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**EMPLOYEE ENGAGEMENT:
A TWO-CASE STUDY ADAPTING THE ISA ENGAGEMENT SCALE**

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Abstract <p>Employee engagement has been a popular research subject since the change of the millennium. Although it was first mentioned in 1990 by W. A. Kahn, there is no universally agreed upon theoretical background to date. The scientific discussion is divided into two branches which often ignore one another.</p> <p>In addition to having different perspectives to engagement in general, there are also multiple ways to measure engagement. In this thesis the aim is to test the ISA engagement scale (Soane et al. 2012) in a new context. References to the ISA engagement scale dimensions and items are searched for from the official texts of two case companies, <u>Kesko</u> and VR Group. As the mentions are found, there are development suggestions made for ISA engagement scale. For example, employer-originated development is seen as an additional condition for ISA engagement.</p> <p>The study is qualitative and uses a case-study methodology. The results can be utilized within the engagement research field as they bring forward perspectives omitted from the past discussion. The study also strengthens the position of ISA engagement scale as a good way to measure engagement in organizations.</p>			
Keywords personal engagement, official statements, need-satisfying model			
Additional information			

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1 INTRODUCTION

Customer satisfaction, productivity, organizational citizenship behavior, profitability, job satisfaction and commitment, decreased employee turnover and greater shareholder value. All these are issues that should be pursued in any company by any management constellation. All these are also outcomes of employee engagement or otherwise related to it (Hakanen et al. 2006, Saks 2006, Bakker & Bal 2010, Rich et al. 2010, Schaufeli & Bakker 2004, Harter et al. 2002). Thus, it seems obvious that employee engagement should be aimed at since it can bring on all these positive organizational outcomes. After all, employee markets are quite competitive and just recruiting talented employees is not enough. They must be encouraged and inspired to fully use their competence in their work (Bakker et al. 2014).

Employee engagement has been a field of interest for psychology and human resource management research areas for roughly 25 years. However, the academic circle argues within itself about the definition and the underlying theory of employee engagement and even the correct name is sometimes under debate (Saks & Gruman 2014, Bakker et al. 2011, Truss et al. 2014: 2). In addition to academic differences, the understanding and the perspective of employee engagement in academic and the practitioner communities differ greatly (Truss et al. 2014: 2, Zigrani et al. 2009).

Even though there are things that need to be cleared in the academic world, the positive outcomes listed above are quite universally agreed upon. Engagement creates not just positive organizational outcomes, but it also benefits the individuals themselves. For example Bakker, Albrecht and Leiter (2011) write about employees that, according to their self-rates, are engaged. These employees feel tired after a long day of work, but the tiredness is a pleasant state, because they feel that they have accomplished something during the workday. For engaged people, working is fun (Gorgievski et al. 2010). However, the level of engagement is low in many countries (Richman 2006), which suggests that there would be potential for increased productivity globally.

As there is no significant relationship between a salary raise and increased engagement (Crawford et al. 2014), it seems that increasing employee engagement

would be a relatively cheap way for the top management to reach the positive outcomes listed earlier. This can be seen as an intriguing option in the depression-ridden 21st century.

1.1 Motivation for the study

As stated in the previous chapter, there is an obvious need for more research on employee engagement. Even though especially the last decade has seen a raise in numbers of employee engagement research, the perspectives are quite fragmented and do not necessarily integrate that well (Rana et al. 2014). There have been several attempts to try and sum up the existing theoretical discussion in one model (see for example Rana et al. 2014), but they are quite new and have not received that much attention as of yet. There are also a few ways to measure employee engagement (see for example Soane et al. 2012 and Schaufeli et al. 2002), but there is no universal agreement on the right measurement tool either.

Most of the employee engagement research done has been from the perspective of the employees and thus a gap in research of how engagement can be lead or managed has been identified (Bakker et al. 2011, Saks & Gruman 2014). In addition to that, there is also a lack of focus on how employee engagement is perceived in the top management and on the strategic level of organizations.

It is clear that employee engagement needs more theorization (Bakker et al. 2011). However, it is not the purpose of a master's thesis to fill these huge gaps in theorization and develop new measurement tools. It is more suitable to lean on existing research and test how it can be applied in new settings. That is why in this work the ISA engagement scale developed by Soane, Truss, Alfes, Shantz, Rees and Gatenby (2012) is tested empirically in a Finnish business life context.

1.2 Purpose and the contribution of the study

The purpose of the research is to test the ISA engagement scale provided by Soane and colleagues (2012) in a qualitative setting. Although the scale was created with quantitative methodologies, the authors encourage testing it in various different settings. Thus, the scale is now tested with qualitative data reaped mainly from the website texts of two case companies. The aim is to find out if the case companies have elements fitting the ISA engagement scale in their official, public materials considering employees, leadership and careers. Employee engagement has not been connected to organizations' strategic level thinking in previous studies, so this kind of link is duly needed.

There are many measurement systems developed for engagement, of which UWES and ISA engagement scale are discussed in this thesis. Basically the division between the scales is that UWES is dominating the field with its theoretical perspective and then there are many scales developed from another theoretical point of view, such as ISA engagement scale. The ones belonging to the latter group have usually not received very thorough interest within the research field. However, to advance the defragmentation of the research discussing engagement, it is better to use the existing scales and not once more create a new one that likely will not receive attention.

By the time Newman and Harrison (2008) wrote their article, most of the engagement measures did not utilize or reflect Kahn's (1990) original theorization about the issue. Partly for the same reasons, Saks and Gruman (2014) suggest that engagement research should part its ways from UWES, which is the most popular engagement measure. Since ISA engagement scale is strongly based on Kahn's (1990) conceptualization (Soane et al. 2012), it is a fitting pick for the theoretical perspective for this study. According to a usefulness analysis the ISA engagement scale was also found to be more useful than the UWES (Soane et al. 2012). There are plenty of problems with UWES albeit it is widely used. These issues are discussed in more detail later in the thesis.

The main contribution of the thesis is for the research community interested in employee engagement. The thesis provides new knowledge about the ISA

engagement scale and about how employee engagement is evident in the official statements of the case company. The assumption was that there are issues in the public materials considering ISA engagement and engagement in general, since it seems to be quite an intuitive phenomenon. This assumption was proven. In addition to providing development suggestions for ISA engagement, there is also a discussion about the general direction of the engagement research. The thesis also provides managerial contributions, which are strongly based on theory. For example the theoretical background introduced in chapter 4 can help human resource experts to understand why the engagement field is so fragmented. The study also proves that ISA engagement scale measures issues that are already thought in organizations. Thus, the scale can be used to measure the personnel's engagement for example on a yearly basis.

1.3 Research problem and question

In order to really focus on the official statements of the case companies and its connection with ISA engagement scale, employee engagement outcomes have been ruled out of the perspective of this thesis. Also the relationship between the supervisor or leader and the employee is left out since it does not answer the query about company level stance towards engagement. For the same reason the voice of the employee is omitted for example when collecting data from the case companies' websites. More details about how the data was chosen can be found in the methodology chapter.

As the ISA engagement scale has not been tested outside of the original article, the findings of the current study are also used to suggest developments to the scale. Indeed, the creators of the scale call for further study and testing of it, also recommending linking it and its different dimensions to other constructs (Soane et al. 2012). This is why it is important to let the data talk and examine it with open mind. This way the construct can be developed to better measure and picture employee engagement.

This reasoning leads to the research questions for the study, which are the following:

In relation to ISA Engagement Scale, how is employee engagement enabled according to the official materials of the case companies?

How do these findings affect or alter ISA Engagement Scale?

1.4 Structure of the thesis

The structure of the thesis is quite straightforward. After this introductory chapter there will be three main chapters that build the background understanding for the empirical part. The first of these two chapters will discuss employee engagement in general, its research history and the current situation in the research field. Since the ISA engagement scale (Soane et al. 2012) used in the empirical study is highly based on the theorization of William A. Kahn, his need-satisfying theory is introduced in detail. To create a holistic understanding of the current situation in engagement research, other perspectives of employee engagement theory are also discussed, such as Bakker and Demerouti's (2007) job demands-resources –model. A definition for engagement is offered in the end of this chapter.

In the second theoretical main chapter, the third chapter of the thesis, the topic of discussion is different ways to measure employee engagement. In this chapter the ISA engagement scale is introduced in detail to obtain a thorough understanding of it. A detailed explanation is needed in order to use it in the empirical study. Utrecht Work Engagement Scale, UWES, (Schaufeli et al. 2002) is also introduced since it has been the most popular measurement system used in engagement studies. In addition, its fit as an employee engagement measurement system is evaluated. After these two chapters, a theoretical framework is built in the third theoretical chapter. The framework is based on the knowledge gained in the previous two chapters. The framework offers a basic layout of current situation in engagement research.

The fifth chapter of the thesis holds the introduction to the methodologies used in this study, including the philosophical stance and the ways the source materials were

obtained. The case companies Kesko and VR Group are also introduced in this chapter. In addition, conducting the case study is explained in detail to obtain reliability.

The sixth main chapter includes the findings of the study in which the first research question is answered. The second to the last chapter on the other hand offers discussion, in which the results of the study are linked to the existing theory, especially the ISA engagement perspective (Soane et al. 2012). This chapter answers the second research question. The last chapter, conclusions, includes research proposals, theoretical and managerial contribution, and identifies limitations of the study. In the end of the thesis there is a list of all used references and two appendices.

2 EMPLOYEE ENGAGEMENT RESEARCH

The chapter includes first a brief history of engagement research, after which a detailed explanation of Kahn's theorization of personal engagement is offered. To create a holistic understanding about the different perspectives on engagement, also the burnout antithesis (Maslach et al. 2001) line of research and the job demands-resources model (Bakker & Demerouti 2007) are introduced. Kahn's (1990) need-satisfying model is introduced in great detail because it is the most relevant for the empirical study. Since there has been a limited amount of research building theorization on Kahn's original theory, the references used in the chapter discussing the need-satisfying model are quite few. The number of references used in other chapters is satisfactory.

Resulting from the fragmentation of the employee engagement research field there are several definitions for engagement. Some of these and the definition used in this thesis are introduced in the end of this chapter. A working definition for this thesis is also given. In addition to this, there are also a couple of different names for engagement. Usually job, work and employee engagement, or engagement by itself, are used interchangeably (Schaufeli 2014). In this chapter the term used is the same that is used by the cited authors.

2.1 History of engagement research

The concept of engagement was first introduced by Kahn in 1990. He used the term 'personal engagement' to describe the extent to which a person expresses and employs his or her preferred self in his or her behavior in the workplace or in performing a task (Kahn 1990). Couple of years later he linked personal engagement to psychological presence (Kahn 1992). Kahn's theories were later named as need-satisfying model (Shuck 2011). While Kahn's work is regarded as the starting point for engagement research and is cited in most of the engagement papers, his work has been empirically tested quite scarcely.

Even though Kahn's models did not receive extensive empirical interest, research on engagement did not come to a halt. Shuck (2011) identified the different research streams into four perspectives, Kahn's need satisfying model, burnout-antithesis, satisfaction-engagement and multidimensional approach. In 2001, Maslach, Schaufeli and Leiter connected engagement to job burnout. Engagement was seen as the opposite or the antithesis of burnout. Based on their research, Bakker and Demerouti (2007) developed the job demands-resources model which highlights the importance of working conditions. On the other hand, Harter, Schmidt and Hayes (2002) took the perspective of linking employee engagement to employee satisfaction. Lastly, Saks (2006) introduced a multidimensional approach which differentiates organizational and job engagements. The approach has elements from all of the different perspectives of engagement research.

As can be deduced, the research on employee engagement has not been uniform. There has been no real effort put into finding a theory that could be generally accepted within the employee engagement research field. There is disagreement even about which term, not to mention which definition to use. The term 'employee engagement' is sometimes referred as job or work engagement. (Saks & Gruman 2014.) Bakker, Albrecht and Leiter (2011) identified employee engagement to be under-theorized. However, the importance of employee engagement is quite universally accepted. When the engagement level is high, its positive outcomes are notable. It for example affects job attitudes such as satisfaction and commitment, job performance and organizational citizenship behavior (Hakanen et al. 2006, Bakker & Bal 2010, Rich et al. 2010, Saks 2006, Soane et al. 2012).

2.2 Personal engagement – need-satisfying model

The baseline for Kahn's (1990) initial personal engagement research is that people have roles and that there exists a boundary between the role and who the person behind it really is. It was to this scientific discussion about roles in the workplace and other organizational behavior to which Kahn's work initially contributed. Indeed, the role referred here is usually a work role, a holistic set consisting of responsibilities,

identity and environment. The more the real person or the real self is put in fulfilling the role, the better the role performance usually is. The new idea in Kahn's (1990) research was to examine the extent of which the self is employed in the role. This builds on Goffman's (1961 via Kahn 1990) thoughts about role attachment being variable.

