



**ADDIS ABEBA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE**

**The Key Drivers of Employee Engagement in Development  
Project Organization: The Case of the Organization for  
Women In Self-Employment (WISE)**

**By: Wubshet Ergetie Woldegiorgis**

**A Project Work Submitted to the Addis Ababa University,  
College of Business and Economics, School of Commerce in  
Partial Fulfillment of the Requirements for the Degree of  
Master of Arts in Project Management**

**Advisor: Abdurazak Mohammed (PhD)**

**June 2022  
Addis Abeba**

**ADDIS ABEBA UNIVERSITY  
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DEPARTMENT OF PROJECT MANAGEMENT**

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(WISE)*

By: Wubshet Ergetie Woldegiorgis

Approved by the Board of Examiners:

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## **DECLARATION**

I, Wubshet Ergetie Woldegiorgis, declare that this project work titled “The Key Drivers of Employee Engagement in Development Project Organization: The Case of the Organization for Women In Self-Employment (WISE)” is the outcome of my own effort and that all sources of materials used for the study have been duly acknowledged. I have produced it independently under the guidance and suggestions of the research advisor, Abdurazak Mohammed (PhD). This project work has not been submitted for any degree in Addis Ababa University or any other universities. It is offered in partial fulfillment of the requirements for the Degree of Master Arts in Project Management.

Wubshet Ergetie Woldegiorgis

Signature \_\_\_\_\_

Date \_\_\_\_\_

## LETTER OF CERTIFICATION

This is to certify that Wubshet Ergetie Woldegiorgis has completed his project work titled **The Key Drivers of Employee Engagement in Development Project Organization: The Case of the Organization for Women In Self-Employment (WISE)** under my supervision and guidance. This research project work is original in nature and, in my opinion, it is suitable for submission in partial fulfillment the requirements for the award of Master of Arts Degree in Project Management.

**Advisor:**

Dr. Abdurazak Mohammed (PhD)

Signature \_\_\_\_\_ Date \_\_\_\_\_

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June, 2022

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## **List of Acronyms**

ACSO	Authority for Civil Society Organizations
ANOVA	Analysis of Variance
CBE	Commercial Bank of Ethiopia
CSOs	Civil society organizations
HR	Human resources
HRM	Human resources management
NGOs	Non-governmental organizations
POS	Perceived organizational support
SACCOs	Savings and Credit Cooperatives
SPSS	Statistical Package for Social Scientists
WISE	Organization for Women In Self-Employment

## ABSTRACT

This research project seeks to examine the key drivers of employee engagement in a development project organization. The aim of the study is to identify the current engagement levels of employees and to understand the drivers of engagement in non-governmental project organizations (i.e. NGOs) in Ethiopia. The research was prompted by the scarcity of employee engagement studies in the context of development project organizations in the country despite the problems they are facing in relation to engagement of their employees.

The research strategy adopted was mainly a quantitative, deductive approach using staff survey in the case organization, Organization for Women In Self-Employment (WISE). The survey requested respondents' views using a six-point Likert type scale on the three behavioral outcomes of engagement (i.e. Say, Stay and Strive) and 20 engagement drivers grouped under six themes: People, Organization, Work, Culture, Opportunities, and Procedures. These behavioral outcomes and drivers of engagement are adapted from the model developed by Aon Hewitt, a renowned HR consulting firm that has undertaken extensive researches on the topic.

Both descriptive and inferential statistics through SPSS and Excel were used to illustrate the findings from the survey. The findings indicate that just 40.6% of the employees in WISE are engaged at present and there is considerable scope for improvement as the score is supposed to be at least 50%. Besides, the fact that over half of the employees are disengaged with regard to the 'stay' engagement behavior is of particular concern as it suggests that many of the employees are intending to leave the organization. The study also revealed that younger and newer employees are less engaged than the older ones and those who have worked in WISE for longer time.

The results of the survey showed that Senior Management Team, Work Styles, Training and Development, and Performance Orientation are the main drivers that influence engagement levels the most. Respondents also want WISE to improve Benefits, Pay, and Communication. Hence, the leadership of WISE needs to work on these drivers that were seen as important factors influencing engagement levels.

This study will contribute to the literature on employee engagement in development project organizations.

**Key words:** Employee Engagement, Key Engagement Drivers

## **CHAPTER ONE: INTRODUCTION**

### ***1.1. Introduction***

This chapter provides the background of the study, brief background of the case organization, namely Organization for Women In Self-Employment (WISE), the statement of the problem that this study seeks to focus on including the research questions that it intends to address, the objective of the study, definition of the key term – employee engagement, the significance of the research, its scope, and the organization of the research paper.

### ***1.2. Background of the Study***

Employee engagement is a relatively recent concept that was first mentioned in 1990 by W. Kahn in an *Academy of Management Journal* article (Shuck & Wollard, 2009; Hassan & Ahmed, 2011), and it is also gaining a considerable interest in recent times (Bedarkar & Pandita, 2014; Shuck & Wollard, 2009). Global research (e.g. Simpson (2009) and Andrew & Sofian (2012), as cited in Albdour & Altarawneh (2014)) indicates that Employee Engagement is a critical factor for organization success.

Research shows that the term employee engagement and other workplace concepts like employee satisfaction, involvement or commitment are related but different concepts. Robertson-Smith & Markwick (2009) indicate that questions have been raised over whether engagement is indeed a unique concept or whether it is a rebranding of an existing construct such as job satisfaction, involvement or commitment. Hence, according to these authors, it is important to show if and how the concept of engagement is distinct from other similar constructs with which it may be confused. Regarding the evolution of these organizational concepts, Chandel (2018) explains that the focus of human resource (HR) during the 1970s and 1980s was on employee satisfaction, and the focus then moved from satisfaction to commitment, and finally to engagement which is a relatively recent concept.

Similarly, Holbeche & Matthews (2012) argue that employee engagement is not to be confused with employee satisfaction. They add, “Satisfaction levels can be raised to a very high level – but the effect on the business might actually be negative due to cost,

the entitlement mentality created or worker complacency. In contrast, engagement is about what the engaged employee will do in relation to the organization.” Aziri (2011, cited in Foertsch, 2021) defines employee satisfaction as the level of positive emotions, attitudes, or actions employees display or feel concerning their current employer, tasks, and responsibilities. According to Robertson-Smith & Markwick (2009), satisfaction and engagement differ in their predictive power over business outcomes. Satisfaction is a weaker predictor and lacks the two-way reciprocal relationship characteristic of engagement. Employee satisfaction as per Bin Shmailan (2016) is an individual’s feelings, attitudes, and perceptions toward the job that influence the degree of fit within the organization. Shuck et al. (2013), explains that the fundamental drive of a satisfied employee is “to maintain a certain level of status quo (i.e., I like the way things are, don’t change them, I am satisfied)”. In contrast, engagement involves a willingness to go beyond what is required. Macey et al., (2009, cited in Shuck et al. 2013), had to say, “While satisfaction connotes fulfillment, engagement connotes “urgency, focus, and intensity.””

Robertson-Smith & Markwick (2009) also confer that whilst engagement shares some characteristics with employee organizational commitment and job involvement, “the emotional and physical elements of engagement are not necessarily found in job involvement, and the absorption and self-expression is lacking in organizational commitment.” Albdour & Altarawneh (2014) describe employee organizational commitment as an employee’s desire to remain with the organization and the commitment to the organization’s goals. Involvement refers to “employees feeling that they have opportunities to suggest and make improvements to their own job as well as to the wider workgroup or organization” (Institute for Employment Studies, 2014). The above arguments indicate that employee engagement is not just job satisfaction or organizational commitment or involvement; it is much more than that.

This study is concerned with non-governmental development project organizations (commonly known as non-governmental organizations (NGOs), a.k.a. civil society organizations (CSOs)) in Ethiopia. According to the Organizations of Civil Societies Proclamation No. 1113/2019 (2019), an NGO or ‘Organization of Civil Societies’ means a non-governmental, non-partisan entity established at least by two or more persons on voluntary basis and registered to carry out any lawful purpose, and includes

non-government organizations (NGOs), professional associations, mass based societies and consortiums. The Proclamation (ibid) defines ‘Local Organization’ as a civil society organization formed under the laws of Ethiopia by Ethiopians, foreigners resident in Ethiopia or both. There are thousands of such organizations in the country.

These NGOs play a major role in economic and social development in Ethiopia. As people-intensive project organizations, ensuring higher employee engagement is a real challenge that NGOs are facing. It is therefore critical for NGOs to understand how to develop and maintain high levels of employee engagement. Nevertheless, there are a few academic works that examined the situation of employee engagement in Ethiopia.

A review of existing literature shows that previous studies conducted in Ethiopia on employee engagement have primarily focused on private and public business enterprises (banks) and government agencies like the Ministry of National Defense. The researcher could find only one study on employee engagement in Local NGOs in Ethiopia, which focused mainly on conceptual rather than practical issues. Examples of these studies are summarized in the literature review section of this paper (section 2.3).

As discussed above, it has been difficult to find researches that focus on practical aspects of employment engagement in the context of local NGOs in Ethiopia. This study therefore felt the need to study the drivers of employee engagement in an Ethiopian NGO. The aim of this research is to assess the level of employee engagement and also to investigate the key drivers of engagement and the relevance of these drivers in a local NGO called the Organization for Women In Self-Employment (WISE).

### ***1.3. Background of the case NGO - Organization for Women in Self Employment (WISE)***

WISE is a local NGO originally registered with the Ministry of Justice in 1997 and reregistered with the Charities and Societies Agency in 2009. WISE commenced its full program operation in January, 1998. The Organization has been working mainly with low-income self-employed women and girls in their efforts to achieve self-reliance and improve the quality of their lives. The major focus areas are the economic and social empowerment of women and girls and thus, the improvement of their position and condition in society. It is based in Addis Ababa.

With a vision of seeing a nation where absolute poverty is eradicated and women play active part in development, the Organization has been striving to make its contribution meaningful through designing programs and project interventions that address the core issues of poverty and dependence among the target members. Although WISE directly focuses on the economic and social empowerment of women microenterprise operators, the interventions are equally appropriate for men and women farmers as well as vulnerable groups. The business skills, health education, leadership and management, life skills, financial education, literacy and numeracy and technical skills trainings have been instrumental to change the quality of lives of the target women and their families.

Since its commencement of operation in 1998, WISE has reached quite a high size of community members by implementing its program in all parts of the country. So far, more than 40,000 women and girls have been reached through 85 Savings and Credit Cooperatives (SACCOs) established in Addis Ababa. These women and girls have been assisted to initiate or expand their preferred lines of micro-enterprise operations through getting organized in SACCOs and accessing various financial and non-financial services. Furthermore, a Union, an umbrella institution of the cooperatives, has been established to ensure the sustainability of services when WISE ceases its direct support to the cooperatives. The other independent division is Meleket Training Service, which is WISE's business wing. It provides trainings for other organizations that operate in different parts of the country as well as coaching and mentoring the staff of the partner organizations. ([www.wise.org.et](http://www.wise.org.et))

It was learned from the initial discussion with the leaders of some NGOs that employee commitment and involvement is a real problem of the development project organizations in Ethiopia. The leadership of WISE has also confirmed that employee engagement is indeed a serious problem they are facing. The researcher could see that the management has been trying to improve employee commitment and involvement but the measures they have taken could not bring the desired change. Hence, the organization needs to know what to do to improve the level of employee engagement and thereby ensure its effectiveness in delivering development projects by enhancing performance.

#### ***1.4. Statement of the Problem***

NGOs play an important role in promoting economic growth, developing society, improving communities and promoting citizen participation. NGOs are particularly critical to the socioeconomic development of countries like Ethiopia where government capacity and revenues are limited. According to Gebre (2016), “In 2014, NGOs were implementing 2,604 projects with a total budget of Birr 35.761 billion (US\$1.788 billion) obtained principally from western donors.”

It was observed that there are a limited number of academic studies conducted in Ethiopia on employee engagement, and these studies have focused mainly on private and public business enterprises (banks) and state agencies like the Ministry of National Defense. Tessema, D. (2014) investigated the determinants of employee engagement in Commercial Bank of Ethiopia (CBE) in Addis Ababa area. Similarly, Habte, A. (2016) studied the effect of reward management practice on employee engagement in CBE. Umer, J. A. (2017) also studied the effect of employee engagement on job performance in Ethiopian private banks. The research by Zerabruk, A. (2011) deals with employee engagement in the Ethiopia’s Ministry of National Defense. The Master’s thesis by Feleke, Z. (2018), titled “Antecedents of Employee Engagement in Selected Local NGOs in Ethiopia” is the only more relevant study this researcher could find.

Hence, scarcity of empirical study on employment engagement in the local NGO context in Ethiopia is considered as a major gap. WISE is no different; and the level of its employee engagement has not yet been measured, nor is the drivers of employee engagement in the organization identified. Lack of empirical information on employee engagement can adversely affect the human resource management (HRM) of the development project organizations such as WISE, and thus their project delivery.

In WISE, the employee disengagement problem is manifesting itself, among others, in a higher rate of staff turnover. Losing experienced talent is, in turn, can adversely affect productivity and also increase cost (i.e. cost of recruiting and training replacement staff). The rate of absenteeism and not respecting workhours is also an issue in the organization because disengaged employees are less motivated and on the lookout for new jobs or opportunities. All these make dealing with cost, time and quality constraints highly challenging for the project management.

