

**EMPLOYEE ENGAGEMENT MODEL FOR
THE MULTI-FAMILY RENTAL HOUSING INDUSTRY**

A Dissertation
Presented to
The Academic Faculty

By

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**EMPLOYEE ENGAGEMENT MODEL FOR
THE MULTI-FAMILY RENTAL HOUSING INDUSTRY**

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“Trust in the Lord with all your heart; and don’t lean on your own understanding. In all things acknowledge Him, and He shall direct your way.” - Proverbs 3:5-6

This work is dedicated to:

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TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS	IV
LIST OF TABLES	X
LIST OF FIGURES	XII
LIST OF EQUATIONS	XV
SUMMARY	XVI
CHAPTER 1: INTRODUCTION	1
1.1 Overview	1
1.2 Background	2
1.3 Problem Statement	8
1.4 Objective and Research Scope	8
1.5 Model Assumptions	9
1.6 Methodology	10
1.7 Dissertation Outline	10
CHAPTER 2: LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Literature Search	12
2.3 Defining Engagement	13
2.3.1 Levels of Engagement	17
2.4 Factors Affecting Engagement	18
2.4.1 Additional Factors Which Build Engagement	19
2.4.1.1 Relationships with Managers and Colleagues	20
2.4.1.2 Organizational Justice and Trust	20
2.4.1.3 Promotion	21
2.4.1.4 Work-Life Balance	21
2.4.1.5 Job Satisfaction	22
2.4.1.6 Pay and Reward	22
2.4.2 Role of Management in Promoting Engagement	23
2.5 Engagement and Business Performance	24
2.5.1 Cost of Disengagement	27
2.6 Human Resources Practices and Engagement	27
2.6.1 High Involvement Work Practices	28
2.6.2 Human Capital Management	31

2.6.2.1	Human Capital Index	32
2.6.2.2	The Organizational Performance Model	32
2.6.2.3	Balanced Scorecard	33
2.6.2.4	HR Scorecard	34
2.7	Modeling Engagement	35
2.7.1	A Model of Capability	37
2.7.2	The 4-A Model	37
2.8	Multi-family Housing Industry	38
2.9	Factors Affecting Profit in the Multi-family Housing Industry	39
2.9.1	Resident Satisfaction and Profitability	39
2.9.2	Employee Satisfaction and Profitability	41
2.9.3	Personnel-related Expenses	43
2.10	Employee Engagement in the Multi-family Housing Industry	44
2.10.1	Engagement and Turnover	45
2.11	Summary	46
CHAPTER 3: RESEARCH METHODOLOGY		47
3.1	Purpose	47
3.2	Research Chronology	47
3.3	Expert Panel	49
3.3.1	Delphi Study	50
3.4	Identification of Variables	51
3.5	Data Collection and Analysis	51
3.5.1	Associate Survey	52
3.5.2	Resident Survey	52
3.6	Methodologies Utilized	53
3.7	Summary	53
CHAPTER 4: STATISTICAL ANALYSIS		55
4.1	Purpose	55
4.2	Data Source and Description	55
4.2.1	Associate Survey	56
4.2.2	Resident Survey	58
4.3	Statistical Analysis	61
4.3.1	Strategy for Building a Regression Model	62
4.3.2	Refinement and Validation of the Model	64
4.3.3	Simple Linear Regression	67
4.3.4	Multiple Linear Regression	67
4.4	Model Selection	68
4.4.1	Forward Selection (FORWARD)	68
4.4.2	Backward Elimination (BACKWARD)	69
4.5	Analysis of Engagement and Satisfaction	69
4.6	Summary	71

CHAPTER 5: DATA ANALYSIS FOR STATISTICAL MODEL DEVELOPMENT	73
5.1 Purpose	73
5.2 Data Set	73
5.3 Statistical Analysis	74
5.3.1 Cumulative Logistic Regression	75
5.3.2 Linear Regression on Matched Data	78
5.4 Validation of Model Using Statistical Analysis	95
5.4.1 Methods of Validation	96
5.5 Validation Results	98
5.6 Summary	100
CHAPTER 6: NEURAL NETWORK	102
6.1 Purpose	102
6.2 Data Set	102
6.3 Neural Network	103
6.3.1 Utilizing Neural Network Software	104
6.4 Applicability to Residential Satisfaction	106
6.5 Developing the Model	107
6.5.1 Using the Genetic Training Strategy	108
6.5.2 Importance of Inputs	110
6.6 Findings from Neural Network Model	112
6.7 Neural Network Validation	115
6.8 Summary	115
CHAPTER 7: RADAR DIAGRAMMING MODEL DEVELOPMENT	117
7.1 Purpose	117
7.2 Data Set	117
7.3 Radar Diagramming	118
7.3.1 Comparison of Variables by Expert Panel and Employee	118
7.3.2 Radar Diagramming Using Results from Statistical Analysis	122
7.3.3 Radar Diagramming Using Results from Neural Network	128
7.4 Summary	132