In the 1990 study Kahn first drafted his theoretical framework basing it on for example Goffman's ideas about role attachment and on Hackman and Oldham's (1980) job-design research, among others. He then conducted two studies, the first in an organizational setting in which he was part of himself. The first setting was a summer camp where the researcher indeed not only observed but also participated as a teacher. The data was collected within six weeks of camping. The aim of the first study was to generate hypotheses and interview questions and later to conduct the interviews.

The second organizational setting was in an architectural company in which Kahn acted as an outside researcher. The aim was to learn about employees' experiences in different situations based on the initial theory developed based on the first study. In both of the settings there were multiple qualitative data collection methods used, such as observing and different depth level interviews.

From the studies Kahn (1990) identifies personal engagement and disengagement as the behaviors by which people leave out or bring in the self during a role performance. The engagement is more of a momentary state rather than static. The underlying idea is that when an organization member expresses and employs his or herself emotionally, physically and cognitively in a role performance, he or she is engaged. The focus of this idea is the relation between the self and the role. When expressing and employing one's preferred self, or in other words being engaged, people keep their selves when in the role, but neither the self or the role is sacrificed in the process (Kahn 1990). In the end, Kahn (1990: 700) gave the first definition to personal engagement, which is the following: "the simultaneous employment and expression of a person's "preferred self" in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performance."

However, a person rarely is fully engaged or disengaged, for the level of engagement varies (Kahn 1990, May et al. 2004). This is actually one of the main points that differentiate engagement from the concept of flow. When in flow, a person is totally involved in the task he or she is performing and is more related to only cognitive absorption (Csikszentmihalyi 1975: 36). On the other hand, as stated above, the level of engagement may vary and it encompasses all dimensions of the self, cognitive, physical and emotional (May et al. 2004).

The enabling conditions for personal engagement are three-dimensional and include psychological meaningfulness, psychological safety and psychological availability (Kahn 1990). All of the conditions have been found to be important in determining engagement at work (May et al. 2004). Psychological meaningfulness includes a person feeling that he or she gets “return on investment” on employing physical, cognitive and emotional energies. The person feels worthwhile, useful and valuable and that he or she is not taken for granted. Psychological meaningfulness is related to how people satisfy their needs for meaning, both in work and in life in general. (Kahn 1990.)

On the other hand, psychological safety refers to a person feeling that he or she can employ and express the preferred self without fearing any negative consequences. The potential consequences may affect self-image, career or status. The probability of a person feeling engaged is lessened remarkably if he or she does not feel safe in taking the risk of expressing the preferred self. (Kahn 1990.) The last of the three conditions, psychological availability, refers to the feeling of having the necessary resources to personally engage. The resources can be psychological, physical or emotional and for example the distractions from outside of work influence the psychological availability. (Kahn 1990.)

Each of the conditions described above have several factors influencing them. For easier understanding, these are listed in the Figure 1 in addition to explaining them below. Psychological meaningfulness is dictated by task and role characteristics and work interactions. According to Kahn (1990), the tasks need to have both routine and challenge in order for the organization member to feel competent but also experience learning. The work interactions refer to task related rewarding interactions. It is not

of importance that with whom the interaction happens; it can be with a co-worker or a client. Rewarding interactions create psychological meaningfulness.

Related to meaningfulness, there has to be a fit between the work role and the preferred self. Roles can have multiple identities and a person can feel a different fit for every one of these identities. One of Kahn's (1990) examples is from a summer camp, where the employees had to teach and also police the youngsters attending the camp. May, Gilson and Harter (2004) found in their quantitative study that the role characteristics determinants such as job enrichment, related to task characteristics and work role fit, were positively related to psychological meaningfulness. In addition, Crawford, Rich, Buckman and Bergeron (2014) list job challenge, autonomy, variety, feedback, and fit, opportunity for development and rewards and recognition as antecedents for psychological meaningfulness. In the workplace its determinants are job enrichment and work role fit (May et al. 2004).

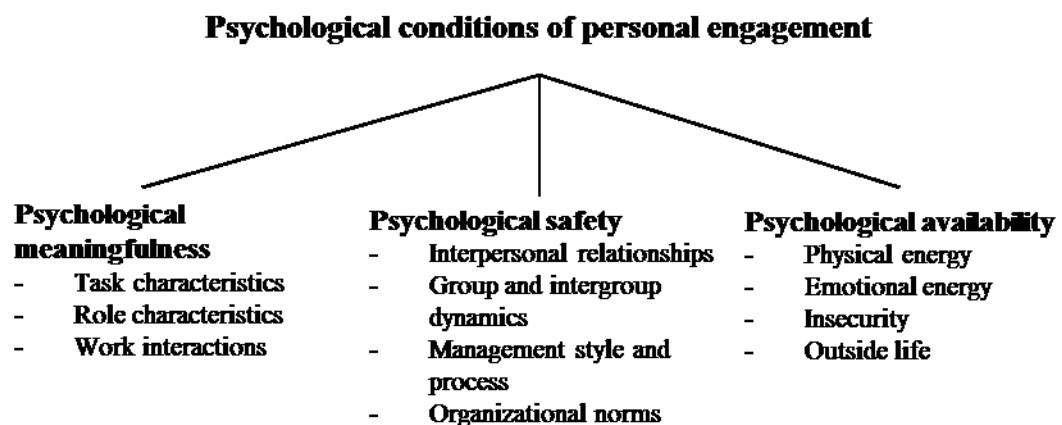


Figure 1. Psychological conditions of personal engagement (Kahn 1990)

There are four factors influencing psychological safety. The first one is interpersonal relationships, which includes supporting, open, trusting and flexible relationships (Kahn 1990). When a person is surrounded with these kinds of positive relationships, he or she feels that there is a permission to try and fail without negative consequences. The second factor includes group and intergroup dynamics and the unconscious roles people step or slip into. These roles are enforced by the group surrounding them. The roles provide boundaries for socially acceptable behavior, a space within which a person can safely engage. The informal role or character of an

individual is influenced by various issues. The main influences are the group or the individual that the person carrying the role identifies with and the group or individual the person is in contact with (Miller 1976 via Kahn 1990).

The third factor influencing psychological safety according to Kahn (1990) is management style and process. Supportive, resilient and clarifying management style enables psychological safety because it once again creates an environment where there is a permission to try and fail. People also should not be afraid to overstep boundaries and the management should be trusting. The style is detrimental to engagement if it is unpredictable, hypocritical and inconsistent.

The last factor influencing safety is organizational norms. Kahn (1990) writes that there is safety when behaving within the boundaries of organizational norms. When there are no normative boundaries, people tend to feel unsafe and withdraw their selves from the work role. However, it was found by May, Gilson and Harter (2004) that adhering to coworker norms, which influence also the informal roles mentioned above, has a negative relation with psychological safety. If a person must follow normative rules of the group, it results in less psychological safety compared to a situation where he or she has the flexibility to for example challenge, question and disagree (May et al. 2004). In line with this perspective, healthy organization climate is listed as one of the antecedents for psychological safety (Crawford et al. 2014). Other antecedents are social support, transformational leadership, leader-member exchange, organizational justice and job security. The determinants for psychological safety in the workplace are supervisor relations, co-worker relations and co-worker norms (May et al. 2004).

Psychological availability likewise has four influencing factors. Physical and emotional energy are something that being engaged demands. If a person is tired, in physical discomfort or her emotional energy reservoir is depleted, she will be unable to engage. (Kahn 1990.) May, Gilson and Harter (2004) also add cognitive resources to the list, which varies from person to person. Insecurity, the third influencing factor, generates anxiety, which demands energies that could have been directed towards engagement (Kahn 1990). The less insecurity a person feels, the more he is

able to engage. Insecurity has three dimensions, lack of self-confidence, heightened self-consciousness and doubts about the organizational fit.

The last factor for psychological availability is outside life. There can be events in the organization member's non-work related life, that demand and bound resources so that they are not at a given time available for use in the work. However, there also can be events that "charge" employees and affect the work performance positively since the employee reaches "an emotional high". (Kahn 1990.) Contrary to Kahn's initial framework, self-consciousness was found to positively affect engagement directly, not mediated by psychological availability. In addition, self-consciousness was found to be negatively related to psychological safety. Determinants for psychological safety in the workplace are resources, work role security and outside activities. (May et al. 2004.)

2.3 The perspectives of burnout antithesis and job demand-resources –model (JD-R)

Another branch of engagement research begun when engagement was associated with burnout by Maslach and Leiter (1997: 22, 102). For some reason, said branch omitted Kahn's discussion and theorization about engagement altogether. The main idea behind linking engagement and burnout is related to the three dimensions of burnout, depersonalization or cynicism, inefficacy and exhaustion (Maslach et al. 2001). Schaufeli, Salanova, Gonzalez-Romá and Bakker (2002) identified three dimensions for engagement also, which were vigor, dedication and absorption.

These six dimensions were seen to be the direct opposite of each other and thus engagement was regarded as the positive antithesis of burnout (Schaufeli et al. 2002). Vigor was seen to be the opposite of exhaustion, dedication the opposite of cynicism and absorption the opposite of inefficacy or reduced efficacy. Later it was deemed that absorption and reduced efficacy were not the direct opposites of each other, even though they are related (Schaufeli et al. 2002).

In 2001 Demerouti, Bakker, Nachreiner and Schaufeli identified two sets of variables for burnout: job resources and job demands. Job demands require physiological and/or psychological effort and they thus have a physiological or psychological cost. The demands can be physical, psychological, social or organizational. The job resources on the other hand have a three-dimensional effect while they also can be physical, psychological, social or organizational. First, the resources reduce the job demands and their costs. Second, they help in achieving work goals. Third, they help people to stimulate individual growth, development and learning. (Schaufeli & Bakker 2004, Demerouti et al. 2001.) Schaufeli and Bakker (2004) linked these variables to engagement also. This division of job resources and demands is the basis for the job demands-resources model (JD-R model) which was first introduced for burnout (Demerouti et al. 2001) and later expanded to cover also engagement (Schaufeli & Bakker 2004).

JD-R model quickly became quite popular within the research community and it has been used in most studies about engagement (Saks & Gruman 2014). One likely reason for its popularity is that in the time of its making, it was trendy for researchers to focus on positive psychological states after decades of negatively orientated studies (see Maslach et al. 2001). A couple of job demands-resources model's pros are that it is fairly simple to understand and its items are not restrictive (Bakker & Demerouti 2007). The nonrestrictive approach allows the model to be used in various work settings and occupations.

The job demands-resources model includes two processes, the energetic process and the motivational process (Schaufeli & Bakker 2004). The energetic process is nowadays referred as the health impairment process (Xanthopoulou et al. 2007). The motivational process has an extrinsic and an intrinsic motivational role (Schaufeli & Bakker 2004) and it is the link between job resources and organizational outcomes, such as turnover intentions. The mediator between the resources and outcomes is engagement (Schaufeli & Bakker 2004), and the job resources are found empirically to increase work engagement (Hakanen et al. 2008).

The energetic or health impairment process on the other hand is related to burnout. According to Schaufeli and Bakker (2004), the process is the link between job

demands and health problems, in which the mediator is burnout. Hakanen, Bakker and Schaufeli (2006) tested the health impairment process and it received support.

JD-R model has received critique for being too narrow a view for examining employee engagement (Saks & Gruman 2014). According to Crawford, LePine and Rich (2010), the model is good for categorizing working conditions, but it does not include all relevant employee engagement predictors. The model also lacks in explaining which resources are the most important for facilitating engagement (Saks & Gruman 2014).

The two research branches introduced above, need-satisfying model and for example JD-R model and other such theorizations based on burnout literature, have very different scientific backgrounds. If one disregards that fact however, there are some similarities. For example in JD-R model one of the resources listed is physical resources. Kahn (1990) also discusses physical resources when describing the characteristics of psychological availability. Then again, social/organizational resources mentioned in JD-R model are similar to the factors influencing Kahn's psychological safety. Safety places significance for example on interpersonal relationships and group and intergroup dynamics. Even though there are these existing similarities, it is interesting to note that there has been next to no effort to combine Kahn's work with the popular job demands-resources model.

2.4 Definition of employee engagement

It is painfully clear that the two sides of employee engagement research do not discuss with each other that much and there still is no agreed upon definition for engagement (Saks & Gruman 2014). To mention a couple of definitions, Rich, LePine and Crawford (2010: 619) write "from the perspective of Kahn, job engagement is best described as a multi-dimensional motivational concept reflecting the simultaneous investment of an individual's physical, cognitive and emotional energy in active, full work performance". On the other hand, drawing from the burnout literature, Schaufeli, Salanova, Gonzalez-Romá and Bakker (2002: 74) define

engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”.

Sharma and Kaur (2014) executed a content analysis for 75 different academic and organizational sources to find out what issues are most frequent in employee engagement definitions and to create a definition based on these. The findings were divided to three dimensions, and under these fall all of the factors that were mentioned in the definitions. The three dimensions were psychological investment, proactive behavior and work-role performance. Under these three the most frequently mentioned factors were, respectively, sensation/emotions, intellectual and right role/role absorption. Based on these findings, the following definition for employee engagement was created (Sharma & Kaur 2014: 45): “employee engagement can be defined as the extent to which an employee feels a sense of psychological investment in his/her work, so that he/ she is behaviorally (social) and intellectually focused on organizational goals”.

