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HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PSYCHOLOGY

THE IMPACT OF WORK ENGAGEMENT ON TURNOVER INTENTION AT MANNVIT

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Abstract

It is extremely valuable for organizations to have employees who are engaged at work, both in terms of cost and performance. The objective of this study was to examine turnover intentions among employees at Mannvit in Iceland and explore how work engagement is related to those intentions, using Utrecht Work Engagement Scale (UWES-9) and Turnover Intention Scale (TIS-6). The main causes and consequences of engagement and turnover are discussed in the literature review chapter, as well as models that explain these processes. A quantitative study was conducted in March 2016 in the form of an online survey. A total of 132 employees at Mannvit participated in this study, aged 21 to 70, with 89.8% being male and 10.2% being female. The results indicated that a large portion of employees at Mannvit is engaged at work and that work engagement is significantly and negatively related to turnover intentions. These findings suggest that when employees experience high levels of work engagement, it is less likely that they have intentions to leave the organization. The results are consistent with findings of prior research.

Keywords: Work engagement, turnover intention, engineering consulting.

Declaration of Research Work and Integrity

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules in regards of my thesis.

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Date and place	Social security number	Signature
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Preface

This thesis is worth 30 ECTS units and is the result of my master's degree in Human resource management and organizational psychology at Reykjavik University.

I would like to thank my supervisor Hulda Dóra Styrnisdóttir, for the guidance and support she has given me throughout this project. I would also like to thank the human resource department at Mannvit for giving me the permission to conduct this study there. Thanks to the employees at Mannvit, for their time and participation in this study. Lastly, I want to give special thanks to my parents for always giving me endless support and unconditional love.

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1. Introduction

1.1. Background

Engagement is one of the basic features of human resource management. Bakker and Schaufeli (2008) have argued the importance of studying positive organizational behavior, such as work engagement. Work engagement is crucial indicator of employees and organizations' occupational well-being (Bakker & Demerouti, 2008). Human resource managers should try to enhance work engagement among their employees by measuring engagement levels and then providing interventions if needed. Engaged employees are more likely to show behaviors that will benefit the organization efficiently (Organ, 1988).

Employee turnover has been a problem for organizations for a long time and has been studied extensively over the last decade (Heavey, Holwerda, & Hausknecht, 2013). Voluntary employee turnover can be a great loss for a company, both in human capital and the cost that follows when an employee quits and the organization has to train a new employee. Mobley, Horner, and Hollingsworth (1978) explained that the strongest antecedent of actual turnover was the employee's intention to leave the organization.

1.2. Subjective motivation

In this study the relationship between work engagement and turnover intentions will be explored. This study was designed to examine turnover intentions among employees working at Mannvit in Iceland and how work engagement is related to those intentions to leave the organization.

The researcher conducted an internship at Mannvit in the fall of 2015 through her studies in the Human resource management and organizational psychology department at Reykjavik University. The researcher saw this thesis as a great opportunity to link her knowledge from the internship she conducted at Mannvit to her human resource management and organizational psychology studies. The intention of this study was to shed a better light on work engagement at Mannvit in order to reduce voluntary turnover.

The researcher gained some inside knowledge of Mannvit during this internship. It was discussed whether employees were engaged at work and because it had not been

studied in the organization before, the researcher got the approval of the human resource manager at Mannvit to study it further.

The structure of this thesis consists of eight chapters. In the first chapter the topic of the study is introduced. Chapter two consists of the problem statement and research objective. Chapter three includes a review of the literature. In chapter four the research questions and hypotheses are presented. Chapter five presents the methodology of the study. Chapter six presents the results of the research. In chapter seven there is a discussion of the results and suggestions for future studies. Finally, chapter eight presents a conclusion for the study.

2. Problem statement and research objective

It is extremely valuable for organizations to have employees who are engaged at work, both in terms of cost and performance (Bates, 2004; Hakanen, Bakker, & Schaufeli, 2006). Voluntary employee turnover has been a great problem for organizations for a long time (Heavey et al., 2013). It can be an extensive loss both in terms of human capital and expenses for the organization. It has been shown that engagement is important for organizations as it can increase profits through better performance at work and lower costs through lower voluntary turnover (Harter, Schmidt, & Hayes, 2002; Harter, Schmidt, Killham, & Agrawal; 2009). Employee turnover intentions are a problem for organizations as it has been shown that turnover intentions are a strong predictor of actual turnover (Alexander, Lichtenstein, Oh, & Ullman, 1998; Barak, Nissly, & Levin, 2001; Hendrix, Robbins, Miller, & Summers, 1999; Mobley et al., 1978; Steel & Ovalle, 1984).

The objective of this study was to examine the relationship between work engagement and turnover intentions among employees at Mannvit. The study analysed whether engaged employees were more likely to have intentions to stay or leave an organization. To the researcher's best knowledge, this research topic has not been studied in Iceland before.

3. A review of the literature

3.1. Engagement

Employees are one of the most important assets of every organization because they create company values, sustainable competitive advantage, return on investment and long-term strength (Ochieng, 2015). Engagement at work is a preferable status for both the employees and the organization as a whole (Schaufeli, 2013). There are two key types of engagement definitions that have evolved over the years and are often used interchangeably: employee engagement and work engagement. Although these types of engagement may seem to be very similar, there is one thing that separates them; “Work engagement refers to the relationship of the employee with his or her *work*, whereas employee engagement may also include the relationship with the *organization*” (Schaufeli, 2013, p. 1). In this study, the type of engagement that was examined is work engagement as it is more specific.

Saks (2006) conducted a study based on social exchange theory to explore the antecedents and consequences of work and employee engagement. The findings indicated that there is a significant difference between the two types of engagement. The results also showed that perceived organizational support is an antecedent of both work and employee engagement, procedural justice is an antecedent of employee engagement, and job characteristics are an antecedent of work engagement. In addition, the findings indicated that the two types of engagement are mediators between the antecedents and organizational commitment, organizational citizenship behavior, job satisfaction, and turnover intentions. This study was the first one that found a significant difference between work and employee engagement (Saks, 2006).

It is up for debate when the concept of engagement first came to light in relations to work, but Kahn (1990) was the first theoretician to define personal engagement as “the harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (p. 694). Engagement is therefore a rather young concept in the field of science.

Engagement is not the same concept as well-being, job satisfaction, motivation, work-related flow (Bakker, 2011), workaholism (Schaufeli, Taris, & Van Rhenen, 2008), type-A behavior (Hallberg, Johansson, & Schaufeli, 2007), job embeddedness (Halbesleben & Wheeler, 2008), organizational commitment or job involvement

(Hallberg & Schaufeli, 2006). Schaufeli and Bakker (2003) stated that engagement is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (p. 4). As Schaufeli (2013) explained engagement at work is a rather indistinctive concept in the literature and not as clear as it may seem at first glance. Work engagement might be easy to recognize in practice, as it is with other psychological terms, but difficult to define.

3.1.1. Engaged employees

Mone and London (2014) defined an engaged employee as “someone who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour” (p. 4). Engaged employees are very important to every organization because they show a strong connection to the company and want to help the company achieve its goals (Kohli, Bhattacharyya, & Kohli, 2015). They tend to show high organizational loyalty, initiative, persistence, team performance, productivity and overall good performance. They also have higher job satisfaction, commitment to customer satisfaction and self-motivation levels (Kohli et al., 2015). These attitudes are important to organizations as they have been found to be associated with several important business outcomes, such as performance, absenteeism and turnover (Saari & Judge, 2004).

As Harter et al. (2002) explained, people become engaged when they connect to others emotionally and are cognitively vigilant. Employees are considered to be engaged cognitively and emotionally when they have the opportunity to develop in the job, know what the employer expects from them, have the tools needed to do their work, feel they are part of the team with their colleagues, and when they feel they are having an impact at work (Harter et al., 2002). Schaufeli et al. (2001) conducted in-depth interviews where they found out that engaged employees tend to work long hours, but what differentiates them from workaholics is that they lack the obsession to work. They enjoy their work but do not experience it as a strong and irresistible inner drive to work hard, like workaholics do. Engaged employees enjoy their life inside and outside of work and do not neglect their social life (Schaufeli et al., 2001).

Engaged employees tend to be enthusiastic about their job, experience higher levels of energy and time passes by quickly for them as they are fully immersed in their work (Bakker & Demerouti, 2008; May, Gilson, & Harter, 2004). Prior studies have shown that engaged employees also show energy and enthusiasm outside of work (Bakker & Demerouti, 2008). However, they are human and they do feel tired when

they have worked a long day, but it's more of a pleasant state of tiredness as it is related to positive achievement.

Engaged employees also show less intention to leave the organization (Schaufeli & Bakker, 2004) and they have shown to be more willing to assist their colleagues when needed (Bakker, Demerouti, & Verbeke, 2004). Schaufeli, Salanova, González-Romá, and Bakker (2002) demonstrated that engaged employees experience an effective and energetic relation with their activities at work, and they perceive themselves as completely able to deal with the job demands.

There have been many scholars that argue that engagement can predict various meaningful positive business outcomes, such as financial performance, organizational success, and employee outcomes (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006). However, some have reported that engagement has overall been declining and that disengagement at work has been more observable (Bates, 2004; Richman, 2006). Decreasing productivity can be extremely costly for organizations if employees are not fully engaged (Bates, 2004). Disengaged employees tend to have higher absence frequencies, be less productive, and show higher turnover intentions (MacLeod & Clarke, 2009). According to Council (2004) engaged employees are 87% less likely to quit their job compared to disengaged employees.

According to Kohli et al. (2015) several studies have been conducted to examine the proportion of engaged and disengaged employees. The results reveal that generally around 11-19% of employees are highly engaged, 40-70% of employees are classified as neutral, and 10-20% of employees are defined as disengaged. The disengaged employees are those that are whiling away at work and also speaking negatively about the organization. The findings also revealed that in UK the disengaged employees are causing cost damage of a total of \$64.8 billion a year to their companies and in Japan a loss of productivity caused by these disengaged employees is a total of \$232 billion a year. One of the main reasons for these figures is continuous downsizing in organizations, which is reducing the commitment and loyalty among employees. Lower engagement can cause lower employee loyalty and higher turnover rate, which can be very costly for organizations (Kohli et al., 2015).

Engaged employees perform significantly better than employees who do not experience engagement at work (Ochieng, 2015). It is important for organizations to develop and communicate an engagement strategy if they want to become successful. Engagement is almost impossible to sustain if the employees do not have access to the

organization's strategy. As Babcock-Roberson and Strickland (2010) explained, it is more likely that employees will engage in behaviors that are virtuous, conscientious and altruistic when they are more dedicated and absorbed in their work.