CHAPTER 8: PROBABILITY MODEL	133
8.1 Purpose	133
8.2 Data Set	133
8.3 Probability Model	134
8.3.1 Methodology	135
8.3.2 Three-Parameter Burr Distribution	138
8.3.3 Parameters	139
8.3.4 Probability Density Function	140
8.3.5 Cumulative Probability Distribution Functions	140
8.4 Results Using the Probability Model	140
8.5 Summary	161
CHAPTER 9: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH	162
9.1 Purpose	162
9.2 Summary	162
9.3 Conclusions	164
9.4 Strengths and Limitations of the Model	168
9.5 Recommendations for Future Research	169
APPENDIX A: Factors that Contribute to Engagement – Review of Literature	173
APPENDIX B: Sample Expert Panel Letter and Survey	191
APPENDIX C: Associate Survey Questions	195
APPENDIX D: Resident Survey Questions	199
APPENDIX E: Associate Demographics	204
APPENDIX F: Resident Demographics	206
APPENDIX G: Scatter Plots	208
REFERENCES	227

LIST OF TABLES

	Page
Table 1.1: Operating Expenses by Category	6
Table 2.1: Factors that Contribute to Engagement	16
Table 2.2: The 12 Key Elements that Contribute to Engagement	19
Table 2.3: Performance Benefits Demonstrated in Literature	26
Table 2.4: Operating Expense in the Multi-family Housing Industry	44
Table 5.1: Cumulative Logistic Regression for Residents	76
Table 5.2: Cumulative Logistic Regression for Employees – 3 Year Model	78
Table 5.3: Simple Linear Regression Y_1	82
Table 5.4: Simple Linear Regression Y_2	83
Table 5.5: Simple Linear Regression Y_3	84
Table 5.6: Forward Variable Selection Predicting Resident Satisfaction Y_1	91
Table 5.7: Forward Variable Selection Predicting Resident Satisfaction Y_2	92
Table 5.8: Forward Variable Selection Predicting Resident Satisfaction Y_3	93
Table 5.9: Top Ten Explanatory Variables for Resident Satisfaction Y_1	94
Table 5.10: Variables Predicting Resident Satisfaction Y_1	95
Table 5.11: Validation Model with Random Selection for Resident Satisfaction Y_1	97
Table 5.12: Validation Model with Random Selection for Intent to Renew Y_2	97
Table 5.13: Validation Model with Random Selection for Intent to Renew Y_3	98
Table 5.14: Top Ten Common Drivers of Engagement for Overall Resident Satisfaction	100
Table 6.1: Results of NeuroShell® Predictor Training Sessions	111
Table 6.2: First Iteration with the Output Variable Y_1	112

Table 6.3:	Second Iteration with Output Variable Y_1	113
Table 6.4:	Third Iteration with Output Variable Y_1	114
Table 6.5:	Top Three Variables from Neural Network Model	114
Table 7.1:	Comparison Between Importance- Expert Panel Versus Employees	120
Table 7.2:	Simple Linear Regression for Y_1 – Overall Resident Satisfaction	123
Table 7.3:	Simple Linear Regression for Y_2 – Intent to Renew	125
Table 7.4:	Simple Linear Regression for Y_3 – Referral to Others	127
Table 7.5:	Neural Network Results for Y_1 – Overall Resident Satisfaction	129
Table 7.6:	Neural Network Results for Y_2 – Intent to Renew	130
Table 7.7:	Neural Network Results for Y_3 – Referral to Others	131
Table 8.1:	Minimum Values for Engagement Drivers (on a scale of 1-5)	160
Table 9.1:	Top Ten Common Drivers of Engagement and the Level of Engagement for Overall Resident Satisfaction	166

LIST OF FIGURES

	Page
Figure 1.1: Factors that Influence Net Operating Income	5
Figure 2.1: Frequency of Top 15 Employee Engagement Variables	15
Figure 2.2: The Chain of Impact	26
Figure 2.3: Linking HR Scorecard to Business Scorecard	34
Figure 2.4: Drivers of Employee Engagement	35
Figure 2.5: The 4A Model of Capability	38
Figure 2.6: Elements of the Service Profit Chain	42
Figure 3.1: Research Methodology Framework	48
Figure 4.1: Associate Gender Breakdown	57
Figure 4.2: Age Range of Associates	57
Figure 4.3: Length of Associate Employment in Years	58
Figure 4.4: Resident Gender Breakdown	59
Figure 4.5: Age Range of Residents	59
Figure 4.6: Years of Residency	60
Figure 4.7: Strategy for Building a Regression Model	66
Figure 5.1: Scatter Plot – Average Resident Satisfaction-Score (Y_1) Versus Average Employee Engagement-Score for Q40	85
Figure 5.2: Scatter Plot – Average Resident Satisfaction-Score (Y_1) Versus Average Employee Engagement-Score for Q38	86
Figure 5.3: Scatter Plot – Average Resident Satisfaction-Score (Y_1) Versus Average Employee Engagement-Score for Q8	87
Figure 5.4: Scatter Plot – Average Resident Satisfaction-Score (Y_1) Versus Average Employee Engagement-Score for Q24	88
Figure 5.5: Scatter Plot – Average Resident Satisfaction-Score (Y_1) Versus Average Employee Engagement-Score for Q39	89

