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PSYCHOMETRIC ASSESSMENT OF ORGANIZATIONAL ENGAGEMENT SCALE

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ABSTRACT

The aim of this study is to measure the psychometric properties of Organizational Engagement scale among employees in Turkey. The Organizational Engagement scale was applied to a sample of 389 employees working in different sectors. Cronbach's Alpha Coefficients and Inter-item statistics have been performed in order to determine the reliability of the scale. The validity analysis is carried out by using Exploratory and Confirmatory Factor Analyses. The reliability analyses showed that Cronbach Alpha coefficients for two sub-scales of Organizational Engagement are higher than 0.70. Besides, the Exploratory Factor Analysis indicated that factor loading of items ranges from 0.67 to 0.87, which determines the construct validity of the scale. Moreover, the results of Confirmatory Factor Analysis hypothesized model agree well with the data. The study shows that the Organizational Engagement scale has good psychometric properties and it has sufficient factorial validity and internal consistency to measure organizational engagement among employees in Turkey.

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Introduction

The empirical investigation of employee engagement is relatively new, resulting in a few various definitions of the construct (e.g., Saks, 2006; Shuck, 2011). In literature, employee engagement has been proposed under the three models and each of them specifies that employee engagement (harmonious passion) is a unique construct from other similar constructs (e.g., organizational commitment, job involvement, workaholism) and some of them have been supported by empirical studies (Kahn, 1990; Maslach, Schaufeli, & Leiter, 2001; Saks, 2008; Gorgievski, 2010). Nevertheless, only two models (perspectives) have received attention in the literature. Despite the popularity of these two models, debates have arisen around what might define employee engagement or how can it be measured (Hallberg & Schaufeli, 2006; Macey & Schneider, 2008; Saks & Gruman, 2021). In model one, Kahn (1990) carried out a qualitative type of research that involved employees and counselors at an architectural firm to find out how employees vary with respect to their investment in work. Based upon the work role attachments and detachments of Goffman (1961), Kahn observed the ‘‘*preferred self*’’ in everyday activities. The ‘‘preferred self’’ underlines the preferred identity and behavior that individuals choose to adopt in different roles. Within the scope of study, Kahn observed that counselors and architects in the camp employed themselves *physically*, *emotionally*, and *cognitively* in their work roles, and he defined employee engagement under three-dimensions that employees express and employ themselves in their work role. In model two, Maslach and Leiter (1997) proposed that the opposite pole of engagement is burnout and engagement has three dimensions: *energy*, *involvement*, and *efficacy*. There three dimensions are also opposite poles of three dimensions of burnout: *exhaustion*, *cynicism* and *lack of efficacy*. Therefore, they recommended that engagement and burnout could be measured by using Maslach Burnout Inventory (MBI; Maslach et al., 1997) thereby two of them take parts in the opposite side of the scale. After that, Schaufeli et al. (2002) recommended that defining engagement as the opposite of burnout and using MBI to measure both constructs might create a measurement problem, yet they are, indeed, two distinct constructs. Thereupon, Schaufeli et al. (2002) redefined employee engagement under the three components: *vigor, dedication* and *absorption* by developing Utrecht Work

Engagement Scale (UWES) to distinguish engagement and burnout. Vigor refers to remaining cognitively resilient and having high levels of energy while working (as the opposite of MBI's exhaustion dimension). Dedication refers to having sense of commitment, enthusiasm, find a meaning in one's work even in challenging times (as the opposite of MBI's cynicism dimension). Absorption refers to sense of high level of concentration and efficacy with a positive state of mind during working (as the opposite of MBI's lack of efficacy dimension).

