



Effect of Employee engagement on organizational performance: Case of African Evangelistic Enterprise

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Effect of Employee engagement on organizational performance: Case of African Evangelistic Enterprise

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Declaration

I declare that this Dissertation contains my own work except where specifically acknowledged

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Signed.....

Date 18th May 2017

Certification

I hereby certify that the present work “Effect of Employee engagement on organizational performance: Case of African Evangelistic Enterprise” was done by Ruganzi Diogene under my guidance and supervision

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Supervisor

Signature.....

Date:.....

.....

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Abstract

This dissertation studies the effect of employee engagement on organizational performance in the context of Non-Governmental Organizations in Rwanda with a specific focus on African Evangelistic Enterprise. It examines the extent of employees' motivation to contribute to organizational success and their willingness to apply discretionary effort to accomplish tasks important to the achievement of organizational goals. Specifically the focus is on employee engagement and organizational performance exploring the management role to create a conducive environment for increase employee engagement. The discretionary absorption in their work stimulates better individual performance and hence improved organizational performance.

Despite the growing significance of employee engagement on organizational performance, many managers remain with limited knowledge on employee engagement measurement a factors that has resulted in limited engagement of employees in their services. The situation is even worse for not-for-profit organizations as most contemporary researches are more focused of profit making organisations. The study covered this gap with a methodological approach that analysed factors of employee engagement and organizational performance using a descriptive and correlational research design. It utilised a structured questionnaire that was administered to 72 employees and 160 stakeholders to establish the factors enabling a positive environment for unleashing employee unique talents for engagement and measure the stakeholders' commitment to promote the organisation to friends, family, peers and other potential stakeholders.

Key findings of this study revealed that the employees of African Evangelistic Enterprise are engaged at a level of 25%. Further indications also established a correlation between employee engagement and organizational performance. Suggestions from employees proposed meaningfulness of employees' work, health relationships with managers and employees, autonomy and independence in decision making and clarity about expectations as areas that may improve employee engagement.

Key words: Employee, engagement, organization, performance

List of Symbols and acronyms used

AEE	African Evangelistic Enterprise
et.al	“and” “others”
IT	Information Technology
MBO	Management By Objective
SHG	Self Help Group
SHRM	Society For Human Resource Management
TL	Team leader
Vis-à-vis.	In relation to
&	And

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Chapter 1: Introduction

1.1. Background and Overview

Managers' quests for means of maximizing organizational performance have evolved overtime to generate reliable mechanisms for sustainable efficiency and productivity. Contemporary scholars, researchers and consultants have provided a response shifting from the traditional methods that improved organizational performance by focusing on operational and process improvements. (Bakker,A.B. &Schaufeli,W.B. 2008)and (Yu,W. and Ramanathan,R. 2012). This school of thought centers on dealing with employee¹ engagement so as to ensure that those manning the systems in addition to the required skills possess the right mind and spirit and operate in a conducive environment. Adapting to emerging realities may develop strategies and modify existing products or services but without dealing with the most valuable asset-employees, the desired success may fall short. Engaged workers will ultimately be more proactive, collaborative, responsible, self-starters and focused on high quality performance.(Bakker,A.B. &Schaufeli,W.B. 2008)

Furthermore Gallup's recent empirical insights for leadership roles in improving employee engagement and performance revealed that there is a 240 percent boost in performance-related business outcomes with effective engagement of employees and customers. Implications in this are that a high-performing workforce is very indispensable for growth and survival. When a workforce is highly engaged the tendency is growth in terms of innovativeness, productivity, profitability on one hand. On the other hand customers' perceptions are positive, quality improves, turnover rates are less, absenteeism and shrinkage minimized and safety ensured. Maslach et al. (2001) associates this with the extent of persistent positive employee absorption in their work expressed with vigor, dedication and absorption. It is derived from maximum satisfaction and a high sense of attachment to the employer or job. Such employees promote their organization to other existing and potential stakeholders. In his first work, (Kahn 1990) describes the role performed in this as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances".

¹ Jackson, P. (2007) "Knowledge Asset Management: A Systems Approach for human Capital Management" *The Journal of Information and Knowledge Management Systems* vol. 37 (4) pp. 399-403

1.1.1. Operational definition of employee engagement

The meaning of the term employee engagement, its drivers and measurement remains elusive among scholars and practitioners of the business contemporary society. In an attempt to develop common demonstrable concepts, theories, experiences and transformers both the academic community and commercial consulting firms have explored employee engagement at length without reaching an agreement.

Researchers contend that engagement is "a positive fulfilling, work related state of mind characterized by vigor, dedication, and absorption" Schaufeli et al., (2002). Whereas vigor (positive affect) is associated with optimistic dynamism and resilient mentality in performance of work related roles, dedication (motivation aspect) attach value to importance and meaningfulness derived and absorption (cognitive effect) centers on the degree to which the employee is concentrated. They developed influence on personal traits such as knowledge, skills, abilities, temperament, attitudes and personality (Vance 2006).

In the business cycles employee engagement is viewed as "a desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and positive energy", (Erickson, 2005; Macey and Schneider, 2008). The essence is that organizational success and commitment relies on employee emotional and physical inputs to achieve organizational goals.

Instrumentally organizations strive to stimulate a positive working environment characterized with teamwork, freedom of expression, supportive attitudes and any other self-generated behavior deemed vital for organizational effectiveness. This, however, does not alienate other factors such as leadership style, physical and social setting and as well as human resource practices that not only affect the person and processes but also the context (Vance, 2006).

Distinctive requirements and opinions still pose a serious setback in achieving a strong consensus on the specific parameters to apply making it ideally logical to select operational definitions tailored to the organization's peculiar general strategies. The essence is not to understand employee engagement but rather comprehend it in the context of the organization vis a vis the local and national environment in which it operates.

However, it is quiet imperative to assert the notion that, effective managerial decisions to employ, foster and retain competent and motivated employees need be based on theoretically

supported concepts for practical application. Meaningful systematic organizational change may only occur through established modes of measurement and fostering that is related to organizational outcomes. In this regard the commercial consulting firms' perceptions of engagement in terms of organizational commitment, values and vision need to be reconciled with the academic community focus on individual self-expressions with regards to job, roles and relationship.

Apparently both schools of thought enshrine 3 common features at close observation; cognition, affect and behavior. Zigarmi, D et al (2009). With cognition the inherent attributes viewed here as beliefs, values, convictions and intuitions that constitute the rational judgment of individual employees are commonly shared. (Harter et al., (2002); James & James, (1989); Kahn, (1990), (1992); Macy & Schneider, (2008); May et al., (2004); Robinson et al., (2004); Rothbard, (2001); Saks, (2006), (2008); Wellins et al., (2005). Affect on the other hand in both instances depict the vigor, passion, contentment, concentration, heart, emotion, feeling and optimistic state. (Kahn, (1990); Harter et al., (2002); Langelaan, Bakker, van Doornen, & Schaufeli, (2006); Macy & Schneider, (2008); Saks, (2006), (2008); Little & Little, (2006); Rothbard, (2001); Schaufeli & Salanova, (2007); Schmit & Allscheid, (1995). Behavior aspect enshrines the stimulus to proactively conduct organizational activities satisfactorily with a prosocial spirit. Wellins et al., (2005), (Harter et al., 2002; Salanova et al., (2005); (Sonnetag, 2003) is equally shared as well.

Cognitive conclusions, behavioral stimulus and affective inferences highly depends on situational experiences though there are instances where this is not the case (Parkinson, (1997). Though evidently clear that employee engagement is multi-dimensional construct, examination of this concept clearly reveals that to some extent the cognitive, behavioral and affect aspects may be worthy features to track.

1.1.2. Operational definition of organizational performance

There exists no generally acceptable definition of the term 'organizational performance' in the contemporary society. The construct multi-dimensional nature derives from diverse outcomes that can be categorized into financial and non-financial performance offering specified achievable results. Ideally this requires a holistic approach that encompasses varied aspects including physical structures, strategy, processes and human beings.

Given that performance is not continuous in nature Jacobsen, (1988); Waring, (1996) caution need be taken not to adopt short and medium terms measurements of this construct. Evolution of organizational performance measurement started with employees and their managerial skills, focused on the organizational ability to exploit its environment to acquire and utilize the scarce resources and eventually achieve the intended results and objectives. (Yuchtman, E. & Seashore, S.E (1967), Lebars, M. & Euske, K. (2006). The dynamic characteristic demands stern analysis and decisions based not only on the current actions but also on the anticipated engagements that may affect future results. Perspectives as such may vary considerably depending on the one conducting the assessment of organizational performance.

All that has to be observed is that the specific factors measuring performance be tailored to the prevailing context. Organizational diagnostic models have been developed to provide diverse strategies for business performance measurement and boosting organization performance. Depending on the point of view of the one conducting assessment, the performance level may differ. Aimed at reducing costs and differentiation the objective is to gain competitive advantage. Focusing on significant dimensions that determine organization performance which include employees, quality, innovativeness and development, information technology, leadership and operating environment will affect its economic, social and political progress. Predominantly researchers seem to conceptualize organizational performance in relation to stakeholders, heterogeneous market circumstances and scope especially in terms of time. An organization's success depends heavily on its ability to adapt to its environment and its ability to tie people into their roles in the organization, conduct its transformative process, and manage its operations (Armstrong, 2006).

Consequently five organizational performance and its measurement perspectives; accounting, balanced score card, strategic management, entrepreneurship and microenterprise have been developed. Several authors are agreed that these can be captured from the organizational life cycle. (Hofer & Schendel, (1978); Katz and Kahn (1978); Quinn & Cameron, (1983); Quinn and Rohrbaugh (1983). Any life cycle possess main phases ; (1) an entrepreneurial stage where resource accumulation, creativity, and innovation are emphasized; (2) a collectivity stage where human relationship and team building is the major focus; (3) a formalization stage where efficiency, goal attainment, and internal processes is central; and (4) a formalization stage where organizational renewal and expansion is key.

Basically this describes the focus on the three major outcomes of financial and market performances and shareholder returns all aimed at value creation. In essence the stakeholders to whom the organizational performance measure is relevant, the operational landscape over which the organizational performance is undertaken and the timeframe within which the organizational performance measurement is undertaken play a significant role in determining the degree of organizational performance. Valuable outcomes are situational and performed on multiple levels such as growth, profitability and legitimacy and normally based on anticipations about the future and current conditions

Any successful approach depends on the organization nature and the environment within which it operates. Ideally employees stand a better position to make the most if they are highly engaged and not merely occupied by the job. Performance levels considerably vary with the employee engagement levels. Some of the approaches that have previously been used are but not limited to use of; balanced scorecard, benchmarking, business process reengineering, continuous improvement, cultural change, knowledge management, learning organization, management by objectives (MBO), outcome-based evaluation, program evaluation and strategic planning. Any viable option will depend on the stage of the organization on the life cycle.

