



Mission Engagement: A Nonprofit Employee Survey

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PURPOSE & SUMMARY

- Employee turnover and burnout can keep purpose-driven organizations from maximizing their social impact.
- Nonprofits could reduce burnout with a practical employee engagement survey that is tailored to their purpose-driven work.
- Presented is an 18-item survey, adapted from existing academic literature and expert interviews, to help nonprofits assess and react to the health of their workforce. A pilot deployment of the survey demonstrates internal validity.

METHODS

- Review literature on employee engagement, discover validated survey questions.
- Through expert interviews discover how surveys can be adapted for purpose-driven organizations.
- Design and deploy a pilot survey. Test survey for internal validity and examine practical takeaways.

RESEARCH

Employee engagement is a measure of an employee's physical, emotional, and cognitive capacity thrive at work. Surveys using this definition, based on the work of Kahn (1990) and Saks (2006), have been empirically validated. For nonprofits, the concept of value congruence (Caldwell, Chatman, O'Reilly, 1990) was adapted and integrated.

These subcategories of employee engagement emerged:

Job Engagement

Employee's affinity for the functional aspects of their job.

Org Engagement

Employee's affinity for the organization as a member in its group.

Mission Engagement

Employee's affinity with organization's purpose.

REFERENCES

- Caldwell, D. F., Chatman, J. A., & O'Reilly, C. A. (1990). **Building organizational commitment: A multi-firm study.** *Journal of Occupational and Organizational Psychology*, 63, 245-251.
- Kahn, W. A. (1990). **Psychological conditions of personal engagement and disengagement at work.** *Academy of Management Journal*, 33(4), 692-724.
- Saks, A. M. (2006). **Antecedents and consequences of employee engagement.** *Journal of Managerial Psychology*, 21, 600-619.

SURVEY

JOB ENGAGEMENT

My job fits how I see myself.



I can handle the physical demands of my role.



I feel overwhelmed by the things going on at my organization.



I feel emotionally used up at the end of the workday.



My job is essential to the organization.



I like the identity my job gives me.



ORGANIZATION ENGAGEMENT

My interactions with my co-workers are rewarding.



My supervisor considers my goals and values.



I worry about how others perceive me at work.



The organization's internal rules and procedures uphold high ethical and moral standards.



I trust my supervisor.



Rules within the organization are applied consistently.



MISSION ENGAGEMENT

What this organization stands for is important to me.



My work is a part of the outcomes my organization seeks to create.



I am proud to tell others that I am a part of this organization.



The mission of my organization, as it is written, is relevant today.



If the values of this organization were different, I would not be as attached to this organization.



I feel a sense of "ownership" for this organization rather than being just an employee.



DATA ANALYSIS

- Factor analysis indicates internal validity.
- Anticipated correlations are statistically significant*:

Scale Reliability Statistics			
	mean	sd	Cronbach's α
scale	3.97	0.701	0.922

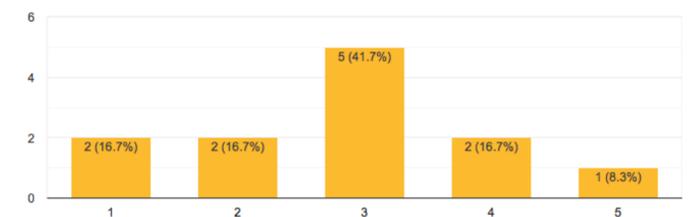
Survey Item	Pearson's & p-value	Correlating Item
My job is essential to the organization.	0.618 <0.001*	My work is a part of the outcomes my organization seeks to create.
I trust my supervisor.	0.683 <0.001*	Rules within the organization are applied consistently.
I feel overwhelmed by the things going on at my organization.	0.503 0.010*	I worry about how others perceive me at work.

SURVEY INTERPRETATION

- Survey questions can be interpreted by response frequencies.

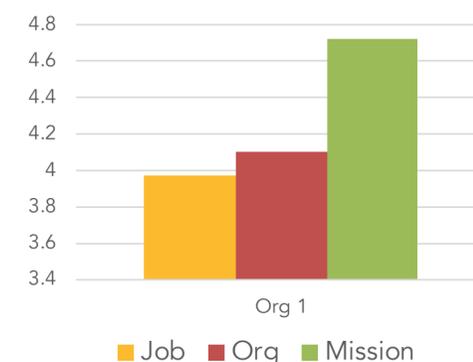
I feel overwhelmed by the things going on at my organization.

12 responses



- Survey responses can be scored and averaged.
- Individual scores, and the aggregate survey, can be averaged by engagement category.

Organization 1 Scores



Score	Engagement
5	Strong Engagement
4	Moderate Engagement
3	Low Engagement
2	Moderate Disengagement
1	Strong Disengagement