

RESEARCH ARTICLE

Giving Employees a Voice for Measuring Organizational Performance: A Research Study

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Abstract

Employee performance is evaluated regularly by management. Yet the opportunity for employees to evaluate the performance behavior of their organizations has not been tested. This research has developed a tool providing employees an opportunity to measure the effectiveness of their organization. Building on previous research, this study of a Midwestern U.S. organization confirmed the elements of an Employee Based Organizational Performance Evaluation. Statistical tests validated all (6) elements of Organizational Performance. The scale is valid for organizational use and further research.

Keywords: Engagement, Organization, Employee, Effectiveness.

Exploratory validation of an employee focused approach for Measuring Organizational Performance

1. Introduction and Purpose for the Research

Employees are regularly evaluated by management as part of an annual performance review. Yet employers do not provide employees with the tools to return the favor. Employees do have a voice to assess their own personal situation in the form of employee engagement surveys. Employee engagement has been the primary tool for this work since the 1990s with varying results. (Harter et al., 2002; Schaufeli, 2012). Most important for this research, Employee Engagement is focused largely on individual employee perceptions of their own local work situation (Byrne, 2015), not the organization at large. Yet for organizations to improve, employees need a method to provide systematic feedback on organizational performance.

1.1 Current Organizational Performance Tools Focus on the Employee, Not the Organization

While many organizational evaluation tools are available, OCAI (Organizational Culture Assessment

Instrument, (Quinn, Cameron, 1999, 2011), Organization Based Self-Esteem, (Pierce, Cummings & Dunham, 1989), Organizational Commitment (Eby, Freeman & Rush, 1999), Organizational Climate (Kopelman, Brief, & Guzzo, 1990), Organizational Citizenship, (Organ, 1990), Organizational Citizenship, (Organ, 1990) and Perceived Organizational Support, (Eisenberger, R., Huntingdon, R., Hutchinson, S., & Sowa, D. 1986), each of these instruments is focused on the employee's view of their own personal situation, not their view of organizational performance. And, as mentioned above, the most used evaluation is Employee Engagement, the Q12 (Harter, Schmidt, & Hayes, 2002) which asks employees how they feel about their investment in their own personal work situation.

Yet Employee Engagement may not be effective in evaluating organizational performance. Consider the following:

“While some studies have provided evidence of a positive correlation between engagement and performance, others have highlighted the need for a more nuanced understanding of underlying mechanism and contextual factors that influence

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this relationship.” Deepalakshmi, et al, 2024, p. 5942). And “There has been a growing body of research examining the link between employee engagement and organizational outcomes. However, much of the research remains fragmented with varying conceptualizations and measures of employee engagement and performance.” (op. cit. 5943.) Finally, “There is no connection between engagement and results. Nowhere in the survey, and nowhere in most companies’ approach to engagement, is there an understanding that engagement should drive better business performance—and that engagement flows from driving better business performance” (Fotsch & Case, 2017).

Organizations have seen some change in Employee Engagement ratings, but overall metrics of engagement have remained generally the same. Generational concerns, however, seem to be changing. The following detail explains the current (Harter, 2025) engagement situation.

Since March 2020, the percentage of engaged baby boomers (born between 1946 and 1964) has increased by two percentage points, from 34% to

36%, while the percentage of actively disengaged baby boomers has decreased by the same amount, from 17% to 15%. This means that baby boomers have maintained a positive engagement ratio of 2.4 -- for every actively disengaged employee, there are more than two engaged ones.

On the other hand, the percentage of engaged Gen X employees (born between 1965 and 1979) has declined by four points, from 35% to 31%, while the percentage of actively disengaged Gen X employees has increased by one point, from 17% to 18%. This means that Gen X employees have seen their engagement ratio drop from 2.1 to 1.7 -- for every actively disengaged employee, there are now less than two engaged ones. (Harter, 2024).

Given this situation with the upcoming generations, a fresh view of organizational performance is warranted, thus this research was conducted to assess an Employee Based Organizational Performance Evaluation a construct to measure “We” instead of “Me”, providing employees with a tool to evaluate the effectiveness of their organization, not just their personal setting established by Employee Engagement. (See Figure 1.)