As the empirical part of this thesis uses the ISA engagement scale (Soane et al. 2012), its fit to this definition was examined. As there is no definition offered in the article that discusses ISA engagement scale (Soane et al. 2012), it was not used in the material analyzed by Sharma and Kaur (2014). ISA engagement scale is introduced in more detail in chapter 3.2, but is shortly described here to find a suitable definition.

If the abbreviation ISA is dissembled to words, the I stands for intellectual, S for social and A for affective engagement. The intellectual dimension of ISA engagement fits to the “intellectually focused on organizational goals” -part of Sharma and Kaur’s (2014) definition. The S on the other hand fits to “behaviorally (social) ... focused on organizational goals”. As the part of the definition “... an employee feels a sense of psychological investment in his/her work...” includes the factors of right role and role absorption, the affective engagement can be seen to have similarity here. Affective engagement is defined as the extent to how much an employee experiences positive affect towards their work role. As both of these regard the role fit as an important element to employee engagement, this is also fitting.

The definition of Sharma and Kaur (2014) build on a large amount of sources stemming from different kinds of engagement perspectives. In addition, the ISA engagement perspective was also developed discussing the different views (Soane et al. 2012). This and their mutual correspondence justify that for this thesis the definition created by Sharma and Kaur (2014) is the most fitting.

2.5 Summary of engagement research

This chapter has introduced the two research branches that are prevailing in employee engagement research. The first was Kahn's (1990) need-satisfying model, which initially introduced the term engagement for the first time. The other, born in the change of the millennium, is based on research about job burnout. This perspective has been more often used in engagement research as it includes for example the job demands-resources –model (Demerouti et al. 2001) which is relatively simple and easy to understand. The two branches do not discuss very much together and thus there is no unified view on what is the engagement's scientific background. Definition and even the name are also under question.

Even though there are differences between the two research branches, there are also some things that the research field agrees on, such as the engagement being a state (Bakker et al. 2011). Most scholars agree to this approach, although for example Macey and Schneider (2008) discuss trait, state and behavioral engagement separately. Another common characteristic is that engagement is always pictured as having three dimensions or otherwise being tripartite (Sharma & Kaur 2014), although the three aspects are different with every definition.

As both of the branches view engagement differently, it is not surprising that they also measure it differently. The next chapter discusses the different scales developed for measuring engagement.

3 MEASURING EMPLOYEE ENGAGEMENT

As discussed in the earlier chapter, the theory base of employee engagement is quite fragmented and there are a couple of different perspectives one can take when examining engagement. That being the situation, it is expected that measuring employee engagement reflects these fragmentations. Saks and Gruman (2014) identified seven different scales used in the literature.

In this chapter two employee engagement measurement tools are introduced, UWES and ISA engagement scale. Introducing other scales is omitted, because understanding their mechanisms does not significantly advance the understanding of the current situation in employee engagement measurement and research in general.

The first scale discussed shortly is the Utrecht Work Engagement Scale (UWES), developed by Schaufeli, Salanova, Gonzalez-Romá and Bakker in 2002. UWES is an often used and a popular measure of employee engagement (Saks & Gruman 2014), which is why it is chosen under a closer scrutiny. However, the validity of UWES is nowadays under debate (Saks & Gruman 2014), of which there is discussion included in this chapter.

Since the empirical study of this master's theses is based on the ISA Engagement Scale (Soane et al. 2012), it is introduced in great detail in the end of this chapter. As this subchapter basically examines one article, the number of source materials is very limited.

3.1 Utrecht Work Engagement Scale - UWES

Basing their research on the burnout literature, Schaufeli, Salanova, Gonzalez-Romá and Bakker (2002) created a scale for measuring engagement called Utrecht Work Engagement Scale or UWES in short. Maslach and Leiter (1997: 112) argued that to measure engagement, the MBI scale (Maslach Burnout Inventory) can be used; opposite score patterns compared to those indicating burnout indicate engagement.

Contrary to this idea, Schaufeli, Salanova, Gonzalez-Romá and Bakker (2002) deemed that engagement and burnout should be measured separately since engagement is distinct from burnout. Building on the viewpoint in which engagement is characterized by vigor, dedication and absorption (Maslach et al. 2001), the UWES questionnaire contains items that match each of the dimensions. In total there are 17 questions, six for vigor, five for dedication and six for absorption (Schaufeli et al. 2002). The questions give a measure of each of the dimensions and these figures can be used independently to picture each of the dimensions or combined to indicate engagement as a whole. Later on, the questionnaire was made shorter so that each of the dimensions contained three items. This version is called the UWES-9 and it differs from the longer version also so that it only provides the measurement for whole engagement, not the dimensions separately. (Schaufeli et al. 2006.)

UWES has been used very widely in engagement research (Bakker et al. 2011, Cole et al. 2012 via Saks & Gruman 2014) and it has been validated in various countries (Bakker 2009 via Bakker et al. 2011). In addition, the three-factor structure of the scale has received support (e.g. Bakker et al. 2011). However, in some research papers the absorption dimension has been cropped away, based on the fact that it is not a direct opposite of a burnout dimension (Gonzalez-Romá 2006, Hakanen et al. 2006).

3.1.1 Problems with UWES

Even though UWES has been the most popular and often used measurement in engagement literature, it has received quite a lot criticism (Saks & Gruman 2014). First, since it is based on the burnout literature, it obviously lacks the relationship with Kahn's definition of engagement, which is used widely in another branch of engagement research and in other measurement scales. This issue was taken into account by linking the three dimensions of engagement used in UWES to the three dimensions used in the May scale (Bakker et al. 2007, Bakker & Demerouti 2008), an engagement measurement scale developed by May, Gilson and Harter in 2004.

The May scale is based on Kahn's (1990) psychological conditions and engagement dimensions. The dimensions in the scale are cognitive, emotional and physical dimensions (May et al. 2004). Absorption, dedication and vigor were linked to each of the dimensions respectively (Bakker et al. 2007, Bakker & Demerouti 2008). However, according to Viljevac, Cooper-Thomas and Saks' (2012) research, there was no relationship between these dimension pairs originating from the two scales.

UWES was originally created because Schaufeli, Salanova, Gonzalez-Romá and Bakker (2002) considered engagement to be distinct from burnout and thus the MBI scale created to measure burnout (Maslach and Leiter 1997) could not be used to measure engagement. However, according to Cole, Walter, Bedeian and O'Boyle (2012 via Saks & Gruman 2014) there is much overlap with the burnout and engagement dimensions, especially regarding vigor and dedication. For these dimensions, the score patterns from MBI and UWES were nearly identical but opposite. It was deemed that engagement and burnout are not after all distinct constructs and UWES should not be used in engagement studies assuming it was measuring a distinct construct (Cole et al. 2012 via Saks & Gruman 2014).

Another problem arises when the three-factor structure of UWES is taken under a closer scrutiny. Even though there has been support for the three-factor structure over a one-factor structure, the fit has not been ideal to the data at hand (Viljevac et al. 2012, Wefald et al. 2012). In addition, the validity of the scale has been under question, as UWES seems to measure not only the engagement dimensions but also its antecedents (Saks & Gruman 2014). According to Rich, LePine and Crawford (2010), there are items within UWES that incorporate the antecedents suggested originally by Kahn (1990).

The validity problems are not limited to only antecedents of engagement but touch also other constructs. Newman and Harrison (2008) found that for example, out of five items measuring the dedication dimension, four were very similar to those items that can be used in measuring organizational commitment or job satisfaction. Viljevac, Cooper-Thomas and Saks (2012) also discussed the same issue in their research and validity problems in overlapping some attitudinal constructs were found especially within measuring of dedication and vigor dimensions.

It is also alarming, that items measuring the absorption dimension have been omitted from some research papers (e. g. Gonzalez-Romá 2006, Hakanen et al. 2006). Absorption has been found to be the most distinct dimension of the three UWES dimensions (Saks & Gruman 2014, Viljevac et al. 2012) and it is also the one dimension that has the most similarities with those measurement scales developed based on Kahn's (1990) approach on engagement (e.g. The May Scale: May et al. 2004). Rather, Viljevac, Cooper-Thomas and Saks (2012) suggest that dedication should be omitted from UWES. Dedication has the most overlap with attitudinal constructs such as job involvement, job satisfaction, intent-to-stay and organizational commitment and it thus decreases UWES' validity.

It has been suggested by Stoeber, Townley and Davis (2013) that in future engagement research should not rest solely on the shoulders of UWES. To understand engagement and its different sides, other measurement scales should be incorporated also. Saks and Gruman (2014) take their stance even further and suggest that UWES should not be used at all in future employee engagement research and in addition, research done with UWES should be regarded with care.

3.2 ISA Engagement Scale

In 2012, Soane, Truss, Alfes, Shantz, Rees and Gatenby created a new scale for measuring employee engagement. They identified three conditions for engaged state, which are reasoned mainly from Kahn's (1990) engagement theorization. The conditions the authors introduced were defined work role, or focus, activation and positive affect. Activation is a dimension of affect, which means that these two conditions have a fundamental connection.

Based on a thorough discussion, three facets of employee engagement were identified. The first is intellectual engagement, which answers the question of how absorbed an employee is intellectually in their work. The second one, affective engagement, explains how much an employee feels positive affect regarding their work role. The last dimension discusses how much an employee is socially

connected to the working environment and how much they have common values with colleagues. This dimension is called social engagement. Together the three compose the three-letter abbreviation, ISA. (Soane et al. 2012.)

Each of the dimensions has a need for certain conditions in order to be realized (Soane et al. 2012). Social engagement is in need of activation, whereas intellectual engagement requires activation and focus. Affective engagement on the other hand needs activation and positive affect.

Based on prior research, several items for each of the engagement dimensions, or facets, were created in order to test the concept (Soane et al. 2012). In the end, nine items were used in the data collection, three for each facet. The items for intellectual engagement included focusing hard on one's work, concentrating on one's work and paying a lot of attention to one's work. The items for social engagement were sharing the same work values with colleagues, sharing the same work goals with colleagues and sharing the same work attitudes as the colleagues. Finally, affective engagement's items were feeling positive about one's work, feeling energetic in one's work and being enthusiastic in one's work. (Soane et al. 2012.) The items are listed under their respective ISA dimension in Table 1 for further demonstration.

Table 1. Items of ISA Engagement Scale (Soane et al. 2012).

Intellectual engagement	Social engagement	Affective engagement
Focusing hard on one's work	Sharing the same work values with colleagues	Feeling positive about one's work
Concentrating on one's work	Sharing the same work goals with colleagues	Feeling energetic in one's work
Paying a lot of attention to one's work	Sharing the same work attitudes as the colleagues	Being enthusiastic in ones' work

In the empirical study, each of the items correlated strongly with the engagement dimension with which they were linked to. In addition, each of the engagement dimensions were strongly related with general engagement (Soane et al. 2012). This suggests that the dimensions and their items were correctly developed.

On the authors' second study they combined the ISA scale with outcomes of employee engagement, which were identified from prior research. That employee engagement had positive relationships with performance and organizational citizenship behavior and a negative relationship with turnover intentions were chosen to be hypothesized. According to the data analysis, each of the hypotheses was supported. (Soane et al. 2012.)

After the original article discussing ISA engagement and the scale created, it has not been tested or discussed very much in the research literature. It is indeed curious why the scale has not taken wind and the use of UWES is still prevailing in the field. This is one of the reasons why the scale is tested in the current thesis. It is believed that if a scale receives enough attention and it is used in various settings and by various researchers, it becomes more distinguished and hopefully more used. Only this way the engagement research field can move onwards and not get caught in using only one measurement system.

3.3 Summary of measuring employee engagement

In this chapter there were two employee engagement measurement scales introduced. UWES, although being the most used and popular scale, has received a lot of criticism regarding for example its validity. Its roots lie in the burnout literature, which is separate from Kahn's (1990) original employee engagement theorization. However, there are many scales created which build on the original theorization, such as the May scale (May et al. 2004) and the ISA engagement scale (Soane et al. 2012). The scales originating from Kahn's (1990) theory have not taken wind in the research community and none of them has become nearly as popular as the UWES. It might be, that since there is a lot of research done by UWES, it receives the most

attention and thus the other scales get buried in the information flow of the burnout perspective on engagement.

It is clear, that the situation within engagement research is strongly bifurcated. In future, employee engagement should be examined from various viewpoints and with multiple tools (Stoeber et al. 2013). It is not sustainable for the field's development if some perspectives are discarded altogether. In omitting some viewpoints, certain aspects of the phenomenon may be left unnoticed or un-researched. However, it might not be sensible to keep going with the dual perspectives of engagement but instead there should be an effort to combine these two.

