What is 'Employee Engagement'?

– Analysis of the Factor Structure of the Engagement Construct -

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This paper outlines an empirical investigation and statistical analysis of the 'engagement' construct. In recent years, employee engagement and engagement surveys have become increasingly popular with companies and HR departments around the world. Yet, there are as many definitions and operationalizations of 'employee engagement' as there are surveys. The definitions often combine more established constructs, e.g. commitment, satisfaction, motivation and there is no clear differentiation of the construct 'engagement' from those. Therefore a survey combining items commonly used to assess 'engagement' has been administered to almost 2000 participants in an online survey and a factor analysis has been conducted to clarify and differentiate the engagement construct. The factor analysis revealed 5 underlying factor structure. The engagement construct therefore clearly needs to be disentangled. The factor analysis reveals 5 underlying employee attitudes, which can be distinguished as emotional engagement, rational identification, team orientation, motivation, and compatibility (job fit and loyalty/commitment).

Keywords: Employee Attitudes, Motivation, Emotions, Perception, Employee Engagement

THE ENGAGMENT CONSTRUCT

In recent years employee engagement has become the new buzzword in HR departments. Organisations are ranked on the basis of Engagement as best employer of the year. Managers are under pressure to increase their engagement scores from the year before. Consultancy firms are competing for the opportunity to have organisations use their versions of 'engagement survey' aimed at capturing the organisation's 'pulse' and increase engagement levels. There are many others who have 'joined the club' and are now offering their own respective version of an 'engagement survey' (e.g. Melcrum, Sibson, Achievglobal, Corporate Vision, Human Synergistics etc.). More recently academic researchers have jumped onto the bandwagon and a more thorough investigation and conceptualization has been launched in the academic literature (e. g. Macey & Schneider, 2008;

Aggarwal, Datta & Bhargava, 2007; Little & Little 2006; de Mello & Pauken, 2008;   Kirsch, 2007; Catteeuw, Flynn & Vonderhorst 2007).

Why is Engagement considered important?

The popularity of the engagement construct can be attributed to the fact that it has the potential to predict employee outcomes, organisational performance and ultimately financial success. Some empirical studies point to the fact that the relationship between the employer and the employee has an impact on the employees' behaviour which can affect the economic performance of the company (Harter, Schmidt & Keyes, 2003, Catteeuw, Flynn & Vonderhorst, 2007, Heger, 2007, Salanova, Agut & Peiro, 2005). The various providers of 'employee engagement surveys' claim that there is compelling empirical evidence that employee engagement is related to the employees' inclination to 'go the extra mile' and put in the extra effort for the benefit of the organization (e.g. Ramsay & Finney 2006, The Gallup Organisation 2004, ISR, 2005). Engagement is supposed to help build a 'high-performance workforce' (Melcrum, 2005).

The underlying assumption of this research is that increased engagement improves bottom line results, or as viewed in reverse, that disengaged employees withdraw cognitively and emotionally, they withhold discretionary effort, only doing what is necessary. In a world where talent management is vital, disengaged employees are linked to increased turn-over, which is not only costly to the company, but reduces their competitive stance in an increasingly tight labour market, where companies have to compete for talent.

Gallup and ISR have published a stream of case studies and papers that claim that increased engagement lead to increased corporate profitability. ISR claims to have evidence that organisations can only reach their full potential by emotionally engaging their employees and customers (ISR 2005). Various consulting companies draw a link between employee engagement and turnover (Sibson, 2006; Gallup, 2003). According to Gallup's research in the UK, actively disengaged workers are 10 times more likely to say they will leave the organization within a year. Gallup (2003) claims that 'actively

disengaged' workers cost US business between $270 and $343 billion a year due to low productivity. The figures are based on two different calculations (1) the total salary loss of disengaged employees based on the US average salary for adults over 18 years and (2) the anticipated productivity gain based on an estimate of 3.41 % increase in productivity for each disengaged employee. The Corporate Leadership council published similar findings in a survey of over 50,000 employees, which showed that 'engaging organizations' that employed mainly 'true believers', demonstrating strong commitment, as opposed to 'disengaged employees' had higher percentages of employees who also scored high for 'discretionary effort' and 'commitment'. The Corporate leadership Council (Ellis & Sorensen, 2007) claims that employee engagement is related to various aspects ranging from shareholder return to absenteeism to sales figures.