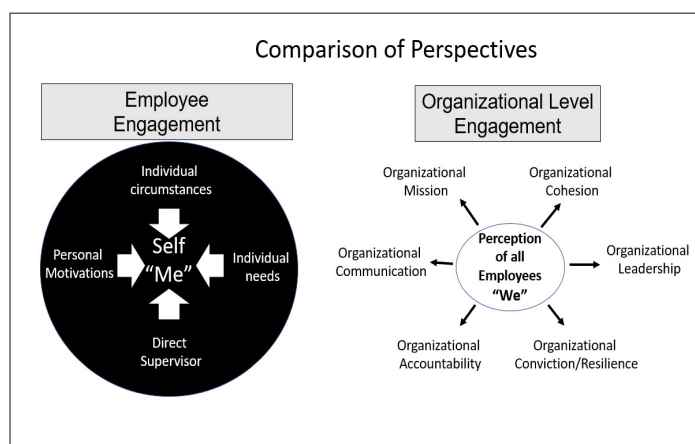


Figure 1. Comparison of Employee Engagement and Organizational Evaluation.

1.2 Employee Voice Requires a Different Approach: The Concept of Organizational Level Engagement

Over time, with repeated surveying, employees become immune to engagement survey questions. Nonetheless, there is a continued need for employees to measure organizational performance. It is time for a fresh approach to organizational analysis using the organization as the focus of perception: organizational engagement. Organizational engagement has a collective and outward focus; employee engagement is primarily focused inward: “me” vs. “we”. Throughout the past decade and a half, this researcher has been developing and testing a theory of organizational

engagement, a parallel metric to employee engagement focused on the organizational level.

The foundation of this research is Organizational Efficacy, (Bohn, 2010) which has demonstrated an influence on how people persist, how they work together, their sense of well-being on a job, job satisfaction, collective work engagement, and perceptions of firm performance (see Capone, 2013; Kravchenko, et al, 2013; Du, Shin & Nam Choi, 2015). This research is one more test of the theory.

Definition: Organizational-level engagement is the level of individual motivation activated by employee perceptions of their organization’s ability to achieve outcomes.

1.3 Organizational Performance is the Leading Indicator of Engagement

As Schneider et al. (2003) described it, “Our results ... suggest that models that draw the causal arrows from employee attitudes to performance at the organizational level of analysis are at best too simplistic and at worst wrong” (Schneider, Hanges, Smith, Salvaggio, 2003, p. 846). In other words, employee attitudes improve as the organization performs, not the other way around. Discovering what everyone in the company thinks about organizational capability is critical to success, thus the need to measure organizational level engagement.

1.4 Enlisting Employee Feedback as a Means of Evaluating Organizational Performance

Questions about the effects of organizational performance include: How is organizational behavior influencing employees to exert energy toward organizational goals? What assures employees a sense that their efforts will pay off and are worthwhile, or do they believe they are just marking time? Are employees confident in their organization’s ability to achieve its goals? If not, why? While management may have a perspective on these concerns, only the collective voice of employees will reveal the true level of organizational effectiveness (Du, Shin & Nam Choi, 2015).

The valuable perspective of employee feedback provides management with data-driven insight obtainable only through collective employee feedback which can be used to influence organizational change. Employees have a concrete ground level view of what is really happening in day-to-day operations and their perspective influences organizational outcomes. Understanding their perspective can enhance organizational performance both operationally and financially (Kravchenko, et al, 2013).

1.5 Organizational Performance Evaluation Answers Key Organizational Level Questions

It gives employees an opportunity to ask overarching questions for organizational performance which include:

1. What is happening at the organizational level to bring about the accomplishments, completed projects, and strategic achievements the organization desires?
2. How effective is the organization’s communication in providing critical decision-making information?

3. Are employees confident in the competence and effectiveness of their leadership?

Those questions cannot be answered at the Employee Engagement level which is expressly focused on an employees’ local supervisor and environment – the “Me” level of engagement. Answers to those questions require a high-level assessment of organizational capabilities, the “We” level of organizational performance evaluation.

