



Internship Report

An Investigation of the Level of Employee Engagement at



International Beverages Private Limited

Summer 2016

Submitted To

Humaira Naznin

Senior Lecturer

BRAC Business School, BRAC University

Submitted By

Fahima Habib

ID# 12104143

BRAC Business School, BRAC University

Date: September 7th, 2016

Letter of Transmittal

September 7th, 2016

To

Humaira Naznin

Senior Lecturer

BRAC Business School, BRAC University

Subject: Submission of Internship Report.

Dear Madam,

Courteously, I am very gratified today to present you my Internship Report as the requirement of the completion of BBA program. I have done my Internship at Coca-Cola International Beverages Private Limited, the biggest giant of the beverages industry in Bangladesh. I have successfully completed all the task and responsibilities that were given to me and I have given my full effort to make the internship report according to your instructions and also followed the structure provided by the BRAC University.

Through submitting the report, I hereby complete my academic internship at Coca-Cola International Beverages Private Limited. I would greatly respect your valuable criticism and oblige thereby.

Sincerely yours,

Fahima Habib

ID: 12104143

BRAC Business School

BRAC University

Acknowledgement

A good experience plays a crucial role for the hiring parties when making decisions about the persons they are going to recruit for their organizations. An internship also provides a period of practical experience to the students in the industry related to their field of study. The internship I had with Coca-Cola International Beverages Private Limited (IBPL) has provided me with a great deal of prospects to apply the theoretical knowledge in the real corporate world. My internship journey has given me a handful amount of knowledge, experience and a lot of support and love from my colleagues, supervisors and also department heads. I believe all the knowledge I gained in this period, will work as an asset in my future professional life. Firstly, I would like to thank almighty Allah. Without the mercy of Allah, I couldn't have the strength and patience throughout the period of my internship. Secondly, I want to thank my HR professional father and my mother who continuously supported me and motivated me.

Mostly, I would like to express my deepest gratitude to **Humaira Naznin**, senior lecturer, BRAC Business School. Thank you Madam, for all the support and guidance you have given me to make the report perfectly. I am very much grateful to you for your valuable time that you gave me for consultations to check the drafts of the report and give some necessary feedbacks. It is my honor to have done my internship under your supervision.

Furthermore, I would like to thank to **Mohsinul Haque**, HR Director of Coca-Cola IBPL who in spite of being very busy with his duties, took time out to hear, gave necessary guidance and arranged all facilities to make my internship period easier.

Finally, I would like to thank **Sayed Md Wasiul Hasan**, Assistant Manager – HR, my direct supervisor at Coca-Cola IBPL who helped me throughout my internship and made my journey of internship possible. I'm forever grateful to you for having full confidence in me and for teaching me all the necessary things to make my work much easier.

And again, many people both in Coca-Cola IBPL and BRAC University, those who motivated me by standing beside and also helped me in all the different ways, I'll always be grateful to them all.

Executive Summary

Being an intern at Coca-Cola International Beverages Private Limited (IBPL), bottling unit of one of the biggest business giants in the world, the Coca-Cola Company, I have come across certain real life experiences and assertions which will help the readers to understand and have an overview of the company. Along with that, they will have an extensive idea why the biggest giant came to Bangladesh through direct investments instead of having their franchisee in Bangladesh from the very beginning. Since I have been an intern in the company's human resources and admin department, the report is mainly focusing the key areas of that particular department. Still I have tried to provide some authentic and reliable information about the organization collected from the top management of the company so that the readers can have an idea about the background of the company.

In the first part of the report (**Chapter - A**) which is the „organizational part“, there I have given a background of the mother company, IBPL, their bottling units, mission, vision and values etc. In the organizational part, I have also explained my roles and responsibilities during the internship period.

Chapter - B focuses on the core part of my report. I started this part with the rationale for selecting the topic, limitations of the study. Here, I tried to elaborate the employee engagement practice and give my readers an overall idea of how this multinational company engages its employees. I have analyzed the factors behind engaged and disengaged employees and recommended some areas of improvement. I have also written the observations and recommendations for this part as well.

