

MASTER

Enhancing engagement in a time pressured context the role of task, individual and social resources on employee engagement

Hubens, S.P.J.A.

Award date:
2011

[Link to publication](#)

Disclaimer

This document contains a student thesis (bachelor's or master's), as authored by a student at Eindhoven University of Technology. Student theses are made available in the TU/e repository upon obtaining the required degree. The grade received is not published on the document as presented in the repository. The required complexity or quality of research of student theses may vary by program, and the required minimum study period may vary in duration.

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain

11. Appendices

11.1 Appendix A: the initial survey

Survey

Dear sir/madam,

By filling in this survey you can help me in my research to the factors of engagement and the role of engagement for individual performance (in situations of time pressure). It will take approximately 10 minutes of your time.

The information that will be obtained from the surveys will be treated as confidential and will not be used or released for other purposes than my master thesis. I will code your name (when analyzing the data) to ensure confidentiality. I will be the only one who receives the original data. Data from the survey will only be used to answer research questions and will only be eventually published in a statistical way without any personal or team related information including it.

“The survey is of importance for Philips. My master thesis examines factors that can have an influence on the engagement of employees and looks into the influence of engagement on the individual effectiveness in time challenging situations. Primarily, my master thesis will try to give Philips more possibility in managing and influencing the engagement of employees”

There will in total be four surveys. After this survey, in three consecutive weeks there will be one survey each week. Those surveys will be much shorter in length and will only take a couple of minutes of your time to fill in.

Please answer every question of the survey by only giving one answer. There are no good or bad answers, it is just about your personal opinion or vision. Don't think too long when answering a question; often your first thoughts are the most accurate.

First I will ask some background information. This is followed by sections of questions regarding the thesis topics.

Thank you for participating in my research by filling in this survey.

Please fill in your name (first name and surname)

Please choose your gender:

1. Male
2. Female

Please write down your age:

.....

Please fill in your team name(s) you are currently working in:

Please write down your function:

If you work in sprints, how many weeks does one sprint count in your team (choose only one answer)?

- Three weeks
- Four weeks
- Five weeks

In which stage of the project sprint are you right now (choose only one answer)?

- Week 1

Week 2
Week 3
Week 4

Who is your direct supervisor?

When the term manager or supervisor is used in the questionnaire, it means your direct manager/supervisor.

The questionnaire starts at the next page

The following questions are about the time pressure that you experience at work last week

How much do you agree with the following statements?	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
<i>Last week, the amount of work I was expected to do was too great</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week, I didn't have enough time to get everything done at work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week, I had too much work for one person to do</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week, I had too many different tasks to do</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions are about your performance at work last week

How much do you agree with the following statements?	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Often</i>	<i>Constantly</i>
<i>Last week I had a lot of creative ideas</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week I was able to think creatively</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week I was innovative</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week I did things in an original way</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Compared to the requirements, I obtained good results last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>It is known that my performance of last week is better than that of my colleagues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>There are few, if any complaints about the quality of the work I did last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I think I deserve a good evaluation from my supervisor for the work I did last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I think I can be satisfied with the quality of the work I produced last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I have made good progress last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I worked efficiently last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I got a lot of work done last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions are about your engagement at work last week

How much do you agree with the following statements?	<i>Never</i>	<i>Seldom</i>	<i>About Half</i>	<i>Usually</i>	<i>Always</i>
	<i>The time</i>				
<i>I felt bursting with energy last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I felt strong and vigorous* last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>When I got up in the morning, I felt like going to work last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I was enthusiastic about my job last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My job inspired me last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I am proud of the work that I did last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I felt happy working intensely last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I was immersed* in my work last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I got carried away while working last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Vigorous* refers to high levels of energy and mental resilience while working and the willingness to invest effort in one’s work.

