



# DEVELOPING A SCALE TO MEASURE EMPLOYEE ENGAGEMENT

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## ABSTRACT

*The present research seeks to develop and validate a construct of employee engagement. First, in defining the construct, literature was reviewed and six factors were synthesized appearing in most of the studies. These factors are Job Satisfaction, Organizational Commitment, Intent to Stay, Pride, Advocate and Emotional Connect. A questionnaire with 81 items on these factors was constructed. A sample of 156 associates working at different managerial levels in various organizations was taken. Factor Analysis was applied to validate the questionnaire and reliability score was calculated for each factor and the entire construct. On the basis of factor analysis a questionnaire containing 26 items was finalized. This 26 item questionnaire was then administered on a sample of 1250 associates working at different managerial levels in various organizations to define norms on the basis of which the associates can be categorized in to 'highly engaged' to 'highly disengaged'.*

**Keywords:** *Employee Engagement, Job Satisfaction, Organizational Commitment, Intent to Stay, Pride, Advocate, Emotional Connect*

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## INTRODUCTION

Companies with engaged employees outperform those without by up to 202%.

*Dale Carnegie and MSW Research<sup>1</sup>*

For several years now, 'employee engagement' has been a hot topic in corporate circles. It's a buzzing axiom that has incarcerated the attention of workplace stakeholders, HR managers and the executive group. It's a topic that employers and employees both think they understand, yet can't clearly express or convey the same. The employee engagement research undertaken over the past few years has defined the term differently, and has presented different set of key drivers and implications.

Employee engagement, also speciously called Work engagement, is a broadly employed, yet poorly defined concept, developed primarily from the consulting community. As a result, each consulting firm established their own definitions of the concept, component elements (compensation, job satisfaction, pride, job commitment, discretionary effort, etc), and resulting business outcomes. It is a relatively new term in HR literature and really started to come to prominence from 2000 onwards. Melcrum Publishing (2005) found that from a global survey of over 1,000 communication and HR practitioners 74% began to formally focus on the issue between 2000 and 2004, 36% have a dedicated employee engagement program and 64% apply the philosophy to employee engagement to their people practices.

The world's top-performing organizations understand that employee engagement is a force that drives business outcomes. In few of the best organizations, engagement is more than a human resources initiative -- it is a strategic foundation for the way they do business. World-class organizations unleash their potential for growth by optimizing their employee and customer relationships. Organizations that have optimized engagement have 2.6 times the earnings per share (EPS) growth rate compared to organizations with lower engagement in their same industry.

There is no clarity on the onset of discussions on engagement in academic literature. Some researchers suggest that the emergence of 'employee engagement' was described in the academic literature by Schmidt et al. (1993). A contemporary version of job satisfaction, Schmidt's influential definition of engagement was "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991). While most of others profess that engagement at work was conceptualized by Kahn (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. In 1999, the popularity of the book *First Break All the Rules* (Buckingham & Coffman, 1999) helped the term

employee engagement become an overnight sensation in the business consulting world. The Gallup data on which the book was based presented extensive research evidence on the foundational aspects of employee engagement. Esty and Gewirtz (2008) defined engagement as "Employees are engaged when many different levels of employees are feeling fully involved and enthusiastic about their jobs and their organizations". According to Perrin (2003) "Engagement is the willingness and ability to contribute to company success the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy". Seijts et al (2006) viewed that engaged employees care about the future of the company and are willing to invest the discretionary effort. Engaged employees feel a strong emotional bond to the organization that employs them (Robinson et al, 2004).

