Employee Engagement

A study of employee engagement at Topaz's

South Dublin Region Service Stations

By

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Abstract

This dissertation is attempting to delve into the prevailing attitudes and employee engagement within Topaz South Dublin service stations. The importance of employee engagement is highlighted in relation to the concept of Human Capital Management. The data collection was based on a survey which was carried out by the CIPD (2006) on employee engagement in the UK.

The researcher seeks to understand aspects of working life at the Topaz service stations within the South Dublin catchment area. Aspects such as meaningfulness of tasks within the role, aspects of feelings towards the role, individual perceived performance levels, the amount of effort given by employees and the level of employee satisfaction with aspects such as working environment, co-workers and management. The dissertation aims to measure engagement and look at the areas where management interventions can be implemented to increase the overall level of employee engagement.

<u>Declaration</u>

I declare that this piece of research is entirely my own work and all research was conducted

ethically.

Signed: _____   Date:_____

<u>Acknowledgements</u>

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CHAPTER ONE

INTRODUCTION

Employee engagement, according to the Corporate Executive Board (2004) is the "*extent to which an employee commits to something or someone in the organisation and how long they stay as a result of their commitment*".

The main focus of this dissertation is an evaluation and measurement of employee engagement. Employee engagement is defined by Kahn as "the *harnessing of organisational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances*" (Kahn, W.A. 1990). Within the literature review the researcher reviewed academic as well as practitioner research relating to the subject matter of employee engagement. The researcher, in completion of the dissertation, utilised peer review journals, as well as internet searches in order to find up to date practitioner publications on employee engagement.

The context of the dissertation was based within the service stations of Topaz, which fall under the South Dublin catchment area. Topaz has been present in the Irish petrol service station market for the last 3 years. It took a foothold in the Irish market by acquiring and subsequently merging Statoil and Shell service stations, which through their re-branding of the acquired service stations, gave them a country wide presence in a matter of months.

In order to collect the data to complete the dissertation, the researcher personally distributed employee engagement surveys to the assigned service stations. The survey is based on a report which was carried out by the CIPD in 2006, which

attempted to measure the levels and drivers of employee engagement in the UK. The results from the CIPD (2006) report were used as a benchmark by the researcher in analysing the results from the data collection.

The dissertation looked at employee engagement and how its component parts cognitive, physical and emotional engagement measure up across the different sections of employees. The employee groupings are as follows: sales assistant, supervisor, assistant manager and manager.

CHAPTER TWO

LITERATURE REVIEW

- **Why Employee Engagement is of importance and interest?**

Employee engagement has become a heavily discussed topic in recent years. However, there is still ambiguity within the academic literature as to how employee engagement can be influenced by management. There has been significant interest in employee engagement, but this has been coupled with a good deal of misunderstanding. According to Kular *et al* (2008), this misunderstanding can be partly attributed to the fact that there is no definitive definition, resulting in engagement being operationalised and subsequently measured in varying ways.

From a HR perspective today, engagement continues to be an important consideration. Due to the challenging economic climate, organisations now more than ever are deciding to restructure and resize, which has resulted in organisations investigating new approaches to maintain and increase engagement. Organisations fight to recruit and train their talent, so they need to do their best to keep hold of it. Organisations need to strike the right balance between fostering and enhancing employee engagement levels while at the same time not compromising their competitive position.

The connection between the attitudes and behaviours of employees and the link to the organisations bottom line was first successfully displayed 19 years ago by US retail company Sears. Sears advocated employee engagement in the form of the 'employee-customer-profit chain'. The results which Sears attained from this initiative were astounding. In one year, Sears transformed its biggest loss making

division (merchandising) from a $3bn loss to the company into a $752m revenue generating division (De Vita, 2007).

As a result of the immense impact employee engagement had on Sears, HR consultancy firms began to work with organisations to develop metrics in order to quantify employee attitudes and behaviours and there resulting impact on customer satisfaction and organisational performance. According to Jim Crawly, a principle at HR research and consultancy company Towers Perrin, "while previously anyone would intuitively have said there is a link between people being well disposed towards an organisation and the likelihood of that organisation being successful, now there is evidence to prove it" (De Vita, 2007).

In December 2004, the Harvard Business Review released the results of a survey carried out by the Corporate Leadership Council (CLC), which involved the compiling of 50,000 employee engagement surveys in more than 59 countries worldwide. One of the main findings from the study was that increased commitment can result in a 57% improvement in discretionary effort displayed by employees. According to Buchanan (2004) the increased discretionary effort displayed by employees produced on average, a 20% increase in individual performance and an 87% reduction in desire to leave the organisation.

According to Sirota, Mischkind & Meltzer (2005), from the analysis of their research on employee attitudes, which was based on never before-published case studies and data from 920,000 employees from 28 multinational companies over four years, resulted in the generation of hard data to prove that the share price of organisations with highly engaged employees increased on average by 16% in 2004 in comparison to the industry average of 6%. Similarly, the stock price of organisations with high

morale had superior performance to comparable companies in the same industry by a ratio of 2.5:1 during 2004. Conversely the stock price of companies with low morale underperformed in relation to the industry competitors by a ratio of 5:1.

According to Sirota (2005) "Morale e is a direct consequence of being treated well by the company, and employees return the 'gift' of good treatment with higher productivity and work quality, lower turnover (which reduces recruiting and training costs), a decrease in workers shirking their duties, and a superior pool of job applicants. These gains translate directly into higher company profitability. Satisfied employees lead to satisfied customers, which results in higher sales. Satisfied customers and higher sales, in turn, result in more satisfied employees who can enjoy the sense of achievement and the material benefits that come from working for a successful company. It's a 'virtuous circle' – the best of all worlds".

- **Engagement – Definition**

Kahn (1990) was credited with conceptualising the term personal engagement which he defines as "the harnessing of organisational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances".

Kahn's study started with the work of Goffman (1961), as well as looking across disciplines such as psychology (Freud 1922), sociology (Merton 1957) and group theorists (Slater 1966, Smith & Berg 1987) who all documented the natural resistance of an individual, concerning becoming a member of on-going groups and systems. The individual seeks to prevent total isolation or engulfment by being in a constant state of flux towards and away from the group (Kahn 1990). Kahn named

this forward and backward flux as, 'personal engagement' and 'personal disengagement'.

The cognitive aspect of employee engagement deals with the employees beliefs about organisation factors such as, how it is led, by whom and the working conditions which exist within the organisation. The emotional element deals with how the employee feels about each of the three aforementioned factors and if they possess a positive or negative attitude towards the organisation and its leader(s). The physical aspect of Kahn's definition relates to the physical energies employed by individuals in order to carry out their organisational role(s).

The literature concerning employee engagement poses a challenge due to the fact that there is no one universally applied definition to cover the topic of employee engagement. According to Baumruk (2004) employee engagement has been defined within the confines of emotional and intellectual commitment to the organisation or the quantity of discretionary effort, defined by Yankelovich and Immerwahr (1984), as the voluntary effort employees provide above and beyond what is required by employees in their job (Frank *et al* 2004). From Kahn's definition it is clear that employee engagement is a multi-faceted paradigm. The multi-dimensional approach to looking at engagement comes from the perspective that Kahn took on the individual's working experience. Kahn (1990) argued that the work of Goffman (1961) only concentrated on momentary face-to-face meetings, whereas an altered concept needed to be developed which would transcend appropriately into organisational life, which is, according to Diamond & Allcorn (1985), "on-going, emotionally charged and psychologically complex". Truss *et al* (2006), define employee engagement as a 'passion for work', which encompasses the three

elements of engagement, previously discussed by Kahn (1990) in one psychological state.

Due to the varying definitions of employee engagement, the results of different studies become difficult to examine. This is because each study may look at the subject of employee engagement through a different lens, depending on the definition they decide upon. According to Ferguson (2007), with a universal definition of employee engagement lacking, it cannot be accurately defined and thus it cannot be measured and thus managed. According to Robinson *et al* (2004), while it has been noted that employee engagement has been defined in numerous ways, a number of those definitions within their construct are similar to more established con-structural definitions relating to organisational commitment and organisational citizenship behaviour (OCB). Robinson *et al* (2004) define engagement as 'one step up from commitment', which begs the question, is employee engagement just 'old wine in a new bottle'?

Saks (2006) argues that employee engagement differs from organisational commitment (OC) on the grounds that OC represents a person's attitude and connection concerning their organisation, while on the other hand, engagement is more than an attitude, it is how psychologically, cognitively and behaviourally employed the individual is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the performance of the role. Employee engagement also differs from OCB, as engagement is concerned with the passion for one's role, while OCB is concerned with extra-role and voluntary behaviour.

- **The context for analysing the employee engagement phenomenon**

The employment relationship is the arena in which employee engagement will either be fostered or negated. The employment relationship has had much iteration through the years, with the employment level as well as union presence and strength exerting an influence over the relationship. Harbison and Myers (1959) discuss the shift among employers in the early nineteenth century, where employers were beginning to come to the realisation that in order to create satisfactory conditions for capital accumulation they would need to utilise subordination, loyalty (a characteristic of the unitary perspective) and increased productivity (combating 'Saint Monday') among workers. Pollard (1968) proposed three employer methods for managing and maintaining discipline among the workforce, (1) 'the proverbial stick' (pp. 218-221); (2) 'the proverbial carrot' (pp. 221-225) and (3) 'the attempt to create a new ethos of work order and discipline'. These three methods were along a spectrum, the 'carrot' at one end and the stick at the other, it was up to employers (more so management) as to how they would utilise each element.

Fredric Taylor was the author of a plethora of ideas which culminated in the concept of scientific management. Under Taylorism, organisations had to have a formalised structure and reporting line; tasks should be studied and redesigned to enable them to be separated into the most efficient workable elements. These tasks were carried out by the individual, as Taylor had a preference for designing the task around the isolated individual as opposed to the team, as he thought that 'herding' workers into a gang resulted in each individual becoming less efficient. Taylor believed in one best way to do a task, which to this day can be seen in the debate within modern human resource management, of best practice versus best fit.

Efforts were made in Britain in order to construct an alternative to Taylorism, which resulted in the formation of the human factor industrial psychological school of thought. One of their first finding was that productivity could be increased by reducing the amount of hours in the working week, thus contradicting conventional worker productivity logic. However, while its purpose of conception was to develop an alternative to Taylorism, the human factor industrial psychology school had the Taylorian concept of *industrial efficiency*.

The employment relationship was shifting focus away from the isolated individual under Taylorism and towards a human relations approach which was characterised by placing an emphasis on the workgroup and thus initiatives to improve organisational performance were based on work group behaviour and response. The human relations school of thought viewed the worker as a 'social man' who desired social as well as economic compensation from his work as opposed to the purely 'economic man' which was characterised under Taylorism. The empirical base and ideological construct of the human relations school of thought has its origins in the human factor and anthropological phases of the Hawthorn program.

Technological advancements have caused the employment relationship to evolve as explained by Woodward (1965) who employs the concept of a socio-technical system in order to analyse various forms of production system and associated worker behaviour. Rose (1988) reiterates Woodward's (1965) findings, stating that, "the effectiveness of a firm relates to the fit between its production system and its formal organisation and not to the leadership style of supervisors or to participative, interlocking teams".

The neo-human relations school of thought is characterised by placing the focus on motivation of the individual from a life perspective, which was conceptualised by Maslow in an article he published concerning individual motivation in *Psychological Review* in 1943. Maslow's theory was further developed by McGregor (Theory X and Y) and Hertzberg.

Engagement has its roots in motivational theory, which was first propositioned by Elton Mayo's motivation experiments in Cicero, Chicago, 1927-1932. These experiments resulted in the proposal that workers are motivated by *emotional* rather than *economic* factors. So an employee will place more importance on being involved and feeling important than by an improvement in workplace conditions. Mayo set down the groundwork on which later theorists, such as Hertzberg, Maslow and McGregor would build their theories. However, academics such as Roethlisberger and Dickinson (1939) have critiqued the validity of Mayo's study and come to the conclusion that under the umbrella of the classic unitary stance, it is individual relations and thus communication which act as the determinant of worker's behaviour, not the structural characteristics of employment in a capitalist society.

From 1927 to now, theories have moved through various reassertions from industrial psychology to total quality management, to organisational development. Pfeffer (1998) established the link between the effective management of human capital resulting in successful business performance. Engagement is now being considered as an aspect which the Human Capital Management theorists are beginning to formulate metrics on. Also the interventions to facilitate and generate increased engagement are being developed to foster increased performance levels and their measurable impact on the bottom line of an organisation.

- **Human Capital Management**

Human capital management has become an important aspect in relation to the development and sustainment of organisational competitive advantage. Organisations have begun to recognise that a great deal of the added value created by the organisation is becoming ever more dependent on assets other than physical capital (machines, trucks, vans etc). There has been a shift towards placing an importance on the value which intellectual capital adds to the organisation. The growth in recognition of these intangible assets has stimulated the academic literature, with contributions from writers such as Mayo (2001), Miller and Wurzburg (1995) and Sveiby (1997) to name a few.

- **Disengagement**

Disengagement can be regarded as the decoupling of the psychological self from the work role and involves people retracting and guarding themselves during role performances, Kahn (1990) and Hochschild (1983). Employees that are not engaged are in effect 'checked out'. They float through their work day, putting time, not energy or passion into their work. According to Robinson (2006) every day, disengaged workers undermine what their engaged workers accomplish. So it seems as though disengagement not only affects the individual who is disengaged, but the rest of the organisation populous also. Disengaged employees exhibit piecemeal role performances characterised by effortless, programmed or robotic actions (Kahn 1990).

As a result of his study Kahn discovered that three psychological conditions which were connected to engagement or disengagement in the work environment:

meaningfulness, safety and *availability*. Kahn (1990) argued that employees propose to themselves three fundamental questions within the context of each role situation:

1. How *meaningful* is it for me to bring myself into this performance?
2. How *safe* is it to do so?
3. How *available* am I to do so?

Kahn (1990), from his research, found that the engagement level of individual employees was enhanced in circumstances where increased psychological significance and psychological safety were offered combined with their psychological availability.

- **Engagement and the Psychological States**

May *et al* (2004) was the first empirical study to test Kahn's (1990) model. May *et al* (2004) establish that, in line with Kahn's (1990) study, meaningfulness, safety and availability is strongly positively correlated to engagement. Job enrichment (the development of increasing intrinsic job elements and down-grading attention of extrinsic factors, Kaplan, Tausky & Bolaria [1969]) and role fit to be positively correlated with meaningfulness; rewarding co-worker and encouraging supervisor relations were positively correlated with safety. Conversely, loyalty to worker norms and self-consciousness were negative predicators of safety. The amount of resources available to the individual were positively correlated with psychological availability, on the other hand participation in outside activities was negatively correlated with psychological availability. Meaningfulness was found to be the most influential psychological dimension in determining engagement levels among individuals in the workplace.

From researching the literature, an alternative model of engagement has emerged from the 'burnout' literature. Job engagement is perceived as a positive anti-thesis of burnout, as according to Maslach *et al* (2001), individual burnout encompasses the attrition of engagement with one's job/role. Maslach *et al* (2001) propose six determinable areas in the work-life dichotomy, which can result in either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values.

 Maslach *et al* (2001) constructed a connection between increased job engagement and the management of the six work-life areas. Engagement is facilitated by, a sustainable workload which challenges the individual without negatively impacting them mentally and/or physically. Goal-setting theory (Locke 1968), can be utilised in relation to the achievement of realistic workloads in order to enhance engagement levels. Feelings of choice and control, suitable reward and recognition, the presence of a supportive work community, fairness and integrity and meaningful and appreciated work will foster personal engagement. May *et al's* (2004) findings in relation to meaningful and valued work reiterated Maslach *et al* (2001) belief that meaningful and valued work is associated with engagement and thus the concept of 'meaning' is an important consideration when looking at the engagement generation process.

Individual employee's perceptions of 'meaning' are a pre-determinant of their engagement levels and ultimately their level of performance (Holbeche & Springett 2003). Holbeche & Springett (2003) propose that employees pro-actively seeks out to clarify meaning within their work, organisations need to enable this clarification to take place or the employee will become actively disengaged and is likely to leave the organisation. According to Holbeche & Springett (2003) high levels of employee

engagement can only be facilitated through workplaces which are characterised by a common purpose, which links people at an emotional level and thus advances their personal hopes.

From the research carried out by Kahn (1990), it has been established that there are specific psychological states which need to be active in order for engagement to occur. However, what Kahn (1990) does not fully explain is why individuals respond to these psychological conditions in a variety of ways. Saks (2006) proposes a link between the differing reactions and resulting engagement levels in relation to the psychological states by looking through the lens of Social Exchange Theory (SET). The SET frame of reference consists of obligations which are created via a cycle of interactions between individuals/groups that operate in a condition of mutual interdependence. Under the SET, the relationship will evolve over time, with trust, loyalty and mutual commitment increasing, on the condition that the 'rules' of exchange are not breached.

Under SET, these 'rules' tend to be repayment rules, where the actions of one party cause the action/reaction of another party. This form of interaction supports Robinson *et al's* (2004) explanation of employee engagement being characterised as a two-way relationship between employer and employee. As previously mentioned under SET there are unspecified obligations within the employment relationship which can facilitate engagement. The psychological contract is an attempt by academics to develop a construct around which to place these implicit obligations and expectations.

