



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

Mission Engagement: A Nonprofit Employee Survey

by

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Abstract

Presented is a practical employee engagement survey, developed specifically for nonprofits and other purpose-driven organizations. Employee engagement has been tied to critical outcomes for managers like reduced turn over, decreased burnout, and greater job satisfaction. This 18-item questionnaire measures how employees feel about their role, how safe they feel in their organization, and how urgent the mission of the organization is in their work. The article reports the results of the survey which found the questionnaire to have internal validity. The survey shows promise to be a versatile but simple tool nonprofits can use to improve their employee engagement and by, extension, their impact.

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Section 1. Introduction

As the nonprofit sector continues to professionalize (Dobrai & Karkas, 2016), challenges and opportunities await. Purpose-driven organizations must compete against well-funded private corporations to attract and retain employees. Frequently, nonprofits do not have additional resources to invest in organizational development. Other determinants of voluntary turnover, like compensation (Selden, Sowa, 2015), are also hard for nonprofits to control. Employee turnover and burnout can keep purpose-driven organizations from maximizing their social impact. However, these organizations have an often underestimated advantage: their mission and values. Nonprofits can leverage this differentiator to engage their employees, propelling the organization forward.

Employee engagement is an important driver of increased performance (Gruman & Saks, 2011). Many underestimate the role mission plays in employee engagement. Investing in organizational development and human resources has been observed to have a “u-shaped” effect on an organization’s social impact, falling before paying off (Sanzo-Perez, Rey-Garcia, & Álvarez-González, 2017). However, there are many prospective benefits for nonprofits investing in organizational development, adopting human resource practices of their private sector counterparts (Miller, 2018). This study evaluates how organizations in the social sector, as those in the private sector, might increase employee engagement through surveys (Duffy, 2016).

Section 2: Literature Review

Employee Engagement

In order to develop the survey instrument, it is necessary to first define employee engagement. The business community has utilized the term “employee engagement” colloquially for years before any conceptual framework for it was put forward (Saks, 2006). In 1990, Kahn’s seminal article “Psychological conditions of personal engagement and disengagement at work” proposed a theoretical framework that serves as the foundation of analyzing employee engagement for many researchers, including myself. It rests among many other measurements of employee attitudes and organizational involvement including employee satisfaction, organizational commitment, organizational citizenship behavior, value congruence, and person-organization fit. The following section explores a framework for understanding employee engagement in purpose-driven organizations.

Kahn (1990) observed camp counselors at work to hypothesize the determinants of their personal engagement or disengagement with their position. “Personal

engagement” in the context of his work was defined as “expressing a person’s preferred self” as opposed to being “robotic,” “detached,” or otherwise obscuring their true selves in the course of performing their role. According to his research, an individual’s place on the spectrum between these two points is governed by three psychological conditions: meaningfulness, safety, and availability (p. 703). Although it is tempting to consider each of these conditions as binary (work is or is not meaningful), they are evaluated in degrees asking, “How meaningful is it to bring myself into this performance?”; “How safe is the organization’s culture?”; and “How much physically and cognitively available am I to perform this job?”

The evolution of Kahn’s “personal” engagement to “employee engagement” was accomplished by Saks (2006), which relied on the quantitative evaluation of Kahn’s initial framework by May, Gilson, and Harter (2004). Saks identified that Kahn’s conceptions of personal engagement with an employer could be understood through social exchange theory (SET). Cropanzano and Mitchell (2005) essentialized SET from decades of research, describing that the quality of the relationship between employer and employee can influence the employees’ desire to maintain their association and motivate them to work harder (p. 889). Akingbola (2019), in an interview with me, explained that SET provides the paradigm through which we can understand the intrinsic motivations of an employee – beyond the simple monetary exchange between employers and employees for services rendered.

Saks (2006) puts forth “job engagement” and “organization engagement” as subcategories under the umbrella of employee engagement. Job engagement is defined as the employee’s affinity for the functional aspects of their job, whereas organization engagement is defined as the employee’s affinity for the organization as a member in its group (p. 604). Saks echoes Kahn in sketching out employee engagement as the “cognitive, emotional and behavioral components that are associated with individual role performance” (p. 602) within the context of the employee-employer relationship. His decision to subdivide employee engagement is likely informed by SET, as it seeks to distinguish an employee’s internal factors affecting engagement from factors related to the quality of the employee’s relationship with the organization. In my interview, Akingbola (2019) noted that in most cases, “people leave because of the organization, not because of the job.” Kahn’s (1990) framework, Akingbola explains (2019), is a guide for evaluating the employee’s self, their job, and their tasks. Thus, it is important to build upon Kahn’s (1990) individual-focused framework of engagement by including questions to assess organization engagement like, “To what extent do you trust your organization?”

Job engagement and organization engagement are distinguished by Saks (2016) and others (May, Gilson, & Harter, 2004; Shuck, Reio, & Rocco, 2011) from the concepts of employee satisfaction, organizational commitment, organizational citizenship behavior, value congruence, and person-organization fit. Primarily, any one of these measurements is assessing the employee's attitude or opinion of the employer versus measuring their ability to complete their work physically and socially. In subsequent studies, the independence of job engagement and organization from these other measurements was also validated empirically (Akingbola & van den Berg, 2019). Additionally, Akingbola and van den Berg found that organization engagement is positively related to job satisfaction and commitment, and job engagement is positively related to organizational citizenship behavior.

Akingbola and van den Berg (2019) were the first to study job engagement and organization engagement within a nonprofit context. Their research confirmed that both employee engagement and organization engagement were tied to critical outcomes for nonprofit managers (and it could be said managers writ large). Specifically, they found a significant relationship between employee engagement (organization engagement and job engagement) and job satisfaction, commitment, and intention to quit. For this study, questions relating to job engagement and organization engagement will be adapted from Saks (2006) and May, Gilson, and Harter (2004) as Akingbola and van den Berg (2019) among others have done.