In other definitions, engagement conduces working in full performance with the harmony of hands, head and heart (Ashforth & Humphrey, 1995). This definition gives adequate reason why today this construct holds attraction in many organizations. All in all, engaged employees put themselves into what they do by getting fully involved. In other words, engaged workers reflects the state that they are psychologically present in a particular job role in a particular organization. Saks (2006) adopted definitions of Kahn (1990) and Schaufeli et al. (2002) but he has expanded the construct to include job and organizational engagement. Saks (2006) defined employee engagement as a different and unique form that consists of cognitive, emotional and behavioral dimensions related with role performance of individual. Rothbard (2001) and May et al. (2004) suggest that people have multiple roles in organizations; as organizational member role and work role. After that, Saks (2006) has defined organizational engagement as a sense of individual attachment to the organization rather than professional roles of individual within the organization. Based upon social exchange theory (SET) (Cropanzano & Mitchell, 2005), when two parties (e.g., individual and the organization) are included, both of them will build trust and mutual commitment in a favorable give-and take exchange. Therefore, the resources and rewards that are obtained from the organization lead to a reciprocal relationship between workers and organization as a rule of change. Since, when workers perceive that they get something extra from the supervisor or organization (e.g., support, justice and recognition) they feel obliged to repay the organization in kind, developing contingent engagement (Saks, 2006; Saks, Gruman, & Zhang, 2021). Macey and Schneider (2008) considered organizational engagement as a psychological state and defined it as an integrated constructs of job engagement, job satisfaction, job commitment, organizational commitment, job

satisfaction and psychological empowerment. Thomas (2007) has asserted that engagement gets beyond employee satisfaction or commitment, it triggers the personal fulfillment and organizational citizenship behavior as an enhanced state of thinking and acting (Pitt-Catsouphes & Matz-Costa, 2008; Thomas, 2007). Thus, organizational engagement is conceived as ‘‘individual’s passion, enthusiasm, high level of concentration and sense of energy toward their organizations and working there beyond the commitment’’ (Ünal & Turgut, 2015, p. 161).

The measurement of organizational engagement is mostly adopted from UWES by relating the scale items into the organization context. The nine-item version of UWES (Schaufeli et. al., 2006) is currently most widely used version of the measure of (work) engagement. For instance, ‘‘at my work I feel full of energy’’, ‘‘I am usually very enthusiastic about my job’’ or ‘‘I am often fully immersed in my job’’ reflect the clear link to a work engagement. Most engagement scales refer usually to ‘‘work’’ engagement and ‘‘job’’ engagement. However, role, responsibilities, and tasks associated with one’s membership in an organization should be underlined in organizational engagement. The items that combined with contributions of work role into organizational success require to measure organizational engagement. Albrecht (2014) embraced organizational engagement as ‘‘organizational engagement climate’’ and he proposed a number of items to measure it. His measurement included items such as ‘‘people in this organization are enthusiastic about their work’’, ‘‘people here are fully involved in their work’’ and ‘‘overall, people in this organization strive to perform at the best of their ability’’. Albrecht has reported a high reliability level ($\alpha = 0.94$) for his measurement.

The most widely used instrument for the assessment of organizational engagement has been the organizational engagement scale developed by Saks (2006). The scale consists of six items and they were designed to assess employees’ psychological presence in their organization. A sample item for organizational engagement is ‘‘One of the most exciting things for me is getting involved with things happening in this organization’’. All six items had 0.75 or higher factorial loadings with a high reliability level ($\alpha = 0.90$) (Saks, 2006).

Ünal and Turgut (2015) extends Saks's six-itemed organizational engagement scale to fifteen-itemed scale. Organizational Engagement scale comprises two dimensions: (1) organizational vigor (eight items) and, (2) organizational dedication (seven items). Organizational vigor reflects the concept of ''high levels of energy'' while organization dedication reflects ''willingness to exert discretionary effort for the success of organization''. The Cronbach's alpha reliability coefficients for the Organizational Engagement subscales were 0.96 for organizational vigor and 0.93 for organizational dedication which agrees with the results of Iyigün (2015).

The objective of the current study is to assess the factorial and construct validity of the Organizational Engagement scale developed by Ünal and Turgut (2015). Our hypothesis is that the two-factor model replicating the original one would adequately fit the data in the sample studied.

