular position.[11]

Emotional engagement

- *Emotional engagement* is explaining workers emotional connection to their job. It explains the idea of how they feel about their performance at work or how they feel about their colleagues. Employees who consider themselves fully emotionally engaged to their work are more committed, have better task performance, are less expected to experience the burnout at work, and do not engage in a behavior that could damage the organization.

Advocacy

- *Advocacy* is defined by how employees talk about the organization outside of their working environment. If employees express their views positively, or even exhibit

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[9] SOCIETY FOR HUMAN RESOURCE MANAGEMENT (2011). *Human Resources in Research and Practice: The RQ Reader*. Alexandria, VA: Society for Human Resource Management.
[10] KONRAD, A. (2006) *Ivey Business Journal: Engaging employees through high-involvement work practices*. [ONLINE] Available at: http://iveybusinessjournal.com/topics/the-workplace/engaging-employees-through-high-involvement-work-practices#.U1y6pVerKig. [Last Accessed: 2014-04-03].
[11] JOBBER (n.d.) *Employee engagement*. [ONLINE] Available at: http://www.malvee.com/jobber/en_US/employee-engagement.html. [Last Accessed: 2014-02-26].

pride because they are working there and when talking about organization, they use "we instead of they", it can be said that these are clear signs of an engaged employee. [12] The fact how employees perceive the company is important for their future performance. If employees see the company where they work as a positive entity, they will believe in the importance of their work and they will perform better to meet the company's objectives.

When considering the three different types of employee engagement and characteristics provided above, it appears evidently crucial that there is a direct relationship between them. Each employee can be engaged either fully or on a certain level (for example an employee can be only physically engaged); but certainly it is best for every company when employees are completely engaged and possess cognitive, physical, and emotional employee engagement. While "being cognitively and emotionally engaged might result in having more energy to reach organizational goals and thus being more physical engaged". [13]

1.1.3. What Engagement is Not

The next analysis attempts to define employee engagement by focusing on what employee engagement is not. Sometimes it can be stated that employee engagement is a level of satisfaction of employees with their work, however this is an incorrect statement because satisfaction is only part of employee engagement. Therefore in this analysis it is explained why employee engagement is not just a single aspect, but rather a confluence of ideology.

Engagement is not only satisfaction

Firstly it is again necessary to mention that employee engagement is not just about employee **satisfaction**. Often the key for companies to determine success by way of employee engagement is to measure if their customers are satisfied; therefore this is a way by which employee engagement was explained and measured. Furthermore, along with satisfaction it has been found that there were connected benefits offered to employees. But in this case it is crucial to understand that a satisfied employee does not always mean a productive employee, which in the case of employee engagement and its purpose, is an

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[12] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd. pp. Preface
[13] JOBBER (n.d.) *Employee engagement*. [ONLINE] Available at:
http://www.malvee.com/jobber/en_US/employee-engagement.html. [Last Accessed: 2014-02-26].

important factor. Moreover it is noted that said benefits help to prevent dissatisfaction but they do not have to automatically create satisfaction, in addition if benefits are not distributed equally it can lead to further problems. In conclusion we can state that employee engagement cannot be measured or described just by the satisfaction of employees.[14]

Engagement is not only motivation

Secondly this approach of describing employee engagement states that is not just about focusing on **motivation**. It is connected with an idea of simply hiring just highly motivated which means engaged employees. This would then mean that organization does not have a reason to focus on building the motivation and engagement when engaged individuals are already hired. But it is necessary to say that "still, employee engagement reflects a relationship between employees and employers and as a result, people cannot be engaged outside of the context of their job".[15]

Engagement is not only commitment

And thirdly, according to the study done by Mr. Rice and his colleagues, stated in a book Engagement Equation, it is discussed that employee engagement should not be mistaken with just a **commitment** and retention. It is stated that employees who are engaged are those who will remain within the organization. However, this statement can be generally misleading because it is directly connecting engagement with commitment only. It is essential to point out that employees who stay within the organization do not have to be highly committed; they have just decided to stay for another, often wrong reason that is not connected to the engagement at all. That is why we can draw the conclusion that engaged employees stay because they like to work and disengaged just for rational reasons such as salary or job security in an unfavorable job market for example. But paying attention only to an issue explaining who stayed committed will not provide us with an explanation as to why they have they remained within the firm. That is a reason why engagement should not be described just as a commitment to an organization.

Focusing on this study, it is important to realize that employee engagement is not just a single factor; we cannot separate particular features because we would then receive a

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[14] RICE, Ch., MASARECH, M., FRASER, M. (2012). *Engagement Equation: Leadership Strategies for an Inspired Workforce.* Somerset, NJ: Wiley.
[15] RICE, Ch., MASARECH, M., FRASER, M. (2012). *Engagement Equation: Leadership Strategies for an Inspired Workforce.* Somerset, NJ: Wiley.

false perception of what employee engagement really is. If trying to improve or reach the engagement within the organization we could be focusing on wrong issues. Employee engagement is rather complex and it combines various aspects that give us real and more precise perspective on the topic of engagement. Using the explanation above, proving that applying one feature only for examining the engagement is wrong, another definition of employee engagement can be built up. It is based on the relationship of previously mentioned points (motivation, commitment, satisfaction):

- **"full employee engagement represents an alignment of maximum satisfaction for the individual with maximum contribution for the organization"**.[16]

This definition of employee engagement is giving broader picture on what should we look at when explaining the issue of engagement.

1.1.4. Employee Engagement as Energy

In a book called Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, there is another explanation of employee engagement, which also states that employee engagement is a different concept than employee satisfaction even though many businesses think so. Additionally, it is stated that employee engagement is about benefiting both employees and the organization, which means enhancing organizational effectiveness as well as establishing employee engagement. Furthermore, the study also states that engagement is connected with the term 'energy' and this energy means positive results for organization. Energy in this case can be divided into two main types:

Psychic Energy

- Psychic Energy- it is an energy that explains what people experience personally. It is relates to employees' focus on one task rather than spending the energy elsewhere. When focused, employees are able to work with enthusiasm. An organization that is able to capture this aspect will be better in creating the in the future. Additionally, when performing the task with focus and enthusiasm, work

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[16] RICE, Ch., MASARECH, M., FRASER, M. (2012). *Engagement Equation: Leadership Strategies for an Inspired Workforce.* Somerset, NJ: Wiley.

does not seem tiring and removes distractions so that employees are not lost in their jobs[17].

Behavioral Energy

- Behavioral Energy- is an energy that explains how engagement appears to others in the form of behavior. In the case of the approach of behavioral energy "it is helpful to think of what an engaged workforce looks like to those who actually do the work inside the organization". Some characteristics of engaged employees include: working proactively, which means that employees will actually take an action in order to reach objectives of an organization. Engaged employees are able to think outside the box, they are not limited by strict job description and they rather focus on main goals of a firm. For them, doing something more is not an obstacle. These employees are actively seeking a way to improve and expand their knowledge, skills and build their personal development. Another important feature is that they are adaptable to change, which is a great advantage in this competitive environment.[18]

From each approach that describes the employee engagement it is evident that is important for organizations to take into the consideration the issue of employee engagement in order to achieve better performance, results and gain advantage over other companies. Development of employee engagement within the businesses can bring various benefits that will impact goals and objectives of a firm.

1.2. Employee Differentiation based on the Engagement

In order to see the importance of employee engagement it is necessary to differentiate between the engaged and disengaged worker. There is an engagement continuum example that is helpful when understanding the main differences between the types of employees within the organization. A characteristic of employee types explains why having an engaged employee is important for each organization.

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[17] BARBERA, K., MACEY, W., YOUNG, S. (2009). *Employee Engagement: Tools for Analysis, Practice and Competitive Advantage.* West Sussex: Wiley-Backwell.
[18] BARBERA, K., MACEY, W., YOUNG, S. (2009). *Employee Engagement: Tools for Analysis, Practice and Competitive Advantage.* West Sussex: Wiley-Backwell.

Engaged   **Compliant**   **Indifferent**   **Disengaged**

Figure 1:   Employee Continuum. Source: Dickson, D. (2011) *Fostering Employee engagement: Practical Tools and Best Practice Techniques* pg. 98. HRD Press, Inc. Amherst, MA

Engaged Employee

It is essential to have a closer look at the characteristics of each type of employee, starting with the **engaged employees**. They experience a strong bond between their personal interests and values of the organization. They feel very enthusiastic about the company as well as their future connection with the firm. They show their positive approach towards work. They also show a strong effort and commitment and powerfully contribute to success of the organization as well as to the fulfillment of goals. [19]

To define the engaged employee even more closely we can connect these characteristics with other important features. For example: an engaged employee is not just positive about the job, but believes in the organization, and works actively to reach goals. An engaged employee also treats others with respect, and is helpful to coworkers too, identifies with the organization, looks for the opportunities that are essential for organizational performance, keeps up-to-date with developments in his/her work, and what's more an engaged employee can be relied upon.[20] In addition engaged employees are often more creative and are not afraid to add their perspective to everyday tasks, and since they enjoy their work they create positive working environment for their colleagues as well.[21]

Compliant Employee

We can move further by explaining the type of employees that are considered to be **compliant**. They can be also named as "go along" employees, who are not unhappy with their job but there is no willingness to go that extra mile that was already mentioned several times. Going into more detail, we can say that this type of employees will perform only certain amount of tasks which are necessary to fulfill the requirements.

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[19] DICKSON, D. (2011). *Fostering Employee Engagement: Practical Tools and Best Practices*. Amherst: HRD Press, Inc.
[20] ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies.
[21] SMYTHE, J. (2007). *CEO: Chief Engagement Officer: Turning Hierarchy Upside Down to Drive Performance.* Abingdon, GBR: Gower Publishing Limited.

Indifferent Employee

The next type of employees are **indifferent employees**. Most of the time their performance is stagnant and are viewed as disappointed and dissatisfied. They are not a good fit when it comes to the culture of the company. Their negative behavior can definitely influence others, who are working in the organization, but these employees are not leaving, they rather decide to stay for the wrong reasons.

Disengaged Employee

And the last type that needs to be described is **disengaged employees**. From the figure above, it is visible that they are standing as well as going in the completely opposite direction to engaged employees. They are considered to be particularly unhappy, unappreciated and not connected with business goals and priorities. Because of these reasons, they are often very skeptical and can express their negative attitude openly without any problems. What is more this type of employees is much more likely to leave the company, but what is worse while working they can try to make mistakes on purpose because of their dissatisfaction at work.[22]

"Having a fully engaged employee is a win-win situation because these employees stay longer in a firm and contribute in a more meaningful way to the whole program of the company".[23] Moreover, having more engaged employees will result in attracting more talented individuals to the company while on the other hand having employees who are disengaged results in larger absenteeism, much lower productivity and higher staff turnover which is always costly for a company (for example spending more money on recruitment processes and later on training as well).[24] In order to understand the benefits of employee engagement it is crucial to properly understand what engaged employees can bring to each firm. Just from this simple description it is visible how beneficial it is to have engaged employees within the organization for the reason that they work hard and are committed to organizational culture. Moving towards employee engagement in any

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[22] DICKSON, D. (2011). *Fostering Employee Engagement: Practical Tools and Best Practices*. Amherst: HRD Press, Inc.

[23] SARMA, A.M. (2009). *Personnel and Human Resource Management*. Mumbai, IND: Global Media. pp.30

[24] OLOGBO, A., SAUDAH, S. (2012). Individual Factors and Work Outcome of Employee Engagement. *Procedia - Social and Behavioral Sciences*. 40 (2), pp. 498-508

business improves the working culture as well as total performance of individual employees.

1.3. Characteristic of Employee Engagement

Employee engagement is not such a new term, however many organizations started to realize this issue only recently. There are different studies that are concerned about the topic of employee engagement. These studies have done research in order to find out more on what relates and influences employee engagement. The two well know studies done by CIPD and Gallup organizations have brought out several key finding on employee engagement.

Gallup did research within 142 countries in the world; this research was based on a questionnaire. The main finding was that currently only 13% of employees worldwide are considered as engaged. This idea has been further developed. It was stated that employee engagement also depends on the region as well as occupation of employees. Due to the fact that later there will be analyzed employee engagement in a particular organization located in Slovakia, I will focus on findings that were obtained for the European region. Looking particularly at Slovakia; between years 2011-2012 there were only 11% of engaged employees, that is lower than number of engaged employees in the world. What can be considered as quite alarming is the number of not engaged and actively disengaged employees, which is 69% and 20% respectively.

As was previously mentioned, engagement is also characteristic to specific occupations. It was proved that employee engagement is higher in those jobs that require higher education and tend to be connected with higher level of autonomy and influence. That is why employee engagement differs among managers, professional workers and office workers. In Central Europe, the percentage of engaged employees was highest among managers-26%, it was followed by professional workers-18% and then there were office workers with employee engagement of 13%.[25]

Then there are other interesting findings that were explained by the CIPD organization. They found that women in general are more engaged than men when it comes to their work, that engaged employees have better performance and tend to recommend and speak positively about the firm where they work and they are more

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[25] GALLUP (2013). *State of the Global Workplace: Employee Engagement insight for Business Leaders Worldwide*. [ONLINE] Available at: http://www.gallup.com/strategicconsulting/164735/state-global-workplace.aspx [Last Accessed: 2014-05-04].

satisfied with their job, and that older workers are most of the time more engaged than younger workers. In addition this research was also focusing on emotional, physical and cognitive types of engagement. The main finding was that the emotional engagement is the highest and physical engagement is the lowest out of those three.[26]

These findings give at least some perception and knowledge about employee engagement in a particular location. Knowledge can be further used in development or in application of employee engagement into the organization.

1.4. Concrete Benefits of Employee Engagement

”Employee engagement is the emotional commitment an employee has to the organization and its goals, resulting in the use of discretionary effort. An employee's discretionary effort results in the engagement-profit chain. Because engaged employees care more, they are more productive, give better services, and stay in their jobs longer. All of that leads to happier customers, who buy more and refer more often, which drives sales and profits higher”.[27] Moreover we can say that engaged workers are much more helpful when it comes to achieving goals of organization because they connect their work directly with the main objectives of the business and what is more they are even happy to work and reach the goals.[28] Also from these findings it is obvious that companies would rather employ engaged workers because they are able to give better work performance. There are several studies which have proved correlation between engaged employees and positive results reached by firms. A good example is research that was done by CIPD agency; this research “has repeatedly demonstrated a relationship between how people are managed, employee attitudes and business performance. Positive relationships are evidenced with profit, revenue growth, customer satisfaction, productivity, innovation, staff retention, efficiency and health and safety performance”.[29]

In order to show what other benefits employee engagement can bring, it is essential to state concrete examples. We can start by pointing out the direct connection between the

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[26] CIPD (2010). *Creating an Engaged Workforce*. [ONLINE] Available at: http://www.cipd.co.uk/hr-resources/research/creating-engaged-workforce.aspx. [Last Accessed: 2014-04-26].
[27] KRUSE, K. (2012). *Forbes: Why Employee Engagement*. [ONLINE] Available at: http://www.forbes.com/sites/kevinkruse/2012/09/04/why-employee-engagement/. [Last Accessed: 2014-04-03].
[28] VOGELSANG, J. et. al. (2013). *Handbook for Strategic HR: Best Practices in Organization Development from the OD Network.* USA: The Organizational Development Network.
[29] CIPD (2013). *Fact sheet: Employee Engagement*. [ONLINE] Available at: http://www.cipd.co.uk/hr-resources/factsheets/employee-engagement.aspx#link_1. [Last Accessed: 2014-04-29].

employee engagement and several features that are improving the existence of the whole organization.
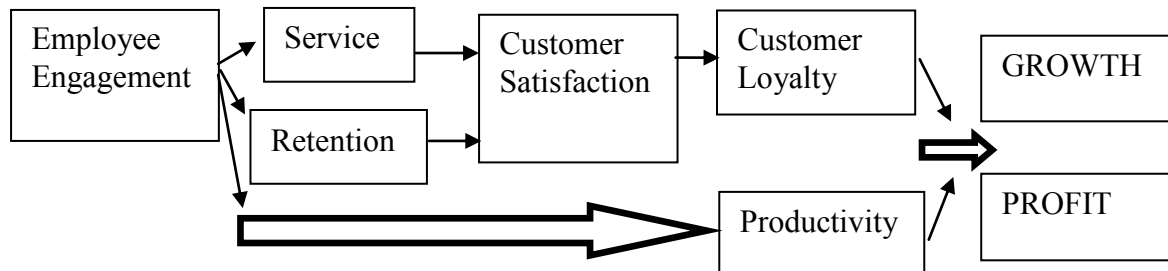
Figure 2: *Engagement Benefits: Correlation of Employee Engagement*. Source: KRUSE, K. (2012). *Employee Engagement 2.0: how to Motivate Your Team for High Performance (A Real-World Guide for Busy Managers).* Richboro, PA: The Kruse Group.

