



U.S. Department of Defense

## Factor Rating Interpretation Guide Engagement & Commitment

### What is Engagement & Commitment?

*Engagement & Commitment* measures the extent to which one finds their work fulfilling and is committed to their job and organization.<sup>6</sup> Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do.<sup>5</sup>

The following items are used to assess *Engagement & Commitment* on the DEOCS using a five-point response scale from *Strongly Disagree* to *Strongly Agree*. Participants are asked to think about the past three months when responding.

- I am proud of my work.
- My work has a great deal of personal meaning to me.
- I am committed to making the military my career.

*Note: Survey questions may differ depending on whether the organization is a military unit, Military Service Academy, or civilian organization. Please see the sample survey for each population on the Assessment to Solutions web site (<https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/>) for exact wording.*

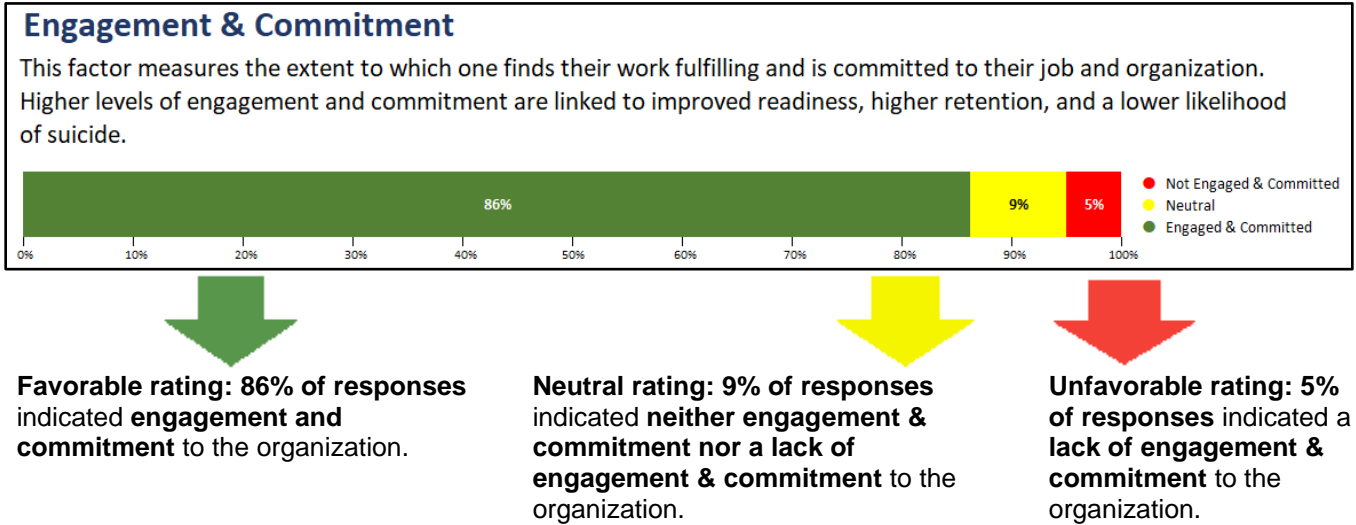
### Why is it important?

Research shows that *Engagement & Commitment* is linked to higher retention and readiness in both military environments and civilian workplaces.<sup>1, 2, 3</sup> For example, in a sample of Canadian Armed Forces, one study found that greater engagement was associated with greater retention intentions and indicators of readiness. The authors defined indicators of readiness as trust in teammates, greater willingness to deploy, and less psychological distress.<sup>4</sup> Committed individuals also feel a sense of obligation to the organization, feel connected with their work activities, believe themselves to be able to deal with demands of their job, and have stronger intentions to stay with an organization.<sup>5</sup>

For more information on how to review your DEOCS results with these key outcomes in mind, please see the “Strategic Target Outcome Guide” in the Quick Links menu of the DEOCS dashboard.