According to Fox (1974) the employment relationship is shaped as much by social as well as economic exchanges. Levinson *et al* (1961, 21) defines the psychological

contract as, "a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware, but which nonetheless govern their relationship to each other". According to Schein (1978), employee dissatisfaction, alienation and by inference, employee disengagement comes from violations within the psychological contract, which takes the form of overt issues such as pay, working hours, and conditions of employment, which end up establishing the foundations of a negotiable agenda, rather than the psychological agenda from which they were initiated.

As previously mentioned, engagement within the employment relationship, under SET is characterised by mutual interdependence. However, according to Cullinane & Dundon (2006), the employment relationship is characterised as a relationship of subordination linked to conditions of interest conflict. Under capitalism, the employee is perceived as a resource to be utilised to its full capacity, with little or no scope for co-decision making. As a result of this stance on the employment relationship, the interests of the employee are subordinate to that of the employer, resulting in a lack of trust by employees towards the employer. This lack of trust will obstruct the facilitation of the engagement process.

Due to the current economic climate, competitive pressure on employers has increased in relation to reducing labour and production costs, which means that employers often find themselves in a situation where it is necessary to facilitate the longevity of the organisation, resulting in decisions that have a negative impact upon employees. Unfortunately, employer distrust and suspicion of management actions ensues and the employment relationship is characterised by apathy, begrudging compliance and resistance (Cullinane & Dundon 2006).

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Saks (2006) proposes that an individual may reimburse their organisation via their level of engagement. Employees can decide to engage themselves at a higher level due to the resources which are invested in them by the organisation. This reimbursement will be displayed by the employee in the form of increased cognitive, physical and emotional resources to achieve organisational goals and objectives (Kahn 1990).

- **Consequences of Engagement**

Saks (2006), proposed a split to the concept of engagement into two distinct parts: (1) job engagement and (2) organisation engagement, which he puts forward are related but separate constructs. He argues that the relationship between job and organisation engagement vary in numerous ways, resulting in the inference that the psychological states which result in the two aforementioned forms of engagement and their consequences are not the same. The consequences of employee engagement, which have been discussed by academics and practitioners tends to be positive. It has been proven that a highly engaged workforce can deliver increased financial performance results for an organisation (Harter *et al* 2002). This proof is evident from the previous example given by Sears. According to the Gallup's Q12 Index (Smith & Cantrell 2011), a 0.10 increase in engagement (on a five point scale) is worth an estimated $100,000 in incremental profit per store per year as seen in the case of electronics store Best Buy.

Kahn (1990) didn't specifically mention the financial benefit to the organisation of possessing a highly engaged workforce. He did propose in his 1992 study that high engagement levels would produce positive consequences for the individual in the form of increased quality of work and the increased enjoyment of the individual

experience of doing the work. A highly engaged workforce would also confer positive consequences to organisational level outcomes in the form of increased growth and productivity of the organisation (Kahn 1992).

Research carried out by the International Survey Research (ISR) team and Gallup is positively correlated with the research of Harter *et al* (2002). Ott (2007) expands on the research findings of Gallup and comments on the relationship between increased engagement and the increase in earnings per share (EPS) among publically traded companies. Ott (2007) found that in publically traded companies, if there were four or more engaged employees for every one disengaged employee, the organisation would experience 2.6 times the growth than an organisation with had a ratio of less than 4:1 engaged versus disengaged employees.

From the meta-analysis carried out by Gallup (2004), it was discovered that, the top quartile organisations which have the previously mentioned 4:1 ratio or greater have, 12% higher customer support, 18% higher productivity and 12% higher profitability than the bottom quartile organisations. Conversely, the bottom quartile organisations, according to the Gallup (2004) meta-analysis experience 31%-51% more employee turnover and 62% more work related accidents than the organisations in the top quartile.

Chart 1 EPS Growth Rate
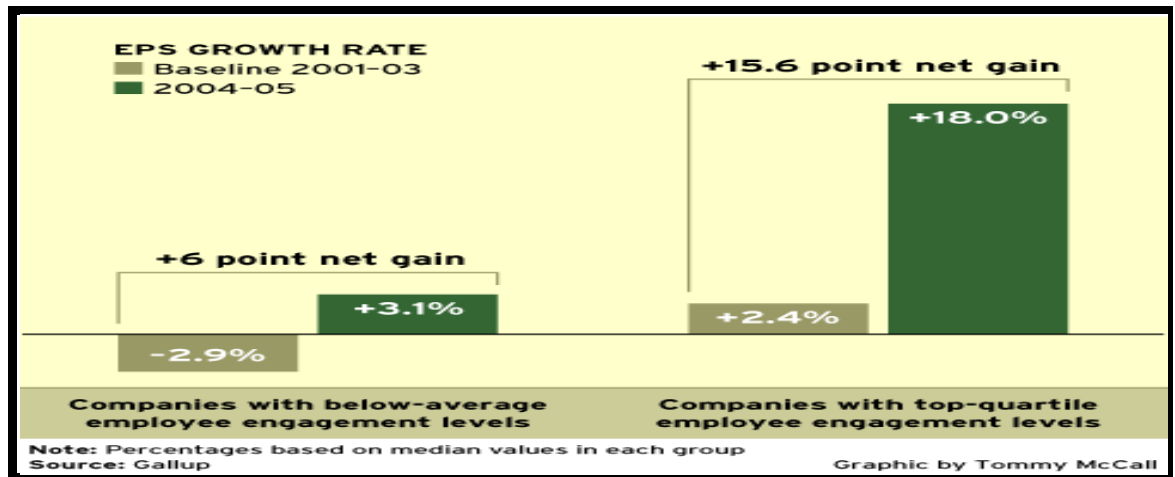
- **Employee Engagement-Cultural, Economic & Occupational Contexts**

When attempting to compare engagement across the globe, caution must be exercised due to influencing factors such as culture (Hofstede 1997) and varying definitions of engagement as previously discussed. The main body of research in relation to global comparisons of engagement comes from Gallup. Gallup conducted an engagement survey in 2005 giving the following results:

Table 1 - Engagement Spread Asia

Country	Thailand	Australia	China	Japan	New Zealand	Singapore
Engaged %	12%	18%	12%	9%	17%	9%

Due to the increased globalisation of markets and the ever growing presence of multi-national organisations as well as the utilisation of outsourcing and cross-functional teams located in different geographic locations, engagement is worth analysing. Different economic and cultural factors need to be given consideration when attempting to compare and analyse engagement at a global level. Research

carried out by the International Survey Research Consultancy (ISR) analysed engagement across ten of the world's largest economies.

The survey results displayed that there are varying levels of engagement across the countries and supports the theory that one size does not fit all when it comes motivating individuals to engage with their organisation and work. For example, in Hong Kong and Japan, management and seniority are highly respected (a cultural aspect), which transpired to be a significant determinant of engagement.

Towers Perrin (2003), a consultancy firm, carried out an engagement survey, which involved 85,000 individuals who worked full-time in large and medium sized US firms. The survey found that only 14% of employees worldwide were highly engaged in their roles. The survey also found that on a country by country basis, the engagement levels differed, reiterating the findings of the ISR research.

Looking at the geographical spread from a job level, it emerged that senior managers were more highly engaged that any other group and also less likely to become disengaged (Towers Perrin 2003). Remuneration was seen as important for the engagement levels of the senior management, but was not the only determinant. Things such as challenge, power, autonomy, stimulation, access to information, resources and growth opportunities were factors which facilitated high engagement levels among senior management.

Conversely, low engagement levels were found to be prevalent among hourly paid workers who were characterised by having a low amount of autonomy over their role. Another finding that came from the Towers Perrin (2003) research was the presence of high engagement in the non-profit sector compared to all other sectors. This finding makes sense, as people who enter this industry generally have a strong

sense of mission which is primary in relation to the secondary wealth accumulation driver. This finding links in with Truss *et al's* (2006) view of the definition engagement as a 'passion for work' which is considered the key factor.

Engagement Models

- **The ISR Model**

From the research carried out by ISR in relation to employee engagement they have found that an organisation must locate and understand the current components and scope of its employee engagement in order to understand how to improve it.

As a result of their research, ISR developed a three component model to aid in the understanding of employee engagement at an organisational level, the Think, Feel and Act model. The three elements are of mutual importance to facilitate organisational understanding of the employee engagement process in order to access the current level of engagement and to set out a path to improve this level of engagement.

Chart 2 - The ISR Model
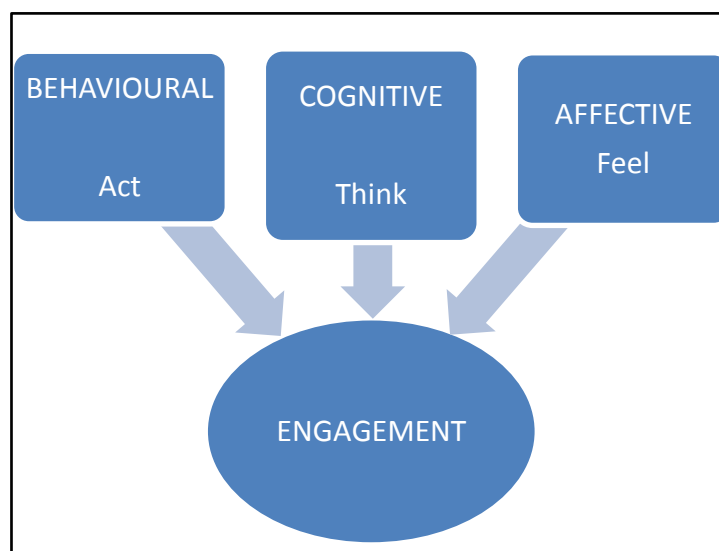
According to ISR, cognitive (think) occurs when an individual agrees with the mission, values and goals of the organisation in question and buy's into them, resulting in a sense of belonging to and contributing towards the organisation. In relation to the affective (feel) element of the model, ISR comment that as a positive consequence of attaining 'buy in' engaged employees feel a sense of pride in their association to the organisation. Affective is the element within the model which can be closely correlated with organisational loyalty. The last and most critical element of the ISR model is the behavioural (Act) element. This element consists of the actions the individual within the organisation will display, thus reinforcing their beliefs and feelings. There are two aspects to this element, which are:

1. The individual's aspiration to remain with the organisation and the probability that the individual is considering other employers.
2. The amount of discretionary effort encompassing going above and beyond their normal duties in order to ensure organisational success.

According to ISR strong employee engagement comes from a combination of all three components of the model. The three components described under the model need to be measured so that relevant and effective interventions can be designed to improve engagement levels within the organisation. The ISR recommend, that a cluster analysis be conducted, which will group individuals within your organisation who have similar engagement scores. This means that the intervention programmes can be developed to target specific groups with unique issues. A locator analysis should also be conducted in order to locate where in the organisation your engagement levels are highest and lowest.

Chart 3 - An Employee Engagement Cross Section

(Source: http://www.scotland.gov.uk/Publications/2009/03/19111703/4)
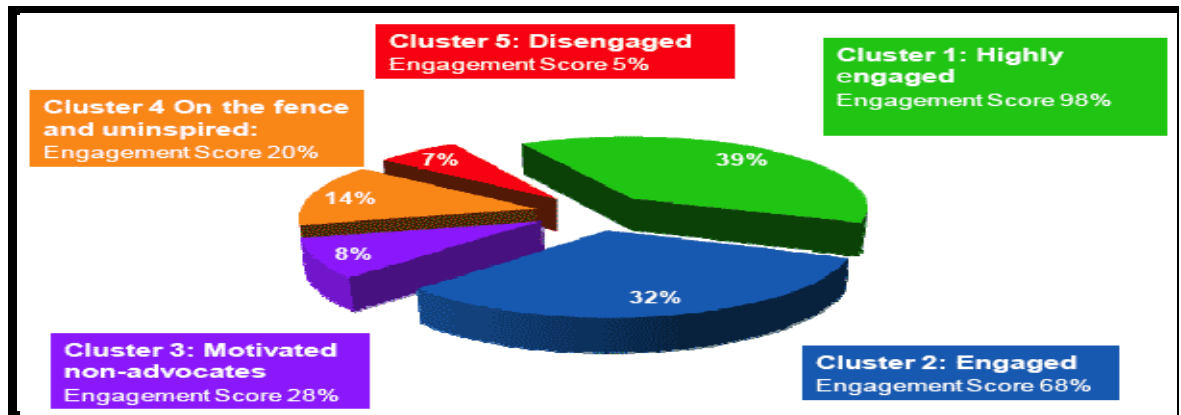
Under the ISR model and code of best practice, the organisation should, post cluster analysis, carry out a linkage analysis in order to find out how and why employee engagement links to key performance indicators of the organisation, for example customer service. By doing so, the extent to which engagement is effecting your overall business can be found. The next step under the ISR model is to draw up an action plan, in order to translate the results of the engagement survey and linkage analysis into appropriate interventions to facilitate employee engagement generation and growth. Finally, periodic measurement is required to confirm that objectives are being achieved.

- **The Corporate Leadership Council**

The Corporate Leadership Council Model put the focus on leverage points in order to produce and maintain high engagement within an organisation. The four leverage points are:

1. Focus on the Business

2. Focus on Key Contributors

3. Focus on Engagement Barrier Removal

4. Focus on developing an engagement culture

Table 2 – The Corporate Leadership Council Model

Leverage Point 1	Leverage Point 2	Leverage Point 3	Leverage Point 4
Focus on the Business	**Focus on Key Contributors**	**Focus on Engagement Barriers**	**Focus on Culture**
• Strategic Engagement Gap Analysis	• Solid performer career pathing	• Cultural assessment process	• Culture • Leaders • Culture change engagement cascade • Values realisation system
• Business Strategy translated to organisational capabilities • Measure employee engagement • Determine drivers • Assess risk compared to engagement data and	• Redefine solid performers contribution • Remove barriers • Maximise life time contribution of performers	• What is the relationship between the culture and business results • Identify visible and invisible aspects of culture • Identify barriers • Determine	• Restructure leadership to enable contribution • Involve managers • Build opportunities for contribution in the company • Translate values into actions and

capabilities • Build action plan to address gap		cultural barriers to engagement • Create continuous cycle	behaviours • Reinforce values • Assess alignment of behaviours with values • Report to internal and external stakeholders

Literature Review Conclusion

Much of the research on employee engagement has been carried out by practitioners due to a gap in the academic literature on the topic. Research practitioners such as the Corporate Leadership Council, Perrins and the ISR have carried out quantitative and qualitative research globally across industry, gender and pay.

1. The interaction of the three elements of the ISR model of think, feel and act can lead to the generation and sustainment of employee engagement. The act element is seen as the most important, due to the fact that it is based on the actual as opposed to intended behaviours of the employee.

2. Employee engagement levels are a strong determinant of whether employees are productive and remain with the organisation or are actively disengaged and may move out of the organisations.

3. HR in conjunction with the management team need to implement a strategy which will result in the generation of positive effective managers and

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employees, which are reinforced by appropriate workplace policies and practices in order to facilitate employee well-being in the form of a healthy work/life balance. The manager of the staff is the ultimate employee engagement driver.

CHAPTER THREE

Research Aims and Objectives

- **Research Aims**

The overarching aim of this study is to attempt to find out what encourages employees to have a passion for the job they do, which encourages them to display discretionary effort thus going the extra mile to do their job to the very best of their ability. The generation and harnessing of high employee engagement has been link to high levels of individual performance as well as increased organisational financial performance.

The researcher aims to develop an Employee Engagement Strategy for Topaz South Dublin. This strategy will have the objectives of enabling the organisation to hold onto the most talented individuals while decreasing staff turnover. However, this will require future work and research after this body of work has been completed.

- **Areas of Interest**
    - What is the level of engagement in the Topaz Energy South Dublin Region?
    - Are line managers and supervisors engaged in their work?
    - What categories of staff are most engaged?

Research Objectives

- Measure the level of engagement at the Topaz Energy stations in the South Dublin region
- How to get employees engaged in their work?

- Benchmark Topaz South Dublin region against the latest CIPD engagement survey (2006)

<u>Hypothesis</u>

Topaz as a customer focused organisation employees the vast majority of their staff as sales assistants, which is a customer facing role. Also the supervisor, assistant manager and manger roles have customer facing aspects, for example, when a member of the management team needs to cover the till in order to relieve a sales assistant to have their break. Due to the nature of the role and the high level of customer contact the concept of employee engagement seemed an important aspect to be researched. Thus the generation of hypothesis 1 below:

Hypothesis 1   Staff at Topaz South Dublin are more engaged than the average worker as per the CIPD report (2006).

CHAPTER FOUR

Methodology

For the dissertation, as part of the research strategy, the researcher had to decide which methodology or combinations of methodology were going to be most practical and yield the best results from the primary research. There are two types of methodological approach that can be used. These two approaches are qualitative and quantitative. Quantitative research can be utilised as a research strategy if the emphasise of the research is on quantification in the collection and analysis of the data. Quantitative analysis involves using a deductive approach to the relationship between theory and research, where the emphasis is placed on testing the theories. Quantitative analysis also incorporates common practices and norms of the natural science model and of positivism in particular. Quantitative analysis represents a view of social reality as an external objective reality.