The report comes to an end with **Chapter – C**; bibliography and appendix where I have used proper APA referencing method.

Table of Contents

Chapter – A	6
Organization Part	6
Background of the Coca-Cola Company	6
Operational Structure of the Coca-Cola Company All Over the World	6
Bottlers System and IBPL	7
Coca-Cola in Bangladesh	7
Mission, Vision and Values of IBPL	8
Available Brands of Coca-Cola in Bangladesh	8
My Role and Responsibilities during Internship Period	9
Chapter – B	10
Project Part	10
Introduction	10
Problem Statement.....	11
Purpose of the Project	11
Timeline.....	11
Limitations	12
Literature Review.....	12
Research Design.....	14
Survey Instrument.....	14
Sample.....	14
Method of Analysis	14
Findings	15
Discussion of the findings	16
Recommendation and Conclusion	19
Chapter - C	20
Supplementary Part	20
Bibliography	20
Appendix – 1	22

Chapter - A

Organization Part

Background of the Coca-Cola Company

The Coca-Cola Company, based in America, better known as a multinational beverage corporation and manufacturer, retailer and marketer of nonalcoholic beverage concentrates and syrups, has its headquarter in Atlanta, Georgia. In 1886, a pharmacist named John Stith Pemberton invented Coca-Cola in Columbus, Georgia, making it as the company's flagship product for which the company is best known for. Besides its name Coca-Cola beverage, Coca-Cola currently offers more than 500 brands in over 200 countries or territories and serves over 1.7 billion servings each day. The company operates a franchised distribution system which was started from 1889 where The Coca-Cola Company produces syrup concentrate and then sold to various bottlers throughout the world who hold an exclusive territory. The Coca-Cola Company directly invests in many countries for their own bottling plant. This unit is called the Bottling Investing Group (BIG).

Operational Structure of the Coca-Cola Company All Over the World

The Company's operating management structure consists of five geographic groups. The North America Group comprises the United States and Canada. The Latin America Group includes the Company's operations across Central and South America, from Mexico to the tip of Argentina. The Greater Europe Group stretches from Greenland to Russia's Far East, including some of the most established markets in Western Europe and the rapidly growing nations of Eastern and Central Europe. The Africa and Middle East Group encompasses the Middle East and the entire continent of Africa. The Asia Pacific Group has operations from India through the Pacific region including China, Japan, and Australia.

Bottlers System and IBPL

One of The Coca-Cola Company's greatest strengths lies in its ability to conduct business on a global scale while maintaining a local approach. At the heart of this approach is the bottler system.

Their Company has business relationships with three types of bottlers:

-
1. Independently owned bottlers, in which they have no ownership;
 2. Bottlers in which they have invested and have no controlling ownership interest; and
 3. Bottlers in which they have invested and have a controlling ownership interest.
-

Coca-Cola in Bangladesh

Though the products Coca-Cola are available in Bangladesh from long back, this has never happened that the company has invested directly before 2010. In Bangladesh, currently Coca-Cola has its three diversified units. They are:

1. International Beverages Private Limited (IBPL) as its Bottling Investment Group (BIG)
2. Abdul Monem Ltd. (AML) as its Franchisee and
3. Coca-Cola Far East Ltd. (CCFL) as its Business Unit (BU)

For the first time in 2010, Coca-Cola started investing directly in Bangladesh under the tag of International Beverages Private Limited which is a bottler unit of the mother company. Before 2010, the Coca-Cola Company was operating in this country by having two franchises; Tabani Beverage and Abdul Monem Ltd. But in 2007, the company cancelled their contract with Tabani Beverage. The reason for doing so is still not disclosed to the public. After 3 years, in 2010, Coca-Cola started operating here as International Beverages Private Limited (IBPL). Now, both International Beverages Private Limited (IBPL) and Abdul Monem Ltd are doing their operations in different markets of the country. The country is segmented into two business zones where IBPL is operating in Rajshahi and Dhaka division IBPL and Abdul Monem Ltd. is running their operations in Comilla, Chittagong and Khulna division. In Bangladesh, Coca-Cola has four brands namely Coca-Cola, Sprite, Fanta and Diet Coke. Kinley, a mineral water brand is going to be launched very soon in the market by the company.