**Immersed*: to involve deeply; absorb

The following questions are about the task environment

In the questions the manager can be read as your direct supervisor

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>When my manager thinks my performance is good, he provides me with positive feedback</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My manager lets me know when he thinks I am producing good results</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My manager tells me when he is upset with my performance results</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>When I fail to meet the managers expectations, he indicates his dissatisfaction</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My manager makes it a point of telling me when he thinks I manage my time well</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My manager expresses his approval when he sees me going about my job as he expects</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>When my manager thinks I have done something wrong, he lets me know about it</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>When my manager doesn't find me working the way he expects, he tells me about it</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I understand exactly what I am supposed to do on my job</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I have specific, clear goals to aim for on my job</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>If I have more than one goal to accomplish, I know which ones</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The other people I work with encourage me to attain my goals</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I have significant autonomy in determining how I do my job</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I can decide on my own how to go about doing my work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I have considerable opportunity for independence and freedom in how I do my job</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions are about how you cope with your work

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I will be able to achieve most of the goals that I have set for myself</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>When facing difficult tasks, I am certain that I will accomplish them</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>In general, I think that I can obtain outcomes that are important to me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I believe I can succeed at most any endeavor to which I set my mind</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I will be able to successfully overcome many challenges</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I am confident that I can perform effectively on many different tasks</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Compared to other people, I can do most tasks very well</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Even when things are tough, I can perform quite well</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In the following block of questions rate how often you focus on the thoughts and activities that are mentioned in the statements

Rate how often you focus on these thoughts and activities when you are working	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Often</i>	<i>Constantly</i>
<i>Accomplishing a lot of work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The details of my work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Getting a lot of work finished in a short amount of time</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Work activities that allow me to get ahead</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Doing my duty at work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>How many tasks I can complete</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Following the rules and regulations</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Completing work tasks correctly</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My work accomplishments</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My work responsibilities</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Fulfilling my work obligation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Getting my work done no matter what</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I do most of the work on tasks in a relative short time before the deadline</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I work steadily on tasks, spreading my work out evenly over time</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The effort I put into projects is high at the start, low halfway through, and high again at the end</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I do not get much done on projects until the due date is close</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I invest most of my effort toward the beginning and end of projects</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I pace myself to work on projects a little bit every day instead of doing several hours of work all at once</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I generally do not work until there is time pressure from an approaching deadline</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I work in a slow, but steady, manner to complete tasks</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I put in more effort at the beginning of tasks as well as right before the deadline, but am less active during the middle of the work cycle</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions are about (social) interaction at work

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>My co-workers switch schedules (hours, overtime vacation) for me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers handle tasks or duties for me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers help me figure out how to solve problems</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers share ideas or advice with me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers listen to my problems</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers are understanding or sympathetic</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers are critical of my efforts to combine work and family</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My co-workers show understanding of my needs to balance work and family</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>My supervisor switches schedules (hours, overtime vacation) for me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor handles tasks or duties for me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor helps me figure out how to solve problems</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor shares ideas or advice with me</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor listens to my problems</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor is understanding or sympathetic</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor is critical of my efforts to combine work and family</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My supervisor shows understanding of my needs to balance work and family</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Not At all	Very Little	Somewhat	Much	Great Extent
<i>To what extent does your supervisor remind you of important deadlines?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>To what extent does your supervisor prioritize tasks and allocate time to each task?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>To what extent does your supervisor prepare and build in time for contingencies, problems, and emerging issues?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>To what extent does your supervisor pace you in particular so that work is finished on time?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>To what extent does your supervisor urge you to finish subtasks on time?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>To what extent does your supervisor set milestones to measure progress on the project?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>To what extent is your supervisor effective in coordinating you in particular to meet client deadlines?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thanks for filling in!

If you are interested in the final results of my research, in reading my thesis, or when you have other questions, please contact: sven.hubens@philips.com

Kind regards, Sven Hubens

11.2 Appendix B: the follow-up surveys

Follow-up Survey

Dear sir/madam,

This is the follow-up survey on the first survey. By filling in the follow up surveys you can help me by getting towards a more reliable statistical basis of my research.

Contrary to the first survey, this survey will be much shorter in length and will only take a couple of minutes. After this survey there will be two surveys left that are exactly the same as this one. Of course, for all four surveys the confidentiality will be guaranteed like explained in the first survey.

Please answer every question of the survey by only giving one answer. There are no good or bad answers, it is just about your personal opinion or vision. Don't think too long when answering a question; often your first thoughts are the most accurate.

Thank you for participating in my research by filling in this second survey.

Please fill in your name (first name and surname)

If you work in sprints, in which stage of the project sprint are you right now (choose only one answer)?