Qualitative analysis on the other hand is utilised as a research strategy, where the researcher is looking to emphasise words instead of trying to look for quantification in the collection and analysis of data. With qualitative analysis the main emphasis is on an inductive approach to the relationship between theory and research where importance is placed on the generation of theory/theories. Qualitative analysis discards the practices and norms of the natural scientific model and of positivism and instead looks at the ways in which individuals interpret their social world. Qualitative analysis adopts a view of social reality as a constantly changing, shifting and emergent property of an individuals' creation.

For the initial phase of this study, there was a necessity to review and analyse both current and preceding literature in relation employee engagement. This enabled the researcher to determine the main themes that warrant exploration and also facilitate the definition of the scope, aims and objectives. For the research both primary and secondary data were utilised in order to fully research the phenomenon.

This study proposed to investigate the existence and current level of employee engagement at the Topaz Energy South Dublin service stations. In order to prime his knowledge base on the area, the researcher researched, analysed and evaluated the available secondary data. According to Kotler and Armstrong (2004, pp.135-136), "*secondary data is made up of information that already exists somewhere having been collected for another purpose*".

After conducting the secondary research, the area of study necessitated the undertaking of primary research in order to fully build a picture of the context in which the phenomena takes place. Primary research according to Kotler & Armstrong (2004, pp. 135-136) "*is information collected for the specific purpose at hand*". The study and analysis of employee engagement involved determining attitudes and behaviours within the workplace. There were various methodological options open to the researcher in order to measure the employee engagement levels at Topaz Energy South Dublin service stations. A technique incorporating a wide scope of questions seemed essential to cover the multi-faceted aspects of employee engagement, thus a survey seemed the most appropriate aid to the researchers analysis.

The participants in this study were 70 employees working in a south Dublin region Topaz service station. Due to the scope of the sample size a survey seemed most

appropriate to aid in the research analysis. The survey was based on the CIPD (2006) attitude and engagement survey. The CIPD survey has been tested for validity and covered the scope of questioning required to cover such a complex area. The adapted survey was piloted amongst colleagues in the service station the researcher works in, in order to allow for any changes or clarifications.

Even though the researcher had the backing and support of service station management as well as the regional manager, the respondents may view the survey as a management exercise and choose not to complete the survey or answer the survey in a way that they perceive management will want it to be answered. In order to negate this bias the researcher included a cover letter with the survey stating that all replies will only be viewed by the researcher and that after the research findings have been collated all the documentation will be destroyed. In order to provide transparency and gain buy-in from the employees the researcher informed the individuals who completed the survey that if they wished they could provide their e-mail address and the researcher would send each individual a soft copy of the findings from the primary data research.

Survey Design

The survey that was used to conduct this research was modified from a survey designed by the CIPD in the UK. It was utilised by the CIPD in order to conduct independent research by the Kingston Business School and Ipsos MORI. The survey was constructed to measure attitudes and engagement across a sample of 2,000 employees.

The survey was designed to measure the engagement of employees at service stations in the south Dublin region of Topaz's catchment area. Aspects such as job

satisfaction, flexibility, and current job content were included in the survey as they were strongly linked to engagement. Employee engagement needs to be understood and analysed within the context of the whole organisation taking into account managerial actions, job specific features and individual preferences.

The survey was sectioned into six elements in order to analyse as many aspects of the individual employer employee relationship. The six elements were:

Table 3 – Breakdown of Survey

Section Number	Question Area	Question Numbers
Section 1	YOUR WORKING LIFE	Q1-Q3
Section 2	YOUR EMPLOYER	Q4-Q8
Section 3	YOUR JOB	Q9-Q13
Section 4	JOB SATISFACTION	Q14-Q17
Section 5	LEADERSHIP AND MANAGEMENT	Q18
Section 6	COMMUNICATION AT TOPAZ	Q19-Q22
Section 7	THE FUTURE	Q23-Q26

Details on the sections of the survey

Section 1 – Your Working Life

This section of the survey poses questions about an employees working life. This area was of importance as their working conditions have importance within the areas

of engagement, performance and intentions to leave the organisation. Once managers know the cause of these factors they can be proactive in resolving them.

Section 2 – Your Employer

This section was made up of questions about Topaz as an employer. The main reason for this section in the survey was to gain an insight into how employees talk about the organisation to outsiders, how proud they are to be working for the company, the level of interest the employee has in the organisation, the level of employee commitment to helping the company achieve its goals, immediate supervisor, fellow employees, customers and extent to which they would recommend friends and relatives to do business with Topaz. This section was questioning the branding of the company and how much employees will display discretionary effort to maintain its standing or improve it.

Section 3 -Your Job

Within this section, questions are posed to the employee about their job. This section was the most important in relation to accessing engagement at an emotional level. The questions involved, access how absorbing the role was and how attached or detached the employee was when they are performing the role. Aspects of the role such as autonomy/control are posed to the employee as well as how much support they are given in the form of work/life balance.

Section 4 – Job Satisfaction

In this section job satisfaction was questioned. Also, other aspects of job satisfaction, such as physical working conditions, quality of the work completed, knowledge and skills to do the job, job security, hours worked, job variety, attention to suggestions made, promotion chances, management of the service station, relations with their

station manager, opportunities to use abilities, rate of pay, responsibility, immediate supervisor, recognition, relation with fellow workers and comparison with others in relation to job performance.

Section 5 – Leadership and Management

This section consists of statements about the leadership and management of the respective Topaz service stations. The section looked at aspects such as respect by managers for employees, consultation, training and development, recognition and value of the contribution made by employees, support given to employees in dealing with problems as they arise, communication, clarity of the employee role as well as listening and equity.

Section 6 – Communication at Topaz

This section covered communication within the various Topaz service stations and looked at aspects such as information flow, belief in the information, the chance to feed information upwards and how sure the employees is that if a problem is sent up the hierarchy that it would be dealt with fairly.

Section 7 – The Future

Within this section, questions were posed to the employee, in relation to their future within the organisation and are concerned with intention to quit and future expectations about their individual career path.

Scales

The scale utilised for the survey was a Likert scale which allowed respondents to choose from a range of 4/5 outcomes. For example:

Q3	Please state the extent to which you agree with the following statements about your work PLEASE TICK					
		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
My job activities are personally meaningful						
The work I do on my job is of value to me						
The work I do on my job is of value to Topaz						

Administration of the survey

Due to the number of employees involved and the geographical spread the researcher decided to hand deliver the survey to the respective Topaz service stations around south Dublin. The researcher allowed one week for the survey to be completed by all staff, including those who may only work weekends. This was done in order to get a full cross reference of all staff members as well as boosting the return rate. The researcher handed out 140 surveys, of which 68 were returned.

Data Analysis

Cross-tabulations

Cross-tabulations were used to segment a data set in order to examine differences between subgroups. An example of cross-tabulation would be the number of men and women specified within each job function. Once the cross-tabulation has been carried out, comparisons can be drawn to identify the existence of important differences.

General Overview of Respondents

The survey was carried out among the current employees working for Topaz in the South Dublin region. Of the 68 respondents 42 were male and 24 were female, which

represents a percentage response rate of by gender of 63.6% (Male) and 36.4% (Female). The respondents were spread across twelve sites within the South Dublin region: Rochestown (4.41%), Dundrum (8.82%), Taylors Lane (10.29%), Forfield (5.88%), Bray (13.24%), Elm Park (5.88%), Ballyboden (11.76%), Taney (7.35%), Kilternan (4.41%), Donnybrook (7.35%), Wicklow (5.88%) and Dalkey (10.29%). The respondents were characterised by a cross-section from sales assistant up to manager level as the following table shows:

Table 4 – Cross-section of Respondents by Grade

Level	% of total Respondents
Sales Assistant	69%
Supervisor	18%
Assistant Manager	5%
Manager	8%

Engagement

Employee engagement was looked at in more detail within this section of the dissertation. From the literature review carried out earlier in the dissertation it has been noted that engagement has three component parts:

Table 5 – Engagement Components and Descriptors

Engagement Component	Description
Cognitive Engagement	Utter focus on the work, not thinking about other things while performing the task
Emotional Engagement	Having an emotional connection with your work
Physical (Behavioural Engagement)	Willing and able to display discretionary behaviour, to go the "extra mile" and work beyond your contract terms

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The research carried out had the purpose of discovering how engaged employees working in Topaz South Dublin service stations were. How much would they recommend their organisation to other people as well as proactively advocating the organisation? Engagement is a complex concept, as it encompassed how an individual feels as well as the connected actions they display.

Chapter 5

Findings Analysis & Discussion

Overall Engagement

For comparison purposes the researcher will collate strongly agree and agree, and strongly disagree and disagree from the respondents answers to the proposed questions.

After analysing the three dimensions of employee engagement the researcher was able to arrive at the overall engagement level. As per the chart 4 below, 64% (the average of the three engagement elements under the engaged category) of Topaz South Dublin employees are engaged, while 36% (the average of the three engagement elements under the disengaged category) are disengaged.

Chart 4 – Overall Engagement Levels
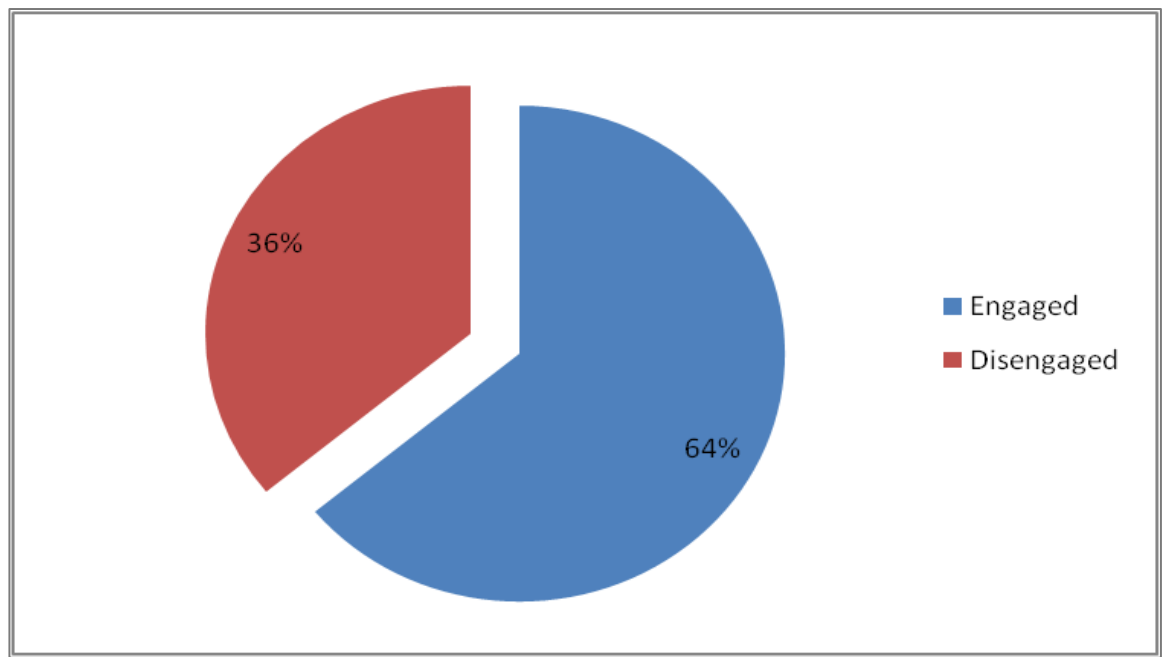
Cognitive Engagement

Respondents were asked two specific questions in relation to cognitive engagement. Of the respondents, on average 44% were cognitively engaged while 56% were not cognitively engaged. The remaining 25.45% were indifferent to the questions posed in relation to cognitive engagement, from a research perspective; the researcher found median responses a barrier to the analysis, an element to consider when conducting future research. Nearly 38% of respondents stated that they think about other things when performing their job, interestingly 26% stated that they are distracted when performing their role.

Table 6 – Overall Cognitive Engagement

Cognitively Engaged Total	Engaged	Disengaged
I often think about other things when I'm performing my job	44%	56%
I am rarely distracted when performing my job	43%	57%
Average	44%	56%

The survey responses display a connection and resulting interface between individual engagement levels, and the nature of the work being done. In relation to Topaz some jobs will require a higher level of attention, for example managerial positions, these positions are more likely to attract individuals who seek cognitively demanding roles. The question, *I often think about other things when I'm performing my job*, was analysed by classifying strongly disagree /disagree responses as engaged and

strongly agree/ agree responses as disengaged. Conversely, the opposite was the case for the question; *I am rarely distracted when performing my job.*

Emotional Engagement

Emotional engagement Baumruk (2004) examines the degree to which individuals are involved in their jobs at an emotional level. On average 73.33% of employees at Topaz service stations in South Dublin are emotionally engaged, while conversely 26.67% emotionally disengaged.

Table 7 – Overall Emotional Engagement

Emotional Engagement Total	Engaged	Disengaged
I really put my heart into my job	78%	22%
I get excited when I perform well in my job	72%	28%
I often feel no emotion when I perform my job	70%	30%
Average	73%	27%

Emotional engagement is connected with other positive perceptions Truss *et al* (2006), about the role an individual plays in the organisation, as well as how that individual perceives the organisational environment Diamond & Allcorn (1985), and other aspects of engagement. In relation to Topaz the fostering and good management of the relationship and processes which develop and sustain positive emotions could impact overall engagement levels as well as individual performance

(Frank *et al* 2004). Questions, *I really put my heart into my job & I get excited when I perform well in my job* Truss *et al* (2006), was analysed by classifying strongly agree /agree responses as engaged and strongly disagree/ disagree responses as disengaged. Conversely, the question, I often feel *no emotion when I perform my job*, was analysed by classifying strongly disagree/disagree responses as engaged and strongly agree/ agree responses as disengaged.

Physical Engagement

Physical engagement looks at the amount of physical effort Yankelovich and Immerwahr (1984), an individual puts into their role. Nearly three-quarters of Topaz South Dublin employees are physically engaged with their role with the corresponding quarter being physically disengaged with their work. Interestingly the aspect that employees were most engaged upon was the statement "I stay until the job is done".

The questions, *I exert a lot of energy doing my job & I stay until the job is done* was analysed by classifying strongly agree /agree responses as engaged and strongly disagree/ disagree responses as disengaged. Whereas the questions, *I avoid working overtime whenever possible & I avoid working too hard,* was analysed by classifying strongly agree /agree responses as disengaged and strongly disagree/ disagree responses as engaged.

Table 8 – Overall Physical Engagement

Physically Engaged Total	Engaged	Disengaged
I exert a lot of energy doing my job	64%	36%
I avoid working overtime whenever possible	62%	38%
I stay until the job is done	88%	13%
I avoid working too hard	83%	17%
Average	74%	26%

Engagement by Gender

When the genders are compared across the three engagement fields (cognitive, emotional and physical) the female contingent of the respondents seem to be more engaged that their male counterparts, which coincides with the findings of the , Employee Engagement Survey (2006) carried out by the CIPD, where increased engagement relating to women is attributed to factors such as working a shorter working week and being happier with their work -life balance, as per the CIPD report 2006. However, looking specifically at physical engagement, men may rate physical engagement lower than their female counterparts as they may not need to expend as much energy as their female counterparts in performing the same task(s). Ideally the energy requirements for each specific job should be ascertained, however due to time constraints this was outside the scope of the dissertation for the researcher.

Table 9 – Cognitive Engagement Gender Cross-Section

Cognitively Engaged By Gender	Male Engaged	Female Engaged	Male Disengaged	Female Disengaged
I often think about other things when I'm performing my job	42%	48%	58%	52%
I am rarely distracted when performing my job	41%	50%	59%	50%
Average	42%	49%	58%	51%

Table 10 – Emotional Engagement Gender Cross-Section

Emotional Engagement By Gender	Male Engaged	Female Engaged	Male Disengaged	Female Disengaged
I really put my heart into my job	69%	91%	31%	9%
I get excited when I perform well in my job	66%	78%	34%	22%
I often feel no emotion when I perform my job	60%	83%	40%	17%
Average	65%	84%	35%	16%

Table 11 – Physical Engagement Gender Cross-Section

Physically Engaged By Gender	Male Engaged	Female Engaged	Male Disengaged	Female Disengaged
I exert a lot of energy doing my job	56%	78%	44%	22%
I avoid working overtime whenever possible	58%	70%	42%	30%
I stay until the job is done	87%	87%	13%	13%
I avoid working too hard	80%	91%	20%	9%
Average	70%	81%	30%	19%

Engagement by Age

Dose engagement vary with age? Table 12 shows 25-31 year old respondents are the most cognitively and emotionally engaged while 18-24 year old respondents are the most physically engaged. The cognitive element of the engagement is spread evenly among the age ranges. Interestingly, 32-51 year old respondents showed lower emotional engagement that the other two groupings. Emotional engagement as per the literature is linked to performance and thus may warrant further study. The emotional engagement results seem to contradict the results of the CIPD Employee Engagement Survey 2006, which found that emotional engagement is lower in younger individuals and higher in older individuals. Interestingly, physical engagement is a facet of discretionary behaviour which seems to be maintaining a high level across the age ranges. According to the CIPD Survey (2006) employees under the age of 30 are the least engaged, as you can see from table 12 the younger

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age groups scored higher across both cognitive and physical elements of engagement.