Mission Engagement

Jeanne Bell, MNA, current Director of Practice at Nonprofit Quarterly and former CEO of the national nonprofit consulting firm CompassPoint Nonprofit Services, shared that employee engagement is a critical dimension of nonprofit efficacy. "It's kind of pointless to think about the impact [of an organization] and money [financial dimension] without human alignment and motivations," Bell told me in during our interview (Bell, 2019). She underscored the critical role of an organization's mission in attracting and retaining people.

I hypothesize that measuring an employee's alignment with a nonprofit's mission is critical to understanding the employee's level of engagement in the organization. Mission engagement is the degree to which employees feel the organization's mission is integral to their work. People need to "see their work inside [the] purpose" of their organization (Bell, 2019). The prioritization of super-ordinal social goals, like public or group benefit over private enrichment (Salamon & Anheier, 1997), is among the defining elements of nonprofit organizations. In our close examination of the individual performing their role or interacting with their group, we may be losing sight of the part an organization's purpose plays in engaging its employees.

The idea that a company's mission influences employee engagement is not new. Shuck, Adelson, and Reio describe that employees connect with their organization emotionally, and that emotionally engaged employees are more likely to say they "believe in the mission and purpose of their organization" (2017, p. 957). Feeling emotionally gratified at work is also explored by Kahn, observing employees experience "meaningfulness when they felt worthwhile, useful, and valuable-as though they made a difference and were not taken for granted" (1990, p. 704). Person-organization fit and value congruence are two adjacent concepts that scholars have used to approximate the impact of mission on engagement. Moynihan and Pandey found that "importance of values in terms of the perceived fit between individual values and organizational values" likely reduced employee turnover in public organizations (2007). Their work converged with the greater body of research on value congruence. In defining value congruence, Akingbola and van den Berg (2019, p. 50) described that employees who "buy into" the mission and values of an organization are more likely to be engaged according to Kahn's criteria (1990).

Value congruence is one of the widely studied concepts from which we can base the mission's engagement dimension of employee engagement. One may assume that an individual would not voluntarily take a role with an organization they didn't believe in. However, such an assumption treats values as one dimensional when an employee's calculation is more complex. In his seminal article on the roots of job satisfaction, Locke (1969) notes there are at least two dimensions to value judgements: the importance of the value and the degree to which it is satisfied. He explains, "a man might consider pay an important value up to a certain minimum, but further pay increments might be valued less than, say, specific changes in the work content" (p. 330). Similarly, working in a nonprofit organization may satisfy an employee's minimum threshold for effecting social or environmental change. However, the mission of another organization may ignite a greater degree of fidelity in the employee thus establishing the theoretical framework for measuring the value congruence between the individual and the organization.

Akingbola and van den Berg (2019) were the first to study value congruence in relation to Kahn (1990) and Saks' (2016) framework of employee engagement. They found that value congruence is a major antecedent of employee engagement (p. 64). The concept of value congruence, absent from Saks (2006) framework, is most reminiscent of Kahn's (1990) "meaningfulness," although it transcends the subcategories of job engagement and organization engagement to measure the alignment of an individual's values with those of their organization. They also found strong evidence to support that value congruence, as expected, is positively related to job engagement and organization engagement (p. 64).

Section 3: Methods and Approaches

I followed a three-step process to create a survey instrument to gauge employee engagement in purpose-driven organizations. I began by reviewing the literature on employee engagement, summarized in the previous sections of the article, to discover validated survey questionnaires. Through expert interviews, I determined how to adapt those questionnaires for this project. Once the new questionnaire was prepared, I deployed it to a convenience sample of employees at purpose-driven organizations.

Throughout the research discussed thus far, there are a few common themes among survey designs measuring employee engagement. First, most surveys ask participants to respond to positive or negative statements. I will adopt this approach as I believe it minimizes the cognitive load on the survey respondent. Second, responses are almost exclusively recorded on a five-point Likert scale. This, too, I will adopt, for it allows a purely quantitative analysis, which I believe will appeal to nonprofit managers seeking a practical tool for employee evaluation. Finally, many of the studies reviewed rely on the same questionnaires developed decades ago, some as late as 1990. While I may alter some words in adapting these questionnaires for this study, I intend to deviate as little as possible out of respect for the many subsequent studies that utilized and validated these questionnaires.

To develop a brief survey that will produce actionable insights, I first defined each employee engagement subcategory. Figure 1 demonstrates the umbrella of employee engagement, and offers definitions of job engagement, organization engagement, and mission engagement.

Figure 1. Employee Engagement and Subcategories



I gathered prompts relating to mission engagement and job engagement from May, Gilson, and Harter (2004) who were cited by Saks (2008) as the first to quantitatively test Kahn's (1990) framework of employee engagement. The questionnaire May, Gilson, and Harter (2004) developed needed to be split and prompts recategorized under job engagement and organization engagement. I selected prompts from their questionnaire that their research found to be positively linked to Kahn's conditions of availability, meaningfulness, and safety (p.30). Finally, I grouped the selected prompts under the appropriate subcategory of employee engagement according to the definitions offered in Figure 1.

Following the definition of mission engagement, I determined the prompts under this subcategory must measure:

- Alignment – The degree to which the individual and organizations place similar importance on the same values.
- Commitment – The degree to which the individual is motivated by the organization's purpose.
- Urgency - How relevant the mission is to the individual's role.

The "alignment" element originates from Locke's (1969) aforementioned research on values. The survey should measure if the individual and organization share values, and how tightly their emphasis on those values match. The "commitment" element is derived from the foundational research on value congruence by Caldwell, Chatman, and O'Reilly (1990). They found that value congruence can increase employee motivation and commitment (p. 257). "Urgency" comes from Bell's (2019) analysis of the relationship between employees and the organization's mission. Employees that are unable to see themselves in the mission, or find the mission otherwise dated or irrelevant, are hypothesized to be less engaged.

This process produced the 18-item questionnaire in Table 1. There are six prompts for each category of engagement, spanning five sources. Each prompt is mapped back to Kahn's original framework of employee engagement (1990).