## How do I read my factor ratings?

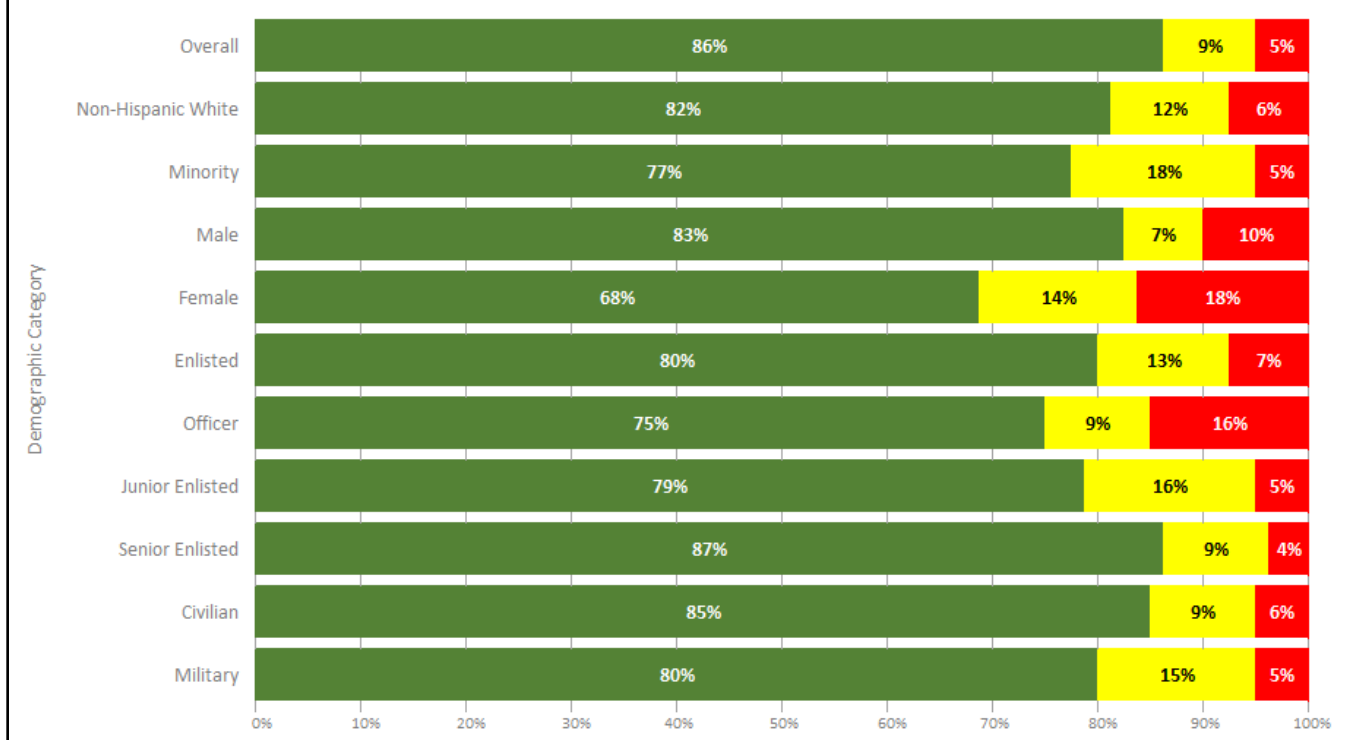
The DEOCS dashboard displays results for *Engagement & Commitment* in a stacked bar graph showing ratings for **Not Engaged & Committed**, **Neutral**, and **Engaged & Committed**. Because *Engagement & Commitment* is a factor that is measured by multiple questions, you should interpret the results as “X% of responses” (not participants). An example is shown below:



For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were favorable, neutral, or unfavorable.

# Engagement & Commitment Ratings by Demographic Category

This graph displays Engagement & Commitment ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.



The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the “Data Overview” in the Quick Links menu of the DEOCS dashboard.