Table 12 –Engagement and Age Cross-Section

Age	Engagement	Percentage
18-24	Cognitive	45%
25-31	Cognitive	49%
32-50	Cognitive	44%
18-24	Emotional	72%
25-31	Emotional	77%
32-51	Emotional	48%
18-24	Physical	75%
25-31	Physical	63%
32-52	Physical	64%

Advocacy

Chart 5 below shows that 14.7% of respondents would speak highly of Topaz with being asked thus they are the true champions of the organisation. It can be seen from chart 6 that nearly 68% of employees would recommend Topaz to an individual seeking a job opportunity. The 4.6% and 1.5% who strongly disagree and disagree are actively disengaged.

Chart 5 – Employer Advocacy
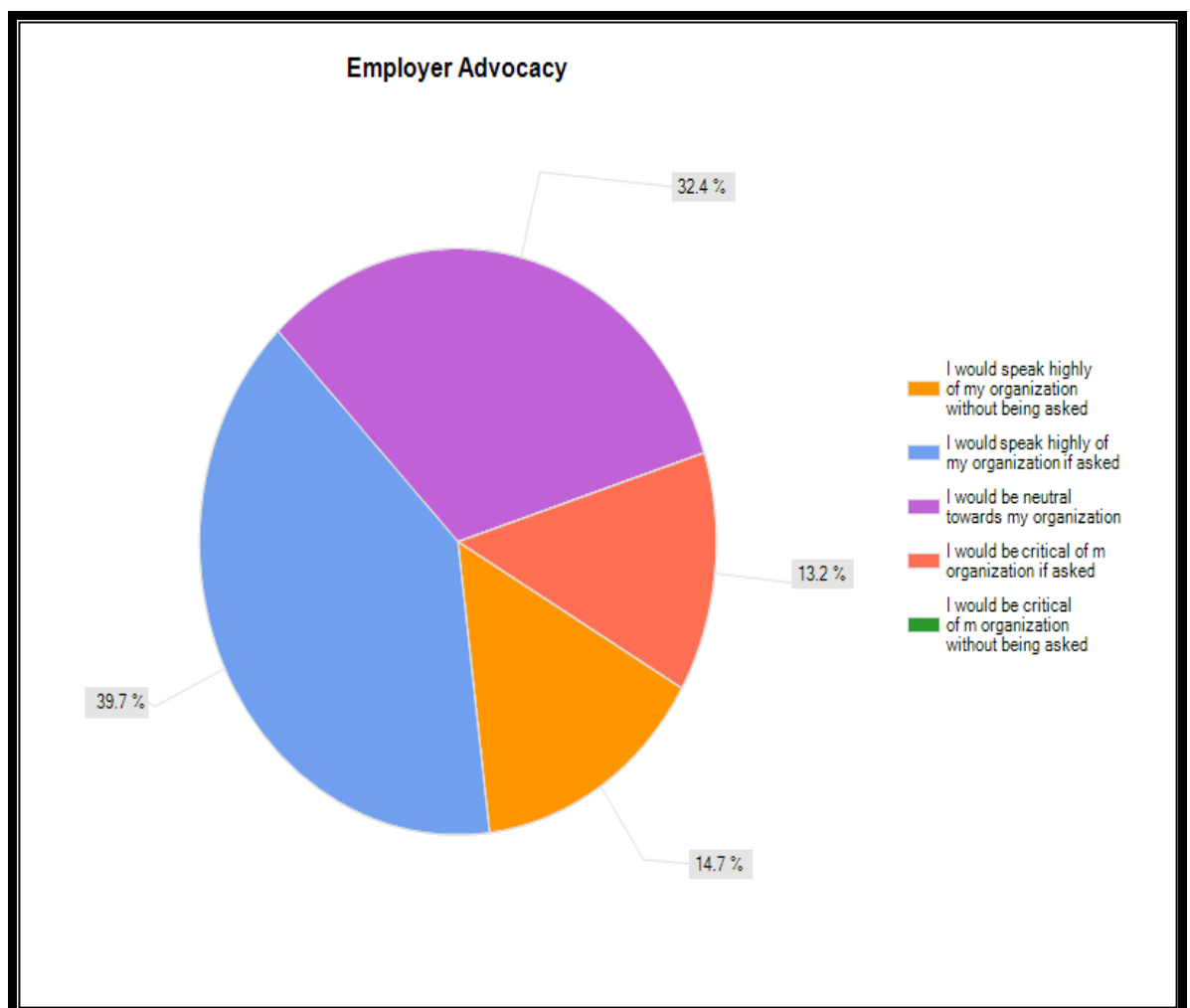
Chart 6 – Recommend Topaz as a potential employer

I would recommend Topaz to someone who seeks my advice about a job opportunity

- 4.60%
- 1.50%
- 13.80%
- 26.20%
- 53.80%

Legend:
- Strongly Disagree
- Disagree
- Neither agree non disagree
- Agree
- Strongly Agree
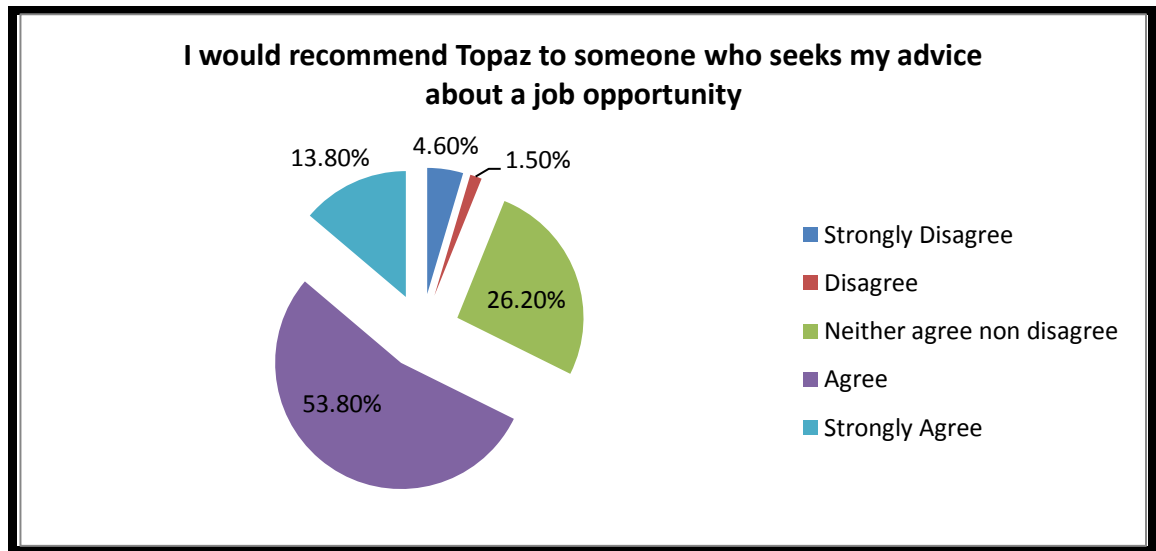
Chart 7 – Proud to work for Topaz

Are you proud to tell people who you work for?

- 8.8%
- 13.2%
- 16.2%
- 22.1%
- 39.7%

Legend:
- Very proud indeed
- Proud
- Quite Proud
- Not very proud
- Not proud at all
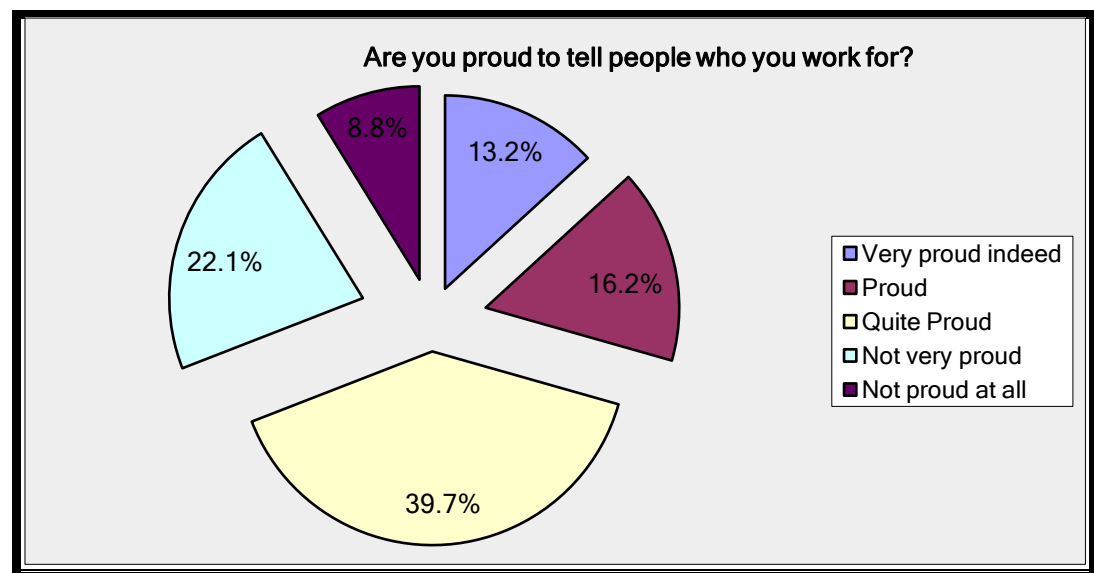
Almost 70% of employees are proud to work for Topaz, while conversely 30% are not proud at all and would actively discourage someone for applying for a job with the organisation. Linking back to the CIPD survey 50% of employees are proud to speak about their organisation if asked/or without being asked, whereas 21% would be critical of their organisation without being asked / if asked.

Managerial Engagement

As per the CIPD Employee Engagement Survey (2006) findings, management are more engaged that their subordinates. Managerial cognitive engagement is 63% will for the rest of the respondents it averaged at 44%. Managerial emotional engagement was the highest scoring engagement factor at 88% compared to 73% on average for the rest of the respondents. Managerial physical engagement is however lower that the rest of the respondents at 72% compared to 74%.

According to the CIPD Employee Engagement Survey (2006), management often feel more positive in relation to their involvement and thus have higher engagement as they feel they are given more support and recognition as well as being listened to more than non-managers, Kahn (1990). Also managers tend to find their work more meaningful Kahn (1990), than non-managers which results in a positive effect on their overall engagement levels.

Chart 8 - Managerial Engagement
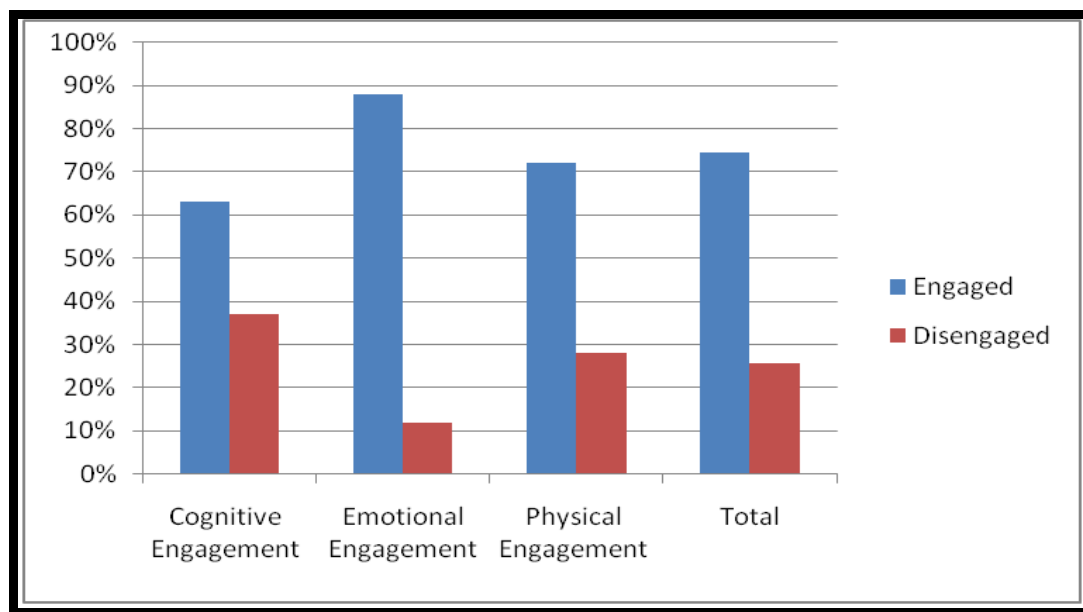
Work/Life Balance

According to the CIPD survey 2006 on employee engagement, employees who are satisfied with their work-life balance are more engaged Maslach *et al* (2001), with their work than those who are dissatisfied. When the statement "I achieve the correct balance between my home and work lives" was put to the respondents, nearly 50% agreed that they had the right balance between the hours they worked and the time between shifts. However 11% of respondents are not satisfied with their work-life balance which will negatively impact on their overall engagement level.

Chart 9 – Work-Life Balance
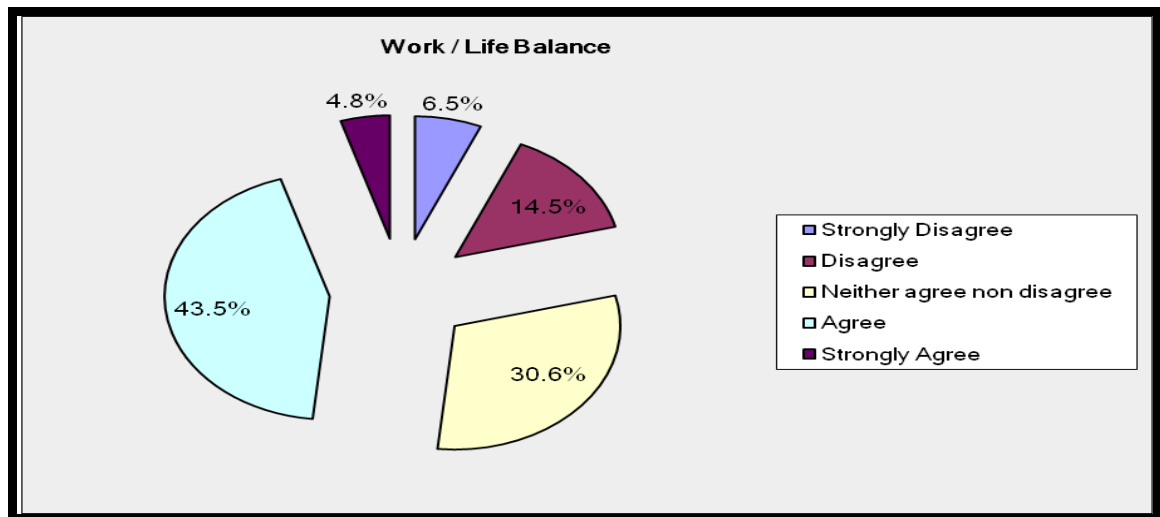
In relation to Topaz providing support to employees to aid them in managing their work life balance nearly 50% agreed that the organisation provided support. However, 25% of employees were not satisfied that the organisation provided adequate support to enable them to manage a healthy work-life balance.

Chart 10 – Organisational Support of Work-Life Balance

Topaz provides support to help me manager my work-life balance
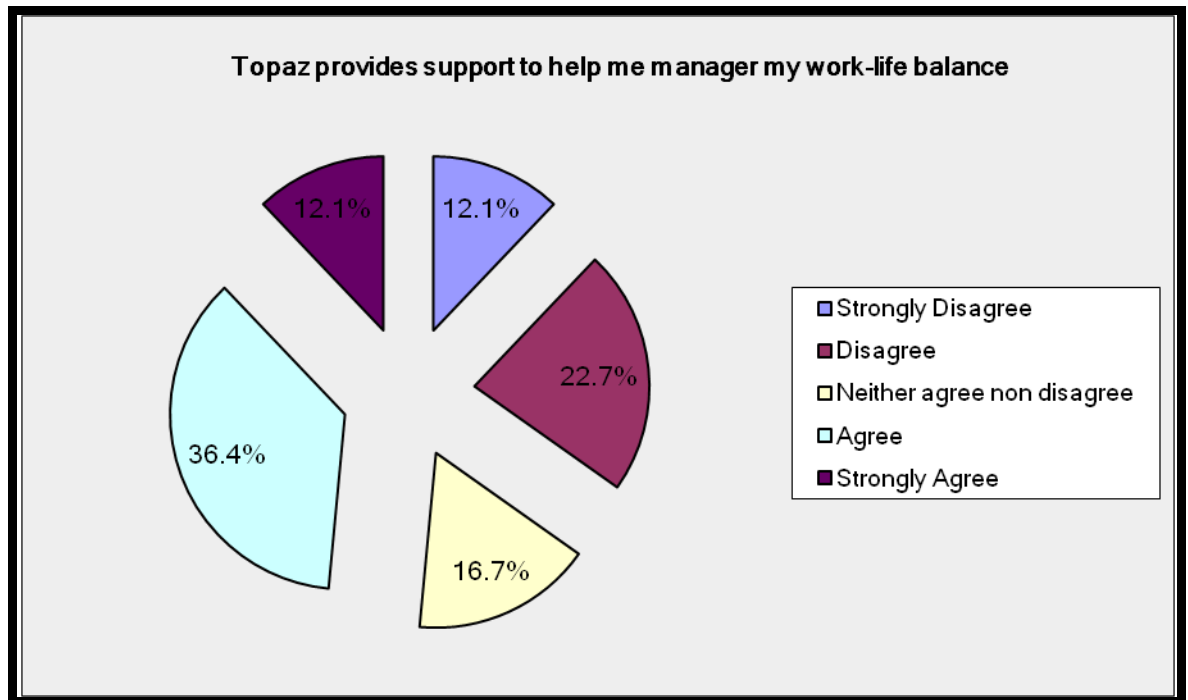
Management & Leadership

One of the key determinants of how employees feel about their role and level of performance is the treatment they receive from the management team. Supervisors, assistant managers and managers have the ability to foster and enhance or erode employee engagement. All management levels (supervisor, assistant manager and manger) were included in this aspect of the survey.