Table 1. Survey Questionnaire

Prompt	Employee Engagement Type	Kahn (1990)
I feel overwhelmed by the things going on at my organization. (r)	Job Engagement	Availability

I feel emotionally used up at the end of the workday. (r)	Job Engagement	Availability
I can handle the physical demands of my role.	Job Engagement	Availability
My job fits how I see myself.	Job Engagement	Meaningfulness
My job is essential to the organization.	Job Engagement	Meaningfulness
I like the identity my job gives me.	Job Engagement	Meaningfulness
What this organization stands for is important to me.	Mission Engagement	Meaningfulness
I am proud to tell others that I am a part of this organization.	Mission Engagement	Meaningfulness
If the values of this organization were different, I would not be as attached to this organization.	Mission Engagement	Meaningfulness
I feel a sense of "ownership" for this organization rather than being just an employee.	Mission Engagement	Meaningfulness
My work is a part of the outcomes my organization seeks to create.	Mission Engagement	Meaningfulness
The mission of my organization, as it is written, is relevant today.	Mission Engagement	Meaningfulness

My interactions with my co-workers are rewarding.	Organization Engagement	Safety
I worry about how others perceive me at work. (r)	Organization Engagement	Safety
I trust my supervisor.	Organization Engagement	Safety
My supervisor considers my goals and values.	Organization Engagement	Safety
The organization's internal rules and procedures uphold high ethical and moral standards.	Organization Engagement	Safety
Rules within the organization are applied consistently.	Organization Engagement	Safety

With Bell (2019), I created the prompts “My work is part of the outcomes my organization seeks to create” and “The mission of my organization, as it is written, is relevant today.” The latter presupposes that those deploying the survey have written the organization’s mission above the prompt. Together, the prompts seek to gauge the “urgency” of the organization’s mission. As Bell said, reflecting on her consulting work with Nonprofit Quarterly, “I’m not working with any clients who aren’t revisiting their missions” (2019). The stated purpose of the organization is a representation of its values and relevance to society today. In this prompt, respondents are essentially being asked to rate the timeliness and urgency of the mission to measure how relevant they perceive it to be.

A blank version of the resulting survey is available in Appendix D.

Section 4. Data Analysis

The survey was sent to 30 individuals working in purpose-driven organizations as a pilot study. Recipients were informed their survey would be anonymous, and it did not collect personally identifiable information such as the participant's name, email, age, race, or gender. The purpose of this deployment was to receive relevant data and feedback on the questionnaire. I received 25 completed surveys from my convenience sample of employees. Using the data from the pilot study, I conducted tests to verify the internal validity of the questionnaire. I also experimented with summarizing the data to determine how practical the results of the survey might be to nonprofit managers.

Survey responses were coded from one to five to allow for easy interpretation (Waters, 2019) and parametric analysis. The questionnaire is designed to score overall employee engagement by finding the average of individual scores. Parametric analysis was deemed appropriate because the combined responses describe a "personality trait or attitude" (Boone & Boone, 1990, p. 3). Individual scores are determined by taking an unweighted average of their survey responses. In addition to analyzing an individual's score, or the organization's overall score, responses can be grouped and averaging according to subcategories of job engagement, organization engagement, and mission engagement.

First, I analyzed the survey as a whole, averaging all responses across all participants. Table 2 shows statistical descriptives of this analysis in the "Overall" column. Given the survey is hypothesized to be able to measure employee engagement, I computed a Cronbach's alpha to determine the extent to which the questionnaire is a consistent measure of employee engagement (Goforth, 2015). Then I averaged scores according to engagement subcategory. The questionnaire was found highly reliable (18 items; $\alpha = 0.922$). The job engagement subscale (6 items; $\alpha = 0.790$), organization engagement subscale (6 items; $\alpha = 0.834$), and mission engagement subscale (6 items; $\alpha = 0.813$) were also found to be reliable.

Table 2: Descriptive Statistics

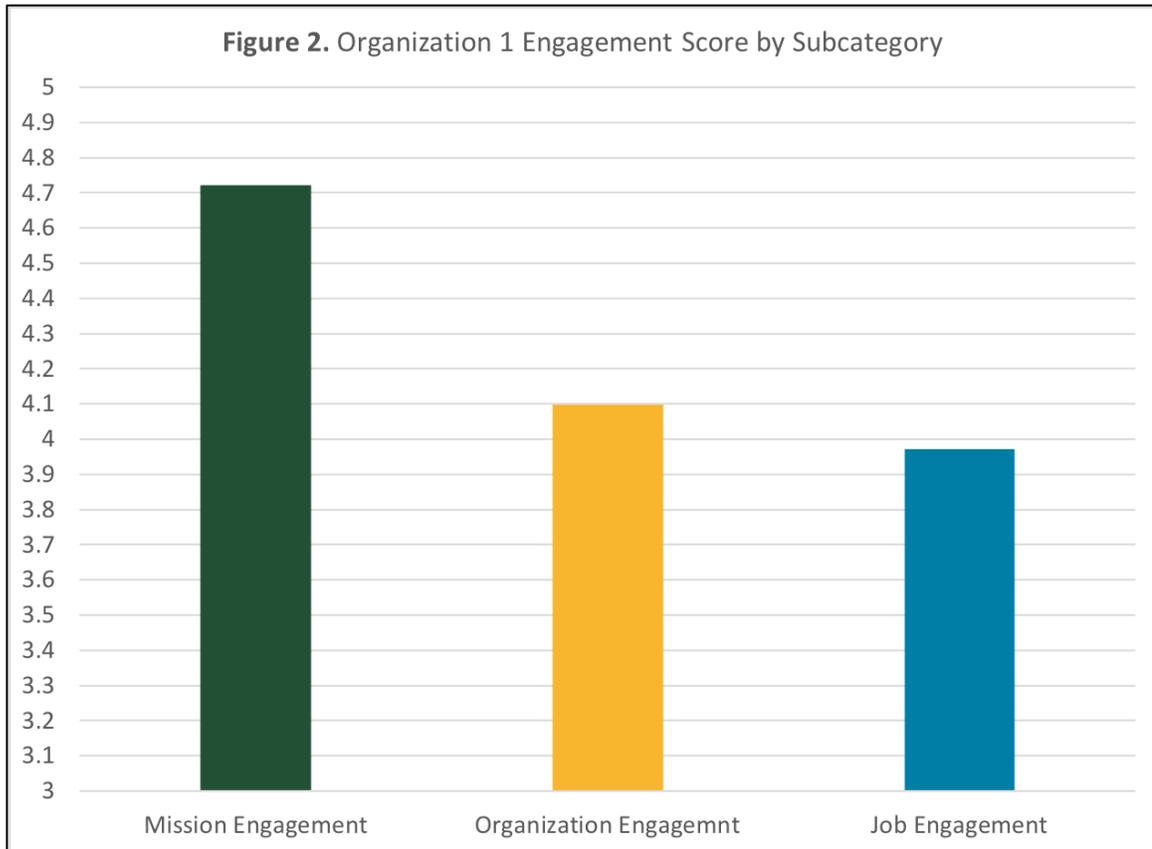
	Mission	Org	Job	Overall
N	25	25	25	25
Mean	4.49	3.70	3.73	3.97
Median	4.67	4.00	3.83	4.17
Standard deviation	0.608	0.949	0.725	0.702
Variance	0.370	0.900	0.526	0.493
Shapiro-Wilk p	< .001	0.065	0.052	0.007

