

Validation of the Engagement Insight Tool

Methodology and
findings from the Pilot



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1 Introduction

1.1 Overview

This white paper describes the process undertaken to develop and validate the Engagement Insight tool for the community/voluntary sector in Ireland. The development and validation process involved four key phases, 1. Literature review and item generation, 2. Stakeholder consultations and item selection, 3. Pilot one and initial validation testing, 4. Pilot two and further validation, each of which are described in detail below.

1.2 The Engagement Insight tool

Engagement Insight is validated and benchmarked staff engagement¹ assessment for not for profit and statutory services. Through completion of the Engagement Insight tool, organisations learn how engaged their employees feel as well as how employees rate conditions that are known to drive employee engagement, such as their relationship with their manager, their team dynamics, and individual experiences at work. The tool is an online form which gets voluntarily completed by as many staff as possible. The responses are then collated into a tailored report for the organisation which provides total and/or team scores on engagement and drivers of engagement, as well as benchmarking scores to the wider sector. Organisations can complete the tool as often as they like, ideally on an annual basis, and then compare their scores over time.

1.3 Why benchmark?

Benchmark data demonstrates how an organisation is doing in relation to peers in the sector. Benchmarking helps to set a standard for employee engagement from the ground up and helps an organisation to recognise its strengths as well as areas where improvements can be made.

1.4 Why validate?

Validating a tool ensures that it measures the construct or topic that it aims to measure in a reliable and consistent way and ensures that each question in the tool is relevant. There are variety of types of validity which can be assessed by a variety of statistical analyses. The following summarises the types of validity assessed for the Engagement Insights tool and how it was assessed (followed by in-depth explanation in the following sections of this document):

Content Validity

Content validity, often called “face validity” refers to how well items in the tool 'appear' to be related /relevant to the construct being measured based on expert insights and past research. This was completed for the Engagement Insight tool through a literature review, review of existing employee engagement tools, and stakeholder consultation with leadership from a variety of non-profits.

Construct Validity

Construct validity refers to how well a tool actually measures what it claims to measure. This was measured by exploring the interrelationships among the items in the tool to identify if the questions deemed to be measuring four specific and separate constructs (i.e. engagement and three separate drivers: relationship with

¹ Employee engagement was first introduced by Kahn in 1990 in his seminal research on the “Psychological Conditions of Personal Engagement and Disengagement at Work” (1). Significant research on employee engagement has taken place since then. Both academic and practitioner literature has consistently pointed at the key role that engagement plays in understanding organisational success.

manager, team dynamics, and individual experiences) grouped together under their designated theme, indicating they are measuring the same concept as the other question in that domain and a different construct than the questions in the other domains. This was assessed through a Principal Components Analysis.

Internal Consistency

The tool's reliability was assessed by measuring the internal consistency which measures how well different items on a tool that are intending to measure the same construct give the same or similar results. This was assessed using the Cronbach's Alpha test. This test was selected because it is a common approach that only requires that the tool be delivered once and does not require a "re-test" process.

Criterion Validity

Criterion validity refers to the extent to which the results of the tool are related to another relevant outcome or criterion. In this case, the scores on the 'engagement' domain were analysed, through a regression, against the score on two questions related to employee retention and likelihood of leaving their current employer² to identify if the engagement scores could predict the score of the other relevant criterion.

In addition, the scores for the three 'drivers of engagement' subdomains³ were analysed, using simple linear regression analyses, to identify if the drivers predicted the score on the 'engagement' domain (dependent variable).

1.5 Summary the four phases of development

The process followed a four-phase approach, which was as follows:

- **Phase One: Literature review and item generation:** Undertook a literature review to establish initial parameters and components for the tool followed by a review of relevant validated instruments or tools to identify an initial list of potential items for measuring components of engagement.
- **Phase Two: Stakeholder consultations and item selection:** Engaged 22 non-profit organisations and social services in Ireland in a consultation process to further refine and validate the initial list of potential items for the inclusion in the tool. This phase resulted in a draft Engagement Insight tool to pilot.
- **Phase Three: Pilot one and initial validation:** Piloted the initial tool with one organisation involving 228 staff. Undertook the first stage of validation which included Cronbach's Alpha to assess the reliability and internal consistency of the tool and a Principal Component Analysis to assess construct validity of the combined tool and each of the drivers.
- **Phase Four: Pilot two and further validation:** Undertook a second pilot with a larger sample of 10 organisations involving a total of 660 staff. Undertook additional validation tests including a second Cronbach's Alpha to further assess the reliability and internal consistency of the tool, a second Principal Component Analysis to further assess construct validity of the combined tool and each of the drivers, as well as a number of simple and logistic regressions to assess the criterion validity.

² 1. During the next year, I will probably look for a new job outside my current employer, 2. If a similar job at a similar rate of pay was available in a different organisation, I would be likely to apply.