1.2. Problem Statement

The idea of viewing employee engagement from a business standpoint and its relationship with organizational outcomes may be traced far back in 2002 Harter. Et. al (2002). It has been established that levels of employee engagement correlate with the extent of involvement and commitment employee invest in their organization, its values and beliefs. (Gallup (2005); Abraham (2012); Rana and Chhabra (2011); Garg and Kumar (2012)). There exists ample authority across a wider spectrum of organizations linking employee engagement to organizational excellence or success (Echols 2005, Right Management 2009 and Abraham 2012). Particularly positive results have been observed in terms of superior customer service, innovation, productivity, low staff turnover, dedicated workforce, great sense of work commitment, willingness to put extra time in the job, and pride in their work. Anita's (2014) research affirmed this by statistical deductions that linked employee engagement to their performance. She studied 383 respondents considering the variables of working environment, compensation, organizational policies, training and career development, team and co-worker relationship and workplace wellbeing. Her finding was that all these factors had an impact on

employee engagement and were predictors with team and co-worker relationships ranking high. Raising the proportion of engaged employees has proved instrumental in minimizing costs and increasing, productivity and returns. (Perrin, (2003); Abraham, (2012); Vance, (2006) and Shuck, Rocco & Albornoz, (2011). Productivity has been observed to increase by 26 percent, operational incomes have increased up to 19 percent and return to shareholders of 13 percent in a five years period.

Although employee engagement is currently measured through annual staff appraisals, performance analysis and strategic or human resource planning, training and career development, compensatory framework and policies in place there is a great need to reinforce the practice in the organization. Apparently most if not all the studies conducted as cited above, like other previous researches have mainly focused on profit making organizations. Virtually studies dedicated to not-for-profit organizations have been limited hence the need for the current study.

1.3. Research Objectives

The general objective of this research is to find out the extent to which the African Evangelistic Enterprise employees are engaged and its impact on African Evangelistic Enterprise performance

Specific Objectives

The specific objectives are:

1. To find out the level of employee commitment in African Evangelistic Enterprise
2. To find out the effect of the current employee commitment on the performance of African Evangelistic Enterprise
3. To find out what employees consider being the best actions for employee engagement

The objectives will address the key questions that this research attempts to address:

1. What is the current level of employee commitment in the African Evangelistic Enterprise community?
2. What is the effect of employee commitment on the performance of African Evangelistic Enterprise?
3. What are the suggestions of AEE's staff for improving employee commitment in African Evangelistic Enterprise?

1.4. Hypothesis.

The study tested the hypothesis described hereunder to direct the research

Employee engagement correlates with organizational performance.

1.5. Significance

It is very significant for decision makers and analytical and empirical researchers to rely on an evidence base to make tangible progress in the employee engagement practice. This research intends to provide the knowledge and skills required to advance this ideal. Where better understanding and practice is assured, appropriate engagement flows with ease. Since employee engagement depends on institutional size, application is limited to equal organizations. As revealed by the Global Workforce Survey by Towers Perrin there is a disparity of data distribution from country to country on the engagement and disengagement levels.

Important is also the fact that senior management of African Evangelistic Enterprise will develop awareness on employee engagement motivating them to introduce a culture of improving employee engagement levels. The essence is to sustainably preserve the realized high degrees of employee engagement essential for the improvement of organization performance. The knowledge and skills presented serve as a formidable source of information for effective staff engagement. Building up and leveraging employees' strengths is absolutely essential for setting up an engaged workforce. Dynamics involved in making this theory practical need to be mastered and lived up to. Intent of this work is to guide in relation to this consideration.

It also focuses on increased research development in the field of employee engagement. There is scanty research in the field and this contribution comes at a right time when the concept is becoming more established. It will enhance practitioners and academician understanding of the concept so as to progress on evidence based engagement.

1.6. Organizational profile

African Evangelistic Enterprise is a local non-government organization in Rwanda affiliated to African Enterprise International, registered in 1987 but established in 1984. Its service oriented operations are supported with income generation activities in terms of hospitality and expertise services in various fields. Most services build social bonds of beneficiaries prior to exploiting the existing economic engines for sustainably providing to their basic needs.

Vision:

Rwanda is a country where God is honored and people live together in peace and satisfaction of their daily needs.

Mission:

Evangelize the cities of Africa through **word** and **deed** in partnership with the church.

Motto:

Changed lives, transformed communities

Core values:

Love, justice, compassion, vertical & horizontal reconciliation, and stewardship

Core Principle:

- Glorifying God
- Totally surrendering and obeying the Lord Jesus Christ
- In the power and inspiration of the Holy Spirit,
- To the greater blessing of the people we serve

Core Beliefs:

- The Bible as the Word of God and the supreme authority in all matters of faith, morality and ministry.
- Prayer as the source of our strength and inspiration.
- Excellence and effectiveness as the quality that measures everything we do.
- Integrity, transparency and accountability as the hallmark of our management of finances and resources.
- Teamwork, network and partnership as the definition of our relationships among ourselves, with other organizations, institutions and the members of the community we serve.

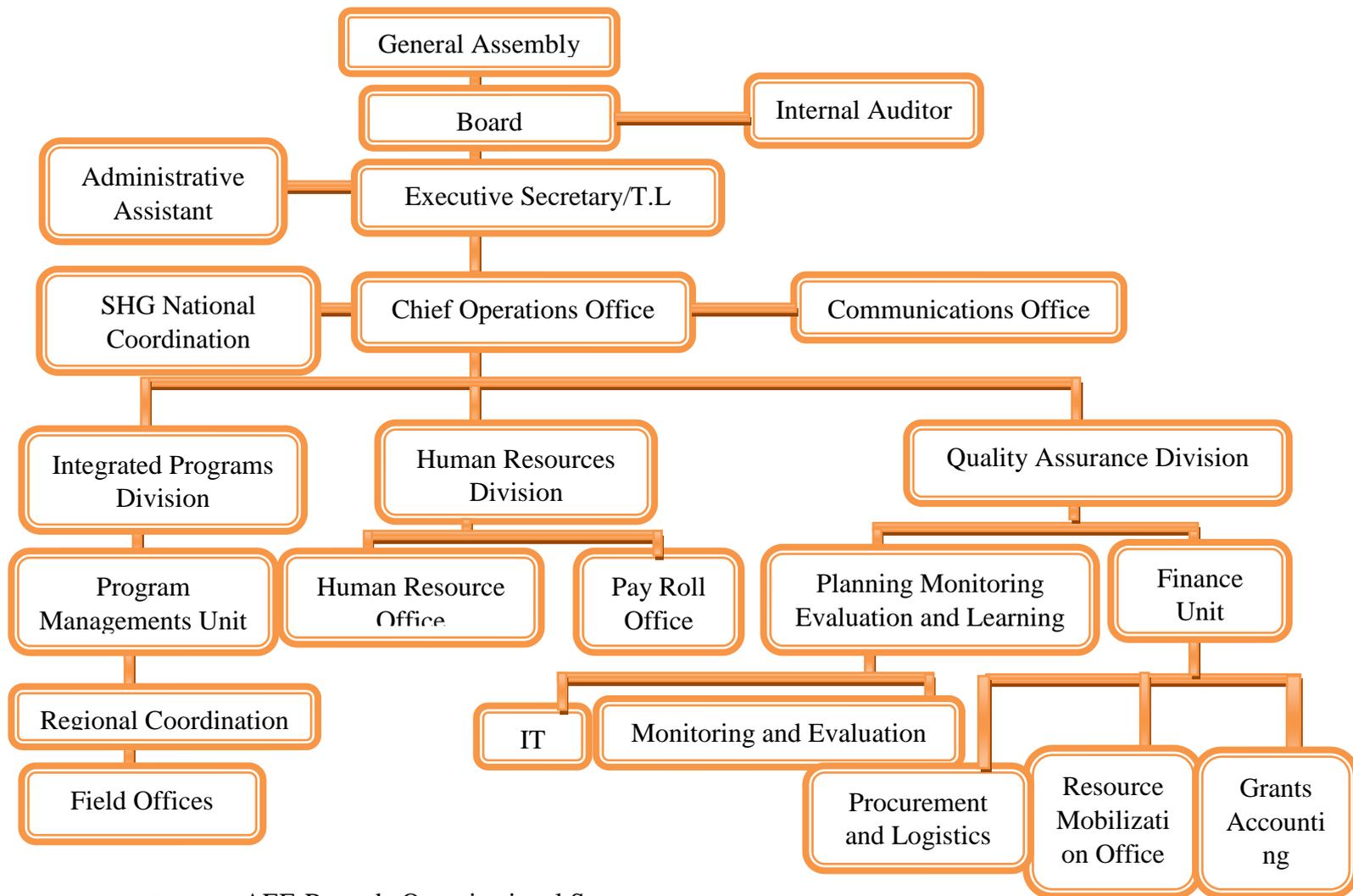


Figure 1: AEE-Rwanda Organizational Structure

As the governance structure describes the supreme organ is the general assembly that holds the board accountable. Both the internal auditor and the chief executive officer report to the board. Besides public relations the Executive Secretary is the focal person on strategic issues and liaising with the external community. The chief operations officer mans both the administrative and financial issues. He is also the focal person for internal affairs. He is informed by both the Self Help Group National Coordinator and Communications Office.

In the middle management are the Integrated Programs, Human Resources and Quality Assurance Divisions. The Integrated Programs Division is subdivided into 2 major subdivisions; the word and deed that are further segregated into six sections involved in six thematic areas; of promoting value based leadership in all spheres of society, Economic opportunities enhancement through development of entrepreneurship, agricultural productivity, access to market and financial services, Improved Health and Nutrition of vulnerable populations, Enhanced quality education and protection of peoples' rights, Gender equity and equality promotion and peace building, healing and reconciliation . Human Resource Division is comprised of the workforce planning, employment and retention, human resource development and health and safety subdivisions and the Quality Assurance Division has two major divisions, one for financial management and the other for service delivery

Chapter 2: Literature Review

2.1. Background to the concept employee engagement and organizational performance

Employee Engagement empirical studies have drawn the attention of business practitioners, academic researchers, development actors and governments (Sonnetag, (2011); Rurkkhum and Bartlett, (2012). All these parties are not only concerned with exploring the notion of employee engagement (Bakker and Schaufeli (2008); MacLeod and Clarke (2009); Fleck and Inceoglu (2010) but also its potential impact on performance in terms of productivity, profits, quality, customer satisfaction and performance to mention but a few (Buckingham and Coffman, (1999); Coffman and Gonzalez-Molina, (2002); Buchanan, (2004);Fleming and Asplund, (2007);Lockwood, (2007); Bakker and Bal, (2010); Demerouti and Cropanzano, (2010);Xanthopoulou et al., (2009); and Sundaray, (2011).

Organizational achievement mainly rests on its well planned, formulated and executed employee engagement strategy. Researches seek to establish different employee engagement tools, impact of and need for improving employee engagement and understanding complexities associated with employee engagement. (VenkateswarluKarumuri, (2016). TejaswiBhuvanaiah and R. P. Raya (2014) suggest six work life areas that need much consideration in this perspective; workload, control, reward, fairness, community and values. They contend that individual integration is vested in assigned tasks (self-employment) and engagement through conversations, communicating thoughts or opinions or ideas (self-expression). In essence most studies have been focused not only on employee engagement enabling and affecting factors but also individual and organizational level outcomes associated with Employee Engagement.