The average scores by subcategory provide the most actionable feedback for managers deploying the survey. As may be expected for purpose-driven organizations, mission engagement scored highest on the one to five scale, averaging 4.49. Organization engagement, the measure of trust and safety within the organization, had the lowest average – 3.70. In testing the normality of the distribution in responses, it was observed that all medians fall within the first standard deviation of the mean. Although, the Shapiro-Wilk’s score is $<.001$ for mission engagement, based on the standard deviation, I will assume it follows a normal distribution for now. To interpret the results, I created a scoring guide to correspond with the possible range of scores (see Table 3).

Table 3: Scoring Guide

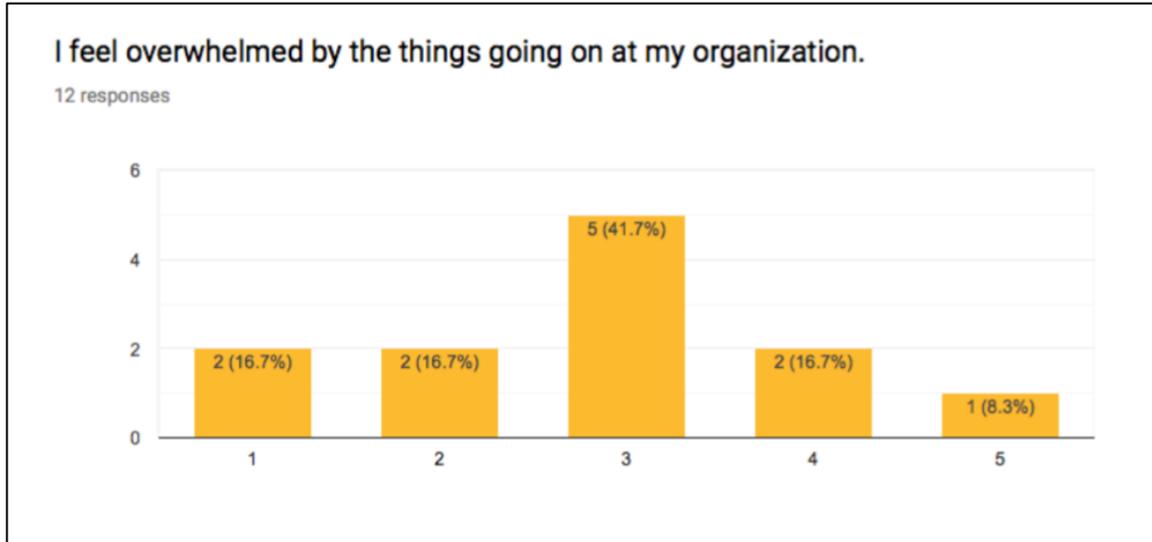
Score	Engagement
5	Strong Engagement
4	Moderate Engagement
3	Low Engagement
2	Moderate Disengagement
1	Strong Disengagement

Twelve of the respondents in the pilot study belonged to the same organization. To simulate being a manager that has recently deployed this survey, I grouped their responses and scored them separately from the general population. Figure 2 is a visual representation of the average scores by subcategory for “Organization 1.” Notably, the organization’s scores for mission engagement and organization engagement are both above four, indicating moderate to strong engagement. However, job engagement is not far behind at 3.972. The overall employee engagement score for Organization 1 is 4.265.

Figure 2. Organization 1 Engagement Scores by Subcategory

The survey instrument also lends itself to analysis of frequencies. For example, if a manager at Organization 1 wanted to visualize what was pulling down their average job engagement scores, they could examine the frequencies of responses for individual prompts, as shown in Figure 3. In this instance, most respondents gave a neutral or affirmative response to “I feel overwhelmed by things going on at my organization.” According to the definition of job engagement, this indicates that people find performing their role overwhelming. Note that scoring is reversed on this question when calculating the average.

Figure 3. Responses to Job Engagement Prompt at Organization 1



Finally, I conducted a factor analysis to determine if responses to prompts across categories have anticipated relationships. For this exercise, I developed the following hypotheses:

Hypothesis 1 (H1): Mission engagement will have a positive relationship with (a) job engagement and (b) organization engagement.

Hypothesis 2 (H2): Responses to “I trust my supervisor” will be positively related to (a) job engagement and (b) mission engagement

Hypothesis 3 (H3): Responses to “I feel emotionally used up at the end of the day” will be positively related to (a) organization engagement and (b) mission engagement.

I conducted a regression analysis to determine statistically significant relationships between survey prompts. The full correlation matrix can be found in Appendix A, and the prompt key in Appendix B. My analysis found strong support for H1, mission engagement had a significant positive relationship with job engagement ($r = .674$, $p < .001$), and mission engagement had a significant positive relationship with organization engagement ($r = .784$, $p < .001$). Similarly, H2 found strong support with the prompt having a positive relationship with job engagement ($r = .649$, $p < .001$) and mission engagement ($r = .640$, $p < .001$). In testing H3, I did not find support for a positive relationship between the prompt and mission engagement ($r = .257$, $p = 0.215$) but found limited support for the relationship with prompt and organization

engagement ($r = .499$, $p = .011$). While H1 and H2 are accepted, H3 is in part rejected. In my interpretation, because H1 found positive relationships between the three subcategories of employee engagement, it is likely that the sample size of the study was insufficient to establish a relationship between that specific prompt and mission engagement.