The survey posed a number of statements to the respondent, to ascertain what their true opinion of their immediate boss. From the results of the survey there a few issues which arose:

1. 32% of respondents feel as though they are not consulted on matter of importance to them which is higher than the CIPD figure of 20% who feel as though they are not consulted on matters of importance.

2. 44% of respondents feel as though their developmental needs are not being discussed compared to 32% of employee respondents from the CIPD who feel as though their line manager dose not discuss their training and development needs.

3. 36% of respondents feel as though they are not recognised / given praise when they have performed well in their role, where as 20% of CIPD respondents reported that they never/rarely recognises when I have done a good job.

4. 32% of respondents feel as though their work is not appreciated by their line manager, Maslach *et al* (2001) & (Holbeche & Springett 2003), where as 25% of respondents in the CIPD survey feel as though their line manger rarely/never makes them feel as though their work matters.

5. 35% of respondents don't receive regular feedback on how they are performing, compared to 30% of respondents in the CIPD survey.

6. 21% of respondents feel as though their line manger isn't open and honest with them 100% of the time, where as 18% of the CIPD respondents felt as though their line manger rarely/ never was 100% open and honest with them.

7. 29% of respondents feel as though their line manager doesn't keep in touch with them as to what is going on in the business, compared to 20% of CIPD respondents who feel as though their line manager rarely/never keep them in touch with what is going.

8. 17% of respondents feel as though their line manager isn't always supportive towards them if they have a problem to deal with compared to 15% of CIPD respondents who feel as though their line manger is rarely/never supportive if they have a problem.

9. 15% of respondents feel as though their line manager does not make it clear what is expected of them (Locke 1968), compared to 17% of CIPD respondents who feel as though rarely/never dose their line manager make clear what is expected of them.

10. 21% of respondents feel as though they are not listened to appropriately when they have a suggestion to make, where as 17% of CIPD respondents feel as though rarely/never are they listened to when they have a suggestion to make.

11. 19% of respondents feel as though they are not treated fairly all the time by their line manger, where as 10% of CIPD respondents feel as though they are rarely/never treated fairly by their line manager.

Table 13 – Line Manager Strengths & Weaknesses

Statement	Always	Usually	Sometimes	Rarely	Never
Consults me on matters of importance to me	35%	33%	24%	8%	0%
Discusses my training and development needs	29%	27%	26%	18%	0%
Recognises when I have done a good job	35%	30%	21%	13%	2%
Makes me feel my work counts	29%	40%	19%	13%	0%
Gives me feedback on how I am performing	29%	37%	19%	14%	2%
Is open and honest	49%	30%	14%	5%	2%
Keeps me in touch with what's going on	33%	38%	21%	6%	2%
Is supportive if I have a problem	51%	32%	13%	3%	2%
Makes clear what is expected of me	48%	37%	13%	2%	0%
Listens if I have a suggestion to make	33%	46%	11%	8%	2%
Treats me fairly	49%	32%	13%	3%	3%

Chart 11 – Line Manager Strengths & Weaknesses

Line Manager Strengths and Weaknesses

Categories (top to bottom):
- Consults me on matters of importance to me
- Recognises when I have done a good job
- Makes me feel my work counts
- Gives me feedback on how I am performing
- Is open and honest
- Keeps me in touch with what's going on
- Is supportive if I have a problem
- Listens if I have a suggestion to make
- Treats me fairly
- Discusses my training and development…
- Makes clear what is expected of me

Legend:
- Always
- Usually
- Sometimes
- Rarely
- Never

Communication

Nearly 43% of respondents always believe the information that is disseminated in relation to what is going on within the organisation, which is lower than the CIPD engagement report of 61%. However, 11% of respondents stated that they can only believe about half of the information given to them in relation to what is going on within the business. Interestingly 80% of mangers and 67% of assistant managers responded that the business kept them fully informed, while 20% of managers and 33% assistant managers responded that the business kept them fairly informed as to what was going on in the business.

Chart 12 – Internal Communication

Internal Communication

4.7%
4.7%
6.3%
45.3%
39.1%

- My business unit keeps me fully informed
- My business unit keeps me fairly informed
- My business unit only gives me a limited amount of information
- My business unit doesn't tell me much about what is going on
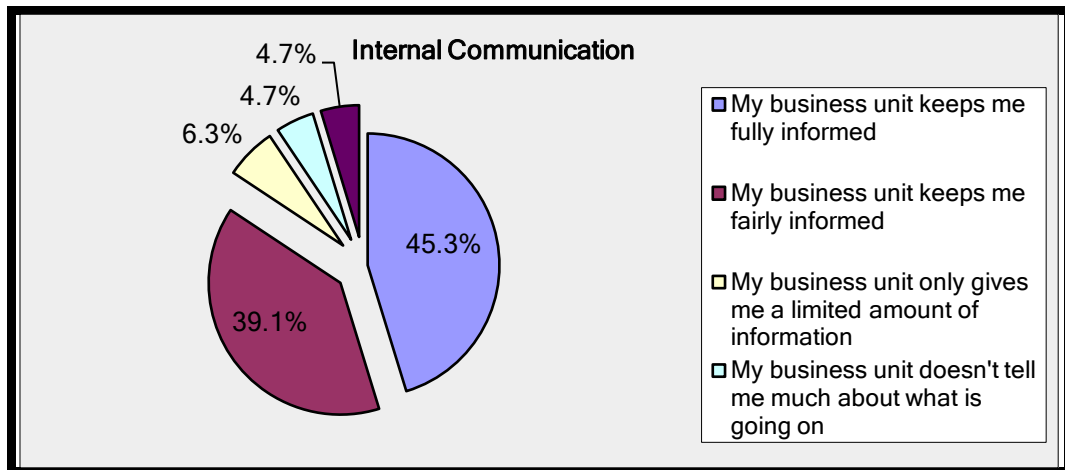
Chart 13 – Internal Communication Credibility

Credibility of Information Recived

1.6%
11.1%
42.9%
44.4%

- I can always believe it
- I can usually believe it
- I can believe it about half of the time
- I can seldom believe it
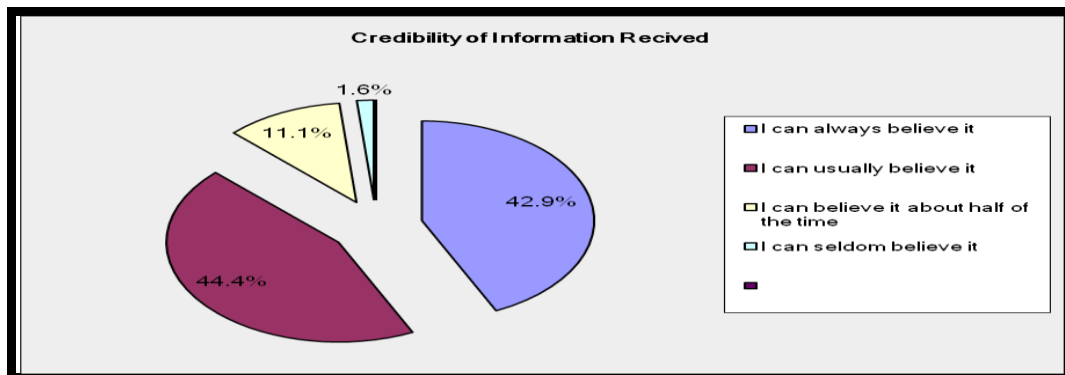
Chart 14 – Internal Communication from Sales Assistant Perspective

Sales Assistants Internal Communication Perspective

- My business unit keeps me fully informed — 33.3 %
- My business unit keeps me fairly informed — 45.2 %
- My business unit only gives me a limited amount of information — 9.5 %
- My business unit doesn't tell me much about what is going on — 7.1 %
- Don't know / No opinion — 4.8 %
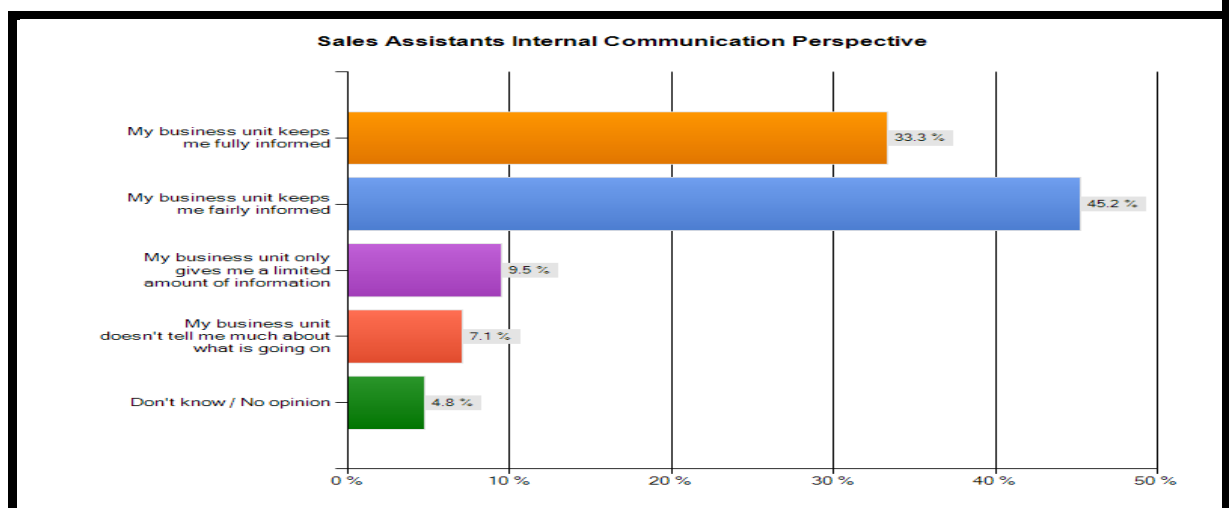
The above chart shows the sales assistant internal communication perspective. Overall the sales assistant grouping are well informed about the current issues within the organisation, with 16% of respondents reporting limited information received on internal developments.

Participation in Communications

Nearly 8% of respondents were very dissatisfied / dissatisfied with the chance to feed their views, ideas and issues upwards. The location would not be a factor as all service station managers' work on site and have to work every second weekend, which would give part time weekend staff a chance to have their views heard.

Chart 15 – Internal Communication
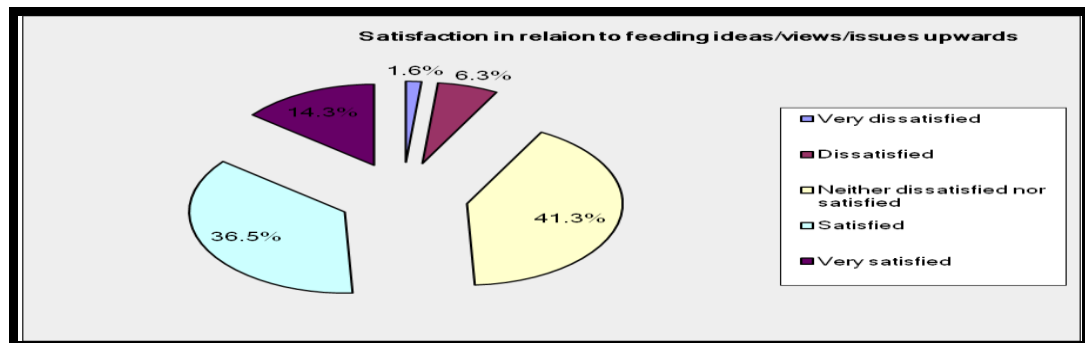
Attitudes to Work

In the modern Irish economy many people are spending more time at work than with their families. As a result of this shift towards an increased working week, the way an individual feels towards their work will have an important impact on their overall emotional wellbeing. As per the literature review, performance does not depend solely on cognitive input of the employee but also how the employee engages emotionally within their role.

This part of the research delves into how people feel about their work. One of the key questions to answer is, are they happy with the work they do and the role they perform in? Is the work meaningful to them personally, do they feel stress and pressure as a result of their role?

Meaningfulness

If an employee finds that their work has personal meaning to him/her this should have an impact on their feelings towards their work overall. For example, people who have work goals which and tied into their own personal goals and interests are much more likely to be more motivated, which can result in higher performance.

Chart 16 – Attitudes to Work
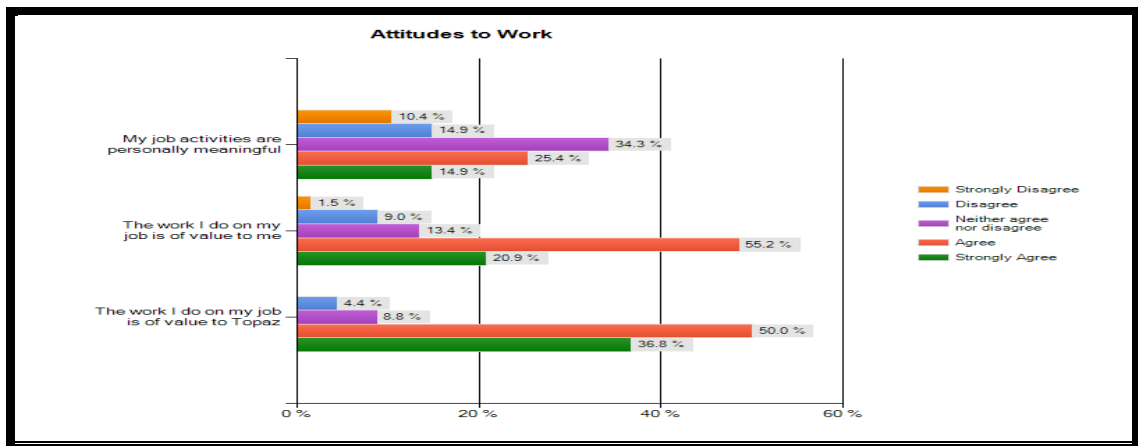
The statement "My job activities are personally meaningful" scored an agree rating of 40%, which is lower than the CIPD survey result of 56%. Conversely, the statement, "The work I do on my job is of value to me", equalled the CIPD survey score at 75%. Interestingly, nearly 87% of respondents view the work they do as valuable to the organisation.

<u>Manager's v Non-Managers</u>

An interesting finding that came out of the research was the fact that 60% of managers agreed that their job activities had personal meaning compared to 30% of sales assistants. All mangers agreed that the work they carried out was of value to them. The role performance of managers is more meaningful compared to that of non-managers overall. All of the managers agreed that the work they do is of value to Topaz which was reiterated by 91% of the respondents which filled the sales assistant position.

Job Satisfaction

It is of interest to the organisation to find out how satisfied people are with their role and work overall. Topaz, as a new organisation to the market has no previous data in relation to job satisfaction. From the CIPD report (2006) the results show that 52% of respondents felt very satisfied or satisfied with their current role while 26% were very dissatisfied or dissatisfied. The findings from the survey carried out on Topaz South Dublin employees reveal that, 66% or respondents are very satisfied or satisfied with their role. Conversely, nearly 11% of respondents were very dissatisfied or dissatisfied with their current role in the organisation.