This Figure shows the connection between employee engagement and other factors that are beneficial for organization. We can continues with other examples of research that had proven that employee engagement has undeviating impact on services, retention, customer satisfaction, loyalty and productivity which all will have an impact on growth and profit of the organization.

Retention
   ➢ Retention- "Highly engaged employees were 87 percent less likely to leave their companies than their disengaged counterparts. Those employees who are most committed perform 20% better and are 87% less likely to leave the organization— indicating the significance of engagement to organizational performance".[30]

Performance and profitability
   ➢ Performance and profitability- according to a study it was stated that organizations with higher levels of engagement are doing better than their competitors when it comes to the issue of performance and profitability. Their work outcome is higher than employees that are disengaged. Stanford University came up with the statement that organizational performance is higher by 30-40% when employees

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[30] CORPORATE LEADERSHIP HOUSE (2004). *Driving Performance and Retention through Employee Engagement.* [ONLINE] Available at:
http://www.mckpeople.com.au/SiteMedia/w3svc161/Uploads/Documents/760af459-93b3-43c7-b52a-2a74e984c1a0.pdf. [Last Accessed: 2014-02-21].

are engaged.[31] Furthermore it was stated that there is evidence of relationship between employee engagement and improved profitability. "Studies also show that 10 per cent increase in employee engagement leads to 6 per cent increase in customer satisfaction and 2 per cent increase in profitability". [32]

Profit

➢ Profit- there was an ISR study published in 2005 which concluded that companies which have rather low levels of employee engagement experienced a net profit fall by 1,38 per cent as well as a fall in operating margin by 2,01 percent. On the other hand companies where there was average or higher presence of employee engagement experienced a rise in both profits as well as operating margin.[33]

Services

➢ Services- "employees' customer service productivity scores and their employee engagement scores had a correlation of 51" Additionally in major department stores chain, customers scored higher in customer engagement measures when they were services in departments with employees who had higher levels of employee engagement".[34]

Customer loyalty

➢ Customer loyalty is important for each business. Companies would like to always keep their existing customers so they will continue to buy from them or use their services so they can me more profitable. Employee engagement is one of the factors that have a positive effect on loyalty of customers. It is often stated that a worker's experience will become a customer's experience. Because when employees are engaged they are willing to do better job, they like their work and

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[31] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd. pp.31
[32] KRUSE, K. (2012). *Forbes: Why Employee Engagement*. [ONLINE] Available at: http://www.forbes.com/sites/kevinkruse/2012/09/04/why-employee-engagement/. [Last Accessed: 2014-04-03].
[33] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd.pp.31
[34] KRUSE, K. (2012). *Forbes: Why Employee Engagement*. [ONLINE] Available at: http://www.forbes.com/sites/kevinkruse/2012/09/04/why-employee-engagement/. [Last Accessed: 2014-04-03].

provide better performance or better services. By doing so they are supporting and developing the customer satisfaction which leads to customer loyalty.[35]

From the above examples, it is evident that organizations, where employee engagement creates a significant part of the complex corporate culture, have better business outcomes including profitability, than those businesses with low engagement levels. Engaged employees are also connected with higher productivity and quality. Besides these benefits, engaged employees can actively contribute with many activities and bring much more benefits to the company.

Other examples of employee engagement benefits

There was another study done by Mr. Harter that states that employee engagement is connected with most of the outcomes of the company. The research was concluded in both private as well as public sectors of different origin. The study was focused on relation of engagement and outcomes such as satisfaction of customers, productivity, profit, and employee turnover as well as workplace accidents. The study proved that employees with high levels of engagement perform better than those who did not feel engaged. Besides higher productivity and willingness to do more than it is expected from them, engaged employees are able to keep better working relationships, manage to improve the level of communication, and they are more loyal towards their supervisors and organization as a whole.[36]

Moreover, the Gallup organization, which is one of the best known for its employee research, also stated that employee engagement is connected with important factors that influence the future of the organization. Their analysis confirmed that there is an entrenched relationship between employee engagement and performance indicators. The analysis stated that employee engagement has positive impact on customer ratings, profitability, productivity, quality, turnover, and it lowers the level of absenteeism, shrinkage, safety incidents.[37]

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[35] SOCIETY FOR HUMAN RESOURCE MANAGEMENT (2011). *Human Resources in Research and Practice: The RQ Reader.* Alexandria, VA: Society for Human Resource Management.
[36] HARTER, J. K., SCHMIDT F. L., HAYES, T. L. (2002), Business-Unit-Level Realtionship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis. *Journal of Applied Psychology.* 87 (2), pp. 268-279
[37] GALLUP (2013). *State of the Global Workplace: Employee Engagement insight for Business Leaders Worldwide.* [ONLINE] Available at: http://www.gallup.com/strategicconsulting/164735/state-global-workplace.aspx [Last Accessed: 2014-05-04].

To conclude the importance of employee engagement we can state that employees with high level of engagement are focused on their goals, are willing to work and are trying to reach higher when it comes to their performance. This concept can influence the amount of creativity as well as innovations within the organization. Once employees are committed to a company's goals and vision they might feel motivated to bring something more to the business. This will also have an impact on the energy within the working environment. Creative and active employees will promote high levels of energy which influences also the work of the whole team. Moreover all of the benefits that are connected with employee engagement work hand in hand and it is evident that they influence one another. Having employees who are highly engaged in the organization is very important and it is a significant advantage because it can definitely provide large number of mentioned benefits to the organization.

1.5. Drivers of Employee Engagement

Engaged employees are able to improve business results and focus on company's objectives. That is why it is important to understand the issue of what actually influences the engagement of employees.

Engagement of employees can be affected by several factors, which are most of the time called drivers of employee engagement. "A driver is a source of influence on employees which results in them thinking, feeling and behaving differently. If we can understand the drivers which influence workers positively we should be able to enhance the positive ones and dilute the negative drivers".[38]

Each study comes with many aspects that will have an impact on employee engagement, but many features collide with each other. In each study we can often find different influencers, such as employees who would like to feel valued and get recognition as well as fair treatment, or they would like to have more opportunities at work and see a possibility of future growth, and much more.[39] Identification of drivers within the organization is very helpful for further actions that lead to having engaged employees in the business. Managers should be aware about these factors because often they might think that there is only money that can increase the employee engagement. However there are

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[38] SMYTHE, J. (2007). *CEO: Chief Engagement Officer: Turning Hierarchy Upside Down to Drive Performance.* Abingdon, GBR: Gower Publishing Limited. pp.77
[39] DICKSON, D. (2011). *Fostering Employee Engagement: Practical Tools and Best Practices.* Amherst: HRD Press, Inc.

many drivers that positively impact employees and allow them to work better because they are respected or they feel they are important.

According to a study published in the publication The Drivers of Employee engagement we can say that there are a variety of factors and experiences of working life that are strongly connected with engagement levels. But even though there might be many drivers of engagement, the focus definitely needs to be on several key parts:

- "involvement in decision making process
- the extent to which employees feel able to voice their ideas, and managers listen to these views, and value employees' contribution
- the extent to which the organization is concerned for employees' health and well-being
- the opportunities employees have to develop their jobs".[40]

In order to develop a broader picture and deeper understanding of drivers of employee engagement it is necessary to describe these drivers more closely to see how they impact employees and why they are considered as those factors that are going to enhance engagement of workers. There are many drivers but only a few of them are the most crucial in the engagement process. There is a diagram below that shows and connects the engagement drivers.

[40]ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies. pp.XI

Engagement Drivers

Job Security			Empowerment/Autonomy
Safety	QUALITY OF LIFE	WORK	Sense of Accomplishment
Work/Life Balance			Work Tasks

Communication
Diversity & Inclusion
Enabling Infrastructure
Performance Management — COMPANY PRACTICES — THE WORK EXPERIENCE — PEOPLE — Senior Leadership, BU Leadership, Supervision, Collaboration
Customer Focus
Innovation
Talent & Staffing

Brand/Reputation
Pay — TOTAL REWARDS — OPPORTUNITIES — Career Opportunities, Learning & Development
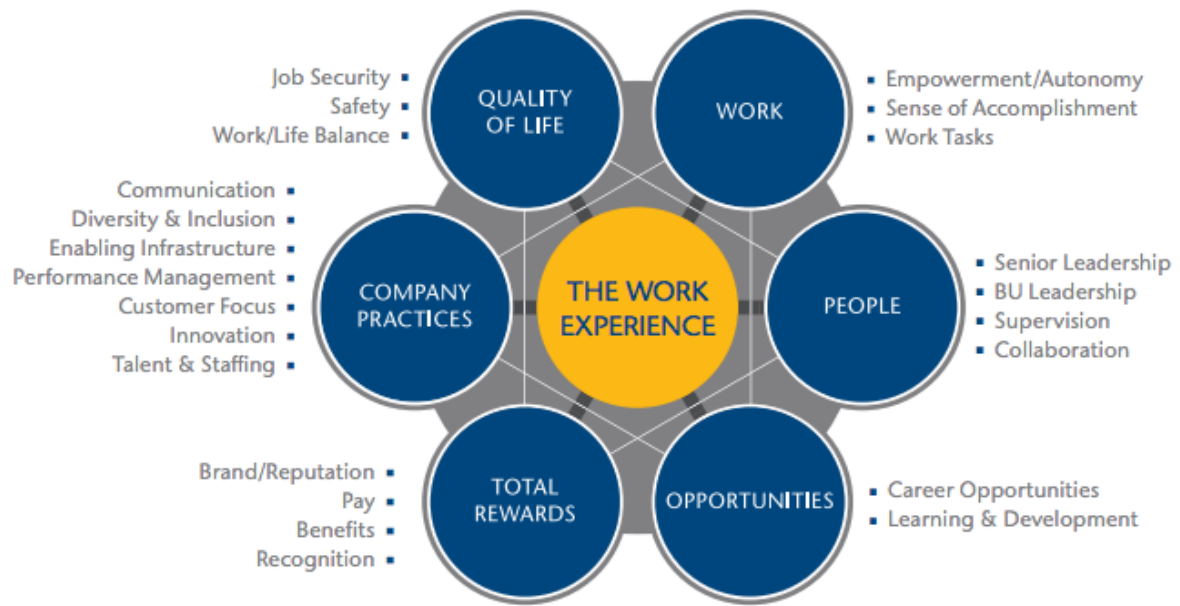Benefits
Recognition

Figure 3:   Engagement Drivers. AON HEWITT (2013). *2013 Trends in Global Employee Engagement.* [ONLINE] Available at: http://www.aon.com/attachments/human-capital-consulting/2013_Trends_Global_Engagement_Report.pdf. [Last Accessed: 2014-03-12].

The study suggests that even though many engagement drivers are common to any type of an organization, independent of the field of interest, there are certainly some differences when considering the type of a business. From the diagnostic tool of employee engagement drivers it is possible to say that different drivers are connected to the idea of feeling valued and involved within the organization. This proves the idea that drivers are going to be adjusted also to the sector of a firm.[41]

Also another research is pointing out the fact that "it is unlikely that a "one size fits all" approach is effective, as levels of engagements and drivers vary according to the organization, employee group, individual and the job itself. Employee engagement is likely, therefore, to be influenced by many interrelated factors"[42]. In order to find out which drivers are suitable for certain companies, closer description and understanding of engagement drivers is needed.

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[41] INSTITUTE FOR EMPLOYMENT (2003). *The drivers of employee engagement: a diagnostic tool.* [ONLINE] Available at: http://www.employment-studies.co.uk/pubs/summary.php?id=408. [Last Accessed: 2014-03-25].
[42] ROBERSTONS- SMITH, G., MARKWICK, C. (2012). *Employee Engagement: A Review of Current Thinking.* [ONLINE] Available at:
http://www.nhsemployers.org/SiteCollectionDocuments/Staff%20engagement%20current%20thinking.pdf. [Last Accessed: 2014-04-26].

Introduction to the Environment, Training

Some studies suggested that there is a connection between the commitment and the first work experience. Since commitment is part of employee engagement, training as well as induction to the business needs to be considered when developing an engagement within the organization. It is stated that employees who are welcomed, are informed about the culture and tasks in the organization will feel more familiar with objectives, which will ease the process of engagement while commitment is influenced by employees' perception towards organization. The introductory process is very important because employees can adjust according to what they know; and additionally first impressions play a significant role for every individual. A proper introduction can further ease the process of integration into the organization.[43]

Training is part of this introductory process, so it can be concluded that training can improve perception. It is considered as a process that develops a culture of engagement. Proper training is often viewed as though a company is trying to integrate and teach their employees and that has a positive impact on employees' perception, loyalty and commitment. Training can also increase the level of job satisfaction which will have impact on general performance.[44]

Relationship with Managers and Colleagues

Relationships among the subordinates as well as between employee and manager are very crucial when it comes to employee engagement. A study that was done by CIPD[45] suggested that having a good relationship between employees and managers is very important while it has an effect on further motivation of employees. Also, effective communication between employees and managers improves work efficiency. This relationship also affects the level of employee commitment.[46]

Relationship between coworkers at the workplace is also an aspect that influences the level of commitment, even though it is not as powerful an influence as the relationship

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[43]ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies.

[44] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd.

[45] CIPD (2001). *Employers' perceptions of the psychological contract', CIPD Report 112.* [ONLINE] Available at: http://www.cipd.co.uk/nr/rdonlyres/06b92739-19f8-4bb4-ae47-796ea5f5cb15/0/manachang1105.pdf. [Last Accessed: 2014-03-08].

[46] ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies.

with managers. Positive relationship with employees will improve interaction; developing the bonds not just between colleagues but also with the organization.[47]

Group Membership

As well as relationships between coworkers are important, also being part of a group is considered as an advantage when it comes to employee engagement and commitment. Feeling that an individual belongs somewhere can definitely increase the commitment. It is very important to focus on development of collective identity when it comes to group membership. It can be done by "establishing a social boundary that indicates that an identifiable collection of people or units exists and additionally the group must assume some evaluation meaning, like the group has to offer something that employer wants or needs".[48]

Trust and fair treatment

Another study on engagement drivers has developed an idea that commitment towards the organization is shaped by the idea that employees think that they are fairly treated according to their performance at work. If companies want to get higher commitment from their workers, they should make sure that they will be providing fair treatment to each employee. Employees should know that they will be treated well according to their performance and that there are no differences based on inequitable criteria.[49]

Trust is another factor that is crucial for each employee. It is a two-way relationship between supervisors and employees. Trust is a helpful tool for organizational performance because it is often connected with flexibility. When there is trust from both sides, it is often easier to perform tasks, there is less pressure and individuals in the organization can rely on each other. Loss of trust can lead to the loss of employees because they will decide to leave. [50]

There are several fields where employees believe the idea of trust can be applied. Starting with growth, since employees would like to develop their skills, improve their

[47] BAUMEISTER, R., LEARY, M. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*. 117 (2), pp. 497-529

[48] ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies. pp. 36

[49] MEYER, J. (1997). Organisational commitment'in Cooper C I, Robertson IT. *International Review of Industrial and Organisational Psychology*. 12 (4) pp. 175-228

[50] BRANHAM, L. (2005*). The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late.* Saranac Lake, NY: AMACOM Books.

knowledge and grow in the business in the future; the way that trust can be earned is by considering their needs for further development within the company. Then there is an issue of health and safety, where the main point is to care about the protection of workers. If workers feel protected, the trust towards the organization will increase. Furthermore, there is the aspect of individual accommodation which explains the idea of flexibility within the organization.[51] Individual accommodation "includes and integrates persons into employment activities in a manner that respects their dignity, autonomy and self-esteem"[52]; we can then say that by applying the individual accommodation for employees, flexibility is provided to the employees and the result of this approach is the development of trust. Both trust and flexibility has positive effect on organizational performance.

