

Conceptualizing, Developing, and Validating a Measuring Scale for Employee Engagement: Evidence Drawn Across Industries in Sri Lanka

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Abstract

The construct of Employee Engagement (EE) is multidimensional, and has been elaborated from various perspectives. Its dynamics have been explored in the context of change in the contemporary era in the psychological contract between the employer and the employee. However, scales developed so far to measure EE have not reflected its multi-dimensional nature, and the different perspectives through which it has been viewed, and have failed to address the antecedents of EE. Thus, the purpose of this study is to develop a measurement scale with a multi-dimensional perspective, assimilating models that have been developed so far, and to propose a more holistic model for clarifying engagement dynamics. This study also aims to empirically validate the scale with a comparatively large sample selected from several industries, to overcome issues with sample limitations in previous studies. SPSS and AMOS measurement models were used to analyse data from a total sample of 2,952 respondents (142 respondents in the pilot, 1391 in the exploratory survey from the garment industry and 1419 in the confirmatory survey) selected from the IT/BPO/KPO industry. With a series of stepwise refinement procedures in scale development, the study proposed a six-dimensional measurement scale for Employee Engagement, including: (1) Self-confidence at work (2) Supportive leadership (3) Synergy with the organization (4) Shared value and (5) Significance of work. It is argued that with the ever growing impacts of employee engagement on organizational performance, the validated measurement scale will contribute to the advancement of research in this nascent consumer area

Keywords: Employee engagement, Scale development, Holistic model

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