Chart 17 – Overall Job Satisfaction
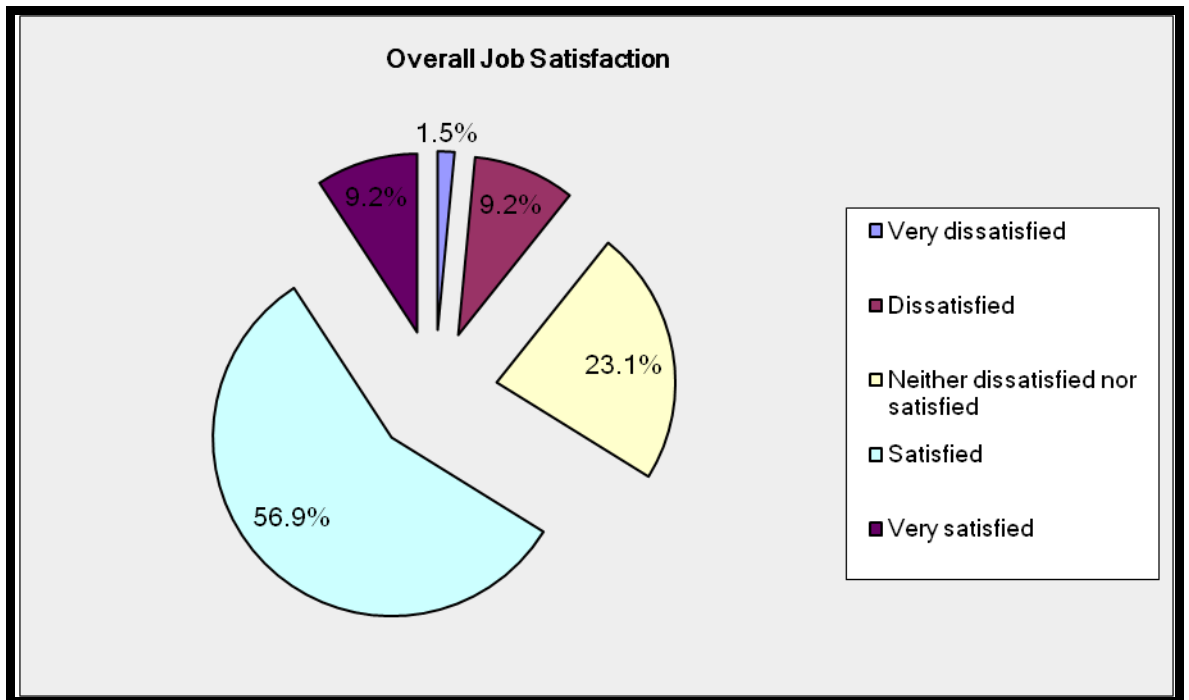
Chart 18 – Job Satisfaction Factors
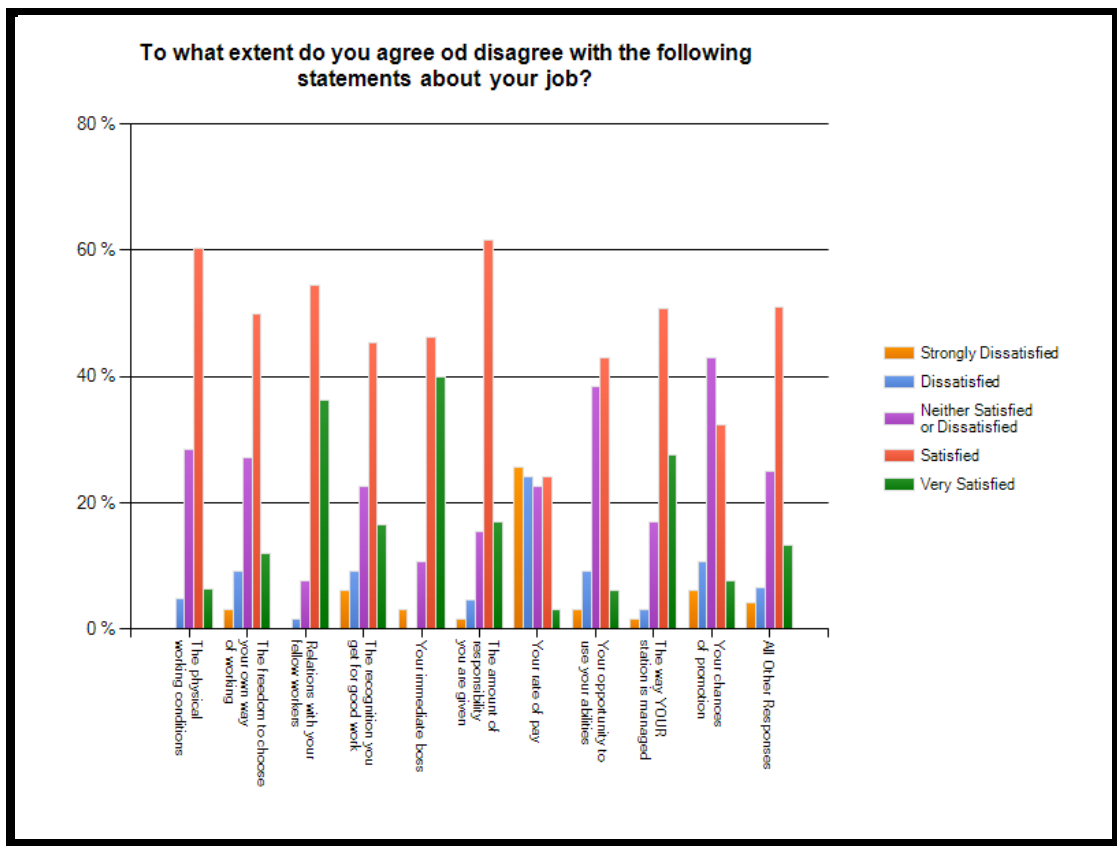
It can be seen from the above chart that respondents derive the main components of their job satisfaction from:

Satisfaction factor	%
The amount of responsibility given	62%
Job security	61%
The physical working conditions	60%
Relations between employees and management	58%
Relation between co-workers	55%

The main dissatisfaction factors were:

Dissatisfaction factor	%
Pay	50%
Amount of variety with the role	20%
Promotional Opportunities	17%
Recognition for good work	15%

Interestingly, from the data table below, management are satisfied with certain aspects of the job satisfaction criteria while workers scored a higher satisfaction rating. Managers were not as satisfied with recognition for their good work as their non-management counterparts. While all managers are satisfied with their immediate boss, 5% of non-managers are dissatisfied with their immediate boss.

Managers are more dissatisfied than non-managers in relation to physical working conditions (20% V 2% respectively) and recognition for good work (40% V 14% respectively).

Table 14 – Job Satisfaction Manager v Non-Manager

Manager Satisfied	Non-Manager Satisfied	JS Question	Manager Dissatisfied	Non-Manager Dissatisfied
60%	68%	Physical Working Conditions	20%	2%
80%	91%	Freedom to choose working methods	0%	11%
100%	88%	Relations with fellow workers	0%	2%
40%	63%	Recognition for good work	40%	14%
100%	86%	Immediate Boss	0%	5%
100%	71%	Amount of responsibility given	0%	10%
0%	30%	Rate of Pay	20%	54%
40%	43%	Opportunity to use your abilities	0%	17%
60%	29%	Chance of Promotion	0%	19%
40%	46%	Attention given to suggestions you make	0%	15%
80%	43%	Amount of variety in your job	0%	24%
100%	67%	Job Security	0%	10%
100%	86%	Relations between employees and management	0%	2%

Experiences of Stress and Pressure

Stress can have a negative impact on employee engagement and performance. 4.7% of respondents reported that they experienced no stress in their role at all, while 37.5% and 40.6% of respondents reported mild and moderate amounts of stress in their jobs respectively. 14. % and 3.1% of respondents reported very and extremely stressful elements to their role.

Chart 19 – Stress Levels across all respondents
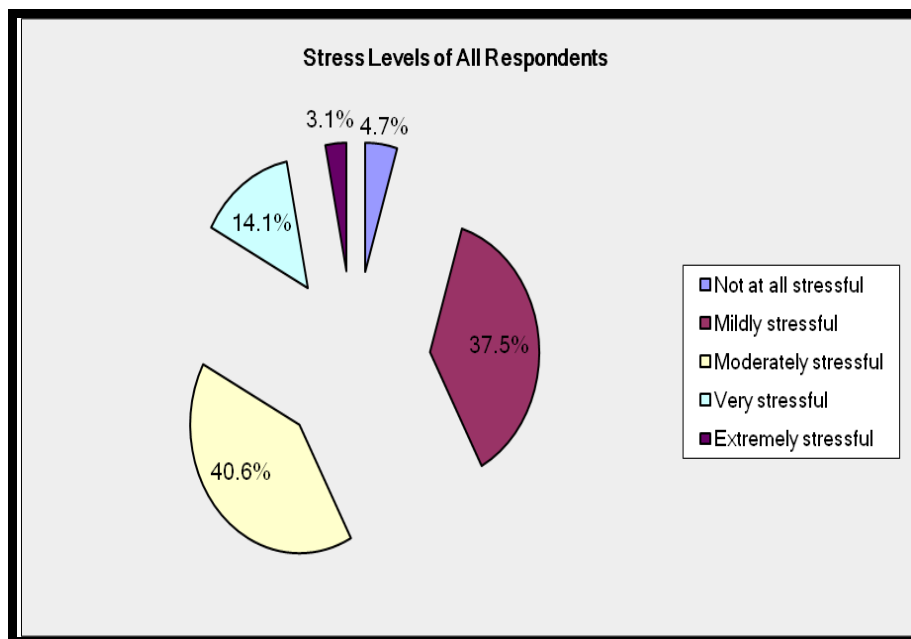
Respondents were also asked how often they felt elements of stress in performing their role as show in the chart 20:

Chart 20 – How Often Respondents Felt Under Excessive Pressure
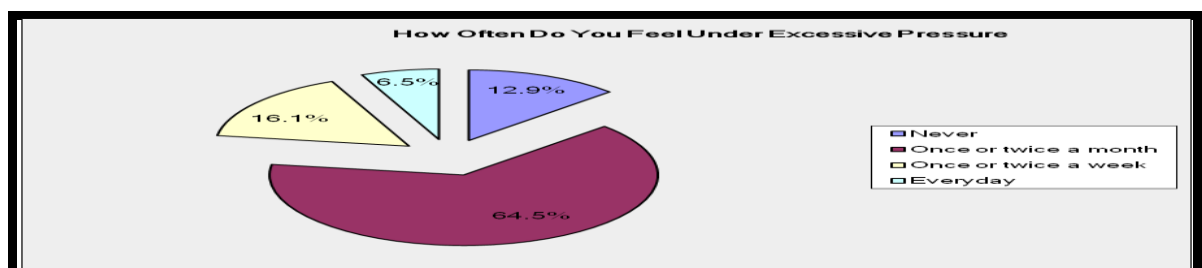
Chart 21– Stress Level Comparison Manager v Non-Manager

The comparison between managers and non-managers is show in the chart 20 above. 40% of managers responded that there were elements of their role that were very stressful while only 9% of non-managers found elements of their role very stressful. Interestingly the spread of moderate stress within a role function is spread evenly between managers and non-managers.

Control

Control within a role context is an important factor relating to how people feel about their work. People who feel as though they are not in control of their work are more likely to experience stress within their role. Employees who experience increased autonomy and thus increased control are more likely to have lower work-related stress levels. 85% of respondents reported a great deal or a fair amount of control in relation to how they do their work.

Chart 22 – Control Within The Respondents Role

Amount of Control Over the Way You Do Your Job

4.6% 1.5%

9.2%

36.9%

47.7%

A great deal of control
A fair amount of control
Not much control
Just a little control
No control
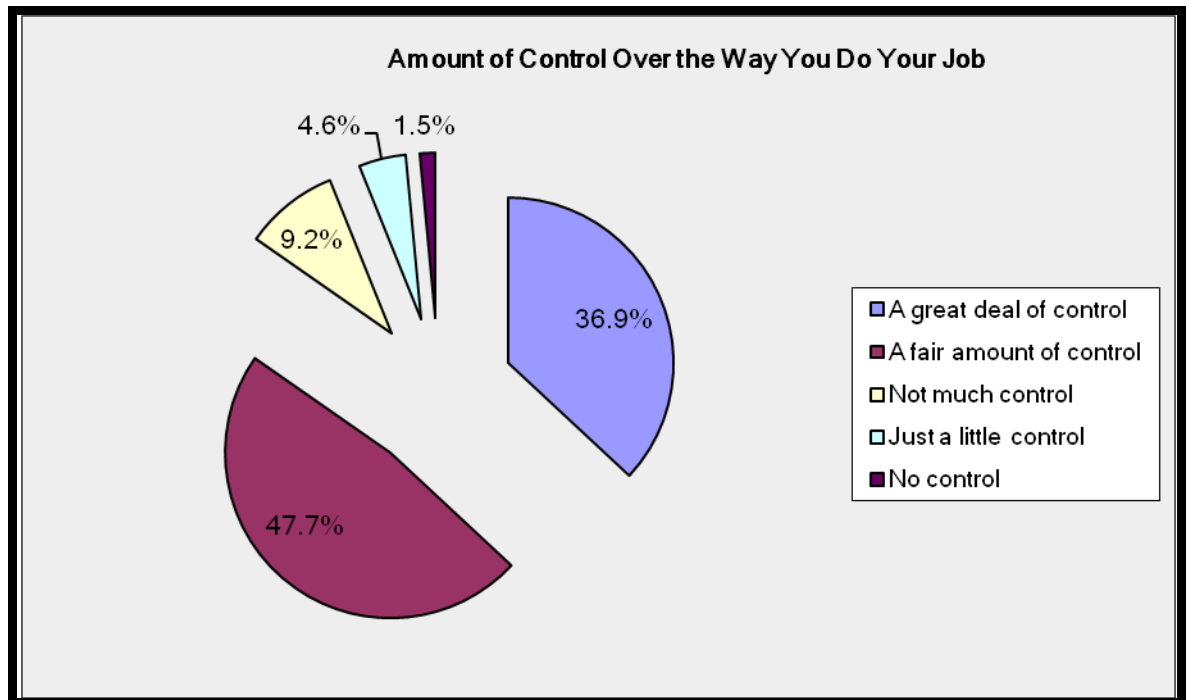
1. 17% of respondents experience high or excessive amounts of pressure.

2. 65% of respondents experience stress once or twice a month.

3. 7% of respondents experience stress every day.

4. In relation to comparing manager and non-manager control from the perspective of a great deal of and fair amount of control, there was no significant difference.

Emotional Responses To Work

By understanding individual emotions it can give an insight into individual behaviours which is an essential element within the performance management context. In many circumstances, individuals who have a positive feeling towards what they do will enable them to perform better.

Looking forward to Work

When the statement "How often do you look forward to going to work" was put to the respondents, 7.4% responded all of the time, 72% responded most/some of the time and nearly 21% responded that they rarely/never look forward to going to work. Interestingly, 100% of managers look forward to going to work most of the time. Conversely, there is a greater spread among sales assistances in relation to their attitude about going to work as seen in the chart 23.

Chart 23 – How Often Respondents Look Forward to Going To Work

How Often Do You Look Forward To Going To Work

- All of the time — 7.4%
- Most of the time — 41.2%
- Sometimes — 30.9%
- Rarely — 11.8%
- Never — 8.8%
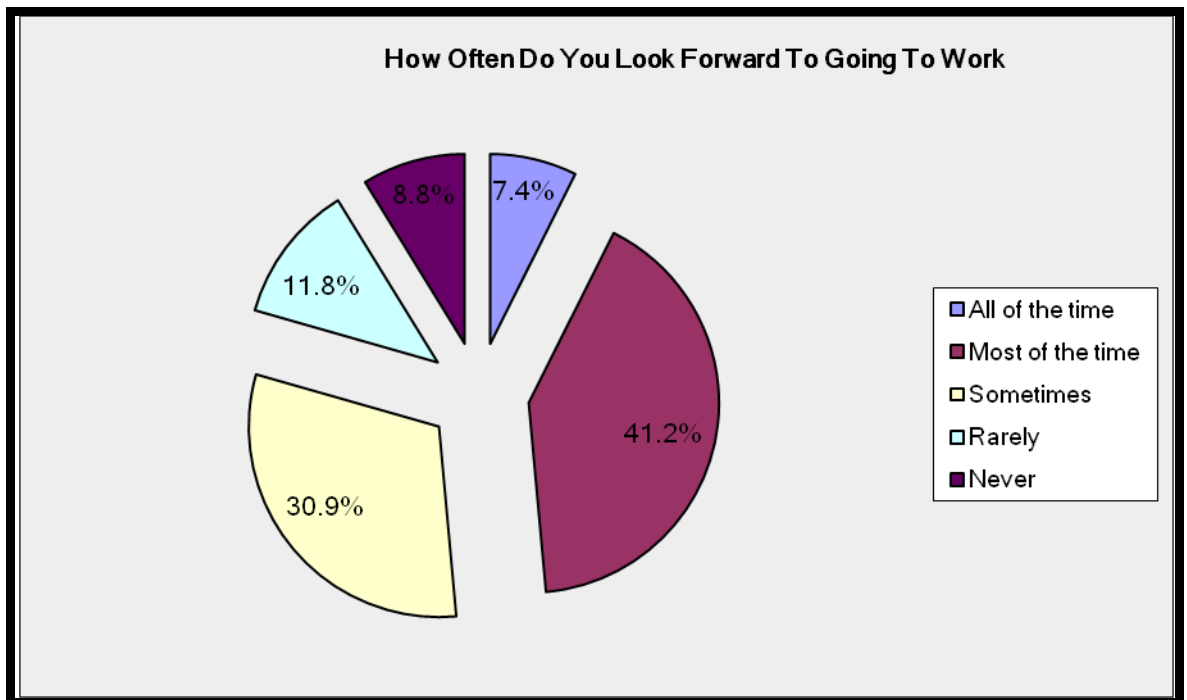
22% of respondents rarely or never look forward to going to work, which is a concern for the organisation due to the importance they place on employee engagement with the customer and the emphasises placed on customer service. Interestingly, only 7.4% of respondents look forward to coming to work all the time.