Mission, Vision and Values of IBPL

Mission: To make every Bangladeshi's first choice of refreshment available within easy reach

Vision: To build consumer-driven, customer-focused, profitable, sustainable and socially responsible business in Bangladesh

Values: The followings are values of IBPL:

- ✓ Leadership
- ✓ Empowerment
- ✓ Integrity
- ✓ Accountability
- ✓ Passion
- ✓ Citizenship
- ✓ Teamwork

Available Brands of Coca-Cola in Bangladesh

Though The Coca-Cola has more than 500 brands, found all over the world, in Bangladesh currently Coca-Cola has only four brands: They are:

- ❖ Coca-Cola
- ❖ Sprite
- ❖ Fanta
- ❖ Diet Coke

Soon Coca-Cola is going to launch their mineral water brand "Kinley" in Bangladesh. And regarding this launching, the company is aiming at capturing the market share of the mineral water industry which has become one of the major fields of investment in these recent days. These products of Coca-Cola are found in different Ready-made Glass Bottles, better known as RGB which are recyclables, Cans and Polyethylene Terephthalate, better known as PET bottles which are recyclables as well.

My Role and Responsibilities during Internship Period

So far, this entire internship period at IBPL has been a great achievement for me. Though I was an HR intern at the company, the role and responsibilities of mine were of a permanent employee. Here, the HR was mostly Sales HR. It means, mostly the works were related to the sales team. While dealing with all the duties, I have come across challenges and also excitements which made me confident for my upcoming career days. The responsibilities that I dealt with were:

- ✓ Recruit market developers and pre sellers in the company and third party role.
- ✓ Organize and run HR induction program for the newly joined employees.
- ✓ Conduct the employee engagement survey. Analyze and prepare the report based on the result.
- ✓ Conduct a salary survey and make a comparison report on the survey. Also, prepare salary proposals.
- ✓ Develop new ideas for recruitment process. Work on employee performance management and incentives.
- ✓ Screen CVs and work as a part of mid-level employee recruitment process.

Chapter - B

Project Part

Introduction

The corporate culture of Bangladesh is lagging behind in the context of modern human resource (HR) practice. Still some companies mix up the concept of Personnel Administration and HR. However, some multi-national and local companies practice different types of modern HR policies and focus on good corporate environment and profitable future. Coca-Cola International Beverages Private Limited (IBPL) is one of them. Since the beverages industry has become a major field of profitable investment in recent days, many companies are coming with full-pack preparation to sustain in the business for long run and the government is also welcoming such investments with no hard conditions. Back in 2010, Coca-Cola started their operation directly in Bangladesh as IBPL. Coca-Cola IBPL is the Bottling Investing Group (BIG) of the mother company. Around 117 employees are currently working there. As one of the modern HR practicing companies, IBPL always emphasizes on improving their work environment and their employees' development. They work hard to motivate and engage their employees. To know their employees' opinion, Coca-Cola Bottling Investment Group conducts **Employee Insights Survey** once a year globally. Their main motto is – „diving sustainable growth together“. They take feedback from their employees from all over the world. Through this survey result, they can investigate how many employees are engaged and disengaged. Moreover, they also focus on disengaged employees and what factors can change their situations.

This internship paper represents a study on employee engagement of Coca-Cola IBPL employees. The first part will discuss what employee engagement is and the related topics with employee engagement. Next the methodology part is discussed, followed by the analysis and findings. Last are the broad discussion on findings, limitations and suggestions and conclusions.

Problem Statement

In modern corporate world, employee engagement and disengagement are the two sides of a coin. When employee engagement is getting more focus, there is also a lack of focus on employee disengagement. This report presents a study which identifies the level of employee engagement and disengagement in Coca-Cola IBPL. It also explains the drivers behind the engaged and disengaged employees.