In the past five years quantitative research studies have provided HR with a compelling business cases regarding the upsides of an engaged workforce and the downsides of an unengaged workforce. The two specific examples of hard data linking an engaged workforce with increased profitability and an unengaged workforce with decreased profitability are that highly engaged employees outperform their disengaged colleagues by 20 to 28 percent according to the Conference Board, 2006. A 2005 study by Serota Consulting of 28 multinational companies found that the share prices of organizations with highly engaged employees rose by an average of 16 percent compared with an industry average of 6 percent (Esty & Gewirtz, 2008). There are also costs associated with a disengaged workforce. Disengagement has been found to cost between 243 to 270 billion dollars due to low productivity of this group according to a 2003 Gallup poll. In one 2003 study by ISR, companies with low levels of employee engagement found that their net profit fell by 1.38 percent and operating margin fell by 2.01 percent over a three year period. Conversely, companies with high levels of engagement found that their operating margins rose by 3.74 percent over a three year period (Esty & Gewirtz, 2008). Melcrum, a research and information company recently surveyed 1,000 corporate communications and HR professionals and conducted 40 case studies and found that many respondent offering employee engagement programs received the immense benefits. More than 50% report improvements in employee retention and customer satisfaction, 33% report higher productivity, 28% report improvements in employee advocacy, 27% improved status as a "great place to work", 27% report increased profitability, and 25% report improved absenteeism.



## LITERATURE REVIEW

Witnessing and understanding the importance of employee engagement the authors of the present research felt that there is an earnest need to have some good measure of employee engagement which can help in differentiating between 'Engaged' and 'Disengaged' employees. In order to develop this scale the literature was reviewed to identify how various researchers have defined 'Employee Engagement'. A thorough screening of literature revealed that the major work



in this area is done by consulting organizations.

**Digital Opinion** specialized in employee engagement for 14 years and managed surveys in more than 30 countries and 25 languages conducted research to determine the key ingredients of employee engagement. They have defined six prerequisites of employee engagement as:

*Work* –Does it give people the opportunity to do what they're good at? Is it mentally stimulating day-to-day?

*Support* - Do people feel supported by their line manager and colleagues?

*Recognition* - Do people feel that their efforts are recognized and valued?

*Loyalty* - Do people want to stay and develop their careers with the company?

*Advocacy* - Do people feel proud of their company and recommend it to family and friends as a great place to work?

*Values* - Do people share the company's values and feel that colleagues' and managers' attitudes and behaviors reflect those values?

They further define engagement as: "Engaged employees enjoy their work, feel valued, and are proud to tell people that they work for the Company. They go the extra mile to help their customers and colleagues, and they want to stay and develop a career with the Company. In the long run they are the real contributors."

On the basis of prerequisites defined they proposed engagement model. The model has two dimensions: the first one is job satisfaction that people get from the work they do characterized by work, support and recognition, and the second one is commitment they feel towards their employer characterized by loyalty, advocacy and values.

**Walsh and Martin (2011)** proposed a model of employee engagement with the name of 'Ipsos MORI Engagement Model'. According to them engagement comprises three factors i.e. loyalty (feeling part of the organization, desire to stay), involvement (satisfaction, fulfillment, and best of you), and alignment (confidence in management, understanding strategy and support change).

CBSR and Hewitt Associates (2010) defined employee engagement as the state of emotional and intellectual commitment to an organization- the degree to which you have captured the hearts and minds of your employees. They further suggest that an engaged employee can be identified from three components of his behaviour

*Say- Consistently say positive things about the organization*

*Stay- Intend to stay with the organization*

*Strive- Strive to achieve above and beyond what is expected in their daily role.*

Robertson (2013) in his work on New Zealand workplace survey defines employee engagement as the level of personal 'connectedness' an employee feels towards their organization. Engaged employees are the ones displaying real enthusiasm about their jobs and the organization employing them.

Mone and London (2010) authors of the Employee Engagement views this as "a construct that is relatively complex." They suggested a model to measure engagement which includes involvement (feeling engaged, challenged by the work), commitment (to a long-term career at the company, to the company's success and to consistently working with a high level of focus and energy), meaningfulness (by finding your work meaningful and understanding how you contribute to the success of your company), empowerment (feeling empowered to do your job),

Manager support (job-related training and recognition for a good job and feeling valued for your contributions), and loyalty (intending to remain with your company, recommending your company as a place to work).