Promotion, Development and Rewards

Promotion is one of the drivers that impacts employees in a positive way. It is stated that commitment is higher among employees who experienced any type of a positive promotion while working in a firm. For many employees it is integral to know that they will have an opportunity to move up in the organization. They would like to gain professional development and have options for career growth. An important aspect of promotion is that it needs to be properly communicated so other employees are aware of all the circumstances connected with the process of moving up in the company.[53]

When focusing on a promotion we can also add "rewards" as a factor that helps to develop employee engagement. "An employer can promote employee engagement by implementing a rewards and recognition program. These types of programs can appeal to employees in a variety of ways. For example, employees who are money motivated can benefit from a reward program that pays a monthly bonus for meeting goals and objectives. Other employees who prefer personal acknowledgement could benefit from a recognition program that rewards achievements in nonmonetary ways such as through trophies or a day off from work".[54]

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[51] O'MALLEY, M. (2000). *Creating Commitment: How to Attract and Retain Talented Employees by Building Relationships That Last*. Chichester: John Wiley & Sons.
[52] HUMAN RESOURCES (2014). *Accommodation in the Workplace*. [ONLINE] Available at: http://www.queensu.ca/humanresources/policies/workplaceissues/accommodation.html. [Last Accessed: 2014-04-03].
[53] ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement*. Brighton: Institute for Employment Studies.pp. 36
[54] SCOTT, S. (n.d.). *Examples of How to Promote Employee Engagement*. [ONLINE] Available at: http://smallbusiness.chron.com/examples-promote-employee-engagement-12883.html. [Last Accessed: 2014-04-26].

Besides rewards and promotion, employees will increase their engagement if they have an opportunity for further development. Workers like to develop new skills and obtain better knowledge so they can do more for the organization but also develop personally by learning new things. Possibility of future development is once again improving work of employees.[55] Rewards, promotion and personal development improve commitment, loyalty as well as satisfaction of workers, which leads to higher effectiveness and performance.

Besides rewards and promotion, employees will increase their engagement if they have an opportunity for further development. Workers like to develop new skills and obtain better knowledge so they can do more for the organization but also develop personally by learning new things. Possibility of future development is once again improving work of employees.[56] Rewards, promotion and personal development improve commitment, loyalty as well as satisfaction of workers, which leads to higher effectiveness and performance.

Financial rewards in the form of payments for work performed are one of the most common drivers for each employee. Many of them still claim that pay is the most important thing that motivates them to go to work. We can say that employees are going to be always dependent on salary that they receive for their job, but pay satisfaction remains to be a feature that influences workers and their working attitude.

Increases in salary or offering a good salary is perceived as signal that employees are important for the organization and that their work is valued. However organizations are always facing the question of what is a good salary. Many workers are claiming that they do not get enough money for their job performed, which is why companies should make sure to pay them fair amount in order to satisfy the needs in current economic situation. Additionally, proper salary will keep workers in the organization and it can decrease the chance that they will decide to leave in order to get better pay.[57]

Recognition and Feedback

Recognition is considered as the second most significant driver of employee engagement. Employees like to be recognized and appreciated for their work and positive

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[55] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd.

[56] COOK, S. (2008) *Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction.* London: Kogan Page Ltd.

[57] WILEY, J., KOWSKE, B. (2011). *RESPECT: Delivering Results by Giving Employees What They Really Want*. Hibiken, USA: Pfeiffer.

aspect for the company results is that recognition often motivates employees to perform better and forms loyalty towards the organization. Recognition should not be kept only for the best or for particular employees; each employee should receive at least some credit for a good work. It does not have to be significant - sometimes only words like: "you did a good job" or "the task could not be finished without you, thank you for your effort" can be enough. Employees should know that every one of them has an opportunity to receive recognition from supervisors. When employees realize that they are appreciated and respected for what they do, their performance will improve. What is more, recognition can be associated with regular feedback. Both motivational and developmental feedback helps to increase engagement. Feedback is a certain form of a recognition (giving recognition to employees for their work is a positive feedback that they do well in the company) but it is also a tool to show to the employees if they perform their work properly or if they should improve it; but the key point is that they will realized that their supervisors notice and care about their work in the company.[58]

It was proved that recognition of workers for their work increases their engagement also in organizations that do not have the best environment that supports engagement. "Even in those low-engagement workplaces (low scores in areas like development opportunity and senior executive concern for employee well-being), recognition from immediate supervisors has a dramatic effect. In these environments, strong manager performance in recognizing employee performance increases engagement by almost 60%. In organizations with a culture more strongly supporting employee engagement, the effect of manager recognition is less striking, but nevertheless significant- an increase of almost 20%".[59] From these results it is evident how much a single driver can influence employee engagement within the organization.

Internal Communication

Internal communication refers to communication that occurs within the organization, either between supervisors and subordinates or between individual employees. Having efficient internal communication at work results in better performance while workers know what is expected from them or they are aware of a situation when some changes need to be made in their working approach. It is critical to develop effective

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[58] WILEY, J., KOWSKE, B. (2011). *RESPECT: Delivering Results by Giving Employees What They Really Want*. Hibiken, USA: Pfeiffer.

[59] DAVENPORT, T., HARDING, S. (2010). *Manager Redefined: The Competitive Advantage in the Middle of Your Organization*. Hoboken, NJ: Jossey-Bass.pp.187

communication in order to support better working relationships and improve work efficiency. Efficiency will be reached by clearly and regularly communicating actual goals of an organization and what role each employee has in achieving these goals and by making the information necessary for job performance available all the time. Making sure that everyone understands the expectations will boost the productivity and avoid conflicts. Avoiding conflict and directly communicating is connected with building better working relationships.[60]

When talking about the internal communication, it is essential to mention the concept of two-way, open communication. This approach let employees to interact more easily, they can "voice ideas and suggest better ways of doing things, while at the same time employees are always informed about the things that are relevant to them (including the relationship between the jobs they have and the wider business)."[61] CIPD research analysis concluded that having the possibility to speak and being informed are two very important employee engagement drivers. And, as was previously mentioned, communication is a powerful tool that influences each member of the organization and moreover its effectiveness is associated with higher employee engagement.

Work-life Balance

Work-life balance explains the idea of splitting the time of employees between their work and their private life. Each employee wants to spend time with family or wants to have personal time for self-care and individual activities but he/she needs to meet everyday work requirements too. Work-life balance is an idea supported by employers and it includes different opportunities that make it easier for employees to manage the challenge of combining personal and professional life. These opportunities can include flexible working hours, working from home when needed, organize family days at work where employees can take their families with them, or organizing other family events. When workers have these opportunities they do not feel that they are not able to meet other components of their life than just work. By applying the work-life balance concept into the

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[60] PAPA, N. (n.d.). *Importance of Effective Communication at the Workplace*. [ONLINE] Available at: http://www.ehow.com/about_6619247_importance-effective-communication-workplace.html. [Last Accessed: 2014-02-21].

[61] ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies.pp. 38

working environment, employees will experience less stress and will be more committed towards the organization[62]; and commitment is part of employee engagement.

Job Satisfaction

If employees are happy when working it means that they are satisfied. Satisfied employees who like to do their job will definitely perform better and are much more committed. Previously, different drivers that improve employee engagement were mentioned; some of these drivers help to achieve job satisfaction. There are three main aspects that develop the idea of satisfaction more broadly. Those are:

- the possibility of development in the workplace and possibility for career growth
- organization is giving employees the opportunity to influence the outcomes, so they can feel that they actively participate in the firm
- the characteristic of a job, what performance is required for certain position.[63]

Job satisfaction will always be important in terms of employee engagement and having satisfied employees is always beneficial for each organization.

All of the above characterized drivers are able to increase a level of engagement within the organization. However, for each company it is important to realize, which drivers are significant and will help to develop and enhance the engagement of employees. Not all of the drivers are applicable in every organization; it often depends on type of employees and scope of business.

Summary

In this part of the master thesis I introduced and deeply analyzed the concept of employee engagement. There were six different perspectives, which explained how employee engagement is perceived. The main idea of this analysis was to develop a clear understanding of what the concept of employee engagement is as there are different explanations. Moreover, I wanted to show the importance of employee engagement by pointing out the differences between engaged and disengaged employees. By explaining these differences it was possible to further develop the other benefits of having an engaged

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[62]HEATHFIELD, S. (2011). *Work-Life Balance: Employers Assist Employee Work-Life Balance with Flexible Policies.* [ONLINE] Available from: http://humanresources.about.com/od/glossaryw/g/balance.htm. [Last Accessed: 2014-03-21].
[63] ROBINSON, D., HAYDAY, S. & PERRYMAN,S. (2004). *The Drivers of Employee Engagement.* Brighton: Institute for Employment Studies.

employee in the organization. After presenting the benefits I wanted to show how employee engagement can be achieved. That is why I was focusing on individual drivers of employee engagement. It was crucial to mention that not all of the drivers are essential to apply to every organization since each firm has a specific set of characteristics and different goals. That is why I wanted to explain these drivers more clearly because they will be later used in this thesis.

2. PRATICAL PART

2.1. Methodology

In the previous chapter, the author was focusing on explaining the idea of employee engagement, where findings of relevant information about the topic were presented. The main goal was to clearly explain the issue of employee engagement by using relevant literature and existing research, which was helpful in introducing the subject more closely. By systematically using available literature, the author was trying to find out the core about employee engagement, its benefits, and drivers in order to understand which drivers are important for employees.

In the next chapter the author will explain the methodology of the research. Research was adapted according to the information which author wanted to find out. Additionally, the author will briefly explain the chosen strategies of data collection, research sample, and ethical aspects of the research.

Aim of the research

The main idea of the research is to analyze the level of employee engagement in company **Holden** by finding out how many employees can be considered as engaged, how many are disengaged, how many employees are emotionally, cognitively and physically engaged, what is the level of their advocacy towards the organization and to clarify their job satisfaction and perception about the company; and to find out what employee engagement drivers are relevant for employees in a chosen organization. According to the data provided, further recommendations will be applied to improve the engagement culture within the organization.

Research strategy

Research approach is a procedure describing how the research is going to be conducted. It defines individual steps starting from assumptions, colleting the data and analysis. There are different methods that can be used in research. In the thesis, the author would like to use deductive and inductive strategy as an approach for the study. Deductive approach is based on the idea of creating the theory base, and then this theory is tested. This approach moves from general to more specific ideas. It helps the users to confirm or reject the hypothesis. Results and conclusions that are obtained come from using the available facts that we identified. The opposite is the inductive approach which starts with

our own observations and then afterwards moves to theory. [64]

In the thesis the author decided to use both inductive and deductive approaches in order to obtain the best results from the research. Deductive approach was applied in the questionnaire, which was developed according to the theory. This approach was useful to collect larger amount of data from company Holden, analyze them, and compare them with already existing theories. In addition, the inductive approach allowed the author to better understand the importance of engagement drivers and what impact do they have on employees working in Holden.

Primary research

The strategy of the research is highly dependent on the goal of the thesis. Since the author wanted to find out and analyze the level of employee engagement in the organization and find the drivers that influence engagement of employees she decided to go for a mixed research strategy which includes both quantitative and qualitative ways of conducting the data and information.

Quantitative technique

Quantitative research is known as data collecting that uses statistics in order to produce numerical outcomes that can be put into the graphs and tabled. This method is used when larger amounts of data are needed to find a conclusion. Quantitative research is based on already developed theories and it studies relationships among different variables available in the research.[65]

In the thesis the author used a questionnaire as the method of quantitative research in order to analyze the employee engagement within the organization and explain the relationships among variables that were directly connected with this issue.

Qualitative technique

Qualitative research is using different form to gather the information. By using qualitative research author would like to obtain more constructive answers not just simple numerical data; that is why qualitative method is rather using open questions, where respondents can give deeper opinions. Mr. Creswell in his publication about research

[64] COLLIS, J., HUSSEY, R. (2003). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students.* 2nd ed. Basingstoke: Palgrave Macmillan.
[65] Creswell, J. (2003). Research Design, Qualitative, Quantitative and Mixed Approaches. Sage Publications Ltd., London UK http://webcache.googleusercontent.com

design states that by using this method researcher will focus on interpretations of meaning of the data and get more complex understanding of the situation.

The author decided to use a qualitative approach as a complementary method in order to build up a better understanding of how important individual drivers of employee engagement are for workers in given organization.

Sampling

The selection process of a sample that is going to be examined is a crucial step of each research. All the options need to be revised very carefully because any mistake can lead to errors and misleading results. There are different methods of sampling and it is very important to choose the most suitable way how to conduct the sample in order to minimize errors. Moreover, the proper sample should have appropriate characteristics; it needs to be representative (valid), must be adequate in size, and cannot be biased.[66]

Because in this thesis the author was analyzing the employee engagement among appointed staff in exact organization, purposive method of sampling has been used.

Table 1: Sample of research

Sample	Managers, professional and office workers in company Holden
Sample size	58 employees for questionnaire, 6 employees for interview
Distribution	Questionnaire- distributed personally, Interview- distributed personally
Sampling technique	Purposive sampling

2.2. Implementation of the Research

In order to collect the quantitative data about the employee engagement within the organization, author decided to distribute the questionnaire to specific employees. The complete questionnaire can be found in the Annex 1. Questions in the survey were based on CIPD and Gallup questionnaires. The survey consists of twenty-nine closed questions, where employees could choose one answer; two last questions (30-31) were referring to the importance of employee engagement drivers. Out of those twenty-nine questions, three of them had sorting character. Employees were asked basic demographic questions, which

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[66] KRISHNASWAMI, O.R., SATYAPRASAD, B.G. (2010). *Business Research Methods.* Mumbai, India: Global Media.

included information such as age and gender. The next sorting question was connected to the classification of employees' position in the company Holden. These fundamental data were needed for the analysis of engagement in the company. Other questions were formed by using the ideas from studies provided by the CIPD and Gallup research centers. The general structure of the survey is divided into seven segments. Table 2, provided at the end of this subchapter, describes these segments more closely. **The questionnaire was personally distributed to fifty-eight employees during March 2014. All of the questionnaires were returned.**

Next, the author decided to use a <u>qualitative research</u> method as a complementary method to the questionnaire. The main attempt of this method is to develop the broader understanding of the perception of employee engagement drivers. Besides understanding the level of engagement, detailed opinions of employees were collected through structured interviews. The full interviews can be found in Annex 2. **These interviews were conducted in Holden where employees were interviewed personally during their working hours in April 2014. Interviews were conducted with two managers/leadership workers, two professional workers, and two office workers/ assistants from company Holden.** Furthermore the interview was divided into three different segments, which can be seen in the Table 3 provided below.