Hence, the study will focus on identifying the key drivers of employee engagement (and thereby the main causes of disengagement) and recommend effective strategies that WISE should put in-place so that it could reduce staff turnover, create a better work culture, improve productivity, and build better relationships internally (at workplace) and externally (with project stakeholders).

#### **1.4.1. Main research question**

Basically, the study will attempt to answer the question:

- What are the key drivers of employee engagement in WISE (considering the six variables: People, Organization, Work, Culture, Opportunities, and Systems/Procedures, and the 20 organizational antecedents under them)?

#### **1.4.2. Sub research questions**

The other specific questions to be addressed by the research are the following:

- What is the engagement level of WISE's employees?
- Which demographic profiles of WISE employees do have impact on the key drivers of employee engagement?
- Which organizational factors/drivers have an effect on employee engagement?

### ***1.5. Objectives of the Study***

#### **1.5.1. General objective of the research project**

The general objective of this research is to identify the key factors or drivers that influence employee engagement in the development project organizations in Ethiopia, and particularly in project based local NGOs.

#### **1.5.2. Specific objectives of the research project**

The specific objectives of the research project are:

- To investigate the extent to which the employees of WISE are engaged;
- To identify the demographic variable affecting employee engagement in WISE;
- To identify the drivers (a.k.a. antecedents) of employee engagement for WISE;

- To forward recommendations for the HR management and leadership of WISE highlighting where to focus to improve employee engagement.

### ***1.6. Significance of the Research Project***

The findings of the study are hoped to assist the development project organizations, especially those in the NGO sector, in measuring and then improving employee engagement in their organizations. It is expected to empirically inform decision-makers and others concerned (e.g. HR professionals) in the project based NGOs in Ethiopia about employee engagement related issues. The research also suggests ways and means of tackling the HR management problems the project based NGOs are facing in relation to employee engagement by specifying the key drivers where to focus. It is anticipated that the study will enlighten key players in WISE (including Meleket and the Union) such as the Board, the management, and beneficiaries amongst others on HR factors that need to be in place in order to achieve the desired performance. The study can also benefit the Authority for Civil Society Organizations (ACSO) – the regulatory body – to know the measures to put in place so as to support the project based NGOs on their HR factors. This in turn will enable the NGOs to meet the performance standards that are outlined by donors and international partners as well as to achieve the mandate as per their registration with ASCO.

### ***1.7. Delimitation/scope of the Project***

The project paper focuses on investigating employee engagement and the drivers of engagement in WISE. It covers the whole of WISE, including the other two independent divisions, i.e., the Union, and Meleket. On top of engagement level, the study examines the key organizational factors that drive engagement in WISE that is demonstrated by engagement behaviors of employees. However, assessing the consequences of employee engagement on organizational performance is beyond the scope of this study.

### ***1.8. Organization of the Project Paper***

Apart from the cover and preliminary pages, the main body of the project paper contains five chapters, and each chapter has several sections and sub-sections.

The first chapter is the introductory part that contains background of the study including conceptualization of employee engagement vis-à-vis the related concepts—i.e. employee satisfaction, commitment and involvement, brief background of the case organization (WISE), the statement of the problem and the research questions, the objectives of the study, the significance of the research, and the scope/delimitation of the study.

Chapter two provides a review of related literature that supported the study, including the concepts and operational definition of employee engagement, and the conceptual frame work of the study.

Chapter three is about the research methodology and describes the research design, the research approach, the research method, the sampling design, the study population, sources of data, the research instrument, data analysis procedures, and ethical considerations.

The fourth chapter contains presentation, analysis, and interpretation of the data gathered from field. It is supposed to show the level of employee engagement in WISE and the key drivers of employee engagement in WISE.

Chapter five provides summary of the conclusion arrived at by the study and recommendations forwarded based on the findings.

Finally, list of the literatures referred to and consulted in the study is provided in the references section, while the appendices section contains the research instruments and other relevant information.

## CHAPTER TWO: LITERATURE REVIEW

### **2.1. Introduction**

The previous chapter attempted to provide the basis for the remaining chapters of the paper and it contained background information about the study and explained the basic reasons why the research is relevant. In this chapter the study's literature review part will be presented. Literature of prior studies selected based on the problem identified for this study and in relation to the research questions that the study seeks to address will be discussed.

### **2.2. Why is Employee Engagement of Importance and Interest for NGOs?**

Employees are the key component of every organization as they are critical to its viability and the success. Research shows that organizations with engaged employees perform better on a variety of metrics than those with less engaged employees. Having reviewed a number of researches (such as Choudhury & Mohanty, 2019; Smith & Bittci, 2017; Mohanty et al., 2018; Zelles, 2015), Zeidan & Itani (2020) confer that the level of employee engagement in an organization leads to increased productivity, reduced turnover, improved job performance, and many other desirable outcomes.

However, the level of engagement has remained very low globally, and this is worrying especially when considering that improving employee engagement has become one of the biggest concerns of employers across the world. According to a Gallup 2021 study, employment engagement for Ethiopia was just 10% and it was 16% for 36 Sub-Saharan African countries, which compares to the global average of 20% based on the surveys conducted in 116 countries and areas by early 2021. This means 90% of employees in Ethiopia (84% in Sub-Saharan Africa and 80% globally) are non-engaged or actively disengaged in their jobs, uninvolved in their work, and their workplace (Gallup Inc., 2021). This figure is alarming, since, as research shows, the overall productivity and success of organizations clearly depend on employee engagement.

Employee engagement is equally, if not more, important for NGOs as well since it increases their project delivery capacity by improving staff productivity and staff retention. Tripathi, V., et al. (2019) explain, "Success of an organization depends solely on its employees and non-governmental organizations (NGO) are definitely not an

exception to this.” Citing Bromideh (2011), the authors further argue that the success or failure of NGOs relies solely on their ability to attract and keep committed people (Tripathi, V. et al., 2019).

However, NGOs are being challenged by HR factors including employee engagement. Ochieng, A.K (2019), explains the HR issues grassroots NGOs like WISE are facing as follows:

NGOs at grassroots level in many cases undergo a number of challenges which stems from their capacity to mobilize financial, human, and structural capital to fulfill their mission. All these challenges can be traced back to significant shortages or inability to attract and retain qualified human capital ..., there may be challenges of qualified human resources to run the projects to meet partners’ performance demands as well as community’s expectations from the projects ...

The situation is not that different in the developed countries. According to Word & Norton (2011), who conducted a research in the U.S., employee engagement is a challenge faced by all organizations regardless of sector, and they have to further say, “In a recent report, nonprofit leaders ranked human resource management as the “most depleting” aspect of their work.”

Based on a number of engagement surveys Baillie-David (2016) recently completed, the author concludes that employee engagement was declining at many of Canada’s major charitable organizations (i.e. NGOs) and notes: “The lack of employee engagement is having a detrimental impact on these organizations’ ability to raise revenue and contain administrative costs. Absenteeism and turnover are increasing.” Word & Norton (2011), citing Watson (2009), also explain: “... recent surveys have found that up to a third of nonprofit employees are disengaged and this disengagement is partially due to a worsening work environment brought on by the difficult economic environment.”

Therefore, a better understanding of employee engagement can help organizations, including NGOs, identify better strategies to engage their employees, avoid burnout, and ultimately decrease turnover rates, in addition to lowering costs and creating more effective organizations. Local NGOs in Ethiopia, including WISE, are being challenged by their limitation to attract and retain best talents due to funding constraints. On the

other hand, they need to attract and retain qualified human capital to write quality project proposals and also to deliver projects in an effective manner that satisfies their donors and other stakeholders, which both are essential to attract and sustain funding. Raising project funds as well as competing in the labor market for best talents is becoming more and more problematic for local NGOs in Ethiopia. Hence, understanding and investing in engagement of their existing employees is not an option.

### ***2.3. Past Academic Studies on Employee Engagement in Ethiopia***

Existing literature on the topic show that previous academic researches on employee engagement in Ethiopia have revolved mainly around private and public business enterprises (banks) and government agencies like the Ministry of National Defense. Examples of such studies are summarized below.

Tessema, Derara (2014) investigated the determinants of employee engagement in Commercial Bank of Ethiopia in Addis Ababa area applying purely quantitative research approach by administering survey questionnaire to sample employees of CBE who were selected using multi-level sampling technique. The study concluded that “job characteristics, rewards and recognition, organization justice and POS [perceived organizational support] are determinants of employee engagement in CBE.” Similarly, Habte, Abeba (2016) studied the effect of reward management practice on employee engagement in CBE. The research employed explanatory design and quantitative method. Data were collected from both primary and secondary sources. The study revealed that “reward management practices have significant positive relationship with employee engagement” and that “integrated reward management approach (total reward) has more positive significant approach on engagement.” Umer, J.A. (2017) also studied the effect of employee engagement on job performance in Ethiopian private banks. The research design was explanatory and stratified random sampling method was applied. Primary data were collected by administering questionnaires adopted from prior literatures to sample informants selected from the head offices of 16 private banks. Utrecht Work Engagement Scale (UWES) was used to measure engagement level. The study found that “there was a positive effect of employee engagement on job performance.”

The research by Zerabruk, Alem (2011) was concerned with employee engagement in the Ethiopia's Ministry of National Defense by applying a mix of quantitative and qualitative approaches using descriptive research design. The research employed multiple sampling methods "including cluster sampling, simple random sampling and stratifying sampling". The study found that engagement level was higher among the lower rank and less educated members of the army. According to the author, "The main factors that influence engagement, negatively or positively, are the leadership behavior, opportunity to grow ..., the job itself and the job environment ..., and the alignment of individual values, goals and strategy with that of the organization."

As can be seen from the above examples, the studies have come up with very important findings – including the factors responsible for employee engagement – that could greatly help the case organizations to improve their HR management.

The only more relevant study that this researcher could come across is the Master's thesis done by Feleke, Zerihun (2018), in that the author assessed the antecedents of Employee Engagement in three selected Local NGOs (including WISE) in Ethiopia. The study attempted to conceptualize and develop on five antecedents of employee engagement (i.e., Rewards and Recognition, Career development, Supervision, Job content/nature of works and Communication) and to test how these factors affect the organizational engagement. However, the research findings are more general and conceptual, thus could not bring out an in depth thought of the practical issues under this study, nor are the results disaggregated by the case NGOs. It surveyed just 65 sample respondents from the three NGOs, i.e., a sample size of only 21-22 employees per NGO on average, which is considered to be too small for the study to arrive at valid conclusions about each of the case NGOs.

## ***2.4. Definition of the Key Term***

### **2.4.1. Conceptual definition of employee engagement**

Different researchers have defined the term employee engagement differently. Kahn, W.D. (1990), who is credited with conceptualizing the major components of employee engagement, explains that engagement is more than simple job satisfaction and it has three dimensions: physical, cognitive, and emotional engagement. It can best be

described as a harnessing of one's self to his or her roles at work. In engagement, people express themselves cognitively, physically, and emotionally while performing their work roles.

#### **2.4.2. Operational definition of employee engagement**

For the purposes of this study, employee engagement is defined as the extent to which an organization has captured the 'hearts and minds' of its people, the state of employee's emotional and intellectual involvement in their organization. This research project likes to adopt Aon Hewitt's (2015) model that defines engagement through three attributes that include the extent to which employees:

- Say — speak positively about the organization to co-workers, potential employees and customers
- Stay — have an intense sense of belonging and desire to be a part of the organization
- Strive — are motivated and exert effort toward success in their job and for the company

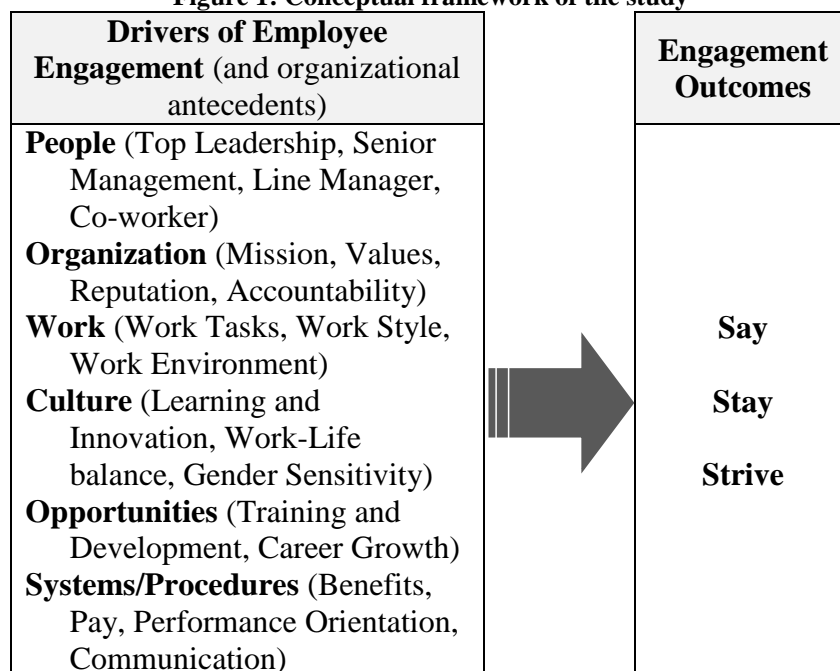
Employees need all three of these elements to be fully engaged.