3.1.2. Work engagement

Work engagement can be significant for employees and serve as a competitive advantage for organizations (Bakker, 2009). Work engagement has been defined as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p. 74). *Vigor* is identified as the willingness to invest time and effort into work, persistence when facing difficulties, and mental resilience and high energy levels while working. *Dedication* is identified as the willingness to get highly involved in the work, and experience pride, inspiration, enthusiasm, a sense of significance, and challenge. *Absorption* indicates being happily engrossed and completely concentrated in the work, where time flies quickly while working, and having difficulties detaching from work (Schaufeli et al., 2002). Employees can differ greatly in terms of the amount of vigor and absorption they put into work, and their dedication to the work (Babcock-Roberson & Strickland, 2010).

May et al. (2004) also presented a three-dimensional model of work engagement comparable to Schaufeli and Bakker's (2004) three dimensions of dedication, absorption, and vigor. The three dimensions of May et al. (2004) consist of a physical component, a cognitive component and an emotional component. Their operationalization is extremely similar although the labels are different (Schaufeli & Salanova, 2007). Work engagement has been shown to be a rather stable individual difference variable (Salanova, Schaufeli, Llorens, Peiró, & Grau, 2000) although Kahn (1990) has explained that there might be daily fluctuations within one person's work engagement experience. Also, Sonnentag (2003) explained that work engagement differs between individuals but also within-person with time.

Work engagement is becoming a popular research topic ranging from organizational commitment and job performance to burnout and job resources (Babcock-Roberson & Strickland, 2010). Hakanen et al. (2006) found that work engagement is positively associated with job performance and organizational commitment. Also, job resources have been shown to be an antecedent of work engagement, in particular when facing high job demands (Bakker, Schaufeli, Leiter, & Taris, 2008). Work engagement can have positive consequences for both the organization and the employee (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007).

Several studies have shown work engagement to be associated with performance, organizational commitment, and self-related health and working ability (Bakker & Bal, 2006; Hakanen, 2002; Hakanen et al., 2006).

Bakker and Demerouti (2008) wanted to shed a light on the concept of work engagement and explore its predictors and consequences. The results showed that work engagement is defined by dedication, vigor and absorption. The key predictors of work engagement were job resources and personal resources, especially when facing high job demands. The main consequences of work engagement were that the engaged employees were more productive, creative and show more willingness to go the extra mile for the organization. However, González-Romá, Schaufeli, Bakker, and Lloret (2006) suggest that dedication and vigor are the key dimensions of engagement and that they are the opposites of cynicism and exhaustion on the burnout dimension.

3.1.3. The work engagement - burnout continuum

Burnout is characterized by a poor identification with work and low energy levels (Demerouti & Bakker, 2008). Work engagement is a positive state and two of its dimensions, vigor and dedication, have been considered to be polar opposites (antipodes) of the burnout dimensions emotional exhaustion and cynicism, on a continuum labeled identification and energy (González-Romá et al., 2006; Maslach, Schaufeli, & Leiter, 2001; Schaufeli & Bakker, 2001; Schaufeli, Bakker, & Salanova, 2006). Therefore, it is expected that correlations between dedication and cynicism, and between vigor and exhaustion would be strongly negative (Maslach et al., 2001). Previous research has shown that burnout is negatively associated with work engagement (Schaufeli et al., 2002). However, the remaining dimensions of work engagement (absorption) and of burnout (professional efficacy) are not considered as antipodes as they are distinct concepts.

Hakanen et al. (2006) conducted a research to examine burnout and work engagement among Finnish teachers. Their findings suggested that there was a positive relationship between job demands and burnout, and between job demands and ill health. The results also showed a positive relationship between job resources and engagement, and between job resources and organizational commitment. However, job resources were negatively associated with burnout. In addition, there was a negative relationship between burnout symptoms and organizational commitment, and a positive relationship between burnout symptoms and ill health. Engagement was positively related to organizational commitment. Thus, the findings indicate that work engagement is a

mediator between job resources and organizational commitment, and burnout is a mediator between job demands and ill health. However, if essential job resources are lacking to meet the job demands it could lead to burnout, which in turn could reduce work engagement and result in lower level of organizational commitment (Hakanen et al., 2006). Schaufeli and Bakker (2004) found similar results that demonstrated that burnout is a mediator between job demands and health problems. They also found that work engagement is a mediator between job resources and turnover intentions.

As previously mentioned, work engagement is often considered to be the positive antipode of the engagement-burnout continuum (Schaufeli & Bakker, 2004). However, Russell and Carroll (1999) argued that negative and positive affects are independent states and not two antipodes on the same bipolar dimension. Schaufeli and Bakker (2004) explained that engagement and burnout could be independent, negatively related states of mind rather than two antipodes on the same dimension. In this study burnout and work engagement will be considered as independent constructs.

There are substantially more published articles available on burnout compared to work engagement (Bakker et al., 2008). This is interesting as organizations are in need of engaged employees, who feel dedicated and vigorous and are absorbed in their work (Bakker & Schaufeli, 2008).

3.1.4. Antecedents of work engagement

Kahn (1990) proposed that emotional, physical and psychological resources are important presumptions to get engaged at work. Research has focused on the most important antecedents of work engagement, but those are job resources and personal resources (Bakker et al., 2008). Kahn (1992) suggested that people experience different levels of work engagement based on how they perceive the availability of resources.

Job resources refer to the organizational, social or physical aspects of the job that may be active in achieving goals at work, reducing job demands and psychological/physiological costs, and stimulating learning, development and personal growth (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). Examples of job resources are performance feedback, social support from colleagues and supervisors, autonomy, skill variety and supervisory coaching (Bakker & Demerouti, 2008). Personal resources are positive self-evaluations, which are related to resiliency and refer to one's perception of their ability to control and affect their environment adequately (Hobfoll, Johnson, Ennis, & Jackson, 2003). Examples of personal resources are self-efficacy, self-esteem, resilience and optimism (Bakker & Demerouti, 2008). Thus, job

resources are external resources that affect work engagement but personal resources are internal resources that affect work engagement.

Prior studies have demonstrated a positive association between job resources and work engagement (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner et al., 2001; Schaufeli & Bakker, 2004; Schaufeli & Salanova, 2007). Hakanen et al. (2006) found that supervisory support, innovative climate, social climate, information and job control were all positively related to work engagement. Koyuncu, Burke, and Fiksenbaum (2006) found that life experiences, especially rewards and recognition, control and value fit were antecedents of all three work engagement dimensions.

Several longitudinal studies have also confirmed the association between job resources and work engagement. Mauno, Kinnunen, and Ruokolainen (2007) examined the antecedents of work engagement. Their findings indicated that job resources were a superior predictor of work engagement compared to job demands. Organization-based self-esteem and job control were the best predictors of the three work engagement dimensions. Schaufeli et al. (2008) found that when there were changes in job resources it was predictive of work engagement over a period of one year. Their results also showed that increases in performance feedback, autonomy, social support, and opportunities to develop and learn were positively associated with work engagement.

Several studies have looked into the relationship between personal resources and work engagement. Xanthopoulou, Bakker, Demerouti, and Schaufeli, (2007) studied how three personal resources (optimism, organizational-based self-esteem, and self-efficacy) predicted work engagement. Their results indicated that engaged employees have high levels of self-efficacy and believe they are capable to meet the demands. In their research, Mauno et al. (2007) showed that engaged employees believe that life will give them good outcomes and that their needs will be satisfied by taking a role within their organization. Bakker et al. (2007) found that the employees with most personal resources (especially resilience, optimism and self-efficacy) had the highest level of work engagement. These findings suggest that engaged employees are effective in adapting to changing environments.

The findings from these previous studies explain why it is essential for organizations to recruit employees who have good personal resources and to provide them with decent job resources, in order for them to experience engagement at work

3.1.5. Consequences of work engagement

Research has shown that work engagement is related to several positive outcomes both for the employee and for the organization (Bakker et al., 2008; Christian, Garza, & Slaughter, 2011; Halbesleben, 2010; Schaufeli & Bakker, 2004). Some consequences of work engagement are positive attitudes regarding work and the organization, such as organizational commitment, job satisfaction, customer satisfaction, and lower levels of turnover intentions (Demerouti, Bakker, de Jonge et al., 2001; Schaufeli & Bakker, 2004; Schaufeli et al., 2008). Other consequences are positive organizational behaviors, such as extra-role behavior, proactive behavior, and personal initiative and learning motivation (Salanova, Agut, & Peiró, 2005; Sonnentag, 2003). Some studies have also indicated that engagement is positively related to psychosomatic complaints and health (low levels of distress and depression) (Demerouti, Bakker, de Jonge et al., 2001; Schaufeli et al., 2008).

Previous studies have shown that engaged employees score higher on in-role and extra-role performance, which indicates that they perform well and are willing to go the extra mile (Bakker et al., 2004; Gierveld & Bakker, 2005; Bakker et al., 2007). Higher levels of work engagement are related to positive business outcomes, particularly better job performance (Bakker, 2009). The reason why engaged employees are performing better than those who are not engaged is that they often experience positive emotions such as happiness, joy, and enthusiasm; live a healthier lifestyle; create their own personal and job resources; and they can transfer their engagement to other individuals in their immediate environment (Bakker, 2009; Bakker, 2011; Bakker & Xanthopoulou, 2009).

Employees who are enthusiastic about their work and perceive themselves as strong and essential, show better performance (Bakker et al., 2008). Work engagement is associated with positive work affect and good health, and helps employees derive benefits from stressful work (Britt, Adler, & Bartone, 2001; Demerouti, Bakker, de Jonge et al., 2001; Rothbard, 2001). Prior studies have also shown that work engagement has positive effects in the long-term as well as in the short-term (Mauno et al., 2007; Schaufeli et al., 2008; Sonnentag, 2003; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

The findings from the above-mentioned studies demonstrate why it is important for organizations to have employees who are engaged at work. It benefits both the employee and the organization.

3.1.6. The job demands - resources model

The job demands-resources (JD-R) model is an overall model of work engagement that depicts the antecedents and consequences of work engagement (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner et al., 2001). It is assumed that job resources, such as performance feedback, autonomy, skill variety, and support from supervisors and colleagues, start a motivational process that generates work engagement and results in better performance. It is also assumed that job resources become more salient and gain their motivational potential when facing high job demands (e.g., mental demands, workload, and emotional demands). Xanthopoulou et al. (2007) explained that the personal and job resources are mutually associated, and that personal resources can independently predict work engagement.