1.6 The Nature of Organizational Engagement

Organizational-level engagement is a comprehensive metric that assesses how the entire organization works together and accomplishes goals. There are six elements of organizational engagement, as derived from consistent patterns in the research literature and in organizational behavior. These elements are foundational to organizational performance.

Based on the researcher’s extensive organizational field observations in many markets (Big Pharma, Telecom, Manufacturing, Service, Banking) over four decades, for the purposes of this research, here are six elements of Organizational Evaluation. They are derived from consistent patterns in the leadership and organizational behavior literature, have longstanding depth and are continually validated in leadership and organizational literature as essential for organizational performance. (Bolman & Deal, 1992; Kotter & Heskett, 1992; Howell & Diboie, 1982; Denison, 1990).

It is interesting to note that recent researchers believe elements of “...leadership style, organizational culture, job design, communication channels, and employee recognition programs” are a component of organizational performance (Deepalakshmi, et al 2024, p. 5945). In this research, each of the following organizational behaviors are identified as elements of Organizational Engagement.

1.7 Six Elements of Organizational Engagement

1. Clarity of Mission – Do we have confidence in where we’re going?
2. Cohesion of Workforce – Can we work together?
3. Communications Between Members of the Workforce – Do we know what’s going on?
4. Conviction to Persist (resilience) – Can we stay the course in the face of trouble?
5. Leader Commitment – Do we have confidence in our leadership to get things done?
6. Consequences and Accountability – How is performance measured here?

Clarity of mission, cohesion of workforce, and resilience were statistically tested in prior research (Bohn, 2010). Leader commitment was tested in further research (Bohn, 2022). All of these elements yielded acceptable statistical results.

1.8 Thus, the goal of this research was twofold:

1. Confirm two additional factors of accountability and communication.
2. Conduct a statistical analysis of all six factors to assess reliability and validity.

2. Brief Literature Review

2.1 Testing two Additional Elements of Organizational Level Engagement

Accountability: A basic literature search showed that accountability has a wide range of definitions and applications, including corporate social responsibility (CSR), ethics, supply chain actions, global accountability for resources, and the general idea of “doing the right thing”. The concept of accountability for a day’s work did not appear in the search. (Dose & Klimoski, 1995). Accountability is defined as “a process in which a person has a potential obligation to explain his/her actions to another party who has the right to pass judgment on those actions and to administer potential positive or negative consequences in response to them” (Vance, Lowry and Eggett 2015, p. 347). In organizational parlance, the actions one takes are legitimately available to be scrutinized by another person or persons to whom they are accountable.

Communication: Communication is often mentioned as an element of organizational performance. Communication is the conduit of organizational effectiveness. People need to know what is happening, when it is happening and why it is happening.

As mentioned above, leadership, resilience, mission and cohesion have been statistically tested in prior research (Bohn, 2010, 2022). This research added the two elements of accountability and communication to complete the Employee Based Organizational Performance Evaluation Scale. The following literature review is focused exclusively on these two additional elements of Organizational Performance which provides a comprehensive view of organizational performance.

2.1.1 Accountability Analysis

The word “Accountability” delivered 142,000,000 results in GOOGLE. A basic literature search showed that “accountability” has a wide range of

definitions and applications, including Corporate Social Responsibility, Ethics, Supply Chain actions, NGOs, Global accountability for resources and the general idea of ‘doing the right thing.’ (Dose, J. J., & Klimoski, R. J. 1995).

For this research, *Accountability is defined as: Behaviors within an organization that assure completion of tasks and the effective (not wasteful) use of resources.*

Accountability comes in many forms but generally it is perceived as an unpleasant concept in business. Accountability essentially means to oversee and evaluate what is being done. “Fewer words in corporate vernacular induce a tighter wince than “accountability,” and for good reason. Companies and leaders have grappled with what it is and how to achieve it effectively for decades. Ask anyone if they look forward to their performance evaluation or periodic check-in with their boss, and most will give an emphatic “no.” (Carucci, HBR, 2022).

Accountability is also a difficult thing to attain. “New research reveals that fewer than one in five people are able to successfully hold others accountable for delivering on expectations in the workplace.” (Starnes, 2015). This would include leaders, managers and any other group in authority.