Hewitt (2008) claims that 'engagement measures how much employees want and actually do to improve the business results, which reaches further than the "classic" satisfaction, because the focus is on behaviour and not on emotional state.' Yet, recent findings of a 'linkage research pilot study' that followed a more thorough empirical approach than the consulting company's generalized publications, points out that there was no significant relationship between the Hewitt engagement scale and business outcomes (Heger, 2007).

On the academic side research has focused on linking engagement to wider aspects of work and fulfilment. Kahn (1990) suggest that engagement – the simultaneous employment and expression of a person's preferred self in task behaviours - is related to 'active and full role performance' and related aspects as effort, involvement, flow, mindfulness intrinsic motivation, creativity, authenticity, playfulness, ethical behaviour etc. A study by Salanova, Agut & Peiro (2005) that analysed the impact of employee engagement and employee performance onto customer loyalty found that employee engagement only had a weak and insignificant impact onto employee performance and no significant direct impact on customer loyalty. Yet, on the work-unit level engagement had a strong mediating impact on 'service climate' and contributes to improve shared service climate among service units at the group level.

What is Engagement?

While it is obviously an attractive proposition to make linkages between increased engagement and improvements in organisational performance, there are underlying issues in the way engagement is defined and the way that it is measured before links with performance can be meaning fully examined.

While the term 'engagement' is appealing, conjuring up images of a passionate and dedicated workforce willing to roll up their sleeves to get the job done, there is quite considerable confusion about what 'employee engagement' actually means. The term "engagement" has been used quite inconsistently by the various research institutes, consulting companies, and their clients. It has been used to refer to a variety of employee attitudes, behaviours and feeling (FIGURE 1), covering such distinct examples as for example employee satisfaction, trust, vigour, motivation, willingness to work, loyalty, organizational citizenship behaviour (OCB), or employee commitment (for example Macey 2006, Robinson, Perryman & Hayday, 2004; Ferrer, 2005, Kaufman, Mead, Rauzi & De Ville 2007).

Insert Figure 1 about here

An early definition of 'engagement' can be found with the sociologist Goffman (1961) and later on in the work of Kahn (1990), who has occasionally been related to the creation and definition of personal 'engagement' and 'disengagement' at work and related it to the degree to which employees are willing or able to bring their 'personal self' into the work role and express themselves cognitively, emotionally and physically. Burnout researchers generally define 'engagement' as characterized by energy, involvement and efficacy, which is the opposite, or antithesis to 'burnout' and its connotations of exhaustion, cynicism and inefficacy (Maslach et al 2001).

A collection of definitions of engagement provided by companies, consultants and researchers shows that there is considerable variation in the scope and content of the construct (TABLE 1). Common themes that emerge include the degree of emotional involvement in the job and the level of discretionary effort exerted by the employee. Some of the constructs distinguish between emotional and rational commitment to the organization, others focus on the desire to stay with the company.

Other constructs include aspects of job satisfaction, team orientation and the willingness to talk positively about the company. The differences in definitions of 'engagement' makes it impossible to find a construct that represents them adequately without becoming too general to be useful.

Macey & Schneider (2008) attempted to 'untangle the jangle' and to create a 'framework for understanding the conceptual space of employee engagement'. They provide a differentiated conceptualization of employee engagement which distinguishes between trait, state and behavioural constructs, and refer to work and organizational conditions that might facilitate state and behavioural engagement. Harter & Schmidt (2008) attack them for ignoring the 'key question of empirical distinctiveness' and violating the 'principle of parsimony' with a proliferation of attitudinal constructs' They claim that the attitudinal distinctions suggested by Macey & Schneider cannot be replicated in the field. Macey & Schneider's (2008) 'state engagement' would be the closest in definition to the older constructs, as it contains aspects of commitment, job involvement, and positive affect related to job satisfaction. State engagement also includes the sense of self-identity related to work and is related to feelings of passion, energy, enthusiasm and activation. Behavioural engagement encompasses the willingness to foster change, to do more or something different and it subsumes existing constructs as OCB or role expansion.