Section 5: Implications and Recommendations

The practical value of this survey rests on its ease of interpretation. In the age of NPS scores, a simple numeric score between one and five may be superficially attractive. However, what do managers do with this information? Managers are likely to look for insights from the survey in three ways: (1) analyzing survey prompts themselves, (2) exploring the definitions and descriptions of the subcategories, and/or (3) comparing their results to those of other organizations or national trends.

The first method is applied mostly to managers reviewing individual responses and response frequencies. In cases where employees provide polarized responses, clear patterns emerge, as Figure 4 reveals. In this example, the respondent averaged an overall engagement score of 2.44, placing the respondent firmly in “disengaged.” This respondent exemplifies the kind of employee organizations could save from burnout if they reacted appropriately to their survey results. The respondent had a mission engagement score of 4, organization engagement score of 1.5, and a job engagement score of 1.83. Although the respondent finds the mission engaging, it is safe to infer there is a relationship between their low job and organization scores. Reviewing the prompts themselves, it seems employees are likely emotionally exhausted from feeling insecure in the office and unsafe with their supervisor.

Figure 4. Disengaged Employee

I worry about how others perceive me at work.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Strongly Agree
I trust my supervisor.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
My supervisor considers my goals and values.						
	1	2	3	4	5	
Strongly Disagree	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

The second method, exploring the definitions and descriptions of the subcategories, can help managers interpret organizational scores. Hypothetical examples may be key to understanding the subcategories beyond their definitions offered in Figure 1. For example, I've developed the following exercise to illustrate each of the subcategories.

- Job engagement: I am a nurse. How do I feel about being a nurse?
- Organization engagement: I can be a nurse anywhere. How do feel about being a nurse at this organization?
- Mission engagement: I am a nurse at this organization. Am I making a difference through this organization's mission?

Hypothetical examples could also be visually demonstrated, as in Appendix C. Pictured are several different scenarios organizations could be experiencing, and how they might manifest in the engagement scores chart. In most examples, it is assumed mission engagement will have the highest average score.

The third method is dependent on further research and contributions from purpose-driven organizations. Larger studies could provide insights on which industries have the greatest mission engagement or lowest organization engagement. They could establish an average job engagement score for nonprofits. Studies could evaluate the ability of engagement scores to predict employee turnover. And longitudinal studies could observe if survey feedback correlates with changes in the administration of nonprofits. All these examples would likely increase the practical value of this survey for managers.

Section 6: Conclusions

This project has developed and tested an employee engagement survey tailored to purpose-driven organizations. The survey borrows liberally from questionnaires in previous empirical studies on employee engagement, adapting existing frameworks and concepts to make a concise survey instrument. A pilot study of the proposed employee engagement survey demonstrated the questionnaire was internally valid. The survey's breakdown of employee engagement into subcategories makes it easier for managers to interpret and act on their results. Further, by focusing on employee engagement, managers can measure and address the causes of job satisfaction and employee turnover.

I started this project to empower nonprofits and their workforce. When we increase the capacity of the people in organizations, we're increasing the capacity of the entire organization. Private corporations leverage many tools to be competitive in a tight labor market, many of which are out of reach for nonprofits. A purpose-driven

organization may not be able to offer higher salaries, modern facilities, or kombucha on tap. However, they can leverage their mission. The survey presented here borrows a tool from the private sector and modifies it to emphasize the role mission plays in employee engagement.

This project is only the beginning of an idea that should be elaborated upon. Since completing the pilot study, I have noticed substantial interest in this survey and the insights it could have for organizations. In conversation with participants on the study, it is clear they found the experience of taking the survey, and interpreting the results, straightforward and rewarding. Future research should undertake establishing benchmarks and other reference points by which organizations can contextualize their own results. Fostering a common understanding of employee engagement, and the role of mission in it, could benefit all purpose-driven organizations – whether they conduct engagement surveys or not.

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Appendix A: Correlation Matrix