Shuck and Wollard (2009) reviewed 140 articles on employee engagement and concluded that Firstly engagement is a personal decision, not an organizational decision as implied by some definitions. Second, Though initial definitions of engagement treated it as an atomic concept, later definitions extended it to comprising of emotional, behavioral and cognitive engagement. Third, Employee engagement has "no physical properties, but is manifested and often measured behaviorally". Different definitions look at behavior as the employee's basic job performance or extended effort or the success of the employer and Lastly, Employee engagement is about the behaviors that meet or exceed organizational goals. Shuck and Wollard found the crux of these articles and defined employee engagement as "an emergent and working condition as a positive cognitive, emotional, and behavioral state directed toward organizational outcomes".

**CIPD research** (2008) in collaboration with Kingston University and Ipsos/MORI to undertook a survey of employee attitudes (Employee Engagement and Satisfaction Models, 2008). From this research they determined that Engagement can be said to have three dimensions: *Emotional engagement* (being very involved emotionally with one's work), *Cognitive engagement* (focusing very hard whilst at work) and *Physical engagement* (being willing to 'go the extra mile' for your employer). Kenexa (2008) has come up with the Kenexa Employee Engagement Index, which comprises four key components (Employee Engagement and Satisfaction Models, 2008): Pride, Satisfaction, Advocacy and Retention.

**Mercer's research** (2008) "What's Working?" surveys has gathered data from a cross-section of industries. These surveys had questions grouped into 13 dimensions: Work processes, Quality and customer focus, Benefits, Communication, Work/life balance, Job security and career growth etc. From these dimensions Mercer Identified four global drivers: The work itself, including opportunities for development, Confidence and trust in leadership

engagement, Recognition and rewards, and Organizational communication

Then using further data from this research they developed Mercer's Employee Engagement Model (Employee Engagement and Satisfaction Models, 2008):

Satisfied --> Motivated --> Committed --> Advocate

**Tamkin (2005)** reviews commitment in the literature and highlights an early model by Allen and Meyer (1990), which defines three types of commitment:

*Affective commitment*– employees feel an emotional attachment towards an organization;

*Continuance commitment*– the recognition of the costs involved in leaving an organization; and

*Normative commitment*– the moral obligation to remain with an organization.

**Tamkin (2005)** further noted that all the three forms of commitment do not superior performance. Employees who feel high level of continuance commitment but lower levels of affective and normative commitment are not likely to produce benefits for the organization. The employee's emotional commitment to the job and company is a key lever for engagement. Emotional commitment here is defined as the extent to which the employee derives enjoyment, meaning, pride or inspiration from something or someone in the organization. Emotional commitment to the job, organization, team and manager has been found to determine stronger performance than rational commitment (the extent to which an employee feels that someone or something within the company provides developmental, financial or professional rewards in employee's best interests). Extraneous variables such as individual differences may not be trivial and could have significant effects (Ferguson 2007).

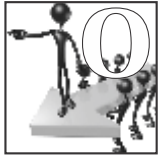
**Markos & Sridevi (2010)** mentioned that the construct of employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and organizational citizenship behavior. They further noted that though it is related to and encompass these concepts; employee engagement is broader in scope. Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.

**Wellins and Concelman (2004)** call employee engagement “the illusive force that motivates employees to higher levels of performance” (p.1) “This coveted energy” is similar to commitment to the organization, job ownership and pride, more discretionary effort (time and energy), passion and excitement, commitment to execution and the bottom line. They call it “an amalgam of commitment, loyalty, productivity and ownership” (p. 2). They also refer to it as “feelings or attitudes employees have toward their jobs and organizations” (p.2).