As can be seen in figure 1, it is assumed that personal and job resources predict work engagement, independently or combined (Bakker & Demerouti, 2008). Also, these resources can positively impact work engagement when facing high job demands. In turn, work engagement can positively impact job performance. Engaged employees who perform well can create their own resources, which later on contributes to work engagement and creates a positive gain spiral (Bakker & Demerouti, 2008)

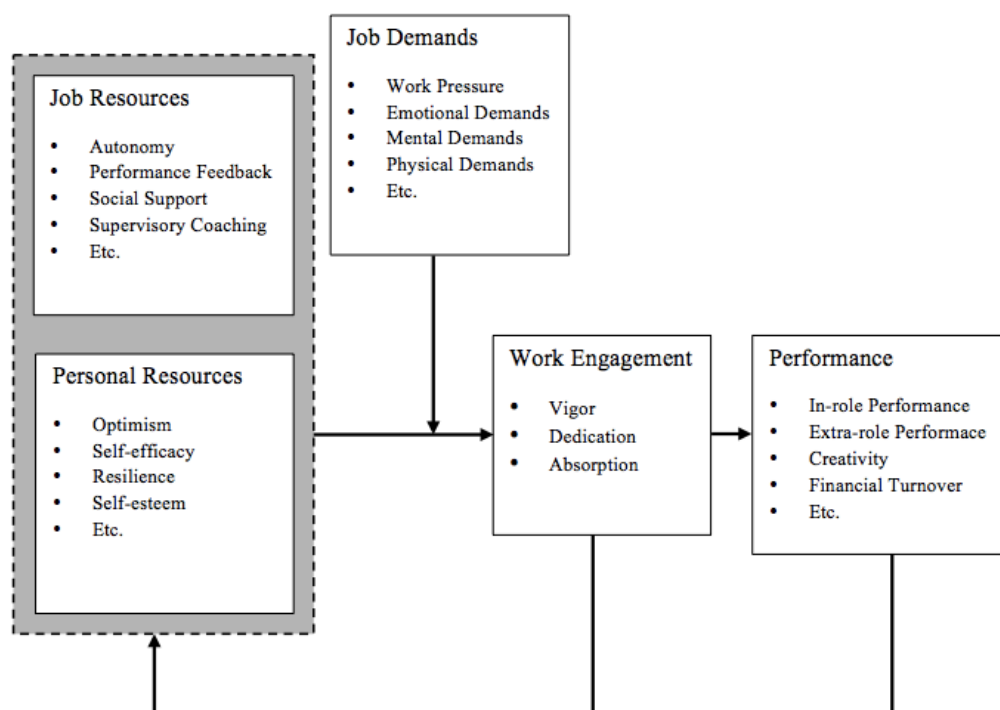


Figure 1. The JD-R model (Bakker & Demerouti, 2008).

3.1.7. Measurements of work engagement

Several instruments have been used to measure work engagement (Bakker & Demerouti, 2008). A frequently used instrument to measure work engagement is the Oldenburg Burnout Inventory (OLBI) (Demerouti & Bakker, 2008; Demerouti, Bakker, Nachreiner, & Ebbinghaus, 2002). This tool was originally developed to measure burnout but it consists of both negatively and positively phrased items, therefore it has also been used to measure work engagement (González-Romá et al., 2006). To measure work engagement with this scale, the negatively phrased items need to be recoded. The OLBI consists of two dimensions: one ranging from cynicism to dedication and the other from exhaustion to vigor. Factorial validity of the scale has been demonstrated in studies conducted in several countries (Demerouti et al., 2002; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Demerouti, Bakker, Vardakou, & Kantas, 2003; Halbesleben & Demerouti, 2005). Findings from these studies indicate that a two-factor structure with vigor and dedication as underlying factors was superior to alternative factor structures.

However, the most often used instrument to assess work engagement is the Utrecht Work Engagement Scale (UWES) (Bakker et al., 2008). The UWES is a self-report questionnaire that includes the three dimensions that constitute work engagement: dedication, vigor and absorption. The UWES was originally developed by Schaufeli et al. (2002). The original UWES consisted of 24 items but seven items were eliminated after psychometric evaluation, leaving 17 items left for assessment (Schaufeli et al., 2002). The dedication scale consisted of five items, the vigor scale that consisted of six items, and the absorption scale that consisted of six items.

Schaufeli et al. (2006) decided to reduce the number of items in the scale even more, as researchers are always striving to have as few items as possible in questionnaires to avoid attrition. They shortened it to a nine-item scale, provided evidence for its cross-national validity and showed a moderate correlation between the dimensions. The dedication scale consisted of three items, the vigor scale that consisted of three items and the absorption scale that consisted of three items. Schaufeli et al. (2006) demonstrated factorial validity of the nine-item UWES by using confirmatory factor analyses, and findings suggest that the three scale scores have good test-retest reliability and internal consistency. The UWES has been validated in many countries (Bakker & Demerouti, 2008). However it has not been validated in Iceland yet.

A confirmatory factor analyses confirmed that the fit of the three-factor structure

to the data was better than other factor structures (Bakker & Demerouti, 2008). The internal consistencies of the three subscales was shown to be adequate. However, some studies did not find the three-factor structure of work engagement (Shimazu et al., 2008; Sonnentag, 2003). Schaufeli and Bakker (2003) argued that it might sometimes be more useful in empirical studies to use the total score for work engagement because there can be a moderate to high correlation between the dimensions. This would for instance avoid problems with multicollinearity. The reason for this might have been that some metaphors can be difficult to translate (e.g. “Time flies when I am working”).

For the research purpose of this study, the UWES will be used to measure work engagement as it is a valid and reliable instrument that has been used multiple number of times in the academic literature.

3.2. Employee turnover

Employee turnover has been a problem for organizations for a long time. Researchers have been studying this topic since the beginning of the twentieth century (Heavey et al., 2013). Employee turnover is defined as the total number of employees that leave an organization over a certain time period (Hausknecht & Trevor, 2011). Turnover rate is defined as the combined number of employees that leave an organization divided by the total number of employees within the organization, and is usually measured over a time period of one year.

As Biron and Boon (2013) explained, high levels of turnover can be harmful for organizations both in terms of indirect costs (e.g. loss of knowledge) and direct costs (e.g. recruitment and replacement). Smyth, Zhai and Li (2009) explained that employee turnover has a great significance for every organization, with its influencing factors such as interruption of on-going organizational activities and the potential cost of losing human capital.

Healthy employee turnover can be positive, helpful and refreshing for organizations to become successful (Hellman, 1997). However, employee turnover among the highly productive, key employees can become costly. Turnover costs include the costs concerning exits, temporary replacements, recruitment and selection of new employees, loss of future key talents, possible decreased productivity and morale among the retained employees, and sharing of organizational relationships, technology and processes (Fitz-enz, 2001). Exit costs can include pay for untaken leave, administrative time and exit interviews. Temporary replacement costs can include

training and agency costs. Recruitment and selection costs can include advertising costs, agency costs and loss of time.

Employee turnover can be involuntary and voluntary as well as external and internal. Employee turnover can be initiated by either the organization or the employee. Involuntary turnover is when the organization initiates the decision. The organizational performance can enhance after these lay-offs, if they include low performers (Hausknecht & Trevor, 2011). Voluntary turnover is when the employee initiates the decision to leave the organization. This can result in a loss for the organization if these are talented employees that the company would have liked to retain (Shaw, Delery, Jenkins, & Gupta, 1998). Bernthal and Wellins (2001) explained the importance of understanding why employees want to leave organizations. Thus, it is essential to take a closer look at turnover intentions.

3.2.1. Employee turnover intentions

As Griffeth, Hom and Gaertner (2000) explained, employees' turnover intentions are the best predictor of their actual turnover. Tett and Meyer (1993) defined turnover intentions as the employee's deliberate and conscious willfulness to leave an organization, whether he plans to leave the job within a specific time period. There is a process from the time the employee forms intentions to leave the organization until he actually decides to quit (Barak et al., 2001). Tett and Meyer (1993) explained that intentions to leave the organization were described as the ultimate step in a set of withdrawal thoughts that eventually result in actual turnover. Sager (1991) studied turnover intentions and found that these intentions distinguish effectively between stayers and leavers.

There are several reasons for employees to form intentions to leave an organization, such as lack of opportunities for career development, dissatisfaction due to low wages, poor employee supervision, lack of freedom to express opinions, poor relationship with a superior, lack of recognition, and underutilization of talents and skills of the employee (Hughes & Evelina, 2008).

3.2.2. Antecedents of employee turnover

As previous researches have demonstrated the strongest predictor of actual turnover is employee's turnover intention (Alexander et al., 1998; Barak et al., 2001; Hendrix et al., 1999; Mobley et al., 1978; Steel & Ovalle, 1984). In their study, Munn, Barber, and Fritz (1996) found that a lack of support from a supervisor was the strongest predictor

of turnover intentions. However, Hatton and Emerson (1998) found that a lack of support from a supervisor was a predictor of actual employee turnover.

Firth, Mellor, Moore, and Loquet (2004) stated that employee turnover intentions might be predicted by organizational commitment, supervisor support, job satisfaction, self-esteem, locus of control, job stress and organization fit. In their study, Geurts, Schaufeli, and Rutte (1999) found that turnover intentions were predicted by perceived inequity in the employment relationship, and that poor organizational commitment mediated this relationship. Organizational citizenship behavior was found to be negatively related to turnover intentions (Coyne & Ong, 2007; Wegge, van Dick, Fisher, Wecking, & Moltzen, 2006).

Barak et al. (2001) found the most common predictors of turnover were divided into demographic factors, organizational conditions and professional perceptions. Previous researches have shown that age, gender, educational qualifications, tenure, job level and marital status predict intentions to quit (Blankertz & Robinson, 1997; Werbel & Bedeian, 1989). Employees who are young, with shorter tenure are more likely to have intentions to quit. Employees working middle-level jobs are more likely to want to quit (Barak et al., 2001). Higher educational qualification also contributes to turnover intentions of employees. Jonathan, Thibeli, and Darroux (2013) pointed out that as educational level increases, the perceived reward-cost ratio might be impacted. Thus, the employee might consider leaving the organization if the reward-cost ratio of staying at the organization differs with other employment.

Burnout is also a strong predictor of employee turnover (Barak et al., 2001). Employees that are experiencing burnout are more likely to quit and to spread bad morale in the workplace. Tett and Meyer (1993) found that job dissatisfaction is an antecedent of turnover and that employees that are satisfied are less likely to leave the organization. Barak et al. (2001) stated that stress related factors can lead to turnover and the most common factors are unclear job description and role overload. Also, perceived fairness and justice in terms of salaries and policies are negatively associated with turnover intentions.

Thus, in order to decrease actual employee turnover in organizations it is essential to understand the antecedents of turnover intentions. It is important that supervisors provide enough support for their employees and try to increase job satisfaction in the workplace. It is also essential that the employees do not experience too much stress at work so that it will not result in burnout.