Purpose of the Project

The purpose of the research paper is,

- To identify the level of employee engagement and disengagement.
- To investigate the factors behind engaged and disengaged employees.
- To demonstrate how employee engagement is related to job resources, psychological contract and human resource (HR) practices.
- To represent the scenario of engaged employees' effect in highly profitable organization.

Timeline

Time Period	Contents
June'16	Topic selection and first draft submission of Chapter - A
July'16 – August'16	Drafts submission of Chapter – B & C
September'16	Final report submission

Limitations

I found few limitations while preparing this report; these are-

- Privacy issues raised in gaining most of the information as the data were collected from primary source.
- Sometimes quantitative data analysis misses the core information.
- Time constraint; as the employees are always busy with office work and didn't have sufficient time to provide the information elaborately.
- Lack of overall information about employee engagement in the official website of Coca-Cola IBPL.

Literature Review

In the recent corporate world, employee satisfaction is not the only main concern for the employers; the employers also value the level of motivation and the emotional commitment. Employee engagement, an old concept, is re-introduced in the modern corporate era. Employee engagement is not as same as employee satisfaction. Though there are some confusion about the context and many corporate consultants, employers and scholars have their own perspective about the employee engagement. The idea of employee engagement was first introduced by Kahn in 1990. Kahn's (1990, p. 694) defined it as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances". David Macleod, founder of the organization Engage for Success, explains it as a workplace approach creating the conditions in which employees offer more of their capability and potential. Miller (2014) explained that an employee might feel pride and loyalty (attitude); be a great advocate of their company to clients, or go the extra mile to finish a piece of work (behavior). Outcomes may include lower accident rates, higher productivity, fewer conflicts, more innovation, lower numbers leaving and reduced sickness rates. So there are differences between attitude, behavior and outcomes in terms of engagement. Research conducted by practitioners and academicians has found positive outcomes

of employee engagement (Saks, 2006), such as positive relationships with organizational outcomes, which in turn lead to better financial performance and profitability (Armor and Buckley, 2009; Gibbons, 2008; Robertson-Smith and Marwick, 2009; Saks 2006; Salanova et al., 2005; Schaufeli et al., 2009; Xanthopoulou et al., 2007).

Employee engagement survey is a tool of measurement; shows what matters most to the employees and which things can motivate them to achieve organization goal. OfficevibeMade, an online survey site described employee engagement survey as an opportunity that gives employees a voice.

Sustainable engagement is the new definition of engagement for the 21st – century workplace. Tomas Watson’s 2012 global workforce study provides a clear idea of sustainable engagement. Watson (2012) describes it as the intensity of employees’ connection to their organization. Therefore he focused on on three core elements related to sustainable engagement: employees’ discretionary effort committed to achieving work goals, a productive and diversified environment and an energized work experience. Mainly, it indicated the high extent of employee engagement. In the survey of employee engagement, there is a part of sustainable engagement where it is written elaborately.

Job demand and resources are related to motivate and engage employees. The Job Demand – Resources (JD-R) model was developed by Bakker & Demerouti (2007). According to this theory, job demand and job resources – two different psychological processes plays a role in the employee engagement and motivation. When work overload, unfavorable physical environment, emotional demands exhaust employees, job resources (task level, feedback, appreciation and etc.) foster employees’ growth, learning and development within the organization. On the other hand, Job resources have both intrinsic and extrinsic motivators which fulfill basic human needs such as autonomy, relatedness and competence according to Ryan & Deci (2000). According to Job Characteristics Model (JCM) of Hackman and Lawler (1971), proper feedback and communication leads employees to work motivations and work effectiveness. And proper feedback is also a part of job resources.

A psychological contract always exists in the relationship between employers and employees. If mutual trust and expectations lie in such relationship, the performance of the employees is aggravated. Thus, the high employee engagement rate will lead the organization to better financial and profitable condition. According to Aggarwal & Bhargava (2009) theory, the psychological contract and employee engagement has a strong correlation and HR practice is the bridge between these two concepts. „These are essentially social exchanges... HR practice is the linchpin between Psychological Contract and Employee Engagement which can be important strategic tools for talent utilization“.