Robinson, Perryman and Hayday (2004) define engagement as “a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context, works with colleagues to improve performance within the job for the benefit of the organization. The organization must develop and nurture engagement, which is a two-way relationship between employer and employee” (p2). They say that engagement overlaps with commitment and organizational citizenship behavior, but it is a two-way relationship. They say it is “one step up” from commitment.

| Sr. No. | Dimensions  | Authors   |
|---------|---|---|
| 1       | Job Satisfaction and Employee Engagement          | Digital Opinion (n.a), Bond (2013), Walsh & Martin (2011), Mone & London (2010), Kenexa (2008), Mercer's research (2008), Markos & Sridevi (2010), Wellins & Concelman (2004), Rogel (n.a), SHRM (2012), Harter et al (2002), Saks (2006)   |
| 2       | Organizational Commitment and Employee Engagement | Albdour & Altarawneh (2014), Agyemang & Ofei (2013), Macleod & Clarke (2012), Mone & London (2010), Markos & Sridevi (2010), Mercer's research (2008), Vance (2006), Ferrer (2005), Tamkin (2005), Wellins & Concelman (2004), Robinson, Perryman & Hayday (2004)                     |
| 3       | Intent to Stay and Employee Engagement            | Takawira et al (2014), Thirapatsakun et al (2014), Hussain et al (2013), Bond (2013), Digital Opinion, Walsh & Martin (2011), CBSR & Hewitt Associates (2010), Berry (2010), Berry & Morris (2008), Mone & London (2010), Schalkwyk (2010), Kenexa (2008), Wellins & Concelman (2004) |
| 4       | Advocate and Employee Engagement                  | Fradin (2014), Markey (2012), Digital Opinion, CBSR & Hewitt Associates (2010), Mone & London (2010), Kenexa (2008), Mercer's research (2008)   |
| 5       | Pride and Employee Engagement                     | Stockley (2014), Schmidt & Marson (2012), Hogg (2012), Kruse (2012), Digital Opinion, Mone & London (2010), Williams (2010), Kenexa (2008), Wellins & Concelman (2004)  |
| 6       | Emotional Connect and Employee Engagement         | Robertson (2013), Carnegie (2012), Hogg (2012), Kruse (2012), Shuck et al (2011), Walsh & Martin (2011), Markos & Sridevi (2010), Mone & London (2010), Shuck & Wollard (2009), Dicke et al (2007), Little & Little (2006), Tamkin (2005), Harter et al (2003)                        |

The literature suggests that as yet there is no consensus on what comprise employee engagement and there is no standardized construct available of Employee Engagement. Whatever survey questionnaires are available are developed by the consulting practitioners for their own use. Apart from that there is one 12 item survey of The Gallup organization which is majorly and widely used by practitioners and academicians, but the norms for the same are also not available. In the light of this the present research is an attempt to formulate a standardized construct of employee engagement in Indian context.



#### OBJECTIVES

- To define the construct of employee engagement on the basis of literature review
- To validate the construct of the employee engagement
- To establish norms of employee engagement in Indian Context

#### Research Methodology

The present study was conducted in three phases.

Phase I: Extensive literature review was done to define the construct of Employee Engagement

Phase II: The questionnaire was developed and validated.

Phase III: The validated questionnaire was used to collect data and norms were framed to complete the standardization process.

#### Sampling

In Phase II, a sample of 156 associates was taken from different organizations to validate the questionnaire and in Phase III a sample of 1250 was taken to prepare the norms. Both the samples were drawn from associates working at different levels in public and private sector organizations ranging between the age of 20-55 years using systematic sampling.

#### Results and Discussion

##### Phase I

After the review of literature we synthesized six factors which are appearing in most of the studies leading to employee engagement. They are:

Job Satisfaction

Organizational Commitment

Intent to Stay

Pride

Advocate

Emotional Connect

##### Phase II

A questionnaire containing 81 items was constructed out of which 41 items were pertaining to job satisfaction, 15 items were of organizational commitment, 7 items were pertaining to Advocacy, 4 items were related to Pride, 7 items were of Intent to Stay and 7 items were appropriating emotional connect. This questionnaire was then applied on 156 associates from different levels of various organizations. The data was then subjected to confirmatory factor analysis since each dimension here is a separate construct.