To be expected, other elements of accountability included a heavy focus on finance, Tregidga, Milne & Lehman (2012) in addition to a focus on ethics. “One of the concepts associated with ethics in the organizational management literature is accountability.” (Çayak, Menekşe, Eskici., 2023, p. 111)

Organizations require accountability to ensure things get done, and to ensure that resources, including funding, are used wisely, and employees are rewarded appropriately for their efforts. Thus, a measure of Performance Accountability is critical for organizational performance and a critical element of Employee Based Organizational Performance Evaluation.

Thus, the Employee Based Organizational Performance Evaluation includes behaviorally based questions assessing accountability at both the individual and organizational level.

2.1.2 Communication Analysis

625,000 GOOGLE Results showed communication as often mentioned as an element of organizational performance. That communication is the conduit of organizational effectiveness (or ineffectiveness). People need to know what’s happening, when it’s happening and why it’s happening. The importance of

communication in the workplace is a common sense, foregone conclusion, but measuring how people feel about how organizational level communication is managed is another matter that impacts organizational performance.

Although an extensive list of references could be offered to justify communication as an essential element of organizational performance, and does not require an exhaustive listing of authors. A few quotes from experts justify the rationale for good communication. Consider the following:

2.1.3 Communication is the grease the turns the wheels of organizational effectiveness.

It is not possible to have good human relations without communication. On the other hand effective communication is required not only for human relations but for a good and successful business. Managers spend majority of their time communicating in several forms: meeting, face-to –face discussion, letters, emails etc. Also more and more employees realize that communication is a very important part of their work because a lot of work activities are based on teamwork among workers in different functional groups. It is the reason why communication has become more important in companies. Managers of new age must be good speakers in order to build trust between them and employees as well as among employees which will later result in confidence in the company. Managers spend some 80% of each working day communication with others. Managers have huge responsibility in communication by directing and controlling the organization and effective managers establish themselves at the center of information networks in order to facilitate the tasks completion. (Spaho, 2012, p. 309).

2.2 Ineffective communication impacts organizational performance, both human and financial.

Communicating effectively matters because failure to keep people informed may be costly. People don't know how to communicate, among other things may

be incapable of motivating their associates. They may not only lose an enormous amount of time because of misunderstandings and imprecisions resulting from their bad communication technique, but they may also let innumerable opportunities for success pass them by. (Cacciattolo, 2015).

2.3 Under-communication is often the norm in organizations.

John Kotter, Emeritus at Harvard University (2011) states that: “Good communication is critical to making a big change take hold in any organization, especially in complex enterprises. Most managers and leaders recognize this, but it’s difficult to put into practice. Gaining understanding and commitment to a new direction is a challenging intellectual and emotional task. It unnerves people, and as a result, they often under communicate and send inconsistent messages about the change, both of which lead directly to stalled transformation efforts.”

Communication is a constant challenge in organizations, but little is done to measure its effectiveness as a means of performance improvement, yet it is critical for organizational performance. Employees know whether communication is effective, but to date, there is no tool allowing employees to evaluate organizational communication effectiveness. Thus, communication is one of the six elements of organizational performance evaluation.

3. Methodology

3.1 Population

This research was conducted at a Midwestern U.S. facility that performs service operations. The small population was a self-contained unit, demonstrating precisely how one entire organization assessed organizational engagement. The population ranged from executives to front line employees, providing a top to bottom view of the organization. The total organization employed 65 people. Thirty-nine people responded (60% of the population).

Table 1. demographics of Participants

		Count	Column N %
Department	Estimating	2	5.1%
	Executive Leadership	4	6%
	Field #1	9	23.1%
	Field #2	3	7.7%
	Office	3	7.7%
	Field #3	5	12.8%
	Sales	10	25.6%
	Field #4	3	7.7%

How many years have you worked at ACME?	Five years to ten years	8	21.1%
	Less than one year	9	23.7%
	More than ten years	7	18.4%
	Two years to five years	14	36.8%

Population demographics. Six percent of the respondents identified themselves as executives; sales staff, the rest of the departments (Sales, Service) have both white- and blue-collar representation. Thus, the sample is representative of small-sized service firms.