Research Design

Survey Instrument

The questionnaire used in this research consist five dimensions. This quantitative survey gathers information on the elements related with employee engagement. The dimensions are: sustainable engagement, leadership, my manager, my team and my job. This questionnaire measures to what extent employees are engaged and disengaged in this company. The responses are grouped in three types: favorable, neutral and unfavorable.

Sample

The unit of analysis for this study is the individual employees. A total of 117 employees from Bangladesh Coca-Cola IBPL participated in this survey. This was an online survey where questionnaire along with instructions were given in the website. The survey questionnaire is attached in **Appendix – 1**.

Method of Analysis

Descriptive statistics method was used here to describe the level of employee engagement. It helped to summarize the data using a combination of tabulated and graphical combination and some statistical commentary. It also helped to identify the factors behind employee engagement and disengagement.

Findings

As mentioned earlier, descriptive statistics method was applied to determine the extent of employee engagement and disengagement of Coca-Cola IBPL. Here the results are given in percentage. According to the survey result (**Figure 1**), there are 84% engaged employees, 11% disengaged employees and other 5% are neutral. In **Figure 2**, the responds of the questionnaire

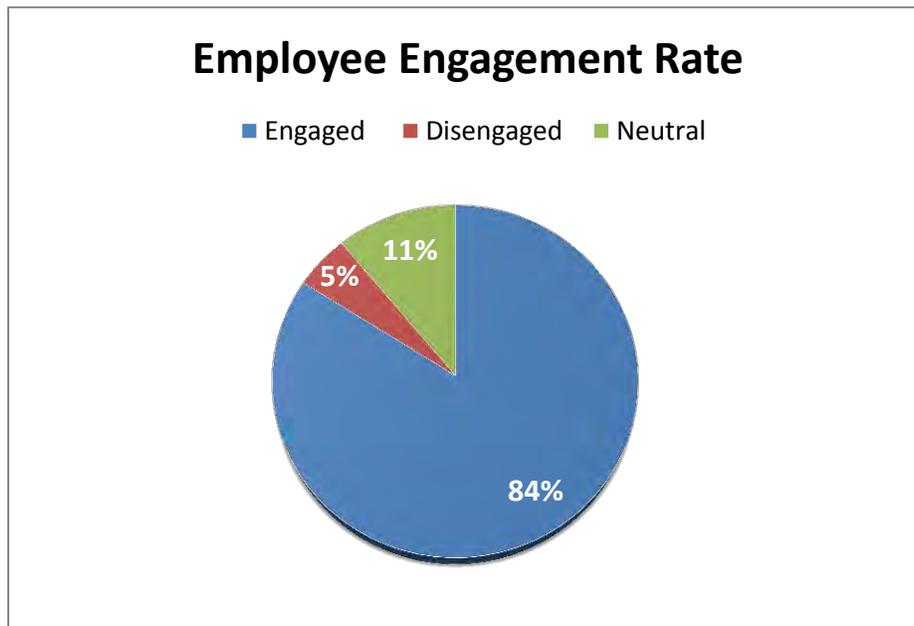


Figure 1 : Employee Engagement Rate

are given according to five dimensions group. Each group has their own percentage of favorable, not favorable and neutral responds. This result indicates that *leadership* (89% favorable) is the most powerful dimension of employee engagement, followed by *my job* (88% favorable) and *sustainable engagement* (85% favorable). Also, it discovers *my manager* (8% not favorable) as the highest unfavorable dimensions and followed by *my team* (7% not favorable).