#### **2.5. Conceptual Framework**

The research adapts Aon Hewitt's (2015) Model of Employee Engagement because "it has a global validation supported by over 15 years of research in the area of organizational psychology" (Padhi & Panda, 2015). In this research, it is considered that staff satisfaction with the following six drivers: People, Organization, Work, Culture, Opportunities, and Procedures, will lead to Employee Engagement. The conceptual framework is depicted below. According to this framework, engagement is measured through its three behavioral outcomes, viz.: Say, Stay and Strive, which are supposed to bring business outcomes that reflect the issues identified in this study as problems. The WISE staff survey questionnaire includes questions in the areas of the six drivers of employee engagement (People, Organization, Work, Culture, Opportunities, and Systems/Procedures) as well as the three engagement outcomes (Say, Stay, and Strive).

The research decided to apply this framework because, in addition to the reliability and internal consistency of this measure, employee responses to this six-item construct are also valid indicators of employee engagement. The exploratory factor analysis that Aon Hewitt conducted on a random sample of over 20,000 employees from 2013–2014 studies across global geographic regions provided the evidence required for two important types of validity—convergent and discriminant validity. The analysis confirmed the validity and reliability of Hewitt’s say, stay, and strive model of employee engagement (Aon Hewitt, 2015).

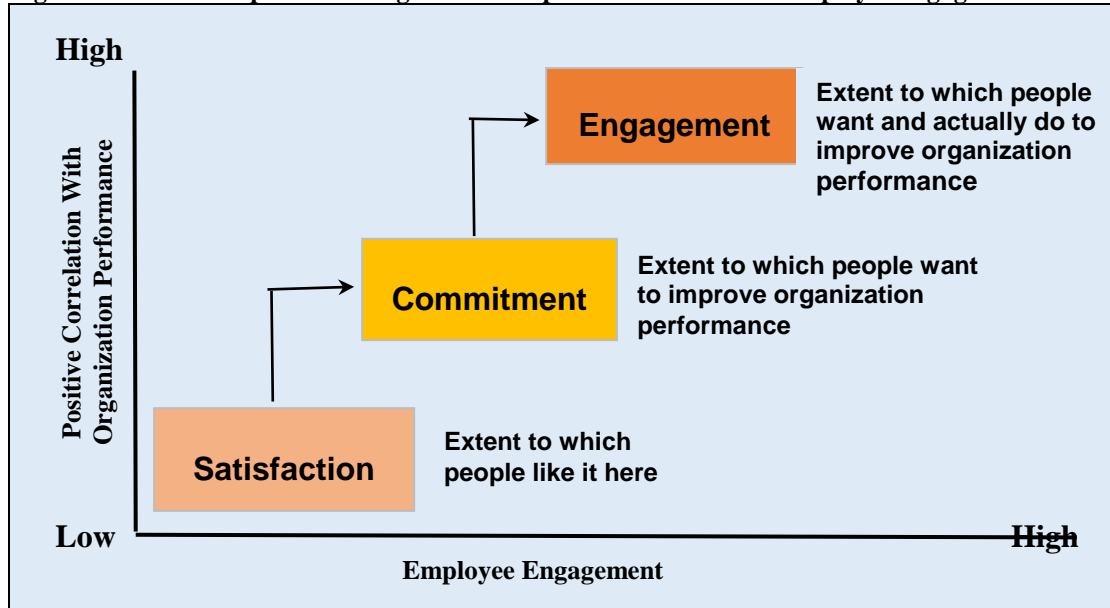
**Figure 1: Conceptual framework of the study**



Adapted from Aon Hewitt model

The following diagram depicts the relationship between organization performance and Aon Hewitt’s *say*, *stay*, and *strive* model of employee engagement.

**Figure 2: Relationship between organizational performance and the employee engagement model**



Adapted from Aon Hewitt model

However, since Aon Hewitt’s employee engagement model was developed based on the situations of business companies, some changes have been made in this study to make the model more fit for the NGO context. For instance, Aon Hewitt’s model does not include organizational factors such as mission, values and accountability that are considered very important factors for NGO employees. The study by Word & Norton (2011) also supports this stand; “Nonprofit employees who were aware of the mission, believed in the mission and values, and felt that the program they worked in supported the mission, were more engaged than those who felt differently.” In addition, cultural factors like learning and innovation and gender sensitivity are added in this model because the researcher believes that they have a major influence on the engagement of NGO employees. According to Das & Dash (2015), engaged employees “drive innovation and move their organization forward.” Word & Norton (2011) recommend that organizations should “create a culture of creativity and innovation” to improve the engagement of nonprofit employees. Besides, gender sensitivity is a crucial factor for employees of NGOs like WISE as they are expected by key stakeholders (donors, government and beneficiary communities) to demonstrate gender responsiveness in both their project works and relationship with employees.

## **2.6. Summary**

This chapter has reviewed the conceptual foundation of the study by reviewing some existing literatures that are believed to be relevant to this research. The literature review confirmed that employee engagement has remained a major concept in human resource development studies and practices across all sectors (public, private or nonprofit/NGO). A number of researches proved that engaged employees tend to be very effective than the employees who are not. However, various studies revealed that the level of employee engagement is very low at present. As a result, it is believed that a better understanding of employee engagement can help organizations like WISE to identify better strategies to engage their employees, avoid burnout, and ultimately decrease turnover rates, in addition to lowering costs and creating more effective organizations.

The discussion in this chapter shows that prior studies on employment engagement in the NGO context in Ethiopia are rare. The term employment engagement is also defined and the conceptual framework of the study is provided in the chapter.

The next chapter is devoted to the discussion of the research design and methodology used in this study, including the research approach, design sampling, data collection method and related ethical considerations are presented.

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### ***3.1. Introduction***

Chapter Two above presented the review of the literature related to the study and attempted to provide its conceptual background. The purpose of this chapter is to show the research design and methodology used in this research.

The chapter is arranged in a number of sub-sections. The research approach and design along with the sampling design are presented. This is followed by an elaboration of the sources of data, data collection methodology, data analysis method, and research ethics. Finally, the contents of the chapter are summarized.

### ***3.2. Research Approach***

The proposed research is non-experimental, and it is more of quantitative using self-reporting questionnaire. But some qualitative data was also gathered through interviews with selected key informants, i.e. relevant leaders of the organization (the Director and HR Officer). The guide questions for qualitative interview (KII) are provided in the Appendix 2.

### ***3.3. Research Design/Type***

The design of this research is explanatory. Using both descriptive and inferential statistics, the study attempts to assess what the level of employee engagement in WISE is and what factors or drivers have contributed to the existing level of employee engagement.

Demographic profiles of the respondents are taken as independent variables while employee engagement is the dependent variable. Similarly, the organizational antecedents or factors such as employee satisfaction with the leadership, policies/systems, opportunities, organizational vision/mission and the like are treated as independent variables and employee engagement is the dependent variable. Existence of any relationship between the independent variables and the dependent variable, including the magnitude of the relationship, was measured.

### **3.4. *Sampling Design***

#### **3.4.1. Target Population**

The target population for the study is all employees of WISE, including all the three independent divisions of the organization, i.e., WISE, Meleket and the Union.

#### **3.4.2. Sampling Frame**

The list of all employees of the organization at all levels and jobs served as the sampling frame.

#### **3.4.3. Sampling Technique**

Since the number of employees is not that large to warrant sampling, the study applied census method and attempted to involve all permanent employees of WISE including its two independent divisions – the Union and Meleket.

#### **3.4.4. Sample Size**

The total number of employees in the organization at the time of the survey was 112 (WISE 51, Meleket 14 and Union 43) at present. The only factor considered when administering the survey questionnaire was an employee's length of stay in WISE. New staff who joined the organization very recently (i.e. in the last 12 months) were excluded from the sample as they are not expected to have the necessary information to answer the survey questions.

A total of 100 anonymous self-administered survey questionnaires were distributed and 71 employees (WISE 30, Meleket 4 and Union 35) completed the questionnaire, which gives 71% response rate. The rest of the employees did not respond for different reasons: about 10% of the employees were very new to the organization and could not fulfil the sample selection criterion; a number of WISE project staff were at field at the time of the survey; and some of the auxiliary staff (mainly from Meleket) were unable to take part in the survey for they cannot read and write.

### **3.5. *Sources of Data***

### **3.5.1. Primary source**

According to Reichenberg, Neil (2016), “Employees survey is the most valid and reliable way to assess employee engagement.” Thus, the primary source of data for the study is the staff survey using the questionnaire developed for this study (see Appendix 1 in the annex below). Moreover, semi-structured interviews with selected key informants provided qualitative primary data.

The survey was conducted from May 11 to 17, 2022. As indicated above 71 completed survey responses were collected. Of which, two were discarded during data cleaning because the respondents had not worked in the organization for at least one year and thus could not answer many of the survey questions. The remaining 69 survey responses were included in the analysis.

### **3.5.2. Secondary source**

Secondary data was collated from the relevant literature including previous pertinent studies and other documents or records of the organization (e.g. periodic reports of the HR department, which could provide information on issues like staff turnover in WISE).

## ***3.6. Data Collection Methodology***

Data was collected by asking every employee of WISE to self-administer the paper-based survey questionnaire (either the Amharic or the English version). A card box was placed in a convenient place in WISE office for employees to anonymously put the completed questionnaires in it. Interviews with key informants were done face-to-face.

## ***3.7. Data Collection Instrument***

The staff self-reporting survey questionnaire was developed using statements/questions adapted from previous researches. A six-point Likert type scale response option, including 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Agree, 6=Strongly Agree was used, which allows respondents to indicate level of agreement with the statement provided. The seventh option ‘No Opinion’ is unscored. (The instrument is provided in Appendix 1). The questionnaire was translated to Amharic for those respondents whose command of English was not that strong. Before

conducting the actual staff survey, the questionnaire was pilot-tested to check if the instructions and statements are clear for respondents and then minor corrections were made in the Amharic version based on feedback.

### 3.8. Data Analysis Methods

The study has adapted tested and proven employee engagement survey related analysis methods applied by authors such as Newson (2012), Margolis (2019), and NHS (2021). Both descriptive statistics and inferential statistics are used to analyze the survey data.

The first six statements in the questionnaire relate to the key engagement behaviors (say, stay, strive) and the responses to these questions were analyzed separately. The Engagement Score is calculated based on responses to the six engagement questions with regard to the three engagement behaviors, i.e. say, stay, strive. The average of the six responses by each person is calculated to see if that person is engaged or not.

The responses to the rest of the questions (Q. No. 7-95 in the questionnaire) have been analyzed by their respective engagement drivers as indicated in Table 1 below.

**Table 1: Employee Engagement Drivers and Corresponding Survey Question Numbers**

Major category	Drivers of Engagement	Survey Question Number
1. People	1.1 Top Leadership Team	7, 27, 28
	1.2 Senior Management Team	8, 29, 30, 31, 32, 33
	1.3 Line Manager	9, 37, 38, 39, 40
	1.4 Co-workers	10, 34, 35, 36
2. Organization	2.1 Mission	11, 51
	2.2 Values	12, 55, 56
	2.3 Reputation	13, 52, 53, 54, 70, 72, 73
	2.4 Accountability	14, 57, 58, 59, 69, 74, 94
3. Work	3.1 Work Tasks	15, 60, 61
	3.2 Work Style	16, 65, 66, 67, 68
	3.3 Work Environment	17, 62, 63, 75, 76
4. Culture	4.1 Learning and Innovation	18, 41, 42, 43, 44
	4.2 Gender Sensitivity	19, 45, 46, 47, 48, 71
	4.3 Work Life Balance	20, 49, 50
5. Opportunities	5.1 Training & Development	21, 77, 78
	5.2 Career Growth	22, 79, 80
6. Systems, Policies and Practices	6.1 Benefits	23, 92, 93
	6.2 Pay	24, 90, 91
	6.3 Performance Orientation	25, 64, 85, 86, 87, 88, 89
	6.4 Communication	26, 81, 82, 83, 84

The analysis provides the percentage satisfaction score of employees' response on the question as **Satisfied** (Agree + Strongly Agree), **Total Positive** (Strongly Agree + Agree + Slightly Agree), **Total Negative** (Slightly Disagree + Disagree + Strongly Disagree), and **Dissatisfied** (Disagree + Strongly Disagree).

### **3.9. Research Ethics**

Access to the population occurred through the Human Resource (HR) Officer of WISE. Confidentiality of the information and anonymity of the informants were strictly observed. Informants were informed about the confidentiality and that participation is voluntary through the informed consent form that was given in writing to each participant. (The informed consent form is provided in the Appendix 1). Moreover, a box was placed in a convenient location in WISE office for the survey respondents to put completed questionnaires with confidence about their anonymity.

The information obtained in the process of this study has been kept in strict confidentiality and it would not be disclosed to a third party other than the relevant academic body without the formal consent of the case organization, i.e. WISE.

### **3.10. Summary**

In this chapter the research design and methodological part of the study project are discussed. The chapter starts with the discussion of the research approach and its design, indicating that it is non-experimental, more of quantitative and descriptive. It is indicated that the sampling design follows the census method and all the employees of WISE and its main divisions (Meleket and the Union) who have worked at the organization for at least one year are surveyed. Moreover, the design of the data collection instrument and the data analysis method together with the engagement drivers and their corresponding survey question numbers are presented. Finally, the ethical considerations of the study are elaborated in the chapter.

The next chapter (Chapter Four) presents the results and discussions of the study.