The main problem with Macey & Schneider's framework is that it subsumes a variety of well-established and researched constructs under 'engagement', instead of differentiating the 'engagement construct'. Dalal et al (2008) suggest a modification to Macey & Schneider's (2008) conceptualization and that 'state engagement is probably better referred to simply as engagement, with the recognition that (a) engagement is likely to contain both trait-like and state-like components, and (b) engagement is a cognitive-affective construct, not a dispositional or behavioural one.' They suggest that behavioural engagement is rather the 'behavioural consequences' of engagement and trait engagement should be referred to as 'putative dispositional antecedents'.

What are the Problems with the Engagement Construct ?

Such broad definitions of an employee attitude make it difficult to analyse the impact of specific characteristics of the work situation, for example work design, relationships with colleagues, leadership style of the supervisor etc., on the employee's attitudes, as we don't know which attitude is actually being impacted.

It is obvious that we need to clarify and differentiate the construct of 'engagement' as opposed to other employee attitudes in order to be able to paint a proper picture of the emotional reality of people at work.

Ferrer (2005) argues that 'employee engagement' is just old wine in new casks and distinctly similar to 'organisational commitment' and suggests that 'a comparative analysis of the two distinctive measures of both employee engagement and organisational commitment is needed to determine if they are actually measuring the same thing.'

Macey & Schneider (2008) argue that most of the engagement measures fail to get the conceptualization correct. Yet, without adequate definition of the concept the operationalization is already thwarted from the word 'go'. Gallup for example uses what is generally referred to as 'conditions of engagement' or antecedents' as measures of engagement (Buckingham & Coffman, 1999)

The 'engagement' construct is fraught with the following problems (see Little & Little, 2006):

1. Definitions are not clear whether engagement is an attitude or a behaviour

2. Definitions are not clear whether engagement is an individual or a group level phenomenon

3. The definitions do not clearly differentiate engagement from other established and well defined and accepted constructs, e.g. job satisfaction, job involvement, commitment, etc.

4. There are measurement issues that obscure the true meaning – and impact – of the construct

5. The definitions are not clear whether it is a 'one-way' or a 'two-way' aspect of the employment relationship that is measured

The current 'jumble' of engagement definitions makes an informed academic discourse difficult. Unless a clear definition and differentiation of employee attitudes is achieved it will be impossible to draw a comparison between empirical results. The current situation with a myriad of different definitions and overlapping constructs of 'engagement' prevents any meaningful evaluation of organizational structures and processes that would allow for clear and reliable information regarding the most promising actions to be taken in order to improve employee morale and increase retention.

Not only is the term engagement used to refer to a surprising broad array of employee attitudes, to make matters worse, some organizations use "engagement" surveys that have little to do with employee attitudes and instead measure how employee perceive various aspects of their work situation. The employees' perception of work related characteristics are generally considered the antecedent or 'independent variable' which in turn impacts the employee's psychological reaction, or 'dependent' variable referred to as 'attitude'. If drivers and attitudes are confounded in one scale, it becomes impossible to determine what aspect of the actual work situation affects employees' attitudes and needs to be addressed. The survey results then are not actionable, and the survey becomes a mere 'band aid' for HR managers, pretending to address 'employee engagement' yet designed in a way that makes it impossible to actually prioritize activities and identify the underlying causes of potential 'disengagement'.

We have ended up with a concept that subsumes many previously differentiated attitudes under one denominator , and measurements that confound independent and dependent variables and have become meaningless. Our language which has evolved to distinguish between various shades of emotion, feelings, and attitudes towards ones work, has been unnecessarily simplified and robbed of its capability to adequately make sense of reality.

In order to achieve a clear definition and differentiation of the engagement construct, the common themes of engagement need to be investigated and empirically differentiated, to ensure that not different attitudes are mixed up under one construct. It needs to be ensured that the engagement construct is significantly different from other established constructs, e.g. commitment, satisfaction or job involvement.

METHOD

In order to differentiate engagement from other more common and established constructs, an empirical investigation of the underlying factor structure of the various attitudes generally subsumed under the engagement construct was needed.

Therefore a survey was constructed that combined items related to the main attitudes that are generally mentioned in engagement publications and then submitted to a sample of almost 2000 respondents from various industries in Australia.

In order to determine which constructs to include in the survey the 'common denominator' of the various engagement definitions and operationalizations had to be determined. The main distinction in the academic literature are between state, trait and behavioural engagement (May & Schneider 2008), between job engagement and organization engagement (Saks, 2005), between cognitive, emotional and behavioural aspects of engagement (May et al. 2004) and the vigour, dedication and absorption aspect of engagement (Seppala et al., 2008). The most common denominators of engagement are 'discretionary effort', 'emotional engagement', 'cognitive engagement', and 'organizational citizenship behaviour/ team orientation'. Most items used to measure engagement are related to attitudes rather than behaviour and therefore we can assume that 'engagement' is generally perceived to be an attitude, which might affect actual behaviour.