3.2 Adding Communications and Accountability Items to Prior Validated Research

Organizational performance evaluation is built on the theory of Organizational Efficacy (Bohn, 2010) and Perceived Leadership Efficacy (Bohn, 2022). This research validation tested five new items for accountability and four new items for communication, two critical elements of organizational performance. The elements of Mission, Cohesion and Resilience were developed and statistically validated in (Bohn, HRDJ, 2010) with the standard process of item generation, initial questionnaire administration, pilot testing, item reduction, confirmatory factor analysis, and convergent/discriminant validity from nearly 900 participants in multiple companies with full statistical validation. The element of leadership was added to the scale (Bohn 2022).

3.3 Adding Accountability and Communication Elements to the Existing Scale

Accountability Items: Five accountability questions address specific areas of work accountability: individual accountability, leadership accountability, and organizational-level accountability.

- In our organization, people are held accountable for the quality of their work.
- People are rewarded here when they go beyond the call of duty.
- Promotions and rewards in this organization are based on merit and performance.
- Non-performers don't last long in this organization.

Table 2. *Accountability Items*

Component Matrix ^a	
	Component
	1(λ)
Funding and managerial focus is consistently applied to the right programs, products and projects.	.847
In our company, people are held accountable for the quality of their work.	.715
Non-performers don't last long in this organization.	.350
People are rewarded here when they go beyond the call of duty.	.818
Promotions and rewards in this organization are based on merit and performance.	.789
Extraction Method: Principal Component Analysis.	

- Funding and managerial focus are consistently applied to the right programs, products, and projects.

Communication Items. Four communications items were added to address perceptions of how communication flows to and from leadership, including how communication flows across the organization, a belief that people are getting the information they need, and a perception that people are heard and are given the opportunity to speak on issues.

- Our organization has a clear means of communicating important information to everyone.
- We are all aware of key messages from our top leadership.
- Leaders here take the time to ensure we understand their expectations.
- Two-way communication is the norm here – leaders listen to our feedback.

3.4 Organizational Engagement Instrument

As in previous research (Bohn, 2010, 2022), a six-point Likert scale was used for participants to assign value while avoiding neutral responses.

- 6 - Very Strongly Agree
- 5 - Strongly Agree
- 4 - Agree
- 3 - Disagree
- 2 - Strongly Disagree
- 1 - Very Strongly disagree

Survey Monkey tool was used to gather data. Participants were informed that all data were anonymous and that IP addresses were shut off to ensure complete confidentiality. Proper protocol was followed to ensure anonymity.

a. 1 components extracted.

4. Results

First, the factorability of both scales was evaluated. Item 21, “Non-performers don’t last long in this organization” loaded poorly on the Accountability factor (Table 2).

The removal of item 21 culminated on an acceptable solution with a Kaiser-Meyer-Olkin measure (KMO) of 0.691 and a significant test of sphericity ($\lambda^2 = 60.674, p < 0.001$). Cronbach’s Alpha indicated good reliability ($\alpha = 0.810$).

Table 3. Communication items

Component Matrix ^a	
	Component
	1 (λ)
Leaders here take the time to ensure we understand their expectations.	.839
Our organization has a clear way to communicate important information to everyone.	.697
Two-way communication is the norm here. Leaders listen to our feedback.	.736
We are all aware of key messages from our executive leadership team.	.808
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Both scales are normally distributed according to Shapiro Wilk’s test (Table 4).

Table 4. Tests of Normality

Tests of Normality			
	Shapiro-Wilk		
	Statistic	df	Sig.
Accountability	.960	39	.172
Communication	.955	39	.120

Thus, the elements of Accountability and Communication stand individually as factors unto themselves.

above the 0.300 threshold, substantiating their relevance for the factors they represent.

4.1 Reliability and Factor Analysis of the Entire Scale

The item statistics presented (Table 5) shows the mean, standard deviation, sample size (N), and factor loadings (λ) for each item within the factors: cohesion, mission, leadership, accountability, communication, and resilience. All items demonstrated factor loadings

In addition to the item-level data, the total variance explained by each factor was above 50%, indicating a substantial explanation of the dataset’s variance by the respective factors. Furthermore, all factors passed the assumptions of KMO measure of sampling adequacy ($KMO > 0.600$) and Bartlett’s test of sphericity ($p < 0.001$), thereby validating the suitability of principal component analysis for this dataset.