4 CURRENT SITUATION IN EMPLOYEE ENGAGEMENT RESEARCH - SIMPLIFICATION

In Figure 2 there is a simplified picture of the current situation within the academic field of employee engagement research. This can be seen as the baseline for all research done in this field. To succeed in giving a simplified picture of the current situation, the figure does not take the business world and its viewpoints of the issue into account. The figure has also omitted listing all available measurement tools basing on need-satisfying theory and mentions only those relevant to this thesis.

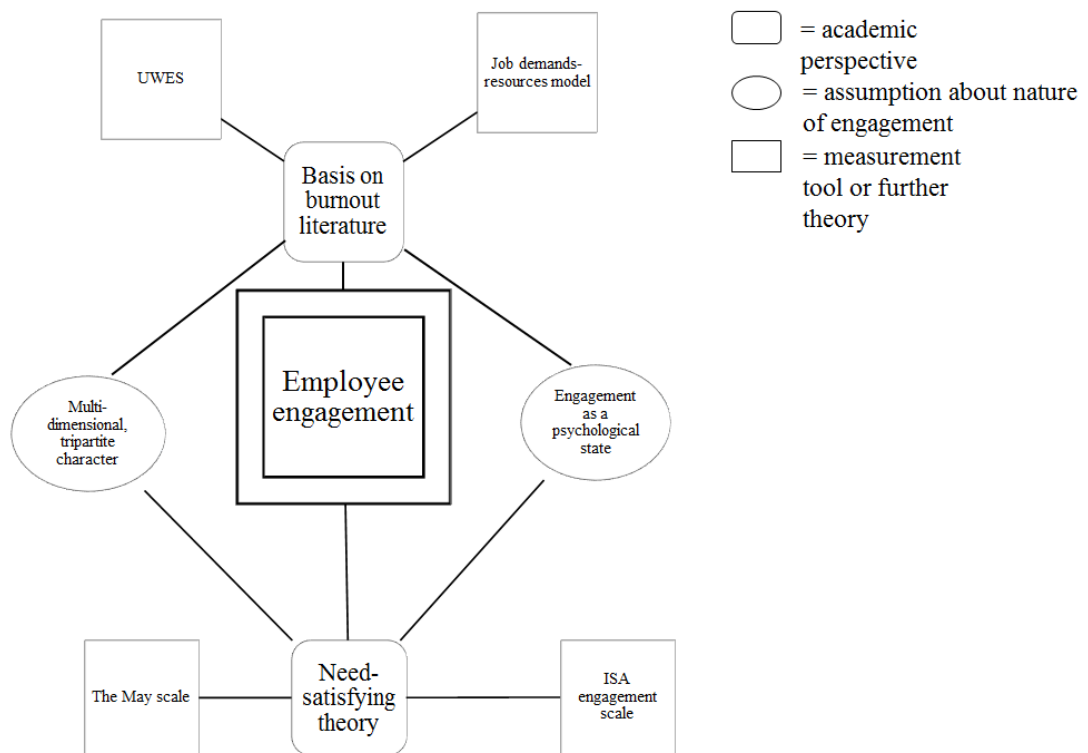


Figure 2. Simplified figure of the two branches in the academic literature regarding employee engagement research

As can be seen, there are two distinct perspectives on employee engagement, the first being the need-satisfying theory created by Kahn (1990). The other consists of the perspective that has its roots on burnout literature. This was initiated by Maslach, Schaufeli and Leiter in 2001. The first perspective has received some attention and for this figure the May scale (May et al. 2004) and ISA engagement scale (Soane et al. 2012) were chosen to illustrate that there is fragmentation within this branch also. Indeed, neither these nor other scales basing on need-satisfying theory build on one

another very much. When possible, the literature mentions there are other scales created, but otherwise disregards them.

The branch building on burnout literature has had also different takes on employee engagement. UWES, or Utrecht Work Engagement Scale (Schaufeli et al. 2002) concentrates on measuring employee engagement, based on Maslach, Schaufeli and Leiter's (2001) research. On the other hand, Schaufeli and Bakker (2004) linked employee engagement to job demands and resources identified in burnout literature by Demerouti, Bakker, Nachreiner and Schaufeli in 2001. This viewpoint concentrates more on theorization of employee engagement. UWES and the job demands-resources model sustain and support each other and often the model is the basis for a research done using UWES (e.g. Hakanen et al. 2008). In other words, the research perspective having its roots on burnout literature is not necessarily as fragmented as the one building on the need-satisfying theory.

Even though the two perspectives pictured in the bottom and the top of Figure 2 have a lot of differences, there are also some similarities. The most important is the fact that both perspectives assume engagement to be a psychological state. This is mentioned to be the prevailing view in the academic literature (Truss et al. 2014: 1). Another important issue is that according to Sharma and Kaur (2014), engagement is always seen as a multi-dimensional construct, usually with three facets. Engagement is also seen as a positive thing that should be pursued by individuals and organizations. However, it seems that these two perspectives are drifting more and more away from each other and when researching from the viewpoint of the first branch, the second is omitted and vice versa.

5 METHODOLOGY

This chapter includes the methodologies used in the current study as well as the introductions of both case companies, Kesko and VR Group. The means used to finding the theoretical reference materials are also presented. In addition, this chapter discusses the philosophical stance taken in the study.

5.1 Case companies

There were two case companies and their websites chosen for the current study. The first is a Finnish retail company, Kesko Corporation. Kesko is a listed trading sector company, and it operates on grocery, home improvement and specialty goods and car trade. The company manages retail chains in all these areas. The K-retailers and Kesko together form the K-Group. The group has operations in eight countries, which are Finland, Sweden, Norway, Estonia, Latvia, Lithuania, Russia and Belarus. Together there are about 45 000 employees in the group (Kesko 2015.)

Kesko was formed in 1940 by four regional wholesalers. The company was listed to Helsinki Stock Exchange in 1960. (Kesko 2015). In 2014, the whole K-Group's retail sales totaled €11 billion (VAT 0%), 82% of the sum coming from Finland (Kesko Business Review 2014). Kesko targets strong growth for years 2015-2017 and plans to open 130 new retail stores in this time frame. In the last quarter of year 2015 it was announced that Kesko buys one of its competitors, Suomen Lähikauppa, which operates with two retail market chains, Siwa and Valintatalo (Kesko 2015).

In addition to growth, costs are also cut. The cut objective by the end of 2016 is 50 million euros. (Selänne 2015.) The operating environment for Kesko is challenging for example because of the decrease in consumer demand and consumer price consciousness. The market situation is also changed because the emerging e-business affects the trade sector as well. This leads to multi-channeling. On the other hand, Kesko's financial position is strong, the company being debt-free and new opportunities are seen for example in Russia. (Kesko Business Review 2014.)

However, the overall market situation in wholesale sector in Finland is quite unique, Kesko and S-Group dominating the markets with their market shares, which are well over 75 percent (Kaupan liitto 2014).

Within Kesko, there is a high strategic investment put on employees and their wellbeing and the company aims towards being the most attractive employer in the trading sector (Kesko Business Review 2014). Increasing employee satisfaction is listed as one of the company's goals, another being ensuring the attractiveness as an employer (Kesko 2015).

There is a focus on training and developing the employees, for example with K-Responsibility concept and e-learning, Master Sales Assistant training (Kesko Business Review 2014) and K-Instituutti (Kesko 2015). For year 2014, the wellbeing theme for Kesko was "Develop yourself with us" (Kesko 2015). There is also a personnel survey which measures employees' commitment, practices enabling good work performance and wellbeing and their satisfaction with the supervisors and the management. In addition, there are mentions about taking care of the employees and valuing healthy employees. (Kesko Business Review 2014.)

The second case company providing materials from their website is VR Group. VR Group is a state-owned logistics enterprise which operates mainly in Finland. The company's business activities include passenger traffic and cargo transport on rail and road. VR Group acts in a special operational environment since its monopoly position in passenger rail business is guaranteed by law until 2024 (Helsingin Sanomat 2013).

VR Group was founded in 1995 after its predecessor Valtion Rautatiet was split into two different corporations. Nowadays there are three business divisions within VR Group. VR is responsible of the passenger traffic, VR Transport of the cargo transport and VR Track is an infrastructure company which designs and builds railroads (VR Group 2015, VR Track 2015). The vision for all the three divisions is to be a market leader in Finland. In the year 2014 there were well over 42 billion tons of logistics carryings whereas almost 104 million passenger services took place. (VR 2015.)

There were 9 689 people employed in VR Group in 2014 which was a bit over 5 percent less than in 2013. The net turnover of the group was 1367.2 million euros in 2014. By comparison, the net turnover in 2013 was 1412.2 so a decline can be seen. (VR Group 2015.) Partly because of this there have been two co-operation negotiations in 2015, the first late in the spring and the second in autumn. The cost saving goal is 50 million euros. (VR Group 2015.)

One of VR Group's core values is safety and it is mentioned very often in the company website. Safety issues are regarded important not only with for example passengers but also the importance of safety at work is highlighted. In addition to this, VR Group states that satisfied employees are a guarantee for success (VR Group 2015). One of the steps taken into having satisfied staff is the yearly employee satisfaction survey. There also was a campaign in 2014 to create a model for supervisory work, which received positive feedback in the above mentioned survey. These issues are the main responsibility of the human resource management team. Their successes and issues to develop further are listed in detail in the year 2014 annual report. (VR Group 2015.)

These two case companies were chosen because their websites were very promising on having the kind of materials that were to be used in the empirical study. Both companies had many texts considering employees, careers, human resource management and general information about the company. It was deemed that there should be more than a few pages that look promising to be used in order for the company to be chosen as the case company. Both Kesko and VR Group fulfilled this requirement. Their industries and market situations are also very different which contributed to choosing these two companies. In addition, both of the companies were familiar to the researcher, which made it easier to choose and examine them.

5.2 The methodology used and the philosophical stance

Qualitative research is often used to follow up quantitative research (Creswell 2007: 40). Since the majority of engagement research is done with quantitative

methodologies, the use of qualitative methods in this field is more than justified and needed. Qualitative research often uses a natural setting, collecting the data outside of a laboratory, which is also the case in this study. In addition to that, in qualitative research the researcher acts as a key instrument to the study, which also holds true in the current study. (Creswell 2007: 37–39.) Since there are no examples on doing qualitative research on employee engagement, the researcher must do her own interpretations from the data at hand, which is in line with qualitative research in general.

According to Yin (2009: 18), a case study “investigates a contemporary phenomenon within its real-life context”. Case study is to be used when there are no clearly visible boundaries between the chosen phenomenon and the context. Employee engagement can be seen as a contemporary phenomenon since although it has been first mentioned in the research field in 1990, the interest for it has risen in the last 15 years dramatically. In addition, its boundaries are not clear with its context. Although there have been numerous engagement studies, they have mainly focused on the individuals’ engagement level and not on the context they work in. Thus, it cannot be said with certainty, which contextual or organizational issues affect the level of engagement. A case study also leans on the previous theoretical frameworks or proposals (Yin 2009: 18), which is also done in this study.

In this research area, choosing a multiple-case design can be justified by various points. According to Yin (2009: 56), multiple-case studies are often used to develop and modify existing theories. This is also the case in the current study where the ISA engagement scale is tested. The present study’s purpose is to confirm the ISA engagement scale in a new context, taking the viewpoint of the case companies’ official statements. When the tested theory or assumption is fairly straightforward, two or three cases are recommended (Yin 2009: 58). Since the assumption is no more complicated than that issues related to ISA engagement scale will be found in the official statements of the case companies, choosing two cases is justified. Even though the case companies are in different positions where Kesko’s business is, albeit competed, doing alright and VR on the other hand has to lay off people, the results from both of the studies are expected to replicate.

Construct validity addresses the question of whether the concept that was meant to be studied is actually measured by the measures chosen (Wilson 2010: 119). As the current study is based on the ISA engagement scale, a validated measure of employee engagement, there should not be a validity problem in this study. To further tackle the issue of validity, data is collected from multiple sources of evidence, which can also be called data triangulation (Yin 2009: 116–117). As the same phenomenon is measured by multiple measures which are reaped from multiple sources, triangulation addresses the construct validity.

In qualitative methodologies, and especially when doing a case study, multiple sources of data are often used (Creswell 2007: 38, Baxter & Jack 2008), for example to create a sufficient context for what is interpreted from the data (Creswell 2007: 40). This is another point to why having two different case companies can be seen as a good choice.

Reliability is also an important quality measure for a study (Wilson 2010: 116). It mainly concerns with the repeatability of the study when under constant conditions (Wilson 2010: 306). This is why the methodologies of the study are introduced later in this chapter, so that if needed, a researcher could reproduce the study.

One of the quality measures of studies is external validity. It defines how and where the results of a study can be generalized. According to Yin (2009: 43) external validity is often questioned when doing case studies. However, statistical and analytic generalizations are different things and thus for example survey and case study methodologies are not comparable on this measure (Yin 2009: 43). Analytical generalization refers to a setting where the results or a set of them are generalized to a broader theory.