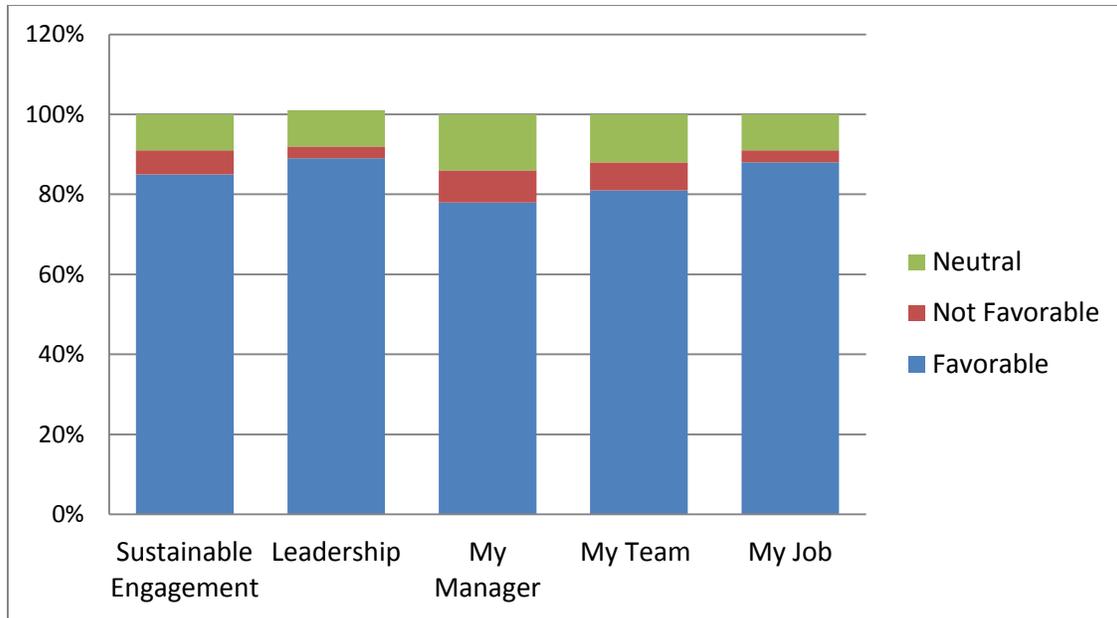


Figure 2: Survey Result Based on Employee Engagement Dimensions

Discussion of the findings

Taparia (2016), founder of MyWorkNinja once said in his article „employees want you to hold them accountable to goals that will further their career“. To help them setting goals, creating a supporting environment and hiring coaches are one of the several ways to make employees more engaged and accountable to their career, to their job and their organizations. Based on the results, it can be concluded that some organizational and HR practices have a major impact on employee engagement. Here, the first focus on most favorable dimension; *leadership*. This analysis result suggests that the leadership style in this organization plays a vital role to engage the employees. In that case, senior management focuses more on a diverse, inclusive workforce for their employees which is much important for the company’s business success. This leadership role makes employees to work as a leader and establish priorities for the group mates. It also gives power to make decisions promptly. This finding can be supported by Huggett (2009), associate consultant and coach of the Work Foundation; who highlights that employees must work as future leaders to develop strong credibility and integrity. She also mentioned that leaders and line managers may also be subject to poor management and stakeholder structures that prioritize

performance and profit over an employee's intrinsic right to be respected, valued and developed. Thus, *leadership* seems to be able to meet this preference.

The analysis result also indicates that *my job* dimension is the second most favorable one. *My job* dimension includes the subject related to employees' compensations, contributions, learning, decision-making, personal development, physical working conditions and motivational level. This finding is consistent with JD-R model developed by Bakker & Demerouti (2007). According to this model, job resources may play either an intrinsic or extrinsic motivational role because, they foster employees' growth, learning and development and they are instrumental in achieving work goals. Job resources fulfill basic human needs (Deci & Ryan, 1985), such as the needs of support, autonomy, feedback and etc. that will engage them more in their workplace.

The third most favorable dimension is *sustainable engagement*. This indicated the intensity of psychological contract between employers and employees which motivates and engages the employees more in their work. This finding is related with the theory proposed by Aggarwal & Bhargava (2009) in which psychological contract is a determinant of employee attitudes and behaviors and an important regulator of employee-organization relationship. Additionally, it includes the employee engagement as a multi-dimensional construct that is not only an affective but also a cognitive and physical state of involvement in one's job. From the findings, it can be concluded that HR is the bridge between psychological contract and employee engagement; practices helps to build up the psychological contract of an employee and also create conditions for employees' sustainable engagement.