Table 5. Item Statistics

Item Statistics				
	Mean	Std. Deviation	N	λ
Cohesion				
People in this company can take on any challenge.	4.289	0.984	38	0.710
Because our departments work together well, this organization can beat our competition.	4.105	1.110	38	0.781
This organization is more innovative than most organizations I have worked in.	3.684	1.397	38	0.833
People in this company can work together to accomplish a complex project.	4.368	0.942	38	0.763
Everyone works together effectively in this company during times of organizational change.	3.684	1.297	38	0.836
This organization can meet customer requirements because the employees are extremely competent.	4.447	1.132	38	0.666
Every effort is made to prevent barriers between departments.	3.342	1.258	38	0.669

Mission				
People here have a sense of purpose.	4.282	0.887	39	0.561
This company has a strong vision of the future - we know where we're going.	3.615	1.206	39	0.884
People in this company are confident about its future.	3.872	1.301	39	0.931
Our company mission gives us confidence that this company will double in size in the next 10 years.	3.564	1.334	39	0.879
Leadership				
Leaders in this organization get things done.	4.205	1.704	39	0.893
Leaders in this organization have a credible track record.	4.000	1.076	39	0.924
Leaders in this organization know exactly what they want to accomplish.	3.718	1.213	39	0.943
Leaders in this organization know how to clearly communicate their ideas.	3.333	1.108	39	0.845
Leaders in this organization maintain focus on the goals they set.	3.641	1.224	39	0.773
Accountability				
In our company, people are held accountable for the quality of their work.	3.410	1.499	39	0.847
People are rewarded here when they go beyond the call of duty.	2.744	1.409	39	0.818
Promotions and rewards in this organization are based on merit and performance.	3.308	1.398	39	0.789
Non-performers don't last long in this organization.	3.795	1.281	39	0.715
Funding and managerial focus is consistently applied to the right programs, products and projects.	3.513	1.189	39	0.350
Communication				
Our organization has a clear way to communicate important information to everyone.	3.579	1.130	38	0.808
We are all aware of key messages from our executive leadership team.	3.868	1.095	38	0.839
Leaders here take the time to ensure we understand their expectations.	3.763	1.218	38	0.736
Two-way communication is the norm here. Leaders listen to our feedback.	3.342	1.072	38	0.697
Resilience				
This company is likely to struggle economically in a few years.	4.079	1.050	38	0.764
We're losing ground in the marketplace.	3.947	1.229	38	0.924
I am losing confidence in our ability to innovate.	3.816	1.205	38	0.849
During an economic downturn, this company is likely to fail.	4.447	0.978	38	0.824

The resulting factors were scored based on the average scores of their respective items. Table 6 shows descriptive statistics for each factor, including the Cronbach's Alphas. All Alphas were above 0.700, suggesting good reliability of the factor structure.

Table 6. Descriptive statistics Elements of Organizational Measurement

	Mean	SD	Minimum	Maximum	α
Accountability	3.354	0.968	1.600	5.600	0.758
Communication	3.647	0.862	2.000	6.000	0.772
Cohesion	3.993	0.865	1.714	5.857	0.872
Mission	3.833	0.987	2.000	5.750	0.835
Leadership	3.779	1.114	1.600	6.200	0.924
Resilience	4.053	0.934	1.750	6.000	0.861

Figure 2 shows boxplots of the resulting scales. While leadership or mission (larger “box”), communication values across the sample are more dispersed for shows less variability.

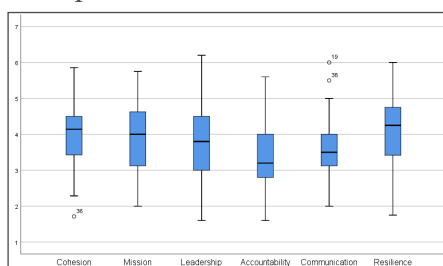


Figure 2. Box Plots – Elements of Organizational Measurement

Before proceeding to the regression analysis, the distributions of the variables were tested. The Shapiro-Wilk test results (Table 7) suggest that the data for each factor—Accountability, Communication, Cohesion,

Mission, Leadership, and Resilience—were normally distributed. The p-values for all factors are above the 0.05 significance level, thereby failing to reject the null hypothesis of normality (table below).