With case studies, one can make critical contributions to existing theories or even challenge them (Yin 2009: 44). The results can also act as vehicles to examine other similar cases, offering the methods and potentially a broader theoretical background. The point of the current study is to make contributions to the ISA engagement scale, an existing theory. Another contribution is that since qualitative studies about

engagement have not taken wind, the current study could offer a starting ground for that area. Thus, it can be stated that the external validity of the study is satisfying.

As the current study is neither explanatory nor causal study, internal validity is not applicable to it (Yin 2009: 43). Instead, the study can be identified as descriptive research, in which a phenomenon is described. According to Wilson (2010: 104), descriptive research answers questions starting with “How” and “Why”. As the research questions for the thesis are “In relation to ISA Engagement Scale, **how** is employee engagement enabled according to the official materials of the case companies? **How** do these findings affect or alter ISA Engagement Scale?” they fit the portrayal of descriptive research.

Finally, a mention about the philosophical stance of the study. Ontology means the nature of reality and qualitative research contains the assumption of multiple realities (Creswell 2007: 16–17). For example, employee engagement is a highly subjective phenomenon, which refers to multiple realities. In addition, the use of multiple quotes from the data collected supports this by providing multiple perspectives (Creswell 2007: 18).

On the other hand, epistemology concerns the nature of knowledge, asking what is acceptable knowledge and what is the relationship between the researcher and her research subject (Wilson 2010: 303; Creswell 2007: 16–17). According to Creswell (2007: 17), in qualitative study the researcher usually tries to get as close to the subject as possible. In the current study, both companies’ official statements are analyzed separately and carefully before making links and connections between them to assure that the data is analyzed with as much objectivity as possible.

5.3 Finding of source materials

The references used in the thesis were mainly searched from EBSCO host databases Business Source Complete and Academic Search Premier. There were also the Oulu University library’s database used, as well as Google Scholar. The keywords used

included for example “employee engagement”, ”engagement”, ”work engagement”, ”job engagement”, “UWES”, “Utrecht Work Engagement Scale”, “ISA engagement”, “engagement and leadership”, “engagement and management”, and so on. In addition to searching for sources with keywords, the citation pearl growth strategy was used. It was especially used to find good sources to which the authors of certain articles had already cited to. The Google Scholar’s feature of “Cited by”, which lists the texts in which the chosen article is cited, was also used in finding more recent source materials.

The knowledge about the methodologies was learned mostly from printed books available in Oulu University library. Keywords used included for example “case study” and “qualitative research”, both in English and in Finnish.

All in all, there were 69 different source materials used. Not only academic literature was used as source since for example the information for introducing the case companies was mostly obtained from the Internet. The websites used as the empirical data are not listed in the list of references. They can be found from the appendices after the said list.

5.4 Conducting the case study

According to Siggelkow (2007), when choosing and analyzing data in a case study setting, there should be a careful selection about what data is relevant and interesting. Not everything available should be used. Keeping this in mind, both case companies’ websites were examined for relevant and interesting parts. For example from VR website, a lot of good materials were found from the 2014 business report. On the other hand from Kesko website almost all parts under “Careers”-partition were chosen. As addressed in the introduction chapter, employees’ voices are omitted from the study. Because of this, the websites telling stories from employee perspective were not chosen to be analyzed by either company.

The English and Finnish versions, where applicable, of the chosen pages were transferred to the NVivo software. If there were updates made to the website after the transfer, these were not taken into account. NVivo is software to handle raw data usually qualitative research setting. After the transfer, it was inspected if the English and the Finnish versions of the pages coincided with each other. From VR website there were a few materials that were not available in English. After that, the analyzing part started. There were 20 English webpages and one Finnish page from Kesko website and 14 English and 4 Finnish pages from VR Group website which were analyzed.

At first, some of the pages of both companies were read through to find general information about them and especially about how the human resource management is organized. This information was used in introducing the case companies. After that, all of the chosen texts were encoded to fit each of the ISA engagement scale dimensions, intelligent, social and affective engagement (Soane et al. 2012), first for Kesko and then for VR Group. A node was created in NVivo for each of the dimensions, for each company separately.

In this initial analysis phase, the Finnish texts were kept beside the English ones to see make sure if there were differences in the texts. If there were, the Finnish version was then encoded separately for fitting parts. As mentioned above, for VR Group there were also pages that were not available in English and these were also analyzed. Originally, the choice to focus on English versions of the texts was to omit any mistakes done in translation. It can be assumed, that the English versions are as valid to the companies' official stance as the Finnish texts are.

In the encoding phase every piece of text that resembled issues regarding the ISA engagement dimension currently processed was encoded. The original texts uploaded to NVivo were read through at least three times, once for each of the dimensions. At this phase, the encoding was quite loose and was often based on not only the ISA engagement theory but also on assumed links. The aim was to get general material which could be later narrowed down. All in all, the whole encoding process was done from the perspective of how Kesko and VR Group, at least officially, enables or

makes the different engagement dimensions and their items possible in their organization or how they are otherwise mentioned in the texts.

After encoding for the ISA engagement scale dimensions, the same texts of both companies were encoded for the ISA engagement conditions, which were activation, work role focus and positive affect (Soane et al. 2012). Positive affect is very similar to affective engagement, so it was decided that encoding for this condition would not be necessary. The results of the encoding would have been identical to those of affective engagement. Only activation and work role focus conditions were thus encoded. After encoding for the conditions it was decided to omit them from the empirical study. There was not enough information available of the engagement conditions in the original article of Soane and colleagues (2012) for the researcher to understand them well enough to use them in the study.

Examining the contents of the earlier made dimension-level nodes of both companies, they were once again encoded for each of the ISA engagement dimension items. The items are introduced in chapter 3.2. The two items of intellectual engagement focusing on one's work and concentrating on one's work were bundled together due to their similar meaning.

On this item-level round the encoding was done more strictly according to the Soane and colleagues' paper compared to doing the dimension level encoding, but room for interpretation was not omitted altogether. The aim was to encode every straightforward mention of issues regarding each item but also to include some that were more open to interpretation. Both of the companies' nodes were examined individually and were encoded for individual nodes.

After encoding for the item-level, the nodes were read through for references, which implicate to the respective ISA engagement item as plainly as possible. These were used in writing the first part of the findings chapter, which discusses each of the ISA engagement scale dimension.

After looking into the clear ISA engagement scale dimension references, the more ambiguous references were inspected. This was the phase for letting unpredictable

issues arise from the data outside of the used theoretical framework of ISA engagement. For example, the significance of employee development was one of these issues. Thorough understanding about the need-satisfying theory (Kahn 1990) also gave cue to easily identify issues that are related to the conditions of personal engagement. The latter part of the findings chapter discusses these issues.

6 FINDINGS

In this chapter the findings of the empirical study are presented. First the general findings related to the ISA engagement scale are discussed. For example the issues regarding the number of references on each node and differences in those are taken into examination. After this both materials are studied from the perspective of each of the ISA engagement scale dimension. Examples are given on the item-level. The results from both of the case company materials will be introduced simultaneously, so that they can be compared better.

The aim is to keep the examples and the results of the first part of the findings chapter fairly unambiguous if not even obvious. If the example used is translated, it is marked after the citation. In addition, the name of the webpage or such source of the example is also given in cursive in the original language to clarify its meaning. Lists of the pages used can be found from the appendices.

Later in the chapter, the issues arising from the data outside of the ISA engagement context are discussed. For example texts referring to Kahn's original need-satisfying theory (1990) are presented. Another interesting issue arising from the data is the significance of employee development to engagement, which is also discussed.

6.1 General findings related to ISA engagement scale

In Table 2 there is the number of references on each engagement node, including both engagement dimension and item level. Dimension level numbers are marked on bolded text whereas the item level numbers are marked on normal text. Some references used on dimension level are used in multiple item level nodes, which is why the combined numbers do not match. As can be seen, on dimension level the findings for Kesko are quite varied, ranging from 17 references in intellectual engagement to 44 references for social engagement. The references from VR Group's data are much more even, reference numbers ranging from intellectual engagement's 30 to social engagement's 34.

There is quite a significant difference on the dimension level between the companies, but when examining the numbers on item level, the difference disappears. The variance is exactly the same for both companies. With VR Group's data the item level references range from same work values, which gained 8 references, to feeling positive which had 26 references. With Kesko's data, the numbers are 9 with the items of feeling energetic and paying attention, to 27 with the item of having same work values.

With most of the items the trend is quite similar regarding the reference quantities. For affective and intellectual engagement items the count is slightly bigger on VR Group's data. Social engagement items are an exception, where the count on Kesko side is bigger. One notable difference can be seen on the reference count of same work values, where Kesko has 27 references and VR Group only 8.

Examining the quantities of references does not tell very much, since these references include every reference, be it an obvious link to ISA engagement scale or not. However, it does indicate that there were more similarities than differences between the two companies' materials studied.

Table 2. Count of sources and references per NVivo node

Node	Kesko		VR Group	
	Sources	References	Sources	References
Affective engagement	15	25	15	33
Feeling energetic	5	9	6	11
Feeling enthusiastic	11	17	10	20
Feeling positive	9	18	11	26
Intellectual engagement	11	17	13	30
Focusing or concentrating	7	12	8	15
Paying attention	7	9	7	11
Social engagement	20	44	17	34
Same work attitudes	10	15	12	13
Same work goals	14	18	12	17
Same work values	12	27	5	8

6.1.1 References to intellectual engagement

Intellectual engagement's three items were concentrating hard on one's work, focusing hard on one's work and paying a lot of attention to one's work. As stated earlier, the items of concentrating and focusing are bundled together in this study. Clear references of intellectual engagement items turn out to be the most difficult to find out of the three ISA engagement dimensions. It might be that issues connected with intellectual engagement are not that close to other constructions as for example issue regarding social engagement dimension, such as values. Intuitively, intellectual engagement is more difficult to put down to words as it addresses issues that can be considered self-evident in the working context. However, there were some references found from both of the materials.

Kesko addresses the importance of working ability, learning and sufficient working spaces. These are linked to how well the employees can focus or concentrate in their work.

“The Rehabilitation Foundation and Kesko are implementing a joint project for supporting working ability and learning at the beginning of career. One of its aims is to identify learning difficulties and increase awareness of them”
(*Working ability and learning to be supported at the beginning of career*)

”Modern premises enable employees to work in an open-plan office or in quiet space when required” (*Work environment and working conditions*)

VR Group on the other hand takes a strong stance with safety issues. When safety issues are in order, it is easier for the employees to focus on their main tasks.

“In VR, safety is always a priority and it should not be endangered in any situation.” (Translated) (*Eettiset toimintaohjeet*)

The item of paying attention refers more to how aware the employees are on what is going on in their work and their organization. Issues should not be ignored, even though they necessarily are not a certain employee's responsibility. This stance is taken by both of the case companies.

Kesko: “I won't turn a blind eye on issues; I will intervene immediately where there are improper practices.” (*Responsible working principles: I contribute to creating a good working community*)

VR Group: ”We encourage the personnel to report every suspicion of malpractice and offences of the ethical code of conduct” (Translated) (*Eettiset toimintaohjeet*)

Both companies also assume that attention is paid as they invite the employees in the development work.

Kesko: “We in the K-Group share -- a retailer attitude that shows as a -- possibility to have a say in how things are done.” (e. g. *The K-Group as a workplace*)

VR Group: ”We develop our operations actively and have invited the whole personnel to the work. To get good observations and ideas forward, there is a Bring on the Ideas –activity in use within the whole group.” (Translated) (*Työtä, jolla on merkitystä*)

6.1.2 References to social engagement

The three items of social engagement were sharing the same attitudes, same work goals and same values with colleagues. Especially sharing the same work values can be identified quite easily in these kinds of official statements since nowadays almost every company takes time to list its values. General goals are often also discussed. Attitudes, however, need slightly more work to be identified, but references to this item were found from the materials as well.

Both of the companies have values listed in their website, which can be linked to the item of sharing the same work values.

VR Group: “VR Group’s values are safety and responsibility, self-renewal, achieving success together, and objective-oriented and customer-focused approach.” (*Annual Report 2014: human resources management*)

Kesko: “Value: Customer and quality – in everything we do” (*Strategy, value, vision and mission*)

In addition to the official values, there are also values regarding for example equality issues discussed in the both companies' materials.

VR Group: "We do not tolerate discrimination, harassment or bullying of any kind directed towards the personnel." (Translated) (*Eettiset toimintaohjeet*)

Kesko: "Equality, justice and non-discrimination are important principles that are observed in Kesko throughout job careers." (*Diverse working community*)

The item of sharing the same work attitudes deals with more behavioral issues. Giving instructions on how to act can be linked to the item of sharing the same work attitudes.