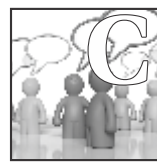
Out of 41 items of job satisfaction only 7 items were retained, out of the 15 items of organizational commitment only 5 items were retained, out of 7 items of advocacy only 3 items were retained, out of 4 items of pride 3 were retained and out of 7 items of intent to stay 5 items were retained, and finally out of 7 items of emotional connect 3 items were retained. In all total 26 items were retained for the final questionnaire. Table 1 shows the model fit statistics and reliability score of each construct. Table 2 below presents retained items along with their individual contribution to the respective construct.

##### Phase III

Once the questionnaire was finalized it was applied upon 1250 associates working on top, middle and lower level of management in various organizations. Out of these associates 857 were males and 393 were females. The data collected was then computed to find raw scores. These raw scores were then converted in to standard scores by the following formula

Standard Score = (Raw Score - Mean Score) / Standard deviation

These standard scores were then converted in to Standard Ten scores (sten scores) with Mean = 5.5 and Standard Deviation = 2. Sten scores are calculated for easy interpretation and categorization of respondents on a construct where a sten score of 1 and 2 means Very Highly Disengaged, 3 and 4 means Highly Disengaged, 5 and 6 means Averagely Engaged, 7 and 8 means Highly Engaged, and 9 and 10 means Very Highly Engaged. Table 3 and Table 4 show the sten scores (norms) of male and female associates.



#### CONCLUSION AND MANAGERIAL IMPLICATIONS

The findings of Harvard Business Review Analytics Services (2013) report of a survey conducted on more than 550 executives of companies from American, Asian and European continents and in depth interviews with 12 best-practice company leaders shows that 71% respondents rank employee engagement as very important to achieving overall organizational success. They recognize that highly engaged workforce can increase innovation, productivity, and bottom line performance while reducing costs of hiring and retention. This survey further found that many companies find it challenging to measure engagement while only a few claimed their ability to do so. However the challenge faced by most of the academicians and researchers is the consensus on what

comprise Employee Engagement. The present research after the synthesis of number of studies identified six major factors defining Employee Engagement. These factors are Job Satisfaction, Organizational Commitment, Intent to Stay, Pride, Advocate and, Emotional Connect. The authors thus define employee engagement as

“Engagement is a feeling of psychological connect with the organization emerging out of pleasurable or positive emotional state leading to sense of pride towards the organization, wanting to stay with the organization, forming emotional connect and recommending others also to work with the organization.”

The present research developed a standardized scale to measure Employee Engagement of associates working at different managerial levels in the organization with the established norms for males and females. This 26 items scale is a quick and accurate measure of Employee Engagement and with the norms established out of the responses of 1250 respondents in Indian Context, a quick categorization of associates can be done in engaged and disengaged associates. The scoring details can be obtained from authors for the same. Very highly disengaged employees can be categorized as those having no psychological connect with the organization. They find no pleasure in working with the organization no matter whatever organization may provide. Such employees are not committed; carry a pessimistic view of the organization. Such employees are trouble shooters, anti establishment and activist against the organization. They involve themselves in non-work activities such as trade union activities, forming associations against the organization etc. They are disgruntled

and spread bad news and information which is against the organization. They neither leave the organization nor do good for the organization. Highly disengaged employees are those who do not have psychological connect with the organization. They remain unsatisfied while working in the organization. Such employees are not committed; carry a negative attitude towards the organization. They are silent trouble makers and remain behind the curtain and instigate people in the organization. They may not switch their job immediately but keep exploring options outside however still lingering on with the organization. Averagely engaged employees are those who feel little connect with the organization. They remain satisfied with what they get but may not find pleasure in whatever they do. Their commitment to the organization is average. They remain silent about their feelings towards their organization. They will contribute bare minimum to the productive work in the organization. Highly engaged employees are those who feel psychological connect with the organization. They find pleasure in the work they do. They are committed, and have sense of pride towards the organization. They will always talk positive things about the workplace. They will try to walk extra mile for the organization. Very Highly Engaged employees are boon for the organization. They consider organization as their own family. They are very excited about their work and their organization. They are highly committed, have sense of pride towards the organization, talk positive about the organization and will recommend others strongly to work for the organization. They will put in their best efforts for the growth of the organization. They are also the star performers of the organization.