Empirical evidence exists proving enormous benefits in terms of performance for employee engagement. Such a finding and similar discoveries raises hope for modern businesses, aspiring for greater efficiency and higher productivity in the highly competitive business world. Although in the past employee contentment was an established means for workforce stability and productivity (Sanchez and McCauley, (2006) contemporary pleas for globalization and competitiveness require more to that Abraham, (2012). There is a growing need to unleash the complete inherent potentials and competences of the institutional employees to perform assumed duties. Expectations of the modern employers, value unwavering dedication of the employees to institutional prospects during service, that is, engaged in their duties (Bakker and Leiter, (2010). Recognition of this concept in the

theoretical and practical cycles has consequently drawn much attention (Rashid et al., (2011); Ologbo and Saudah, (2011). Apparently this is the reason why persistently experts in human resources engagement internationally maintain their urge for organizations to ensure that positive employee engagement initiatives receive the desired attention to attain the desired organization performance levels.

2.2. Employee engagement conception and measurement

Ever since its development by Kahn (1990) through his ethnographic work on summer camp and architecture employees, the concept of employee engagement has drawn attention and varied definitions depending on the perspective and major study area of focus. Kahn's initial conviction was that engagement focused on harnessing peoples' selves to their work to the extent that they completely commit their physical, cognitive and emotional resources to the cause. He developed a conceptual model that recognize three essential conditions determining variations in engagement levels; meaningfulness, safety and availability. Misconceptions about the concept that cropped up shortly after were observed and mainly attributed to the fragmented approach of defining it (Shuck and Wollard, 2010).

In an attempt to harmonize the patchy constructs, The Conference Board² based on previous studies conducted by prominent institutions: Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council and others deduced key drivers for employee engagement; trust and integrity, nature of the job, identification with the company performance, career growth opportunities, pride in the company and colleague relationships to be the primary focus of organizations aspiring to master and apply the employee engagement process. This is what Fleming and Asplund (2007), refer to as “the ability to capture the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence” in alignment with the Ins Survey framework that emphasize the three components of engagement; Head (Cognitive), Heart (emotional) and Hand (Physical). Myer assessed four main determinants of organizational efficiency; mechanical, physiological, psychological, social and economical to establish the psychological as the most essential and important. Myers, (1920)

In contrast with burnout (Maslach et al. (2001) dimensions of exhaustion, cynicism and ineffectiveness, “engagement is characterized by energy, involvement, and efficacy”. A view shared by Schaufeli et al. (2002) who considers it “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. The same research notes

²John M. Gibbons (November 2006) “Employee Engagement A Review of Current Research and Its Implications” The Conference Board

that this concept is not of a precise and transient nature but is rather “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (Schaufeli et al., (2002,).

However, due to the vital role played by distinguished institutions in the evolution of this idea it is worth that a view of how it is conceptualized by some of them be presented. They believe in employees’ unwavering commitment to ensure organizational success (Towers Perrin, 2003, www.ddiworld.com)

Hewitt (2012) on the other hand considers “Engaged employees [to] consistently demonstrate three general behaviors. They: (1) Say – consistently speak positively about the organization to co-workers, potential employees, and customers; (2) Stay – have an intense desire to be a member of the organization despite opportunities to work elsewhere; (3) Strive – exert extra time, effort, and initiative to contribute to business success”.

(Robinson et al. 2004) define employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee”

Extensive research has also been conducted by Bhatla (2011) which explored the need for engaged employees and discussed their role in improving the organizational progress and efficiency. Findings indicated that the prevailing organizational culture as well as balanced work policies and practices for employee engagement increase productivity and retains the workforce long enough. A similar view was held by Shashi (2011) when she emphasized the prominence of employee contribution to the success of their institutions. Within the same period Bijaya Kumar Sundaray (2011) discussed numerous employee engagement dynamics for increased managerial effectiveness and efficiency. Recently Siddhanta& Roy (2012) attempted theoretical input implications and practice guidance for contemporary employee engagement.

Robinson et al. portrayed the behavioral patterns in relation to employee engagement as elaborated in the model described below.

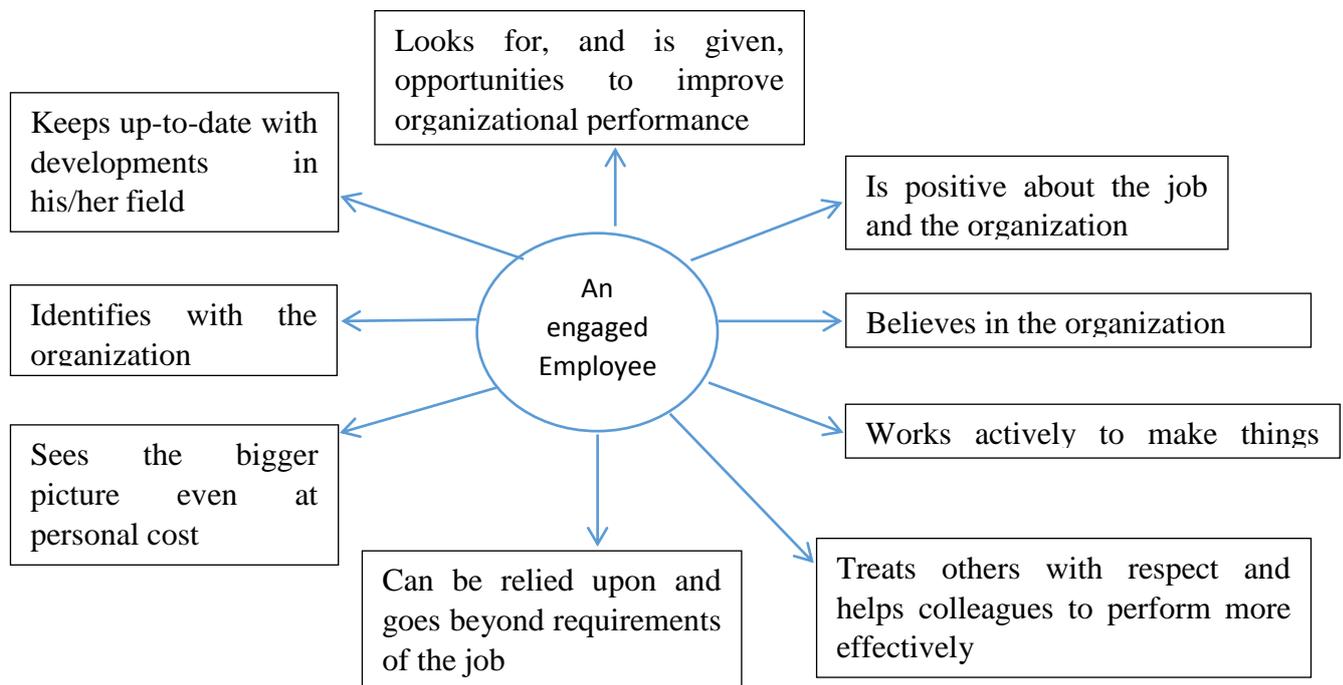


Figure 2.1: Characteristics of engaged employees

Source: Robinson et.al. 2004

Ideally the traits form a basis upon which the employee engagement levels may be established. Substantially it captures the characters, personality or behaviors that determines if at the individual levels employee are engaged or disengaged and to what extent.

“[No] company, small or large, can win over the long run without energized employees who believe in the [firm's] mission and understand how to achieve it. That's why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds. Any attempts to do this will definitely take into account these critical factors that will be categorized into the four hierarchical aspects of basic needs, individual requirements, team work necessities and growth potentials.

Vance’s SHRM Foundation’s practice guidelines to understand, measure and increase engagement in organizations underscores the significant role of employer practices on employee engagement with linkages to job performance and business results as depicted in the figure below

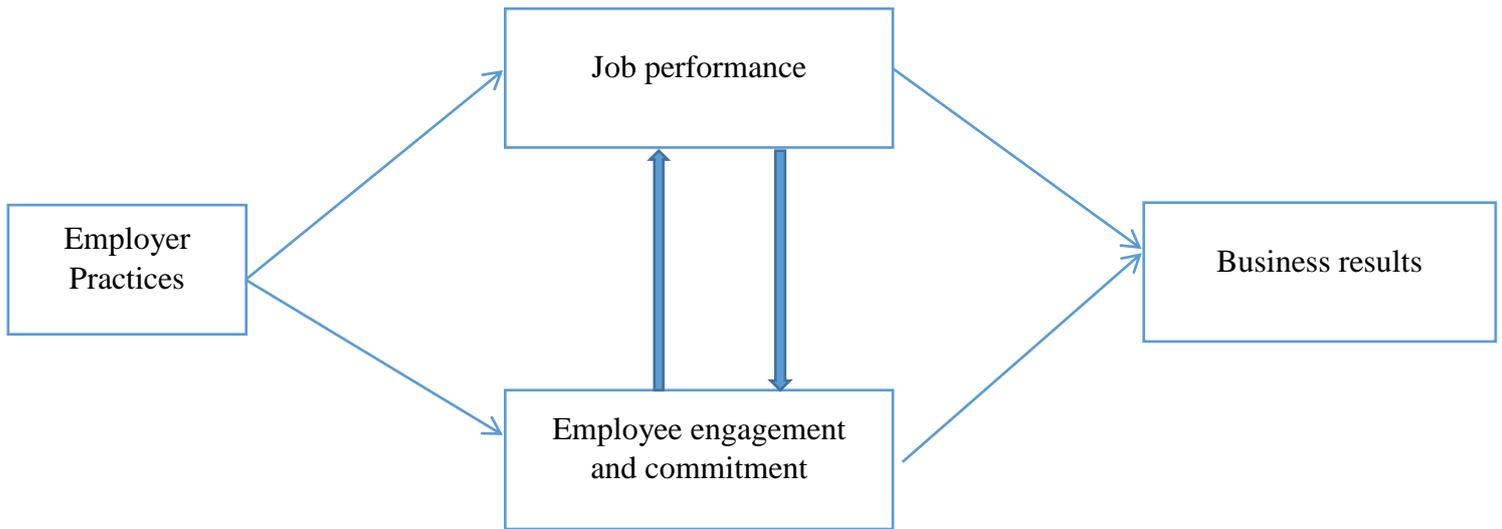


Figure 2.2: Employer practices influence on engagement and performance effect business results

Source: Vance, R.J. (2006)

Vance, R. J. (2006) developed a simple job performance model that among others affect employee engagement. His argument is that the attributes that individuals possess foster work behavior within a framework of the organization's policies and procedures by mobilized means to generate products or services that determine the organization success. Describing prescribed, voluntary or proscribed behaviors, he emphasizes the necessity to operate in line with the organization context. Insights may be drawn on how to leverage employee engagement using his simple Job Performance Model. Generally employers tend to inspire their workers to mainly implement prescribed and voluntary activities but evading proscribed ones. In order to achieve this organizations employ numerous human resource practices that counteract the personal, process and work context aspects leveraging job performance. The extent of achievement defines the engagement and commitment level of the employees.