Kesko: "New common operating principles were defined at Kesko to guide our common activities and to convey our way of thinking for employees to act on. The principles aim to encourage employees in solutions development, simplify communications and cooperation across all the departments, create corporate identity and achieve continuity. Our operating principles are: I provide a clear direction, I get involved, I trust people, and I operate directly, openly and honestly." (*Employee satisfaction*)

VR Group: "The core content of management was set out in the model for good supervisory work prepared in the autumn, in which successful supervisory work is divided into three sectors: management of operations ('I demand'), human resource management ('I engage') and development ('I renew'). Successful supervisory work is a combination of these three sectors." (*Annual report 2014: Good supervisory work brings success*)

Sharing the same work goals on the other hand can be linked to for example the mission and the vision of the company. Other, more division or department specific goals are also mentioned and systems for those are in place.

Kesko: "Vision: We are the customer's choice and the quality leader in the European trading sector.

Mission: We create welfare responsibly for all our stakeholders and the whole society." (*Strategy, value, vision and mission*)

VR Group: "Our vision is to be Finland's leading travel, logistics and infrastructure engineering service company." (*Annual report 2014: Our services are customer-oriented and produced in a responsible manner*)

Kesko: "In our opinion, it is important to make sure that everyone in our organisation knows what needs to be achieved and on what kind of plan. We set clear objectives and measure results." (*What we expect of our employees*)

VR Group: "Everyone in VR belongs to a system of commission. Group level commission systems are those for the management, supervisors, specialists and employees." (Translated) (*Työtä, jolla on merkitystä*)

6.1.3 References to affective engagement

The items of affective engagement dimension are feeling positive about one's work and feeling energetic and enthusiastic in one's work. Feeling energetic in one's work is easily identifiable since it can be linked to workplace wellbeing. Feeling positive about one's work and feeling enthusiastic in work however are more open to interpretations since the premises for these feelings are not necessarily same between individuals. Therefore, some assumptions had to be made.

Texts regarding employee wellbeing were found from both companies' materials.

Kesko: "Competent, healthy employees create value for Kesko and K-store customers." (*Employee satisfaction*)

Kesko: "Culture and sports activities of the employees are supported in various ways and if needed, the employees are steered towards working ability rehabilitation." (Translated) (*Monimuotoinen työyhteisö*)

VR Group: "We encourage our personnel to an active, health maintaining style of working and living. We support exercise and offer more than the average health services and activity choices for free time." (Translated) (*Työtä, jolla on merkitystä*)

VR Group: "VR encourages its personnel to adopt healthy habits, such as physical exercise, non-smoking and non-use of intoxicants. There was a decline in the sick-leave percentage, in the number and cost of disability pensions and in the cost of workplace accidents between 2010 and 2014." (*Success through workplace well-being*)

The item of enthusiasm was straightforwardly mentioned a few times by Kesko.

"We in the K-Group share an enthusiasm for the trading sector" (*Develop yourself with us*)

"We are constantly seeking enthusiastic young people to work for the K-Group." (*Summer jobs*)

The materials of VR Group were not as obvious regarding this item. However, the importance of competent and interested personnel was highlighted.

“VR Group's success is based on its highly skilled and well looked after personnel, who work together for the best interest of the customers.” (*Satisfied staff guarantee success*)

“Meaningful work and strong commitment of the personnel to their work are a major strength and resource for VR” (*Annual report 2014: Human Resources Management*)

The item of feeling positive was most prone to interpretations. It was assumed that if the employer company pays attention to employee well-being, safety, employee development and in general operates ethically and fairly, there will be positive feelings involved. These issues gained mentions in both of the companies' materials. In Kesko's Responsible working principles having a positive attitude is mentioned as a requirement for employees.

Kesko: “I have a positive attitude to work, and I want my customers to be happy to come shopping again.” (*Responsible working principles: I help our customers make smart choices*)

Kesko: “The basic premise of wellbeing at work is that employees work in a safe environment” (*Employee satisfaction*)

VR Group: “Internal communications are open, honest and respectful to colleagues.” (Translated) (*Eettiset toimintaohjeet*)

VR Group: “VR Group strives for long-term profitability by acting ethically and responsibly.” (Translated) (*Eettiset toimintaohjeet*)

6.2 Conditions for personal engagement

Kahn (1990) identified three conditions for personal engagement, psychological meaningfulness, psychological safety and psychological availability. As ISA engagement scale is strongly based on Kahn's theorization, it is intuitive to examine the data from that perspective as well. Especially mentions and links to psychological safety emerge from the data. Psychological safety means basically the extent to

which the employee is comfortable in taking the risk of self-expression without having to fear any negative consequences (Kahn 1990). One of psychological safety's factors is organizational norms. These are issues that are often addressed in companies' official texts. The texts of the case companies are not an exception. For example:

Kesko: "A web training course on responsibility, intended for all employees, was prepared in the autumn of 2014. The course, published in February 2015, is compulsory for all Kesko people and the number of course completions will be monitored." (*Employee satisfaction*)

Kesko: "New common operating principles were defined at Kesko to guide our common activities and to convey our way of thinking for employees to act on." (*Employee satisfaction*)

VR Group: "It is required that everyone is acting according to this code of conduct and other instructions in all their work. Especially those in a supervisory position must actively and determinedly promote for an organization culture that is in line with VR Group's values and this code of conduct." (Translated) (*Ettiset toimintaohjeet*)

In addition to taking a stance on how the employees are supposed to act in their work, addressing the equality issues encourages the employees to express their preferred selves in the workplace. Both case companies have examples of this.

Kesko: "In addition to gender equality, the plans also guide other aspects of equality, such as the treatment of people in different age groups or with different cultural backgrounds. The personnel's experiences regarding equality have been tracked as part of a personnel survey." (*Diverse working community*)

VR Group: "We offer equal rights and opportunities for everyone, regardless of race, gender, nationality, religion or other such characteristic." (Translated) (*Ettiset toimintaohjeet*)

It seems that Kesko has quite a good situation with psychological safety. They not only provide the organizational norms, but also seem to be taking note of interpersonal relationships. Interpersonal relationships are one of safety condition's factors and they are on a good level. Work interactions are also a factor for psychological meaningfulness. VR Group does not have similar mention of interpersonal relationships or work interactions within their texts.

Kesko: "Employees felt that cooperation with other employees was very good, at 82%" (*Employee satisfaction*)

Psychological availability refers to the employee's own perception about the emotional, physical and psychological resources he has available (Kahn 1990). As engagement demands physical energy, it is clear that a person needs to be in good health and feel well in order to engage. As stated in the previous chapter, employee well-being is taken very seriously in both of the companies according to the public texts. Kesko states that

"Competent, healthy employees create value for Kesko and K-store customers." (*Work environment and working conditions*)

To not leave the statement only on the level of talk, there are also actions taken towards employee wellbeing.

"Employees' wellbeing is supported by various activities of the programme on wellbeing at work." (*Employee satisfaction*)

"Kesko wants to take care of its personnel throughout their careers. Culture and sports activities of the employees are supported in various ways and if needed, the employees are steered towards working ability rehabilitation." (Translated) (*Monimuotoinen työyhteisö*)

VR Group is not far behind with issues regarding employee wellbeing. They too recognize the significance of competent and satisfied personnel and there are many actions taken to improve these issues.

"VR Group's success is based on its highly skilled and well looked after personnel, who work together for the best interest of the customers." (*Satisfied staff guarantee success*)

"Workplace well-being has been improved by seeking solutions that would reduce the loading caused by irregular shift work and by ensuring that the work is meaningful and that the supervisory work is of high quality." (*Annual report 2014: Working capacity and workplace well-being*)

"During the last few years, VR Group has been developing supervisory work by updating supervisory structures and by focusing on recruitment and training of supervisors." (*Annual report 2014: Good supervisory work brings success*)

In addition to taking care of the employees' wellbeing, it is important to make sure that the people in the work community get along with each other. Work interactions are indeed a part of psychological meaningfulness (Kahn 1990). Meaningfulness includes for example the feelings of worthwhileness, making a difference, usefulness. Kesko's operating principles add to this since they suggest polite interaction and also shape role characteristics, which are a part of meaningfulness.

“We operate directly, openly and honestly

We promote open communication and we are honest with each other.” (*What we expect of our employees*)

“We show the path

In our opinion, it is important to make sure that everyone in our organisation knows what needs to be achieved and on what kind of plan. We set clear objectives and measure results. We are also agile in responding to changing conditions and change the our operating practice if necessary. We also share responsibilities and encourage cooperation in decision-making.” (*What we expect of our employees*)

“We are all in

We take responsibility for our own work and are proactive. We question operating practices and do not hesitate to suggest new ways of doing things and we also share our know-how.” (*What we expect of our employees*)

“We create trust

We encourage each other by giving both positive and constructive feedback. We speak respectfully to our colleagues and enjoy cooperation.” (*What we expect of our employees*)

VR Group does not have similar, detailed instructions for all of the employees on how to act within the workplace. Supervisory work, however, has received a lot of attention in the last few years, and a model has been created to help supervisors in their work.

“The core content of management was set out in the model for good supervisory work prepared in the autumn, in which successful supervisory work is divided into three sectors: management of operations ('I demand'), human resource management ('I engage') and development ('I renew'). Successful supervisory work is a combination of these three sectors.” (*Annual report 2014: Good supervisory work brings success*)

In addition to that, there are mentions that support the feelings of worthwhileness, making a difference and usefulness.

VR Group: "We think that the opportunities of developing oneself and taking part in developing the workplace act as incentives also." (Translated) (*Työtä, jolla on merkitystä*)

Also a theme for VR Group's human resource strategy is "development of expertise and operating culture" (*Annual report 2014: Human resources management*).

All in all, it is clear that there are texts that can be clearly linked to Kahn's (1990) personal engagement's conditions. These findings are not surprising, since the ISA engagement scale draws from these conditions and as it was found in the previous chapter, there were many mentions for the ISA engagement scale items in the texts. These findings however give some support also to Kahn's original theorization, which has not received significant attention within researchers using qualitative methods.

6.3 Engagement and employee development

It is evident from the data taken from the Kesko official statements that the importance of development is strongly highlighted in the company. Development, learning or training is mentioned often and in various contexts, especially in Kesko's materials. There were examples in the VR Group's materials also, although the issue is not highlighted in such force.

Kesko: "Systematic, business-driven employee development is a critical factor for future success." (*Kesko Business Review 2014*)

Kesko: "In 2014, Kesko's wellbeing at work programme focused on competence development and support for developing together under the theme 'Develop yourself with us' in all of the operating countries." (*Working community*)

Kesko: "We offer meaningful and various work assignments and an opportunity to develop further" (Translated) (*K-ryhmä työnantajana*)

VR Group: "We think that the opportunities of developing oneself and taking part in developing the workplace act as incentives also." (Translated) (*Työtä, jolla on merkitystä*)

VR Group: "Objectives of human resources management for 2014: -- Development of expertise and operating culture." (*Annual report 2014: Human resources management*)

This frequent mentioning of issues related to development gave a cue to look more closely into if there is a connection between development and employee engagement. Though development has not been linked to engagement straightforwardly, there are some mentions about issues revolving around it.

Firstly, Kahn's (1990) engagement condition, psychological meaningfulness, has a factor including task characteristics. To enable meaningfulness, the tasks done should be partly routine and partly demand new skills. The routine tasks help the employee to feel competent and the challenging tasks demanding new skills help her to feel growth and experience learning. Development has also been listed as one of the job resources in the job demands-resources theory (Xanthopoulou et al. 2007). Job resources are seen as things that enable engagement.

Taking responsibility is also identified as one of the job resources (Hakanen et al. 2006). In addition to that, Kahn (1990; 1992) adds autonomous tasks as factors to increase psychological meaningfulness. Responsibility is also mentioned often in the case companies' statements, not only on the employee level, but also on the corporate level.

VR Group: "The main responsibility of safety at work is with the corporate management and the supervisors, but every employee is also responsible for their part. It is essential that the employees understand the dangers of their work and have knowledge of the safe working methods. Responsibility of intervening with risky behaviors and to notify about safety shortcomings is with everyone." (Translated) (*Eettiset toimintaohjeet*)

Kesko: "We in the K-Group share an enthusiasm for the trading sector and a retailer attitude that shows as a spirit of getting things done and taking responsibility and as a possibility to have a say in how things are done." (*What we expect of our employees*)

Kesko: "Kesko's Corporate Management Board has approved the Group's general corporate responsibility principles. These principles define Kesko's key

economic, social and environmental promises and related communication principles.“ (*Principles of corporate responsibility*)

Taking a step away from limiting to engagement research, there was also a connection found between development and engagement research fields. According to Paul and Anantharaman (2004) career development and appraisal system that is development oriented have both a positive relationship with organizational commitment. On the other hand, according to Scrima, Lorito, Parry and Falgares (2014), employee engagement has a positive relationship with affective commitment to the organization. As can be seen, both phenomena have the same outcome. All in all, it is extremely probable that there is a connection between employee engagement and employee development. This issue is discussed later in the thesis.