Since author wanted to find out the level of engagement among certain group of employees in company Holden the purposive sampling was used. The same approach was used when searching the opinions of employees on the employee engagement drivers. Only employees who were relevant for the research were logically chosen.

Employees that were chosen for this research were having particular occupation. They were divided into three categories including managers/ leadership workers, professional workers, and office/clerk workers. All employees that belong to mentioned groups received the survey; all of the surveys were returned, so the results can be considered as relevant. All together there were fifty-eight surveys distributed. Then in order to further develop the knowledge, the interviews were made with six employees from each characterized group of workers.

All the conducted results and findings were processed by using both quantitative and qualitative methods. Quantitative data were analyzed by using the program Microsoft Excel where also statistical method of weighted average of assigned values was used. In order to display the results graphically, to each answer a value of one to four was assigned- **best answer was evaluated by number 4 and worst answer by number 1**. Next

functional values were calculated and plotted to the graph. The average level was conducted from all the results by simple mathematical calculation.

Then all answers of respondents were evaluated and classified, and after the evaluation graphs and tables were developed. Qualitative method of preceding the results was based on evaluation of individual, subjective answers of interviewees.

Table 2: Survey structure

Segment	Scope of the questions	Question numbers
Demographics	Age, sex, position	1-3
Cognitive Engagement	Focus and confidence of employees	4-9
Emotional Engagement	Emotional connection of employees	10-13
Physical Engagement	Effort of the employees	14-19
Advocacy	Views of employees about the organization	20-25
Commitment	Commitment of employees towards their work	27-29
Drivers of employee engagement	Importance of employee engagement drivers	30-31

Table 3: Interview structure

Scope of the question	Question numbers
Importance of recognition	1-3
Importance of relationships in work	4-5
Importance of career and development	6-7

2.3. Ethical Aspect

"In the context of research, ethics refers to the appropriateness of your behavior in relation to the rights of those who become subject of your work, or are affected by it. Ethic is defined as the norms or standards of behavior that guide moral choices about our behavior and our relationship with others."[67] Ethical aspect always appears when researcher is using survey or interview as a research method, or if he will obtain access to company information. There is always a questions how these information are going to be

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[67] SAUMDERS, M., LEWIS, P., THORNHILL, A. (2009). *Research methods for business students.* 5th ed. Essex, England: Pearson Education Limited. pp.184

used and if using them will not have further impact. Question of ethics will be brought into the attention in the situations like these.

In order to avoid any ethical issues, the author assured the employees that they will be provided with complete confidentiality regarding the data collection from both the questionnaire and the interviews. The author formulated the questions in such a way that the subjects' identities will remain anonymous even after answering the questions. Moreover employees of Holden had the right not to participate in the research. The author obtained permission from each employee as well as from the organization to use the data for the research.

3. Findings

In this chapter the author is going to focus on analysis and interpretation of data that were obtained through questionnaires and interviews with employees of the organization. In addition the company where data were collected as well as types of employees to whom questionnaires were distributed will be introduced.

The main fields of investigation were:

- What is the engagement level in the company?
- What is the engagement level in defined groups: based on age, gender and occupation?
- What is the level of satisfaction and commitment within the company?
- Which type of engagement (emotional, cognitive, physical) is the highest in general and among the individual groups?
- What drivers of engagement are most important for employees in Holden?

3.1. Company Introduction

The firm **Holden** is a joint stock corporation which was formed by merging three other smaller companies. Holden is located in Slovakia and its base can be found in a small town called Liptovsky Mikulas. That is a main reason why the company focuses its processes around this area. The major activity of the company is business with groceries which also includes basic health and beauty products and pet food. From sources obtained from Holden Corporation those central activities can be divided into three main sectors:

- wholesalers in Liptovsky Mikulas and Tvrdosin
- discount supermarkets in Liptov and Orava
- retail stores in Liptov and Orava region

Besides the abovementioned actions, the firm also participates in various marketing activities which are connected with pricing, preparation of contests or special deals, organization of events for customers and business partners, and more. Other activities are connected with the distribution of products to the supermarkets and retail stores. Additionally Holden rents office space for business purposes.

During its operation, Holden reached a significant position in the Liptov and Orava regions and built a strong name among customers. However, the competition in this region

is rising and Holden need to keep up with it. As in the other towns around Slovakia, also in these regions customers can find retail chains including Tesco, Kaufland, Lidl, Billa, Hypernova, and then local vendors that offer food products. Competition in such a small regions can be considered as quite strong.

In order to compete on the market, keep a stable position, and improve financial metrics, Holden needs to focus on its employees. Holden wants to find out the engagement level and importance of engagement drivers among employees that work on specific positions which will be defined later.

3.2. Holden Organizational Structure and Employees

Holden has 320 employees altogether, many of whom work in supermarkets and retail stores in Liptov, Orava and Tvrdosin. As was previously mentioned, its headquarters are located in Liptovksy Mikulas where all of the main departments are located. The main attempt was to find out the level of employee engagement there; and that was among 58 employees. Figure 4 illustrates the organizational structure of the company Holden. By looking at provided organizational structure, it is more understandable who the examined employees are.
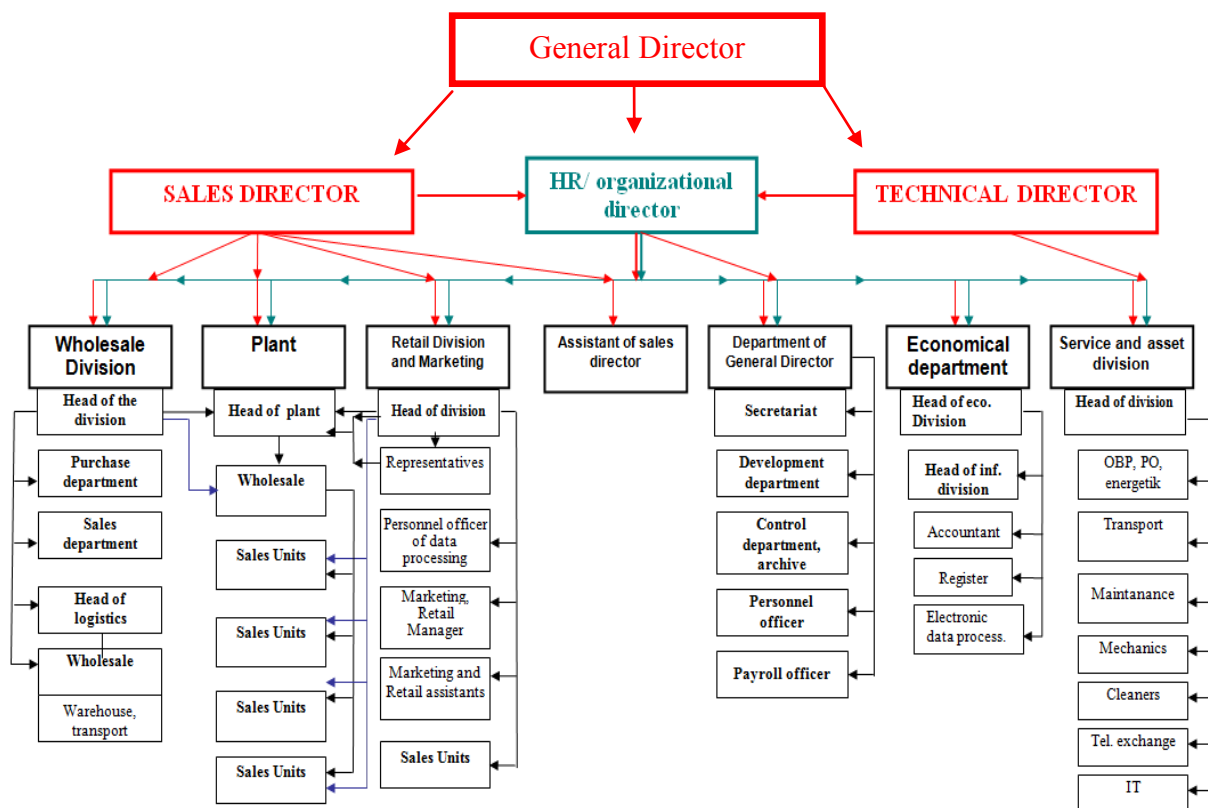

Figure 4:   Organizational structure of Holden Corporation. Available from the internal sources of the company

Employees who participated in the survey came from the wholesale division, retail and marketing division, department of general director, economic department, and service department. No workers from sales units and plant were included in the research.

Analysis of the results

Analyses of the data obtained from the research are going to be provided here. Then the data will be interpreted, so we can see the engagement level among Holden employees. Moreover, the connection between the questions from the questionnaire distributed to the employees and the results will be explained. All of these results include answers from 58 respondents.

3.3. Division of Employees

As was already mentioned in the methodology, a questionnaire was distributed to employees working in Holden. The first three questions out of thirty-one were connected with demographics and occupation of the employees. The first question was about their gender; the second question about the age of employees, and third about their working position. These questions were used because the level of engagement can differ based on these basic characteristics. In the literature that was studied and used, it was explained that level of engagement can differ based on age, gender, as well as occupation. I will start with the demographics data of employees to whom the questionnaire was distributed.
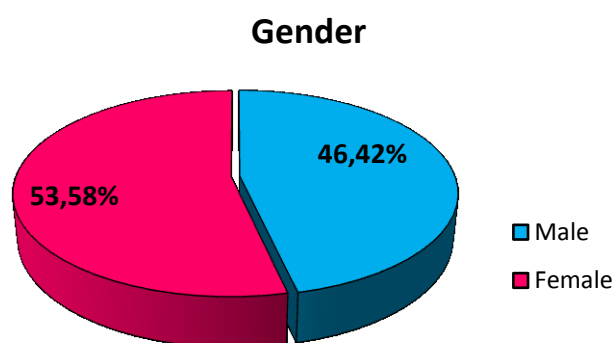
Gender

Figure 5:   Distribution of gender among Holden employees

As we can see from the Figure 5, Holden employs slightly more women (53,58%) than men (46,42%). However, it is important to mention that only certain divisions of the

company were included in the research, where many positions include office workers. That might be one of the reasons why there are slightly more female employees than male employees.
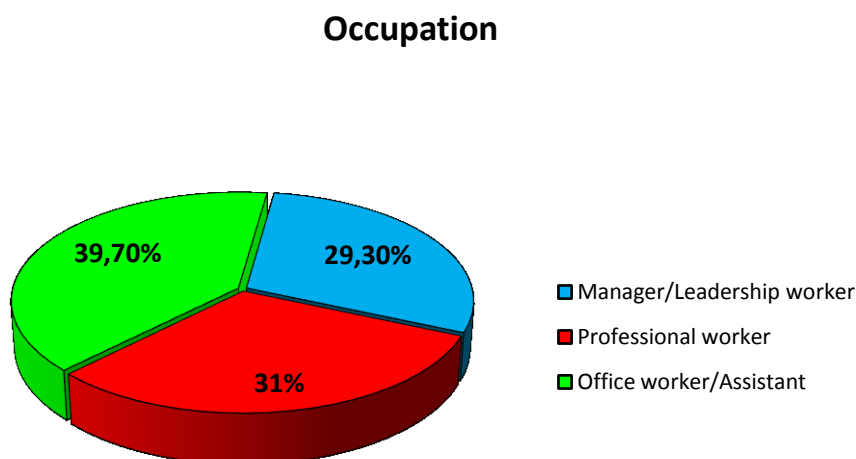
Occupation

Observed employees of Holden were divided into three categories with regard to their occupation. Those categories were managers, professional workers and office workers. This division was based on the Gallup engagement research and their workers division. According to the job positions that were examined during the research, these categories were the most suitable.

In this case it is important to clarify individual categories. Managers or leadership workers are those who are either head of certain department, or do have leadership role in their job position. Secondly, there are professional workers, here belong employees who carry specific position at work and need accurate education; for example accountants, IT specialists, marketing specialists, financial specialists and more. And the last category includes office workers, where all assistants are includes, as well as receptionists, workers in the archive and positions.

As we can see from the Figure 6, the highest number of employees works as the office workers or assistants (39,7% of respondents); then the amount of professional workers and leadership workers is almost similar (31% and 29,3% respectively)

Classification of employees is important for this research, because as it was already mentioned, level of employee engagement is different for particular working positions. For

company Holden, it is important to see who belongs to the most engaged and to the least engaged group.
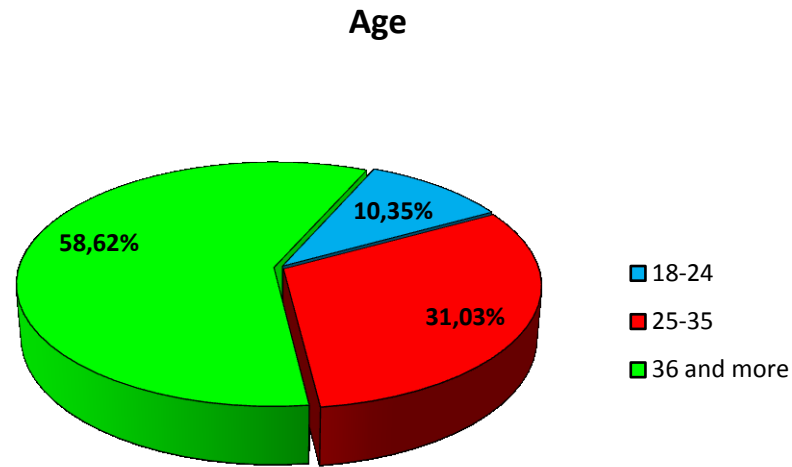
Age

Figure 7:   Age of Holden Employees

Figure number 7 illustrate that Holden employs workers, who can be considered as older. There are 58,62% of workers who are more than 36 years old. This characteristic is once again important in order to develop deeper understanding to the engagement level in the company. While engagement differs among the age groups, this division was necessary. Later in this chapter, there will be more closely explained the connection of employee engagement with the age of workers.

To conclude the analysis of employees who were participating in the survey, there is Table 4 provided, which allocates the occupation and age to specific gender.

Table 4: Demographics of Holden employees

	Age			Occupation		
	18-24	25-36	36 more	Manager	Professional w.	Office w.
Male	2	8	16	14	8	4
Female	4	10	19	3	10	19

From the table we can see that when it comes to males, most of them are 36 and older and work as managers. On the other hand most female employees work as assistants or office

workers but most of them are also 36 and older. All of these data can influence the engagement of Holden employees.

3.4. Analyzing the Levels of Employee Engagement

According to the results obtained from the questionnaire (Annex 1), it was possible to find out the amount of engaged and disengaged employees that work in the company Holden. In the survey that was distributed, respondents were able to choose from four different options- strongly agree, agree, disagree and strongly disagree. In order to find out the engagement levels those four answers were combined into two categories- agree and disagree. Considering these two answers, there was calculated the percentage of engaged and disengaged employees. In addition in Figure 9, there is provided a closer look on the results of asked questions.