- Week 1
- Week 2
- Week 3
- Week 4

The questionnaire starts at the next page

The following questions are about the time pressure that you experienced at work last week

How much do you agree with the following statements?	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
<i>Last week, the amount of work I was expected to do was too great</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week, I didn't have enough time to get everything done at work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week, I had too much work for one person to do</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week, I had too many different tasks to do</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions are about your performance at work last week and the last block of questions is about your engagement at work last week

How much do you agree with the following statements?	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Often</i>	<i>Constantly</i>
<i>Last week I had a lot of creative ideas</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week I was able to think creatively</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week I was innovative</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Last week I did things in an original way</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Compared to the requirements, I obtained good results last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>It is known that my performance of last week is better than that of my colleagues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>There are few, or even no complaints about the quality of the work I did last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I think I deserve a good evaluation from my supervisor for the work I did last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I think I can be satisfied with the quality of the work I produced last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I have made good progress last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I worked efficiently last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I got a lot of work done last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How much do you agree with the following statements?	<i>Never</i>	<i>Seldom</i>	<i>About Half</i>	<i>Usually</i>	<i>Always</i>
	<i>The time</i>				
<i>I felt bursting with energy last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I felt strong and vigorous* last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>When I got up in the morning, I felt like going to work last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I was enthusiastic about my job last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>My job inspired me last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I am proud of the work that I did last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I felt happy working intensely last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I was immersed* in my work last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>I got carried away while working last week</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.3 Appendix C: the HLM results

DEPENDENT VARIABLE INDIVIDUAL EFFECTIVENESS				
Model and variable	Estimate (SE)	t	- 2LL	? 2LL
<i>Null model</i>			128.05	
Intercept	3.42 (0.04)	87.616		
<i>Model 1</i>			127.56	0.49
Intercept	3.31 (0.16)	21.146***		
Time pressure	0.04 (0.05)	0.703		
<i>Model 1</i>			128.03	0.02
Intercept	3.40 (0.17)	20.296***		
Work load	0.01 (0.06)	0.136		
<i>Model 1</i>			81.60	46.45***
Intercept	1.75 (0.21)	8.174***		
Engagement	0.46 (0.06)	7.797***		
<i>Model 2</i>			80.14	47.42***
Intercept	1.84 (0.22)	8.028***		
Time pressure	-0.05 (0.04)	-1.218		
Engagement	0.48 (0.06)	7.832***		
<i>Model 3</i>			79.19	0.95
Intercept	2.63 (0.84)	3.139**		
Time pressure	-0.33 (0.29)	-1.149		
Engagement	0.25 (0.24)	1.010		
Time pressure * Engagement	0.08 (0.08)	0.978		
<i>Model 1</i>			127.17	0.88
Intercept	3.74 (0.42)	8.840***		
Autonomy	-0.04 (0.06)	-0.683		
Feedback	-0.00 (0.07)	-0.061		
Goal clarity	-0.04 (0.06)	-0.736		
<i>Model 1</i>			112.97	15.08**
Intercept	2.58 (0.63)	4.108***		
Self efficacy	0.31 (0.15)	2.129**		
Promotion	0.17 (0.10)	1.706*		
Prevention	-0.27 (0.12)	-2.141**		
<i>Model 1</i>			118.53	9.52**
Intercept	4.12 (0.31)	13.286***		
Social support co-workers	-0.15 (0.10)	-1.599		
Social support supervisor	-0.12 (0.08)	-1.583		
Temporal leadership	0.08 (0.05)	1.831*		

DEPENDENT VARIABLE ENGAGEMENT				
Model and variable	Estimate (SE)	t	- 2LL	Δ2LL
<i>Null model</i>			183.11	
Intercept	3.40 (0.05)	68.700***		
<i>Model 1</i>			176.43	6.68**
Intercept	2.65 (0.29)	9.14***		
Autonomy	0.19(0.07)	2.622**		
<i>Model 1</i>			179.04	4.07**
Intercept	2.92 (0.24)	12.022***		
Feedback	0.16 (0.08)	2.034**		
<i>Model 1</i>			180.00	3.11*
Intercept	2.81 (0.34)	8.301***		
Goal clarity	0.16 (0.09)	1.775*		
<i>Model 1</i>			182.74	0.37
Intercept	3.00 (0.67)	4.490***		
Self-efficacy	0.10 (0.17)	0.608		
<i>Model 1</i>			179.79	3.32*
Intercept	2.81 (0.33)	8.574***		
Promotion focus	0.18 (0.10)	1.836*		
<i>Model 1</i>			179.00	4.11**
Intercept	2.45 (0.47)	5.235***		
Prevention focus	0.26 (0.13)	2.046**		
<i>Model 1</i>			182.96	0.15
Intercept	3.33 (0.18)	18.759***		
U-shaped style	0.03 (0.07)	0.384		
<i>Model 1</i>			179.89	3.22*
Intercept	2.72 (0.38)	7.169***		
Social support co-workers	0.20 (0.11)	1.805*		
<i>Model 1</i>			183.08	0.03
Intercept	3.35 (0.30)	11.336***		
Social support supervisor	0.02 (0.09)	0.017		
<i>Model 1</i>			175.53	7.58**
Intercept	2.98 (0.16)	18.824***		
Temporal leadership	0.16 (0.06)	2.798**		
<i>Model 1</i>			176.53	6.58**
Intercept	2.88 (0.21)	13.955***		
Work load	0.19 (0.07)	2.602**		