## CHAPTER FOUR: ANALYSIS AND INTERPRETATION

### 4.1. Introduction

In the previous chapter (Chapter Three), the study discussed the research design and methods adopted. This chapter presents the findings and discussion of the responses to the questionnaires administered to employees in WISE. Each is further elaborated and the results and outcomes obtained are analyzed and summarized.

### 4.2. Profile of Staff Survey Respondents

Table 2 tabulates the profile of all the 69 employees that had responded to the research survey and included in the analysis. A total of 63 respondents (91.3%) are female and the rest six (8.7%) are male, which reflects the fact that WISE is a women's organization and overwhelming majority of its employees are women (84% at present as per HR records). By age category, 63.8% of the respondents were of age between 18 and 30 years, 20.3% of them between 31 and 40 years, 10.3% between 41 and 50 years and just one respondent was over 50 years.

**Table 2: General Characteristics of Survey Respondents**

	<b>Demographic</b>	<b>Categories (N=69)</b>	<b>Count</b>	<b>Percent</b>
1	Gender	Male	6	8.7
		Female	63	91.3
2	Age	18 years - 30 years	44	63.8
		31 years - 40 years	14	20.3
		41 years - 50 years	10	14.5
		51 years and above	1	1.4
3	Length of service at WISE	1 to less than 2 years	14	20.3
		2 to less than 3 years	15	21.7
		3 to less than 4 years	4	5.8
		4 to less than 5 years	3	4.3
		5 to less than 6 years	6	8.7
		6 to less than 10 years	14	20.3
		10 years or more	13	18.8
4	Division in WISE where respondents work	WISE	30	43.5
		Melekt	4	5.9
		Union	35	50.7
5	Work role	Leadership	1	1.4
		Senior Management Team Member	3	4.3
		Functional/Technical (Finance, HR ...)	28	40.6
		Program/ Project	25	36.2
		Admin and Logistical Support	3	4.3
		Other	9	13.0

In terms of years of service at WISE, 20.3% of the respondents worked for 1 to less than 2 years, 21.7% for 2 to less than 3 years, 4.8% for 3 to less than 4 years, 4.3% for 4 to less than 5 years, 8.7% for 5 to less than 6 years, 20.3% for 6 to less than 10 years, and 18.8% worked with WISE for 10 years or more.

### 4.3. Reliability Analysis

Cronbach's alpha coefficient was used to determine the reliability and internal consistency of the entire scale. The results indicate that the overall questionnaire with 94 engagement questions has an excellent reliability and internal consistency (Cronbach's alpha = 0.986 as shown below, which is very close to the highest possible score 1 for all the variables of the questionnaire).

Reliability Statistics	
Cronbach's Alpha	N of Items
.986	94

The reliability of the six Employee Engagement questions is also very good (Cronbach's alpha coefficient = 0.827). Reliability scores of those in the range of  $\alpha = 0.70$  are considered acceptable (Hair, et al. 1988).

Reliability Statistics	
Cronbach's Alpha	N of Items
.827	6

Besides, all of the items on the survey that are concerned with the employee engagement drivers (n=88) were subjected to reliability analysis. The six dimensions of engagement drivers, number of items and their reliability test results are shown in Table 3. Their Cronbach's Alpha ranges from 0.883 to 0.946, which is very good.

**Table 3: Reliability of measurements: Dimensions of Employee Engagement Drivers**

Dimensions of engagement drivers	No. of Items	Cronbach's Alpha
People	18	0.945
Organization	19	0.907
Work	13	0.897
Culture	14	0.911
Opportunities	6	0.883
Systems, Policies and Practices	18	0.946

#### 4.4. Level of Employee Engagement in WISE

##### a) Engagement Score calculation

Engagement Score is calculated based on responses to the six engagement questions (two for say, stay, strive each), which are adapted from Aon Hewitt (2015).

<b>Say</b>	1. I tell others great things about working here 2. I would recommend WISE to a friend seeking employment
<b>Stay</b>	3. I rarely think about leaving WISE to work somewhere else 4. It would take a lot to get me to leave WISE
<b>Strive</b>	5. People here are willing to go beyond what is required of them to help WISE succeed 6. WISE inspires me to do my best every day
<b>The average of the six responses by each person is calculated</b>	

##### b) Segregation of Engagement Level

Depending on the level of engagement, the survey sample can be segregated into four different categories:

- **Engaged:** Employee response on the six engagement questions has an average ‘equal to’ 4.5 or ‘greater’. This population shows positive response on all three Engagement behaviors – Say, Stay and Strive; and thus considered as engaged. Indeed, the online career advice company, recognizes this category as ‘complete engagement’ that has “the highest level of engagement, and it refers to when an employee takes part in almost all events and frequently contributes to projects.” (Indeed, 2021)
- **Fence Sitters:** According to Gallup, there are three types of employees within every organization; those that are *engaged*, those that are *not engaged* and those that are *actively disengaged*. In this study the ‘not engaged’ group is considered as *fence-sitter*. It includes employee response on the six engagement questions that has an average of ‘greater than or equal to’ 4 and ‘less than’ 4.5. This population is generally weak on one of the three engagement behaviors. They are balancing on the fence between being engaged and being neutral and/or disengaged. “These people are just waiting to be recruited to one side or the other.” (The Strengths Zone, 2019)
- **Neutral:** Employee response on the six engagement questions has an average of ‘greater than 3’ and ‘less than or equal to’ 4. According to Indeed (2021), “Neutral engagement refers to when an employee is neither completely engaged nor disengaged.”
- **Disengaged:** Employee response on the six engagement questions has an average of ‘less than’ 3. This population is generally weak on all the three

engagement behaviors. “Disengagement is when employees do not invest in their work and never take part in company activities.” (Ibid)

**c) Level of Employee Engagement in WISE**

The degree of engagement of each employee was determined by calculating the average of the six responses to the engagement items Say, Stay and Strive. Then, the surveyed employees were categorized by their level of engagement as Engaged, Fence sitter, Neutral and Disengaged based on their average score on the six engagement questions. Finally, the proportion of the employees in these four categories was calculated out of 69 to get the Engagement Score.

The result in Table 4 indicates that 28 respondents (40.6%) are Engaged, eight (11.6%) are Fence Sitter, and 14 (20.3%) are Neutral, while 19 (27.5%) are Disengaged. From these overall results it may be concluded that employee level of engagement in WISE is generally not very strong. A good average engagement score for an organization is 50% or higher (Apollo Technical, 2022).

**Table 4: Employee level of engagement in WISE**

Engagement Level	No. of Respondents	Proportion
Engaged (average = or > 4.5)	28	40.6%
Fence Sitter (average = or > 4 and < 4.5)	8	11.6%
Neutral (average = or > 3 and < 4)	14	20.3%
Disengaged (average > 3)	19	27.5%

The overall Engagement Score for WISE is estimated to be 40.6% as above. A more detailed analysis by each of the key engagement behaviors (say, stay and strive) separately indicates that the result for ‘stay’ with just 26.1% Engaged but 50.7% Disengaged is poor, while that for ‘say’ (58% Engaged) and ‘strive’ (66.7% Engaged ) are relatively better (Table 5).

**Table 5: Engagement level in WISE by the key engagement behaviors (say, stay and strive)**

Engagement Level	Say		Stay		Strive	
	Count	Percent	Count	Percent	Count	Percent
Engaged	40	58.0	18	26.1	46	66.7
Fence Sitters	4	5.8	8	11.6	8	11.6
Neutral	9	13.0	8	11.6	7	10.1
Disengaged	16	23.2	35	50.7	8	11.6

The finding in Table 5 implies that most (58%) of the employees speak positively about WISE to coworkers, potential employees and customers, and two-third majority are

motivated and exert effort toward success in their job and for the organization. In contrast, nearly 51% majority of the employees do not have a strong sense of belonging and desire to be a part of the organization.

This low score for engagement questions related to ‘stay’ is also substantiated by the employee responses to question No. 95 “I expect to continue working at WISE for the next-”. For which 10 staff (14.5%) said six months from now, 11 staff (15.9%) one year from now, 13 staff (18.8%) three years from now, while 15 staff (21.7%) intended to stay for five years or more. Of the remaining employees, 10 indicated that they have not decided yet and 10 couldn’t respond. Thus, a number of employees might be seeking to leave the organization, as per the survey finding.

**d) Regression between demography of respondents and Employee Engagement**

The result of regression of perceived uses of the demography of employee and employee engagement is tabulated in Table 6. It indicates that R<sup>2</sup> change is 0.489 and the relationship is significant at p<0.000. It implies that all the 5 demographic variables of employee explained a total of 48.9% of the variation in employee engagement. In this study the sample size is 69 with a number of independent variables and the R<sup>2</sup> is 48.9%, at p=<0.000 indicating that the regression model is valid<sup>1</sup>. The Durbin Watson value of 1.771 also suggests that the result of the model is valid. The F-Change value 12.047, R Square Change 0.489 and Durbin Watson 1.771 indicate that there is a significant relationship between demography of employees and engagement.

**Table 6: Regression between employee demography and Employee Engagement**

Model Summary <sup>b</sup>										
Model	R		Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson	
	R	Square			R Square Change	F Change	df1			df2
1	.699 <sup>a</sup>	.489	.448	.93178	.489	12.047	5	63	.000	1.771

a. Predictors: (Constant), Sex, Work role, Length of service at WISE, Division in WISE, Age  
b. Dependent Variable: Engagement

Table 7 shows the strength of the relationship between the demography variables and engagement. The regression coefficients in the table show that especially employee age and length of service at WISE have a significant positive relationship with employee engagement because their Sig. value is 0.000 and 0.007 respectively, which is less than

<sup>1</sup> According to Jacob Cohen (1988), for multiple regression analysis, the minimum R<sup>2</sup> for statistical significant with a power of 0.80, 5 independents variables and sample size of 50 at 0.05 levels is 23%.

the acceptable value of 0.05. On the other hand, employees' Sex, Work role (e.g. working at managerial position or not, being a project staff or not ...) and Division in WISE (being a WISE staff or Meleket staff or Union staff) have insignificant relationship with employee engagement.

**Table 7: Regression Coefficients between employee demography and Employee Engagement**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.600	.969		1.651	.104
	Age	.744	.182	.472	4.089	.000
	Length of service at WISE	.176	.063	.326	2.798	.007
	Division in WISE	-.164	.132	-.128	-1.242	.219
	Work role	.061	.107	.054	.564	.575
	Sex	.212	.416	.048	.509	.612

a. Dependent Variable: Engagement

Further analysis of the survey data implies that the younger employees of WISE are less engaged than older employees. The average score of 44 respondents aged 18 to 30 years is 3.59 out of six for 'say', 2.17 for 'stay', 4.2 for 'strive' and the average score of the three engagement behaviors is 3.32. The mean scores of those aged 31 to 40 years are 4.79 for 'say', 3.61 for 'stay', 5.36 for 'strive' and 4.58 overall average, are higher than the scores of the younger respondents aged 18 to 30 years. The average scores of those aged 41 years or more – 5.55 for 'say', 5.36 for 'stay', 5.27 for 'strive' and 5.39 overall average – indicate that they are much better engaged than their younger counterparts. (Table 8)

**Table 8: Average engagement scores by age category**

Age Group	Average Score (out of 6)			
	Say	Stay	Strive	Overall Engagement
18 years - 30 years (n=44)	3.59	2.17	4.20	3.32
31 years - 40 years (n=14)	4.79	3.61	5.36	4.58
41 years or more (n=11)	5.55	5.36	5.27	5.39
<b>Average (n=69)</b>	<b>4.14</b>	<b>2.97</b>	<b>4.61</b>	<b>3.91</b>

Similarly, employees who joined WISE more recently are less engaged than those who worked in the organization for a longer period of time, according to the data in Table 9. The engagement scores increase with the employee's length of service. For instance, the overall mean score (out of 6) is 3.06 for those who worked with WISE for one to less than two years while it is 5.22 for those who worked for 10 years or more.

**Table 9: Average engagement scores by length of service at WISE**

Length of service at WISE	Average Score (out of 6)			
	Say	Stay	Strive	Overall Engagement
1 to less than 2 years (n=14)	3.14	2.21	3.82	3.06
2 to less than 3 years (n=15)	3.80	2.00	4.47	3.42
3 to less than 5 years (n=13)	4.12	2.73	4.50	3.78
6 to less than 10 years (n=14)	4.36	3.50	4.68	4.18
10 years or more (n=13)	5.42	4.58	5.65	5.22

The qualitative data also substantiated the above finding. The interviewees confirmed that younger and newer employees are less engaged. They attributed this issue to the gap in the current education system. The researcher believes that further study needs to be undertaken to see if there is any relationship between the current education system and engagement of younger employees.

#### **4.5. The Key Drivers of Employee Engagement in WISE**

##### **4.5.1. How the Descriptive Analysis of the Engagement Drivers is Done**

The survey also gathered data on the drivers of employee engagement. This information is expected to help the management understand organizational strengths and opportunities for improvement. The analysis included the following three items:

##### **a) Satisfaction Scores**

Satisfaction Score in this context is a measure of the current level of 'engaged' satisfaction of employees on the area of interest or a driver. It is calculated for each question as follows:

- **Satisfied:** Employee response on the question is 'Agree' or 'Strongly Agree'
- **Fence Sitter:** Employee response on question is 'Slightly Agree' or 'Slightly Disagree'
- **Dissatisfied:** Employee response on question is 'Disagree' or 'Strongly Disagree'

##### **b) Total Positive or Total Negative Scores**

Total Positive Score for a question is calculated as a percentage of the respondents who responded to that question with any of the following:

- Strongly Agree
- Agree
- Slightly Agree

Total Negative Score for a question is calculated as a percentage of the respondents who replied to that question with any of the following:

- Strongly Disagree
- Disagree
- Slightly Disagree

#### **c) Fence Sitters on the Positive Side or the Negative Side**

Calculating the difference between the Total Positive Score for a question and the Satisfaction Score for a question (those who scored Strongly Agree or Agree) provides an estimate of the fence-sitters on the positive side. In the same manner, calculating the difference between the Total Negative Score for a question and the Dissatisfaction Score for a question (those who scored Strongly Disagree or Disagree) provides an estimate of the fence-sitters on negative side.