³ 1. Relationship with my manager, 2. Team relationships, 3. My personal experience.

2 Phase One: Literature Review and Item Generation

A literature review⁴ was undertaken to establish the initial parameters that would guide the identification of the items for the tool. The aim of the literature review was to:

- identify the main components of the employee engagement concept, with reference to previous measurements and definitions
- identify the drivers, predictors and/or antecedents of employee engagement
- identify the outcomes of employee engagement for organisational performance
- identify specific components of employee engagement, drivers and outcomes for the broad not for profit and social services sector

Once the initial parameters for the tool were established through a literature review (see table below), a review of validated instruments or tools was undertaken to identify relevant items for measuring concepts or components of engagement. The aim was to understand if there were any discernible patterns in how engagement was measured through a variety of tools, compared to the findings related to drivers of engagement in the literature. This analysis of validated tools and research led to the creation a long list of relevant items for the Engagement Insight tool, which was separated into two categories of items, 1) items related to employee engagement, and 2) items related to drivers of engagement.

Table 1: Components of Employee Engagement and Drivers from Literature Review

Concepts	Components
Staff engagement	<ul style="list-style-type: none"> ● Going the extra mile ● Considering the bigger picture ● Displaying organisational citizenship behaviours ● Helping with promotion of the organisation’s brand ● Drive innovation ● Feeling absorbed in work (e.g. in a state of flow) ● Sense of connection with the organisation and its purpose⁵ ● Positive emotional connection with the work
Drivers of staff engagement	<ul style="list-style-type: none"> ● Supportive relationships with managers ● Supportive co-worker relationships and positive teamwork ● Positive and frequent feedback ● Feelings of control and choice over work ● Involvement in decision making processes ● Sense of connection with the organisation and its purpose⁶ ● Perception of organisation as fair and supportive ● Availability of resources ● Opportunities to grow and learn ● Clear expectations and goals ● Task and skill variety

⁴ This review included secondary-source literature on employee engagement from both academics and practitioners.

⁵ Finding work meaningful and having a connection to the purpose of the organisation was initially identified as both an indicator of engagement and a driver of engagement however, it loaded primarily onto the ‘engagement’ domain during the validation process therefore questioned related to purpose and meaning fall under the ‘engagement’ domain in the final version of the tool.

⁶ See footnote above.

3 Phase Two: Consultation & Item Selection

A consultation was held with 22 non-profit organisations and social services in Ireland. The aim of the consultation was to reduce the long list of items to a short-list of items for measuring engagement. The process involved representation from social, housing/homelessness and health services as well as a range of other community/voluntary organisations⁷. The outcome of this consultation was:

- Removal of one-third of the items based on respondent feedback. Any item where 30% or more of participants stated it was not relevant to their work or organisation was removed, with some very minimal exceptions based on key considerations from the literature review;
- Improvement of wording. Input from respondents helped improve the wording of items to avoid confusion and better represent their experience; and
- Agreement on a draft engagement tool that could be used in the pilot.

An list containing the names of the organisation who participated in this survey, and whose feedback was used to produce a short-list of items, can be found in the Appendix.

After adjustments were made to the tool based on feedback from sector leadership, the tool was piloted with 228 staff in one large Irish Charity and stage one of the validation process was completed as described in the following section.

Summary of Content Validity Test

Content validity was established for this tool by performing an extensive review of the literature and other validated engagement tools to develop the initial items in the questionnaire (as described above in phase one). These items were shared with 27 participants in a variety of management and leadership positions across 22 charities in Ireland to review and provide feedback on the items (as described above in phase two).

⁷ A full list of participating organisations can be found in the appendix.

4 Phase Three: Pilot and Initial Validation

4.1 Overview

The first stage of validation used data obtained from a pilot of the engagement tool. This pilot was conducted with 228 staff at one Irish charity; Sunbeam House Services, a disability service based in Wicklow. This was conducted between August to September 2020. Following the pilot, statistical tests were used to assess internal consistency and construct validity to understand if the tool is reliable and measuring what it is designed to measure.

4.2 Stage one of validation process

Exploratory Factor Analysis

An exploratory factor analysis was undertaken with an initial set of 37 questions in the tool which were organised into 5 proposed domains: 1. employee engagement, 2. supportive co-worker relationships and positive team work, 3. positive and frequent feedback, 4. opportunities to grow and learn, and 5. supportive relationship with management.

The factor analysis determined that there were four domains which were comprised of a 9 item 'engagement' domain and three subdomains of 'drivers of engagement' which were determined to be: personal experience, relationship with my manager, team relationships. It also indicated that three of the questions were not relevant to the tool and could be removed without impacting the validity and reliability of the tool resulting in a 34-item tool.