DEPENDENT VARIABLE ENGAGEMENT				
Model and variable	Estimate (SE)	t	- 2LL	Δ2LL
<i>Null model</i>			183.11	
Intercept	3.40 (0.05)	68.700***		
<i>Model 1</i>			172.44	10.67**
Intercept	2.78 (0.19)	14.652***		
Time pressure	0.21 (0.06)	3.342**		
<i>Model 2</i>			163.503	8.94**
Intercept	1.92 (0.34)	5.660***		
Time pressure	0.22 (0.06)	3.698***		
Autonomy	0.21 (0.07)	3.048**		
<i>Model 3</i>			159.813	3.69*
Intercept	0.34 (0.88)	0.389		
Time pressure	0.78 (0.30)	2.646**		
Autonomy	0.6 (0.22)	2.798**		
Time pressure * Autonomy	- 0.14 (0.07)	-1.936*		

DEPENDENT VARIABLE CREATIVITY				
Model and variable	Estimate (SE)	t	- 2LL	Δ 2LL
<i>Null model</i>			212.769	
Intercept	2.92 (0.10)	28.279***		
<i>Model 1</i>			208.974	3.8*
Intercept	2.49 (0.24)	10.393***		
Time pressure	0.14 (0.07)	1.964*		
<i>Model 1</i>			161.82	50.95***
Intercept	0.60 (0.30)	1.968*		
Engagement	0.67 (0.08)	8.018***		
<i>Model 1</i>			207.35	5.42
Intercept	1.17 (0.93)	1.253		
Self-efficacy	0.42 (0.22)	1.935*		
Promotion	0.03 (0.15)	0.22		
Prevention	0.00 (0.18)	-0.003		
<i>Model 1</i>			199.45	13.32**
Intercept	3.48 (0.44)	8.109		
Social support co-workers	- 0.11 (0.14)	-0.827		
Social support supervisor	- 0.22 (0.11)	-2.020**		
Temporal leadership	0.20 (0.06)	3.126**		

DEPENDENT VARIABLE QUALITY				
Model and variable	Estimate (SE)	t	- 2LL	Δ 2LL
<i>Null model</i>			82.088	
Intercept	3.62 (0.07)	53.959***		
<i>Model 1</i>			71.44	9.61**
Intercept	4.63 (0.33)	13.910***		
Autonomy	- 0.04 (0.05)	-0.967		
Feedback	- 0.11 (0.05)	-2.216**		
Goal clarity	- 0.13 (0.06)	-2.277**		
<i>Model 1</i>			72.37	9.71**
Intercept	3.67 (0.52)	7.071***		
Self-efficacy	0.13 (0.12)	1.096		
Promotion	0.11 (0.08)	1.288		
Prevention	- 0.26 (0.10)	-2.550**		
<i>Model 1</i>			69.22	12.87**
Intercept	4.49 (0.25)	17.904***		
<i>Social support co-workers</i>	-0.13 (0.08)	-1.611		
Social support supervisor	- 0.11 (0.06)	-1.668*		
Temporal leadership	-0.03 (0.04)	-0.857		
<i>Model 1</i>			71.09	9.96**
Intercept	2.96 (0.20)	14.418***		
Engagement	0.19 (0.06)	3.434**		