Chart 24 – Looking Forward To Going To Work: Manager v Sales Assistant

Looking Forward To Work Manager v Sales Assistant

Category	Value
All of the time	6.7 %
Most of the time (Manager)	100.0 %
Most of the time (Sales Assistant)	35.6 %
Sometimes	35.6 %
Rarely	13.3 %
Never	8.9 %

Legend: Manager, Sales Assistant
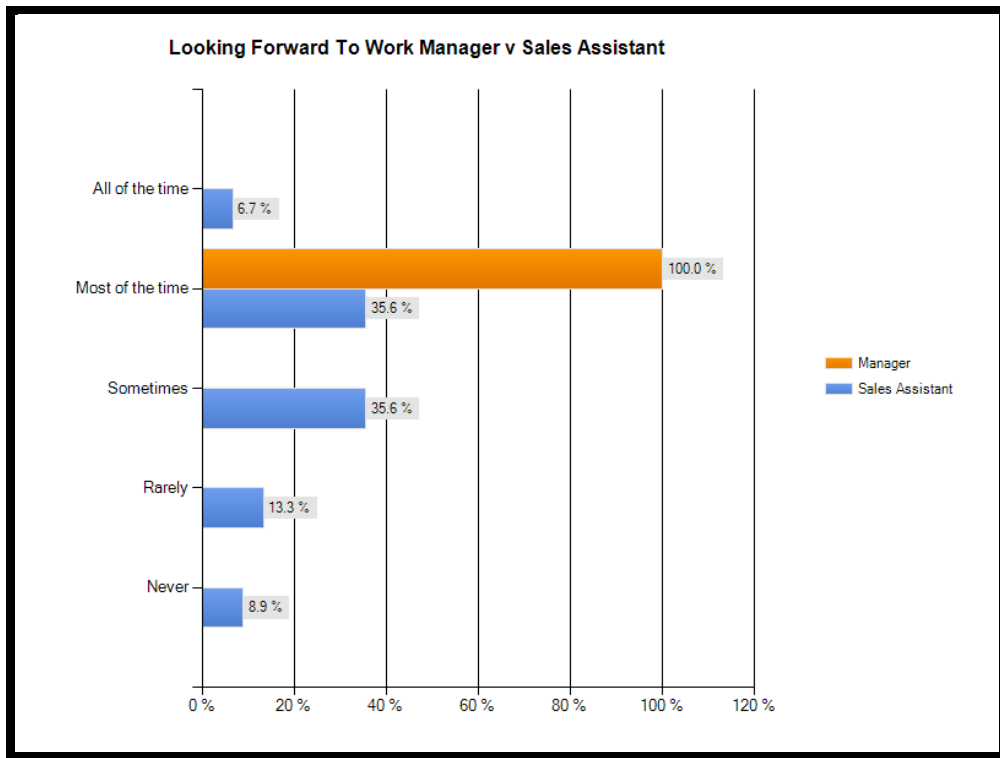
Emotions experienced by respondents over the last few weeks

The respondents were asked six questions relating to their varying emotional states they had experienced over the previous weeks. 70% of respondents were enthused with by their role and 94% of respondents were content with the work within their role, which scored higher than the CIPD (2006) survey of 33% and 43% respectively. 21% of respondents said that they never felt enthused by their role, which is an area of further research the organisation could undertake using this research as a base platform.

Table 15

Scale	All Respondents	Never / Occasionally	All/Most of the time
Enthusiastic	Optimistic	18%	79%
Enthusiastic	Enthused	24%	61%
Average		21%	70%
Content	Calm	18%	94%
Anxious	Tense	71%	6%
Depressed	Miserable	80%	0%
Depressed	Worried	60%	17%
Average		70%	9%

Opinions on Working for Topaz

72% of respondents like to know what is going on within the organisation and are currently involved or would like to get more involved. 7.4% of respondents are not interested in getting involved and merely view their role as just a job.

Chart 25– Respondents Opinion On Working For Topaz

Opinion on working for Topaz

- I'm not really interested in my organization, it's just a job
- I like to know what's going on, but I don't like to get involved
- I like to know what's going on and would like to get more involved
- I like to know what's going on and I am involved

7.4%
27.9%
20.6%
44.1%
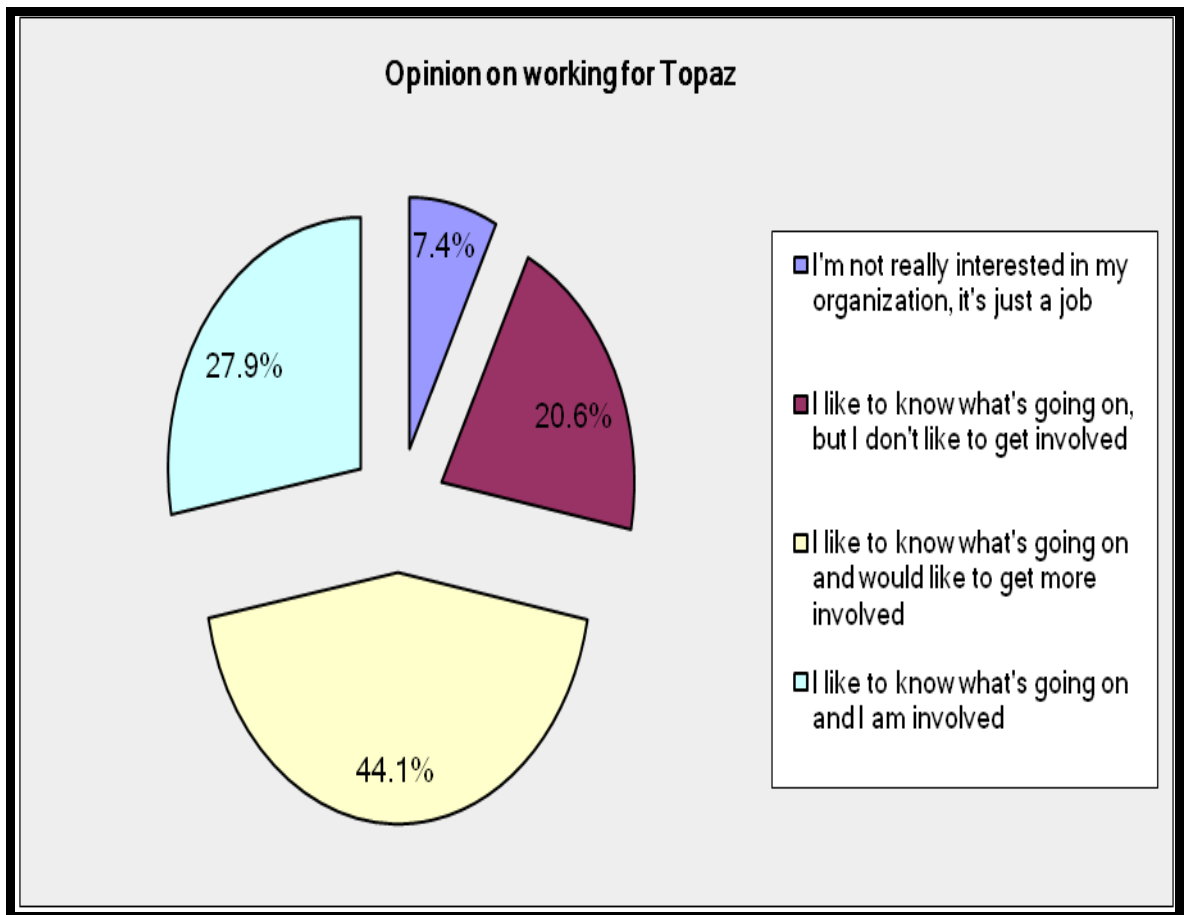
Looking at involvement within the organisation by level, 80% of managers like to know what is going on within the organisation and are well informed, or would like to better informed. 100% of assistant managers reiterated the manager's opinions, as well as 92% of the supervisors. However, 8% of supervisors and 9% of sales assistants are not interested in the organisation and see their role as just a job.

Loyalty

From the survey it was evident from the respondents that they displayed more loyalty towards co-workers, be they supervisor, assistant manager or manger than the organisation itself. The general levels of loyalty are high across the board, with some interesting figures to follow. 42% of respondents felt a lot of loyalty towards the organisation, while 35% felt some loyalty towards the organisation. 77% of respondents felt loyalty towards their co-workers. The results for a lot and some loyalty towards the organisation are slightly higher than the CIPD (2006) report findings of 74%. 60% of respondents reported a lot of loyalty towards their direct supervisor. 89% of respondents reported a lot/some loyalty towards the customer, which is a positive aspect for the organisation as they place such importance on employee engagement with the customer and customer satisfaction.

Outcomes

It is important for Topaz to investigate the impact that the role and working environment has on an individual as this will be a key driver as to whether people intend to leave the organisation. Previous research on employees engagement has shown that employees who report lower satisfaction rating are more likely to leave the organisation that their more satisfied counterparts.

Individual Performance

The respondents were asked to rate their performance under three headings. The first heading was, "I have the knowledge and skills that I need to do my work to a high standard", which 91% of respondents were satisfied or very satisfied with, which is over the CIPD (2006) survey figure of 81%. When the respondents were asked about the standard of their work, 74% were very satisfied or satisfied and 89% of respondents were very satisfied or satisfied that they were performing their role to their best of their ability.

Chart 26– Satisfaction Factors
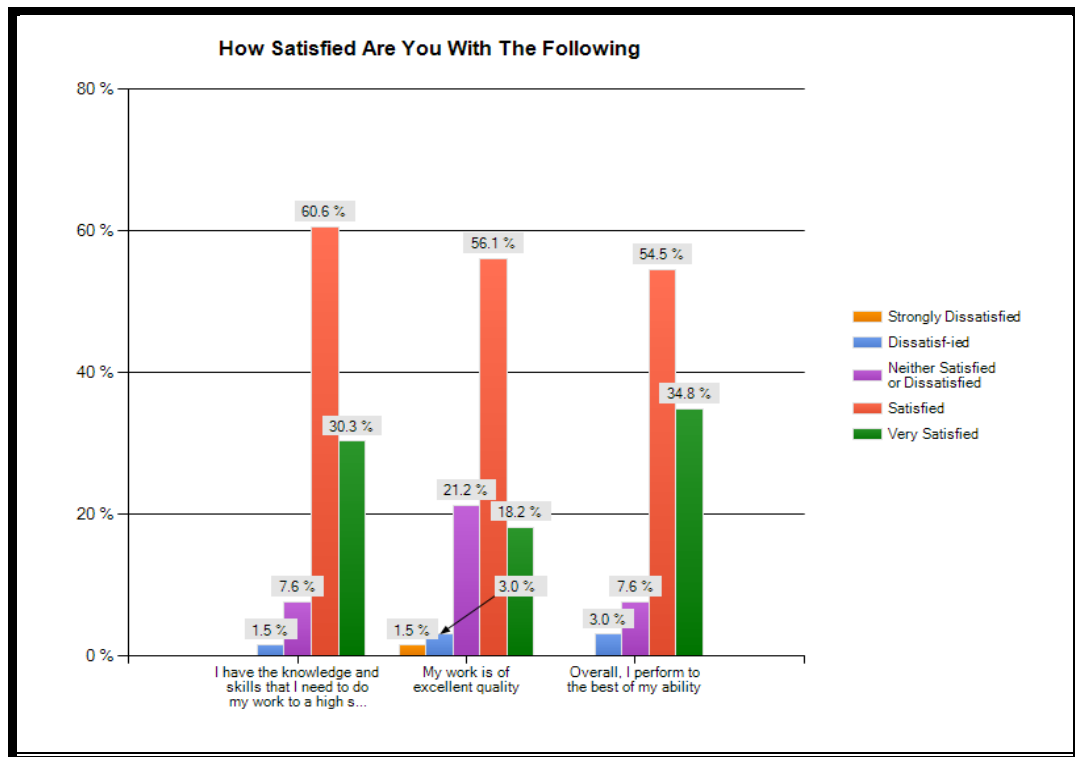
47% of respondents feel that their preformace is much higer than their co-workers. This size of this figure could be inflated due to lack of accurate honest feedback from line mangers to subordinates as well as individuals overestimating their own performance as they do not have a clear indication of what is expected of them.

Chart 27 – Performance Perspectives
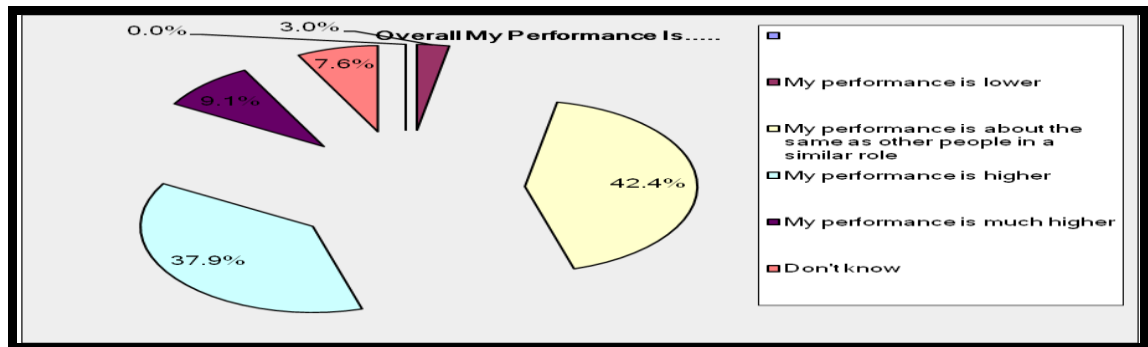
Intentions to Quit

55.4% of respondents plan to stay with Topaz for the foreseeable future, whereas nearly 19% of the respondents didn't see themselves with Topaz in the foreseeable future. 11% of employees are actively looking in the market for new employment, while 40% of respondents are looking to gain upward promotion with the organisation. 0% of respondents interestingly are looking for lateral transfers and 25% are looking to stay where they are in their current role. Of those that intend to leave the organisation, the following are the drivers:

Table 16 – Employee Leaving Drivers

Better pay/benefits elsewhere	50%
To do a different type of work	42%
Other reasons	42%
Opportunities for promotion	25%
To be self-employed	17%
Easier/shorter journey to work	17%
To return to full time study	8%
Job satisfaction	8%
More flexible working hours	8%

Chart 28 – Intention to Leave Breakdown 1

Intention to Leave

- 41.3%
- 38.1%
- 9.5%
- 11.1%

Legend:
- I have never even thought about leaving this job
- I sometimes thought about leaving this job but never did
- I have looked around for other jobs
- I am currently in the process of looking for another job

Chart 29 Inteention to Leave Breakdown 2

Intention Toi Leave

- 24.6%
- 40.0%
- 0.0%
- 12.3%
- 23.1%

Legend:
- Stay where you are in your current job
- Gain upward promotion to a higher level
- Move to a position of similar responsibility in another area of your company
- None of the above/other
- Don't Know

Chapter 6

Management Implications

The outcomes from this study will give managers the information to develop improved management interventions in order to increase employee's engagement. By increasing the overall level of employee engagement, the effect will be two fold, employees will have an improved employment experience and as a result their performance will be better.

Management have the biggest part to play in increasing employee's engagement. Managers must lead by example through their behaviour and commitment to the organisation in order to foster a culture where high levels of engagement permeate through all the employees. The concept of engagement and how to achieve the desired level of engagement from an employee must be looked at holistically. Engagement cannot be forced from individuals; engagement is a component of managerial actions, the job itself and individual preference.

Managerial Engagement

Managers overall are more engaged than their subordinates. Managers have greater cognitive and emotional engagement than their subordinates; however they are less physically engaged than their subordinates. As previously mentioned, management need to display the behaviours they want to foster in their staff, if management are looking to increase the overall level of engagement among their employees they themselves need to become more physically engaged, by physically showing they are more engaged within their role and station, this will foster more positive engagement development among the rest of the staff. Due to the nature of the staff structure

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within Topaz service stations the manager will have the chance to display increased physical engagement when performing tasks such as stacking shelves and facing off the stock.

Work / Life Balance

Of the respondents, 11% were not satisfied with their work-life balance and of that percentage, 25% thought that Topaz didn't provide adequate support to enable them to sustain a healthy work life balance. An unhealthy work-life can lead to falling engagement levels as well as driving employees to seek alternative employment. Topaz managers should ensure that rosters are organised so as to meet people's work-life balance commitments while not negatively impacting business performance. Providing a roster that caters to every individuals work life balance needs is what the organisation should be attempting to do. Only 11% of respondents were not satisfied with their work-life balance, so it seems as though Topaz managers are handling the roster well.

Management & Leadership

From the research carried out, it emerged that employees felt that they were not being involved in the business and that their development needs were not being met. In relation to developmental needs this can have a negative impact on cognitive as well as emotional engagement as employees begin to resent the mundane task they are performing as they feel they can do more and as a result they become emotionally detached from their role. Topaz managers need to schedule regular developmental meeting with their staff to access how they are developing within the role as to ensure they do not plateau. Managers need to ensure that all employees know what is expected of them and that regular feedback is given to them, as well as

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treating all employees fairly and explain variations in treatment as perceived unfair treatment can result in disengagement.

Communications

Internal communication at Topaz across the board is good with 85% of respondents saying that their business unit keeps them well informed. Managers need to ensure that the communication channels are fully open to all employees, and that they understand and believe the information that is being disseminated from head office. The researcher recommends a weekly communications update meeting to cover downward communication and to deal with queries from employees as to content or impact any downward communication will have on their role.

Meaningfulness

In order for the managers of the service stations to bring meaning to their employee's roles, they need to link their employee's personal goals to that of the service stations goals. For example, the employees' personal goal may be to gain their first promotion within the next year. The manager should link promotional opportunities to a business goal such as up and cross selling of products which as a result will tie in the individual's goals to that of the business.

Job Satisfaction

The elements which caused job dissatisfaction to respondents were as follows:

Dissatisfaction factor	%
Pay	50%
Amount of variety with the role	20%
Promotional Opportunities	17%
Recognition for good work	15%

In relation to pay, in the current economic climate organisation are constantly looking to lower their cost base, and with operations which are heavily customer service focused, such as Topaz the wage bill is a focal point for senior management to keep as low as possible. Managers could offer cash bonus incentives for up-seller of the month or implement a referral program which would actively encourage employees to bring in new employees to the organisation.

