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## **Annexe 01: Employee Engagement as a reflective Construct with Five Dimensions**

### **1. Self-confidence of work engagement**

*(5-point Likert Scale; 1- Strongly Disagree, 5-Strongly Agree)*

- SC1 I'm not afraid to be myself at work.
- SC2 I'm not afraid to express my opinions at work.
- SC3 There is no threatening environment at work.
- SC4 I am confident in my physical ability to handle competing demands at work.
- SC5 I am confident in my ability to think clearly at work.
- SC6 I am confident in my ability to display the appropriate emotions at work.
- SC7 I am confident that I can handle the physical demands at work.

**2. Supportive leadership (5-point Likert Scale; 1-Strongly Disagree, 5-Strongly Agree)**

- SL1 My leader would use his/her power to help me solve problems in my work regardless of how much formal authority he/she has into his/her position
- SL2 My leader would 'bail me out' at his or her expense regardless of the amount of formal authority my leader has
- SL3 I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so
- SL4 My working relationship with my leader is extremely effective

**3. Synergy with Organization (5-point Likert Scale; 1-Strongly Disagree, 5-Strongly Agree)**

- S01 To me working for this organization is like being a member of a family
- S02 I am motivated to contribute 100% to this company in return for future employment benefits
- S03 I feel a strong sense of belonging to my organization
- S04 I feel personally attached to my work organization

**4. Shared Value (5-point Likert Scale; 1-Strongly Disagree, 5-Strongly Agree)**

- SV1 I see/identify myself in my leader who projects my values and believes
- SV2 I know where I stand with my leader on how satisfied my leader is with what I do
- SV3 My leader understands my problems and needs very well

**5. Significance of work (5-point Likert Scale; 1-Strongly Disagree, 5-Strongly Agree)**

- SW1 The work I do on this job is very important to me.
- SW2 My job activities are personally meaningful to me.