Table 7. Shapiro-Wilk

	Shapiro-Wilk		
	Statistic	df	Sig.
Accountability	.975	39	.540
Communication	.955	39	.120
Cohesion	.980	39	.707
Mission	.968	39	.334
Leadership	.981	39	.723
Resilience	.982	39	.783

4.2 Regression Model

The multiple linear regression model aimed to examine the influence of five predictors on the Mission scale: resilience, accountability, cohesion, communication,

and leadership. The model accounts for approximately 79.4% of the variance in the Mission variable (R-Squared = 0.794), with an adjusted R-Squared of 0.763, indicating a good fit. The standard error of the estimate is 0.481.

Table 8. Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.794	.763	.481
a. Predictors: (Constant), Resilience, Accountability, Cohesion, Communication, Leadership				
b. Dependent Variable: Mission				

The ANOVA results indicate that the model is statistically significant (F = 25.443, p < .001), thereby

confirming that at least one of the predictors is useful for predicting the dependent variable Mission.

Table 9. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.412	5	5.882	25.443	.000 ^b
	Residual	7.630	33	.231		
	Total	37.042	38			
a. Dependent Variable: Mission						
b. Predictors: (Constant), Resilience, Accountability, Cohesion, Communication, Leadership						

Regarding individual predictors, the coefficient for Cohesion is statistically significant (p = 0.032) with a Beta value of 0.257, suggesting a positive relationship with Mission. Other predictors are not statistically

significant at the 0.05 level, and their confidence intervals include zero, rendering their contributions inconclusive. No multicollinearity was present (VIP < 10 for all predictors).

Table 10. Coefficients

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	β			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.177	.489		-.361	.720	-1.172	.819		
	Accountability	-.041	.133	-.040	-.304	.763	-.312	.231	.364	2.745
	Communication	.341	.237	.297	1.440	.159	-.141	.822	.146	6.832
	Cohesion	.293	.131	.257	2.242	.032	.027	.559	.477	2.098
	Leadership	.270	.213	.305	1.270	.213	-.163	.704	.108	9.248
	Resilience	.175	.140	.166	1.257	.218	-.109	.460	.358	2.795

a. Dependent Variable: Mission

Communication also had an acceptable KMO of 0.630 and passed the test of sphericity ($\lambda^2 = 52.134$, $p < 0.001$) and reliability ($\alpha = 0.772$). Factors loadings are shown in Table 3.

The assumptions concerning the residuals of the model were verified through diagnostic plots. Both the Q-Q plot and the residual scatterplot indicated that the assumptions of normality, linearity, and homoscedasticity were met, thus validating the reliability and robustness of the regression model.

4.3 Implications of this Research Study

Statistical tests prove the validity and reliability of this test. This test is important because it confirms the theory of organizational engagement and validates the additional elements of communication and accountability. Giving employees an opportunity to assess their organization is a fresh approach to measuring performance. This research exceeds the standard employee engagement evaluations of organizations by providing employee voice in a data-driven format.

The feedback that can be provided to executives is significant. Used properly, this tool can give executives a clear sense of how the organization is perceived by employees. With that data in hand, executives can make true organizational changes to improve organizational performance, both operational and financial.

4.4 Limitations

This research was conducted in a very small Midwestern U.S. company and thus may not be generalizable. Further research is needed to validate the global value of this scale.

4.5 Conclusion and Recommendations for Further Research

As a continuing effort to provide employees with tools to assess the performance of their organizations, this research study tested six elements of an organizational engagement scale by adding two new categories of communication and accountability to existing validated research.

In addition, development and testing of this scale provides future researchers an opportunity to further test the scale in the context of other organizations. Providing employees with a voice in the effectiveness of their organization is critical for performance improvement in the coming generations.

1. Evaluate employee assessment against company financial performance.
2. Evaluate employee assessment against turnover metrics.
3. Longitudinal study of pre and post company performance after conducting organizational engagement assessment and interventions.

5. Reference

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