3.2.3. Consequences of employee turnover

The main consequences of employee turnover are the loss in human capital and the loss in knowledge, skills and abilities of the retired employee (Shaw et al., 1998). Turnover also results in lower performance of the company and momentum is lost (Staw, 1980). Hence, coordination can get disrupted, group interactions can change, attention can get shifted to the wrong things, and it can disrupt the allocation of duties. There are costs associated with voluntary turnover that include selection, recruiting and training costs in addition to production loss, as previously explained. Replacement costs are expensive both in time and financially, and can prevent potential financial profits that could be spent in other ways (Cascio & Wynn, 2004).

Karatepe and Ngeche (2012) explained that turnover intentions result in poor service and decrease organizational effectiveness. As Staw (1980) explained turnover can undermine the attitudes of the employees that remain in the organization. These employees might not perceive it as desirable to stay with the organization and question their motivation in the workplace. Thus, turnover can trigger additional turnover for other employees. However, there are also possible positive consequences of turnover (Staw, 1980). Turnover can lead to increased organizational performance, reduce some conflicts in the organization and it can benefit organizational mobility.

As previous researches have demonstrated there are various consequences that are associated with turnover, both negative and positive. Turnover can be a sensitive topic and the organizations must deal with it with respect for the employee leaving and also for the employees that are staying.

3.2.4. The unfolding model of voluntary turnover

The unfolding model of voluntary turnover is a model that tries to explain the nature of turnover and the reasons leading to intentions to quit (Greenberg, 2011). The unfolding model of voluntary turnover was developed by Lee and Mitchell (1994). As can be seen in figure 2, the model shows the cognitive processes that people go through when making decisions about staying or leaving the organization. The model also explains that deciding to leave the organization is not an easy decision and people consider several factors before making that decision. According to the unfolding model of voluntary turnover, the decision to stay or leave the organization depends on two key factors: decision frames and shock to the system. Decision frames relate to a set of rules and images on how to understand something that has happened. Shock to the system

relate to an event that catches the employee's attention and gets him to think about his job.

Employees appear to follow one of the four possible behavioral and psychological decision paths when they leave an organization (Greenberg, 2011). These four decision paths can result from the two key factors. The first path is when there is a shock to the system that matches an existing decision frame. This means that the employee who experienced the shock leaves the organization without considering alternatives and without considering their attachment to the organization. The second path is when an employee experiences a shock to the system that fails to match an existing decision frame, and there is no particular job alternative. The third path is when there is a shock to the system that fails to match an existing decision frame, but there is a particular job alternative. The fourth path is when there is no shock to the system and therefore no decision frame is considered. In this case, the employee only leaves the organization if it is suggested that it is a good idea to leave (Greenberg, 2011).

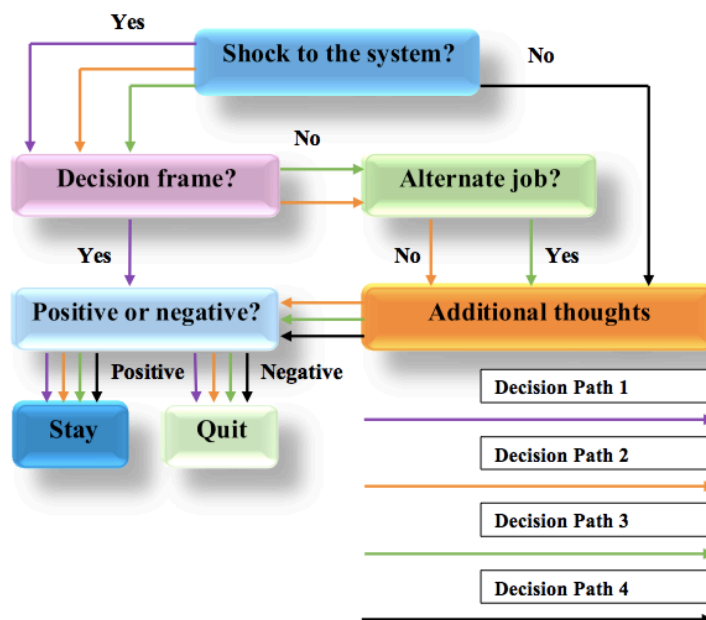


Figure 2. The unfolding model of voluntary turnover (Greenberg, 2011).

3.3. Linking work engagement to employee turnover intentions

Several studies have found an association between work engagement and turnover intentions, as will be discussed below. According to Saks (2006), work engagement is related to employees' behaviors, intentions, and attitudes. Previous researches have shown that work engagement is negatively related to turnover intentions (Du Plooy &

Roodt, 2010; Halbesleben, 2010; Harter et al., 2002). Therefore, engaged employees are more likely to have low intentions to leave an organization and they show more attachment to it (Robyn & Du Preez, 2013; Schaufeli & Bakker, 2004). Mitchell, Holtom, Lee, Sablinski, and Erez (2001) also found that employees who have low levels of work engagement are more likely to have higher turnover intentions, as well as actually leaving the organization.

Prior researches have found work engagement to have positive outcomes such as employee well-being, motivated workforce, job satisfaction and less likelihood of leaving the organization (Barkhuizen & Rothmann, 2006; Schaufeli & Bakker, 2004; Van den Berg, Bakker, & Ten Cate, 2013; Yeh, 2013). In their study, Simons and Buitendach (2013) found that work engagement was positively related to several positive business outcomes, such as increased productivity, higher profits and lower turnover intentions.

Strickland et al. (2007) explored the relationship between charismatic leadership, work engagement and employee turnover. In their study the mediating role of work engagement between charisma and turnover intentions was examined. Their findings indicated a negative correlation between work engagement and turnover intentions, a positive correlation between charisma and work engagement, and that work engagement served as a mediator in the relationship between charisma and turnover intentions.

Alfes, Shantz, Truss, and Soane (2013) found that the relationship between engagement and turnover intentions was moderated by supervisor relationship and perceived organizational support. Thirapatsakun, Kuntonbutr, and Mechinda (2014) conducted a study where they explored the relationship between job demands, work engagement and turnover intentions among groups with different levels of perceived organizational support. Their findings suggested a significant relationship between job demands and turnover intentions where work engagement served as a mediator. There was also a significant relationship between perceived organizational support and turnover intentions where work engagement also served as a mediator. In their study, Schaufeli and Bakker (2004) examined job demands, job resources, and their relationship between engagement and burnout. Their findings revealed that engagement is related to turnover intentions. Also, that engagement is a mediator in the association between job resources and turnover intentions.

In their study, Du Plooy and Roodt (2010) explored the predictive association

between turnover intentions and the work engagement-burnout continuum. Their findings showed that work engagement and organizational citizenship behavior were negatively associated with turnover intentions. However, burnout and work alienation were positively associated with turnover intentions. They also found several third-variable relationships, such as demographic and biographic variables, indicated statistical significance. However, they state that there have been no indications of findings in previous researches on burnout mediating the relationship between work engagement and turnover intentions.

Harter et al. (2002) studied the relationship between engagement, employee satisfaction and various organizational outcomes such as productivity, employee turnover, customer satisfaction, accidents and profits. They found that engagement was related to many aspects of the organization's performance, such as turnover, profitability, customer loyalty and satisfaction, productivity and safety. They also found that the 25% most engaged organizations compared to the bottom 25% least engaged had 13-36% less employee turnover, 2-4% higher customer satisfaction and 1-4% higher profits.

As MacLeod and Clarke (2009) explained, it is essential for organizations to keep their employees engaged in order to become successful. Engaged employees are strongly connected to the organization, show higher levels of job satisfaction, commitment to customer satisfaction and self-motivation, want to help achieve organizational goals and show more effort in achieving organization development and growth. Engaged employees also show higher levels of organizational loyalty, productivity, team performance and overall performance. However, disengaged employees tend to show higher turnover intentions, absenteeism and are less productive. Thus, it is both in the best interest of the organization as well as the employees of the organization that their employees are engaged at work.

3.3.1. The disengagement to departure process

The decision to leave an organization is usually not an easy or spontaneous decision for employees to make but rather a process of disengagement (Branham, 2005). This process can take few days, weeks, months or even years until the employee actually decides to leave. Disengagement can negatively affect the organization in several ways, such as increased absenteeism, lower productivity, lower organizational commitment and disengaged employees working actively against the organization (Branham, 2005).

As seen in figure 3, there are thirteen sequential steps that can unfold the

progress from disengagement to departure (Branham, 2005). This disengagement process begins when an employee is recruited and ends when the employee leaves the organization. It depends on each employee how quickly they go through the process, that is if they start experiencing disengagement. It is also possible for employees to disengage but continue to work for the organization. Managers often seem to be too preoccupied or busy to notice if their employees are becoming disengaged until it is too late to fix it (Branham, 2005). However, the employee must also take responsibility to address their concerns and to re-engage themselves in the workplace. There are some early warning signs when employees become disengaged such as tardiness, absenteeism, increased negativity or withdrawal behavior. These early warning signs usually start showing after a shocking event that makes the employee question their commitment.

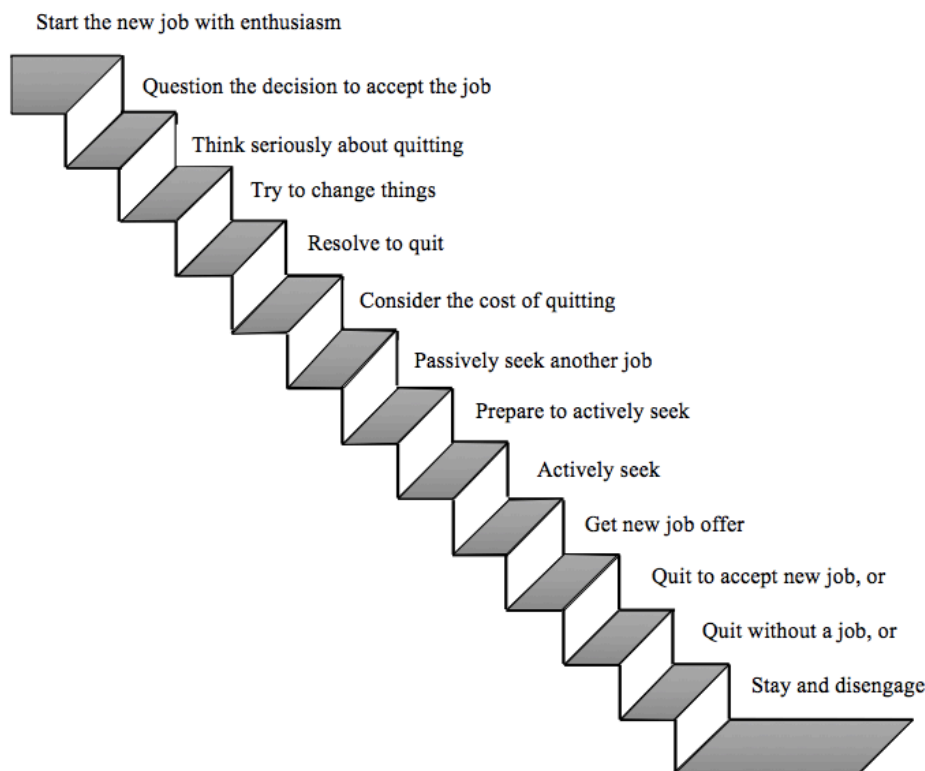


Figure 3. Thirteen steps in the disengagement-to-departure process (Branham, 2005).