Method

Study Population

Data collected from 389 participants with the age 19 and 65 years. The per cent of female participants is higher (50.9%; N = 198) than the per cent of male (49.1%; N = 191) participants. More than half of the participants are single (54%; N = 210) and the rest are married (46%; N = 179). Additionally, half of the participants have bachelor degrees (50.1%; N = 195), 69 participants have associate degree (17.7%) and 125 participants have master or PhD degrees (32.2%).

Procedure

Sampling strategy of this study is the methods of convenience and snowball sampling which are named as non-probabilistic methods (Huck, Cormier & Bouds, 2014). Since our concern is not making inferences regarding the population (Stangor, 2014) the above mentioned methods are appropriate for this investigation. Snowball sampling allows us to reach more respondents and enables us to increase the number of sample size. The sample is composed of any specific industry,

occupation and position without limitations. Within a period of six months, total 389 questionnaires were filled for validity and reliability analysis.

Data Collection Tool

Organizational engagement scale

The *Organizational Engagement Scale* developed by Ünal and Turgut (2015) was utilized in the study. It consists of 15 items and 2 sub-dimensions. Organizational vigor has 8 items, Organizational dedication has 7 items. The scale items are scored on a six-point rating scale where 1=never; 2=rarely, 3=sometimes, 4=often, 5=very often, 6=always. Sample items are given as ‘‘In my organization, I feel that I am bursting with energy’’ (organizational vigor), and ‘‘I have genuine willingness to contribute to organizational success’’ (organizational dedication). A high score in the organizational vigor and dedication shows organizational engagement. Within the scope of this research, the Cronbach Alpha internal consistency coefficients that are calculated to determine the reliability of the scale which is determined as 0.96 for the total scale.

Statistical Analysis

After the completion of the data collection, statistical analysis has been performed. The reliability and validity of Organizational Engagement Scale has been determined by performing statistical analysis such as item total correlations, Skewness, Kurtosis, Cronbach’s Alpha Coefficient, Inter-item Correlations, Exploratory Factor Analysis and Confirmatory Factor Analysis.

Results

Item-total correlations, Cronbach’s Alpha coefficient and inter-scale correlations analysis are calculated to determine reliability of the organizational

engagement scale. Skewness and kurtosis values of items are also calculated to show the bias possibility of the items.

Table 1: Items total correlations, Cronbach's Alpha Coefficients, Skewness & Kurtosis

Items	Mean (SD)	Items-Total Correlations	Skewness	Kurtosis
Organizational Vigor (α = 0.96)				
Item 15	3.30 (1.59)	0.82	0.17	-1.09
Item 14	3.39 (1.53)	0.78	0.07	-1.02
Item 12	3.39 (1.63)	0.81	0.14	-0.99
Item 8	3.32 (1.63)	0.77	0.18	-1.13
Item 7	3.49 (1.56)	0.82	0.05	-1.05
Item 11	3.31 (1.54)	0.81	0.09	-0.99
Item 9	3.55 (1.59)	0.79	-0.08	-1.04
Item 13	3.31 (1.55)	0.75	0.22	-0.98
Organizational Dedication (α=0.94)				
Item 02	4.45 (1.32)	0.70	-0.55	-0.48
Item 04	4.51 (1.39)	0.74	-0.63	-0.43
Item 06	4.49 (1.25)	0.70	-0.52	-0.31
Item 01	4.28 (1.43)	0.73	-0.42	-0.76
Item 05	4.44 (1.32)	0.60	-0.56	-0.30
Item 03	4.35 (1.48)	0.74	-0.48	-0.72
Item 10	4.42 (1.36)	0.77	-0.60	-0.27

In Table 1, means, standard deviations, the item-total correlations, skewness, kurtosis and Cronbach's alpha of the sub-scales are listed. The highest mean values

are attained by the items that belong to ‘‘Organizational dedication’’ sub-scale (items 1, 2, 3, 4, 5, 6, 10) indicating that high levels of organizational dedication. On the other hand, the lowest means are reached by the items that belong to the ‘‘Organizational vigor’’ sub-scale (items 7, 8, 9, 11, 12, 13, 14, 15). Cronbach’s alpha coefficients for the internal consistency of Organizational Engagement subscales are higher than 0.70: Organizational vigor, alpha = 0.96 and Organizational dedication, alpha = 0.94. All these items contribute to the increase in internal consistency of the sub-scales in which they belong (see Table 1). The items’ semantic structure and Cronbach’s alpha coefficient values prove that all items are indeed related with the original constructs where they belong to the assessment of organizational engagement.