Based on this differentiation an item pool of 174 items was created, with items relating to various employee attitudes – from commitment to aspects of the psychological contract, satisfaction, team orientation or organizational citizenship behaviour (OCB) to the various definitions of engagement.

From this pool of items we have selected 31 items representing the following scales: (a) Identification, (b) Performance & Motivation, (c) Affective Commitment & Engagement, (d) Skills and Workload, and (e) Commitment (Normative & Continuance).

The questionnaire was submitted to the database of an International Recruitment and Training company which encompasses over 25 000 employees mainly from Australia. 1510 responses to the survey were received from employees across various industries, companies, functions, hierarchical levels, mainly from Australia, which is a response rate of about 6%. The incentive for participation was the opportunity to win a short 'winter escape' holiday.

RESULTS

The survey respondents included 61% male and 39% female. The majority of responses with 81% came from full-time employees, 8% from part-time, 4% from casual, and 7% had responded 'other'. The sample consists of 6% junior, 35% mid, 39% senior, and 20% executive level. The main age group, with 37%, is aged 25-34, followed by 27% in the age group 35-44, 20% in the age group 45-54, and 8% respectively in the age groups 18-24 and 55-64. The majority of responses came from the 'IT& Telecommunications' industry, followed by 'Sales, Retail, Marketing & PR' (FIGURE 2)

Insert FIGURE 2 about here

A factor analysis was conducted over the items relating to various employee attitudes in order to clarify the underlying factors and achieve a clear differentiation between the various attitudes or constructs. As extraction method a principal component analysis was chosen and different scenarios tested for 6 or 7 extracted factors. The Varimax rotation method with Kaiser Normalization converged in 14 iterations and yielded a new factorial design with 6 underlying factors, one of thoe having been omitted due to low loadings and an unrelated construct (contractual commitment) (Table 2)

Insert Table 2 about here

The factors were analyzed based on the theoretical framework of the study and combined into 5 underlying constructs with sufficient loadings on the specific factors. We ended up with 5 scales on the side of the employee contribution. The new scales can be clearly interpreted as:

- Emotional engagement

- Rational Identification

- Team Orientation / OCB

- Motivation

- Compatibility (Job fit/ Loyalty)

One of the factors yielded by the factor analysis which contained items relating to contractual commitment – the need to stay in ones job because there are no other external alternatives – has been eliminated entirely because it did not have a strong relationship with the various aspects of the work situation and seemed to be mainly determined by characteristics of the external labour market.

The – empirically derived - definition of engagement now refers to a strong emotional bond between the employee and the company, and a sense of affective ownership. Identification refers to the rational aspect of ownership – understanding ones role, and the way it fits within the organization, it's objectives and strategy.

DISCUSSION

The empirical results were not unexpected due to the earlier realization that many of the variables generally measured under 'employee engagement' – commitment, motivation, emotional engagement – were overlapping in their definitions and a clearer demarcation and differentiation was needed. Due to the fact that our original scales were based on the review of current literature, the scales were not clearly demarcated. The results support Ferrer's (2005) argumentation and show that a comparative analysis of the two distinctive measures of employee engagement and organisational commitment reveals that we are dealing with several distinctively different attitudes. The results also support Little & Little's (2006) claim that a clear differentiation of the construct engagement from other established

and well defined and accepted constructs is needed. The factor loadings show that the emotional and rational aspect of engagement, an emotional attachment to and identification with the company, is clearly distinct from other constructs, e.g. job satisfaction, commitment, and organizational citizenship behaviour.

The results therefore confirm the 'empirical distinctiveness' of the underlying constructs and refute Harter & Schmidt (2008) call for a 'principle of parsimony'. We are not dealing with 'a proliferation of attitudinal constructs', but rather with distinctive attitudes that are influenced by different aspects of the work situation. Unless these various attitudes are clearly differentiated in the analysis results will not be useful in determining what is driving employee engagement and ultimately organizational performance. Some researchers suggested a differentiation between cognitive and emotional aspects of engagement (May et al. 2004). Yet, our results indicate that the emotional aspect and the cognitive identification with ones job are strongly related and are loading on the same factor.