	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	U	Mission	Org	Job
C	Pearson's r p-value	0.406* 0.044	0.328 0.109	0.594** 0.002	0.480* 0.015	0.650*** <.001	0.188 0.367	0.264 0.202	0.100 0.633	0.699*** <.001	0.669*** <.001	0.583** 0.002	0.150 0.474	0.578** 0.002	0.646*** <.001	0.498* 0.011	0.575** 0.003	0.013 0.951	0.490* 0.013	0.886*** <.001	0.824*** <.001
D	Pearson's r p-value	—	0.078 0.712	0.603** 0.001	0.497* 0.011	0.513** 0.009	0.306 0.136	0.344 0.092	0.277 0.181	0.368 0.070	0.427* 0.033	0.282 0.172	0.503* 0.010	0.325 0.112	0.528** 0.007	0.367 0.071	0.488* 0.013	0.533** 0.006	0.500* 0.006	0.567** 0.003	0.764*** <.001
E	Pearson's r p-value	—	—	0.111 0.596	0.062 0.769	0.070 0.739	0.426* 0.034	0.432* 0.031	0.289 0.162	0.479* 0.015	0.618*** <.001	0.388 0.056	-0.111 0.598	0.120 0.569	0.378 0.062	0.251 0.226	0.286 0.165	0.075 0.723	0.538** 0.006	0.295 0.152	0.353 0.084
F	Pearson's r p-value	—	—	—	0.338 0.099	0.426* 0.034	0.336 0.101	0.168 0.423	0.410* 0.042	0.340 0.097	0.447* 0.025	0.292 0.157	0.162 0.441	0.510** 0.009	0.574** 0.003	0.470* 0.018	0.669*** <.001	0.349 0.087	0.470* 0.018	0.615** 0.001	0.744*** <.001
G	Pearson's r p-value	—	—	—	—	0.460* 0.021	0.305 0.139	0.060 0.777	0.122 0.561	0.277 0.180	0.214 0.305	0.305 0.138	0.411* 0.041	0.412* 0.041	0.345 0.091	0.207 0.320	0.492* 0.012	0.154 0.463	0.257 0.215	0.499* 0.011	0.697*** <.001
H	Pearson's r p-value	—	—	—	—	—	0.145 0.022	0.457* 0.006	0.182 0.384	0.643*** <.001	0.545** 0.005	0.586** 0.002	0.063 0.083	0.694*** <.001	0.675*** <.001	0.626*** <.001	0.434* 0.030	0.436* 0.030	0.593** 0.002	0.752*** <.001	0.764*** <.001
I	Pearson's r p-value	—	—	—	—	—	—	0.530** 0.006	0.569** 0.003	0.375 0.065	0.561** 0.004	0.341 0.095	-0.079 0.709	0.434* 0.030	0.332 0.104	0.430* 0.032	0.262 0.205	0.706*** 0.001	0.424* 0.035	0.438* 0.028	
J	Pearson's r p-value	—	—	—	—	—	—	—	0.640*** <.001	0.566** 0.003	0.881*** <.001	0.329 0.108	0.171 0.414	0.471* 0.018	0.608** 0.001	0.731*** 0.001	0.230 0.268	0.449* 0.024	0.866*** 0.004	0.557** 0.004	0.405* 0.045
K	Pearson's r p-value	—	—	—	—	—	—	—	—	0.279 0.177	0.363 0.074	0.168 0.423	0.021 0.922	0.371 0.529**	0.464* 0.020	0.522** 0.007	0.340 0.096	0.387 0.056	0.723*** 0.001	0.424* 0.035	0.325 0.113
L	Pearson's r p-value	—	—	—	—	—	—	—	—	—	0.826*** <.001	0.828*** <.001	0.174 0.405	0.529** 0.007	0.684*** <.001	0.665*** <.001	0.504* 0.010	0.078 0.712	0.769*** 0.001	0.746*** <.001	0.663*** <.001
M	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	0.681*** <.001	0.033 0.875	0.575** 0.003	0.763*** <.001	0.629*** <.001	0.553** 0.004	0.207 0.320	0.851*** 0.001	0.727*** 0.001	0.683*** <.001
N	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	0.030 0.886	0.589** 0.002	0.614** 0.002	0.493* 0.001	0.130 0.536	0.608** 0.001	0.726*** 0.001	0.577*** 0.003	
O	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	-0.008 0.970	0.144 0.493	0.165 0.431	0.255 0.219	0.135 0.520	0.293 0.156	0.373 0.066	
P	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	0.793*** <.001	0.801*** <.001	0.683*** <.001	0.500* 0.011	0.873*** 0.001	0.640*** <.001	
Q	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0.712*** <.001	0.721*** <.001	0.507** 0.010	0.781*** 0.001	0.752*** <.001	
R	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0.536** 0.006	0.472* 0.017	0.791*** 0.001	0.581** 0.002	
S	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0.330 0.107	0.551** 0.004	0.804*** 0.001	0.706*** <.001
U	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0.480* 0.015	0.498* 0.011	0.387 0.056
Mission	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0.784*** 0.001	0.674*** <.001
Org	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0.823*** 0.001
Job	Pearson's r p-value	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

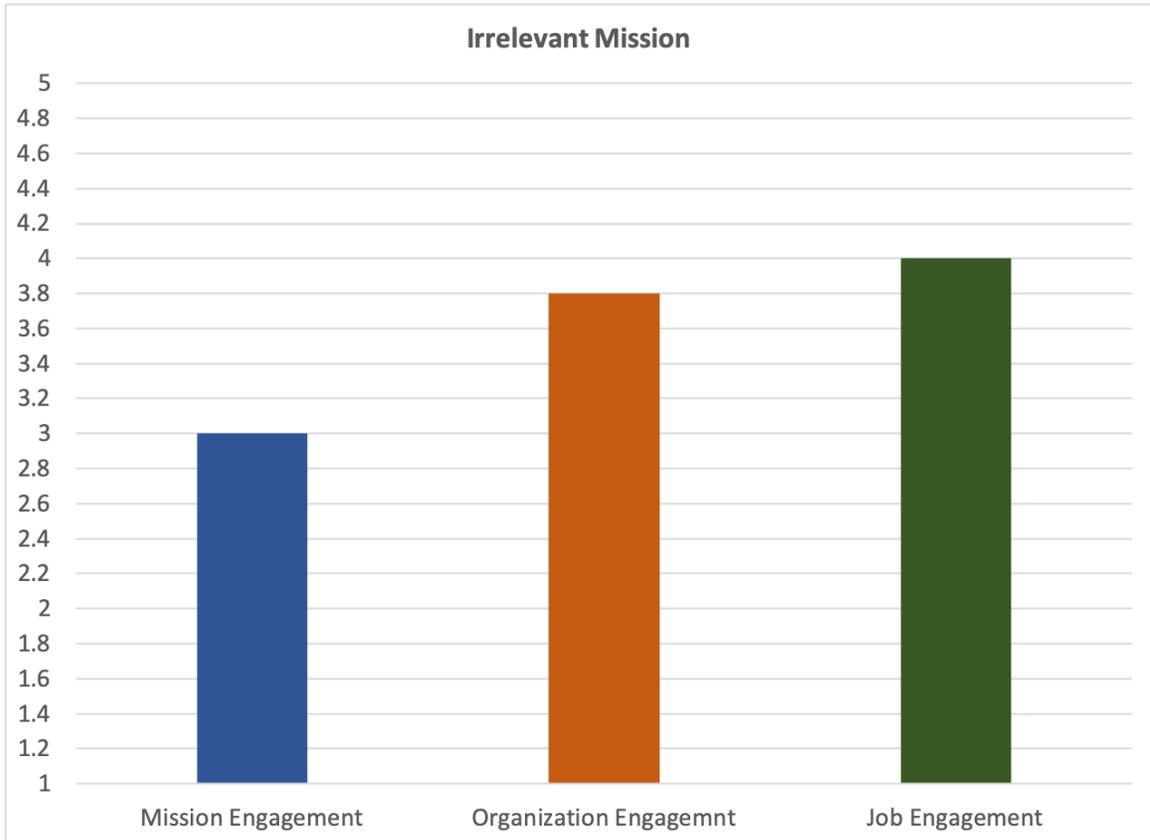
Note. * p < .05, ** p < .01, *** p < .001