Item-total correlation coefficients are checked item’s relation with the total scale score. According to Hair, Black, Babin, Anderson and Tatham (2006), all item-total correlation coefficients should be greater than 0.40. All items are found to have correlation with their respective total score above the threshold. An item-total correlation value which is more than 0.40 indicates that corresponding item correlates well with the overall scale construct.

Our observed values obtained for Organizational Engagement items are in the suggested range of Skewness and Kurtisos by Georger and Mallery (2010). The values of Skewness should be in the range of -3 and +3 while kurtosis values should be between -2 and +2 (Georger & Mallery, 2010).

Table 2: Subscale Correlations

	Vigor	**Dedication**
Vigor	01	
Dedication	0.64**	01

**Correlation is significant at the 0.01level (2-tailed)

The reliability of the scale is further checked by the inter-subscale correlations (see Table 2). In Table 2, the significant positive correlations have been observed between variables and this proves the internal consistency of the Organizational Engagement scale.

Validity Analysis

Correctness of the scale is determined by validity analysis. Producing error free measurements is vital to identify a valid scale (Webb, 2008). In this research, exploratory and confirmatory factor analyses are used to check construct validity.

Exploratory Factor Analysis

In order to determine the convergent validity, a maximum likelihood analysis method is performed with varimax rotation and extraction and it is based on Eigenvalues greater than one. Kelloway (1998) notes that the maximum likelihood estimator is the most widely used type and it is known as efficient and consistent in larger samples. In order to determine the suitability of data for maximum likelihood analysis, Kaiser-Meyer-Olkin test of measure of sample adequacy must be computed and it has to be greater than 0.60 (Kaiser, 1974). Loading of factors that are equal to 0.50 or greater are considered to be significant. In Table 3 the results of exploratory factor analysis (EFA) of organizational engagement scale are given.

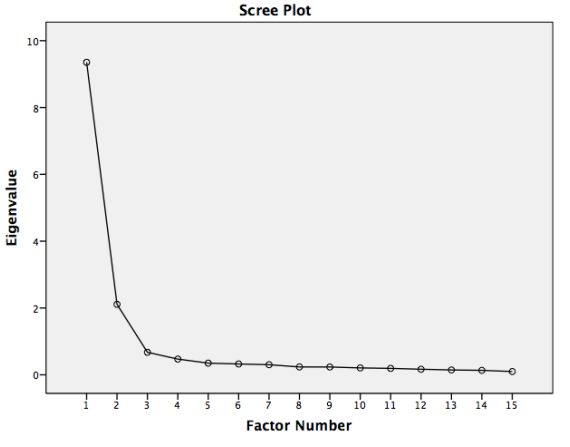
Table 3: Exploratory Factor Analysis

Items	**Factor 1 Loadings**	**Factor 2 Loadings**
	Organizational Vigor	**Organizational Dedication**
Item 15	0.87	
Item 14	0.86	
Item 12	0.84	
Item 8	0.83	
Item 7	0.81	
Item 11	0.80	
Item 9	0.79	
Item 13	0.72	

Item 02		0.85
Item 04		0.84
Item 06		0.78
Item 01		0.78
Item 05		0.74
Item 03		0.73
Item 10		0.67
Kaiser-Meyer-Olkin value: **df:**	0.95 105	
Eigenvalues:	9.35	2.10
p: 0.00 (Bartlett's test)		
Percentage (%) of variance explained:	40	32.7

As it can be seen from the Table 3, factor loadings range from 0.67 to 0.87 and it indicates strong factor loadings. The factors explained – nearly 73% - of all variance shows a good ratio as well. The Kaiser-Meyer-Olkin measure of sample adequacy is within acceptable range. In the varimax-rotated solution, the eigenvalues (i.e., 9.35, 2.10) and the scree plot (see Figure 1) are specified by a two-factor structure. Based on this result, we affirm that Organizational Engagement scale exhibits convergent validity.