Construct validity of 9-item for 'engagement' domain

Kaiser–Meyer–Olkin (KMO) measure and Bartlett's Test were used on the 9-item 'engagement' domain data set to assess whether a Principal Component Analysis (PCA) was an appropriate test to use on the data to determine construct validity. These tests assessed and verified the PCA sampling adequacy for the analysis. The KMO test indicated a result of .93 and all KMO values for individual items were above the acceptable limit of .5. In addition, the Bartlett's test of sphericity $\chi^2(233) = 62.361, p < .001$, indicated that correlations between items were sufficiently large for PCA.

A Principal Component Analysis was conducted on the 9 items in the 'engagement' domain with orthogonal rotation (varimax). An initial analysis was run to obtain eigenvalues for each component in the data. One component had an eigenvalue over Kaiser's criterion of 1 and explained 66% of the variance in the nine items. The scree plot showed inflexions that would justify retaining one component.

Given the sample size and the convergence of the scree plot and Kaiser's criterion on one component, this component was recommended to be for the final tool. The items that cluster on the same components suggest that the nine items represent employee engagement:

All nine individual items load onto the engagement component above the 0.4 cut-off for acceptability⁸. The table on the following page conveys the component loadings after rotation for each item.

⁸ Stevens JP (1992) Applied multivariate statistics for the social sciences (2nd edition). Hillsdale, NJ: Erlbaum.

Table 2: Factor Loadings – Rotated Component Matrix

Item	Component: Engagement
I enjoy working here	0.892
I feel enthusiastic about my work	0.931
I spend much of my time feeling absorbed in my work	0.394 ⁹
I speak positively about the organisation with others	0.805
This organisation inspires me to give my best	0.876
At work I feel a sense of purpose and meaning	0.886
I go the extra mile to do more than is strictly required	0.524
I feel energised and motivated at work	0.877
I feel connected to the purpose of the organisation	0.759

Construct Validity of 34-item for ‘engagement’ domain and three subdomains of ‘drivers of engagement’ domains

A Kaiser–Meyer–Olkin (KMO) measure and Bartlett’s Test were used on the 34 item data set to assess whether a Principal Component Analysis (PCA) was an appropriate test to use on the data to determine construct validity of the combined tool and drivers. These tests assessed and verified the PCA sampling adequacy for the analysis. The KMO test indicated a result of .96 and all KMO values for individual items were above the acceptable limit of .5. In addition, the Bartlett’s test of sphericity, $\chi^2 (208) = 458.11, p < .001$, indicated that correlations between items were sufficiently large for PCA.

A Principal Component Analysis was conducted on the 34 items with orthogonal rotation (varimax). An initial analysis was run to obtain eigenvalues for each component in the data. Four components had eigenvalues over Kaiser’s criterion of 1 and in combination explained 75% of the variance. The scree plot showed inflexions that would justify retaining four components which was consistent with the design of the tool.

Given the sample size and the convergence of the scree plot and Kaiser’s criterion on four components, these four components were recommended to be retained in the final tool. The items that cluster on the same components suggest that:

- Factor 1 represents the items pertaining to Team Relationships
- Factor 2 represents the items pertaining to Employee Engagement
- Factor 3 represents the items pertaining to Personal Experience
- Factor 4 represents the items pertaining to Relationship with Manager

All 34 individual items load onto their specified component above the 0.4 cut-off for acceptability¹⁰. Table 3 on the next page conveys the component loadings after rotation for each item.

⁹ This was rounded up to 4 and kept as it was a key topic described in the literature. It was further explored at the second stage of validation with a larger sample size at which point it had increased to .53.

¹⁰ Stevens JP (1992) Applied multivariate statistics for the social sciences (2nd edition). Hillsdale, NJ: Erlbaum.