CONCLUSIONS

Based on the results it is suggested to redefine 'employee engagement' and to provide a conceptual framework that clearly differentiates engagement from other employee attitudes. Instead of subsuming a variety of more or less related attitudes and behavioural predispositions, the term 'emotional engagement' is used to refer (only) to the emotional bond between the employee and the company, and a sense of emotional commitment. The scales for 'emotional engagement' and 'rational identification' are part of the same factor, but engagement represents the 'emotional' aspect whereas 'identification' represents the 'rational' aspect. These result confirm the definition of engagement provided by Towers Perrin (2003), which states that engagement 'involves both emotional and rational factors relating to work and the overall work experience'. Based on the theoretical assumption that different drivers or independent variables would affect the emotional and rational aspect of engagement, 'Emotional engagement' is distinguished from 'Rational Identification', which refers to the rational aspect of engagement– understanding ones role, and the way it fits within the organization, its objectives and strategy. Yet, Towers-Perrin (2003) then fail to distinguish between the emotional

'state engagement' and what Macey & Schneider (2008) refer to as 'trait engagement', and here is referred to as the 'motivation' factor. These two constructs – 'emotional engagement' and 'motivation' - need to be clearly differentiated.

The underlying attitudes that are relevant in a working situation and that affect the performance and productivity of an employee are (a) compatibility with the specific job, (b) motivation to work, grow, and excel, (c) willingness to cooperate with colleagues, (d) identification with and understanding of the role and the company's goals and strategy, and (e) emotional engagement and affective attachment to the company.

It is obvious that an employee might be willing to cooperate with and support the team at work, without necessarily feeling a sense of compatibility with the job. Or an employee might have a clear understanding of her role and the company's strategy and objectives, without feeling emotionally engaged or committed to the outcome. Another employee might be highly motivated but lack engagement with the company and identification with its purpose and objectives.

The clear differentiation of various employee attitudes allows a company to measure and evaluate its specific profile and 'employment value proposition' (Heger, 2007) and pinpoint problem areas. It also allows the investigation and prioritization of the drivers that affect those attitudes and determine the ones that exert the strongest impact and need to be addressed most urgently.

Therefore we suggest to define Employee Engagement as 'an employee attitude that reflects strong emotional attachment to the purpose and objectives of the company, the work team and the actual job, and which is influenced by certain characteristics of the organization, relationships with supervisors and colleagues, the work design and working conditions, is related to other attitudes – for example satisfaction, commitment, motivation and identification - and affects behavioural outcomes.

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Weber GW, Kirsch C & Ulich E (1997) Analyse und Bewertung von Arbeitsgruppen, in Strohm O & Ulich E (Eds) *Unternehmen arbeitspsychologisch bewerten. Ein Mehr-Ebenen-Ansatz unter besonderer Berücksichtigung von Mensch, Technik und Organisation*, pp 167 - 222. Verlag der Fachvereine vdf, Zürich.

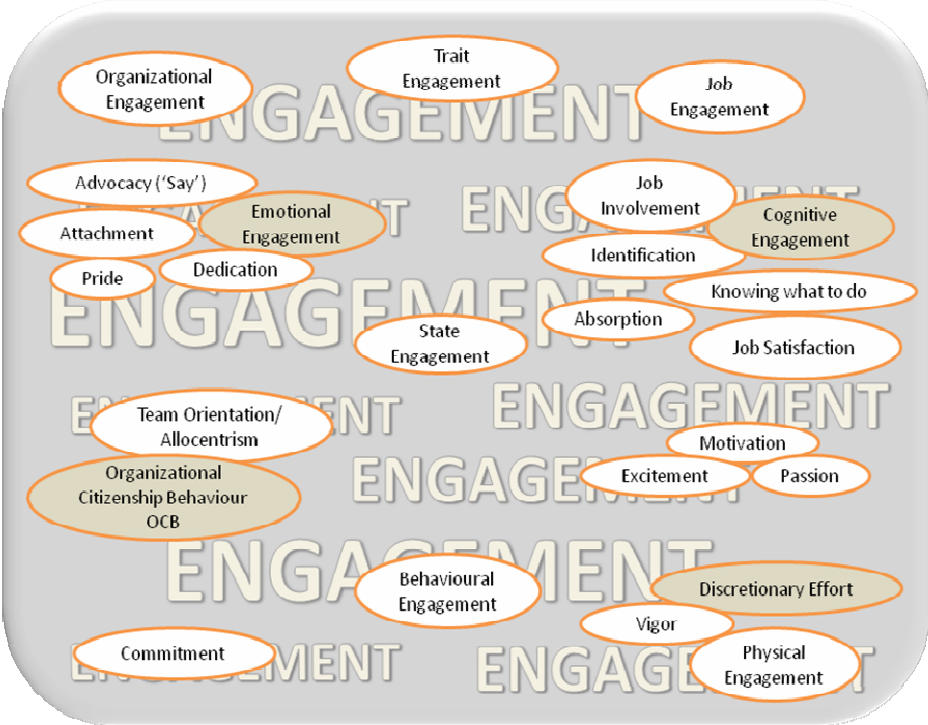**Figure 1: Collection of Employee Attitudes subsumed under the Construct 'Engagement'**