After analyzing the top three favorable dimensions, it can be said that behind engaged employees of IBPL, there are several drivers working. These are: high motivational level, leadership attitude, a diverse and inclusive workforce, good psychological relationship, employees' growth, learning and development, good management and good physical working conditions.

As mention earlier, employee engagement and disengagement are the two sides of a coin. The analysis result not only indicates the favorable dimensions, but also discovers not-favorable dimensions. Here, the most unfavorable dimension is *my manager*. It includes the information related to immediate manager; the attitude of manager, regular feedback, performance appraisal, discussion of career and development plans, consideration of work life balance. This dimension

has a negative impact on employee engagement. It describes the irregular and improper feedback on employees' performance, less consideration of employees' work life balance and etc. This finding can be supported by Job Characteristics Model (JCM) of Hackman and Lawler (1971) in which proper feedback and communication leads employees to work motivations and work effectiveness. Work life balance is one of the job resources that is mentioned in JD-R model (Bakker & Demerouti, 2007). When there is high work pressure, unfavorable physical environment and different types of constraints, this kind of job resource must be provided to the employees.

The second most unfavorable dimension is *my team*. When analyzing it, interestingly a different type of information came out. 7% of total employees disagree with the team work process. They think team work does not allow them to be very productive. This finding is contradictory to JD-R model (Bakker & Demerouti, 2007) in which feedbacks from supervisor motivates and engages the employees more.

While analyzing these two unfavorable dimensions, some factors behind disengagement of employees are found. The factors are: poor communication and understanding level of employees, insufficient and improper feedback from management, less consideration of employees' work life balance, frequent IT problems during work time and etc.

Recommendation and Conclusion

Although this study had explored the level of high level employee engagement, and the factors behind this approach, it does have some recommendations for improving the other areas.

- ✓ Firstly, top level management needs to address the areas where employees are disengaged.
- ✓ Then they can apply some strategies with the help of HR department where some motivating activities can be arranged.
- ✓ Management may work on giving proper and sufficient feedback of employees' performance, appreciations and recognitions. After all, these are one the job resources and basic human needs which is mentioned in JD-R model (Bakker & Demerouti, 2007).
- ✓ Management may also focus on employees' work life balance and need to improve the balance properly.

This study also establishes a relationship among employee engagement, job resources, psychological contract and HR practices. The finding shows that leadership attitude, decision making power and sustainable engagement are the most essential parts in improving employee engagement. However, management should be concerned about team work and employers' motivation level to employees. Highly engaged employees work as an asset for a company. Both intrinsic and extrinsic motivators can work behind employees' high engagement. Coca-Cola International Beverages Private Limited has most engaged employees; as a result, this turns it into a highly profitable organization. This year September, they had their employee insights survey and the result of employee engagement was highly satisfactory. And in the 1st week of September, they sold the highest volume of product in IBPL history which broke the previous record of sales. So it can be easily concluded that Coca-Cola International Beverages Private Limited is one of the companies where the scenario of engaged employees' effect in highly profitable organization can be reflected.

Chapter - C

Supplementary Part

Bibliography

1. Kahn, W. A., & Boston, J. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
doi:10.2307/256287
2. Miller, R. (2014, June 2). A focus on: All things employee engagement. Retrieved August 11, 2016, from All, <http://influence.cipr.co.uk/2014/06/02/focus-things-employee-engagement/>
3. Kruse, K. (2012, June 22). What is employee engagement. Forbes. Retrieved from <http://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/#2bccf4ef4629>
4. Ling Suan Choo, Norslah Mat, Mohammed Al-Omari, (2013) "Organizational practices and employee engagement: a case of Malaysia electronics manufacturing firms", *Business Strategy Series, Vol. 14* Iss: 1, pp.3 - 10
5. OfficevibeMade. (2016). Employee engagement survey: The complete guide. Retrieved August 11, 2016, from <https://www.officevibe.com/employee-engagement-solution/surveys>
6. CustomInsight. (2016). What causes employee disengagement? Retrieved August 23, 2016, from <http://www.custominsight.com/employee-engagement-survey/research-employee-disengagement.asp>
7. Taparia, R. (2016, August 15). 3 ways to hold employees accountable for their career growth. Retrieved September 6, 2016, from <https://www.entrepreneur.com/article/279924>
8. Huggett, M. (2009, August 18). Engagement depends on a clear psychological contract between employee and employer. Retrieved September 6, 2016, from <http://www.hrmagazine.co.uk/article-details/engagement-depends-on-a-clear-psychological-contract-between-employee-and-employer>