The implication of calculating these scores is that if there is a large number of positive fence-sitters, improvement efforts in this area will have a positive impact on the satisfaction score. On the other hand, if there is a large number of negative fence-sitters, interventions in this area will have a positive impact on the total positive score (and perhaps also on the satisfaction score).

#### **4.5.2. Results of the Descriptive Analysis of the Engagement Drivers–WISE**

The descriptive analyses below show the percentage satisfaction scores of employees' response on the questions related to each of the engagement drivers under the themes of People, Organization, Work, Culture, Opportunities, and System/Procedure/Practice categories as:

- **Satisfied** (% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question); **Fence Sitter** (% of staff selecting 'Slightly Agree'/'Slightly Disagree'); and **Dissatisfied** (% of staff selecting 'Disagree'/'Strongly Disagree');
- **Total Positive** (% of staff selecting 'Strongly Agree'/'Agree'/'Slightly Agree'), **Total Negative** (% of staff selecting 'Slightly Disagree'/'Disagree'/'Strongly Disagree'); and
- **Fence Sitters on Positive Side** (the difference between the Total Positive Score and the Satisfaction Score) and **on Negative Side** (the difference between the Total Negative Score and the Dissatisfaction Score).

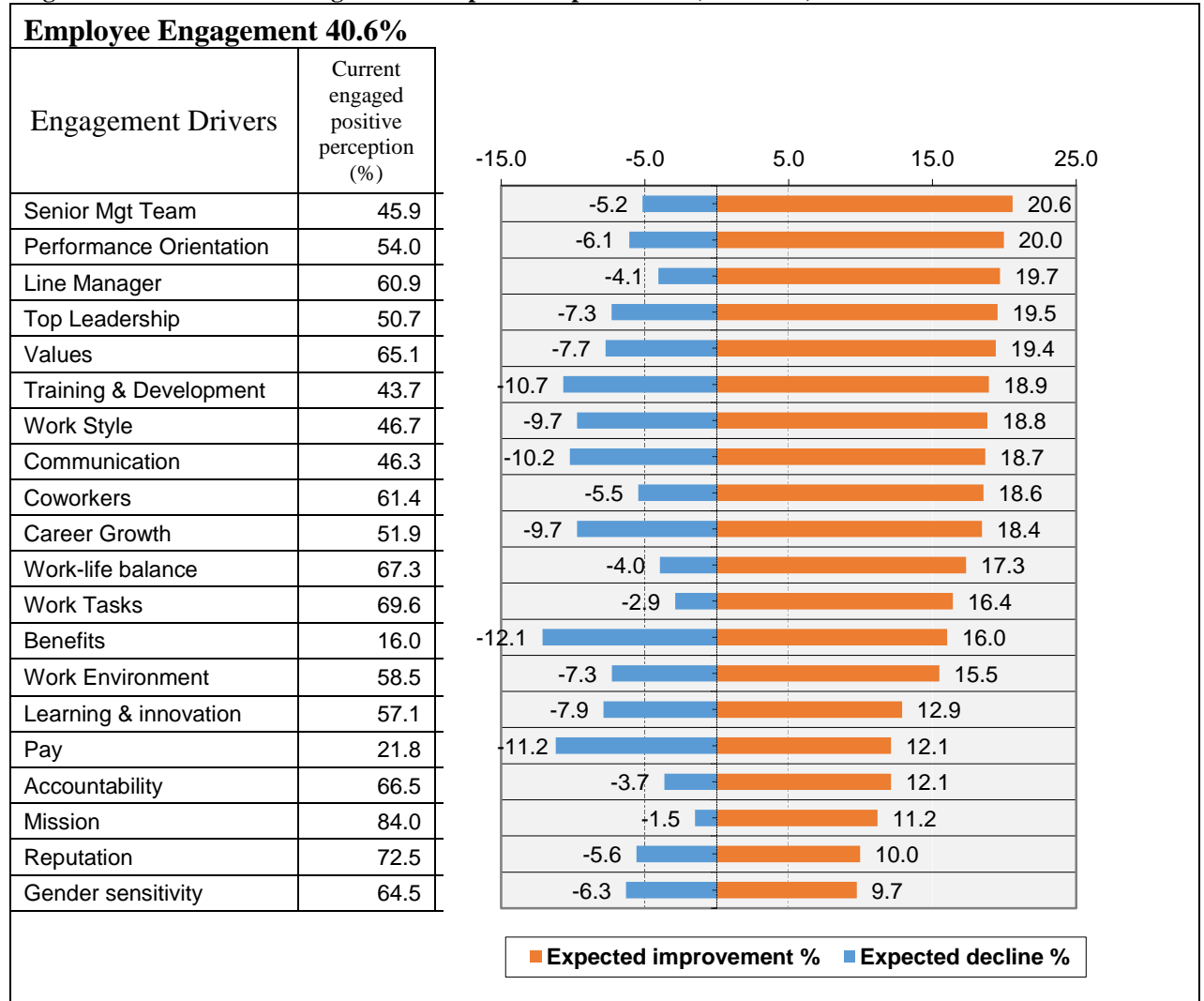
As can be seen from Table 10, the proportion of surveyed employees who are ‘Satisfied’ (i.e. who replied ‘Strongly Agree’ or ‘Agree’) is relatively higher for the drivers of Mission (83.6%), Reputation (72.5%), Work Tasks (69.6%), Work-life balance (67.3%), Accountability (66.5%), Values (65.1%), Gender Sensitivity (64.5%), Line Manager (62.7%) and Coworkers (61.4%). This suggests that the employees’ current engaged positive perception of these drivers is good. In contrast, current level of ‘engaged’ satisfaction of employees is very low on the drivers of Benefits (16%) and Pay (21.8%), with majority (55.8% and 54.9% respectively) of the respondents are ‘Dissatisfied’ (Strongly Disagree and Disagree). For the drivers where the score of employee responses as ‘Satisfied’ is lower than the Total Positive score such as Senior Management Team, Performance Orientation, Top Leadership and Values, this indicates that there are a significant number of Fence Sitters (‘Slightly Agree’/‘Slightly Disagree’). (Table 10)

**Table 10: Mean Percentage Scores on Engagement Drivers**

Drivers of Engagement	Satisfaction score			Total +ve and -ve		Fence sitter on:	
	Satisfied	Fence Sitter	Dis-satisfied	Total positive	Total negative	positive side	negative side
<b>a) People</b>							
Top Leadership	50.7%	26.9%	22.4%	70.2%	29.8%	19.5%	7.3%
Senior Mgt. Team	45.9%	25.7%	28.3%	66.5%	33.5%	20.6%	5.2%
Line Manager	60.9%	23.8%	15.4%	80.6%	19.4%	19.7%	4.1%
Coworkers	61.4%	24.0%	14.5%	80.0%	20.0%	18.6%	5.5%
<b>b) Organization</b>							
Mission	83.6%	12.7%	3.7%	94.7%	5.3%	11.2%	1.5%
Values	65.1%	27.1%	7.7%	84.5%	15.5%	19.4%	7.7%
Reputation	72.5%	15.5%	11.9%	82.5%	17.5%	10.0%	5.6%
Accountability	66.5%	15.8%	17.7%	78.6%	21.4%	12.1%	3.7%
<b>c) Work</b>							
Work Tasks	69.6%	19.3%	11.1%	86.0%	14.0%	16.4%	2.9%
Work Style	46.7%	28.5%	24.7%	65.5%	34.5%	18.8%	9.7%
Work Environment	58.5%	22.8%	18.7%	73.9%	26.1%	15.5%	7.3%
<b>d) Culture</b>							
Learning & innovation	57.1%	20.8%	22.2%	70.0%	30.0%	12.9%	7.9%
Gender sensitivity	64.5%	16.0%	19.4%	74.2%	25.8%	9.7%	6.3%
Work-life balance	67.3%	21.3%	11.4%	84.6%	15.4%	17.3%	4.0%
<b>e) Opportunities</b>							
Training & Development	43.7%	29.6%	26.7%	62.6%	37.4%	18.9%	10.7%
Career Growth	51.9%	28.2%	19.9%	70.4%	29.6%	18.4%	9.7%
<b>f) Systems, Policies and Practices</b>							
Benefits	16.0%	28.2%	55.8%	32.0%	68.0%	16.0%	12.1%
Pay	21.8%	23.3%	54.9%	33.9%	66.1%	12.1%	11.2%
Performance Orientation	54.0%	26.1%	20.0%	73.9%	26.1%	20.0%	6.1%
Communication	46.3%	28.9%	24.8%	65.0%	35.0%	18.7%	10.2%

Analyzing the ‘fence-sitter’ scores, both on the positive and negative sides will provide pointers to the areas where improvement efforts may be targeted for optimum impact (high opportunity areas). The percentage scores on Fence Sitters on Positive Side provide an estimate of the expected improvement in the area of interest if employee perceptions of the driver improve. Similarly, the percentage scores on Fence Sitters on Negative Side show an estimate of the expected decline in the area of interest if employee perceptions of the driver decline. The chart (Figure 3) below shows summary of the average current engaged positive perception and average fence-sitter scores both on the positive and negative sides for each primary driver.

**Figure 3: Drivers and the magnitude of expected improvement (or decline) when action is taken**



Improvement efforts in the engagement drivers that have a large number of positive fence-sitters (those with high positive scores in the chart) can have a positive impact on the satisfaction score. Besides, improvement efforts in the areas where there is a large

number of negative fence-sitters (drivers with high negative scores in the chart) can have a positive impact on the total positive score (and perhaps also on the satisfaction score).

In WISE, improving employee perceptions of some of the drivers such as Senior Management Team, Performance Orientation, Top Leadership, Line Manager, and Values can lead to about 20% improvement in the satisfaction score and thereby increase the level of engagement. Improvement efforts targeting the Benefits, Pay, Training & Development, and Communication (with fence sitters on the negative side of 12.1%, 11.2%, 10.7%, and 10.2% respectively) can improve the total positive score (and perhaps also the satisfaction score) by about 10%. If no action is taken with regard to the drivers that have large number of negative fence-sitters, or if employee perceptions of these drivers further decline, they may continue adversely affecting the level of engagement.

#### 4.5.3. Regression between Engagement and Engagement Drivers – WISE

The R-value of 0.896 in Table 11 shows that there is very strong positive correlation between the dependent variable (Employee Engagement) and the independent variables (Engagement Drivers). R-square shows 80.4% of the total variation for Employee Engagement could be explained by the Drivers. A value greater than 0.5 shows that the model is effective enough to determine the relationship (Jain & Chetty, 2019). In this case, the value is 0.804, which is very good. Therefore, the model summary table is satisfactory to proceed with the next step.

**Table 11: Model Summary of the regression between engagement and drivers**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 <sup>a</sup>	.804	.722	.66150
a. Predictors: (Constant), Communication, Mission, Work Tasks, Pay, Line Manager, Values, Gender sensitivity, Training & Development, Top Leadership, Coworkers, Accountability, Career Growth, Work Styles, Senior Management Team, Benefits, Reputation, Performance orientation, Learning & innovation, Work Environment, Work-life balance				

The next table (Table 12) in the regression test is ANOVA (Analysis of Variance). It determines whether the model is significant enough to determine the outcome. The Sig value (or p-value) is .000, which is less than 0.05 (or 5% level of significance), and therefore the result is significant. The value for F-ratio in the

ANOVA table is 9.826, which is good. A value that is greater than 1 for F-ratio yields efficient model (Ibid).

**Table 12: ANOVA table for the regression between engagement and drivers**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.991	20	4.300	9.826	.000 <sup>b</sup>
	Residual	21.004	48	.438		
	Total	106.995	68			

a. Dependent Variable: Employee Engagement  
b. Predictors: (Constant), Communication, Mission, Work Tasks, Pay, Line Manager, Values, Gender sensitivity, Training & Development, Top Leadership, Coworkers, Accountability, Career Growth, Work Styles, Senior Management Team, Benefits, Reputation, Performance orientation, Learning & innovation, Work Environment, Work-life balance

The regression output in the Coefficients Table below shows that the predictor variables Senior Management Team (p=0.040), Work Styles (p=0.028), Training & Development (p=0.008) and Performance Orientation (p=0.033) are statistically significant because their p-values are less than the tolerable significance level of 0.05.