Figure 1: Scree Plot of Organizational Engagement Scale with 15 items



Confirmatory Factor Analysis

Theoretical structure of the model can be tested through confirmatory factor analysis (CFA) (Hair et al., 2006). The frequently used indices to test the data are absolute fit indices (Chi-square, GFI, AGFI, RMSEA, RMSR, SRMR) relative fit indices (NFI, CFI, TLI), and parsimony fit indices (PGFI, PNFI, PCLOSE). In current study, Chi-square (χ^2), CFI, TLI, RMSEA, and SRMR values are agree well with the suggestions of Hu and Bentler (1999).

A model of measurement should have convergent and discriminant validity to ensure its valid results. Convergent validity is obtained by confirmatory factor analysis (i.e., significant standardized factor loadings and t-values) (Fornel & Larcker, 1981). In Table 4, the standardized factor loadings and unstandardized t-values are given. Loadings range from 0.72 to 0.93. Also, all of the t-values are found to be significant at $\alpha = .01$ level. The factorial structure with respect to the variables and relevant values for convergent validity test are as follows.

Table 4: Confirmatory Factor Analysis

Construct and Indicators	Factor Loading	t-value	Composite Reliability	Average Variance Extracted	Root of Average Variance Extracted
First-order					
Organizational Vigor			**0.96**	**0.75**	**0.86**
Item 15	0.90				
Item 14	0.86	35.3			
Item 12	0.89	26.8			
Item 8	0.86	24.5			
Item 7	0.88	26.1			
Item 11	0.87	25.3			
Item 9	0.84	23.4			

Item 13	0.80	21.3			
Organizational Dedication			**0.94**	**0.68**	**0.82**
Item 2	0.85				
Item 4	0.90	23.1			
Item 6	0.80	19.1			
Item 1	0.84	27.1			
Item 5	0.72	16.1			
Item 3	0.84	20.4			
Item 10	0.80	18.9			
Second-order					
Organizational Engagement			**0.83**	**0.70**	**0.84**
Organizational vigor	0.73				
Organizational dedication	0.93	14.7			

In Table 5, we present the first order model (x^2/df = 3.32, RMSEA = 0.07, CFI = 0.97, TLI = 0.96) and second order model (x^2/df = 3.32, RMSEA = 0.07, CFI = 0.97, TLI = 0.96) which show good fit with the data. Therefore, two factors model is accepted.

Table 5: Goodness-of-Fit Values Regarding Organizational Engagement Scale

Measurement Models	X^2	***d***	**CFI**	**TLI**	**RMSEA**	**SRMR**
First-order	279.119	8	0.97	0.96	0.07	0.04
Second-order	279.229	8	0.97	0.96	0.07	0.04
Cutoff Criteria			>.90	> .90	< .08	< .10

Admissible Cutoff criteria values are given in Hu and Bentler (1999)

Discussion and conclusion

The results of our study support that the Organizational Engagement scale is a reliable and valid instrument to assess engagement in Turkish employees. In order to prove that we have an acceptable construct model we have employed construct validity by EFA (Andersson, Christensson, Fridlund, Brostrom, 2012). To achieve this goal, we first employ Kaiser-Meyer-Olkin test of measure to confirm the sample size adequacy to conduct exploratory factor analysis (EFA). EFA confirmed that organizational engagement has two factors and fifteen items. And this conclusion is also confirmed by both the explained variance (72.7% of total variance) and theoretical framework. Pett, Lackey and Sullivan (2003) suggest that a developed scale should explain 60% of the total variance. According to results of EFA, factorial loadings of the items are adequate. All items are greater than the suggested cut off value 0.50 (Hair et. al., 2010). Thus, it can be concluded that items have internal consistency for the sub-scales which they belong to.