Table 3: Factor Loadings – Rotated Component Matrix

Loadings	Factor 1	Factor 2	Factor 3	Factor 4
I enjoy working here	0.279	0.763	0.309	0.251
I feel enthusiastic about my work	0.201	0.853	0.282	0.193
I spend much of my time feeling absorbed in my work	-	0.405	-	-
I speak positively about the organisation with others	0.221	0.685	0.233	0.327
This organisation inspires me to give my best	0.242	0.706	0.414	0.220
At work I feel a sense of purpose and meaning	0.210	0.765	0.302	0.231
I go the extra mile to do more than is strictly required	0.199	0.458	0.132	0.137
I feel energised and motivated at work	0.285	0.700	0.414	0.198
I feel connected to the purpose of the organisation	0.204	0.616	0.416	0.156
There are high levels of trust between my manager and I	0.334	0.280	0.433	0.655
If I have a problem at work. my manager supports me	0.359	0.281	0.418	0.673
My manager provides me with sufficient guidance or advice to do my job well	0.312	0.267	0.481	0.653
My manager acts on staff feedback	0.359	0.237	0.425	0.652
I feel confident speaking up to my line manager regarding problems or issues	0.388	0.266	0.260	0.700
I have a good working relationship with my colleagues	0.721	0.162	0.160	0.187
My colleagues are professional and do a good job	0.744	0.169	0.182	0.173
My team treats each other with empathy and compassion	0.875	-	0.146	0.236
My team solves problems together	0.840	0.218	0.221	0.181
We have a good team morale	0.814	0.264	0.238	-
In our team communication is open and honest	0.855	0.175	0.172	0.215
Our team resolves disagreements effectively	0.855	0.164	0.195	0.145
We share information effectively between teams i.e. unit. divisions. departments within the organisation	0.558	0.219	0.420	-
My team approaches clients in a non-judgemental and open way	0.667	0.240	0.154	0.203
My team is committed to high quality service delivery	0.660	0.275	0.148	0.167
I am recognised when I do a particularly good job or go the extra mile	0.292	0.347	0.703	0.267
I get useful and constructive feedback on my work	0.306	0.333	0.759	0.295
I feel my views are valued	0.312	0.418	0.703	0.344
I am encouraged to understand and ask questions in relation to changes and/or decisions in the organisation	0.177	0.486	0.693	0.213
I feel involved in planning on topics relevant to my work	0.182	0.482	0.691	0.210
I am clear on my role and on what is expected from me	0.384	0.414	0.431	0.156
I am encouraged and supported to develop my skill base and/or take new challenges	0.241	0.415	0.578	0.369
I am supported to take time to reflect on my work	0.269	0.391	0.638	0.339
I am encouraged to take risks and implement new ideas	0.264	0.347	0.646	0.313
I feel I have sufficient control over how I do my job ¹¹	0.311	0.535	0.505	0.202

Internal Consistency

¹¹ This question loaded onto two factors, Engagement and Personal Experience in the initial validation. However, based on content validity (the literature and expert stakeholder opinion) it was left under Personal Experience and revisited at the second phase of validation where it was found to load only on Personal Experience and not on Engagement.

Cronbach's Alpha is a statistical measure used to assess the reliability, or internal consistency, of a set of scale or test items. The resulting coefficient of reliability ranges from 0 to 1. A general guideline for what constitutes an acceptable α coefficient is 0.7 (or higher). Scores may be interpreted as follows:

Table 4: Interpretation of Cronbach's Alpha Scores¹²

Cronbach's Alpha	Internal Consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

A Cronbach's Alpha test was conducted on the nine item engagement tool and on the 34 items which included tool questions and the drivers. The results of the test found the nine-items in the 'engagement' domain had a coefficient of 0.92 and all 34-items of the Engagement Insight tool had a coefficient 0.96, which demonstrates the tool has an excellent internal consistency.

¹² George, D., & Mallery, P. (2003). SPSS for Windows step by step: A simple guide and reference. 11.0 update (4th ed.). Boston: Allyn & Bacon.

5 Phase Four: Pilot Two and Further Validation

5.1 Overview

After the first stage of validation was completed, the tool was administered to 660 staff members, anonymously, across 10 organisations between November 2020 to January 2021. The original validation tests were completed a second time further assess the internal consistency and construct validity of the tool and additional regression tests were completed to assess the criterion validity of the 'engagement' domain as well as identify if the scores on the drivers predict the scores on overall engagement.

5.2 Stage two of validation process

Construct Validity of 9-items in 'engagement' domain

Kaiser–Meyer–Olkin (KMO) measure and Barlett's Test were used on the 9 item Tool data set to assess whether a Principal Component Analysis (PCA) was an appropriate test to use on the data to determine construct validity. These tests assessed and verified the PCA sampling adequacy for the analysis. The KMO test indicated a result of .92 and all KMO values for individual items were above the acceptable limit of .5. In addition, the Bartlett's test of sphericity produced a K-squared score = 98.131, $p < 2.2e-16$ (Significant below .001), with eight degrees of freedom indicated that correlations between items were sufficiently large for PCA.

A Principal Component Analysis was conducted on the 9 items in the tool with orthogonal rotation (varimax). An initial analysis was run to obtain eigenvalues for each component in the data. One component had an eigenvalue over Kaiser's criterion of 1 and the scree plot showed inflexions that would justify retaining one component.

Given the sample size, the convergence of the scree plot and Kaiser's criterion on one component, this component was recommended to be for the final tool. The items that cluster on the same components suggest that the nine items represent employee engagement. All nine individual items load onto their specified component above the 0.4 cut-off for acceptability¹³. The table below conveys the component loadings after rotation for each item.