**Table 13: Coefficients Table for regression between employee engagement and the drivers**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.134	.736		1.542	.130
	Top Leadership	.035	.125	.044	.283	.779
	Senior Management Team	.283	.134	.331	2.115	.040
	Line Manager	.016	.127	.018	.130	.897
	Coworkers	.026	.147	.025	.180	.858
	Mission	.097	.127	.071	.764	.448
	Values	-.254	.201	-.206	-1.262	.213
	Reputation	-.195	.177	-.194	-1.103	.276
	Accountability	-.046	.204	-.035	-.227	.821
	Work Tasks	-.136	.241	-.112	-.561	.577
	Work Styles	-.514	.226	-.537	-2.268	.028
	Work Environment	.654	.442	.589	1.479	.146
	Learning & innovation	.058	.220	.066	.265	.792
	Gender sensitivity	.127	.234	.134	.540	.592
	Work-life balance	.039	.451	.035	.086	.932
	Training & Development	.259	.094	.322	2.751	.008
	Career Growth	-.149	.146	-.172	-1.020	.313
	Benefits	.188	.148	.226	1.267	.211
	Pay	.079	.135	.093	.584	.562
	Performance Orientation	.347	.158	.404	2.195	.033
Communication	-.123	.130	-.146	-.949	.347	

a. Dependent Variable: Employee Engagement

#### 4.6. Summary

In this Chapter, all the research results for each variable were presented using descriptive and inferential statistical analysis of the data. Analysis of the level of

Employee Engagement in WISE was presented and discussed in sufficient details. Besides, analysis of impact of the 20 engagement drivers was done using two different methods (fence-sitter analysis and regression analysis). Analyses of the 'fence-sitter' scores, both on the positive and negative sides, provided pointers to the areas where improvement efforts by the leadership of WISE may be targeted for optimum impact (high opportunity areas). Using regression analysis, the drivers that have the maximum positive and negative impact on the engagement score could be determined. Hence, the major results obtained and presented in the chapter are summarized as follows.

The current level of Employee Engagement in WISE, with mean percentage score of 40.6%, is not very strong. A good average engagement score is 50% or higher (Apollo Technical, 2022). The survey result for the 'Stay' engagement behavior is particularly poor. In 2021, the staff turnover rate was about 9%. Qualitative interviews also revealed that employee engagement is a major concern that the leadership is trying to tackle through strong supervision. The regression analysis shows that level of Employee Engagement is affected more by employee age and length of service. Older employees and staff who have stayed in the organization for longer period are more engaged than those who are younger and joined WISE more recently.

Regarding the impact of the engagement drivers, the study found that the current level of 'engaged' satisfaction of employees is higher for Mission (83.6%), Reputation (72.5%), Work Tasks (69.6%), Work-Life Balance (67.3%), Accountability (66.5%), Values (65.1%), Gender Sensitivity (64.5%), Line Manager (62.7%) and Coworkers (61.4%). In contrast, the current level of 'engaged' satisfaction is extremely low for Benefits (16%) and Pay (21.8%). According to the fence-sitter analysis, improvement efforts should focus on the drivers of Senior Management Team, Performance Orientation, Top Leadership and Values as well as Benefits, Pay, Training & Development, and Communication. The regression analysis indicates that Senior Management Team, Work Styles, Training & Development, and Performance Orientation are the drivers that can have the maximum positive and negative impact on the engagement score.

Chapter 5 below presents conclusion and recommendation.

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATION**

### **5.1. Introduction**

In Chapter 4, the results of the study in relation to level of Employee Engagement in WISE, the Engagement Score, including the results for the three engagement behaviors (Say, Stay and Strive), the various drivers of engagement and their impact on Engagement level as well as the drivers that need to be given more attention were presented and discussed thoroughly.

This chapter presents the conclusions and recommendations of the study. The chapter begins with discussion on the study's conclusions and then recommendations are presented.

### **5.2. Conclusion**

This research with the topic of “The Key Drivers of Employee Engagement in Development Project Organization: The Case of the Organization for Women In Self-Employment (WISE) was done with the aim of determining the level of Employee Engagement in WISE and examining the key drivers that influence engagement in project organizations like WISE.

In order to achieve this objective the study was conducted using a survey quantitative research method. Under this method, data was collected using questionnaire prepared with a six-scale Likert type measurement (from Strongly Disagree to Strongly Agree). The survey data collected from 69 employees of WISE was analyzed by using SPSS (Statistical Package for Social Scientists ver. 26) and Excel software. Both descriptive and inferential analysis methods were applied. Moreover, qualitative interviews were conducted with the Director and HR Officer of WISE.

The study could establish that the variables related to employee engagement and the engagement drivers identified in this study are appropriate in the context of project organizations like WISE.

According to the result of the study, WISE needs to work towards improving its level of Employee Engagement from the current average engagement score 40.6% to at least

50%. Newer and younger employees are less engaged. The weak result with regard to the Stay engagement behavior together with the staff turnover rate (about 9% in 2021) suggest that staff retention could be an issue in WISE. In general, a turnover rate of 10% or less is considered ideal (Kim P. 2022). But it all depends on the nature and size of the business as some organizations may benefit from higher turnover rate and others will suffer for them. In smaller and people intensive organizations like WISE higher rate of staff turnover can hurt, especially if higher performers leave. During the qualitative interviews, the leaders of WISE admitted that employee engagement is a major concern that they have been trying to address through strong supervision. However, the study implies that more structured intervention is required to improve the level of Employee Engagement.

Hence, using the various forms of analysis as described earlier, an impact matrix (Table 14) can be created to enable prioritization of action plans and allocation of resources to ensure the maximum positive impact and the least negative impact on the engagement score, going forward.

**Table 14: Engagement drivers prioritization matrix**

		Positive Impact	
		Low	High
Negative Impact	Low	<p><b><u>Small Opportunity/ Threat</u></b></p> <ul style="list-style-type: none"> <li>• Accountability</li> <li>• Mission</li> <li>• Reputation</li> <li>• Gender sensitivity</li> <li>• Work Tasks</li> </ul>	<p><b><u>Opportunity Area</u></b></p> <ul style="list-style-type: none"> <li>• Senior Management Team</li> <li>• Performance Orientation</li> <li>• Line Manager</li> <li>• Coworkers</li> <li>• Work-life balance</li> </ul>
	High	<p><b><u>Threat Area</u></b></p> <ul style="list-style-type: none"> <li>• Benefits</li> <li>• Pay</li> <li>• Learning &amp; innovation</li> <li>• Work Environment</li> </ul>	<p><b><u>Both Opportunity &amp; Threat</u></b></p> <ul style="list-style-type: none"> <li>• Training &amp; Development</li> <li>• Communication</li> <li>• Career Growth</li> <li>• Work Style</li> <li>• Top Leadership</li> <li>• Values</li> </ul>

As shown in the prioritization matrix, a priority list of drivers can be developed based on the analysis as above to indicate areas of high opportunity, high threat, high opportunity and threat.

The prioritization is consistent with the regression analysis result. Training & Development and Work Style that are identified as high opportunity and high threat areas in the matrix are two of the four drivers that can have a maximum impact on the engagement score as per the regression analysis. In the same manner, Senior Management Team and Performance Orientation are the other two drivers identified by the regression analysis that are also high opportunity areas in the matrix.

As the above matrix (Table 14) suggests, the leadership of WISE needs try to improve its employees' current engaged perception of the drivers in the following order:

- Top priority (drivers involving high opportunity and high threat): Work Style, Training & Development, Communication, Career Growth, Top Leadership, and Values.
- Second priority (drivers with high opportunity and low threat): Senior Management Team, Performance Orientation, Line Manager, Coworkers, and Work-life balance.
- Third priority (drivers involving high threat and low opportunity): Benefits, Pay, Learning and Innovation, and Work Environment.
- Last priority (drivers with low opportunity and threat): Accountability, Mission, Reputation, Gender Sensitivity, and Work Tasks.

### **5.3. Recommendations**

The following recommendations are forwarded based on the question-by-question analysis of the survey results (Appendix 3) that enabled the researcher to identify the specific areas where staff perception is poor and thus WISE needs to take measures in order to improve the engagement of its employees.

a) Concerning the engagement drivers identified by both the regression and fence sitter analyses:

- Work Styles: the survey finding suggests that employees want WISE to work in a more decentralized manner, and to empower employees to take decisions that enable them to be effective in their roles.
- Training & Development: the process to identify and nominate employees to training and development programs should be more effective.

- Senior Management Team: put in place a mechanism that enables the SMT to seek out employee opinions and suggestions prior to making decisions that concern staff.
  - Performance Orientation: make sure that the performance management systems and processes help improve individual performance. This may require applying non-traditional methods such as the 360-degree performance review approach.
- b) Both High Opportunity and High Threat areas:
- Communication: seek ways of better meeting the communication needs of employees (in terms of receiving timely and adequate information). Staff also want E-mails are used more effectively for communication in WISE (content / appropriateness / frequency etc.)
  - Career Growth: try to expand opportunities for employees' personal and professional growth.
  - Top Leadership: there are some employees who expect the top leadership to make decisions in an effective manner (timeliness, consistency, transparency etc.)
  - Values: all managers should demonstrate that they are practicing WISE values consistently.
- c) High Opportunity Areas:
- Line Manager: mechanisms that make sure that the contributions and achievements of employees are properly recognized by their supervisors should be put in place.
  - Coworkers: some employees want an environment of mutual trust to be created amongst coworkers.
  - Work-life balance: WISE should ensure that its employees have enough time for their family and for their other interests.
- d) High Threat Areas:
- Benefits and Pay: The study found that the dissatisfaction of WISE employees with the compensation (i.e. benefits and pay) is a threat that is adversely affecting employee engagement. Most of the respondents indicated that the benefits and pay provided by WISE do not meet their needs, nor are they

competitive with the compensation in other NGOs. Similarly, majority of the surveyed staff witnessed that they are not getting adequate information about their benefits and entitlements as well as their salary and other reimbursements. Hence, WISE needs to do its level best to make sure that:

- its staff benefits and pay are competitive with other equivalent NGOs;
- the employees are receiving adequate information (in terms of content and timeliness) about their benefits, entitlements, salary and other reimbursements.
- Learning & Innovation: many of the surveyed employees want WISE to make more effort to enable staff to have open discussion and reflection of organizational weaknesses. This may mean involving the staff in periodic reviews and allowing them to make more honest reflection. They also want to be encouraged to take initiative, and to show creativity and keep exploring new possibilities/ways of doing things. This may include involving staff in various circles that facilitate learning and innovation, such as a quality circle, innovation circle and the like and providing them with clear terms of reference and support.
- Work Environment: the organization needs to take adequate measures to ensure employee's safety and security on the job. Effort should also be made to improve the IT systems and infrastructure in a manner that they meet the requirements of staff for effective working.

### **Final note**

The researcher understands that it may not be easy for WISE to implement all the above-listed recommendations at once. Some of the recommendations that involve higher and long term financial commitment (e.g. improving staff benefits and pay) could be difficult to implement immediately. Therefore, the leadership may follow the priority order suggested above and in the short term focus on the recommendations that do not involve large financial investment – and most of the items fall in this category. The other more difficult ones can be planned for addressing in the medium term and longer term.

Moreover, the HRM unit of WISE may consider conducting similar staff surveys using the instrument used in this study and assess changes in employee engagement over time.

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## APPENDICES

### *Appendix 1: Research Instrument*

#### Informed Consent Form

This study is being conducted in partial fulfillment of the requirement for the MA degree in Project Management, Addis Ababa University. The purpose of the research is to know the views of employees on certain organizational issues, and the findings of the study are also expected to help WISE become more effective by improving the engagement of its employees. As a member of the organization, you are asked to provide the information required for the study. The information you give is very important for the purpose of the study. Completing the questionnaire will not take you more than one hour.

I assure you that participation in the study is voluntary and you are free not to answer any of the questions. The information you provide is totally confidential and will not be disclosed to anyone. It will only be used for the study purposes. If you have any queries about the study or the questionnaire, you can contact the researcher – phone No. 0944755647.

<b>Instructions</b>		
<p>The survey questionnaire has two parts: the first part is about bio data of the respondent; and the second part contains 95 statements for staff to give their opinions and a space (item # 96) for additional comment.</p> <p>For each statement, fill in only one answer that most accurately reflects your opinion about WISE as a whole. If you feel you cannot answer a question for any reason, please select "No Opinion". Please answer all the questions. Before answering, make sure that you have understood the essence of the statement. In case you find a statement not clear or difficult to understand, you may ask colleagues in WISE (or the researcher-0944755647) for explanation.</p> <p>Please choose on a 6-grade scale, how far you agree or disagree with the particular statement. Please mark one option that best represents your opinion.</p> <p>Please complete your survey and submit it by the <b>20<sup>th</sup> of May, 2022</b>.</p> <p>Thank you in advance for your time and consideration!</p>		
<b>Definition of some key terms used in the survey questionnaire repeatedly is as follows:</b>		
S/N	Term	Explanation
1	Organization	Defined as the whole of WISE covering all divisions, including Meleket and the Union, units/functions and program/project areas
2	Top Leadership	Defined as the group consisting of the Director of WISE and the Board members
3	Senior Management Team	Defined as the management team that is heading WISE and your unit and has the most impact on you
4	Line Manager	The person to whom you report and who oversees your work tasks and performance
5	Benefits	Refers to all benefits, over and above your salary such as leave medical, insurance, pension, severance benefits, etc.
6	Policies	Refers to general organizational procedures and practices such as HR policies, Finance policies, program strategies, working procedures, etc.