6.4 Summary of findings

The first and foremost aim of this chapter was to answer the first research question, “In relation to ISA Engagement Scale, how is employee engagement enabled according to the official materials of the case companies?”. It is obvious that both of the companies’ materials contained issues that can easily be linked to the ISA engagement scale and its items. Both of the companies have mentioned issues that enable ISA engagement.

Some of the items received a lot of good references, such as having the same work values with colleagues, whereas some items had less unambiguous references, such as paying a lot of attention to one’s work. These findings indicate that ISA engagement scale does measure issues that are thought by the management at least as much as to put them on paper. As it can be assumed that the Soane and colleagues’ article (2012) has not been used as the basis for the official texts in either company, the ISA engagement scale can be said to measure intuitive employee engagement facets.

To take the study and the scale examined further, there must be a chance for the data to “talk”. First, it was noticed that some of Kahn’s (1990) conditions for personal engagement also received clear references from the texts, although these references were not systematically searched for. Even though not surprising, ISA engagement being based on need-satisfying model, the findings are still noteworthy because they implicate that engagement’s first theorization includes issues that are intuitive to the companies’ management.

Another issue arising from the data is the significance of employee development. It is strongly highlighted in the texts and its connection to employee engagement receives some theoretical support. However, there are many questions to be answered, such as how it affects engagement, does it link to some of the ISA engagement dimensions or is it a dimension of its own. Anyhow, without hesitation it can be said that it is likely that employee development plays a role in leading employee engagement.

On a general note, the difference of the case companies is well reflected in their official materials. VR Group, being in the business of goods and passenger transport, places very high significance on the safety of employees and passengers. There are multiple web pages dedicated to safety within VR Group’s general website and in the company’s annual report for the year 2014. Safety is also mentioned by Kesko, but it is not as highlighted.

On the other hand, Kesko’s texts focus strongly on the values and the culture of the working community. There are multiple pages that discuss Kesko as an employer, what is expected of the employees and how they are supposed to behave. VR Group has not neglected these issues also, but the focus is not as strong.

Both of the companies’ texts implicate that the wellbeing of the employees is taken very seriously. There are actual and solid measures taken to ensure that the employees feel well in their work and have the sufficient working ability needed for their tasks. The significance of supervisory work is also discussed in both of the companies’ materials and good leadership is identified as one of the main conditions for employee well-being. The personnel satisfaction is also measured in both companies by yearly surveys.

Direction for focus is also given in the texts and for both of the companies it is the customer. Exceeding customer expectations is mentioned as one of Kesko's shared objectives whereas customer focus is one of the VR Group's values. The chosen direction for focus is not surprising, but noteworthy is that how much it is highlighted in texts regarding employees.

7 DISCUSSION

This chapter discusses the findings of the current study presented in the previous chapter and links them to theory, especially the ISA engagement and its scale. The aim of the chapter is to answer the second research question, which is “How do these findings affect or alter ISA Engagement Scale?”. First, there is a discussion about the ISA engagement scale items, which acted as a strong basis of the empirical study. After this, there are development suggestions given for ISA engagement’s conditions. The tone of the chapter is similar to an essay.

7.1 Considering ISA engagement scale items

The items associated to the ISA engagement dimensions were not described in great detail in the original article (Soane et al. 2012). There are various things about the items that are open to discussion. Let’s take an example from the item of feeling positive about one’s work. Does this mean that there are positive feelings about the tasks the employee does or about the organization or the company as a whole? Or are the positive feelings directed towards the working community? Then again there are the items of intellectual engagement; focusing and concentrating hard on one’s work and paying a lot of attention to one’s work. These are extremely similar with one another and as the ISA engagement scale asks these questions in the survey, the respondents may have hesitations on what is the point of view with each question.

Neither in the theory development phase nor in the empirical tests there is effort put to investigating the relationships between the items or issues that enable them. In the following, there are some suggestions to item relationships which should be studied further.

Enthusiasm about one’s work is one of the items to the affective engagement dimension. Intuitively, one has to be enthusiastic about a certain thing to continuously pay a lot of attention to it. Therefore, it is suggested that there is a connection between the affective engagement dimension’s item enthusiasm about one’s work and intellectual engagement dimension’s item paying attention.

One of Kahn's (1990) personal engagement conditions is psychological safety, to which organizational norms attribute. As these norms shape the employees' environment, they also give direction to actions. It can be argued that it is easier to focus or concentrate when there are norms which act as boundaries to actions. Thus, the connection between organizational norms and the intellectual engagement items of focusing and concentrating should be investigated. Organizational norms are quite close to the items of social engagement, especially sharing the same work values and work attitudes. Thus, the existence of a link between social engagement and intellectual engagement would be a good research topic for the future.

The third issue concerns intellectual engagement's two dimensions, focusing and concentrating hard on one's work. These two are bundled together in the current study. Kahn (1990) discusses the availability which includes physical, emotional and psychological dimensions. It can be assumed that in order to have the ability to focus hard, one needs to have availability to do so.

The affective dimension's item about feeling energetic in one's work quite clearly refers to these available resources. Thus, there is a strong implication of a link between the items of feeling energetic and focusing or concentrating hard on one's work, the first being the enabler. From another point of view, it can be argued that overall wellbeing creates energetic feelings. It should be examined, if the item of feeling energetic is actually a mediator between wellbeing and being able to focus or concentrate.

Another issue regarding enablers for intellectual engagement is the significance of working conditions. It is obvious that people need different things to be able to concentrate to their work. Some people need a quiet space whereas some concentrate better surrounded by commotion or when listening to music. It is best for organizations to offer different kinds of working spaces. The ability to focus can be seen as not only an intellectual engagement item, but also as a factor for Kahn's (1990) need satisfying theory's psychological availability.

The last suggested link is between conducting ethical business and positive affect, which is listed as one of the conditions for ISA engagement. Many people are very

conscious about ethical issues nowadays, be it environmental or for example humanitarian issues. Ethical stance of the company is also often discussed in the official materials, especially for the interest of shareholders. However, it can be argued that employees are aware of this communication as well and if the actual conducting of the business supports the official stance, it is probable that it will improve the employees' opinion of their employer. In addition, acting ethically is very closely related to safety issues that are highlighted strongly on VR Group's materials. Taking good care of safety issues all over the organization can also increase the employees' opinion of the employer.

As can be seen, there are multiple suggestions revolving around the items of intellectual engagement. Out of the ISA engagement dimensions, intellectual engagement needs clarification the most. The importance of cognitive activity to employee engagement is undeniable, but the issues enabling it need to be made clear. The items introduced are very similar to one another and their differences should be pointed out in future research. There are suggestions related to other dimensions as well. The suggestions are collected to the Table 3 below to offer a more understandable and easily perceived format of them.

Table 3. Suggestions of item relationships or item enablers

Organizational norms have similarity with social engagement items of sharing values and attitudes → Enabling intellectual engagement items focusing hard and concentrating hard
Enthusiasm, an affective engagement item → Enabling intellectual engagement item paying a lot of attention
Wellbeing at work → Enables affective engagement item feeling energetic → Mediates wellbeing at work to affect intellectual engagement items focusing hard and concentrating hard
Good working conditions → Enabling intellectual engagement item of concentrating hard
Ethical business behavior and well taken care of safety issues → Enabling ISA engagement condition of positive affect

7.2 Suggestions for ISA engagement development

As ISA engagement and the scale to measure it have not been tested previously outside the setting for which they were created, it is natural that they should be developed further if needed. Directed by the current study's findings, we suggest adding employer-originated development to the ISA engagement scale as a condition.

Kesko links development with employee wellbeing, which can be assumed to be directly connected to the item of feeling energetic. Feeling energetic is one of the affective engagement's items. In addition, intuitively employee development creates feelings of enthusiasm when people are more aware of the direction of their organization and the significance of their tasks. Employees may also regard their employer higher when it invests time and money on their competence. Feeling enthusiastic and feeling positive about one's work are both items of affective engagement.

Intellectual engagement contains the items of focusing and concentrating hard on one's work and paying a lot of attention to one's work. It can be argued that when an employee's competence is developed, it is easier for him to concentrate and focus on the correct issues in his task. Paying attention to the right issues within the organization and the work is also easier when the competence is higher.

Sharing the same work goals, attitudes and values are items for social engagement. Developing the employees can help in creating a unified working culture and thus it is easier to lead the organization in the direction the management wants. A development event organized so that many employees can attend it simultaneously and together can also make the organization more tight-knit.

Hence, *employer-originated development* should be added as an organizational condition for the ISA engagement. In regards to the other ISA engagement conditions, development is closest to defined work role which can also be seen as organizational. Positive affect has some similarities with development originating from employer, but they cannot be bundled together as development seems to have

enabling abilities in regards to all of the three ISA engagement dimensions. In comparison, positive affect has been identified as the condition for affective engagement only (Soane et al. 2012).

At this point it is unclear whether all employer-originated development activities act as a condition for employee engagement as this is a development suggestion. Based on the current study this issue cannot be resolved and thus the involvement of development should be tested. For example issues such as the duration, frequency, method and voluntariness of the development activities are things that need further investigation.

In addition to examining the significance of employer-originated development as an engagement conditions, the other conditions should receive further attention as well. The original conditions of defined work role, positive affect and activation are unfortunately introduced very shortly in the Soane and colleagues' (2012) article. In line with the introduction about the ISA engagement items, the relationships of the conditions are not introduced in the original article. Their characters are also quite unambiguous and difficult to understand due to lack of explanation and thus it is difficult to use them in other studies.

In addition to definition problems, positive affect is extremely similar to affective engagement, which creates a question about how such similar affairs can act as both as the condition and the phenomenon the condition enables. One option is to study the relationships of the ISA engagement dimensions also; could affective engagement act as an enabler to intellectual and social engagement? All in all, the ISA engagement conditions should be examined again and made clearer and the addition of development investigated.

8 CONCLUSIONS

This master's thesis' purpose was to find out if employee engagement was present in the official statements of two chosen case companies, especially regarding from the point of view of ISA engagement scale. The thesis' research questions were "In relation to ISA Engagement Scale, how is employee engagement enabled according to the official materials of the case companies? How do these findings affect or alter ISA Engagement Scale?".

There was a clear research gap that was to be filled with the study. The above research questions were answered by examining the official texts of the two case companies, VR Group and Kesko, for links to the ISA engagement. A thorough understanding of employee engagement and its theoretical background was obtained before executing the empirical study. The research questions have been answered in the sixth and the seventh chapters of the study and for clarity the conclusions are repeated here.

It is very apparent that based on the official texts both case companies are having activities that enable ISA engagement. Some aspects, such as having the same values with co-workers, seem to be quite intuitive and are mentioned very often in both of the case study materials. On the other hand, there are also aspects of ISA engagement which are not mentioned that often in the texts and the mentions are not very unambiguous. For example the items of intellectual engagement fit this description. However, we would like to highlight that each of the items of each of the ISA engagement dimensions were mentioned in the case companies' texts in easily understandable manner. The first research question stands answered.

As ISA engagement is relatively new perspective for employee engagement and has not received a lot of attention yet, it is important to develop the scale and model further. The next discussion answers the second research question.

Not surprisingly, from the findings it was clear that Kahn's (1990) conditions for personal engagement are connected to ISA engagement. However, the findings in the current study are not sufficient to implicate clearly if certain aspects of the need-

satisfying theory are linkable to the ISA engagement and how. Regardless, the significance of personal engagement's conditions is undeniable in the findings.

Another point developing ISA engagement scale regards the development of the personnel. The findings implicate that development is taken seriously in the case companies. When linked with engagement theory, the significance of employee development received support. In the end, it was reasoned that employer-originated development should be added as a condition for ISA engagement. In addition, there was a discussion about the items of ISA engagement scale. There were suggestions made about their internal relationships and also of some external enablers. These relationships should be tested before it can be said that they are true. One of the most pressing points was to make the items of intellectual engagement clearer.

This chapter will discuss the limitations of the current study and offer theoretical and managerial contributions. There is also a thorough discussion about where engagement research is going and what big issues should be resolved next. In addition to general discussion, more detailed research proposals are given. These proposals are based strongly on the current study and its findings.

8.1 Theoretical contributions

The aim of the current study was to test and make contributions to the ISA engagement scale, which has been done. The results are presented earlier in this chapter. More generally, the current study, while taking part in the discussion about employee engagement research, also gives it a totally new viewpoint. The new viewpoint includes linking the strategic, official stance and statements of organizations to engagement. This viewpoint and other theoretical contributions are discussed in this chapter.

As mentioned earlier in the thesis, there has been a slight lack of organizational perspective within engagement research. The research has mainly been from the point of view of the employee, which is of course understandable since this is a

psychological topic under examination. However, the current thesis offers a strong organizational standpoint and in addition to that, takes the strategic level and public image into account. Especially the latter is a fresh, new perspective to engagement research. These new points of view offer interesting links to phenomena surrounding employee engagement.