Table 5: Factor Loadings – Rotated Component Matrix

Item	Component: Engagement
I enjoy working here	0.81
I feel enthusiastic about my work	0.81
I spend much of my time feeling absorbed in my work	0.53
I speak positively about the organisation with others	0.79
This organisation inspires me to give my best	0.84
At work I feel a sense of purpose and meaning	0.86
I go the extra mile to do more than is strictly required	0.64
I feel energised and motivated at work	0.86
I feel connected to the purpose of the organisation	0.81

¹³ Stevens JP (1992) Applied multivariate statistics for the social sciences (2nd edition). Hillsdale, NJ:Erlbaum.

Construct validity of 34-item for ‘engagement’ domain and ‘drivers of engagement’ domains

A Kaiser–Meyer–Olkin (KMO) measure and Barlett’s Test were used on the 34-item data set to assess whether a Principal Component Analysis (PCA) was an appropriate test to use on the data to determine construct validity of the combined tool and drivers. These tests assessed and verified the PCA sampling adequacy for the analysis. The KMO test indicated a result of .97 and all KMO values for individual items were above the acceptable limit of .5. In addition, the Bartlett’s test of sphericity produced a K-squared score = 938.68, $p < 2.2e-16$, with 33 degrees of freedom indicated that correlations between items were sufficiently large for PCA.

A Principal Component Analysis was conducted on the 34 items with orthogonal rotation (varimax). An initial analysis was run to obtain eigenvalues for each component in the data. Four components had eigenvalues over Kaiser’s criterion of 1 and the scree plot showed inflexions that would justify retaining four components. Given the sample size, the convergence of the scree plot and Kaiser’s criterion on four components, these four components were recommended to be retained in the tool.

All 34 individual items load most strongly onto their specified component above the 0.4 cut-off for acceptability¹⁴. The table below conveys the component loadings after rotation for each item.

Table 6: Factor Loadings – Rotated Component Matrix¹⁵

Loadings	F1	F2	F3	F4
I enjoy working here		0.56		
I feel enthusiastic about my work		0.74		
I spend most of the working day feeling absorbed in my work		0.61		
I speak positively about the organisation with others		0.57		
This organisation inspires me to give my best		0.56		
At work I feel a sense of purpose and meaning		0.72		
I go the extra mile do more than is strictly required		0.70		
I feel energised and motivated at work		0.70		
I feel connected to the purpose of the organisation		0.60		
There are high levels of trust between my manager and I				0.78
If I have a problem at work my manager supports me				0.80
My manager provides me with sufficient guidance or advice to do my job well				0.75
My manager acts on staff feedback				0.73
I feel confident speaking up to my line manager regarding problems or issues				0.76
I have a good working relationship with my colleagues	0.76			
My colleagues are professional and do a good job	0.77			
My team treats each other with empathy and compassion	0.86			
My team solves problems together	0.82			
We have good team morale	0.76			
In our team communication is open and honest	0.77			
Our team resolves disagreements effectively	0.76			
We share information effectively between teams (i.e., unit divisions departments within the organisation)	0.63			
My team approaches clients in a non-judgemental and open way	0.72			
My team is committed to high quality service delivery	0.75			

¹⁴ Stevens JP (1992) Applied multivariate statistics for the social sciences (2nd edition). Hillsdale, NJ: Erlbaum.

¹⁵ Only results for the factor each item loaded on the highest are displayed as none of the items loaded on more than one factor at with a score above .47 and the cut-off for inclusion overall was .40.

I am recognised when I do a particularly good job or go the extra mile			0.72	
I get useful and constructive feedback on my work			0.68	
I feel my views are valued			0.71	
I am encouraged to understand and ask questions in relation to changes and or decisions in the organisation			0.74	
I feel involved in planning on topics relevant to my work			0.73	
I am clear on my role and on what is expected from me			0.48	
I am encouraged and supported to develop my skills base and or take on new challenges			0.75	
I am supported to take time to reflect on my work			0.78	
I am encouraged to take risks and implement new ideas			0.80	
I feel I have sufficient control over how I do my job			0.59	

Internal Consistency

A Cronbach's Alpha test was conducted on the nine-item engagement tool and on the 34 items which included tool questions and the drivers. The Cronbach's Alpha score for the nine tool items (0.92) and the 34 items (0.97) suggested that the tool as a whole has excellent internal consistency.

Criterion Validity

To assess criterion validity, the scores on the 'engagement' subdomain (independent variable) were analysed, using a logistic regression, against the score on two questions related to employee retention and likelihood of leaving their current employer¹⁶ (independent variables). These two questions were rated on an agreement Likert-scale and answers were collapsed and categorised into agree or disagree.