In this example, the favorable ratings (marked in green) can be interpreted as:

- 82% of responses from non-Hispanic White participants indicated engagement and commitment to the organization, while 77% of responses from minority participants indicated engagement and commitment to the organization;
- 83% of responses from male participants indicated engagement and commitment to the organization, while 68% of responses from female participants indicated engagement and commitment to the organization;
- 80% of responses from enlisted participants indicated engagement and commitment to the organization, while 75% of responses from officers indicated engagement and commitment to the organization;
- 79% of responses from junior enlisted participants indicated engagement and commitment to the organization, while 87% of responses from senior enlisted participants indicated engagement and commitment to the organization;

- 85% of responses from civilian participants indicated engagement and commitment to the organization, while 80% of responses from military participants indicated engagement and commitment to the organization.


The neutral ratings (marked in yellow) can be interpreted as:

- 12% of responses from non-Hispanic White participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 18% of responses from minority participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 7% of responses from male participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 14% of responses from female participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 13% of responses from enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 9% of responses from officers indicated neither engagement and commitment nor a lack of engagement and commitment;
- 16% of responses from junior enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 9% of responses from senior enlisted participants indicated neither engagement and commitment nor a lack of engagement and commitment;
- 9% of responses from civilian participants indicated neither engagement and commitment nor a lack of engagement and commitment to the organization, while 15% of responses from military participants indicated neither engagement and commitment nor a lack of engagement and commitment.


The unfavorable ratings (marked in red) can be interpreted as:

- 6% of responses from non-Hispanic White participants indicated a lack of engagement and commitment to the organization, while 5% of responses from minority participants indicated a lack of engagement and commitment to the organization;
- 10% of responses from male participants indicated a lack of engagement and commitment to the organization, while 18% of responses from female participants indicated a lack of engagement and commitment to the organization;
- 7% of responses from enlisted participants indicated a lack of engagement and commitment to the organization, while 16% of responses from officers indicated a lack of engagement and commitment to the organization;
- 5% of responses from junior enlisted participants indicated a lack of engagement and commitment to the organization, while 4% of responses from senior enlisted participants indicated a lack of engagement and commitment to the organization;
- 6% of responses from civilian participants indicated a lack of engagement and commitment to the organization, while 5% of responses from military participants indicated a lack of engagement and commitment to the organization.

You may also see trends over time for your *Engagement & Commitment* favorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using four questions on DEOCS 5.0 and is now measured by only three questions.

There were also slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please see the “Data Overview” in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert  for your *Engagement & Commitment* ratings. This means that your unit’s/organization’s favorable rating for *Engagement & Commitment* is **very low** compared to the other favorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the “Protective Factors – Favorable Ratings” heading; click on the icon to see if *Engagement & Commitment* is listed in the table. The alert icon may also appear in the *Engagement & Commitment* section of the PDF reports. To identify whether your *Engagement & Commitment* ratings receive an alert, cut-off scores were created by rank-ordering all favorable ratings for this factor. If your favorable rating for *Engagement & Commitment* is below the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the “Data Overview” in the Quick Links menu of the DEOCS dashboard.

### How are my unit’s/organization’s ratings created?

*Engagement & Commitment* ratings are created by combining responses to three questions from a five-point *Strongly Agree* to *Strongly Disagree* scale, as shown in the example below.

Engagement & Commitment Questions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I am proud of my work.	3% (2)	1% (1)	4% (3)	42% (33)	50% (39)	100% (78)
My work has a great deal of personal meaning to me.	0% (0)	1% (1)	11% (9)	38% (30)	49% (39)	100% (79)
I am committed to making the military my career.	5% (4)	5% (4)	11% (9)	19% (15)	59% (47)	100% (79)
	<b>Not Engaged &amp; Committed</b>		<b>Neutral</b>	<b>Engaged &amp; Committed</b>		Total responses 236
	$(2+1+0+1+4+4) / 236 =$ <b>5%</b>		$(3+9+9) / 236 =$ <b>9%</b>	$(33+39+30+39+15+47) / 236 =$ <b>86%</b>		