Engagement
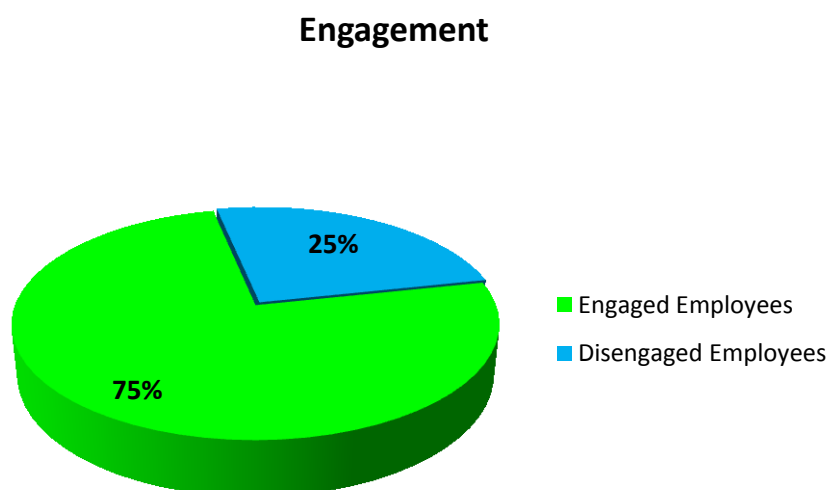
Figure 8:   Number of Engaged and Disengaged employees in company Holden

In Figure 8 we can see that the company Holden has much more employees who are engaged. Next information that is possible to observe is the large difference between the amount of engaged and disengaged employees. It is evident that 75% of employees are engaged and only 25% are disengaged. This result can be considered as quite surprising when comparing it to the Gallup research results of the engagement level in Slovakia, and general level of engagement in the world. As it is stated in the chapter 1.3, there are only 13% of engaged employees worldwide, and in Slovakia the number of engaged employees

is even lower. It is no more than 11%. This comparison of the results brings into the attention a question why the difference is so significant. Later in the thesis, when analyzing the results in more detailed approach, possible reasons for this large amount of engaged employees at Holden will be given. However, having an engaged workforce is certainly an advantage.

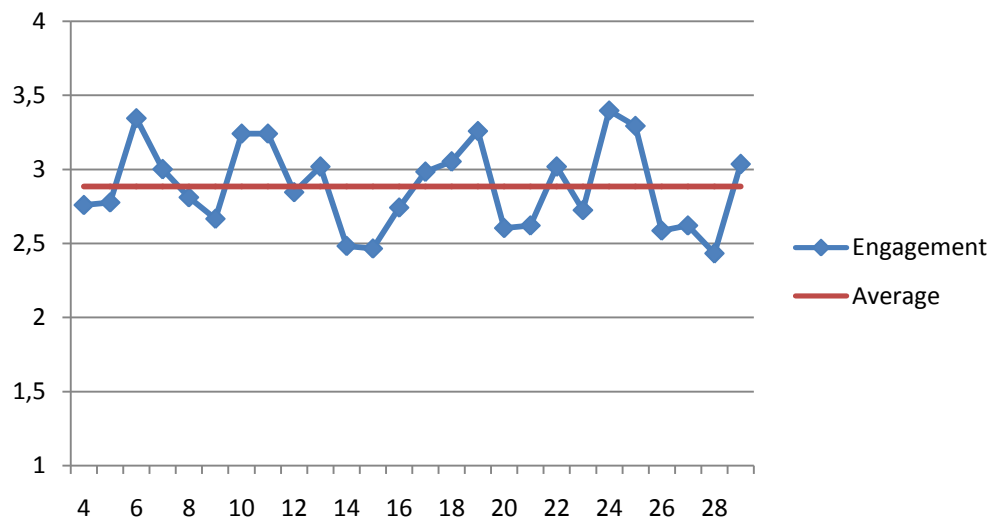Figure 9:   Average Engagement of Holden Employees

The average engagement level of Holden employees based on the survey responses is displayed in Figure 9. These results were obtained by calculating the weighted average of replies to the questions 4 to 29. Each participant was able to choose only one answer. Specific values were assigned to each response in order; the best response had the value 4 and the worst answer had the value 1. Then the weighted average was calculated for each response. After having these results, it was possible to come up with the general average for all questions together (same approach for calculating the weighted average is applied in every similar figure).

If employees are engaged the points on the graph need to be higher than 2,5, because that is the border line between engaged and disengaged employees. The amount of 2,5 was calculated out of the values that were assigned to possible answers (4- for the best and 1 for the worst). The average level of engagement in Holden is 2,884, which is much higher than the border line.

Even though the answers to many of the questions reached higher levels than 2,5; there were average responses that were below or very close to this border line. Two questions that reached the lowest level were connected with the physical engagement, and

one was connected with the contribution level; both topics are going to be described later in more details.

According to the individual answers, it can be noted that many of the surveyed Holden employees do not always put extra effort to their work, do not like to stay at work longer than their working hours are, and many of them do not make any suggestions in order to improve their work. In addition, there were more answers to the questions that reached the amounts very close to the boarded line. Some of them were once again connected with physical engagement, where employees stated that they usually perform only necessary tasks. Others were connected to the way in which employees talk about the organization outside of their working environment. Some respondents stated that they do not speak positively about Holden. However, that does not mean that they perceive company as a negative enterprise. Later in this chapter, there are going to further engagement connections provided, so it will be possible to see which group of employees can be considered as more or less engaged. According to these results further steps for improvement can be developed.

Engagement according to the gender

Table 5: Level of Engagement in Holden according to the Gender

Gender	Engaged	Disengaged
Male	74,3%	25,7%
Female	76,8%	23,2%

In the research done by the CIPD organization, it was stated that women are generally more engaged than men. From the Table 5 as well as from the Figure 10, it is visible that the level of employee engagement based on gender differentiation in the company Holden is almost the same. There are 74,3% of engaged males and 76,8% of engaged females. The calculation of these results was based on the numbers of responses to questions 4 to 29 (employees had four different options- strongly agree, agree, disagree and strongly disagree but in order to obtain the results, those four answers were combined into two categories- agree and disagree).
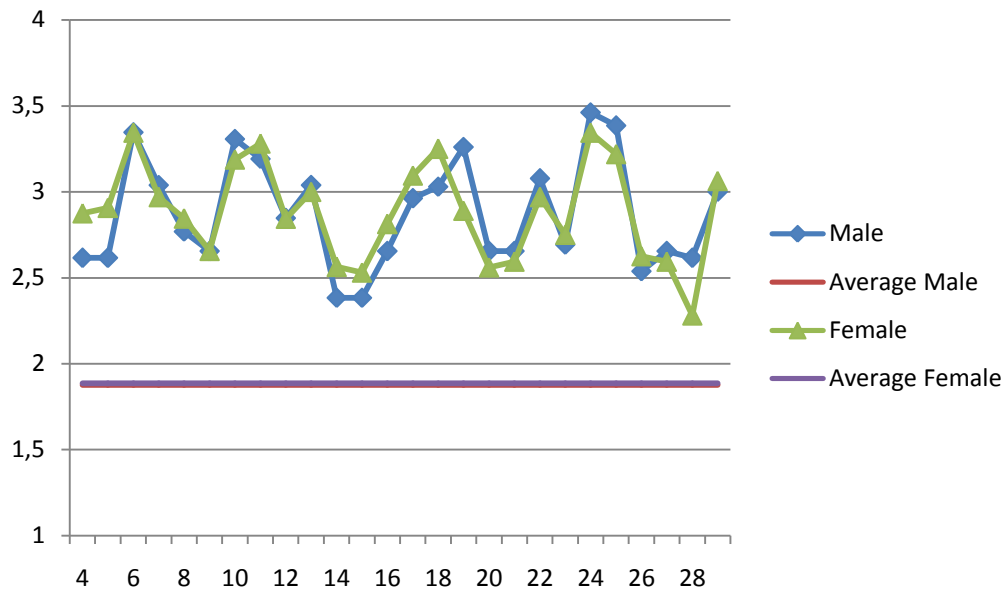
Figure 10:   Engagement among men and women in company Holden

In Figure 10, there is a comparison of average levels of engagements between men and women. Once again the calculation of weighted average was used. We can see that there is almost no difference between these average levels. It is important to mention that all of these averages reached higher levels than 2,5, which is the border between engaged and disengaged employee. But for better visibility of the average levels, amount of one was deducted from the actual results:

- male average: 2,8772- 1= 1,8772
- female average: 2,8865- 1= 1,8865.

Even from the results of the average levels it is visible that the difference in engagements is insignificant. Figure 9 shows weighted averages to each question and also when looking at these, it is evident that answers of male and female Holden employees were comparable.

One of the reasons of this insignificant difference can be the fact that most of the men work as managers or have leadership role within the company Holden. And as it in the research provided by the Gallup center was stated that managers or leadership workers have higher level of engagement than other professions. However, it is still possible to state that the level of employee engagement of women is still higher than men, but in insignificant proportion.

Engagement according to the age

Table 6: Level of Engagement in Holden based on Age

Age	Engaged	Disengaged
18-24	60,2%	39,8%
25-36	72,2%	27,8%
36 and more	79,3%	20,7%
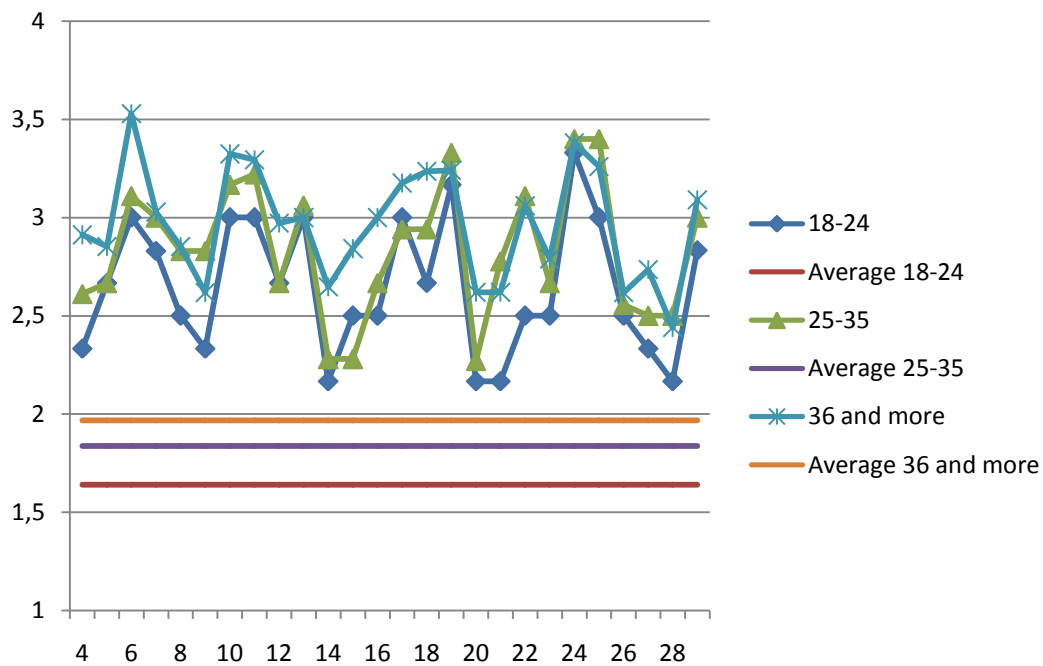
Figure 11:   Engagement level of Holden employees based on age

In the study obtained by the CIPD was noted that employees who are 36 and more are more engaged that the younger workers. Results from company Holden obtained by the research proved this statement. In Table 6 we can see that employees, who are younger, are less engaged than those, who are older. Workers, who are between 18-24 years of age, have the lowest level of engagement. According to the results, there are 39,8% of the youngest employees who are not engaged. According to the Figure 11, where was again weighted averages were calculated by using the same principal, it can be stated that the level of engagement increases with age. The Figure shows that group of employees between the ages of 18-24 are much less engaged than workers between 25-35 years, and the most engaged employees, as there was stated, are those who are 36 and more.

There were quite large differences between the youngest and older workers based

on their average level of engagement. Employees, who belong to the group 18-24, reached the average of 2,64 which is very close to being disengaged. On the other hand employees, who are 36 and more, had average level of engagement 2,96, which is considered as very good since the highest number reached can be 4 (based on the values assigned to survey responses). However, it is also vital to mention that in the company Holden, there are most managerial positions among employees who are older. As it was previously mentioned workers that are leaders usually have higher level of engagement.

In the Figure 11, it was possible to observe some interesting results because each point is assigned to specific question (number 4-29). For example, the average level for survey question number 28 (see Annex 1) was low for all of the age groups. This question was connected with the frequency of giving recommendations to improve the work in the organization. All age groups were below the level of engagement, which is in this identified by value 2,5. Comparing to the other results, low values were connected with survey questions with numbers 20 and 21. These were associated with the level of advocacy, which is going to be explained later. But from these results, it can be stated that many of the Holden employees are not proud to tell others that they work in the organization. Even though there were some outcomes that were not that satisfying when it comes to the employee engagement, in general it can be concluded that all employees based on their age are rather engaged than disengaged.

Engagement According to the Occupation

Employee engagement can be influenced by the position that workers have in the organization. Attitude and level of commitment often changes according to the characteristic that is connected with specific jobs.

Table 7: Level of Engagement in Holden based on Occupation

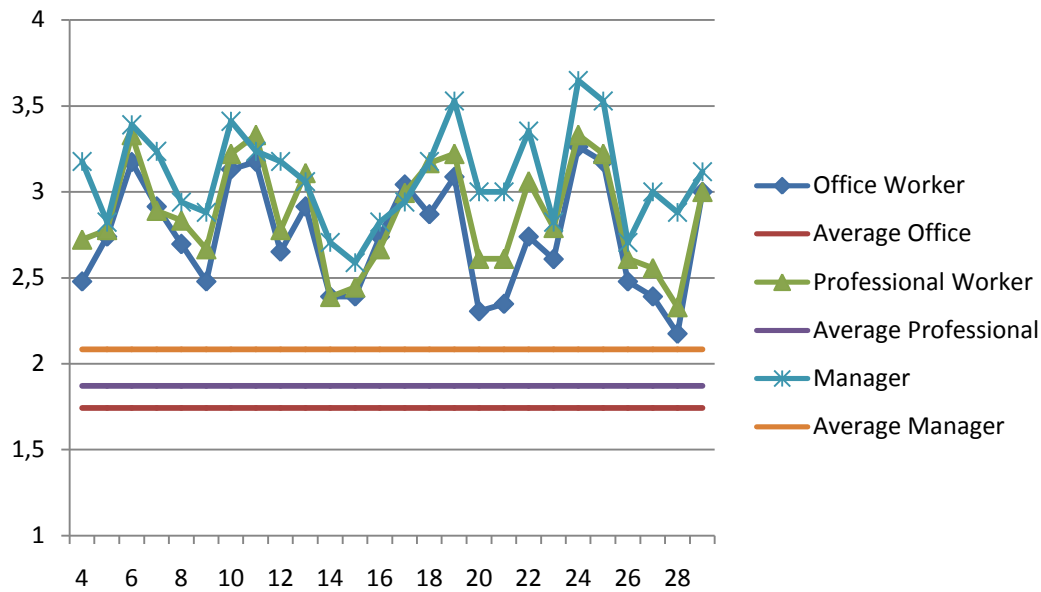| Occupation	Engaged	Disengaged
Manager/Leader	89,8%	10,2%
Professional worker	74,8%	25,2%
Office worker/ Assistant	68,3%	31,7%

Figure 12:   Engagement level among Holden employees based on occupation

Gallup research center has found out that the level of engagement is the highest among workers, who have leading positions. It is mostly for the reason that they have higher responsibility at work, feel that they guide the subordinates, and have more influence in the organization. Looking at the Table number 7 and observing the Figure 12, where weighted average has been calculated, it can be stated that managers in the company Holden belong to the most engaged workforce. For better visibility of average levels of all responses, amount of one was deducted from the actual results.

The engagement among managers reached 89,8%, then there were professional workers who consist of 74,8% of engaged employees, and assistants and office workers were placed in the last. There are 68,3% assistants/office workers who are engaged (these results were calculated out of the number of responses to question 4-29). Each of these results is high compared to the results that were obtained by Gallup research center in Central Europe. Their study came up with only 26% of engaged managers, 18% of engaged professional workers and only 13% of engaged office workers. Even though the results significantly differ when, the trend of engaged employees according to their occupation stayed the same.