The logistic regression coefficient estimate indicates that the engagement score accounts for 17% of the variance in the scores on looking for a similar job¹⁷ and 24% of the variance in scores on looking for a new job¹⁸ which is considered in practice to be between a small and medium effect. Due to the p-value being $p < 0.001$ the researchers conclude that as participant engagement score increases they are less likely to look for a new job or to apply for a similar job. In addition, the scores for the three subdomains of drivers of engagement¹⁹ (independent variables) were analysed, using simple linear regression analyses, to identify if the drivers predicted the score on the 'engagement' domain (dependent variable).

The linear regression coefficient estimate indicates that the score on the relationship with their manager subdomain (independent variable) accounts for 89% of the variance in the scores on the engagement domain. This was replicated in the estimates for "my team relationships" which accounts for 54% of variance and "my personal experience" which accounts for 51% of variance. Due to the p-value being $p < 0.001$ for all three subdomains, and each having an r value above .62, we conclude that the participants score each of the drivers subdomains, have a statistically significant effect on their engagement. The higher (or lower) they score in each of these domains, the higher (or lower) they will score in the 'engagement' domain.

¹⁶ During the next year, I will probably look for a new job outside my current employer, 2. If a similar job at a similar rate of pay was available in a different organisation, I would be likely to apply

¹⁷ If a similar job at a similar rate of pay was available in a different organisation, I would be likely to apply

¹⁸ During the next year, I will probably look for a new job outside my current employer

¹⁹ Relationship with my manager, 2. Team relationships, 3. My personal experience

Table 7: Table of Regression Coefficients & P-Values

	Relationship with my manager	My teams relationships	My personal experience	Look for a new job	Look for a similar job
R ²⁰	0.67	0.62	0.74	NA	NA
Engagement (Coefficient Estimate ²¹)	0.89	0.54	0.51	0.24	0.17
Engagement (P value)	< 2e-16	< 2e-16	< 2e-16	< 2e-16	< 2e-16

Table 8: Guidelines for Interpretations of Correlation (R)

Score	Strength of relationship
Exactly -1	A perfect (negative) relationship
-0.70	A strong (negative) relationship
-0.50	A moderate (negative) relationship
-0.30	A weak (negative) relationship
0	No relationship
+0.30	A weak (positive) relationship
+ 0.50	A moderate (positive) relationship
+ 0.70	A strong (positive) relationship
Exactly +1	A perfect (positive) relationship

Additional graphs that demonstrate the results of the regression analyses can be found in the appendix.

²⁰ R is the correlation between the predicted values and the observed values of Y. R tells you how much one variable tends to change when the other one does. Its value ranges from -1 to +1. When r is 0, there is no relationship. When r is positive, there is a trend that one variable goes up as the other one goes up. When r is negative, there is a trend that one variable goes up as the other one goes down.

²¹ The coefficient estimate indicates the percentage of the variance in the dependent variable that the independent variables explains. Essentially, it tells you how much the dependent variable is expected to increase (if the coefficient is positive) or decrease (if the coefficient is negative) when that independent variable increases by one.

6 Summary

The Engagement Insight tool is a valid and reliable tool that has undergone two pilots and two rounds of validation. The tool has a high level of reliability and internal consistency and has demonstrated content validity, construct validity, and criterion validity. The tool measures employee engagement as well as three subdomains of 'drivers of engagement'²² which are comprised of a total of 25 drivers of engagement.

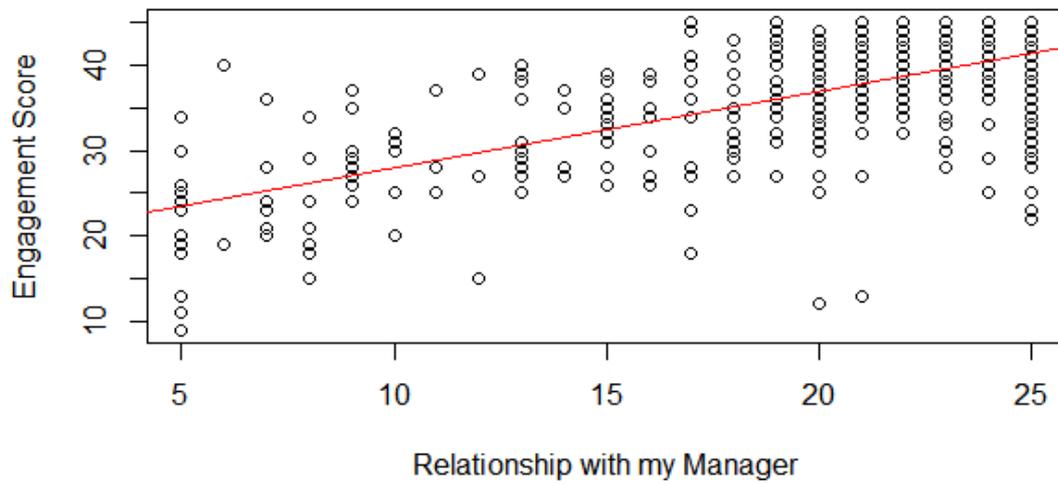
This tool allows organisations to reliably and consistently measure how engaged their employees are and how they compare against a benchmark of their peer organisations in the sector. In addition, it measures a number of drivers of engagement also found to be valid, reliable, and statistically significant predictors of engagement, which indicates to an organisation where potential improvements can be made in order to increase their employee engagement.