3.4. Mannvit

3.4.1. Engineering consulting

Engineering consultancy by specialists in designing and building operational units has become an established and growing feature of the economic scene in industrialized countries (Roberts, 1972). As Huang and Hsueh (2007) explained, engineering

consulting organizations are unlike other labour-intensive organizations in that they provide professional knowledge and innovation, and the employees are knowledge-based professionals. They operate in a highly knowledge intensive business where one of their most essential asset is intellectual capital (Herremans & Isaac, 2004). Decent management of this intellectual capital can have direct impact on management, business operations and performance. Knowledge is an important matter of engineering consulting organizations. In this knowledge economy, there is increasingly more focus on intellectual capital compared to tangible assets (Guthrie, 2001). The engineering consulting industry is increasingly becoming more complex and demanding (Huang & Hsueh, 2007).

3.4.2. About Mannvit

Mannvit is one of the largest organizations in Iceland that specializes in technical consultation and innovation (Mannvit, n.d.). It is an international consultancy organization that provides services in the areas of comprehensive engineering, management, geosciences, environment, construction materials research, project management and oversight of projects. It was founded in 2008 after three engineering companies Hönnun, Rafhönnun and VGK merged and formed a larger company. Mannvit is employee-owned and currently has over 100 shareholders. Mannvit provides trustworthy and professional consultancy that is based on half a century's knowledge and experience. The services are divided into three main cores: energy, industry and structures. Their support services consist of quality, environmental and OHS management, human resources and finance. Their functional support consists of infrastructure and environment, mechanical, electrical and information technology, and project management (Mannvit, n.d.).

The business of Mannvit is certified by quality management system ISO 9001, environmental management system ISO 14001 and occupational health and safety management system OHSAS 18001 (Mannvit, n.d.). They have a few offices around Iceland besides their headquarters in Kópavogur, for example in Akureyri, Egilsstaðir and Reyðarfjörður.

3.4.3. The employees at Mannvit

There are around 235 employees working at Mannvit in Iceland. Around 19% of the employees are female and 81% are male (Mannvit, n.d.). The staff at Mannvit consists of experienced engineers and technically educated employees with a multifarious

experience in most areas of engineering services. Mannvit wants to be an interesting and ambitious workplace. In the personnel policy, Mannvit believes that impartial and professional recruitments of employees are important for the future of the company. They also emphasize welcoming new employees with orientation on the company and its quality system. They believe work development and training are important factors as the company's future is based on employees' knowledge, education and development. Also, regular feedback from managers will enhance the employee's opportunities to develop and increase their skills and knowledge. Employees are encouraged to share their opinions of the strengths and weaknesses of the company. Mannvit wants their employees to be satisfied at work, have a good morale and they are concerned with the well-being of their employees. When employees decide to quit or retire, the human resource manager meets with them and discuss the reasons for that decision. With this arrangement Mannvit wants to get suggestions and comments from the employee for further improvement (Mannvit, n.d.).

3.4.4. The policies at Mannvit

Mannvit has implemented a few policies for the goods of their employees and the company (Mannvit, n.d.). Their quality policy emphasizes on providing an excellent, stable and effective service to their customers, so the customers will enjoy doing business with Mannvit. They have also implemented an equal-opportunity policy where they emphasize equality among employees, evaluating employees on grounds of their own merit and prohibiting discrimination of any sort. Their environmental policy focuses on treating both the indoor and outdoor environment with respect and awareness. The focus of their transport policy is to be more socially responsible and they encourage their employees to travel in a more economical and eco-friendly way. With this policy they can contribute to a better health among their employees and reduce traffic. Their health and safety policy emphasizes good occupational health, safety and overall employee well-being (Mannvit, n.d.).

4. Research questions and hypotheses

The main objective of this study was to explore the relationship between work engagement and turnover intentions. Multiple studies have examined this association and they share a common conclusion that there is a significant relationship between these two variables. There was no empirical evidence found of a non-significant relationship between work engagement and turnover intentions. Thus, the following research question is presented:

Is there a significant relationship between work engagement and turnover intentions among employees at Mannvit?

In order to answer this research question, the following hypothesis was set forth:

Hypothesis 1:

Work engagement is significantly related to turnover intentions.

It is suggested that the findings of this study will show similar results to the findings of prior studies. It is assumed that there is a significant relationship between work engagement and turnover intentions.

As discussed in the literature review, several researches have found a negative relationship between work engagement and turnover intentions. However, the researcher was not able to find any empirical evidence on a positive relationship between work engagement and turnover intentions. Thus, the following research question for this study is presented:

Is there a positive or negative relationship between work engagement and turnover intentions?

In order to answer this research question, the following hypothesis was developed:

Hypothesis 2:

There is a negative relationship between work engagement and turnover intentions.

It is suggested that the findings of this study will show similar results to the findings of previous studies. It is assumed that when employees' work engagement levels increase it will lead to decreasing turnover intentions.

5. Methodology

5.1. Participants

The sample size was 235 employees at Mannvit in Iceland. A total of 132 employees participated in the study with a response rate of 56.2%. Eligible participants had to be working at Mannvit and understand either Icelandic or English to be able to answer the questionnaire. A total of 130 participants chose to answer the questionnaire in Icelandic and two participants completed it in English. Participation was voluntary and no compensation was given. The sample used in this study was a convenience sample. A convenience sample is a non-probability sampling method and consists of participants that are chosen because of their convenient accessibility to the researcher (Denscombe, 2014).

Table 1 demonstrates the demographic characteristics of participants. There were some missing data, therefore only valid figures from each question are presented in the table. A great majority of participants were male, which was expected since Mannvit is a male-dominated organization. A large majority of participants were in the age range of 31 to 60 years old, or 79.3%. Most participants had undergraduate or graduate degree, or 87.4%. A total of 78.7% of participants had been working at Mannvit for 8 years or longer. Most participants were located at Mannvit in Kópavogur, where their headquarters are, or a total of 88.4%. A large proportion of participants were not shareholders in Mannvit, or 64.0%.

Table 1. *Demographic characteristics of participants*

Variable	Category	Frequency (<i>f</i>)	Percentage (%)
Gender	Male	115	89.8
	Female	13	10.2
Age (years)	≤ 20	0	0.0
	21 - 30	8	6.3
	31 - 40	43	34.1
	41 - 50	26	20.6
	51 - 60	31	24.6
	61 - 70	18	14.3
	≥ 71	0	0.0
Educational qualification	Primary school	1	0.8
	College	0	0.0
	Technical college	10	7.9
	Undergraduate degree	36	28.3
	Graduate degree	75	59.1
	Doctorate	2	1.6
	Other	3	2.4
Job tenure at Mannvit (years)	< 2	8	6.3
	2 - 4	8	6.3
	5 - 7	11	8.7
	8 - 10	29	22.8
	> 10	71	55.9
Occupation	Infrastructure and environment	52	43.3
	Electrical and information technology	19	15.8
	Support services	11	9.2
	Project management	11	9.2
	Mechanical	27	22.5
Location of workplace	Akureyri	0	0.0
	Egilsstaðir	4	3.3
	Kópavogur	107	88.4
	Reyðarfjörður	1	0.8
	Other	9	7.4
Shareholder of Mannvit	Yes	45	36.0
	No	80	64.0

5.2. Measurements

A questionnaire was prepared for the purpose of this study, both in Icelandic and English (see Appendix A and Appendix B). Both versions of the questionnaire were pre-tested on six individuals (three individuals per each questionnaire), who were not employees at Mannvit. As a result minor modifications were made to word phrasing of some questions and the explanatory text.

The questionnaire consisted of two independent scales as well as a few background questions. The background questions included information about age, gender, educational level, period of employment at Mannvit, occupation, location of workplace and whether the employee was a shareholder of Mannvit. The two independent scales that were included in the questionnaire were the Utrecht Work Engagement Scale and the Turnover Intention Scale 6.

5.2.1. Utrecht work engagement scale

Work engagement was measured with the Utrecht Work Engagement Scale (UWES), a self-report questionnaire, which was originally developed by Schaufeli et al. (2002). This scale was chosen because previous research has shown its validity and reliability in measuring work engagement (Schaufeli et al., 2006). No permission was needed for the usage of the questionnaire but it was only to be used for non-commercial educational or research purposes (Schaufeli, n.d.). The only requirement for using the questionnaire was to share some of the raw data with the authors of the scale, which they wanted to add to their international database to further validate the UWES.

The short version of the scale was used in this study, which consists of nine items. It was decided to use the short version of the UWES as it decreases the likelihood of attrition. The nine-item scale consists of three dedication items, three vigor items and three absorption items. All items were scored on a 7-point frequency rating scale, which ranged from 0 (never) to 6 (always). Each subscale was averaged to produce a total score between 0 and 6. High scores on the three subscales indicated work engagement. Examples of questions from this scale are '*My job inspires me*' (dedication), '*At my work, I feel bursting with energy*' (vigor), and '*I feel happy when I am working intensely*' (absorption).

The scale was not available in Icelandic. It was therefore translated into Icelandic by the researcher of this study and then had to be translated back to English by an individual with a great Icelandic and English comprehension (see question 1 in

Appendix A and Appendix B). Then the original English version and the translated English version were compared to make sure the Icelandic translation was reliable and valid. If there was a close similarity between the two English versions then the translation was successful. There were two statements from this questionnaire that were more difficult to translate to Icelandic than other statements. These statements were '*I am immersed in my work*' and '*I get carried away when I'm working*'. The researcher got opinions from few colleagues and was eventually satisfied with the Icelandic translations: '*Ég sekk mér í starfið mitt*' and '*Ég er mjög einbeitt/ur þegar ég er að vinna*'.