**Table 1: Showing the Model Fit statistics and Reliability score of each construct**

|                           | <sup>2</sup>    | CFI (Comparative of Fit Index)                | GFI (Goodness of Fit Index) | SRMR (Standardized Root Mean Residual) | RMSEA (Root Mean Square Error of Approximation) | Cronbach Alpha |
|---------------------------|-----------------|---|-----------------------------|--|---|----------------|
| Acceptable Levels         | Non Significant | ≥ .92   | ≥ .90                       | ≤ .08                                  | ≤ .07   | .65            |
| Job Satisfaction          | 26.88, p = 0.07 | .984  | .955                        | .041                                   | .07   | .870           |
| Organizational Commitment | 10.53, p = 0.06 | .989  | .976                        | .030                                   | .07   | .858           |
| Advocate                  | 0.00, p = 1.00  | The model is saturated and the fit is perfect |                             |  | 0.00  | .831           |
| Pride                     | 0.00, p = 1.00  | The model is saturated and the fit is perfect |                             |  | 0.00  | .891           |
| Intent to Stay            | 7.55, p = 0.18  | .992  | .981                        | .030                                   | .057  | .806           |
| Emotional Connect         | 0.00, p = 1.00  | The model is saturated and the fit is perfect |                             |  | 0.00  | .784           |



**Table 2: Showing retained items with their individual contribution to the construct**

| Sr. No.                          | Statement   | R <sup>2</sup> |
|----------------------------------|---|----------------|
| <b>JOB SATISFACTION</b>          |   |                |
| 1                                | I am satisfied with the chance to do the kind of work that I do best  | .328           |
| 2                                | I am satisfied with the way my supervisor and I understand each other   | .401           |
| 3                                | I am satisfied with the chance to make decisions on my own  | .395           |
| 4                                | I am satisfied with the way I get full credit for the work I do   | .575           |
| 5                                | I am satisfied with being able to take pride in a job well done   | .763           |
| 6                                | I am satisfied with the chance to make use of my best abilities   | .510           |
| 7                                | I am satisfied with the feeling of accomplishment I get from the job  | .545           |
| <b>ORGANIZATIONAL COMMITMENT</b> |   |                |
| 8                                | I find that my values and the organization's values are very similar.   | .539           |
| 9                                | I am proud to tell others that I am a part of this organization   | .673           |
| 10                               | I could just as well be working for a different organization as long as the type of work was similar.             | .316           |
| 11                               | This organization really inspires the best in me in the way of job performance.                                   | .759           |
| 12                               | I am extremely glad that I chose this organization to work for over others I was considering at the time I joined | .651           |
| <b>ADVOCATE</b>                  |   |                |
| 13                               | I enjoy discussing how my company is a leader in the industry in important ways.                                  | .544           |
| 14                               | Yes! I share my great experiences of working in the office with others.   | .817           |
| 15                               | When needed, I would definitely recommend my company to a friend, associate or acquaintance seeking employment.   | .540           |
| <b>PRIDE</b>                     |   |                |
| 16                               | I am optimistic about the future of the company.  | .772           |
| 17                               | I am optimistic about my future success with the company.   | .890           |
| 18                               | I am proud to work for the company.   | .554           |
| <b>INTENT TO STAY</b>            |   |                |
| 19                               | I feel more committed to a career with the company this year than I did a year ago                                | .429           |
| 20                               | I will try to find the best of the people for this organization so that we can perform together                   | .517           |
| 21                               | If I have to leave the company it would take a lot from my end to quit.   | .594           |
| 22                               | When it comes to the company's success, I walk that extra mile and exceed the expectations of my employers.       | .522           |
| 23                               | I would be very happy to spend the rest of my career in this organization.  | .278           |
| <b>EMOTIONAL CONNECT</b>         |   |                |
| 24.                              | I do not feel like "a member of the family" at this organization  | .859           |
| 25                               | I do not feel "emotionally attached" to this organization   | .892           |
| 26                               | It would not be too costly for me to leave my job at this organization in the near future.                        | .591           |