Engagement Insight helps staff and management to have an evidence- informed, albeit challenging discussion, on what is working, what needs to change, and how to prioritise change efforts at staff/management level. This helps teams to focus efforts to improve workplace experiences and employee engagement, most importantly ultimately improving not only organisational capacity, but also the overall capacity of the sector, to create positive impacts in the communities we serve.

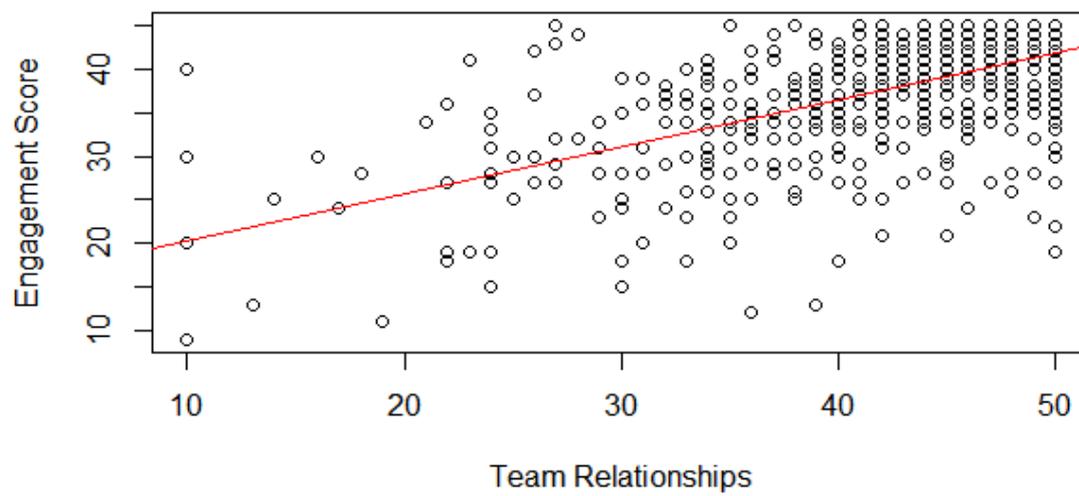
²² Relationship with my manager, 2. Team relationships, 3. My personal experience