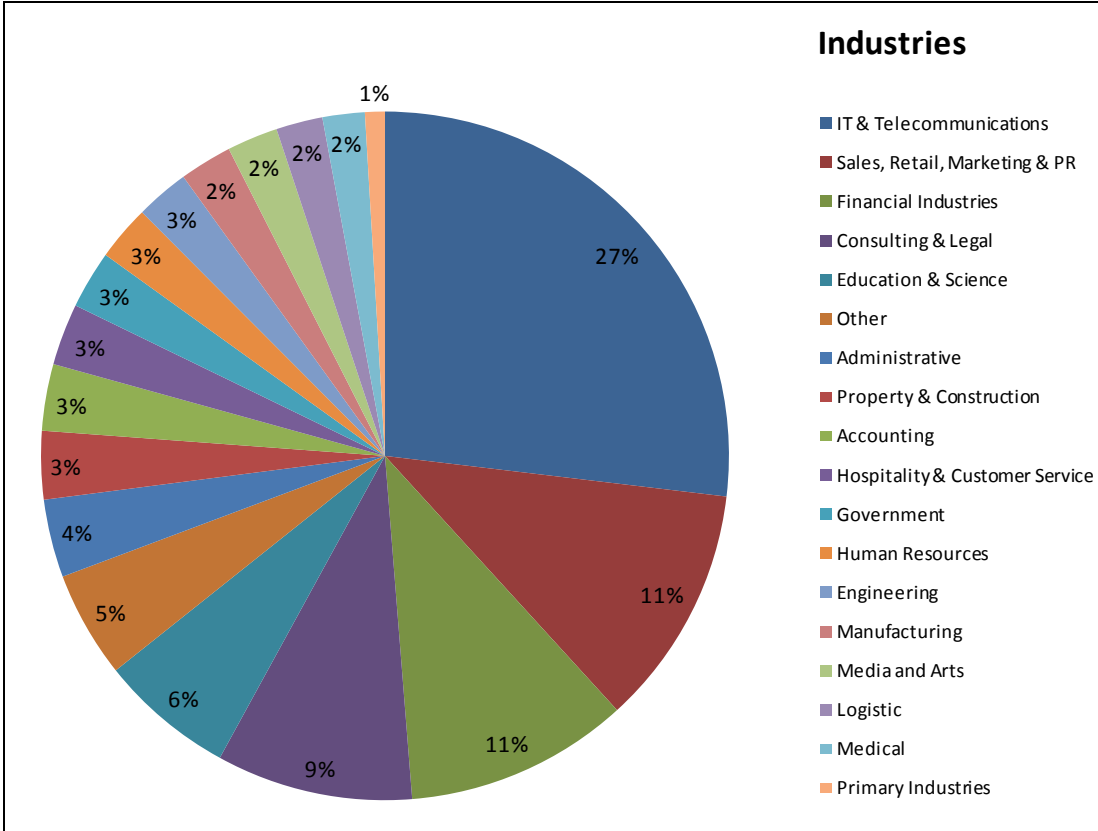**Figure 2: Distributions of industries in the survey sample**