Appendix B: Survey Key

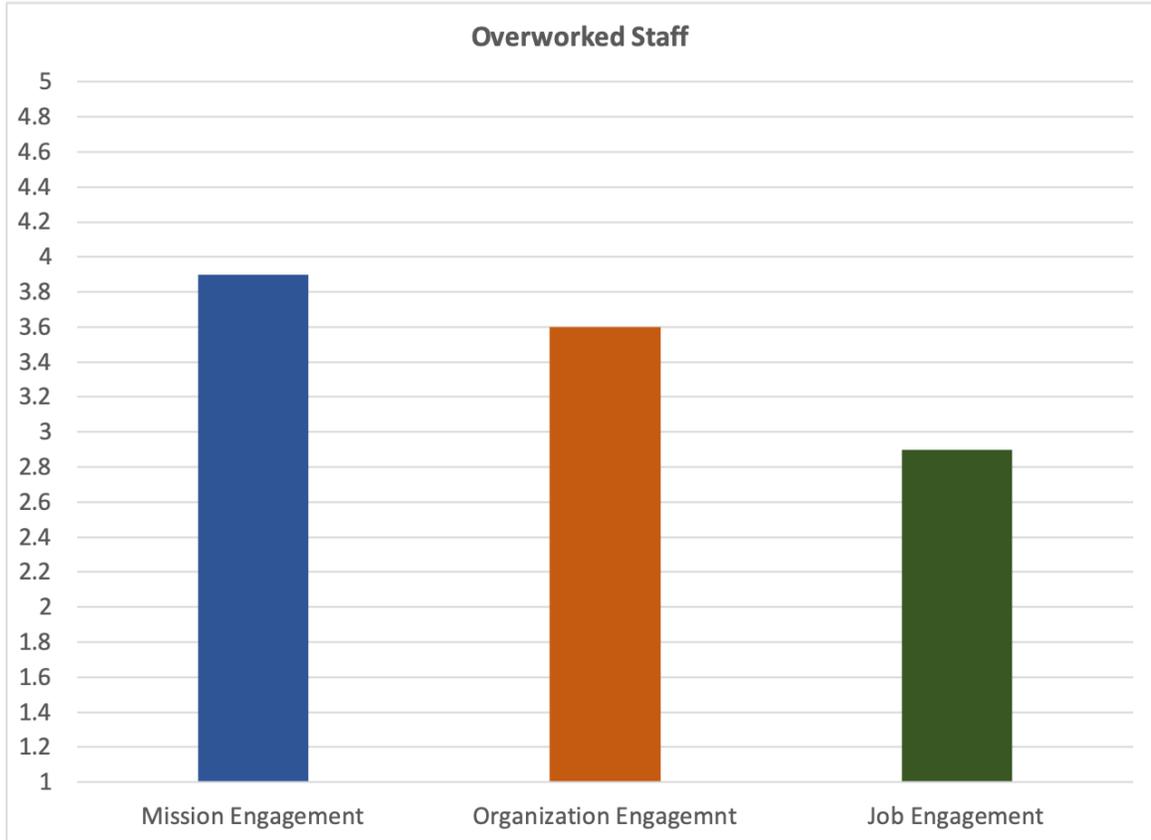
C	Job	My job fits how I see myself
D*	Job	I feel overwhelmed by the things going on at my organization.
E	Job	My job is essential to the organization.
F	Job	I can handle the physical demands of my role.
G*	Job	I feel emotionally used up at the end of the workday.
H	Job	I like the identity my job gives me.
I	Mission	What this organization stands for is important to me.
J	Mission	I am proud to tell others that I am a part of this organization.
K	Mission	If the values of this organization were different, I would not be as attached to this organization.
L	Mission	I feel a sense of "ownership" for this organization rather than being just an employee.
M	Mission	My work is a part of the outcomes my organization seeks to create.
U	Mission	The mission of my organization, as it is written, is relevant today.
N	Org	My interactions with my co-workers are rewarding.
O*	Org	I worry about how others perceive me at work.
P	Org	I trust my supervisor.
Q	Org	My supervisor considers my goals and values.
R	Org	The organization's internal rules and procedures uphold high ethical and moral standards.
S	Org	Rules within the organization are applied consistently.
T	Org	Very briefly, what is the mission of your organization?