In this part it is interesting to see the results to particular survey questions. In Figure 12, it is possible to observe where the biggest differences were among the individual answers. I would like to point out the answers to the question number 28 which is once again connected to the willingness to make suggestions in order to improve work

within the organization. Most of the employees who are between 18 and 35 years do not make almost any suggestions to the company so the tasks would be done more efficiently. The average amount for this question is the lowest among all the averages.

The next question that is interesting to point out is, if employees try to do more than it is required from them in order to reach organizational objectives (question 27, Annex 1). Comparing the answers of managers to office workers, we can see that many of the office workers are not willing to do more than is required, while managers are trying to improve the work processes in the organization. According to this result we are able to state that Holden assistants have in general lower level of interest in the enhancement of their performance. This can lead to some difficulties when it comes to the improvement of their work processes.

In addition office workers are not very keen to stay longer in the workplace in order to finish their tasks, and they do not like to put extra effort to their performance, as it can be seen in the Figure 12 in questions 15 and 14 respectively. In both questions the weighted average levels are below the engagement line, which is in this case also 2,5. The attention-grabbing point is that even though the assistants do not like to stay at work after their working hours, they do it anyway. As it was possible to observe in the survey question number 17, there were more managers than office workers who claimed that they never stay working after their working hours.

Summary

As we could see in the provided research, the level of engagement of Holden employees reaches high levels. There are 75% of workers who are considered as engaged. This result can be influenced by several factors. As it was stated in the sections above, it was proved by the other studies that females are more engaged than males, managers are more engaged than assistants, and that older workers have higher level of engagement than younger workers. From the structure of employees it is possible to see that at Holden, there are more women than men; if there are men, they work mostly as managers and women work as assistants, which might be a reason why employee engagement among assistants was not significantly low. Additionally, the majority of workers are older; meaning that they belong to the age group of 36 and more. The combination of these particular factors could have impacted on the level of employee engagement. Holden employees are generally performing their work effectively; however there is still room for improvement

3.5. Cognitive, Physical, and Emotional Engagement

It is possible to differentiate employee engagement into particular types. As it was mentioned in the chapter 1.1.2, we know three main types of employee engagement- cognitive, physical and emotional. This differentiation is essential for the organization, in order to see what type of engagement is the highest among the employees. Each type has specific characteristic that was explained in previously mentioned chapter. For company Holden is important to understand to these types of engagement, because according to the results concerning the levels of cognitive, physical, and emotional engagement they can implement a strategy for improvement if needed. For each type of engagement, specific survey questions were used. These questions were formulated according to the description of each engagement type with help of other studies.

Cognitive engagement

Cognitive engagement explains how focused employees are at work. Furthermore it defines employees' confidence about the organization in general. In order to find out the level of cognitive engagement, six questions were asked in the survey. These questions were connected to the employees' concentration and already mentioned confidence towards the organization. In order to find out the engagement, four answers (strongly agree, agree, disagree, and strongly disagree) were combined into two categories- agree and disagree. Considering these two answers, there were calculated percentages of cognitively engaged and disengaged employees. The same approach was used when calculating number of physically and emotionally engaged employees.

Table 8: Cognitive Engagement of Holden Employees

Question (4-9 Annex 1)	Engaged	Disengaged
When I work I concentrate on performed task, I do not think about things around me	62%	38%
I get easily distracted when I am working	74%	26%
Time goes by fast when I work	88%	12%
I find my working environment pleasant with everything necessary that allows me to perform my job right	81%	19%
I am confident about the organization where I work	81%	19%
I find that my values and the organization's similar	62%	38%
Average Cognitive Engagement	**74,7%**	**25,3%**

In Table 8 we can see that in the company Holden there are 74,7% of employees cognitively engaged and 25,3%, who are cognitively disengaged. It is good to point out that 38% of employees are not able to concentrate only on their task when working, but 88% of respondents claim that the time passes by quickly when they are at work. When it comes to the confidence, we can see that only 62% of employees have similar values than the company Holden. Even though there are some lower results, the average is still very high, we can say with certainty that is above the average levels.

Physical engagement

Physical engagement is about willingness of employees to go that extra mile to perform better; if they are willing to learn more, and do more than it is expected from them. Mostly it is about the physical effort they put into their work. There was the same approach used as with the cognitive level of engagement when finding the results. There were six questions asked that were connected to the physical engagement.

Table 9: Physical Engagement of Holden Employees

Question (14-19 Annex 1)	Engaged	Disengaged
I always work hard, often with extra effort	46,5%	53,5%
I do not mind to stay longer at work to finish the task	46,5%	53,5%
I perform only tasks that are necessary	62%	38%
I never work after my working hour	84,5%	15,5%
I take responsibility for my actions	93%	19%
I like to learn more in order to perform better	98%	2%
Average Physical Engagement	**71,75%**	**28,25%**

From the obtained results in Table 9 we can see that average level of physical engagement is high; it is 71,75%. We can conclude that employees put enough effort to their work and they would like to try harder in order to perform better. However, it is important to mention that when it comes to working hard with an extra effort, more employees are disengaged (53,5% do mind to stay longer at work, 53,5% do not always work hard).

It is also interesting to see that almost all of the respondents are willing to learn more in order to be more effective in the organization. Physical engagement is very important for the organization because it is directly connected with the performance.

Emotional Engagement

Emotional engagement explains how emotionally attached workers are towards their work, and how do they feel about the organizational environment. Often those employees, who have higher emotional engagement, are able to perform better. In order to find out the level of emotional engagement in Holden, four questions were asked in the questionnaire. All of them were connected to employees feelings either towards they work or towards their relationship with their colleagues.

Table 10: Emotional engagement of Holden employees

Question (10-13 Annex 1)	Engaged	Disengaged
I feel that activities I do are meaningful for the organization	96,5%	3,5%
I feel enthusiastic about my work and happy when performing well	100%	0%
I am proud about working in the company	74,1%	25,9%
I feel good about going to work and spending time with my colleagues	94,8%	5,2%
Average Emotional Engagement	**91,35%**	**8,65%**

As we can see in Table, the level of emotional engagement in Holden is very high. It is good to see that there are 91,35% of employees who are emotionally engaged. All of the respondents consider themselves as enthusiastic about their work, and feel good when they perform well. The only lower result is connected with the issue if employees are proud that they work in Holden. Even though many of them enjoy going to work, not all of them feel proud about working in Holden. There are 25,9% of workers who responded that they are not proud of working in the organization. However this was the only result that reached the level below 90%.

Comparing the engagements

Each type of engagement is important for company Holden. The levels of engagement can have impact on each other. Often the feelings of employees can impact how much effort they put into their work; additionally the negative feelings of workers can influence the focus of employees and decrease their level of effort they put into the organization. It is interesting to see which type of engagement reaches the highest level. In the study that was done by CIPD organization was stated that the emotional engagement

has the highest level among all three engagement types. On the other hand it was stated that physical engagement is the lowest. The same trend was visible in Holden too. In Figure 13 provided below we can clearly see the differences between the engagements.
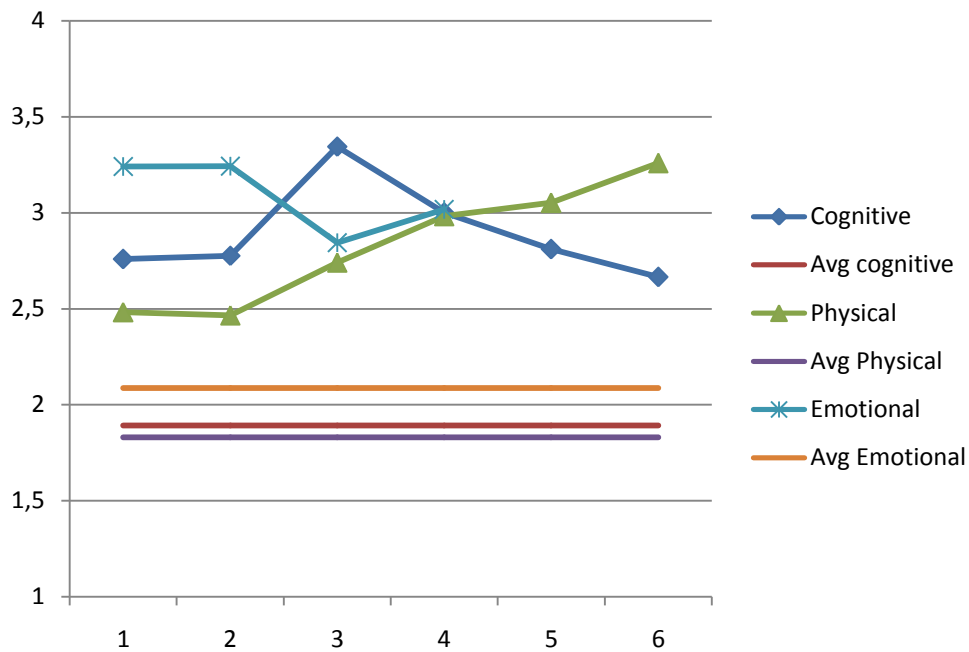

Figure 13: Comparison of engagements

In Figure 13 it is possible to see the differences between cognitive, physical and emotional engagement. Average value for every response to questions connected with these types of engagement is plotted on the graph, then there are average levels of each type of engagement provided, which were calculated by the same approach as total average levels before (it is important to mention that when plotting the average levels on the graph; an amount of one was deducted for better visibility). There are no significant differences between cognitive and physical engagement, however the level of emotional engagement differs. As there was previously mentioned, the emotional engagement among Holden employees is the highest.

It can be concluded that most of the Holden employees are physically, cognitively, and emotionally engaged. Holden can expect that they will carry positive emotions towards the organization, believe the reasons for the company existence, and that they will try to put a lot of effort to their work in order to meet the organization's objective.

Regarding to the types of engagement and particular groups of employees to which Holden workers were divided based on age, occupation and gender, there can be additional observations provided.

- Gender: when it comes to the division according to the gender, Figure 10 shows the differences between women and men and their connection to different types of engagement. It is visible that men have higher level of emotional engagement (Figure 10-questions 10-13), but cognitive and physical engagements are on similar levels in both groups.
- Age: from Figure 11 we can come up with the conclusion that employees who are 36 and older have higher level of cognitive, physical as well as emotional engagement. Based on this results it can be essential for the company Holden to focus on younger workers when it comes to the engagement improvement.
- Occupation: when it comes to the occupation, Figure 12 shows that managers have the highest level of engagement in all three types of employee engagement. Office worker are least cognitively, physically as well as emotionally engaged from all three occupational groups.

3.6. Contribution and Advocacy

As there was mentioned in the chapter 1.1.3, employee engagement is not just about a single factor like satisfaction, or like contribution. However these are still important factors that can tell employers more about the attitude and the commitment of their workers. In the company Holden, questions connected with the contribution level were asked in order to find out if the employees are willing to be more involved when trying to reach the organizational goals. Here are the questions and results connected to the contribution level.

Table 11: Contribution of Holden Employees

Question (26-29 Annex 1)	Engaged	Disengaged
I volunteer to do things outside of my job frame that contribute to organization's objectives.	58,6%	41,4%
I always do more in order to reach the organizational goals.	56,8%	43,2%
I frequently make suggestions to improve the work within the organization.	41,3%	58,7%
I am determined to perform my best in order to help the organization to be successful.	94,8%	5,2%
Average Contribution Level	**62,8%**	**37,2%**

As it is possible to see from the Table 11, there is 62,8% of Holden employees who actively contribute to the organization in order to meet the company's objectives. Looking at the individual results, it can be stated that workers in Holden are willing to work better so they can be helpful in the organization. There are 58,6% employees who are willing to do more than is required from their job specification and 56,8% of employees who always try harder at work so company is performing well. An advantage for company Holden is that majority of workers want the company to be successful and they are ready to do their best in order to reach this target. However many of the employees are not making suggestions when it comes to the work improvement. There are only 41,3% employees who are able to give recommendations and suggestions to improve the working processes. Even though many workers claim that they are trying to do their best in the organization, often making suggestions for improvement is crucial when it comes to reaching the company's objectives in more efficient way.
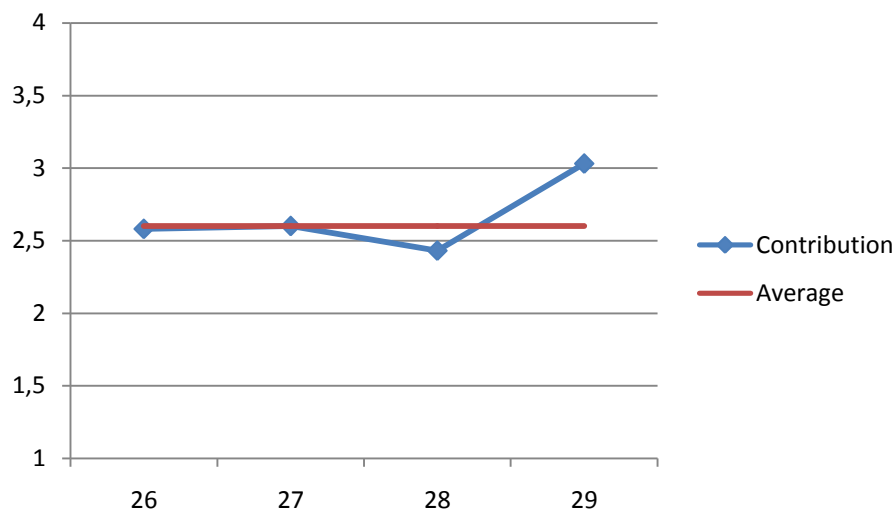
Figure 14:   Contribution level of Holden employees

In Figure 14, it is possible to see the average contribution level of Holden employees compared to the border line between engagement and disengagement (the value that sets the difference between engaged and disengaged worker is again 2,5). The total average level was calculated on the same principle as in previous sections. Even though the average contribution level of employees is higher than the border line, the distance is not so significant. That is why it is important for company Holden to pay attention to the contribution of their employees too.

It is essential to develop more detailed picture about the contribution level regarding the Holden employees.

- Gender: In Figure 10 it is possible to see that contribution level is slightly higher among male employees; however the levels are very similar.

- Age: when it comes to the age, the figure 11 shows that employees that belong to the group 36 and more have higher level of contribution than the rest. Results to each question reach better values than the results of younger employees.

- Occupation: the contribution level has the same trend as general level of engagement according to the different profession. In Figure 12 managers reached the highest results to each question regarding the contribution level. Then they were followed by professional workers and assistants were the last.

Advocacy

Advocacy means how company is perceived by its employees, and how they talk about it outside of their working environment. If Holden employees are able to talk about the company in an optimistic way even if no one asks them about their work, it means that they are positively and emotionally connected with the company. There were six questions in the survey regarding the advocacy and employees participating in the survey could answer positively to more questions.

Table 12: Advocacy of Holden Employees

Question (20-25 Annex 1)	Percentage
I would speak positively about the company even if no one asks me.	53,4%
I am proud to tell others that I am part of this organization.	55,1%
I would speak positively about the company if I am asked.	81%
I would not speak about the company either in positive or negative way.	65%
I would speak negatively about the company even if nobody asks.	100%
I would speak negatively about the company if someone asks me about it.	1,7%

In Table 12 we can see that most of the employees would speak positively about the company Holden even outside of their workplace. However there is still some percentage of employees who rather not give any opinion about Holden. That means that their

connection towards the company is not that strong. Only one employee stated that he/she would speak negatively about the company. It can be concluded that Holden employees presents positive attitude towards their organization, but there is still the possibility for improvement so indifferent employees would acquire positive perception.

3.7. Engagement Drivers' Analysis

Engagement drivers are factors that can improve the employee engagement if they are applied wisely. There are many different drivers of employee engagement that can motivate employees to perform their work better. The main idea was to find out which engagement drivers consider Holden employees as the most important and which drivers are according to them missing in the organization. There are going to be two figures provided that are informing about this situation.