The internal consistency (Cronbach's alpha) of the total UWES in this study was .92. Nunnally (1978) recommends that the minimum level of acceptable Cronbach's alpha is .70. Thus, the Cronbach's alpha of this study was acceptable. Prior researches have shown that the mean Cronbach's alpha for the total 9-item UWES is .93 (Schaufeli & Bakker, 2003). Thus, the internal consistency of the total scale in this study was slightly below the mean of other studies. The Cronbach's alphas in this study for the subscales dedication, vigor and absorption scales were .86, .85, and .79, respectively. Previous researches have shown that the mean Cronbach's alpha for the dedication scale is .89, the vigor scale .84, and the absorption scale .79 (Schaufeli & Bakker, 2003). Thus, the internal consistency for the dedication scale in this study is slightly below the mean internal consistency of other studies. The absorption scale in this study has the same mean internal consistency as prior researches, but the vigor scale in this study has slightly higher internal consistency compared to previous researches.

5.2.2. Turnover intention scale

Turnover intentions were assessed with the Turnover Intention Scale, a self-report questionnaire, which was originally developed by Roodt (2004). The reason for using this scale was because prior research has proved it to be a reliable and factually valid questionnaire (Du Plooy & Roodt, 2013). No permission was needed for the usage of the questionnaire.

The original scale consisted of 15 items indicating intentions to leave or continue working for the organization involved (Roodt, 2004). The scale has been shortened and the new version, TIS-6, consists of six items. The shorter version of the scale was used in this study to decrease possible attrition. All items were scored on a 5-point response scale, ranging from 1 to 5. Two items on this list were recoded in SPSS. Total scores on this scale range from 6-30, where a lower score indicate the individual's

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intentions to stay with the organization and a higher score indicates the individual's intentions to leave the organization. Examples of questions from this scale are: '*How often have you considered leaving your job?*', '*How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?*', '*How likely are you to accept another job at the same compensation level should it be offered to you?*'.

This scale was also not available in Icelandic. Therefore the scale was translated into Icelandic by the researcher of this study and then had to be translated back to English by an individual with a great language comprehension (see questions 2 and 3 in Appendix A and Appendix B). To check the reliability and validity of the Icelandic translation, the original English version and the translated English version were compared. The translation was successful and no specific issues arose. The internal consistency (Cronbach's alpha) of the total TIS-6 in this study was .81, which is acceptable according to Nunnally (1978). Du Plooy and Roodt (2013) found in their study that the Cronbach's alpha of the TIS-6 was .80. Thus, the internal consistency for the TIS-6 scale in this study is slightly above the findings of Du Plooy and Roodt.

5.3. Research design

The objective of this study was to explore whether work engagement affected turnover intentions among employees at Mannvit. Thus, the independent variable in this study was *work engagement* and the dependent variable was *turnover intention*.

The research design was descriptive in the form of a survey. The measurement used to gain quantitative information was an online survey. The website www.surveymonkey.com was used to design and launch the survey online. The questionnaire contained 22 questions, which included questions on demographical information about the participants as well as questions regarding work engagement and turnover intentions.

5.4. Procedure

An online survey was conducted on March 1st to 11th 2016. The participants received an e-mail on their work e-mail addresses on March 1st from the corporate's human resource specialist. In the e-mail it was explained to participants that the researcher had received a permit from the management of Mannvit to conduct this study among the employees of the firm and encouraged them to participate in the study. The link to the survey was attached in the e-mail so participants could click on that to open the

questionnaire. Once they were on the survey's web site the participants could select whether they preferred to answer in Icelandic or English. Then an induction text would appear in the language they selected. In the induction text there was an introduction of the researcher and what the study entailed. It was also explained that the participant could quit their participation at any time, they could skip some questions, and that the study was anonymous and all responses would be deleted after the data had been processed. After the induction text, the survey began. The survey started with the nine engagement questions, then the six turnover intention questions and finally seven background questions. The survey took around 5 minutes to complete. Once the participants completed the survey, a text appeared to thank them for their participation and that if they had any questions or comments to please send them to the researcher's e-mail (which was given). When they completed the survey their participation was finished.

5.5. Statistical analysis

Once the data recording was completed, the quantitative data was put into IBM SPSS Statistics where it was processed and interpreted. Pearson product-moment correlation coefficient and independent samples t-tests were used to compare means of the variables and to explore if there is a significant relationship between them. These tests were chosen to explore if the two hypotheses of the study are supported or not supported. The significance threshold was set at .05 to detect 95% significance of results and a two-tailed test was used to determine statistical significance. To calculate the effect size of Pearson correlation, the influence was measured as small if $r = .10$, medium if $r = .30$ and large if $r = .50$ (Pallant, 2013).

6. Results

6.1. Descriptive statistics

The descriptive statistics of the scales used in this study are presented in table 2. As can be seen in table 2, the mean statistics for the turnover intention scale is 2.57. This means that the majority of employees are not considering leaving the organization. The mean statistics for the work engagement scale is 4.24, which means that overall employees at Mannvit are engaged at work. Of the three work engagement subscales, the absorption scale has the highest mean of 4.45, which means that employees at Mannvit are concentrated at work and happily engrossed in their job while time flies. The mean statistics for the dedication scale is 4.22, which means that the employees are strongly involved in their work and experience a sense of significance, inspiration, enthusiasm, pride and challenge. The vigor scale received the lowest mean score of the three subscales with 3.99, which means that they have rather high levels of energy and mental resilience while working.

Table 2. *Descriptive statistics of the scales*

Scales	N	Cronbach's				
		alpha (α)	<i>M</i>	<i>SD</i>	Min.	Max.
Turnover Intentions (TI)	126	.81	2.57	.70	1.17	4.67
Work Engagement (WE)	127	.92	4.24	.83	1.44	5.89
Dedication (DE)	129	.86	4.22	.93	.67	6.00
Vigor (VI)	131	.85	3.99	.99	.33	5.67
Absorption (AB)	129	.79	4.45	.86	2.00	6.00

Participants were divided into very low, low, average, high and very high scores on the work engagement scale. Very low scores on the scale were set at 0.00 to 1.77, low scores were 1.78 to 2.88, average scores were 2.89 to 4.66, high scores were 4.67 to 5.50 and very high scores were set at 5.51 to 6.00. As seen in figure 4, 1 % of participants experienced very low work engagement at Mannvit. A total of 3 % of participants experienced low work engagement. A large majority of the participants experienced average work engagement, or 65 %. A large portion of participants experienced high work engagement at Mannvit, or 27 %. Finally, a total of 4 % of participants experienced very high work engagement.

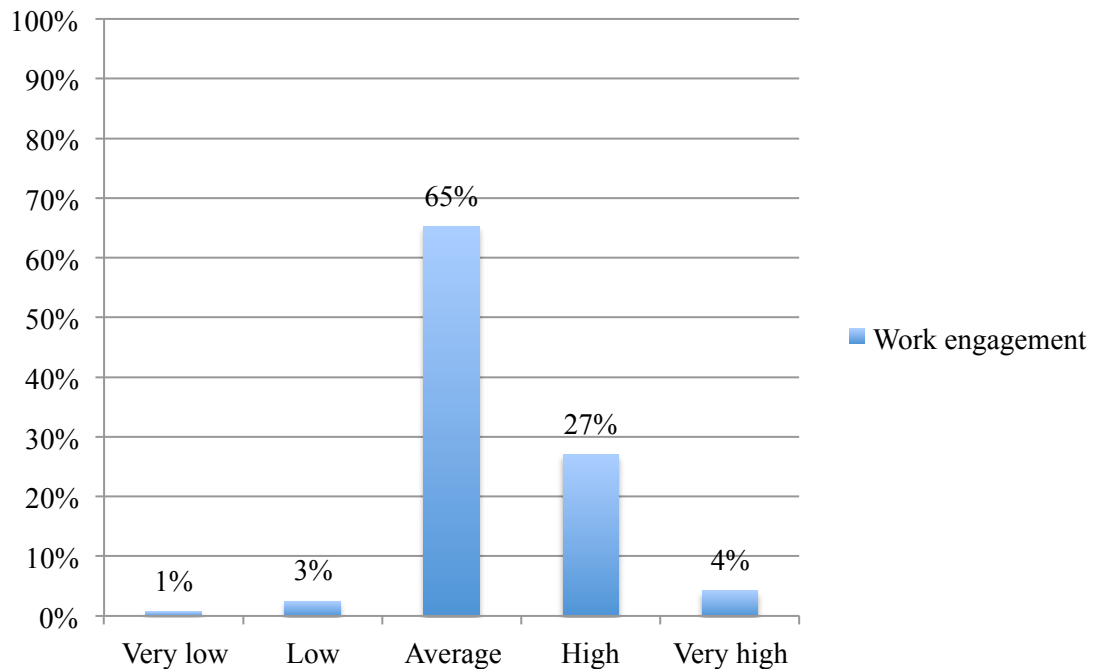


Figure 4. Work engagement among employees at Mannvit

Participants were divided into low, average or high scores on the turnover intention scale. Low scores on the scale were set at 1.00 to 2.33, average scores were 2.34 to 3.66 and high scores were 3.67 to 5.00. As seen in figure 5, 39 % of participants have low turnover intentions. A total of 55 % of participants have average turnover intentions and 6 % have high intentions to leave the organization.