## WISE Staff Survey-Demographics

Your anonymity is ensured by strict professional discipline of the researcher on data privacy. Please tick in the Box

### 1 Length of service at WISE:

- Less than 1 year
- 1 to less than 2 years
- 2 to less than 3 years
- 3 to less than 4 years
- 4 to less than 5 years
- 5 to less than 6 years
- 6 to less than 10 years
- 10 years or more

### 2 Age :

- 18 years - 30 years
- 31 years - 40 years
- 41 years - 50 years
- 51 years and above

### 3 Sex :

- Male
- Female

### 4 Division in WISE where you work:

- WISE
- Meleket
- Union

### 5 How would you define your work role (select only one option that best describes your role):

- Leadership
- Member of Senior Management Team
- Functional/Technical (Finance, HR, Fundraising)
- Program/ Project
- Administrative and Logistical Support
- Others (Please specify) \_\_\_\_\_

## WISE Staff Survey Questionnaire

Please tick in the column to select the appropriate answer (put ✓ mark) in the range of “1. *Strongly Disagree*” to “6. *Strongly Agree*” that represents your opinion. In case the question is not applicable or you do not think you can give an opinion tick (✓) in “99. *No Opinion*” column. Please make sure that your answer is clearly visible.

		Strongly Disagree	Disagree	Slightly disagree	Slightly Agree	Agree	Strongly Agree	No opinion
S/N	Statement	1	2	3	4	5	6	99
1	I tell others great things about working here in WISE							
2	I would recommend WISE to a friend seeking employment							
3	I rarely think about leaving WISE to work somewhere else							
4	It would take a lot to get me to leave WISE							
5	People here are willing to go beyond what is required of them to help WISE succeed							
6	WISE inspires me to do my best every day							
7	I see strong evidence of effective leadership from WISE's Top Leadership (Director, Board ...)							
8	I see strong evidence of effective leadership from the Senior Mgt. Team							
9	My line manager supports me in succeeding in my role							
10	My coworkers respect my thoughts and feelings							
11	I understand WISE's mission							
12	I understand WISE's values							
13	It adds to my reputation in being associated with WISE							
14	I understand what I am accountable for in my role							
15	I truly enjoy my day-to-day work							
16	WISE follows a participatory style of working							
17	My work environment constantly inspires me to be as productive as possible							
18	WISE encourages learning and innovation amongst its employees							
19	Women in WISE experience supportive work environment							
20	I am able to maintain an appropriate and healthy balance between my work and personal commitments							
21	There is an effective process to identify and nominate employees to training and development programs							
22	I have appropriate opportunities for personal and professional growth							

S/N	Statement	1	2	3	4	5	6	99
23	Overall, the benefits provided by WISE meets my (and my family's) needs well							
24	I am appropriately paid for my work							
25	Existing performance management systems and processes help improve individual performance							
26	My communication needs (in terms of receiving timely and adequate information) are met in WISE							
27	Top Leadership communicates the vision, mission, strategy and goals adequately							
28	Top Leadership makes decisions in an effective manner (timeliness, consistency, transparency etc.)							
29	I get sufficient opportunities to interact with the Senior Management Team							
30	Senior Management Team seeks out employee opinions and suggestions prior to making decisions							
31	Senior Management Team emphasizes the importance of good performance							
32	Senior Management Team is open and honest in communication							
33	Senior Mgt. Team demonstrates zero tolerance towards discrimination and harassment in the work place							
34	I see effective teamwork among Co-workers within WISE across different divisions/functions							
35	There is an environment of mutual trust amongst coworkers							
36	My line manager delegates work and empowers me to accomplish my work							
37	My line manager holds people appropriately accountable for their performance							
38	My line manager provides me adequate guidance to improve my performance							
39	My line manager respects differences and treats all the team members fairly							
40	My line manager recognizes my contributions and achievements							
41	I'm encouraged to learn from my mistakes							
42	I am encouraged to show creativity and keep exploring new possibilities/ ways of doing things							
43	I am encouraged to take initiative							
44	There is open discussion and reflection of organizational weaknesses and failures							
45	WISE makes special efforts to recruit women staff							
46	WISE makes special efforts to retain women staff							

S/N	Statement	1	2	3	4	5	6	99
47	Women Staff in WISE are respected							
48	Women in WISE get adequate opportunities for learning and development							
49	I have appropriate control over my workload							
50	I have enough time for my family and for my other interests							
51	I can see how my role contributes to the mission of WISE							
52	WISE has a good reputation amongst the people/ partners it works with							
53	WISE has a good reputation as an employer							
54	WISE has a good reputation as an organization							
55	Leaders practice WISE values consistently							
56	Employees at WISE practice WISE values							
57	There are adequate mechanisms within WISE to hold each person accountable to their commitments							
58	I believe that WISE is accountable towards our donors							
59	I believe that WISE is accountable to people living in poverty and exclusion							
60	I get a sense of accomplishment from my work							
61	I have a clear idea of my role and objectives in my job							
62	My work allows me to make best use of my knowledge, skills and abilities							
63	I can freely ask my seniors and colleagues any question or concern relating to my work							
64	I believe good performance is recognized by the organization							
65	I have the space to express dissent without the fear of victimization							
66	I am empowered to take decisions that enable me to be effective in my role							
67	WISE works in a decentralized manner							
68	I am invited to participate in key decisions that affect my unit/ work							
69	I believe that everyone in WISE practices cost consciousness							
70	Our policies have been regularly updated and reviewed keeping in mind changing needs of employees and the organization							
71	In WISE, there is zero tolerance to sexual harassment							
72	I believe that the organization is taking adequate measures to promote diversity through focused recruitment practices							
73	There is adequate diversity (religion, ethnicity, race, physical ability,							

S/N	Statement	1	2	3	4	5	6	99
	economic background) at all levels of the organization							
74	In WISE, there is zero tolerance to financial misappropriation							
75	IT systems and infrastructure fully meet my requirements for effective working							
76	I feel that the organization takes adequate measures to ensure employee's safety and security on the job							
77	I can see that there are opportunities available for me to build new skills through Training (Internal/External)							
78	I can see that there are opportunities available for me to new skills through other responsibilities (Secondment/Job Rotation ...)							
79	I am clear about my opportunities for career growth within WISE							
80	There is fairness and transparency with regards to decisions on providing career opportunities							
81	I find that the meetings I attend enable me to give and receive critical information effectively							
82	I think E-mails are used effectively for communication in WISE (content / appropriateness / frequency etc.)							
83	I receive timely response to my emails and requests from others in the organization							
84	I can easily find the information I need to work in an involved and productive manner							
85	There are adequate processes that help me to focus and to prioritize my work							
86	I find feedback on my performance to be useful towards my professional development							
87	WISE has effective processes to address poor performance							
88	WISE has effective mechanisms to identify good performance							
89	Good performance is adequately rewarded in WISE							
90	Pay at WISE is competitive with other NGOs							
91	The information and communication that I receive about my salary and other reimbursements is adequate (in terms of content and timeliness)							
92	I get regular information about my benefits and entitlements							
93	The benefits that we get here are competitive with other NGOs							

S/N	Statement	1	2	3	4	5	6	99
94	The allocation of resources across the organization matches the stated priorities and plans							

95	I expect to continue working at WISE for the next-	6 months from now	1 year from now	3 years from now	5 years from now	10 years from	For the rest of my career

96	Please mention any comments, issues, or concerns that you would like to make about areas which are addressed or not addressed in the questionnaire	
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## ***Appendix 2: Guide Questions for Qualitative Interview***

### **Key Informant Interview Guide Questions**

1. How do you assess the overall contribution of employees to the success of your organization (WISE)?
2. Were there any cases where your organization (WISE) faced major problems or failure in delivering projects as planned? If so, what were the main factors that caused the problem or failure? What was the contribution of employees to the problem or failure?
3. What do you think is the most important factor for majority of your employees that encourages them to be committed to the organization? Any factor that discourages your employees from being committed to WISE?
4. What is adversely affecting the motivation of your employees?
5. How do you assess the trend of staff turnover during the past five years? If it was increasing /or decreasing/, what was the main reason?
6. Please mention any issues or concerns that you think may help the study (or WISE's HR management) but not addressed in the above questions.

### Appendix 3: Question by question analysis of the survey data

Results of the question by question analysis of the survey data are provided below in the tables for each of the six themes of engagement drivers (People, Organization, Work, Culture, Opportunities, and System/Procedure/Practice) and organizational antecedents under them:

#### 1. People

Driver or Antecedent	QN	Statement	Satisfaction Score			Total +ve & -ve		Fence Sitter on:	
			Satisfied	Fence Sitter	Dissatisfied	Total +ve	Total -ve	+ve side	-ve side
Top Leadership	7	I see strong evidence of effective leadership from WISE's Top Leadership (Director, Board ...)	58.0%	20.3%	21.7%	73.9%	26.1%	15.9%	4.3%
	27	Top Leadership communicates the vision, mission, strategy and goals adequately	55.9%	29.4%	14.7%	73.5%	26.5%	17.6%	11.8%
	28	Top Leadership makes decisions in an effective manner (timeliness, consistency, transparency etc.)	38.2%	30.9%	30.9%	63.2%	36.8%	25.0%	5.9%
		<b>Average</b>	<b>50.7%</b>	<b>26.9%</b>	<b>22.4%</b>	<b>70.2%</b>	<b>29.8%</b>	<b>19.5%</b>	<b>7.3%</b>
Senior Management Team	8	I see strong evidence of effective leadership from the Senior Mgt. Team	44.9%	24.6%	30.4%	66.7%	33.3%	21.7%	2.9%
	29	I get sufficient opportunities to interact with the Senior Mgt. Team	42.4%	34.8%	22.7%	68.2%	31.8%	25.8%	9.1%
	30	Senior Mgt. Team seeks out employee opinions and suggestions prior to making decisions	29.0%	26.1%	44.9%	50.7%	49.3%	21.7%	4.3%
	31	Senior Mgt. Team emphasizes the importance of good performance	48.5%	27.9%	23.5%	70.6%	29.4%	22.1%	5.9%
	32	Senior Mgt. Team is open and honest in communication	47.1%	27.9%	25.0%	70.6%	29.4%	23.5%	4.4%
	33	Senior Mgt. Team demonstrates zero tolerance towards discrimination and harassment in the work place	63.8%	13.0%	23.2%	72.5%	27.5%	8.7%	4.3%
		<b>Average</b>	<b>45.9%</b>	<b>25.7%</b>	<b>28.3%</b>	<b>66.5%</b>	<b>33.5%</b>	<b>20.6%</b>	<b>5.2%</b>
Line Manager	9	My line manager supports me in succeeding in my role	63.8%	21.7%	14.5%	82.6%	17.4%	18.8%	2.9%
	37	My line manager holds people appropriately accountable for their performance	66.7%	23.2%	10.1%	87.0%	13.0%	20.3%	2.9%
	38	My line manager provides me adequate guidance to improve my performance	65.2%	18.8%	15.9%	78.3%	21.7%	13.0%	5.8%
	39	My line manager respects differences and treats all the team members fairly	58.0%	21.7%	20.3%	73.9%	26.1%	15.9%	5.8%
	40	My line manager recognizes my contributions and achievements	50.7%	33.3%	15.9%	81.2%	18.8%	30.4%	2.9%
		<b>Average</b>	<b>60.9%</b>	<b>23.8%</b>	<b>15.4%</b>	<b>80.6%</b>	<b>19.4%</b>	<b>19.7%</b>	<b>4.1%</b>
Co-workers	10	My coworkers respect my thoughts and feelings	68.1%	26.1%	5.8%	89.9%	10.1%	21.7%	4.3%
	34	I see effective teamwork among Co-workers within WISE across different divisions/functions	60.9%	20.3%	18.8%	75.4%	24.6%	14.5%	5.8%
	35	There is an environment of mutual trust amongst coworkers	55.9%	29.4%	14.7%	77.9%	22.1%	22.1%	7.4%
	36	My line manager delegates work and empowers me to accomplish my work	60.9%	20.3%	18.8%	76.8%	23.2%	15.9%	4.3%
		<b>Average</b>	<b>61.4%</b>	<b>24.0%</b>	<b>14.5%</b>	<b>80.0%</b>	<b>20.0%</b>	<b>18.6%</b>	<b>5.5%</b>