Appendix C: Example Scores by Scenario

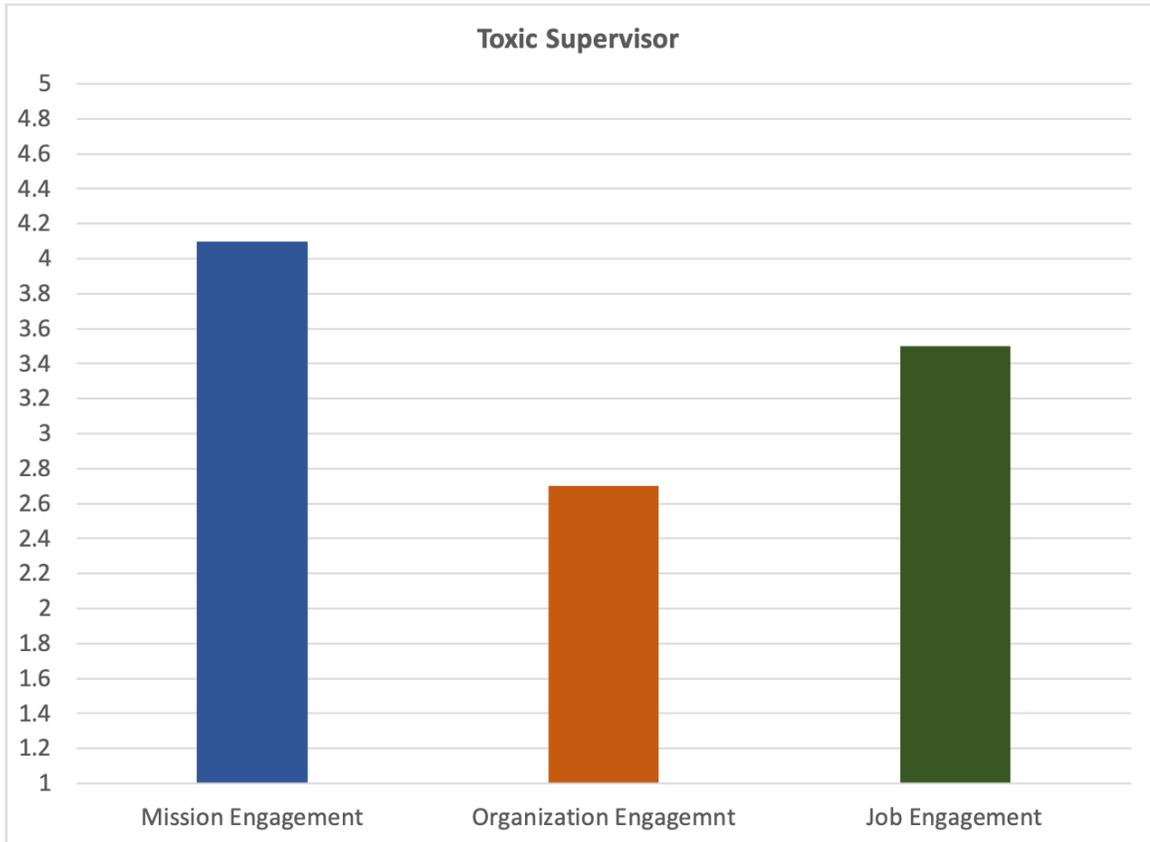
Irrelevant Mission



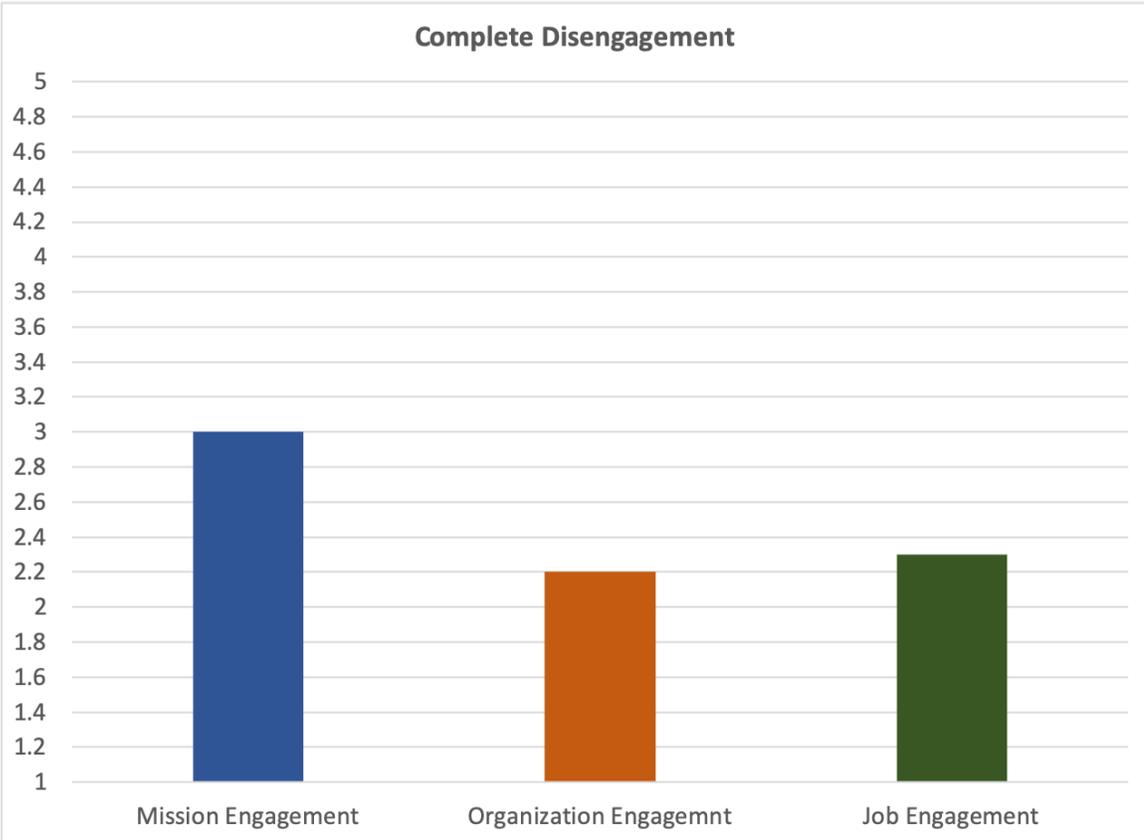
Overworked Staff



Toxic Supervisor



Complete Disengagement



Appendix D: Example Survey

My job fits how I see myself.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

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

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

My job is essential to the organization.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

I can handle the physical demands of my role.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

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

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

I like the identity my job gives me.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

My interactions with my co-workers are rewarding.

1 2 3 4 5

Strongly Disagree Strongly Agree

I worry about how others perceive me at work.

1 2 3 4 5

Strongly Disagree Strongly Agree

I trust my supervisor.

1 2 3 4 5

Strongly Disagree Strongly Agree

My supervisor considers my goals and values.

1 2 3 4 5

Strongly Disagree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Strongly Agree

Rules within the organization are applied consistently.

1 2 3 4 5

Strongly Disagree Strongly Agree

What this organization stands for is important to me.

1 2 3 4 5

Strongly Disagree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Strongly Agree

Author's Bio

Kyle Pate's primary goal is to get you to stop in your tracks. He helps nonprofits, e-commerce shops, and political campaigns get their target audience to consider and act on their message or products. When he's not buying ad space on the internet, he is applying his knowledge from the University of San Francisco Master of Nonprofit Administration program to assist social impact organizations. Kyle is always looking for ways to blend entrepreneurial thinking with mission-driven work.