**Table 3: Showing Norms (Sten Scores) of Male (N= 857) Associates**

|                        | Sten | Job Satisfaction | Organizational Commitment | Advocate | Pride | Intent to Stay | Emotional Connect | Employee Engagement |
|------------------------|------|------------------|---------------------------|----------|-------|----------------|-------------------|---------------------|
| Very Highly Disengaged | 1    | 0-15             | 0-10                      | 0-5      | 0-5   | 0-9            | 0-5               | 0-60                |
|                        | 2    | 16-18            | 11-12                     | 6-7      | 6     | 10-11          | 6                 | 61-68               |
| Highly Disengaged      | 3    | 19-20            | 13-14                     | 8        | 7-8   | 12-13          | 7                 | 69-76               |
|                        | 4    | 21-22            | 15-16                     | 9        | 9     | 14-15          | 8                 | 77-84               |
| Averagely Engaged      | 5    | 23-25            | 17                        | 10-11    | 10    | 16-17          | 9                 | 85-92               |
|                        | 6    | 26-27            | 18-19                     | 12       | 11-12 | 18-19          | 10                | 93-100              |
| Highly Engaged         | 7    | 28-30            | 20-21                     | 13       | 13    | 20-21          | 11                | 101-108             |
|                        | 8    | 31-32            | 22-23                     | 14       | 14-15 | 22-23          | 12                | 109-116             |
| Very Highly Engaged    | 9    | 33-34            | 24                        | 15       | —     | 24-25          | 13                | 117-124             |
|                        | 10   | 35               | 25                        | —        | —     | —              | 14-15             | 125-130             |



**Table 4: Showing Norms (Sten Scores) of Female (N= 393) Associates**

|             | Sten      | Job Satisfaction | Organizational Commitment | Advocate | Pride | Intent to Stay | Emotional Connect | Employee Engagement |
|-------------|-----------|------------------|---------------------------|----------|-------|----------------|-------------------|---------------------|
| Very Highly | <b>1</b>  | 0-16             | 0-11                      | 0-6      | 0-5   | 0-10           | 0-5               | 0-65                |
| Disengaged  | <b>2</b>  | 17-18            | 12-13                     | 7        | 6     | 11-12          | 6                 | 66-71               |
| Highly      | <b>3</b>  | 19-20            | 14                        | 8        | 7-8   | 13             | 7                 | 72-77               |
| Disengaged  | <b>4</b>  | 21-22            | 15-16                     | 9        | 9     | 14-15          | 8                 | 78-83               |
| Averagely   | <b>5</b>  | 23-24            | 17                        | 10       | 10    | 16-17          | ---               | 84-89               |
| Engaged     | <b>6</b>  | 25-26            | 18                        | 11       | 11    | 18             | 9                 | 90-95               |
| Highly      | <b>7</b>  | 27-28            | 19-20                     | 12       | 12-13 | 19-20          | 10                | 96-101              |
| Engaged     | <b>8</b>  | 29-30            | 21                        | 13       | 14    | 21             | 11                | 102-107             |
| Very Highly | <b>9</b>  | 31-32            | 22                        | 14       | 15    | 22-23          | 12                | 107-113             |
| Engaged     | <b>10</b> | 33-35            | 23-25                     | 15       | —     | 24-25          | 13-15             | 114-130             |

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