Work Context

- Leadership.
- Work Organization
- Physical setting
- Social setting

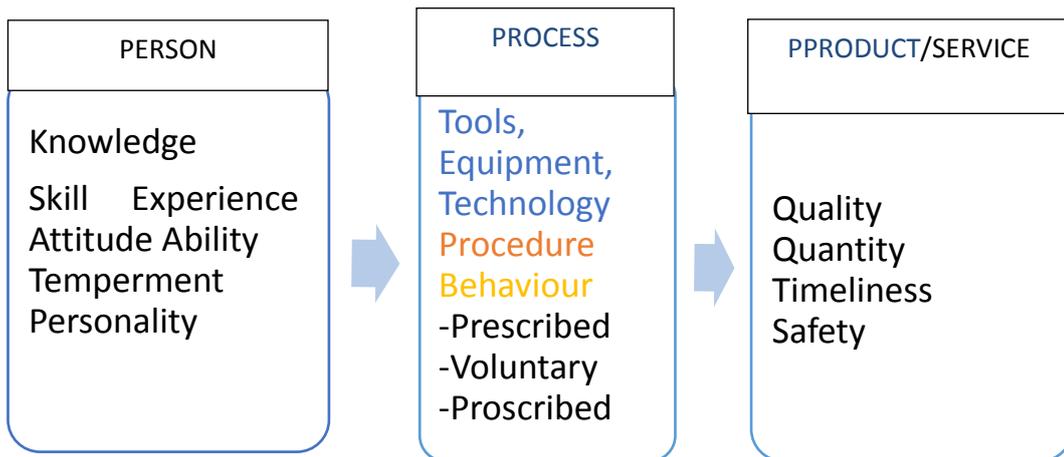


Figure 2.3: A Job Performance Model

Source: Vance, R.J. (2006)

Building personal attributes increases the engagement levels that yield in positive work habits in the framework of established policies and procedures using the necessary tools and processes to generate appropriate products and services crucial for organizational success.

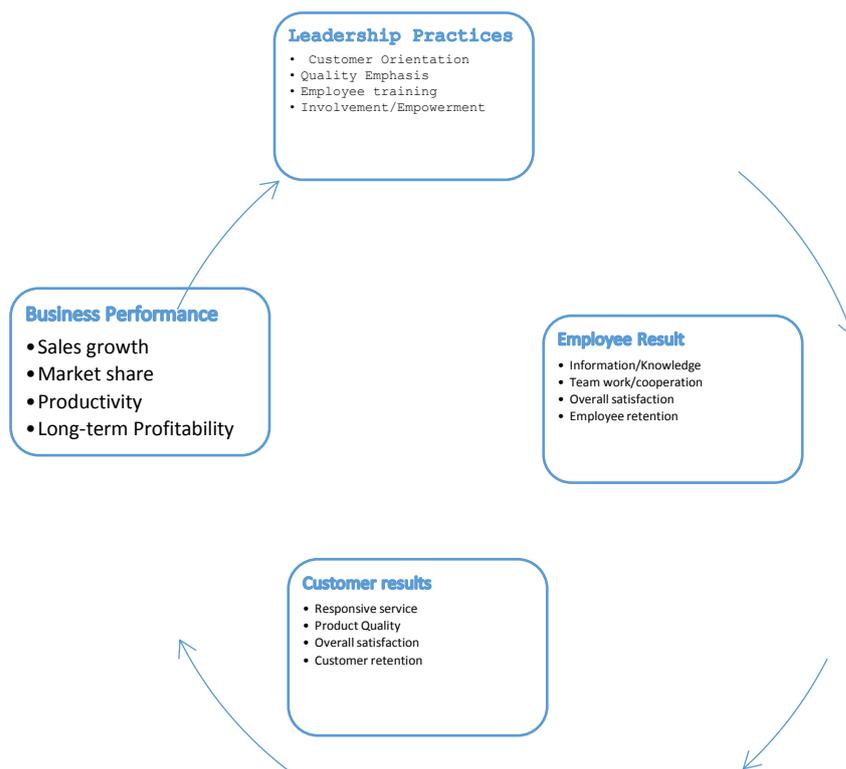


Figure 2.4: The High Performance Model

Source: Vance, R.J. (2006)

The High Performance Model demonstrates interrelationship between employer leadership practices, consequences of such practices to employees and customer effects due to

leadership, work practices and business performance. This cyclical model depicts a reasonable interdependence of leadership practices, business performance and customer and employee results. Specific factors of these aspects are the major focus of the managers during attempts to deal with issues affecting employee engagement.

2.3. Impact of employee engagement on organizational performance

Substantial studies have established diverse organizational performance outcomes that positively correlate with employee engagement. Significant trends in related researches have also indicated organizational performance exceeding typical business where employees are more engaged in comparison with their competitors.

Reasons attributed to this is the general consistent demonstration by engaged employee of the three practices that develop organizational performance: 1- Saying-promoting the organization among the potential stakeholders; 2-Staying-strongly connected to the employing organization such that shifting is really very hard and 3-Striving- unwavering dedication to facilitate the organization to achieve desired goals(Baumruk and Gorman, 2006). On the contrary disengaged employees persistently normally attempt to be: 1-spinning-degenerative services focused on immaterial services, 2-settling-occupied and not necessarily committed to make a break through, 3-splitting- overwhelmed by uncertainties to the extent of a noisy withdrawal

Prominent consulting organization in engagement surveys, Gallup, has proved an effective connection of employee engagement to nine essential performance outcomes; financial performance and profitability, customer loyalty, productivity, turnover, safety incidents, absenteeism, shrinkages and quality. Harter et. al (2002, 2009) introduces another important factor of employee retention and affirms (Taleo Research, 2009)assertion that highly engaged employees are twice as likely to be top performers compared average employees.

Covering a number of decades, Gallup conducted a meta-analysis of 263 previous studies relating employee engagement with organizational performance. Covering 192 organizations, 49,928 departments comprised of 1,390,941 employees the research employed quantitative analyses of study data by descriptive measurements and correlational analysis. Findings revealed amazing trends across the organization operating units and demographic aspects.

It suggested a mutual relationship between engagement and financial and non-financial performance though with a stronger bias on the former. Basically this is due to the fact that there is a causal relationship between this notion with the other outcomes of customer perceptions and employee retention. Loyal customers increase the customer base which guarantees a better organizational income statement as the employee retention ensures sustainable experience in service delivery.

Based on research in 41 companies of the world's 10 most strong economies Meere (2005) exposed that both operating and net profit margins reduced with low engagement and increased with high engagement. The Financial News, March 2001, as cited by Accord Management Systems (2004), links this to the productivity of the engaged employees and the costs to the organization associated with disengaged employees though indirectly through improved retention, customer loyalty, productivity and safety. By strengthening engagement levels through these factors, organizations are indirectly influencing their profitability. The figure below illustrates the interrelationship of the various factors with profitability

A research conducted by (TaleoResearch 2009) indicated that organizations relish 26 percent higher revenue per employee when employees are highly engaged. This research further established that organizations with highly engaged employees earned 13 percent greater total returns to shareholders. Further findings by Harter (Harter et al, 2002) revealed that businesses in the top 25% for employee engagement formed up to four percentage points in profitability.

Upon examining employee perceptions and customer perceptions that involved customer and patient metrics as well as assessment of teachers by students an emotional connection was observed between customers and the organizations that serve them. Customer metrics measured were loyalty, satisfaction, service excellence, customer evaluation of quality of claims, and engagement.³ Loyal customers more often become agents of the organization and facilitate its growth and development. Successful achievement of the values strengthens customer-employee relations ensuring low cost supplies and exemplary successes.

³ See Ellis and Sorensen (2007), Fleming, Coffman, and Harter (2005) and Harter, Asplund, and Fleming (2004), Hewitt Associates (2004) and Towers Perrin Talent Report (2003) for more information on employee and customer engagement.

There exists ample evidence linking increased customer loyalty and satisfaction to engaged employees (Haid& Sims, 2009; Harter et al., 2009; Gonring, 2008). Engagement levels of the employees determine their attitude which in turn affects the customer either negatively or positively. Engaged employees generally treat the customer with utmost care (Harter, 2009) a fact mainly attributed to the discretionary power vested upon them in the pursuit of organizational goals.

Customer needs are at the center of their satisfaction and whereas a stronger customer focus would be a plus for the organizations, less engaged employees “have far more misgivings about their organization in terms of these measures and are likely to have little personal investment in a strong customer focus” (Towers Perrin, 2003). Beyond a fair and equitable treatment, engaged employees will equally deliver quality products with fewer mistakes to the greater satisfaction of the customers. The reputation of the organization can only thrive with health interaction between the service providers and service recipients. It should be guarded within both the formal and informal mediums through addressing the psychological needs as well.



Figure 2.5: Engagement-Growth chain

Source: Kevin Kruce (2014)

The figure depicts dynamics involved in linking engagement with increased customer loyalty. It derives from the employees’ discretionary efforts to improve client services and better customer experiences resulting in increased customer loyalty.

A meta-analysis research conducted by (Harter et al, 2009) in 199 different cases across 152 organizations in 44 industries and 26 countries revealed a noticeable relationship between employee engagement and performance outcomes. Results from this research measured substantial variances amongst industry components ranking in the upper and lower 25% on engagement scale. An 18% drop in productivity between the top and bottom performers was registered and a 60% drop in quality. This is understandable given that low levels of performance are detrimental to performance. Findings from (Taleo Research, 2009) have

established that highly engaged employees are twice as likely to be top performers. They possess the motivation and efficiency of engaged employees that renders them more productive in comparison with their disengaged counterparts.

Detailed description of the relationship between employee engagement and productivity can be summarized in the figure below



Figure 2.6: Employee engagement and productivity

Source: Insync, Melbourne (2012)

As the figure shows increased job performance leads to increased productivity. Furthermore, cost of production is lowered when engagement is increased due to more focused and efficient workers (Towers Perrin, 2003)

How long the productive employees are able to stay with the organization is another important consideration for successful organizations. According to (Gallup) 37% of engaged employees contemplate relocating for a 20% raise or less in comparison with 54% of the actively disengaged employees. The enthusiasm and commitment to work is normally associated with the connection with the organization they serve. The zeal to commit to the organization extends far above and beyond tangible benefits. Simply this will require creation of an engagement culture that induces employees to stay longer. An employee well-being is centered on the holistic improvement of the varied employee aspects in an integrated manner. With better livelihood conditions work becomes more enjoyable and employees are more productive.

Categorizing the employee in the classes of thriving, struggling or suffering people, Gallup introduces an important aspect of handling them. Engaged and thriving employees have a lower probability of up of up 59% of hunting for a job in a different organization within a period of 12 months. Maintaining these employees and improving the well-being of the other employee will immensely improve employees' lives and minimize turn over.

Safety will also have implications for turnover but another important aspect engaging employees involving and absorbing them in their service. Basically it ensures focus and

minimizes mistakes which determine the level of organizational performance. Studies conducted have established correlation between engagement and safety outcomes. An important observation undertaken by Harter et al. (2009) is that the upper quartile of the studied organizations had 49% less safety incidents than the lower quartile. In health institutions the most engaged institutions were found to have 41% less patient safety incidents.