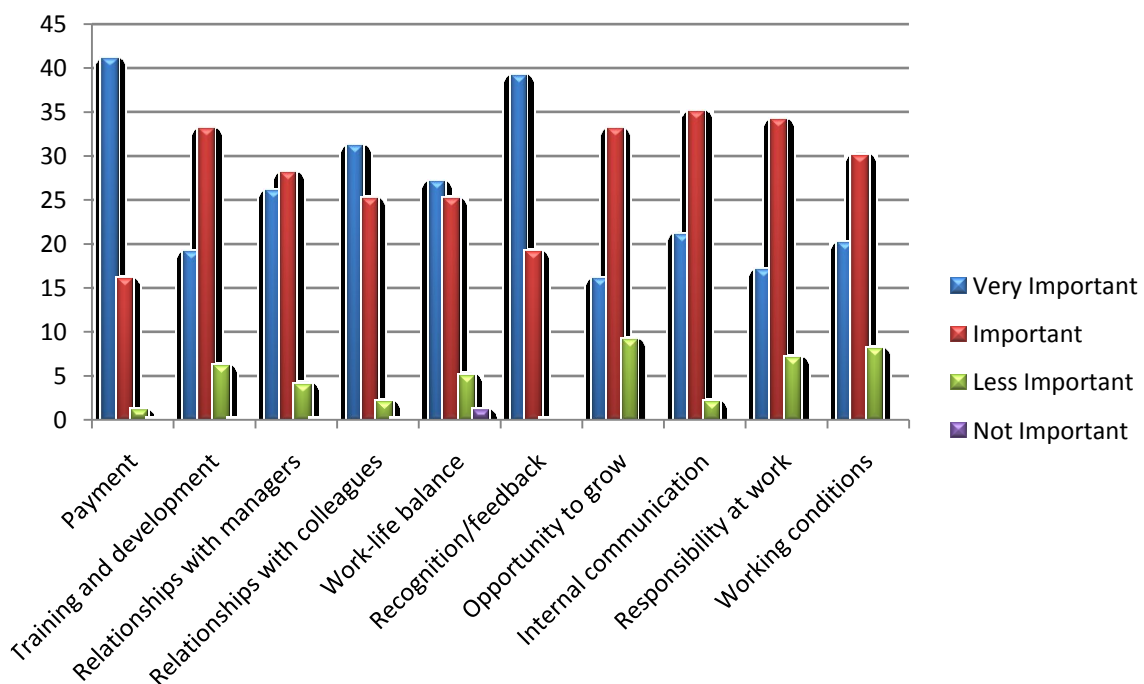### 3.7.1 Importance of Engagement Drivers

Figure 15:   Importance of Engagement drivers

In Figure 10, which is explaining the importance of individual engagement drivers for Holden employees, it is possible to see that almost all the drivers are considered as important. When responding to this question, employees could choose from four

possibilities- if they consider individual drivers as very important, important, less important, or not important. As in many other companies salary is a crucial driver in company Holden too. The second most important driver is recognition and received feedback for employees' performance followed by the relationships either with managers or with employees. Surprisingly one of the least important drivers is the opportunity of promotion and development within the organization. One of the reasons for this unexpected result might be the fact that many of the surveyed employees work as managers that is why there is less opportunities to grow, however there is still space for development. Other drivers that were insignificant for some employees were possibility of trainings and work-life balance. It is crucial to know how important what drivers are important for Holden employees, so general director as well as human resources are able to take actions if anything needs to be improved for further motivation and engagement of Holden employees.

3.7.2. Satisfaction with Engagement Drivers

The next step in development of deeper understanding to engagement drivers of Holden employees is to find out their satisfaction with individual drivers.
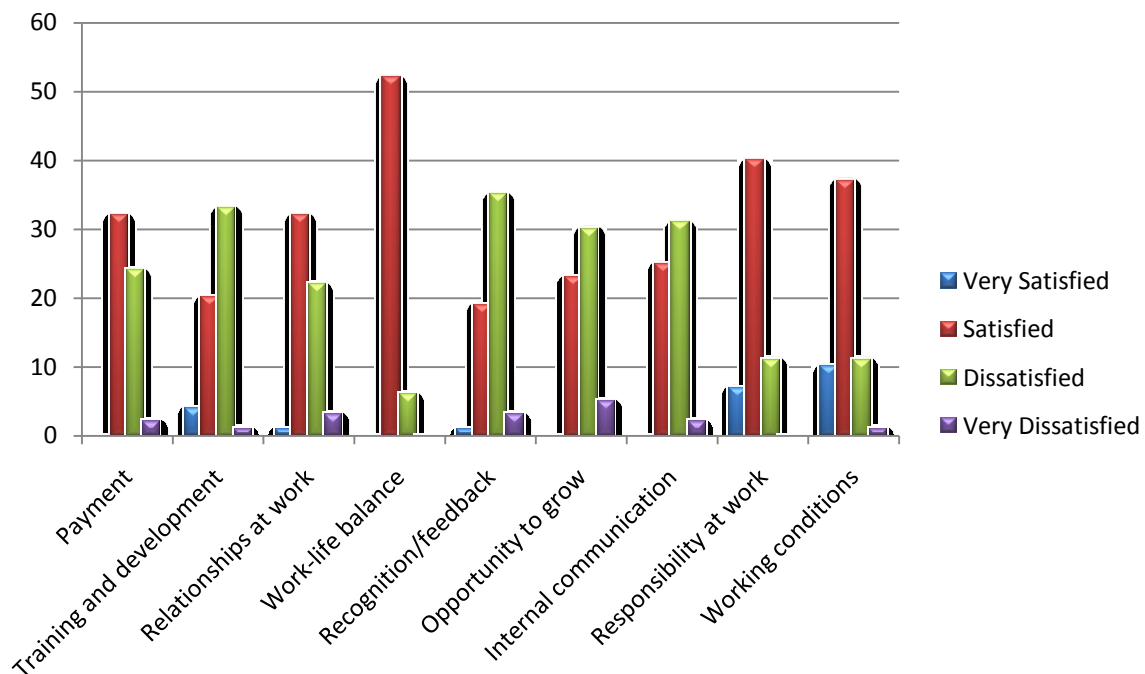

Figure 16:   Satisfaction with Engagement drivers

When responding to this question, employees could choose from four possibilities-if they are very satisfied, satisfied, dissatisfied or very dissatisfied with the engagement drivers in their company.

The employee satisfaction level with individual engagement drivers in the company Holden reaches good results. In general it is possible to conclude that many employees are satisfied with individual drivers in the organization. However, there is still some amount of employees, who think that presence of particular drivers could be improved. One of the drivers that employees were lacking is recognition and feedback. Many workers stated that they are not satisfied with the amount of recognition they receive for their performance. Amount of recognition can be very critical point since it is the second most important driver of employee engagement. Additionally Holden employees felt the deficit of opportunities for growth and were not satisfied with internal communication. Communication within the organization is an important factor that can influence speed of processes and improve the efficiency. If employees in Holden feel that the internal communication is not satisfying enough, company need to think about the ways how it can be improved so employees can perform even better.

3.7.3. Analysis of Engagement Drivers Based on the Interviews

The short structured interviews provided better understanding to the importance of engagement drivers for Holden employees. The main idea of the interview was to focus on those drivers that employees were not satisfied with; starting with the recognition, then moving to the learning and development and finishing it with relationships at work.

Recognition was considered as one of the most important engagement drivers also among the Holden employees. However they are not satisfied with the level of feedback of recognition of feedback they receive. In order to adopt some improvements, it is important to better understand what recognition means to Holden employees. Two participants from each occupational group were interviewed.

- For managers recognition is connected with positive feedback on their work, and with the knowledge of other employees about their good performance. It is connected with receiving some kind of credit and respect for the good work that has been done. They do not need to receive recognition every day; often they consider positive performance of the company as a type of recognition. However, from time to time they would like to know that they are valued too. Managers would like to

feel that they are appreciated by their bosses and that board of directors knows about their successful performance.

- When it comes to professional workers, they also think that recognition is connected with positive feedback on their performance. They believe that everyone needs to know that he is doing the good job; and recognition motivates them to perform better. They stated that appreciation should be received every time they perform well. Professional workers consider important to receive positive feedback either publicly in front of their colleagues or as a verbal recognition from their boss on face-to-face meetings. In addition they believe that financial recognition is also beneficial.

- Recognition is a significant driver for assistants and office workers too. For them, recognition is connected with the knowledge that they do well and that their job has a deeper meaning. Recognition moves them forward and gives them the feeling that they are part of the organization. They do not expect some extraordinary gestures when it comes to the appreciation, often simple thank you or small talk is enough. However they would like to receive feedback and recognition on regular basis.

Career development and possibility of learning was also one of the drivers that Holden employees were missing. Even though for some employees it was not the most significant driver, the majority stated that possibility of learning and development is important for them.

- For managers development means moving forward to another career level. They believe that it is also connected with obtaining additional skills. Even though managers in Holden stated that there might not be a higher position they want to reach, they believe that there is always an area where they can improve their skills; for example when it comes to dealing with employees or improvement of soft skills. Even though they see that company provides some training, they would be happy if there are more opportunities to obtain new knowledge and trends.

- Professional workers are ambitious and they seek the opportunity to move forward. In case it is not offered to them, they are willing to relocate to another company. They believe that it is important to have a chance to develop and enrich their skills.

When it comes to obtaining the new knowledge, they would always welcome the possibility to learn more. They think that company Holden could try to provide more learning opportunities.

- Office workers and assistants would like to develop their skills in the future. Even though, two different perceptions has been provided regarding the need for career development, in both cases assistants stated that they would like to either learn or develop new skills including communication skills, soft skills or assertiveness.

Positive relationships at work are very essential, because as it was mentioned in the theoretical part, having good relationships in the workplace influence the level of employees' commitment. For each group of workers in Holden, relationships are important but in a different way.

- Managers in company Holden care about the relationships in the workplace. They noted that since it is a medium company and employees know about each other, it is better to build a relationship. They believe that keeping positive relationships will reduce the pressure and that will help workers to perform better. However they think that it is important to have certain limits when it comes to good relationships. Everyone should keep in mind that they are working and sometimes formal behavior as well as respect is required. They believe that relationships at work are clear and transparent.

- Professional workers consider working relationships as very important, for some of them having negative relationships in the workplace can lead to relocation to different company. They prefer friendly environment without conflicts, because it influences their working performance. They think that current relationships in the company are not bad; however they would welcome some improvement.

- Assistants and office workers in Holden are in constant touch with the rest of the employees and business partners, that is why they try to manage positive relationships with colleagues as well as with managers. Sometimes they try to keep a good relationship with other to make sure that they will be able to work more effectively. Their relationships with colleagues are mostly positive even though sometimes there are some misunderstandings that are not always solved. On the

other hand, relationships with managers are more formal; the interaction among bosses and office workers is sometimes only about distribution of tasks.

3.8. Key Findings Compared to Gallup and CIPD Results

In this chapter the employee engagement of employees working in the company Holden was analyzed in order to see if there are some improvements needed. After the study of results obtained from the questionnaire and the interview, major findings can be presented. It is important to mention that most of the results follow the trend that was presented by other studies done by Gallup or CIPD research center. But the most significant differences between the results obtained from Holden and the results coming from other studies are the actual numbers and levels of engagements. Here are going to be the main findings provided:

➢ Majority of observed workers in the company Holden were engaged ⟹ Holden has 75% of engaged employees, which is much more than the amount of engaged workers in Slovakia

➢ The engagement level between women and men working in company Holden is almost the same ⟹ there are 74% of engaged men and 76% of engaged women; the engagement of women is higher than general engagement in the organization. In other studies the difference between engagements was more significant, but women were generally more engaged.

➢ In the company Holden, the level of engagement increases with age ⟹ there are about 40% of younger workers, who are disengaged, but only 20% of older workers, who are disengaged. Workers who are 36 and older are the most engaged in the company Holden.

➢ Managers are the most engaged employees from three groups of observed workers, and office workers have the lowest level of engagement. However both groups still have high level of engagement ⟹ there are about 90% of engaged managers and 70% of engaged office workers.

➢ Emotional engagement is the highest out of the three types of employee engagement; it is followed by cognitive engagement, and the last type of engagement is physical ⟹ 91% emotional, 74% cognitive, and 71% physical engagement. The same trend was presented by other studies. Men working in the company Holden have shown the highest level in emotional engagement, the other

two types were similar among both men and women. Managers as well as older workers have all three types of engagement higher than the others.

➢ Majority of Holden employees speak positively about the organization; however there are still many employees, who have indifferent towards the organization.

➢ Contribution level among Holden employees is not so significant; employees do not like to give suggestions for work improvement ⟹ 60% of employees do not suggest how working processes can be improved.

➢ When it comes to the engagement drivers, many of the employees are dissatisfied with the recognition and feedback they receive, learning and development, opportunities to grow, and internal communication. Based on the interview, they would welcome more opportunities to obtain some knowledge and to learn new skills

3.9. Recommendations

Even though the overall level of engagement in the company Holden is high, there are still some opportunities for further improvement. According to the analyzed results, there are some areas in which Holden can get better and improve the workers effectiveness. These areas include recognition, learning and development, and focus on younger workers.

1. Focus on the younger workforce ⟹ younger workers working in Holden is the least engaged group in the company. Holden should put a little more attention to this group of employees. One possibility is to ask employees what they are missing in the organization. Since these workers are very young (18-24), they have not been working in the company for a long time. Holden should make sure that they fit into the working environment by proper introduction and additional training. In addition, regular meetings with these young employees could be helpful too. Supervisors would have the possibility to find out if they feel comfortable in the company and if they understand to everything what is expected from them. When young workers enter the organization these meeting could be organized more often, then they would be reduced to minimum.

2. Improvement of recognition ⟹ the results have showed that employees in Holden do not receive enough recognition, which might lead to lack of confidence and lost of trust towards the company. As we could also see, many workers were indifferent

when deciding if they speak positively or negatively about the company. With increasing level of recognition and feedback this fact can be improved. There are several suggestions what the company Holden can do. Firstly Holden can try to implement the idea of quarterly reviews which would include feedback session within each department or face-to face meetings. These reviews would make sure that employees will receive feedback about their performance and will obtain the appreciation that they deserve. Secondly there is a possibility of yearly award ceremony, where best employees will be awarded (it can be for their performance, loyalty, or their suggestions for the improvement). Furthermore Holden should make sure that the employees will receive spontaneous recognition too.

3. More learning and training $\Longrightarrow$ as there was mentioned in the findings, employees would welcome the opportunity to learn more. In Liptovsky Mikulas, there are opportunities where employees would be able to develop their hard skills, which include computer skills for office worker. The company Holden could provide them with this opportunity. Additionally Holden should try to provide trainings for each group of employees, which would help them to perform better. For assistants, they can organize a training about the time management, for managers they can organize a training connected with communication and presentation skills, and for professional workers they could organize trainings according to their profession (for example for financial department trainings for better usage of accounting software and about new trends). Additionally, team building activities could be organized. Team buildings are good for training, but also for building the relationships.

These recommendations could help the company Holden to improve the employee engagement to even higher level. And as there was already mentioned employee engagement is connected with many benefits, which can make the company even more profitable and competitive.

CONCLUSION

In recent years, many companies have started to pay attention to the topic of employee engagement. Currently, the competition on the global market is very strong, and companies have to perform at their best in order to survive. Having an engaged workforce helps organizations to improve their performance and their effectiveness. Engaged employees are a great asset for each type of an organization.

Every firm should know if the employees who work there are engaged or not. That is why I decided to closely analyze the level of employee engagement in a chosen organization. I focused on the employees, who are working for a medium company that is located in Liptovský Mikuláš, in Slovakia. The main field of company activities includes business with daily groceries along with basic health and beauty products. Company has about 300 employees, however only employees who hold managerial positions, professional workers and office workers were the main subject of my employee engagement research.