9. Arnold B. Bakker, Evangelia Demerouti, (2007) "The Job Demands-Resources model: state of the art", *Journal of Managerial Psychology*, Vol. 22 Iss: 3, pp.309 - 328
10. Aggarwal, U., & Bhargava, S. (2009). Reviewing the relationship between human resource practices and psychological contract and their impact on employee attitude and behaviours. *Journal of European Industrial Training*, 33(1), 4–31.
doi:10.1108/03090590910924351
11. Retrieved September 7, 2016, from http://www.yourworkplace.ca/wp-content/uploads/2013/06/Seljegard_Towers-Watson-Sustainable-Engagement-Your-Workplace-2013.pdf
12. Elizabeth. (2012, September 27). *Sustainable engagement isn't an event, it's an experience*. Retrieved September 7, 2016, from Employee Engagement, <http://www.thesocialworkplace.com/2012/09/sustainable-engagement-isnt-an-event-its-an-experience/>
13. Watson, T. (2012, September 27). Retrieved September 7, 2016, from http://www.yourworkplace.ca/wp-content/uploads/2013/06/Seljegard_Towers-Watson-Sustainable-Engagement-Your-Workplace-2013.pdf

Appendix - 1

Dimension	Question
Sustainable Engagement	My work gives me a sense of personal accomplishment.
Sustainable Engagement	I would recommend my organization as a good place to work.
Sustainable Engagement	In my team people are willing to help each other, even if it means doing something outside their usual job.
Sustainable Engagement	I believe strongly in my organization's strategic priorities.
Sustainable Engagement	I have the equipment and resources to do my job well.
Sustainable Engagement	I am able to sustain the level of energy I need throughout the work day.
Sustainable Engagement	Employees are treated with respect here, regardless of their job .
Sustainable Engagement	I am proud to be a part of my organization.
Sustainable Engagement	The Company cares about my well-being..
Leadership	I feel that I could report Code of Conduct violations without any retaliation.
Leadership	The leadership style in this organization inspires people to do their best work.
Leadership	Senior management visibly demonstrates that having a diverse, inclusive workforce is important for the Company's business success.
Leadership	How good a job is your leadership team doing in establishing priorities?
Leadership	How good a job is your leadership team doing in making decisions promptly?
My Manager	My immediate manager communicates well.
My Manager	My immediate manager gives me regular feedback on my performance.
My Manager	My immediate manager tells me when I do a good job.
My Manager	My immediate manager develops people's skills and abilities.
My Manager	My immediate manager works well with people who are different from himself or herself [in gender, racial/ethnic background, lifestyle, etc.].
My Manager	In the last 12 months, I had at least one meeting with my supervisor to discuss my performance, career and development plans.
My Manager	My immediate manager/supervisor is considerate of my work/life balance..

My Team	In my team people work hard to understand our customers' needs.
My Team	Where I work, I feel it is safe to speak up.
My Team	In my team people are encouraged to come up with new solutions to work problems.
My Team	In my team work processes allow me to be very productive.
My Job	I think I am compensated fairly for the work I do [e.g. fixed pay, bonus/incentive, and benefits].
My Job	I know how my work contributes to my organization's goals.
My Job	I feel included in decisions that impact my work.
My Job	I believe I have the opportunity for personal development and growth here.
My Job	My physical working conditions are satisfactory [e.g., ventilation, temperature, space to work, cleanliness, access to toilets, safety].
My Job	At the present time, are you seriously considering leaving your organization?