Simply this is because of the earlier observation that engaged employees are more focused and liable to fewer mistakes. Through their creativity and innovation increased and risky incidences are minimized. Constantly improvements are made in safety systems and since a greater sense of ownership in respective roles and responsibilities is assumed there is a corresponding increment in the commitment to respond to latent problems. At the center of safety behavior and performance is the driving attitude. A figure is presented below to illustrate the relationship between employee engagement and safety outcomes



Figure 2.7: Employee engagement and safety outcomes

Source: Insync, Melbourne (2012)

The push and pull factors affect the focus and motivation of employees to be able to have fewer mistakes. Management need to act with viable strategies that balance these factors while dealing with the human and financial implications associated with safety incidents.

Another important factor affecting performance in accordance with their engagement level is absenteeism. Decreased rates of absenteeism serve to contribute to the necessary elements of focus and efficiency. Implicitly the employees report at work but also make effort to contribute to the success of the organization they serve.(Nahrgang, Morgeson&Hofman, 2011; Harter, et al. 2009; Gonring, 2008). In Harter et al. (2009)it was revealed that absenteeism was higher by 37% in organizations in the lower quartile of engagement compared to organizations in the upper quartile.

Lower shrinkage has also been observed in organizations where employee engagement levels are higher in comparison to where they are lower. According to Harter et al. (2009) there is a 27% drop in shrinkage when comparing business units scoring in the top and bottom 25% on

engagement. Though goods and services may be lost due to a number of other causes the most common has been identified as theft by the employees or customers.

Be it internal or external curbing the malpractice has been attempted by installing surveillance cameras, hiring security guards and use of security tags. Human beings often devise mechanisms to successfully counteract the development. It is as such recommendable that if workforce engagement is effectively conducted this would obviously be a better option. Here the theft will not only be dealt with but also administrative errors and damage is reduced and perishable goods management improved.

Dealing with employee engagement will as such have consequences on shrinkage. Failure to improve engagement levels will mean higher shrinkage and lower shrinkages when the engagement levels have increased.

Conclusively each of the discussed outcomes contributes to the overall performance. This composite performance is a collection of multiple outcomes designated to be achieved at a specific points in time. Correlations were varied with different variable. Implications are the overall organizational performance will be affected by the levels of employee engagement. Employee engagement significantly thrusts performance by boosting the discussed performance outcomes. How successful the organizations have performed will entirely depend on the level of employee engagement. It is hoped that the managers that are seeking to enhance performance of their organizations will seek to improve engagement. Once this ideal is attained the resulting performance improvement will be assured. Sustainable organizations have discovered the secret of engagement to achieve beyond an average organization.

2.4. What needs to be done to instill more employee engagement

Engagement levels are driven by various factors. Models have been developed by contemporary researchers insinuating managers to utilize such elements in a more logical way. Common to the amassed analysis is the ambition to define motivators of employee engagement. Central to all constructs is that both employees and employers derive optimum benefit through adjustment of the operating environment to a more conducive one that permits efficient delivery.

Among the ideas advanced to foster a positive supportive work environment is the management decision according to Deci and Ryan (1987) that demonstrate deep concern for

employees' needs and feelings, providing means for constructive feedback allowing liberty to express such concerns which permits new skills and solutions to emerging work related problems.

Purcell et al. (2003) rightly contends that meaningful employee engagement is only possible under sincere mutual responsibility in vital matters between management and employees. In essence this demands participatory decision making for issues directly or indirectly affecting the job or environment in which it is performed. This is what Lucas et al. (2006) regarded as enhancing employee abilities to provide inputs in organizational decisions. Robinson et al. (2004) attributes this to a sense of feeling valued and ownership of the affairs at hand. Basically he observes that this will ultimately be the major area of focus to maintain or improve engagement levels

In 2007 renowned scholar Penna introduced the 'hierarchical engagement model'. Affirming Robinson's view he observes that fulfilment is derived from feeling valuable and appreciated, a sense of belonging and recognition for services rendered. Under such circumstances he believes the organization potentially attracts new employees and more engaging for the existing workforce. It is best suited to address all the four employee requirements in terms of basic needs promotion, individual needs satisfaction, teamwork building and unleash organizational growth potentials. In essence efforts are geared towards job characteristics (nature, meaningful and purposeful work), effective and assertive relationships, development and growth opportunities, quality communications as well as rewards and recognition.

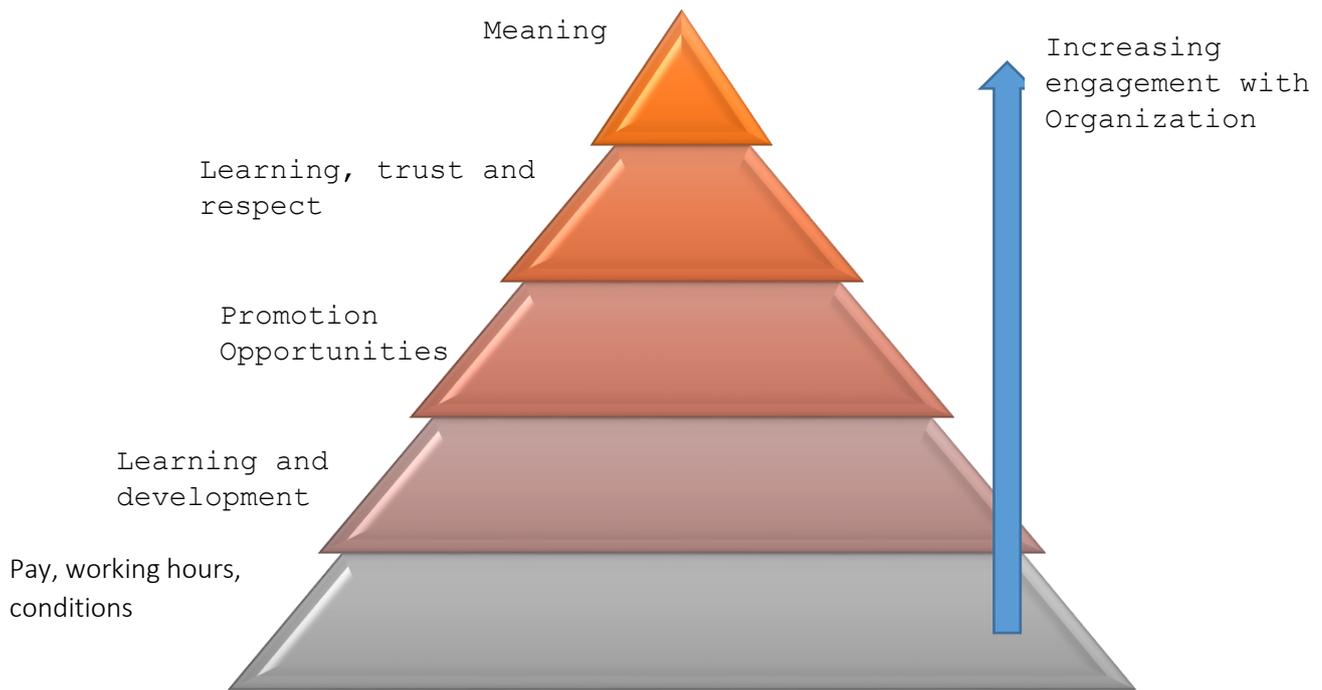


Figure 2.8: Penna’s (2007) Hierarchical Model

Source: Bhatla (2011)

As the diagram shows at the lowest level of the pyramid are basic needs in terms of payment and fringe benefits. Buckingham and Coffman (2005) observed the necessity of a good payment and fringe benefits package in accordance with the prevailing market price. Using the analogy of a game ticket to participate they quickly appeal for aiming at winning thereafter. Search for development opportunities arises once these basic needs have been satisfied. The model integrates other dimensions of promotion and leadership style prior to the prime desire of meaning. Apparently the hierarchical model graduates into the MAGIC Model

Far above and beyond the “satisfaction elements” DecisionWise Leadership Intelligence has established MAGIC model that considers the balanced roles to be played by the hands, heart, mind and spirit. The principle is that meaning, autonomy, growth, impact and connection derived over basic contentment plays a critical role in determining the engagement levels of the employees. As evident in the figure below the DecisionWise five-element model of employee engagement draws a line between the transactional and transformational aspects of engagement.

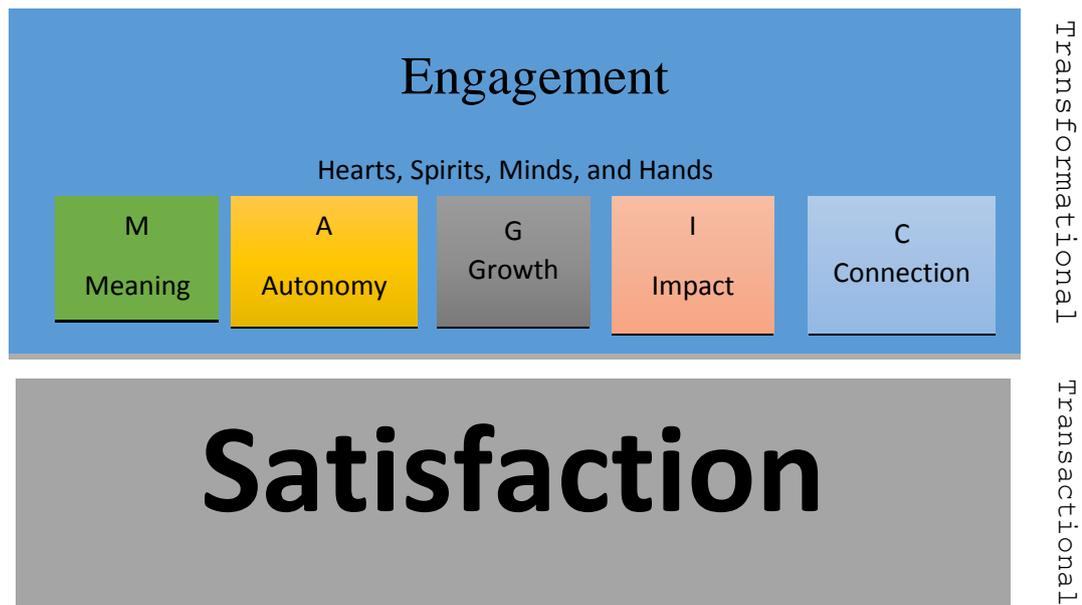


Figure 2.9: The magic model

As evident from the MAGIC model above there is more to satisfaction if engagement is to be attained. The sense of purpose and meaning derived from the independence to make decisions deemed appropriate is always complemented with varied opportunities for growth and development. Even then the transformative effect will be assured if the employees' contributions seem to make a desired impact in the organization and the social community of the workplace is conducive enough.

The Development Dimensions International (DDI, 2005) offers a reliable practical guidance on operationalizing the models. It bases on five major factors to ensure a highly engaged workforce; aligning efforts with strategy, empowering, promoting and encouraging teamwork and collaboration, facilitating growth and development and provision of support and recognition. There is no doubt that there are other features that may be applied and useful in developing an engaged workforce but the elements discussed have proven records in boosting engagement.