All the sub-scales (organizational vigor, organizational dedication) demonstrate high Cronbach's alpha value (Carretero-Dios & Perez, 2007). The Cronbach alpha of 0.96 for the organizational vigor and 0.94 for organizational dedication are significantly high. These findings confirm that the fifteen itemed organizational engagement scale is reliable in measuring organizational engagement in Turkey context. Moreover, deleting any of the items did not demonstrate any improvement in the reliability of the scale which indicates that all items are needed to measure organizational engagement. In order to measure a scale that has stable and consistent results under different conditions and different time periods is needed to ascertain its reliability (Fletcher & Robinson, 2014).

In this respect, the Organizational Engagement scale confirms the internal consistency requirements for its application in the measurement of organizational engagement in Turkish employees. Moreover, the sub-scales-organizational vigor, organizational dedication- are relatively strongly correlated ($r > 0.60$). This relatively high correlation between organizational vigor and organizational

dedication is because of two items: ‘‘being a member of an organization makes one alive’’ goes along with ‘’having willingness to exert discretionary effort for the success of an organization’’. It is remarkable to note that dimensions of organizational engagement are consistent in content with the two dimensions – dedication and vigor- of work engagement.

Confirmatory Factor Analysis (CFA) results reveal that the model’s fit indices support the two-factor structure of the scale. The confirmatory results are achieved by single and two factor analysis of the scale. The results of CFA confirm that the two-factor model is consistent with the data and it shows good fit. This finding is in agreement with the results obtained in previous studies conducted in Turkey (Ünal & Turgut, 2015; Iyigün, 2015).

In conclusion, we report that Organizational Engagement scale is highly reliable and it is valid scale for measuring organizational engagement. This finding suggests that Organizational Engagement scale can be used for assessing the organizational engagement in employees, especially in countries like Turkey. It might help human resource specialists to determine the organizational engagement, and programs for enforcement. Furthermore, organizational engagement scale has the following advantages: short items, easy response, scoring, and easy interpretation.

Limitations and Suggestions for Future Research

This study has four limitations. The first potential limitation of this study is that our empirical analyses have only one measure of organizational engagement. It is possible that other measurements of organizational engagement might produce different results; yet this possibility must be empirically validated.

The second limitation is Turkish employee sample, often criticized as lacking generalizability. However, the employee sample is also appropriate because the measurement of organizational engagement is often with worker and student

samples (Schaufeli et al., 2002). The third limitation is that all data were collected through self-report measures.

Therefore, common method bias or mono-method bias might be problematic when the validity and reliability are considered. Further research might focus on examining the psychometric properties of these constructs and their association with engagement (Campbell & Fiske, 1959) to overcome this limitation. Since the scale in this study is multi-item and it has high reliability, concern about common method bias would likely to reduce (Spector, 1987). Moreover, self-report measurement seems to be the best to have the experiences and perceptions of individuals (Goffin & Gellatly, 2001). The last limitation is that data collection includes a snowballing approach rather than sampling method. This requires one to be cautious while generalizing the results to the larger population.

Disclosure statement

No potential conflict of interest was reported by the author.

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APPENDIX

Organizational Engagement Scale

The 15 statements regarding the employee's relation with the organization are given below. Please read each statement carefully and choose one of the alternatives in the range from ''never'' to ''always''. While you are responding to the statements concerning **your current organization** choose the appropriate alternative that represents your feelings and behaviors.

1=never
2=rarely
3=sometimes
4=often
5=very often
6=always

1. I have willingness to exert discretionary effort for the success of this organization.
2. I use my knowledge and abilities to contribute to goal actualization of this organization.
3. I defend this company against injustices.
4. I have genuine willingness to contribute to organizational success.
5. I make recognizable contributions for this company.
6. I am really into the ''going-on'' in this organization.
7. Working in this organization is satisfying for me.
8. I find the organization inspiring to do my best.
9. In my organization, I feel strong.
10. I make an effort to solve the problems that might affect the success of this organization.
11. In my organization, I feel that I am bursting with energy.
12. Being a member of this organization is very captivating.
13. One of the most exciting things for me is getting involved with things happening in this organization.
14. Being a member of this organization is exhilarating for me.
15. Being a member of this organization makes me come alive.