Employee engagement in the organization was evaluated by finding out how many employees can be considered as engaged, how many are disengaged; what is the level of emotional, cognitive, and physical engagement. Additionally, I examined the contribution level and relevance of particular engagement drivers. The research was aimed on a specific group of employees. The sample consisted of 58 workers. All workers that wanted to be observed participated in this research, so the results obtained are relevant. Both quantitative and qualitative research methods were used to obtain the results. Questionnaire was personally distributed during March 2014, and interviews were conducted in April 2014. After having the responses, it was possible to analyze the results using statistical methods.

The company has majority of engaged employees. The results concerning the engagement level were much higher than the results obtained from the other studies. In the company, there were 75% of engaged employees, while in Slovakia the general level of engaged employees reached 11%. This level of engagement is generally very high. In order to develop deeper analysis I observed the employee engagement based on the gender, age, and occupation of selected workers. Results obtained from my research followed the similar trend as the results from other studies.

Firstly I found out that in the company, women are more engaged than men. However it is important to mention that the difference between the levels of their engagement was insignificant. Both genders reached high level of engagement. Secondly,

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the results showed that employee engagement is increasing with age. Workers, who were 36 years and older were the most engaged. On the other hand, the youngest workers, who were between the ages of 18 to 25, were the least engaged. Comparing it to all the other groups that were examined, young workers reached the lowest level of engagement from every single one. That is why the company should pay closer attention to the younger workforce in the future. Thirdly, I found out that employees, who have higher level of responsibility in the company tends to be more engaged. More closely, managers had higher level of engagement than professional workers; and both of these groups had higher engagement level than office workers or assistants.

When examining the three different types of engagement, the results were once again similar as the results of other research. Emotional engagement, which is connected with the emotional attachment of worker towards their organization, was the highest. It was followed by the cognitive engagement, which explains how focused employees are. The physical engagement, which states how much effort employees put into their work, was the lowest. Men working in the company have reached higher level of emotional engagement than women; the other two engagement types were similar among both men and women. Managers as well as older workers have all three types of engagement higher than the other groups to which they were compared.

Contribution level, which has a strong connection to the employee engagement, was the lowest from all of the obtained results. There were about 40% of employees, who do not actively contribute in the organization. The majority of the employees do not provide any suggestions when it comes to the improvement of working processes.

When observing the employee engagement, it is important to know how it can be improved. That is a reason why I decided to examine the engagement drivers of employees, who work in the company too. I found out that the most important drivers for employees are salary, recognition and feedback, learning and development, relationships at work, and internal communication. However, with many of those drivers employees were not satisfied. As I was able to find out, they would like to feel more appreciated and receive more feedback about their performance. In addition, they would also welcome the opportunity to obtain more knowledge in the future. That is why I have recommended several solutions, like quarterly meetings, award ceremony, and addition of different trainings.

Even though the employee engagement level in the organization is high, it can be even higher when knowing where the improvements can be made. The results obtained by

my study, can be used by managers in the organization. They will see the possibilities for further development of employee engagement and better understand what can drive their employees.

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ANNEX1. QUESTIONNAIRE
1. Gender:
Male
Female
2. Age:
18-24
25-35
36-and more
3. Occupation:
-manager/ leadership worker
- professional worker
- office worker/assistant

To what extent do you agree or disagree with following statements (choose one option):

Strongly Agree	Agree	Disagree	Strongly Disagree

4. When I am working I concentrate on performed task, I do not think about anything else around me.

5.   I get easily distracted when working.

6. Time goes by fast when I am working.

7. I find the working environment pleasant with everything necessary that allows me to perform my job right.

8. I am confident about the organization where I work.

9. I find that my values and the organization's are similar

10. I feel activities are perform are meaningful for the company

11. I feel enthusiastic about my work and happy when working and performing well.

12. I am proud about working in the company.

13. I feel good about going to work and spending time with my colleagues.

14. I always work hard with an extra effort.

15. I do not mind to stay longer at work to finish the task.

16. I perform only tasks that are necessary.

17. I never stay working after my working hours.

18. I take responsibility for my actions.

19. I like to learn more in order to perform better.

20. I would speak positively and with pride about my company without asking.

21. I am proud to tell others I am part of this organization.

22. I would speak positively about my company if I am asked.

23. I would not speak about the company or I would not offer either positive or negative information.

24. I would speak negatively about my company even if nobody asks.

25. I would speak negatively about my company if someone asks me about it.

26. I volunteer to do things outside my job that contribute to the organization's objectives.

27. I always do more than is actually required in order to reach the organization's goal.

28. I frequently make suggestions to improve the work within the organization.

29. I am determined to perform my best in order to help the organization to be successful.

30. Importance of drivers in your job:

	Very Important	Important	Less Important	Not Important
Payment				
Training and Development				
Internal Communication				
Work-life Balance				
Opportunities to grow				
My responsibilities at work				
Feedback/Recognition				
Working Condition				
Relationships with managers				
Relationships with colleagues				

31. Mark the level of your satisfaction about following features in your organization:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Payment				
Training and Development				
Internal Communication				
Work-life Balance				
Opportunities to grow				
My responsibilities at work				
Feedback/Recognition				
Working Condition				
Relationships at Work				

ANNEX 2. INTERVIEW

Interview # 1:
Occupation: Manager
Gender: Male

Questions about the recognition:
1. *What does getting recognition where you work mean to you? What do you think of when you hear the word "recognition?"*
   - It means that I am good at what I am doing and other people know it as well.
2. *What kinds of recognition mean the most to you, or do you feel the best about getting?*
   - I am satisfied when I see great results after my work, that's the most important thing for me but of course I like to see that the highest management sees it too so I would welcome special recognition especially from them. But I don't mind getting some tangible bonuses such as extra holiday for performing top results.
3. **How often do you want or expect to be recognized for things you do at work?**
   - I'd like that on a regular basis for example once in two months or quarter.

Questions about relationships at work
4. *What do working relationships where you work mean to you? How important are relationship with your colleagues/managers for you?*
   - I personally care about the relationship at work however I do not have time to pay attention if every single person is happy and if we get along well. I try to focus on having good relationships with other managers, with the rest of the division of which I am a part of, and with workers I am in touch with. I think that to have a good relationship at work is important because then there is less pressure in the working environment, however I believe that even though we get along well, we still should remember that we are working and what our goal is.
5. *How would you characterize actual relationships at work? Is it important for you to build good relationships at work?*
   - From my point of view, every relationship is clear and transparent including the relationships to the board or subordinates. There is only one thing I would emphasize and that's the situation with top management and their separation from the lower positions.

Questions about career development and learning
6. *What does career development mean to you? Is there an opportunity of career development in the organization where you work?*
   - It means moving to another higher position such as sales manager or chief marketing manager
7. *Is there any knowledge or skill areas do you want to focus on improving over the next year or so? Is there a possibility of further learning in the organization where you work?*
   - Improvement of soft skills would be essential. The company provided us with couple of specialized trainings but I would be happy if it happens more often.

Interview # 2:
Occupation: Manager
Gender: Male

Questions about the recognition:
1. *What does getting recognition where you work mean to you? What do you think of when you hear the word "recognition?"*
   - It is every positive feedback on my work I got on my work and my achieved results.
2. *What kinds of recognition mean the most to you, or do you feel the best about getting?*
   - Recognition for me is when I see that our division and company is growing and reaching the expected targets and it is appreciated in front of the board of directors.
3. *How often do you want or expect to be recognized for things you do at work?*
   - I don't need daily recognition. I can see it every time when I look at the current position of the company and compare it with the starting position. I can see that my work contributed to the company's progress and development and it is the best one I can get.

Questions about relationships at work
4. *What do working relationships where you work mean to you? How important are relationship with your colleagues/managers for you?*
   - As I spend a lot of time out of my office dealing with our partners I need to have good relationship with my assistant who is responsible for my schedule. Even though I try to keep friendly environment I need to know that there is a respect from my subordinates. But relationships at work are important since this is not such a big company and people know each other, having a bad relationships would not be helpful.
5. *How would you characterize actual relationships at work? Is it important for you to build good relationships at work?*
   - Sure it is important to build good relationships but also to have boarders. As I am representing a manager position I prefer formal relationships.

Questions about career development and learning
6. *What does career development mean to you? Is there an opportunity of career development in the organization where you work?*
   - Development is really important so that person do not stays at the same level for a long time. I think I reached the point where I can't move forward to another career level within the organization. I can only see the opportunities of my career development outside the company.

7. *Is there any knowledge or skill areas do you want to focus on improving over the next year or so? Is there a possibility of further learning in the organization where you work?*
   - I think it's always an area where you can improve your skills especially in dealing with people. As you know the business world is changing every minute and we need to be updated and prepared.

Interview # 3:
Occupation: Professional Worker
Gender: Female

Questions about the recognition:
1. *What does getting recognition where you work mean to you? What do you think of when you hear the word "recognition?"*

   - It means to me, that I receive positive feedback if I do my work at the expected or higher than expected level and provide satisfying results.
2. *What kinds of recognition mean the most to you, or do you feel the best about getting?*

   -For me, personally, it is important that my boss knows what I did well. I expect verbal recognition, especially, when it is in front of my colleagues, so that they are aware of my success as well. That feels satisfying enough for me.
3. *How often do you want or expect to be recognized for things you do at work?*

   - It is not important to be recognized every single day, but more for the tasks or projects that I've done during week.

Questions about relationships at work
4. *What do working relationships where you work mean to you? How important are relationship with your colleagues/managers for you?*

   - I prefer calm and friendly working environment, informal where I don't have to solve little unimportant conflicts among people. Of course, we can't really avoid conflicts in the working place, but bad working relationships would be a reason to leave the company.
5. *How would you characterize actual relationships at work? Is it important for you to build good relationships at work?*

   - The people factor is crucial for me, as I've mentioned in previous question, long term problems in this area would be a reason why I would consider my future working for the company.

Questions about career development and learning
6. *What does career development mean to you? Is there an opportunity of career development in the organization where you work?*

   - Honestly, I don't think I can move to a higher position within the organization since my boss is directly the manager of one of the divisions. But for me is important, that I have a chance to develop and enrich my skills on various trainings, which my employer does not always provide.
7. *Is there any knowledge or skill areas do you want to focus on improving over the next year or so? Is there a possibility of further learning in the organization where you work?*

   - I definitely want to work on my soft skills and develop my professional efficiency in the field where I work so that I will be able to complete new tasks if necessary.

Interview # 4:
Occupation: Professional Worker
Gender: Female

Questions about the recognition:

1. *What does getting recognition where you work mean to you? What do you think of when you hear the word "recognition?"*

   - It depends if the recognition is given just to me personally or to the team in general. Everyone needs to know that he is doing the good job and I am not the exception.

2. *What kinds of recognition mean the most to you, or do you feel the best about getting?*

   - Honestly, the most important thing for me is money and the feeling that company is counting with my position and me in the future. I would welcome to be recognized publicly in front of the board of directors.

3. *How often do you want or expect to be recognized for things you do at work?*

   -It depends, by financial form anytime, but verbal recognition not that often so that my colleagues won't be jealous.

Questions about relationships at work

4. *What do working relationships where you work mean to you? How important are relationship with your colleagues/managers for you?*

   - I consider them as very important since I spend here every day 8 hours and working in a friendly environment influences my work performance.

5. *How would you characterize actual relationships at work? Is it important for you to build good relationships at work?*

   - The current relationships are not that good as I would want. There are a lot of problems such as gossiping within our team.

Questions about career development and learning

6. *What does career development mean to you? Is there an opportunity of career development in the organization where you work?*

   - I am young ambitious person and I want to achieve something in a life. I don't like to stay at one position for a long time. I think that there is a possibility to move to another level at least within the division. I would be willing to relocate because of the career opportunity; however I have other reasons which keep me in this town.

7. *Is there any knowledge or skill areas do you want to focus on improving over the next year or so? Is there a possibility of further learning in the organization where you work?*

   -I feel that I still have space for improvement in using accounting software and would like to develop to higher proficiency user. And of course, my area of work needs to be constantly updated about the legal and accounting standards, so I would welcome more trainings from this area.

Interview # 5:
Occupation: Office Worker
Gender: Female

Questions about recognition:

1. *What does getting recognition where you work mean to you? What do you think of when you hear the word "recognition?"*

- It is one way which keeps me moving forward and makes me sure that I do my work really good, that I am appreciated, and that I am really part of an organization.

2. ***What kinds of recognition mean the most to you, or do you feel the best about getting?***
   - I like when the management is willing to small talk with me personally. I also like when I can help or advise people and they appreciate it. Also recognition for me is, when boss tells me that I am doing a good job at our meetings.

3. ***How often do you want or expect to be recognized for things you do at work?***
   - Every time I do something which is not in my job description and I am doing it for the company and employees.

Questions about relationships at work

4. ***What do working relationships where you work mean to you? How important are relationships with your colleagues/managers for you?***
   - For me relationships, since I am in direct contact with people (clients or employees), are crucial. I need to have a connection with people I am dealing with and need to be sure that we are on the same thinking level. I like to have good relationships with my colleagues as well as with my supervisors.

5. ***How would you characterize actual relationships at work? Is it important for you to build good relationships at work?***
   -Of course, at my position, there is a strong need to have good relationships not only with managers and board but also with colleagues or cleaning ladies. The current situation is very fine. There are some communication issues from time to time, and sometimes it takes longer to solve them. My relationships with part of the management are more on formal level.

Questions about career development and learning

6. ***What does career development mean to you? Is there an opportunity of career development in the organization where you work?***
   -I think that my position is important because I am part of most of the company's processes and operations and it gives you a good starting position if you move to another division.

7. ***Is there any knowledge or skill areas do you want to focus on improving over the next year or so? Is there a possibility of further learning in the organization where you work?***
   - Yes, it is. I want to improve my soft skill in dealing with wide range of people and to strengthen my assertiveness. There are some opportunities to improve, but not many.

Interview # 6:
Occupation: Office Worker
Gender: Female

Questions about the recognition:

1. ***What does getting recognition where you work mean to you? What do you think of when you hear the word "recognition?"***
   - I need to know that what I am doing, I am doing well and that my job has deeper meaning. And without me, my direct boss will be lost.

2. *What kinds of recognition mean the most to you, or do you feel the best about getting?*

   - Simple word "thank you" from my boss. It's the best recognition I can get. And also my annual salary increase according to the performance.

3. *How often do you want or expect to be recognized for things you do at work?*

   - As I've mentioned in the question above, annually by financial credit, and daily by verbal appreciation of my work.

Questions about relationships at work

4. *What do working relationships where you work mean to you? How important are relationship with your colleagues/managers for you?*

   - The most important relationship for me is with my colleagues and with my boss as well. Without good relationships I cannot arrange everything my boss requires, especially when it is on ad hoc basis.

5. *How would you characterize actual relationships at work? Is it important for you to build good relationships at work?*

   - I think I have good relationships with most of the employees but of course, sometimes a little conflict appears since we are still just people. And yes, it is very important and I don't have a problem with that because I consider myself as easygoing person. With my direct boss I have good relationships but with other subordinates they are on neutral level.

Questions about career development and learning

6. *What does career development mean to you? Is there an opportunity of career development in the organization where you work?*

   - I see my future at a similar position because I really love my job. For me, it is important to feel that I am contributing to achieve my boss's targets and expected performance with my work. I would like to develop, of course, but just skills, I'd love to stay on the same position since I really enjoy the work.

7. *Is there any knowledge or skill areas do you want to focus on improving over the next year or so? Is there a possibility of further learning in the organization where you work?*

   -I think I still need to work on my communications skills and also working with special company's internal programs. We have only few opportunities to develop and obtain new skills.