DEPENDENT VARIABLE EFFICIENCY				
Model and variable	Estimate (SE)	t	- 2LL	Δ 2LL
<i>Null model</i>				
Intercept	3.61 (0.06)	65.157	209.42	
<i>Model 1</i>			205.52	3.90
Intercept	4.28 (0.59)	7.226***		
Autonomy	- 0.16 (0.08)	-1.962*		
Feedback	-0.05 (0.09)	-0.555		
Goal clarity	0.03 (0.10)	0.321		
<i>Model 1</i>			185.21	24.21***
Intercept	2.87 (0.86)	3.351**		
Self-efficacy	0.35 (0.20)	1.725*		
Promotion	0.44 (0.14)	3.143**		
Prevention	- 0.58 (0.17)	-3.403**		
<i>Model 1</i>			204.02	5.40
Intercept	4.30 (0.45)	9.604***		
<i>Social support co-workers</i>	-0.18 (0.14)	-1.307		
Social support supervisor	-0.11 (0.11)	-0.958		
Temporal leadership	0.10 (0.07)	0.119		
<i>Model 1</i>			182.34	27.08***
Intercept	1.87 (0.32)	5.880***		
Engagement	0.51 (0.09)	5.523***		

11.4 Appendix D: items of EES

EES Survey

Items

1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree

1. Overall, I am extremely satisfied with Philips as a place to work.
2. I rarely think about looking for a new job with another company.
3. I would gladly refer a friend or family member to Philips for employment.
4. I feel proud to work for Philips.
5. I am seriously considering to leave Philips within the next 12 months.
6. The leadership of Philips has communicated a vision of the future that motivates me.
7. I believe Philips has an outstanding future.
8. I trust the leadership of Philips.
9. The leadership of Philips is committed to providing high quality products and services to external customers.
10. Philips deals effectively with poor performers.
11. Philips supports my efforts to balance work and family/personal responsibilities.
12. Philips' sustainability efforts (both environmental and community efforts) have increased my overall satisfaction with working here.
13. Philips does a good job of contributing to the communities we live in (e.g. social investment programs such as SimplyHealthy@schools).
14. Philips makes business choices that support the environment, such as recycling, energy conservation and vendor selection (e.g. via our EcoVision programs).
15. Philips has a climate in which diverse perspectives are valued.
16. Philips provides equal opportunities to all employees (regardless of race, gender, background...).
17. Employees at Philips are treated with respect regardless of their position (e.g. Operator, Clerical, Technical, Manager, Vice President...).
18. My work environment (e.g. workplace, meeting space, public areas) is energizing and inspiring.
19. I feel there is a promising future for me at Philips.
20. My job makes good use of my talents and abilities.
21. I know how to apply sense and simplicity to my work.
22. In my department, sense and simplicity is a driver in what we do.
23. I believe my pay and performance are linked.
24. I feel that I am part of a team.
25. In my department, there is open and honest two-way communication.
26. There is good cooperation between my department and other departments.
27. In my department, we take and implement decisions with speed and discipline.
28. My ideas and suggestions count.
29. I am encouraged to come up with new and better ways of doing things.
30. Where I work, we act on promising, new or innovative ideas.
31. In my department, we regularly use customer feedback to improve our work.
32. Customer problems get corrected quickly.
33. I trust my manager.
34. My manager keeps his/her commitments.
35. My manager really cares about my well being.
36. My manager provides me with timely and helpful feedback.

37. My manager clearly communicates what is expected of me.
38. My manager helps me understand how my work links to the overall business goals.

39. I think my performance is evaluated fairly.
40. My manager provides me with recognition for good work.
41. My manager has made a personal investment in my growth and development.
42. My manager personally invests significant time to coach me.
43. My manager promotes opportunities to accelerate my development.
44. My manager listens and responds to my ideas and concerns.
45. My manager gives me sufficient authority and freedom to do my job well.
46. My manager creates a strong, diverse team.
47. My manager acts as a role model for sense and simplicity.
48. My management has acted on issues identified in the previous employee engagement survey.

11.5 Appendix E: abbreviations

-2LL	-2 times the logarithm of the likelihood
BV	Besloten Vennootschap (private limited company)
CLS	Philips Lighting Controls
HLM	Hierarchical Linear Modeling
HPM	Human Performance Management
M	Mean
N	Sample size
n.s.	Not significant
SCRUM	Iterative, incremental methodology for project management
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
TUE	Technische Universiteit Eindhoven (University of Technology, Eindhoven)