The amount of variety within the role was also a source of dissatisfaction which was coupled with a lack of promotional opportunities as employees began to disengage with the tasks they already knew. To negate this feeling of boredom within a shift, management could structure the tasks on a rotation basis so as to give each employee the maximum variety in their shift as opposed to being at a till for 8 hours.

To combat dissatisfaction with recognition for good work done, the managers could start to recognise employees based on weekly achievements such as up-seller of the week as well as courses completed such as health and safety.

<u>Stress and Pressure in the Workplace</u>

Nearly 55% of respondents reported moderate to very stressful elements to their roles, with 65% of respondents experiencing feelings of stress once or twice a month. Going forward, in the researcher's opinion the subject of work related stress should be investigated further by managers within the specific service stations to uncover specific situations resulting in increased stress levels in the work place and implement appropriate interventions to combat the work related stress levels.

Control

15% of respondents were unhappy with the amount of control they had over the manner in which they perform their role. Conversely, 85% of respondents were happy with the amount of control they had over the manner in which they performed their role. The researcher feels there are no significant management implications relating to role control.

Opinions on working for Topaz and Loyalty

7.4% of respondents just saw their role in Topaz as a job and 20.6% of respondents would like to know more about what is going on internally however, they do not want to get involved. The researcher suggests that senior management need to look at internal branding of the organisation in order to sell the success of the company to the employees. From the survey 44.1% of respondents like to know what is going on in the organisation and would like to get more involved. These respondents should be utilised via an employer branding strategy which would utilise the 44.1% of respondents with the end goal of making Topaz an employer of choice.

Loyalty towards the organisation is above the CIPD (2006) report which is a positive aspect for the organisation. Organisational loyalty could be further enhanced via the internal employer branding strategy as well as providing promotional criteria to employees as this was a point of contention from 25% of respondents who said that lack of promotional opportunities would encourage them to leave the organisation.

Intentions to Quit

From the research carried out the main drivers causing employees to leave the organisation are:

- Better pay and benefits elsewhere

- To do a different type of work

- Opportunities for promotion

- To become self-employed

- Easier/Shorter journey to work

- To return to full time study

- Job satisfaction

- More flexible working hours

It is important for Topaz to hold onto employees, as a constant turnover of staff can lead to a drain in the tacit knowledge of the organisation as well as constant dips in productivity as new people constantly have to be trained up. Opportunities for promotion were earmarked by 25% of respondents as a push factor to make them leave the organisation. Topaz HR team need to devise a set of competencies which employees can be measure against to determine their appropriateness for promotion. The competencies can be complimented by regular performance reviews and personal development plans between the manager and his/her staff.

Chapter 7

Conclusion

Employee engagement is concerned with the emotional, cognitive and physical aspects of work and how these factors combine. The concept of employee engagement should not be considered just another fluffy HR initiative. However, fostering employee's engagement is a long term process, as its success is inextricably linked to core aspects of the business such as, values, culture and managerial philosophy. To change core aspects of any business takes time effort and commitment from the employees as well as the senior management team.

Employee engagement can be seen to have three elements, the cognitive, the physical and then emotional. Due to the fact that employee engagement is a multi-functional concept comprising three interacting elements, strengthens the argument that a manger cannot force an employee to be engaged. Employees need to be immersed in a working environment which will entice them to display the discretionary behaviour that organisations are seeking.

An organisation that wants to increase engagement levels will attempt to foster the factors which have a positive effect of engagement through every business activity they perform. Organisations, as well as practitioner researchers, are attempting to develop a metric in order to input employee engagement as a figure on the balance sheet, however the problem arises as labour in many instances is seen as a cost rather than an asset to the organisation.

According to the researcher's survey results, 64% of employees were engaged. This figure needs to be evaluated with a critical mind as respondents may have answered

questions in a manner which they think is in line with management desires. On the positive side, going forward there are 40% of the respondents which the organisation can attempt to win over. Managerial factor's are the determining element in order to foster increased engagement levels; this is the area where Topaz need to focus their attention, as managers are on average more engaged then their subordinate counterparts. Managers in order to increase engagement levels among their employees need to display their commitment to the organisation to foster the same commitment among the employees.

Employee engagement components within the Topaz service stations varied both positively and negatively compared to the CIPD survey. This resulted in the research hypothesis holding true for some aspects of employee engagement and being disproved within other aspects of employee engagement. As this research project was the first of its kind to be carried out in the organisation, the researcher feels that going forward the same hypothesis can be utilised to benchmark the level of overall and component employee engagement levels for variances.

In relation to the research itself, it was a positive aspect that so many employees were willing to come forward and be so honest in making suggestions which can be fed back up the business. The researcher hopes that this research adds to the body of knowledge which the HR department and managers of Topaz have as part of the managerial kit in order to drive engagement levels up and to maintain the excellent customer service which drives the business forward.

<u>Recommendations for Further Research</u>

Organisations have become aware that it is no longer their patents, machinery or location that give them the edge over their competitors. With the surge in

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technological advancements tangible elements can be imitated faster than ever. It has been recognised that it is the people component and resulting contribution which adds value to the organisation and give a competitive edge to many organisations. A prime example of this is the innovation fostering Google, whose growth and dominance has been attributed to the innovation ideas generated from their people.

Due to time constraints this study was about scope rather than depth. Employee engagement is a complex area as individual preferences play such a pivotal role in the engagement process. One of the limitations of this study was that the data came from surveys filled out by respondents independently which resulted in a less than maximum return rate. If time constraints weren't such a prominent factor, the researcher may have opted for an in-depth questionnaire with open ended questions to utilise quantitative as well as qualitative analysis to triangulate the data. Topaz should carry out follow up studies on a regular basis in order to build a bank of employee engagement data sets which potential metrics can be drawn from.

In closing, Topaz should develop a survey instrument, which aligns business goals to action interventions and utilises qualitative research within the intervention to access its impact, thus ensuring that the findings of the surveys are implemented upon and not just left to gather dust on a shelf in the office.

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Appendix

Appendix 1.0

Engagement By Ages Detailed Breakdown

Cognitively Engaged 18-24	Engaged	Disengaged
I often think about other things when I'm performing my job	50%	50%
I am rarely distracted when performaing my job	39%	61%

Emotionally Engaged 18-24	Engaged	Disengaged
I really put my heart into my job	71%	29%
I get excited when I perform well in my job	57%	43%
I often feel no emotion when I perform my job	86%	14%

Physically Engaged 18-24	Engaged	Disengaged
I exert a lot of energy doing my job	69%	31%
I avoid working overtime whenever possible	68%	32%
I stay until the job is done	82%	18%
I avoid working too hard	79%	21%

Cognitively Engaged 25-31	Engaged	Disengaged
I often think about other things when I'm performing my job	54%	56%
I am rarely distracted when performaing my job	43%	57%

Emotionally Engaged 25-31	Engaged	Disengaged
I really put my heart into my job	89%	11%
I get excited when I perform well in my job	82%	18%
I often feel no emotion when I perform my job	61%	39%

Physically Engaged 25-31	Engaged	Disengaged
I exert a lot of energy doing my job	53%	47%
I avoid working overtime whenever possible	46%	54%
I stay until the job is done	82%	18%
I avoid working too hard	71%	29%

Cognitively Engaged 32-52	Engaged	Disengaged
I often think about other things when I'm performing my job	44%	56%
I am rarely distracted when performaing my job	44%	56%

Emotionally Engaged 32-52	Engaged	Disengaged
I really put my heart into my job	56%	44%
I get excited when I perform well in my job	33%	63%
I often feel no emotion when I perform my job	56%	44%

Physically Engaged 32-52	Engaged	Disengaged
I exert a lot of energy doing my job	56%	44%
I avoid working overtime whenever possible	56%	44%
I stay until the job is done	78%	22%
I avoid working too hard	67%	33%

Cognitively Engaged Total By Age	Engaged	Disengaged
I often think about other things when I'm performing my job	49%	54%
I am rarely distracted when performaing my job	42%	58%

Emotionally Engaged Total By Age	Engaged	Disengaged
I really put my heart into my job	72%	28%
I get excited when I perform well in my job	57%	41%
I often feel no emotion when I perform my job	68%	32%

Physically Engaged Total By Age	Engaged	Disengaged
I exert a lot of energy doing my job	59%	41%
I avoid working overtime whenever possible	57%	43%
I stay until the job is done	81%	19%
I avoid working too hard	72%	28%

Appendix 2.0 Management Engagement Levels Breakdown

Cognitively Engaged Management	Engaged	Disengaged
I often think about other things when I'm performing my job	63%	37%
I am rarely distracted when performaing my job	63%	37%
Average	63%	37%

Emotionally Engaged Management	Engaged	Disengaged
I really put my heart into my job	88%	12%
I get excited when I perform well in my job	88%	12%
I often feel no emotion when I perform my job	88%	12%
Average	88%	12%

Physically Engaged Management	Engaged	Disengaged
I exert a lot of energy doing my job	75%	25%
I avoid working overtime whenever possible	50%	50%
I stay until the job is done	75%	25%
I avoid working too hard	88%	12%
Average	72%	28%

Management Engagement	Engaged	Disengaged
Cognitive Engagement	63%	37%
Emotional Engagement	88%	12%
Physical Engagement	72%	28%
Total	74%	26%

Appendix 3.0 Employee Engagement Survey

Dear Colleague,

I am currently studying for Masters Degree in Human Resources. In order to
successfully finish my course I have to complete a thesis. The subject matter I have chosen is to measure how engaged are my colleagues working in their respective Topaz service stations within the south Dublin region.

Just X the boxes accurately. The first answer that comes into your head is usually the most heartfelt and honest. You are possibly sick and tired of getting surveys but please just one more time. The more replies I get the more valuable the results will be and the more analysis I can do, so I am depending on you.
I would be most grateful if you could complete the questionnaire as soon as possible as I am working to a very tight deadline.

Some of the questions are sensitive but I can assure you that all replies will be kept under lock and key by me and I can guarantee that nobody other than me will have access. Once I am finished I will destroy the documentation and I am guaranteeing that no individual will be identifiable in any of the results. However, if you wish to put your name and e-mail at the end of the questionnaire I will forward you a personal copy of my findings. Thank you in anticipation of your co-operation.

Robert Knight

Sales Assistant,

Topaz Rochestown.

Engagement Questionnaire for Topaz South Dublin Employees

YOUR WORKING LIFE

Q1 **When you get up in the morning, how often do you really look forward to going to work?**

PLEASE TICK

All of the time	
Most of the time	
Sometimes	
Rarely	
Never	

Q2a **Thinking about the last few weeks, how much of the time has your job made you feel each of the following?** **PLEASE TICK**

	Tense	Miserable	Optimistic	Calm	Worried	Enthused
All of the time						
Most of the time						
Sometimes						
Rarely						
Never						

Q3 **Please state the extent to which you agree with the following statements about your work**

PLEASE TICK

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
My job activities are personally meaningful					
The work I do on my job is of value to me					
The work I do on my job is of value to Topaz					

YOUR EMPLOYER

Q4 **Now please talk about Topaz** **PLEASE TICK**

How would you speak of this organization as an employer to people outside the organization?

I would speak highly of my organization without being asked	
I would speak highly of my organization if asked	
I would be neutral towards my organization	
I would be critical of m organization if asked	
I would be critical of m organization without being asked	

Q5 **Are you proud to tell people who you work for? Would you say you are….. PLEASE TICK**

Very proud indeed	
Proud	
Quite Proud	
Not very proud	
Not proud at all	

Q6 **Which of these statements best describes your views on working for Topaz? PLEASE TICK**

I'm not really interested in my organization, it's just a job	
I like to know what's going on, but I don't like to get involved	
I like to know what's going on and would like to get more involved	
I like to know what's going on and I am involved	

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Q7	How much loyalty would you say you feel towards your ..... **PLEASE TICK**					
		Topaz	**Supervisor**	**Manager**	**Co-worker**	**Customer**
	No loyalty at all					
	Only a little loyalty					
	Some loyalty					
	A lot of loyalty					
	Don't know					

Q8	To what extent do you agree or disagree with the following:				**PLEASE TICK**	
		Strongly Disagree	Disagree	Neither agree non disagree	Agree	Strongly Agree
	I would recommend Topaz to someone who seeks my advice about a job opportunity					
	I would encourage my friends and family to do business with Topaz					

YOUR JOB

Q9	To what extent do you agree od disagree with the following statements about your job?					
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	I often think about other things when I'm performing my job					
	I am rarely distracted when performing my job					
	I really put my heart into my job					
	I get excited when I perform well in my job					
	I often feel no emotion when I perform my job					
	I exert a lot of energy doing my job					
	I avoid working overtime whenever possible					
	I stay until the job is done					
	How I perform in my job effect how I feel					
	I avoid working too hard					

Q10	In general would you say that your job is.... **PLEASE TICK**	
	Not at all stressful	
	Mildly stressful	
	Moderately stressful	
	Very stressful	
	Extremely stressful	

Q11	Approximately how much of the time do you feel under excessive pressure in your job?	
	PLEASE TICK	
	Never	
	Once or twice a month	
	Once or twice a week	
	Everyday	

Q12	How much control do you feel you have over the way you do your job? PLEASE TICK	
	A great deal of control	
	A fair amount of control	
	Not much control	
	Just a little control	
	No control	

Q13a	Thinking about the balance between your work life and your home life, to what extent do you agree or disagree with each of the following? PLEASE TICK	
	I achieve the correct balance between my home and work lives	
	Strongly Disagree	
	Disagree	
	Neither agree non disagree	
	Agree	
	Strongly Agree	

Q13b	Topaz provides support to help me manage my work-life balance PLEASE TICK	
	Strongly Disagree	
	Disagree	
	Neither agree non disagree	
	Agree	
	Strongly Agree	

JOB SATISFACTION

Q14	Overall, how satisfied or dissatisfied would you say you are with your current job? PLEASE TICK	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	

Q15	To what extent do you agree od disagree with the following statements about your job?					
		Strongly Dissatisfied	Dissatisf-ied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
	I have the knowledge and skills that I need to do my work to a high standard					
	My work is of excellent quality					
	Overall, I perform to the best of my ability					

Q16	To what extent do you agree od disagree with the following statements about your job?					
		Strongly Dissatisfied	Dissatisf-ied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
The physical working conditions						
The freedom to choose your own way of working						
Relations with your fellow workers						
The recognition you get for good work						
Your immediate boss						
The amount of responsibility you are given						
Your rate of pay						
Your opportunity to use your abilities						
The way YOUR station is managed						
Your chances of promotion						
The attention paid to the suggestions you make						
The amount of variety in your job						
Your job security						
Relations between employees and managers						

Q17	Overall, how do you think that your performance at work compares with others doing a similar job? PLEASE TICK	
	My performance is much lower	
	My performance is lower	
	My performance is about the same as other people in a similar role	
	My performance is higher	
	My performance is much higher	
	Don't know	

YOUR LEADERSHIP AND MANAGEMENT

Q18	To what extent do you agree od disagree with the following statements about your job?					
		Always	Usually	Sometimes	Rarely	Never
Consults me on matters of importance to me						
Discusses my training and development needs with						
Recognises when I have done a good job						
Makes me feel my work counts						
Gives me feedback on how I am performing						
Is open and honest						
Keeps me in touch with what's going on						
Is supportive if I have a problem						
Makes clear what is expected of me						
Listens if I have a suggestion to make						
Treats me fairly						

COMMUNICATION AT TOPAZ

Q19 **How well informed do you feel about what is happening within YOUR STATION?** PLEASE TICK

My business unit keeps me fully informed	
My business unit keeps me fairly informed	
My business unit only gives me a limited amount of information	
My business unit doesn't tell me much about what is going on	
Don't know / No opinion	

Q20 **To what extent do you believe the information you receive about what is happening within YOUR STATION?** PLEASE TICK

I can always believe it	
I can usually believe it	
I can believe it about half of the time	
I can seldom believe it	
I can never believe it	

Q21 **How satisfied are you with the opportunities that exist to feed your views/ideas/issues upwards?** PLEASE TICK

Very dissatisfied	
Dissatisfied	
Neither dissatisfied nor satisfied	
Satisfied	
Very satisfied	

Q22 **To what extent do you agree or disagree with the following:**

I would be confidant that, if I had a problem at work, it would be dealt with fairly PLEASE TICK

Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

THE FUTURE

Q23 **Within the next year, in your job, do you intend to:** PLEASE TICK

Stay where you are in your current job	
Gain upward promotion to a higher level	
Move to a position of similar responsibility in another area of your company	
None of the above/other	
Don't Know	

Q24 **Do you plan to remain with Topaz for the foreseeable future?** PLEASE TICK

Yes	
No	
Don't Know	

Q25	**Have you ever thought about or done anything to leave your current job?**		
	Which of following statements best describes your situation? PLEASE TICK		
	I have never even thought about leaving this job		
	I sometimes thought about leaving this job but never did		
	I have looked around for other jobs		
	I am currently in the process of looking for another job		
Q26	**If you intend to leave your job within the next year, what are your reasons? PLEASE TICK**		
	To find a different job within the organization		
	To find another similar job within another organization		
	To do a different type of work		
	To be self-employed		
	To retire		
	To return to full time study		
	To care for your children		
	To care for other dependents		
	Job satisfaction		
	Better pay/benefits elsewhere		
	Opportunities for promotion		
	Easier/shorter journey to work		
	More flexible working hours		
	Other reasons		

Any comments you wish to make: