Construct and Criterion-related validation of the Bifactor Engagement Scale

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Intro

The roots of employee (sometimes aka work, e.g., Schaufeli & Bakker, 2010a) engagement research likely started with theoretical expansions of forms of employee participation (see, for example, Ferris & Hellier, 1984) and job involvement (e.g., Elloy et al., 1991). This exploration extended into broader considerations of attitudes and emotions (Staw et al., 1994) and were informed by further exploration of the dimensionality of constructs such as organizational commitment (Meyer & Allen, 1991). The 1990's saw focused development and refinement. Staw et al. (1994) investigated the relationships between positive emotions and favorable work outcomes, and although they do not use the word, "engagement", their distinction between felt and expressed emotion likely held influence upon the burgeoning interest in the engagement construct.

Kahn (1990) described engaged employees as being physically involved, cognitively vigilant, and emotionally connected. Although occasionally referred to as residing on the opposing pole to burnout (Maslach & Leiter, 2008), these two constructs are currently most commonly conceptualized as being distinct (Goering et al., 2017; Kim et al., 2009; Schaufeli et al., 2008; Timms et al., 2012), although certainly not universally (Cole et al., 2012; Taris et al., 2017). Goering et al. (2017) explore nomological networks, concluding that these two constructs have a moderate (negative) association, but also distinct nomological networks. Schaufeli et al. (2008) investigated both internal and external association indicators, concluding that engagement and burnout (as well as workaholism) should be considered three distinct constructs.

Burnout can be defined as a psychological syndrome characterized by exhaustion (low energy), cynicism (low involvement), and inefficacy (low efficacy), which is experienced in response to chronic job stressors (e.g., Leiter & Maslach, 2004; Maslach & Leiter, 1997). Alternatively, engagement refers to an individual worker's involvement and satisfaction as well as enthusiasm for work (Harter et al., 2002).

Engagement as an attitude

Staw et al. (1994) investigated the relationships between *positive emotions* and favorable work outcomes, and, although they do not explicitly mention the word "engagement", their distinction between felt and expressed emotion likely held influence upon the burgeoning interest in the engagement construct. Clear in this history is the conceptualization of engagement as a work *attitude*. Kahn (1990) defines engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 692). This definition of engagement as an attitude was also heavily influenced by Rosenberg (1960)'s tripartite model of attitudes, which was popular in the 1990's. According to Rosenberg (1960), attitudes are a molar construct with

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cognitive, affective, and behavioral dimensions. Although falling out of favor in the decades following its construction, interest in the tripartite model was revived by Kaiser & Wilson (2019). The attitudinal perspectives of engagement eventually blended into perspectives that focused on exploring the engagement construct through the lens of other conceptually similar constructs Shaw (2005).

Existing Measures of Engagement

Our review of existing instruments non-exhaustively presents measures that are commonly viewed as *either* predominantly academic or applied, although please note that this is an imposed subjective distinction.

Research measures (e.g., freely available).

Schaufeli & Bakker (2003) characterize engagement as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). Via their conceptualization, vigor is described as high levels of energy and mental resilience while working. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli et al., 2002). This absorption element has been noted as being influenced in conceptual specification by (Csikszentmihalyi, 1990)'s concept of "flow". Schaufeli & Bakker (2003) use this tripartite framework to measure engagement via the Utrecht Work Engagement Scale (UWES).

The Intellectual, Social, Affective (ISA) Engagement Scale (Soane et al., 2012) is another option for researchers. This 9-item measure draws inspiration from Kahn (1990)'s theory of engagement and can aggregate to three 3-item scales (Intellectual Engagement, Social Engagement, and Affective Engagement) or one 9-item summary aggregate (Overall Engagement). Intellectual engagement refers to the degree of intellectual absorption one has in their work and the degree they think about improving work (Soane et al., 2012). Social engagement primarily concerns social connections in a workplace context as well as having shared values with colleagues (Soane et al., 2012). According to Soane et al. (2012), affective engagement refers to a positive emotional state relating to one's work role. This measure has been explicitly validated at both the subscale and overall aggregate level (Soane et al., 2012).

Another example of an engagement measure comes from Saks (2006), who splits engagement into two distinct entities: job engagement and organization engagement. This dichotomy largely results from Kahn (1990)'s theory that an individual's role is central to engagement. Saks (2006) further posits that employees typically have more than one role, with the most important being their work role and their role as a member of an organization. The former role is specific to the employee's job, while the latter is more broad and refers to the organization as a whole. Antecedents and consequences of this measure have been tested, with findings suggesting that perceived organizational support precedes both job and organizational engagement and that job satisfaction, organizational commitment, intent to quit, and organizational citizenship behaviors (OCBs) are consequences (Saks, 2006). Recently the broader theoretical model underpinning the measure was revisited and revised to include several new antecedents (e.g. leadership, job demands, dispositional characteristics, etc.) leading to engagement as well as consequences (e.g. burnout, stress, health and well-being, etc.) resulting from high or low levels of engagement (Saks, 2019).

Commercial measures (e.g., typically fee-based).

Gallup's Q12 is a popular commercial measu 12-item measure that originated from a push to "hard" ones for future action planning (interpretation "soft" metrics tend to be me difficult to measure (e.g. engagement, brand easily-measured and typically deal with c profitability). In the original creation of the s found to relate to important organizational profitability, turnover, and customer satisfac recent meta-analysis of 456 studies reveal additional performance measures such a organizational citizenship (Harter et al., measure is one of the most popular, sc conceptualization as "engagement"; some described as (or no different than) a measu two concepts are highly correlated, r = .91 (Si

Gallup is not the only organization with a consulting companies have commercially processes for measuring engagement. One consulting firm that annually measures engagement worldwide. Their measurements are centered that focuses on three main factors: say, stay, states that employees demonstrate engagements about their organization, staying time, and striving to put in their best effort at (Hewitt, 2017). In their most recent analysis, global levels of engagement may be declined to the previous year.

BlessingWhite, another consulting firm, pengagement. BlessingWhite's model, the X through the lens of satisfaction and contribution believes that cooperation between the organ is necessary, and that maximum engageme employee reaches maximum levels of satisfaction towards the organization and maximum contribution towards the organization and engagement. From their view, executive leader culture, and managers must be able to effort motivate their subordinates (BlessingWhite, 2)

The last commercial example discussed here holds the philosophy that employee engagindirectly; engagement can only be attained business strategy, and organizational culture. 2009). Rather than focus on building an intowers Perrin-ISR instead focuses on leader healthy organizational culture. Through engagement, Ballendowitsch & Perrin-ISR (2 have a vivid understanding of organizational become committed to the organization and necessarial contents.

Our Measure of En

Our theoretical conceptualization of work eng Schaufeli & Bakker (2003) and Rosenberg framework, engagement is a mental state wh (Vigor), b) are enthusiastic about the content of (Dedication), and c) are so immersed in their compressed (Absorption). We further decomp