Essentially even all other constructs are closely related to this. A sense of meaning develops in the event that an individual employee is reasonably contented with the level of contribution made during service. This is made possible once the workforce is sufficiently empowered to live up to this expectation. In complement support will be rendered through collaboration with other team members. By and by the capacity of the workforce steadfastly grows and

develops further strengthens the engagement aspect. A satisfactory enforcement of this will certainly yield positively. The result is the engagement level that significantly plays a big role in influencing organizational performance.

Vance (2006) recognizes the critical role that employer practices play in ensuring employee engagement. Through his job performance model he establishes that employee engagement results from private traits and structural perspective. The blend of the traits such as character, attitude, skills and experience with the perspective in terms of management style, operating environment and the human resource practices affecting both heavily influence engagement and consequently organizational performance.

Strategically employer practices on employee engagement will begin with laying a firm foundation by not only establishing a clear organization development pathway but also ensuring a befitting manpower alignment. To the letter and spirit the new talent acquisition and employee retention strategies need be implemented accordingly. At any moment the operating workforce should keep oriented with the organization mission, vision, values and policies and procedures and his or her job duties and responsibilities, goal and prevailing responsibilities. The role-talent fit serves to reduce role conflict and build a good working relationship.

Team building through bonding becomes the next priority once the foundation is laid. A participatory approach offers the employees an opportunity to have a say in issues pertaining to their plight. Interaction and accommodation of emerging views creates a sense of belonging and paves way for independent thinking. In the process satisfactory processes for development and advancement emerge. It is through the processes that employee exercise reasonable autonomy, in deciding how best to achieve the expected results rather than being controlled entirely.

A well working team may nevertheless not be fully engaged if it is not well equipped and empowered to deliver. The frustration associated with insufficiency in terms of capacity and resources normally results in disengagement. It is the responsibility of the management to equip the workforce with all the resources they require to perform their roles. In addition the employee knowledge and skills should periodically be updated to keep abreast of any contemporary developments. A confident workforce yields tremendously and stands higher chances of remaining engaged.

The system in place need be rewarding enough to maintain or improve the engagement levels. Both financial and non-financial benefits for the engaged employees through better salaries and fringe benefits and recognition and acceptance tend to exhibit greater engagement levels. Efforts should be geared towards competitive packages in accordance with the prevailing market rates. Expectations of the employees need also be regularly captured through a performance management system that incorporates the necessary feedback and hold all employees accountable for the level of engagement recorded. It is this kind of spirit that regular surveys of employment engagement levels are conducted to ascertain prevailing factors that make employees engaged. Given that such factors may not be manageable at once, managers often narrow them down to controllable portions. In practice, managers that unearthed the factors should develop action oriented plans that are specific, measurable, and accountable and time- bound.

Lastly but not least achievements need be consolidated through building a distinctive corporate culture and focusing on top performing employees. A growing organizational culture over the generation of employees serves to keep the employee engaged. Sustainable engaged employee spirit should be embedded in the work culture. Meanwhile the top performing employee need be the major focus. It has been established by Watson Wyatt Worldwide in 2004/05 while studying HR practices of 50 large USA firms shows that high-performing organizations are focusing on engaging their top-performing employees.

Conclusively there is still a lot of debate on employer practices to increase employee engagement scores. However, most contemporary researches seem to advance a common stance on finding engagement drivers or factors and then work towards meeting them. Apparently there seems to be no convincing strategy designed to get employees engaged. An attempt is made here to suggest a possible approach that may be adopted or modified as desired by managers to live to this expectation. What is evident is that there are financial implications that prospective organization may have to put into consideration. Considering the ensuing benefit such costs may be worthwhile.

Chapter 3: Research Methodology

This chapter consists of the following sections; research design, study population, sampling design and size as well as data collection and analysis.

3.1. Research Design

The study was directed on African Evangelistic Enterprise employees in relation to employee engagement and key stakeholders in relation to organizational performance. It adopted the descriptive and thematic analysis. The descriptive method used scientifically proven means to describe the basic features of the data subjected to study in terms of frequencies and percentages. Thematic analysis on the other hand relied heavily on secondary data to provide the necessary qualitative analysis essentially through documentary analysis. In particular observations related to organizational performance employed focus group discussions in addition to the questionnaires. To examine the relationship between the variables of study this research used inferential statistics; correlation and regression analysis.

3.2. Study Population

The study population for employee engagement comprised of the entire constituency of the 240 employees of African Evangelistic Enterprise. Our focus was on three major categories; junior staff, middle managers and senior managers stationed in the four regions of Rwanda and Kigali City. Selection of these categories of employees was based entirely on the lists provided by the human resources department records at the time when the research was conducted. It was deemed appropriate that each of the three clusters be focal entities for this research

Of the total employee population 211 are junior staff, 22 middle managers and only 7 senior managers. 56 of the employees are stationed in Kigali City, 54 in the Eastern province, 49 in the Southern province, 42 in the Northern Province and 39 in the Western province. The statistics provides the number of employees that are stationed in the designated work places by appointment.

In addition 160 respondents who are beneficiaries of AEE's services were used to assess organizational performance. They comprised mainly of customers but also partners in the development process. 10 were selected from each of the 16 districts of operation and equally distributed in the categories of community stakeholders that involved community leaders, opinion leaders and key community representatives, customers selected from each of the six

thematic areas of promoting value based leadership in all spheres of society, Economic opportunities enhanced through development of entrepreneurship, agricultural productivity, access to market and financial services, Improved Health and Nutrition of vulnerable populations, Enhanced quality education and protection of peoples’ rights, Gender equity and equality promotion and peace building, healing and reconciliation and lastly there was also a group of external stakeholders that involved members of the joint action development forum and participants from other non-government organizations.

3.3. Sampling Design

In accordance with (Malhotra, 1999) sample design comprises of five major stages; definition of the population, determination of the sampling framework, selection of the sampling technique, determination of the sample size and execution of the sampling process.

Substantially this research focused on African Evangelistic Enterprise 240 employees serving community spatially distributed in the 16 branch offices of Bugesera, Gasabo, Gatsibo, Gicumbi, Gisagara, Huye, Kamonyi, Kayonza, Kicukiro, Muhanga, Nyamagabe, Nyarugenge, Ngororero, Rubavu, Rulindo and Rwamagana, where the organization operates

The study was conducted in all the areas of operation and the framework comprised of records of the human resource department indicating the offices where the employees are assigned. Three categories of employees were selected randomly; junior staff, middle managers and senior managers. Stratified sampling proportionate to the population size was used as 30% of each category was selected in each of the areas of operation. Selection of this size was the proportionate stratification factor to ensure that each group is properly represented. There are many junior staff, a bit less middle managers and very few senior staff. It was logical as such that a proportional representation of each category be made and the selections were made randomly of the 72 employees.

Table 1: Targeted population

Category	Total population	Percentage of the population	Sample size (30%)
Senior management	7	3%	2
Middle management	22	9%	7

Junior staff	211	88%	63
Total	240	100%	72

On the other hand an attempt was made to systematically gather feedback from AEE’s major constituents or target groups as well as some outside stakeholders associated with the organization work in one way or the other. 10 representatives from each areas of operation reflect the general views held with regards to organizational performance as described on the section of the study population above. In each of the 16 districts there were 2 representatives from the district, 1 from the sector, 1 from other non-government organizations and 6 beneficiaries of the programs that AEE operates in each of the six thematic areas.

3.4. Sample size

Determination of sample size considered numerous aspects that included nature of analysis, financial restraints, time factor and sample population. After execution of the sampling process that best suited determination of sample size, a sample size of 72 employees and 160 stakeholders, was selected as evident in the sections on study population and sampling design. Using the survey software (survey system.com) a sample size of 72 was attained after feeding in the study population of 240 with a confidence level of 95% and a 9.7 confidence interval. For the 160 stakeholders the population was 480, the confidence level was also 95% and the interval was 6.2

3.5. Data collection

The data collection section is divided into two subsections; instrument development and data collection techniques

3.5.1 Instrument Development

The study used a structured questionnaire that was filled up by the participants. It had two sections: the first related to employee engagement parameters and second focused on questions related to organization performance.

To measure the first objective related to the level of employee engagement the focus was on factors enabling a positive environment and unleashing the employee unique talents. They are categorized into two major types; attitudinal outcomes (satisfaction, loyalty, intent to stay with the company and pride) and management action outcomes (establishing a culture that values behaviors, policies and procedures and strategic planning). Management actions reinforce attitudinal outcomes so the necessity was to measure behavioral traits. The tool

developed in this instance was modeled on the Robinson's model capturing the four hierarchical aspects of basic needs, individual requirements, team work necessities and growth potentials.

Existing measurement of employee engagement reveals the inadequate conceptualization construct. In broad terms there is no commonly accepted tool (Macey and Schneider, 2008). The need for such a tool has always been contemplated given that prior researches have generated sufficient instruments (Saks, 2008). Numerous studies have employed the existing scales though with a recognition of the limitation of not having a well-established conceptual definition (Cowardin-Lee and Soyalp, 2011; Standar and Rothmann, 2010; Ravichandran et al., 2011; Vaijayanthi et al., 2011). Consequently many scholars have different own instruments (May et al., 2004; Robinson et al., 2004; Sarka, 2011). In this regard the researcher adopted a structured questionnaire, a tool selected due to its efficiency in systematic data collection and addressing research issues in a standardized and economical manner. It was developed on the basis of identified constructs during the literature review. Besides, the structure of questions varied in a way that was best tailored to the nature of views required from the respondents. Modelled on Maslow's hierarchy of needs the 12 engagement essentials required fulfilment of basic needs, individual requirements, team work necessities and growth potentials.

Responses sought were based on a five Likert scale that ranged from extremely agree, very much agree, neither agree nor disagree, very much disagree and extremely disagree. It comprised of the first two questions on knowing what the employee is expected to do and having sufficient means to achieve it comprised of engagement basic needs. On the individual aspects covered in the next four questions (3-6) in the areas of opportunity to regularly exercise own skills, recognition or praise for doing good, concern or care from someone at work and having someone at work who encourages their development. Questions seven to ten directed on team work focused on counting of opinions at work, feeling important in relation to organization purpose and mission, ranking of peers in performing quality work and having a best friend at work. The last set of two questions on growth expressed discussions with anybody at work about one's progress and having the opportunity to learn or grow within a period of one year.

Question 1 “Do you know what you are expected to accomplish during your work?” on expectations assessed the clarity of the outcomes to be achieved and how well they are defined. Responses indicated employees’ views by responding to the questions: 1. Extremely I know what I am expected to accomplish during my work; 2. Very much know what I am expected to accomplish during work; 3. I know what I am expected to accomplish during my work; 4. I very much do not know what I am expected to accomplish during my work; and 5. I extremely do not know what I am expected to accomplish during my work.