Figure 7.1: Comparison Between Importance: Expert Panel Versus Employees	119
Figure 7.2: Simple Linear Regression for Y_1 – Overall Resident Satisfaction	122
Figure 7.3: Simple Linear Regression for Y_2 – Intent to Renew	124
Figure 7.4: Simple Linear Regression for Y_3 – Referral to Others	126
Figure 7.5: Neural Network Results for Y_1 – Overall Resident Satisfaction	129
Figure 7.6: Neural Network Results for Y_2 – Intent to Renew	130
Figure 7.7: Neural Network Results for Y_3 – Referral to Others	131
Figure 8.1: A Histogram of Left-Skewed Distribution (Survey data for Q54)	137
Figure 8.2: Probability Density Function for Q8	141
Figure 8.3 Cumulative Distribution Function for Q8	142
Figure 8.4: Probability Density Function for Q24	143
Figure 8.5: Cumulative Distribution Function for Q24	144
Figure 8.6: Probability Density Function for Q26	145
Figure 8.7: Cumulative Distribution Function for Q26	146
Figure 8.8: Probability Density Function for Q36	147
Figure 8.9: Cumulative Distribution Function for Q36	148
Figure 8.10: Probability Density Function for Q38	149
Figure 8.11: Cumulative Distribution Function for Q38	150
Figure 8.12: Probability Density Function for Q39	151
Figure 8.13: Cumulative Distribution Function for Q39	152
Figure 8.14: Probability Density Function for Q40	153
Figure 8.15: Cumulative Distribution Function for Q40	154
Figure 8.16: Probability Density Function for Q42	155
Figure 8.17: Cumulative Distribution Function for Q42	156
Figure 8.18: Probability Density Function for Q43	157

Figure 8.19: Cumulative Distribution Function for Q43	158
Figure 8.20: Probability Density Function for Q54	159
Figure 8.21: Cumulative Distribution Function for Q54	160

LIST OF EQUATIONS

	Page
Equation 4.1: Functional Relation Equation	61
Equation 4.2: Simple Linear Regression	67
Equation 4.3: Multiple Linear Regression	68
Equation 5.1: Odds of Falling into a Category	75
Equation 5.2: Cumulative Logistic Regression	75
Equation 5.3: Odds of Falling into a Category	77
Equation 5.4: Simple Linear Regression	79
Equation 5.5: Multiple Linear Regression	90
Equation 5.6: Final Weighted Multiple Linear Regression Equation after Forward Variable Selection	95
Equation 5.7: Simple Linear Regression	100
Equation 6.1: R-Square	107
Equation 8.1: Probability Distribution Function	136
Equation 8.2: Probability Distribution Function	136
Equation 8.3: Three-parameter Burr Distribution Domain	139
Equation 8.4: Probability Density Function	140
Equation 8.5: Cumulative Probability Distribution Function	140

SUMMARY

The multi-family apartment rental housing industry has faced numerous challenges in the past decade. Research indicates that employees are disengaged and this disengagement is affecting resident satisfaction and having a negative financial impact on this sector of the housing industry (Miller, 2005; CEL & Associates, 2008).

Despite documented support in other industries identifying the link between engaged employees and more impressive business outcomes, little research has concentrated on the special needs and challenges of the multi-family apartment rental housing industry. Further, there are limited tools available to assist owners and managers with the task of identifying the characteristic drivers affecting employee engagement.

The goal of this research is to assist multi-family apartment rental property owners and managers in their process of talent management by developing an employee engagement model that improves business outcomes. The objectives of this research are: 1) To identify and classify characteristic drivers of a multi-family rental property employees' engagement affect on resident satisfaction; and 2) To develop an Employee Engagement Model (EEM) that allows multi-family apartment rental property owners and managers to define the percentage of satisfied residents for a given average level of engagement score. This research utilizes statistical analysis, neural network techniques, and probabilistic modeling for developing the Employee Engagement Model.

The hypothesis of this research is that: *The relationship between an average percentage of satisfied residents satisfaction-score and average level of employee engagement-score is a Burr Distribution with a skewness to the left.* The results of this research are expected to assist human resources professionals, managers, and owners of the multi-family rental properties to retain employees and improve resident satisfaction.

A panel of experts from the multi-family rental housing industry identified key indicators of employee engagement. Using a survey approach, combined with a comprehensive literature review, a list of key drivers for employee engagement are identified and classified by frequency and similarity. Once significant drivers are selected, an Employee Engagement Model is developed to measure the percentage of multi-family apartment resident's satisfaction determined by the average level of the on-site property employees' engagement. The Employee Engagement Model (EEM) offers a tool for defining the relationship between employee engagement and resident satisfaction in the multi-family housing rental apartment industry. New knowledge is derived in correlations of certain aspects of employee engagement and the likelihood of resident satisfaction to extend their leases, thus improving business performance. It is expected that the Employee Engagement Model (EEM) will provide useful feedback to multi-family professionals in their process of talent management as it relates to improved business performance. It is also expected that further discussions toward improvements in measuring employee engagement and its impact on satisfaction will be prompted by this research.

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