7 Appendix 1: Stage Two Validation Tables

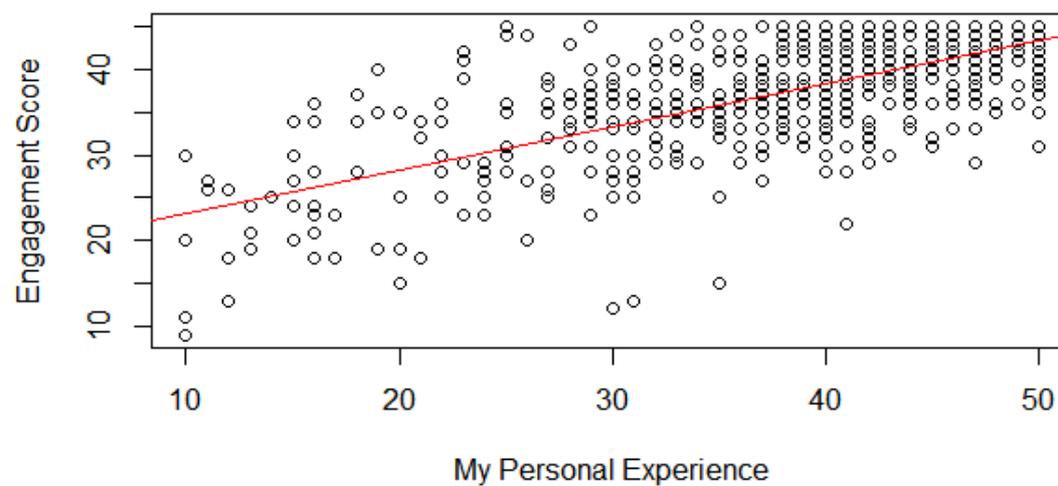
Relationship with manager



Team relationships

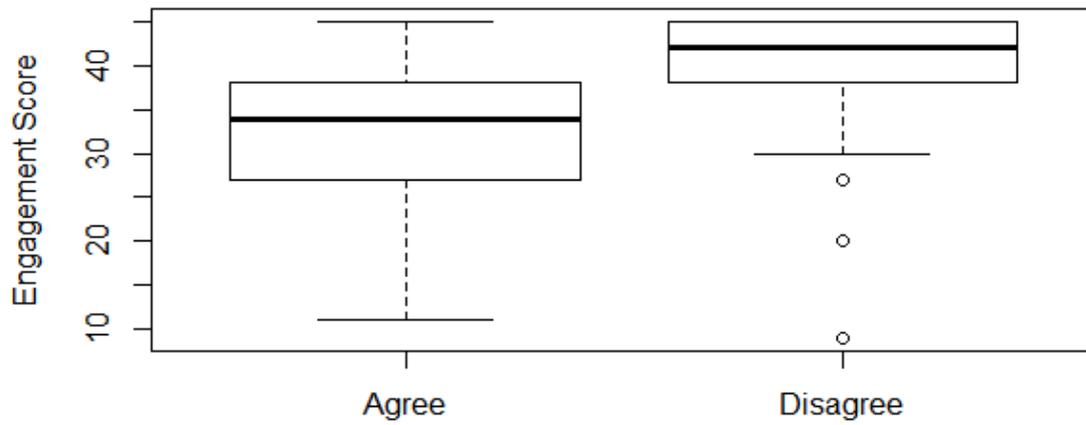


My personal experience



Looking for a new job

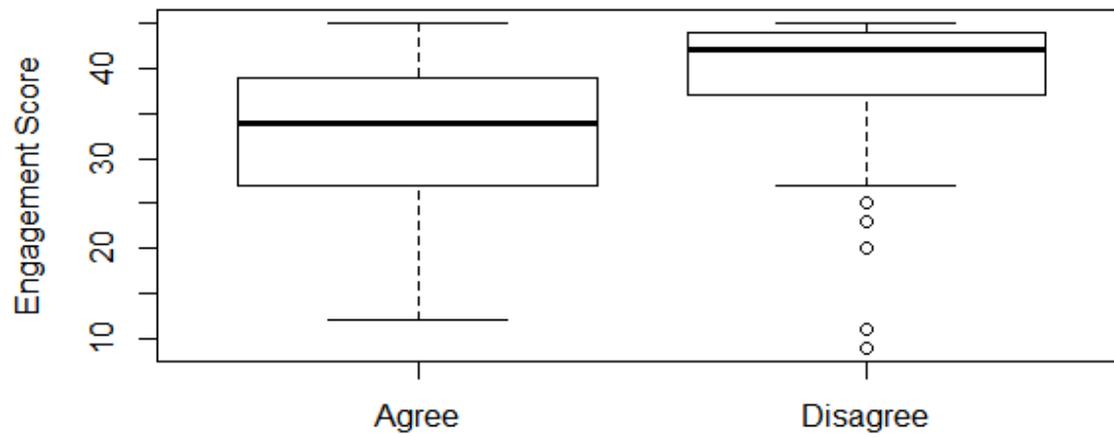
Significance: $p < 2e-16$



Look for a new Job

Apply for a similar job

Significance: $p < 2e-16$



Apply for similar job

8 Appendix 2: Organisations in Consultation

A literature review was used to establish preliminary categories, exploration of concepts in peer-reviewed literature and identifying items through an analysis of existing tools and instruments. Once this long list of items was established, 27 leaders from across 22 charities were invited to participate in an online survey to reduce the number of items or adapt these items. The charities who participated in this step represented a range of service types, and included both large and small organisations. Service types represented at this stage included: addiction, health, criminal justice, youth, disability, mental health, religion, housing, support services, philanthropy, equality, arts and education providers.

Many thanks to the following service who generously gave their views:

- Ballyfermot STAR
- BeLonG To Youth Service
- Blue Teapot Theatre Company
- ChildVision
- Chime
- Citizens Information Board
- Crosscare Migrant Project
- Depaul Ireland
- Educate Together
- Gaisce - The President's Award
- GOSHH (Gender Orientation Sexual Health HIV)
- Merchants Quay Ireland
- Migrant Rights Centre Ireland
- North East Regional Drugs and Alcohol Task Force
- Novas
- PACE
- Saint Patrick's Cathedral
- St Stephen's Green Trust
- The Salvation Army Republic of Ireland
- The Wheel
- Turas
- Quality Matters

9 Appendix 3: Organisations in Stage 1 & 2 Validation

Many thanks to Sunbeam House Services who agreed to allow their engagement data to be used for stage 1 of the validation process.

The following organisations participated in the second stage of the piloting and validation process in addition to three other organisations who prefer to remain anonymous. We would like to enthusiastically thank them for engaging in this process. The project could not have advanced without their support and interest in developing a tool to assist their own organisation as well as for the sector as a whole.

- The Wheel
- LGBT Ireland
- Enclude
- Ballyfermot Star
- Bridge Project
- Depaul Ireland
- Quality Matters