## 2. Organization

Driver or Antecedent	QN	Statement	Satisfaction Score			Total +ve & -ve		Fence Sitter on:	
			Satisfied	Fence Sitter	Dissatisfied	Total +ve	Total -ve	+ve side	-ve side
Mission	11	I understand WISE's mission	85.3%	11.8%	2.9%	97.1%	2.9%	11.8%	0.0%
	51	I can see how my role contributes to the mission of WISE	81.8%	13.6%	4.5%	92.4%	7.6%	10.6%	3.0%
		<b>Average</b>	<b>83.6%</b>	<b>12.7%</b>	<b>3.7%</b>	<b>94.7%</b>	<b>5.3%</b>	<b>11.2%</b>	<b>1.5%</b>
Values	12	I understand WISE's values	77.9%	19.1%	2.9%	95.6%	4.4%	17.6%	1.5%
	55	Leaders practice WISE values consistently	53.6%	30.4%	15.9%	72.5%	27.5%	18.8%	11.6%
	56	Employees at WISE practice WISE values	63.8%	31.9%	4.3%	85.5%	14.5%	21.7%	10.1%
		<b>Average</b>	<b>65.1%</b>	<b>27.1%</b>	<b>7.7%</b>	<b>84.5%</b>	<b>15.5%</b>	<b>19.4%</b>	<b>7.7%</b>
Reputation	13	It adds to my reputation in being associated with WISE	54.4%	20.6%	25.0%	69.1%	30.9%	14.7%	5.9%
	52	WISE has a good reputation amongst the people/ partners it works with	82.6%	14.5%	2.9%	94.2%	5.8%	11.6%	2.9%
	53	WISE has a good reputation as an employer	75.0%	16.2%	8.8%	85.3%	14.7%	10.3%	5.9%
	54	WISE has a good reputation as an organization	84.1%	8.7%	7.2%	89.9%	10.1%	5.8%	2.9%
	70	Our policies have been regularly updated and reviewed keeping in mind changing needs of employees and the organization	43.5%	21.7%	34.8%	62.3%	37.7%	18.8%	2.9%
	72	I believe that the organization is taking adequate measures to promote diversity through focused recruitment practices	58.0%	18.8%	23.2%	69.6%	30.4%	11.6%	7.2%
	73	There is adequate diversity (religion, ethnicity, race, physical ability, economic background) at all levels of the organization	81.2%	14.5%	4.3%	87.0%	13.0%	5.8%	8.7%
		<b>Average</b>	<b>68.4%</b>	<b>16.4%</b>	<b>15.2%</b>	<b>79.6%</b>	<b>20.4%</b>	<b>11.2%</b>	<b>5.2%</b>
Accountability	14	I understand what I am accountable for in my role	92.6%	5.9%	1.5%	98.5%	1.5%	5.9%	0.0%
	57	There are adequate mechanisms within WISE to hold each person accountable to their commitments	69.6%	21.7%	8.7%	89.9%	10.1%	20.3%	1.4%
	58	I believe that WISE is accountable towards our donors	71.0%	13.0%	15.9%	79.7%	20.3%	8.7%	4.3%
	59	I believe that WISE is accountable to people living in poverty and exclusion	69.6%	13.0%	17.4%	79.7%	20.3%	10.1%	2.9%
	69	I believe that everyone in WISE practices cost consciousness	56.5%	29.0%	14.5%	76.8%	23.2%	20.3%	8.7%
	74	In WISE, there is zero tolerance to financial misappropriation	87.0%	4.3%	8.7%	89.9%	10.1%	2.9%	1.4%
	94	The allocation of resources across the organization matches the stated priorities and plans	29.9%	23.9%	46.3%	49.3%	50.7%	19.4%	4.5%
		<b>Average</b>	<b>66.5%</b>	<b>15.8%</b>	<b>17.7%</b>	<b>78.6%</b>	<b>21.4%</b>	<b>12.1%</b>	<b>3.7%</b>

## 3. Work

Driver or Antecedent	QN	Statement	Satisfaction Score			Total +ve & -ve		Fence Sitter on:	
			Satisfied	Fence Sitter	Dissatisfied	Total +ve	Total -ve	+ve side	-ve side
Work Tasks	15	I truly enjoy my day-to-day work	69.6%	18.8%	11.6%	85.5%	14.5%	15.9%	2.9%
	60	I get a sense of accomplishment from my work	52.2%	29.0%	18.8%	76.8%	23.2%	24.6%	4.3%
	61	I have a clear idea of my role and objectives in my job	87.0%	10.1%	2.9%	95.7%	4.3%	8.7%	1.4%
		<b>Average</b>	<b>69.6%</b>	<b>19.3%</b>	<b>11.1%</b>	<b>86.0%</b>	<b>14.0%</b>	<b>16.4%</b>	<b>2.9%</b>

Work Style	16	WISE follows a participatory style of working	47.1%	35.3%	17.6%	76.5%	23.5%	29.4%	5.9%
	65	I have the space to express dissent without the fear of victimization	49.3%	20.3%	30.4%	65.2%	34.8%	15.9%	4.3%
	66	I am empowered to take decisions that enable me to be effective in my role	47.8%	31.9%	20.3%	65.2%	34.8%	17.4%	14.5%
	67	WISE works in a decentralized manner	39.4%	28.8%	31.8%	57.6%	42.4%	18.2%	10.6%
	68	I am invited to participate in key decisions that affect my unit/ work	50.0%	26.5%	23.5%	63.2%	36.8%	13.2%	13.2%
		<b>Average</b>	<b>46.7%</b>	<b>28.5%</b>	<b>24.7%</b>	<b>65.5%</b>	<b>34.5%</b>	<b>18.8%</b>	<b>9.7%</b>
Work Environment	17	My work environment constantly inspires me to be as productive as possible	50.7%	31.9%	17.4%	71.0%	29.0%	20.3%	11.6%
	62	My work allows me to make best use of my knowledge, skills and abilities	68.1%	23.2%	8.7%	87.0%	13.0%	18.8%	4.3%
	63	I can freely ask my seniors and colleagues any question or concern relating to my work	77.9%	10.3%	11.8%	85.3%	14.7%	7.4%	2.9%
	75	IT systems and infrastructure fully meet my requirements for effective working	51.5%	23.5%	25.0%	63.2%	36.8%	11.8%	11.8%
	76	I feel that the organization takes adequate measures to ensure employee's safety and security on the job	44.1%	25.0%	30.9%	63.2%	36.8%	19.1%	5.9%
		<b>Average</b>	<b>58.5%</b>	<b>22.8%</b>	<b>18.7%</b>	<b>73.9%</b>	<b>26.1%</b>	<b>15.5%</b>	<b>7.3%</b>

#### 4. Culture

Driver or Antecedent	QN	Statement	Satisfaction Score			Total +ve & -ve		Fence Sitter on:	
			Satisfied	Fence Sitter	Dissatisfied	Total +ve	Total -ve	+ve side	-ve side
Learning & innovation	18	WISE encourages learning and innovation amongst its employees	58.0%	11.6%	30.4%	65.2%	34.8%	7.2%	4.3%
	41	I am encouraged to learn from my mistakes	72.1%	20.6%	7.4%	85.3%	14.7%	13.2%	7.4%
	42	I am encouraged to show creativity and keep exploring new possibilities/ways of doing things	47.8%	23.2%	29.0%	62.3%	37.7%	14.5%	8.7%
	43	I am encouraged to take initiative	58.2%	22.4%	19.4%	74.6%	25.4%	16.4%	6.0%
	44	There is open discussion and reflection of organizational weaknesses and failures	49.3%	26.1%	24.6%	62.3%	37.7%	13.0%	13.0%
		<b>Average</b>	<b>57.1%</b>	<b>20.8%</b>	<b>22.2%</b>	<b>70.0%</b>	<b>30.0%</b>	<b>12.9%</b>	<b>7.9%</b>
Gender sensitivity	19	Women in WISE experience supportive work environment	55.9%	26.5%	17.6%	75.0%	25.0%	19.1%	7.4%
	45	WISE makes special efforts to recruit women staff	81.2%	4.3%	14.5%	82.6%	17.4%	1.4%	2.9%
	46	WISE makes special efforts to retain women staff	52.9%	17.6%	29.4%	61.8%	38.2%	8.8%	8.8%
	47	Women Staff in WISE are respected	56.5%	17.4%	26.1%	66.7%	33.3%	10.1%	7.2%
	48	Women in WISE get adequate opportunities for learning and development	49.3%	27.5%	23.2%	66.7%	33.3%	17.4%	10.1%
	71	In WISE, there is zero tolerance to sexual harassment	91.3%	2.9%	5.8%	92.8%	7.2%	1.4%	1.4%
		<b>Average</b>	<b>64.5%</b>	<b>16.0%</b>	<b>19.4%</b>	<b>74.2%</b>	<b>25.8%</b>	<b>9.7%</b>	<b>6.3%</b>
Work-life balance	20	I am able to maintain appropriate and healthy balance between my work and personal commitments	73.5%	19.1%	7.4%	86.8%	13.2%	13.2%	5.9%
	49	I have appropriate control over my workload	73.1%	17.9%	9.0%	89.6%	10.4%	16.4%	1.5%
	50	I have enough time for my family and for my other interests	55.2%	26.9%	17.9%	77.6%	22.4%	22.4%	4.5%
		<b>Average</b>	<b>67.3%</b>	<b>21.3%</b>	<b>11.4%</b>	<b>84.6%</b>	<b>15.4%</b>	<b>17.3%</b>	<b>4.0%</b>

## 5. Opportunities

Driver or Antecedent	QN	Statement	Satisfaction Score			Total +ve & -ve		Fence Sitter on:	
			Satisfied	Fence Sitter	Dissatis-fied	Total +ve	Total -ve	+ve side	-ve side
Training & Development	21	There is an effective process to identify and nominate employees to training and development programs	39.7%	27.9%	32.4%	55.9%	44.1%	16.2%	11.8%
	77	I can see that there are opportunities available for me to build new skills through Training (Internal/External)	42.0%	37.7%	20.3%	65.2%	34.8%	23.2%	14.5%
	78	I can see that there are opportunities available for me to new skills through other responsibilities (Secondment / Job Rotation etc.)	49.3%	23.2%	27.5%	66.7%	33.3%	17.4%	5.8%
		<b>Average</b>	<b>43.7%</b>	<b>29.6%</b>	<b>26.7%</b>	<b>62.6%</b>	<b>37.4%</b>	<b>18.9%</b>	<b>10.7%</b>
Career Growth	22	I have appropriate opportunities for personal and professional growth	46.4%	30.4%	23.2%	65.2%	34.8%	18.8%	11.6%
	79	I am clear about my opportunities for career growth within WISE	58.0%	24.6%	17.4%	76.8%	23.2%	18.8%	5.8%
	80	There is fairness and transparency with regards to decisions on providing career opportunities	51.5%	29.4%	19.1%	69.1%	30.9%	17.6%	11.8%
		<b>Average</b>	<b>51.9%</b>	<b>28.2%</b>	<b>19.9%</b>	<b>70.4%</b>	<b>29.6%</b>	<b>18.4%</b>	<b>9.7%</b>

## 6. System/Procedure/Practice

Driver or Antecedent	QN	Statement	Satisfaction Score			Total +ve & -ve		Fence Sitter on:	
			Satisfied	Fence Sitter	Dissatis-fied	Total +ve	Total -ve	+ve side	-ve side
Benefits	23	Overall, the benefits provided by WISE meets my (and my family's) needs well	10.3%	29.4%	60.3%	27.9%	72.1%	17.6%	11.8%
	92	I get regular information about my benefits and entitlements	24.6%	30.4%	44.9%	42.0%	58.0%	17.4%	13.0%
	93	The benefits that we get here are competitive with other NGOs	13.0%	24.6%	62.3%	26.1%	73.9%	13.0%	11.6%
		<b>Average</b>	<b>16.0%</b>	<b>28.2%</b>	<b>55.8%</b>	<b>32.0%</b>	<b>68.0%</b>	<b>16.0%</b>	<b>12.1%</b>
Pay	24	I am appropriately paid for my work	16.2%	27.9%	55.9%	25.0%	75.0%	8.8%	19.1%
	90	Pay at WISE is competitive with other NGOs	20.3%	18.8%	60.9%	31.9%	68.1%	11.6%	7.2%
	91	The information and communication that I receive about my salary and other reimbursements is adequate (in terms of content and timeliness)	29.0%	23.2%	47.8%	44.9%	55.1%	15.9%	7.2%
		<b>Average</b>	<b>21.8%</b>	<b>23.3%</b>	<b>54.9%</b>	<b>33.9%</b>	<b>66.1%</b>	<b>12.1%</b>	<b>11.2%</b>
Performance Orientation	25	Existing performance management systems and processes help improve individual performance	32.4%	39.7%	27.9%	66.2%	33.8%	33.8%	5.9%
	64	I believe good performance is recognized by the organization	62.3%	23.2%	14.5%	76.8%	23.2%	14.5%	8.7%
	85	There are adequate processes that help me to focus and to prioritize my work	58.0%	23.2%	18.8%	79.7%	20.3%	21.7%	1.4%
	86	I find feedback on my performance to be useful towards my professional development	61.8%	20.6%	17.6%	76.5%	23.5%	14.7%	5.9%
	87	WISE has effective processes to address poor performance	55.1%	24.6%	20.3%	75.4%	24.6%	20.3%	4.3%
	88	WISE has effective mechanisms to identify good performance	56.5%	24.6%	18.8%	75.4%	24.6%	18.8%	5.8%
89	Good performance is adequately rewarded in WISE	52.9%	25.0%	22.1%	69.1%	30.9%	16.2%	8.8%	
		<b>Average</b>	<b>54.0%</b>	<b>26.1%</b>	<b>20.0%</b>	<b>73.9%</b>	<b>26.1%</b>	<b>20.0%</b>	<b>6.1%</b>
Communication	26	My communication needs (in terms of receiving timely and adequate information) are met in WISE	41.8%	34.3%	23.9%	62.7%	37.3%	20.9%	13.4%
	81	I find that the meetings I attend enable me to give and receive critical information effectively	49.3%	33.3%	17.4%	72.5%	27.5%	23.2%	10.1%

	82	I think E-mails are used effectively for communication in WISE (content / appropriateness / frequency etc.)	44.9%	23.2%	31.9%	59.4%	40.6%	14.5%	8.7%
	83	I receive timely response to my emails and requests from others in the organization	42.0%	24.6%	33.3%	60.9%	39.1%	18.8%	5.8%
	84	I can easily find the information I need to work in an involved and productive manner	53.6%	29.0%	17.4%	69.6%	30.4%	15.9%	13.0%
		<b>Average</b>	<b>46.3%</b>	<b>28.9%</b>	<b>24.8%</b>	<b>65.0%</b>	<b>35.0%</b>	<b>18.7%</b>	<b>10.2%</b>