The Effect of Employee Satisfaction and Civility on Engagement

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Abstract

Using survey data collected by the Collins' Alliance, we examined the relationship between employee satisfaction, engagement, and civility. We hypothesized that employee satisfaction and civility would significantly predict employee engagement. Participant scores missing 20% or more of their data were removed from the dataset. Remaining missing values were imputed using a multiple imputation approach (Parent, 2013). After cleaning the dataset, we used a multiple regression to assess if satisfaction and civility predicted employee engagement. Our findings were consistent with our hypothesis, and both satisfaction and civility had a positive linear relationship with engagement.

Methods

Available item analysis (AIA; (Parent, 2013)) is a strategy for managing missing data that uses available data for analysis and excludes cases with missing data points only for analyses in which the data points would be directly involved. Parent (2013) suggested that AIA is equivalent to more complex methods (e.g., multiple imputation) across a number of variations of sample size, magnitude of associations among items, and degree of missingness. Thus, we utilized Parent's recommendations to guide our approach to managing missing data. Missing data analyses were conducted with the R packages mice (v. 3.7.0), Amelia (v. 1.7.6), and BaylorEdPsych (v. 0.5). We began by deleting cases where missingness was 80% or more. Of the 160 cases remaining, missing values represented 3% of the cases; 81.25% of the cases had non-missing data. For the 3% of the dataset with missing values, there were 30 patterns of missingness, with the most common (n = 130) being non-missing. Of cases with missing values, the number of items ranged between 1 and 20. Visual inspection of a missing value patterns chart suggested that the missing patterns resembled both monotonicity (e.g., once an individual skipped an item, they discontinued the survey) and haphazard responding. Scales, subscales, and parcels were calculated using Parent's recommendation that some reasonable amount of missingness be allowed. For all scales, which all contained five items, we permitted up to 20% missingness.

Data Visualizations

References

Parent, M. C. (2013). Handling item-level missing data: Simpler is just as good. *The Counseling Psychologist, 41*(4), 568–600. https://doi.org/10.1177/0011000012445176

Dalal, R. S., Baysinger, M., Brummel, B. J., & LeBreton, J. M. (2012). The relative importance of employee engagement, other job attitudes, and trait affect as predictors of job performance. *Journal of Applied Social Psychology, 42*, E295-E325.

Results

Descriptives of the data revealed that our data was relatively normal, with the exception of the skew and kurtosis of the variable "engagement" (-1.93, 5.27). Of the 960 total participants, all answered the questions concerning satisfaction, 953 answered the questions concerning civility, and 955 answered the questions about engagement. The mean level of engagement was 4.15, with a standard deviation of .77. The mean level of civility was 3.74 with a standard deviation of 1.0. The mean level of satisfaction was 3.29 with a standard deviation of .86. A multiple regression analysis was conducted to test whether civility and satisfaction predicted engagement. Consistent with hypotheses, civility was a significant predictor of engagement, b = .24, SE = .06, p <.01. Satisfaction was also a significant predictor of engagement, b = .28, SE = .08, p <.001.

Discussion

Practical Implications
- Leaders can focus on creating civility and satisfaction if they would like to have more engaged workers.
- We know that a good predictor of employee performance is employee engagement, so knowing that civility and satisfaction may predict engagement is useful when considering employee performance (Dalal et al., 2012).

Limitations
- Self report bias: all of the data was collected from a survey that consisted of self report measures, lowering the internal validity.
- Skew/Kurtosis: the data for engagement was slightly skewed (-1.93) and was leptokurtic (5.27).

Future Research
- Further research should include ways to enhance employee civility.
- Additionally, research should aim to decrease the amount of missingness in original data sets.
- Cross cultural research should be conducted to increase robustness and generalizability.