Question 2 “Do you have sufficient means to enable you accomplish your work?” for resources, materials and equipment required information pertaining to employees having sufficient supplies to perform their roles. Their responses were guided by the questions: 1. I have extremely sufficient means to enable me accomplish my work; 2. I have very much sufficient means to enable me accomplish my work; 3. I have sufficient means to enable me accomplish my work; 4. I have worse means to enable me accomplish my work and 5. I have the worst means to enable me accomplish my work

Question 3 “Do you have a chance to practice your best skills at work every day?” about opportunity to do what is done best seeks the enablement of employees to perform their roles and responsibilities congruent with their inherent capacities. For this question respondents answered questions as such: 1. I extremely have the chance to practice my best skills at work every day; 2. I very much have the chance to practice my best skills at work every day; 3. I have a chance to practice my best skills at work every day; 4. I very much do not have a chance to practice my best skills at work every day; and 5. I extremely do not have a chance to practice my best skills at work every day

Question 4 “Within the last seven days, have you received an appreciation or reward for the work well done?” focused on recognition for good work pursues the management response to appreciate performance. And responses were particularly sought as such: 1. I have received extreme appreciation or reward for the work well done within the last seven days; 2. I have received very much appreciation or reward for the work well done within the last seven days; 3. I have received appreciation or reward for the work well done within the last seven days;

4. I have received worse appreciation or reward for the work well done during the last seven days; and 5. I have received the worst appreciation or reward for the work well done during the last seven days

Question 5 “Does your supervisor or any other colleague seem to care about you at work?” sought views on care from someone at work and traces connection with the individual needs. 1. My supervisor or any other colleague seem to extremely care about me at work; 2. My supervisor or any other colleague seem to care about me very much at work; 3. My supervisor or any other colleague seem to care about me at work; 4. My supervisor or any other colleague at work seems not to care about me very much at work; and 5. My supervisor or any other colleague extremely seems not to care about me at work

Question 6 “Are there colleagues that inspire your development at work?” expressed views on development encouragement and finds out the management efforts to have confidence with regards to their future. Responses were designated as: 1. Most colleagues inspire my development at work; 2. More colleagues inspire my development at work; 3. Colleagues inspire my development at work; 4. Fewer colleagues inspire my development at work; and 5. Hardly any colleague inspires my development at work

Question 7 “How is your opinion rated at work?” focusing on counting opinion asks if employee’s input in decision making mechanisms. Considerations were: 1. Most highly rated; 2. Highly rated; 3. Moderately rated; 4. Highly underrated; and 5. Most highly underrated

Question 8 “Does the mission or purpose of AEE make you feel that your job is important?” applies to mission/purpose fit seeking knowledge on employee’s purpose of work influence and relates to the purpose of the organization. Specific views were: 1. The mission or purpose of AEE makes me feel that my work is extremely important; 2. The mission or purpose of AEE makes me feel that my work is very important; 3. The mission or purpose of AEE makes me feel that my work is important; 4. The mission or purpose of AEE makes me feel that my work is very useless; and 5. The mission or purpose of AEE makes me feel that my work is extremely useless

Question 9 “Are your colleagues devoted to quality work?” is for finding if associates are committed to quality unearths common goals through regular interactions. Probable

responses: 1. My colleagues are extremely devoted to quality work;2. My colleagues are very much devoted to quality work;3. My colleagues are devoted to quality work;4. My colleagues are very much not devoted to quality work; and 5. My colleagues are extremely not devoted to quality work

Question 10 “How do you rate your friendship at work?” on best friend at work finds out about the opportunity to interact in an environment of trust, communication, confidence and other outcomes by responding as:1. I have my best friend at work;2. I have a very good friend but not necessarily the best;3. I have an average friend at work;4. I do not have any friend at work; and 5. I have enemies instead

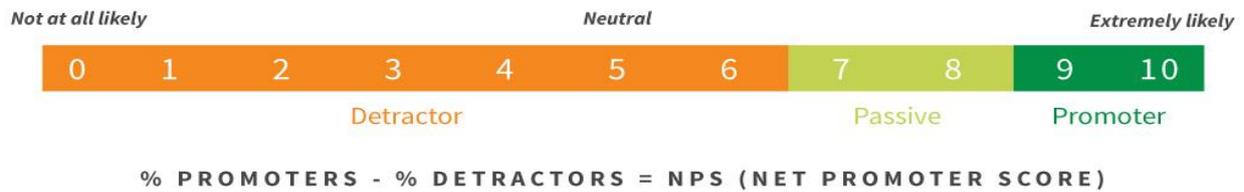
Question 11 “Has somebody at work talked to you about your progress in the last six months?” on progress assessment is a medium for feedback for both employees and managers to enable better decisions. Views of respondents were: 1. Someone has talked to me most often about my progress at work in the last six months;2. Someone has talked to me very often about my progress at work in the last six months;3. Someone has talked to me once about my progress at work in the last six months;4. Nobody has talked to me about my progress at work in the last six months; and 5. Nobody has talked to me about my progress at work even over the last six months

Question 12 “Within last year, did you have an opportunity to learn and grow?” on learning and growing is vested in the need to know they are progressing. Options were: 1. I had a lot of opportunities;2. I had a few opportunities;3. I had an opportunity;4. I did not have an opportunity; and 5. I have never had an opportunity

On the second objective that established the impact of employee engagement on organizational performance, measurement was made for organizational performance prior to correlating it with employee engagement.

For organization performance opinions were measured by the Net Promoter Score of a scale of 1-10. Using this tool as developed by Fred Reichheld from Bain & Company relationships are tracked; stakeholders’ promotion of the organization to friends, family, peers, audience, and others. Bain’s research has established a strong link between the Net Promoter Score

with organizational performance. An organization with the highest score (NPS) will outgrow competitors by a factor of 2x. The designation and calculation of the score is described below



Respondents for organizational performance were grouped into three major categories:

- Promoters (score 9-10) trusty supporters with lasting commitment and attract others stimulating growth.
- Passives (score 7-8) satisfied but apathetic customers vulnerable to competitive offerings.
- Detractors (score 0-6) unhappy customers who can damage your brand and impede growth through negative word-of-mouth

Responses are used to calculate the percentages out of all respondents that are the promoters, passives and detractors. The Net Promotion Score is calculated by subtracting the percentage of detractors from the percentage of promoters. The absolute number ranges from as low as -100 (where every respondent is a detractor) and as high as +100 (where every respondent is a Promoter). However, any score that is above zero is good, anything above +50 is excellent, and over +70 is considered world-class.

One set of questions expressed views of different stakeholders on the importance of the work of African Evangelistic Enterprise, another on the quality of service delivered, followed by quality of relationship and lastly perceptions on the outcomes. A total of nineteen questions analyzed these aspects as revealed by other non-government organizations and government organs. Community leaders, opinion leaders, representative of men and women in the communities used most questions that were identical but from the perspective of the community members. Beneficiaries in the organizational programs selected from each of the six thematic areas of promoting value based leadership in all spheres of society, Economic opportunities enhanced through development of entrepreneurship, agricultural productivity, access to market and financial services, Improved Health and Nutrition of vulnerable populations, Enhanced quality education and protection of peoples' rights, Gender equity and equality promotion and peace building, healing and reconciliation responded to all 19 questions from their perspective.

3.5.2 Data collection techniques

A self-administered questionnaire method was used at different sites given that the number of targeted beneficiaries was sizeable and in varied locations. Besides, associated costs were relatively low.

Contacts with participants were initially established through coordinators who were focal persons for data collection through an email. Explanations were provided for the questionnaire partly through email and consequent phone conversations among which the general agreement was to permit employees to remain anonymous but assign codes to their scripts. After voluntarily committing to respond to the questionnaire, the participants set a maximum of 10 days to have provided a feedback. In eight locations; Bugesera, RWAMAGANA, GATSIBO, GICUMBI, RUBAVU, MUHANGA, HUYE and NYAMAGABE set dates upon which to collect the filled in forms. Focal people were appointed to arrange the time and venue of collecting the responses. This served as an opportunity for the researcher to seek clarity and review the scripts if necessary. On different days the customers, local leaders, opinion leaders and government agents were equally drawn in designated places where different groups of participants met to discuss the questionnaire on organizational performance and later filled it as deemed appropriate. The researcher would collect the responses there and then and engage the participants for more views. In the central region and the head office the researcher administered the questionnaires personally.

3.6 Data analysis

After editing the data, participants' responses were coded and analyzed using SPSS 16.0 and excel. Interpretations of the data established frequency percentages describing respondents' views on employee engagement and organizational performance. Correlational analysis measured the relational strength of the variables and the relationship between employee engagement and organizational performance.

Chapter 4: Results and Discussions

This chapter presents results from the analyzed data and corresponding discussions on the significance of such data. It has been planned to the research objectives.

4.1. Engagement levels in African Evangelistic Enterprise

This was measured using 12 engagement parameters and was used to capture respondents' opinions on a five point Likert scale. The scale modelled on the Q12 strongly agree to strongly disagree format indicated expressions of 1 extremely agree, 2 very much agree, 3 neither agree nor disagree, 4 very much disagree and 5 extremely disagree. This was intended to measure how employee attitudes reflected their engagement levels. The tables below provides the findings

Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
1. Do you know what you are expected to accomplish during your work?	16 (22%)	14 (19.1%)	13 (18.2%)	9 (12.7%)	20 (28%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Expectations: When employees were asked if they know what they are expected to accomplish during their work as the findings in Table 4.1 show 28% extremely disagreed with knowing what they are expected to accomplish during their work, 22% of the respondents extremely agreed that the expectations are well defined and clarified, 19.1% very much agreed with having clear expectations, 18.2% remained indifferent and 12.7% disagreed very much. Extreme disparity for the expectations' identification and clarity suggests some level of uncertainty about what expectations the employees need to accomplish. In other words 40.7% of the respondents do not understand their expectations, 41.1% understand their expectations whereas 18.2% are indifferent. This implies that 41.1% are expected to perform highly since they have clear goals and expectations and are accountable for meeting these expectations and 40.7% may underperform as they do not understand their expectation which is often a source of their frustrations. The 18% are equally unreliable as various circumstances may influence their engagement.

Table 4.2. Employee engagement - Means						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
2. Do you have sufficient means to enable you accomplish your work?	21 (29.8%)	21 (29.2%)	9 (13%)	12 17.2%	9 (10.8%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Means: With the intents to establish whether employees have sufficient means to enable them accomplish their work 29.8% extremely agreed with having sufficient means, 29.2% very much agreed with having sufficient means, 10.8% disagreed very much with having sufficient means, 17.2% very much disagreed to having sufficient means and 13% remained indifferent. The high level of satisfaction 59% (29.8% extremely agreed and 29.2% very much agreed) with the provided means to undertake their roles reflects a high level of contentment. Other factors remaining constant, this organization possess sufficient means to enable it accomplish its mission and vision. 28% felt uncontented with the means they have to perform their roles. Implicitly this means that the minority of employees survives other than concentrating on how to help the organization to succeed and the majority is active in helping it to flourish. Negative emotions such as boredom or resentment may result prompting to those that are frustrated and constructive sentiments may result from the happy employees.