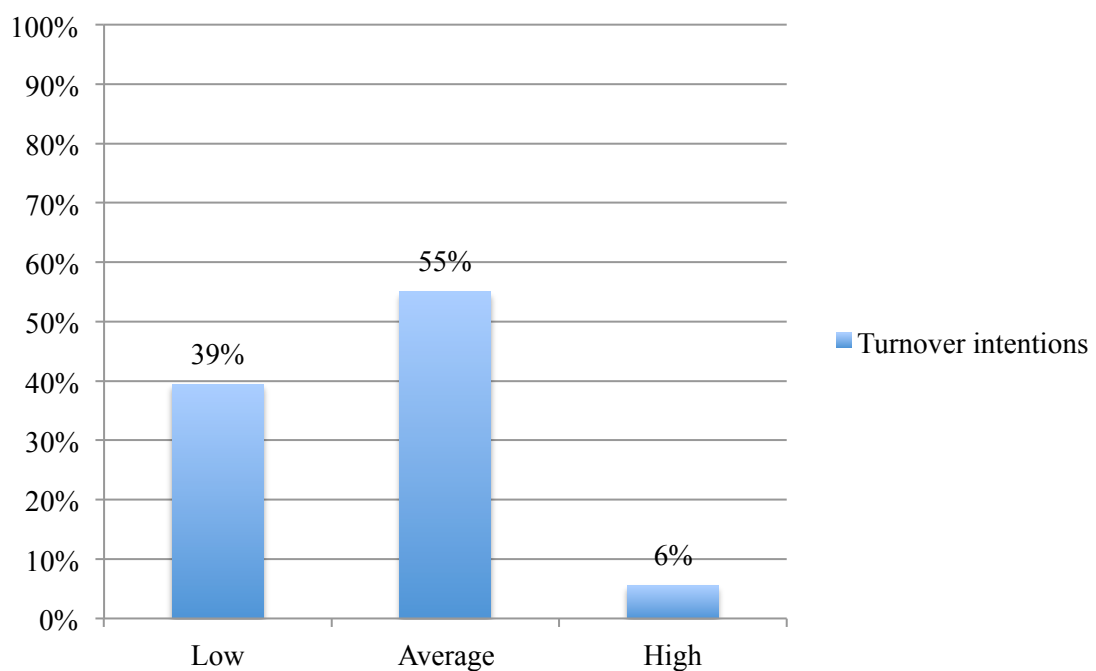


Figure 5. Turnover intentions among employees at Mannvit

6.2. Testing the hypotheses

The relationship between work engagement (as measured by the UWES) and turnover intentions (as measured by the TIS-6) was examined using Pearson product-moment correlation coefficient. Preliminary analyses were conducted to ensure no violation of the assumptions of linearity, normality and homoscedasticity. As can be seen in table 3, there was a strong, negative correlation between the work engagement and turnover intention scales, $r = -.565$, $n = 122$, $p < .001$, with high levels of work engagement related to lower levels of turnover intentions. There was also a strong, negative correlation between the dedication and turnover intention scales, $r = -.616$, $n = 124$, $p < .001$, with high levels of dedication related to lower levels of turnover intentions. A strong, negative correlation was also found between the vigor and turnover intention scales, $r = -.597$, $n = 126$, $p < .001$, with high levels of vigor associate with lower levels of turnover intentions. A moderate, negative correlation was found between the absorption and turnover intention scales, $r = -.350$, $n = 124$, $p < .001$, with high levels of absorption related to lower levels of turnover intentions.

Table 3. *Reliability coefficients and correlation coefficients for all scales*

Scales	WE	DE	VI	AB	TI
Work Engagement (WE)	(.92)	.945*	.929*	.850*	-.565*
Dedication (DE)	-	(.86)	.867*	.702*	-.616*
Vigor (VI)	-	-	(.85)	.631*	-.597*
Absorption (AB)	-	-	-	(.79)	-.350*
Turnover Intentions (TI)	-	-	-	-	(.81)

*. Correlation is significant at the 0.01 level (2-tailed).

Cronbach's alpha values are shown in brackets.

The first hypothesis tested if there was a significant relationship between work engagement and turnover intentions. Pearson product-moment correlation coefficient revealed that there is a significant relationship between the turnover intention scale and all of the work engagement scales (total work engagement, dedication, vigor and absorption). This means that there is an association between work engagement and turnover intentions. Therefore, the first hypothesis was supported.

The second hypothesis tested if work engagement was negatively related to turnover intentions. Pearson product-moment correlation coefficient demonstrated that there was a negative relationship between all of the work engagement scales and the turnover intentions scale. This means that when the participants have high work

engagement it is likely that they have low intentions to leave the organization. Thus, when they have low work engagement it is likely they have high intentions to leave. Therefore, the second hypothesis was also supported.

6.3. Other results

The model in this study, which includes the three subscales of work engagement, explains 41.1% of the variance in turnover intentions. The model as a whole is statistically significant ($F(3, 120) = 27.86, p < .001$). When looking at which independent variables that are included in the model contributed to the prediction of the dependent variable, the standardized beta coefficients were examined. As seen in table 4 the largest beta coefficient is $-.502$, which is for the dedication scale. This means that this variable makes the strongest significant unique contribution to explaining the turnover intentions, when the variance explained by all other variables in the model is controlled for. The beta value for vigor had a beta coefficient of $-.271$ and the beta value for absorption had a beta coefficient of $.173$. The vigor and absorption variables are not making a significant unique contribution to the prediction of turnover intentions.

Table 4. *Standardized beta coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients		<i>t</i>	Sig.
		B	Std. Error	Beta			
1	(Constant)	4.290	.265			16.191	.000
	Vigor	-.191	.099	-.271		-1.925	.057
	Dedication	-.375	.115	-.502		-3.274	.001
	Absorption	.141	.080	.173		1.760	.081

Dependent Variable: Turnover intentions

6.3.1. Independent samples t-tests between work engagement and turnover intentions

It was decided to conduct independent samples t-tests between different levels of engagement on the work engagement scales and turnover intentions. For the independent sample t-tests, the participants were divided into low or high scores on the total work engagement scale and the three subscales. Thus, low scores on the scales were set at 0.00 to 2.99 and high scores were set at 3.00 to 6.00.

Table 5 demonstrates results from an independent-samples t-test that was conducted to compare the turnover intention scores for employees high and low in total work engagement. The findings show that there was a significant difference in scores

for high work engagement ($M = 2.50$, $SD = .62$) and low work engagement ($M = 3.40$, $SD = 1.05$; $t(7.347) = 2.368$, $p = .048$, two-tailed). The participants that scored low on work engagement were significantly more likely to have higher turnover intentions compared to those with high work engagement.

Table 5. *Independent sample t-test for high and low work engagement and turnover intentions*

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Turnover intentions	Equal variances assumed	6.505	.012	3.725	120	.000	.89291
	Equal variances not assumed			2.368	7.347	.048	.89291

Table 6 presents results from an independent-samples t-test that was conducted to compare the turnover intention scores for employees high and low in vigor. The findings reveal a significant difference in scores for high vigor ($M = 2.47$, $SD = .61$) and low vigor ($M = 3.72$, $SD = .62$; $t(124) = 6.179$, $p < .001$, two-tailed). Participants who experienced low vigor at work were significantly more likely to have higher turnover intentions compared to those who experienced high vigor at work.

Table 6. *Independent sample t-test for high and low vigor and turnover intentions*

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Turnover intentions	Equal variances assumed	.023	.881	6.179	124	.000	124.684
	Equal variances not assumed			6.074	10.546	.000	124.684

Table 7 reveals findings from an independent-samples t-test that was conducted to compare the turnover intention scores for employees high and low in dedication. The

findings reveal a significant difference in scores for high dedication ($M = 2.49$, $SD = .62$) and low dedication ($M = 3.42$, $SD = .93$; $t(122) = 4.331$, $p < .001$, two-tailed). Participants who experienced low dedication at work were significantly more likely to have higher turnover intentions compared to those who experienced high dedication at work.

Table 7. *Independent sample t-test for high and low dedication and turnover intentions*

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Turnover intentions	Equal variances assumed	3.026	.084	4.331	122	.000	.92690
	Equal variances not assumed			3.080	9.710	.012	.92690

Table 8 demonstrates results from an independent-samples t-test that was conducted to compare the turnover intention scores for employees high and low in absorption. The results did not reveal a significant difference in scores for high absorption ($M = 2.55$, $SD = .69$) and low absorption ($M = 3.13$, $SD = .77$; $t(122) = 1.652$, $p = .101$, two-tailed). Participants who experienced low absorption at work were not significantly more likely to have high turnover intentions compared to those who experienced high absorption at work.

Table 8. *Independent sample t-test for high and low absorption and turnover intentions*

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Turnover intentions	Equal variances assumed	.000	.987	1.652	122	.101	.57778
	Equal variances not assumed			1.473	3.159	.233	.57778

6.3.2. Independent samples t-tests between shareholder ownership of Mannvit and work engagement

Table 9 presents results from an independent-samples t-test that was conducted to compare the work engagement scores for employees who were shareholders of Mannvit and employees who were not shareholders. The results did not reveal a significant difference in scores for shareholders ($M = 4.36$, $SD = .86$) and non-shareholders ($M = 4.17$, $SD = .83$; $t(119) = 1.223$, $p = .224$, two-tailed). Shareholders of Mannvit were not significantly more likely to experience higher engagement compared to non-shareholders.

Table 9. *Independent sample t-test between shareholder ownership and engagement*

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Engagement	Equal variances assumed	.391	.533	1.223	119	.224	.19383
	Equal variances not assumed			1.211	89.783	.229	.19383

Although the results from the independent-samples t-tests are not addressing the two hypotheses of this study directly, the researcher thought that these were interesting topics that should be explored further.

7. Discussion

7.1. General discussion

The main objective of the present study was to examine if there was a significant relationship between work engagement and turnover intentions, and whether work engagement was negatively related to turnover intentions.

The findings supported the first hypothesis that there is a significant relationship between work engagement and turnover intentions. These findings are consistent with prior researches, which have demonstrated a significant relationship between work engagement and turnover intentions (Robyn & Du Preez, 2013; Schaufeli & Bakker, 2004; Simons & Buitendach, 2013). The findings from this study demonstrated a strong relationship between work engagement and turnover intentions. Although there is a strong relationship between the two variables, it does not indicate that work engagement caused turnover intentions. There is always a possibility that a third variable is influencing the observed variables (Pallant, 2013).

The results also supported the second hypothesis that this relationship between work engagement and turnover intentions was negative. These results are also consistent with previous researches that also found work engagement to be negatively related to turnover intentions (Du Plooy & Roodt, 2010; Halbesleben, 2010; Harter et al., 2002; Strickland et al., 2007). This means that when employees at Mannvit have high work engagement it is likely they have low intentions to leave the organization. Also, when they have low work engagement it is more likely they have higher intentions to leave. These findings are consistent with the results of Mitchell et al. (2001), who found that low levels of work engagement were predictive of higher turnover intentions, as well as actually leaving the organization.

As the results demonstrated there was a strong, negative correlation between dedication and turnover intentions, and also between vigor and turnover intentions. The correlation between absorption and turnover intentions was not as strong. These findings are supported by González-Romá et al. (2006) suggestion that dedication and vigor are the key dimensions of work engagement. Findings from several studies have indicated that dedication and vigor are the underlying factors of work engagement and that this two-factor structure is superior to alternative factor structures (Demerouti et al., 2002; Demerouti et al., 2003; Demerouti, Bakker, Nachreiner et al., 2001; Halbesleben & Demerouti, 2005).

It is possible that the characteristics of employees affected the results. As previously described, prior researches have shown that various characteristics of employees, such as age, gender, educational qualifications, tenure, job level and marital status can predict turnover intentions (Blankertz & Robinson, 1997; Werbel & Bedeian, 1989). Their age and tenure might have had an effect on the results, as it has been shown that young employees that have shorter tenure are more likely to develop turnover intentions. At Mannvit a large minority consists of young employees with short tenure. This could be one of the reasons why there is so low percentage of employees who are experiencing high turnover intentions. Their job level could also predict intentions to quit, as research has shown that employees who are working middle-level jobs are more likely to want to leave the organization (Barak et al., 2001). It is also possible that educational qualifications might contribute to the employees' intentions to quit, as prior researches have demonstrated that higher educational qualifications of employees might impact the perceived reward-cost ratio (Jonathan et al., 2013). Educational qualifications do not seem to be a great predictor of turnover intentions in this study, as a large majority of the employees at Mannvit has high educational qualification but the results in this study revealed very low turnover intentions. There was not a significant difference in mean scores for work engagement between shareholders and non-shareholders at Mannvit. These results are surprising as one would think that ownership in an organization would increase engagement in the workplace. This topic is an opportunity for future research.