The table above displays the percentage of responses (and number of responses in parentheses) for each question across the five response options (*Strongly Disagree*, *Disagree*, *Neither Agree nor Disagree*, *Agree*, and *Strongly Agree*). For the first question, 33 participants selected *Agree*; this represents 42% of participants that responded to this question ( $33 / 78 = .423$  or 42%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 78 people responded to the first question so all percentages in this row use 78 as the denominator. 79 people responded to the second question, so all percentages in this row use 79 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Not Engaged & Committed**, is a combination of all responses of *Strongly Disagree* and *Disagree* from the **three** questions in the *Engagement & Commitment* scale.
  - For this example, two people strongly disagreed with the first question, while one disagreed. In addition, one person disagreed with the second question, and four people strongly disagreed and four people disagreed with the third question. In total, 12 responses were either *Strongly Disagree* or *Disagree* to these three questions ( $2+1+0+1+4+4 = 12$ ).
  - To produce an overall score for **Not Engaged & Committed** representing unfavorable reactions to these questions, the total number of responses (12) is divided by the total number of people who responded to all of the *Engagement & Commitment* questions. 78 people responded to the first question, and 79 to the second and third questions for a total of 236 responses. **This produces a Not Engaged & Committed rating of 5% ( $12 / 236 = .0508$ ).**
- To create the **Neutral** rating, the same process above is followed, except the score is created from only one response option. The *Neither Agree nor Disagree* responses are added from all questions.
  - For this example, there are 21 *Neither Agree nor Disagree* responses across the three questions ( $3+9+9 = 21$ ). This total is divided by the total number of responses to all of the questions ( $21 / 236 = .0890$ ). **This rounds to a Neutral rating of 9%.**
- To create the **favorable** rating, named **Engaged & Committed**, the *Strongly Agree* and *Agree* responses are combined.
  - For this example, that is  $33+39+30+39+15+47 = 203$  total responses of either *Strongly Agree* or *Agree*. This total is divided by the total number of responses to all of the questions ( $203 / 236 = .8602$ ). **This rounds to an Engaged & Committed rating of 86%.**


## How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Engagement & Commitment* ratings into context and understand whether actions should be taken to address low favorable ratings:

1. If applicable, review the information in the alert icon  to see if your *Engagement & Commitment* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's favorable rating for *Engagement & Commitment* is very low compared to all other units/organizations that completed a DEOCS. You should consider taking action to raise this rating.
2. Look at the Item Summary table on the *Engagement & Commitment* details page to

understand which questions may be driving your favorable rating. This factor is created from three questions, so compare the percentage of participants who selected *Strongly Agree* or *Agree* to each question. If there are questions that have a lower percentage of participants who selected *Strongly Agree* or *Agree*, these are the ones driving a lower favorable rating and could help you pinpoint more specific actions to increase your favorable rating for *Engagement & Commitment*.

3. Examine the bar graph showing the overall favorable rating for *Engagement & Commitment* and the favorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly low favorable ratings for *Engagement & Commitment*, this could help you plan actions to increase your favorable rating within areas of your organization.
4. If applicable, review your *Engagement & Commitment* favorable rating trends over time.

You can view these trends by clicking on this icon  in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going down over time. You may need to take action to reverse this trend.

## Factor Improvement Tools for Engagement & Commitment

The following resources may be useful as you make plans or take action to improve your *Engagement & Commitment* ratings. Each resource listing contains a description, a link, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Developmental Counseling: The Lost Art.** Provides suggestions for how to conduct a developmental counseling session and how it can help military personnel.  
<https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2018/November/Counseling/>  
Audience: Unit personnel, survey admin, IPPW
- **Engaging Soldiers: Leveraging Employee Engagement Strategies to Increase Soldier Productivity, Independence, and Retention.** Discusses how to use engagement strategies to improve productivity, independence, and retention of military members.  
<https://www.armyupress.army.mil/journals/nco-journal/archives/2018/november/engaging-soldiers/>  
Audience: Commander/Leader, unit personnel, survey admin, IPPW

## Scientific Research References on Engagement & Commitment

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5. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.
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