Table 1: Definitions of Engagement

Source	Definition
Goffman (1961)	'spontaneous involvement in the role' and 'visible investment of attention and muscular effort'
Kahn (1990)	'the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performance'
Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002)	'positive, fulfilling, work-related state of mind that is characterized by: (1) vigour (i.e. high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties); (2) dedication (i.e. a sense of significance, enthusiasm, inspiration, pride, and challenge); and (3) absorption (i.e. being fully concentrated and engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work).'
Daniel (2004)	'a positive, two-way relationship between employee and their organisation ...(where) both parties are aware of their own and the other's needs, and support each other to fulfil these needs. Engaged employees and organizations go the extra mile, and both reap mutual benefits.'
Robinson, Perryman, & Hayday (2004)	'a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization.'
Saks (2006)	'a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual performance. Furthermore, engagement is distinguishable from several related constructs, most notably organizational commitment, organizational citizenship behaviour, and job involvement.'
Hewitt	the 'intellectual and emotional commitment of employees to their business' According to Hewitt "engaged employees are productive, innovative and take ownership of results, thereby creating and sustaining a competitive advantage for the organization and helping improve business results. The 'key behaviours according to Hewitt are "Stay – people have an intense desire to be a member of the organization; Say = people consistently speak positively about the organization to co-workers, potential employees and most critically customers (current and potential); and Strive = people exert extra effort and engage in work that contributes to business success.'
Corporate Leadership Council	'the extent of employees' commitment, work effort, and desire to stay in an organization'.
Conference Board	'a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work'
Gallup	'the involvement with and enthusiasm for work'
ISR	'your workers' connection to the organization through their heads, their hands and their hearts'
Stockley (2006)	'theextent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.'
Towers Perrin (Vance, 2006)	the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy.'
Kenexa (http://www.kenexa.com)	'the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks that are important to the achievement of organizational goals.'

Table 2: Factor Loadings for Items used to assess Employee Engagement at Work (n= 1510)

	Factor				
	1	**2**	**3**	**4**	**5**
Emotional Engagement					
I feel a deep connection to my company.	**.710**	.365	.133	.295	.104
I feel emotionally attached to the strategic choices of my company.	**.686**	.162	.110	.209	.173
At my company I feel a strong sense of belonging.	**.689**	.364	.320		.160
I feel as if the company's problems are my own.	**.689**	.117	.111	.412	
My values are in alignment with the values espoused and lived by my company.	**.672**	.344	.262	.251	.104
My company has a great deal of personal meaning for me.	**.671**	.359			.298
My job is important to the success of the company.	**.674**			.233	
Rational Identification					
I have a clear understanding of the goals and objectives for my role.	**.746**	.191	.107		.154
I Know what is expected of me in my role.	**.533**	.141		-.156	.561
I know how to complete my work projects.	**.262**	-.209			.582
I have a good understanding of the business objectives of the company.	**.725**	.170			
There is a clear connection between my work and the overall organizational strategy.	**.762**	.233			
Compatibility (Job Fit and Loyalty/Commitment)					
In this job I could do more than is expected of me. [ℜ]	.211	**.447**			.118
In this job my skills are not used to their fullest extent	.164	**.731**			
There is a good match between my skills and the job requirements.	.213	**.593**		.138	.220
I don't owe my company anything and would leave if I got a better offer. [ℜ]	.492	**.705**	.148		
I'm thinking of leaving the company and will try to find a better job somewhere else.		**.729**	.257	.151	
Team Orientation					
I do everything I can to help colleagues who have heavy workloads.			**.678**	.146	.353
If someone has a problem at work they can count on me.			**.715**	.267	
I take a personal interest in my colleagues and their work.	.317		**.677**		
The people I work with share the same work-related goals and objectives.	.260		**.613**		-.188
The cooperation within our team at work is poor. [ℜ]	.118		**.515**	-.146	
I do my best to help improve our team's performance.	.317	-.166	**.511**	.481	-.108
I always try to figure out ways in which we can work smarter.	.206	-.246	**.610**	.390	
Motivation					
I am motivated to give my best at work.	.275			**.549**	.245
I am inspired to give extra effort to help us succeed.	.276	.223	.300	**.674**	
I do whatever is necessary to get the job done.	.225	.230	.180	**.597**	.176
If I make a mistake at work, I'm ready to take the blame.				**.326**	**.373**
I am accountable for my work performance	.250		-.137	**.583**	.218
I continue to build my skills to increase my value to this organization.	.234	-.167	.254	.418	

[ℜ] Item reverse coded