7.2. Strengths and limitations

The strength of this study is the good response rate among employees at Mannvit. A total of 132 employees out of 235 employees participated in the study, which means that the response rate is 56,2%. The reason for the good response rate was because the researcher had great access to the employees thanks to good cooperation with the human resource department at Mannvit. Another strength is the high internal consistency (Cronbach's alpha) of the scales used in this study, which indicates that the translation of them was successful. However, there are several possible limitations to this study. The use of convenience samples can be a limitation, as the participants are not selected randomly from the population. Thus, the sample is not representative of the entire population and therefore the results might not be fit to be generalized to other working sectors. Another limitation could be the use of self-reported data, which can

include self-report biases. In addition, the combination of self-reported measures along with the study's cross-sectional design implies that it is impossible to make causal assumptions about the relationship between work engagement and turnover intentions. It is not possible to say that work engagement caused turnover intentions as the reverse could also be possible, that turnover intentions caused work engagement or that a third variable is influencing the observed variables. Another limitation to this study is the fact that the UWES-9 and TIS-6 scales have not been translated into Icelandic by an expert and have not been validated in Iceland.

7.3. Future researches

For future researches it would be interesting to study the relationship between engagement and turnover intentions further here in Iceland. It might be intriguing to conduct this study in other job sectors in Iceland and to examine more closely the antecedents and consequences of work engagement and turnover intentions. It might also be interesting to explore gender differences, as well as the difference between the public and private sectors. Lastly, future researches should also explore further the difference in work engagement between shareholders and non-shareholders as previously discussed.

8. Conclusion

The purpose of this study was to establish whether there was a significant relationship between work engagement and employees' intentions to quit. This study was conducted among the employees at Mannvit, a consultancy organization in engineering and technology located in Iceland. The research results demonstrated a strong, negative correlation between work engagement and turnover intentions. A large portion of employees at Mannvit are engaged at work and do not have high levels of intentions to leave the organization. Hopefully the employees at Mannvit will continue to be engaged at work and that the organization will in return encourage their engagement. They can increase work engagement by recruiting employees who have sufficient personal resources and by providing them with enough job resources and support from supervisors. It is in the best interest of the organization to keep their employees engaged, as they are the company's fundamental assets. These findings are not only important to the literature, but they also contribute to the field of human resource management by adding more evidence that indicates that work engagement is a significant predictor of turnover intentions. This study can be a foundation for future studies that are seeking to increase work engagement and decrease turnover intentions.

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Appendix A – The questionnaire in English

Dear participant.

My name is Ragnheiður Karítas Hjálmarsdóttir and I'm currently doing my master's research in human resource management and organizational psychology at Reykjavik University. In this master's research I'm studying work engagement and its impact on turnover intentions at Mannvit.

Your participation in this study includes answering the following questionnaire. Please read all questions carefully and answer them honestly. The questionnaire consists of 22 questions and it will take you about 5 minutes to complete it. The research is anonymous and confidentiality will be assured. Answers cannot be traced to participants and after the data has been processed, all responses will be deleted. You're free to discontinue your participation at any time or skip individual questions.

Finally I want to thank you for participating in this study. Please contact me if you have any questions.

Regards,

Ragnheiður Karítas Hjálmarsdóttir

1. The following 9 statements are about how you feel at work. Please read every statement carefully and mark how frequently you feel that way at work.

	Never	Very rarely	Rarely	Sometimes	Often	Very often	Always
At my work, I feel bursting with energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my job, I feel strong and vigorous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job inspires me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I get up in the morning, I feel like going to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy when I am working intensely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of the work that I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get carried away when I'm working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. The following 5 questions are about employees' turnover intentions. Please read every question carefully and mark how frequently you feel that way at work.

	Never	Rarely	Neutral	Often	Always
How often have you considered leaving your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is your current job satisfying your personal needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you dream about getting another job that will better suit your personal needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you look forward to another day at work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. How likely are you to accept another job at the same compensation level should it be offered to you?

Very unlikely	Unlikely	Neutral	Likely	Very likely
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Gender?

- ☐ Male
- ☐ Female

5. Age?

- ☐ 20 years or younger
- ☐ 21 - 30 years
- ☐ 31 - 40 years
- ☐ 41 - 50 years
- ☐ 51 - 60 years
- ☐ 61 - 70 years
- ☐ 71 years or older

6. Education?

- ☐ Primary school
- ☐ College
- ☐ Technical college
- ☐ Undergraduate degree (BSc, BA degree or comparable education)
- ☐ Graduate degree (MSc, MA degree or comparable education)
- ☐ Doctorate
- ☐ Other

7. Period of employment at Mannvit?

- ☐ Shorter than 2 years
- ☐ 2 - 4 years
- ☐ 5 - 7 years
- ☐ 8 - 10 years
- ☐ Longer than 10 years

8. Occupation?

- ☐ Infrastructure and environment
- ☐ Electrical and information technology
- ☐ Support services
- ☐ Project management
- ☐ Mechanical

9. Location of workplace?

- ☐ Akureyri
- ☐ Egilsstaðir
- ☐ Kópavogur
- ☐ Reyðarfjörður
- ☐ Other location of workplace

10. Are you a shareholder of Mannvit?

- ☐ Yes
- ☐ No

Thank you for your participation in this study.

Please contact me if you have any questions or comments.

Appendix B – The questionnaire in Icelandic

Kæri þátttakandi.

Ég heiti Ragnheiður Karítas Hjálmarsdóttir og er að gera meistaraverkefnið mitt í mannauðsstjórnun og vinnusálfræði við Háskólann í Reykjavík. Í þessu meistaraverkefni er ég að skoða helgun starfsmanna (*e. work engagement*) og tengsl þess við áform starfsmanna um að halda áfram eða hætta að vinna hjá Mannviti (*e. turnover intentions*).

Það sem felst í þátttöku þinni er að svara eftirfarandi spurningalista. Mig langar að biðja þig að lesa vandlega yfir allar spurningarnar og svara þeim hreinskilnislega. Alls eru spurningarnar 22 talsins og það mun taka þig um það bil 5 mínútur að svara þeim. Rannsóknin er nafnlaus og fulls trúnaðar gætt. Ekki verður hægt að rekja svör til þátttakenda og að lokinni úrvinnslu verður öllum svörum eytt. Þá er þér frjálst að hætta þátttöku hvenær sem er eða sleppa því að svara einstökum spurningum.

Að lokum langar mig að þakka þér kærlega fyrir þátttökuna. Ef þú hefur einhverjar spurningar þá máttu endilega hafa samband við mig.

Kveðja,

Ragnheiður Karítas Hjálmarsdóttir

1. Eftirfarandi 9 staðhæfingar snúast um hvernig starfsmönnum líður á vinnustaðnum. Vinsamlegast lestu hverja staðhæfingu vandlega og merktu við hversu oft þær eiga við í þínu starfi.

	Aldrei	Mjög sjaldan	Sjaldan	Stundum	Oft	Mjög oft	Alltaf
Mér finnst ég full/ur af orku í mínu starfi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mér finnst ég vera sterk/ur og kröftug/ur í mínu starfi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ég er áhugasöm/samur í mínu starfi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Starfið mitt veitir mér innblástur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Þegar ég vakna á morgnanna þá langar mig að fara í vinnuna	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ég er ánægð/ur þegar ég vinn ákaft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ég er stolt/ur af starfinu mínu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ég sekk mér í starfið mitt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ég er mjög einbeitt/ur þegar ég er að vinna	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Eftirfarandi 5 spurningar snúast um áform starfsmanna um að halda áfram eða hætta í starfi. Vinsamlegast lestu hverja spurningu vandlega og merktu við hversu oft þær eiga við í þínu starfi.

	Aldrei	Sjaldan	Hlutfaus	Oft	Alltaf
Hversu oft hefur þú íhugað að segja upp starfi þínu?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Að hve miklu leyti er núverandi starf þitt að uppfylla þínar persónulegu þarfir?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hversu oft ertu svekkt/ur þegar þú færð ekki tækifæri í vinnunni til að ná þínum eigin vinnutengdu markmiðum?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hversu oft dremmir þig um að fá annað starf sem hentar betur þínum persónulegu þörfum?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hversu oft hlakkar þú til næsta vinnudags?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Hversu líkleg/ur værir þú til að þiggja annað starf á sömu launakjörum ef þér væri boðið það?

Mjög ólíklegt	Ólíklegt	Hlutfaus	Líklegt	Mjög líklegt
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Kyn?

- ☐ Karl
- ☐ Kona

5. Aldur?

- ☐ 20 ára eða yngri
- ☐ 21 - 30 ára
- ☐ 31 - 40 ára
- ☐ 41 - 50 ára
- ☐ 51 - 60 ára
- ☐ 61 - 70 ára
- ☐ 71 árs eða eldri

6. Menntun?

- ☐ Grunnskólapróf
- ☐ Stúdentspróf
- ☐ Iðnmenntun
- ☐ Grunn nám í háskóla (BSc, BA gráða eða sambærileg menntun)
- ☐ Framhaldsnám í háskóla (MSc, MA gráða eða sambærileg menntun)
- ☐ Doktorsnám
- ☐ Annað

7. Starfsaldur hjá Mannviti?

- ☐ Styttri en 2 ár
- ☐ 2 - 4 ár
- ☐ 5 - 7 ár
- ☐ 8 - 10 ár
- ☐ Lengri en 10 ár

8. Starfssvið?

- ☐ Mannvirki og umhverfi
- ☐ Rafmagn og upplýsingatækni
- ☐ Stoðþjónusta
- ☐ Verkefnastjórnun
- ☐ Vélar og iðnaðarferli

9. Starfsstöð?

- ☐ Akureyri
- ☐ Egilsstaðir
- ☐ Kópavogur
- ☐ Reyðarfjörður
- ☐ Aðrar starfsstöðvar

10. Ert þú hluthafi í Mannviti?

- ☐ Já
- ☐ Nei

Kærar þakkir fyrir þátttökuna í þessari könnun.

Ef þú hefur einhverjar spurningar eða athugasemdir þá máttu endilega hafa samband við mig.