Connecting the above contribution to the empirical study, it is obvious that there has been thought put on issues regarding engagement in the case companies. Even though the companies do not necessarily follow the scientific discussion behind it or use the term employee engagement, it is evident that employee engagement includes aspects that are intuitive in their nature. However, from the texts analyzed it is not clear how these intuitive employee engagement issues are tackled in practice in the companies. As engagement has not received academic attention from the perspective of companies, this point proves that there is indeed a need for this point of view as well.

Another strong theoretical contribution is the well thought of research directions and proposals introduced later in this chapter. Since employee engagement field is fragmented, it would be important to work co-operatively to make the theoretical background complete. The suggestions below give a good starting point for researchers experienced and aspiring researchers as well.

Lastly, qualitative methods have not been used in engagement research very much in the past. The current study presents the case study methodology, which is well applicable to engagement research. The study can act as a starting ground and encourage other researchers who want to investigate the phenomenon with qualitative methods.

8.2 Managerial contributions

According to the findings of the current study it is clear that employee engagement is an issue that is thought and discussed of in organizations, even if the term itself is not

used. Soane and colleagues (2012) suggest that ISA engagement scale can be used as an engagement measure in organizations and the findings here support this claim. Even though there may be modifications done to the scale in future studies, it is clear that it already measures issues that are not outside the human resource management's scope.

Although the main contributions of the study are theoretical, the practical world can always gain from theoretical knowledge as well. In the thesis there is for example a simplified theoretical framework of the current situation in the engagement research. This can help organizations to get a grasp on what is going on in engagement field and why it is difficult to find exhaustive answers.

In the long run, this thesis contributes to business world in taking a strong organizational and strategic perspective to employee engagement. As this perspective has been somewhat neglected, this kind of interference is healthy if there indeed is a want to create business applications out of engagement study. This issue is further addressed later within the discussion about engagement research's future.

8.3 Direction of employee engagement research in the future

In general, the situation of the engagement research is that the field is split into two distinct perspectives, the one originating from need-satisfying theory and the other originating from the burnout literature. As there is not a theory that is agreed upon by both sides, this is the most important issue the researchers should address in the future. This requires open-minded research co-operation from both sides and the search for the unifying theoretical background will certainly not be easy. However, if the concept of engagement is to be taken seriously in other research areas, this is an issue that has to be settled.

In the past, most of the discussion between the two theoretical branches has been focusing on finding differences and the aim seems to have been to disagree with the other branch. There should be an effort to find similarities within the two

perspectives. This way, there will be things that are already agreed upon by both parties and it will be easier to seek the theoretical basics for engagement.

One direction for a solution may be found in the self-determination theory, which is the basis for work motivation studies. Macey and Schneider (2008) write about employee engagement being distinct from the concept of work motivation. However, there are certain issues that seem to recur in engagement research that are also visible on work motivation research. From the perspective of Meyer and Gagné (2008) employee engagement and work motivation are unified by the same underlying theory, the self-determination theory (SDT). However, the distinctiveness of the phenomena is not lost. Meyer and Gagné (2008) suggest that employee engagement should be grounded in self-determination theory rather than trying to build a holistic picture of all the fragmented theories prevailing in the field at the moment.

A perspective mostly missing from the engagement academia is leading employee engagement. There are applications of engagement present in the business world already, but mostly they do not have foundation in the engagement research. The practical world is presumably not interested in the theoretical unification of the concept, but needs more managerial applications in ways that are easily adaptable to different organizational contexts.

Even though there is tremendous work to be done with finding theory for engagement, the business application perspective should not be forgotten. For example the significance of the supervisory work is one aspect that might receive interest in business. It is no use to make science just for the sake of science.

The underlying assumption within employee engagement research is that it is a universal phenomenon. This is often the case with psychological research. At the moment most of the researchers involved with engagement are from Western countries and this obviously produces cultural bias, whether intentional or not. It should be noted though that the omission of these contextual issues is likely the result of the research field being relatively young.

Anyhow, cultural differences should not be omitted from the discussion. For example, positive feelings are seen as a part of engagement especially in ISA engagement. However, things producing positive feelings can be very different depending on the culture. The organization culture can affect it as well. The same applies to individual differences, which should not be forgotten either. The significance of industry, position within the organization and the characteristics of the work tasks may also have an effect on how employee engagement is constructed.

Regardless of what is studied in the future, it is important to use various methods and scales in the research. Since at the moment there is not a perfect scale to measure engagement, different scales should be used. For example, UWES is easy to use and has been translated in many different languages, which obviously gives it an advantage if the context of the study is not in an English speaking country. Then again ISA engagement scale is based on the need-satisfying theory and thus gives the research a different perspective.

It is of utmost importance that there is not reliance only on one scale, but they are used diversely, preferably within the same study. This might also help in figuring out the theoretical background when the scales could be compared. Another issue contributing to the search for universal theory is the use of different research methods. Most of the engagement research is done with quantitative methods, which, albeit very useful when the aim is to get generalizable results, is not always the most efficient or the best way to create and develop theory. Thus, qualitative methods should be as good as a method choice within the field as the quantitative methods are now.

8.3.1 Research proposals

To not leave the discussion about the engagement research on the level of general direction, there are also more detailed research proposals given. These proposals consider especially the ISA engagement and its scale, which is at the focus of this study.

Firstly, as one of the main findings of the research implicate, it is important to examine the conditions of ISA engagements further to make them clearer and more unambiguous. They are introduced very shortly in the Soane and colleagues' (2012) article and their unclear nature creates issues when applying the scale, its items and conditions to qualitative setting. Adding the employer-originated development as a condition is also in need of further studying.

In addition to points presented above, there should be effort put once more on finding out what the engagement conditions actually are. Kahn (1990) identified three conditions, psychological meaningfulness, safety and availability, which all have various factors influencing them. Some of the issues are embedded within the ISA engagement scale items, but a thorough examination and comparison should take place. The existence of conditions that affect only one or two ISA items offers an interesting research perspective as well. When the conditions are clear, it will be easier to search for managerial applications and leading engagement, which was identified as a future direction for the research field.

Secondly, to develop ISA engagement scale further, the internal relationships of the model must be made clear. At the moment, there has been no discussion about if the different dimensions with their items are equally important or all happen simultaneously. The same relationship study should also concern the engagement conditions. Some suggestions are made in the current study, for example regarding enablers for intellectual engagement and its items. They are listed in Table 3 in the chapter 7.2.

The last proposal taps into the data chosen for the current study. Sometimes the issues introduced in the so called strategy papers do not transfer into practice fully or at all (e.g. Conway & Monks 2008). It has been demonstrated by Alfes and colleagues (2013) that there is a positive relationship between not only the perceived human resource practices and employee engagement but also between perceived line manager behavior and employee engagement. Neither of these is sufficient alone; both are needed. This reasoning provides the most important research proposal: how are the references regarding engagement in the official statements actually realized in

the leadership practices of the organizations? It is likely that examining this brings the academia closer to finding business applications for engagement.

8.4 Limitations

Like in every study, the current one also has some limitations to it. One of the characteristics of qualitative research is that the researcher has to make interpretations from the data (Creswell 2007: 39). As this is the case, the interpretations done here could have been done differently by another researcher which concerns the reliability of the study. For example, there have been some assumptions made in the analyzing phase that might have been made differently. Another researcher might have taken an interest on different issues rising from the data and then focused on those.

The issue introduced above is also very closely linked to axiology. Axiology concerns the significance of values of the researcher and how they affect the research process (Wilson 2010: 12). However, problems of both reliability and axiology have been addressed in the methodology chapter when the conducting of the study is explained in great detail so that the study could be repeated if necessary.

Another issue is that there had to be some texts translated from Finnish to English especially from VR Group's website. There is always the danger that the meaning is lost in translation. This is why the translations were done with care and the wordings for the English ones were chosen carefully to resemble other wordings used in the other texts of the case company.

The external validity, or the generalizability, of a qualitative case study is quite different than when using quantitative methods. The results of the current research are not meant to be generalized to apply all organizations all over the world, but are meant to push and develop the ISA engagement theory further, which can be then tested again in another setting. Using two case companies however give the findings of the thesis a stronger basis than using only one case company.

The methodology of the study is also worth discussing. The unit of analysis is text provided by the case companies. Since the texts are public, they can be seen to be directed mainly towards external stakeholders, such as shareholders, potential employees and customers. It is important that one reflects the findings of this thesis on that background.

Another issue arising from the chosen methodology is the fact that intentionally produced texts are linked to a psychological phenomenon. The unit of analysis and the engagement phenomenon might feel like having too big of a gap between them. However, the aim of the thesis is to find out how the case companies communicate about ISA engagement dimensions and items, not necessarily how the things actually stand in the organizations. This perspective justifies the use of generated texts as data. In addition to this, the texts can be seen as neutral and the true official position of the case companies as they have not been written explicitly for this research.

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Appendix 1**LIST OF PAGES USED FROM THE KESKO WEBSITE WITH THEIR LINKS**

Benefits and rewards: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/benefits-and-rewards/>

Career opportunities: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/career-opportunities/>

Develop yourself with us: <http://www.kesko.fi/en/Careers/develop-yourself-with-us/>

Diverse working community: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/diverse-working-community/>

Diversity and internationality: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/diversity-and-internationality/>

Employee satisfaction: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/employee-satisfaction/>

Kesko asiantuntijalle: <http://www.kesko.fi/tyopaikat/k-ryhma-tyopaikkana/kesko-asiantuntijalle/>

K-retailer of enterprise: <http://www.kesko.fi/en/Careers/k-retailer-enterprise/>

K-trainee programme: <http://www.kesko.fi/en/Careers/k-trainee-programme/>

Responsibility - Principles of corporate responsibility:
<http://www.kesko.fi/en/company/responsibility/how-do-we-manage-responsibility/principles-of-corporate-responsibility/>

Responsibility - Responsibility programme:
<http://www.kesko.fi/en/company/responsibility/how-do-we-manage-responsibility/responsibility-programme/>

Responsibility - Working community:
<http://www.kesko.fi/en/company/responsibility/what-do-we-do/working-community/>

Responsible working principles – communication:
<http://www.kesko.fi/static/vastuullisuus/en/rule7.htm>

Responsible working principles – community:
<http://www.kesko.fi/static/vastuullisuus/en/rule4.htm>

Responsible working principles – customer:
<http://www.kesko.fi/static/vastuullisuus/en/rule8.htm>

Strategy, vision and values: <http://www.kesko.fi/en/company/strategy-vision-and-values/>

Summer jobs: <http://www.kesko.fi/en/Careers/develop-yourself-with-us/summer-jobs/>

The K-Group as a workplace: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/>

Training and development: <http://www.kesko.fi/en/Careers/develop-yourself-with-us/training-and-development/>

What we expect of our employees: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/what-we-expect-of-our-employees/>

Work environment and working conditions: <http://www.kesko.fi/en/Careers/the-k-group-as-a-workplace/work-environment-and-working-conditions/>

Appendix 2**LIST OF PAGES USED FROM THE VR GROUP WEBSITE WITH THEIR LINKS**

CEO's review: <http://www.vrgroupraportti.fi/en/annual-report-2014/vr-group/ceo-s-review/>

Eettiset toimintaohjeet:
<http://www.vrgroup.fi/fi/vrgroup/vastuullisuus/talous/eettiset-toimintaohjeet/>

Human resource management: <http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/personnel/human-resources-management/>

Kysy. Me vastaamme.: <http://www.vrgroup.fi/fi/vrgroup/rekry/usein-kysyttya/>

New unit was built together: <http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/personnel/the-new-unit-was-built-together/>

Our services are customer-oriented and produced in a responsible manner:
<http://www.vrgroup.fi/en/vrgroup/vr-group/values-and-strategy/>

Report board of directors - Human resources:
<http://www.vrgroupraportti.fi/en/annual-report-2014/board-of-directors-report/report-by-the-board-of-directors/human-resources/>

Safety at work: <http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/safety/safety-at-work/>

Safety is the foundation for all of our operations:
<http://www.vrgroup.fi/en/vrgroup/responsibility/safety/>

Satisfied staff guarantee success:
<http://www.vrgroup.fi/en/vrgroup/responsibility/personnel/>

Success through workplace well-being: <http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/personnel/>

Supervisory work: <http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/personnel/supervisory-work/>

Työturvallisuudesta huolehtiminen kuuluu kaikille.:

<http://www.vrgroup.fi/fi/vrgroup/vastuullisuus/turvallisuus/tyzhturvallisuus/>

Työtä, jolla on merkitystä: <http://www.vrgroup.fi/fi/vrgroup/rekry/hyva-tyonantaja/>

VR Group as a company: <http://www.vrgroupraportti.fi/en/annual-report-2014/vr-group/vr-group-as-a-company/>

VR Group as a responsible company: http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/vr_group_as_a_responsible_company/

VR Group's values: <http://www.vrgroupraportti.fi/en/annual-report-2014/vr-group/strategy/values/>

Working capacity and workplace well-being:

<http://www.vrgroupraportti.fi/en/annual-report-2014/responsibility/personnel/working-capacity-workplace-well-being/>