Table 4.3: Employee engagement –Opportunity to practice skills						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
3. Do you have a chance to practice your best skills at work every day?	10 (14.6%)	15 (20.4%)	11 (15%)	13 (18%)	23 (32%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Opportunity to practice skills: Asked about having a chance to practice their best skills at work every day, 32% of the survey employees expressed extreme dissatisfaction that they had an opportunity to do what they do best, 20.4% conveyed very much satisfaction, 18% are very much unappreciative of the opportunity to do what they can do best at work, 15% are not decided on whether they have an opportunity to do what they can do best at work and 14.6% were extremely satisfied. In total 50% feel they did not have a chance to practice

what they were good at and 35% believe there is an opportunity to practice what they can do best and 15% are not sure if they had a chance or not. Generally a half of the employees did not feel they have had a chance to offer their best which generates negative results for their organizations and 35% have this space rendering them effective. The interpretation is that 50% of the respondents did not feel that their roles match with the inherent capacities and 35% do feel it matches their capacity whereas 15% are unresponsive.

Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
4. Within the last seven days, have you received an appreciation or reward for the work well done?''	12 (16.7%)	10 (13.2%)	7 (9.2%)	16 (21.7%)	27 (39.2%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Appreciation or reward:Another aspect of employees’ assessment on appreciation or reward for the work well done in the last seven days. 39.2% of those surveyed felt extremely unappreciated or unrewarded, 21.7% expressed very much unappreciated or unrewarded, 16.7% felt extremely appreciated or rewarded for work in the last seven days, 13.2% have the impression that the gratitude with their work is very much and 9.2% were not sure. What this means for management is that there is necessity for more efforts to respond to the 60.9% employee performance needs and this may be derived from the factors that facilitated the 29.9% employees that expressed satisfaction to feel recognized. The feedback helps both the employee to improve and the organization to perform better.

Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
5. Does your supervisor or any other colleague seem to care about you at work?	7 (10%)	6 (8%)	12 (17%)	21 (29.2%)	26 (35.8%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Care: Responses on whether the employee supervisor or any other colleague seems to care about them at work revealed an amazing trend. 35.8% of the respondents extremely

felt uncared for at work and 29.2% expressed very much discontentedness with the care received from someone at work, 17% were not decided on this, only 10% expressed that they were extremely happy with the care received, 8% felt very much cared for. The high percentage of displeasure with the care provided depicts an unsupportive atmosphere that implicitly will affect the trust and communication levels. A sense of belonging may yield the engagement levels.

Table 4.6: Employee engagement – Development Inspiration						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
6. Are there colleagues that inspire your development at work?	8 (11.3%)	17 (23%)	19 (26%)	12 (16.7%)	17 (23%)	73 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Development Inspiration: For the existence of colleagues that inspire their development at work, 26% of the respondents were undecided, 23% extremely uninspired, 23% very much inspired, 16.7% very much uninspired and 11.3% expressed extreme inspiration. Opinions on development inspiration seem very much diversified as almost equal percentages are spread on the different scales. 39.7% think their development is discouraged, 34.3% consider their development encouraged and 26% are silent. Apparently there is no certainty on whether individual development is encouraged and under such circumstance the hearts and minds of employees are not worn since guarantee for the future may be at stake. Here, the management is required to investigate the causes of the bias in encouraging employee development.

Table 4.7: Employee engagement – Opinion rating						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
7. How is your opinion rated at work?	15 (21%)	14 (19%)	10 (14.3%)	14 (20%)	19 (25.7%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Opinion rating: In a desire to know how their opinion is rated at work, 25.7% indicated that their opinion does not count at all, 21% believed that their opinion extremely counts, 20% expressed very much discontent with the manner in which their opinion, 19% responded with

an idea that their opinion very much counts and 14.3% were not sure if their opinion counts or not. 45.7% of the respondents considered their opinion not to be counting and more or less the same margin, 41% felt their opinion counting. Implications are that the employees think they have minimal input in the decision making mechanism and this may demand for management response.

Table 4.8: Employee engagement-Mission or purpose fit						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
8. Does the mission or purpose of AEE make you feel that your job is important?	12 (16%)	20 (28%)	15 (21.1%)	13 (18.6%)	12 (16.3%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Mission or purpose fit: Asked if the mission or purpose of AEE make them feel that their job is important, 28% of the respondents were impression that the purpose of their work very much influence and relate to the organization mission and purpose, 21.1% were undecided in relation to this, 18.6% very much do not consider the purpose of their work to match the organization mission or purpose, 16.3% extremely felt their work purpose not fitting in the organization mission and purpose. A more consolidated analysis clearly shows that 34% of the employees think their work relate to and influence the organization mission and purpose and 34.9% do not think it fits. Aligning individual purpose of work, with organization purpose or mission, yields tremendously in terms of individual and organizational gains. Management would as such benefit if the low percentages are increased and would best yield results if the organization purpose or mission is well understood.

Table 4.9: Employee engagement – Colleagues’ devotion						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
9. Are your colleagues devoted to quality work?	11 (15%)	18 (25%)	14 (19%)	10 (14%)	19 (27%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Colleagues’ devotion: In a response as to whether their colleagues are devoted to quality work, 27% revealed an extreme disbelief in the colleagues’ commitment to quality work, 25% expressed very much commitment, 19% were indifferent, 15% extremely felt colleagues

are devoted to quality work and 14% very much thought colleagues are not committed to quality work. Whereas 40% showed that colleagues are committed to quality work, 41% indicated that they are not committed. The divergent views held over how colleagues are committed toward work reveal that employees do not work towards common shared goals. In the event that there is no common aspiration for the bigger picture, the individual or departmental interventions would be fragmented. Communication lines need be clear enough for mutual desire to attain organizational purpose or mission.

Table 4.10: Employee engagement – Friendship at work						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
10. How do you rate your friendship at work?	15 (20.2%)	16 (22.8%)	12 (17%)	13 (18%)	16 (22%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Friendship at work: Asked how they rate their friendship at work, 22.8% of the interviewed employees very much acknowledge having a best friend at work, 22% extremely acknowledged not having a best friend at work, 20.2% extremely feel they have a best friend at work, 18% felt very much not having a best friend at work and 17% were indifferent. Generally, 43% had best friends at work and 40% never had best friends at work. Divergent opinions in this case depict a working environment devoid of the opportunity to interact with trust, confidence, communication and other positive attributes resulting from friendship.

Table 4.11: Employee engagement – Progress at work						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
11. Has somebody at work talked to you about your progress in the last six months?	9 (12%)	23 (32%)	11 (15%)	16 (22%)	14 (19%)	73 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Progress at work: Views were sought on whether somebody at work has talked to respondents about their progress in the last six months. Responses indicated that 32% very much acknowledge being engaged by someone at work about their progress in a period of six

months, 22% felt they were very much neglected pertaining to discussions about their progress at work, 19% felt the neglect to an extreme extent, 15% were unresponsive on this and 12% extremely felt there is overwhelming opportunities to discuss with somebody about their progress at work. With 44% positive with the measurement of progress and 41% against the idea that progress is measured, the varied opinions reveal that the feedback medium is not active. Measuring progress may not only indicate areas to improve but also benefits the individuals and the organization.

Table 4.12: Employee engagement – Opportunity to learn and grow						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
12. Within last year, did you have an opportunity to learn and grow?	16 (22%)	24 (33%)	7 (10%)	8 (11%)	17 (24%)	72 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Opportunities to learn and grow: We also desired to know if within last year, respondents had an opportunity to learn and grow. 33% expressed having very many opportunities, 24% extremely felt the absence of opportunities to learn and grow, 22% saw extreme opportunities to learn and grow, 11% very much felt not having opportunities and 10% were not sure if they had opportunities to learn and grow or not. Out of the 90% employees that had an inclination, 55% feel they had the opportunity to learn and grow and 45% felt they did not have the opportunity to learn and grow. Apparently there are minimal opportunities to learn and grow and the management is required to improve the opportunities for learning and growing to those feeling uncontented.

Table 4.13: Employee engagement - Overall						
Engagement Parameters	Scale with scores					
	1	2	3	4	5	6
	Results Scale 1	Results Scale 2	Results Scale 3	Results Scale 4	Results Scale 5	Total
Overall	18 (25%)	13 (18%)	12 (16%)	17 (23%)	13 (18%)	73 (100%)

Note: Figures in brackets are percentages and the other figures are frequencies.

Generally in all the questions 25% feel extremely engaged, 23% feel very much disengaged, 18% extremely disengaged, 18% very much disengaged and 16% indifferent. This implies

that 39% are passive, 25% highly engaged, 18% moderately engaged, and 18% actively disengaged. Such an engagement level seems favorable compared to the contemporary standards though differing from location to location.

4.2. Impact of employee engagement on Organizational performance in African Evangelistic Enterprise

In order to ascertain the impact of employee engagement on organizational performance, it was important that some aspects of organizational performance be measured. Focusing on efficiency, goal attainment, and internal processes⁴ this research focused on importance of the organization, quality of relationship, quality of service and perceptions on the outcome. At the formalization stage there are a number of aspects that matter but given the four areas this research focused on service quality, relationship quality, organization importance and outcome perception. Using the Net Promoter Score which is the absolute number as a result of subtracting detractors from promoters, ideas of the clients were collected and responses distinguished into three categories of people that reflect the growth potentials of the organization:

- Promoters (score 9-10) trusty supporters with lasting commitment and attract others stimulating growth.
- Passives (score 7-8) satisfied but apathetic customers vulnerable to competitive offerings.
- Detractors (score 0-6) unhappy customers who can damage your brand and impede growth through negative word-of-mouth

Out of the responses a percentage of promoters, passives and detractors is calculated. This is derived on responses from focused questions that were tabulated on a ten point scale scores range from 1 strongly disagree to 10 strongly agree. The absolute number, Net Promoter Score, lying between -100 and +100 calculates the percentage between Promoters and Detractors. 76% of the respondents scored between 9 and 10, 19% scored between 7 and 8 and 5% scored from 0 to 6. The frequency shows the number of time that the respondents appeared.

Findings of this assessment are summarized in the table below

Table 4.14: Organizational performance			
Performance area	Frequency	NPS Score	Percentage

⁴See Richard L. Daft's Four Stages in the organization life cycle cited in Boundless. "Considering the Organizational Life Cycle." Boundless Management Boundless, Retrieved 13 May. 2017 from <https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-structure-2/factors-to-consider-in-organizational-design-26/considering-the-organizational-life-cycle-155-10554/>

Quality of relationship	130	81	<ul style="list-style-type: none"> • 76% Promoters, • 19% Passives, and • 5% Detractors
Importance	117	73	
Quality of service	114	71	
Perception of outcomes	104	65	

According to this survey, there are positive indicators of a good performance as described below:

Quality of relationships:On the aspect of quality of relationship with the organization, a net promotion score of 81 was scored. This score is extremely high since the maximum value is 100. This measure depicts a strong relationship with the stakeholders and is highly appreciated, an indication that a service providing organization’s performance is delivering positively as it will be serving efficiently and attains its ultimate goal of satisfying the stakeholders’ needs. They acknowledge the courtesy, dignity and respect provided by the African Evangelistic Enterprise employees. It is a true reflection of the fact that the stakeholders will be able to promote the organization to friends, relatives and any other individuals or organizations they will be in contact with thus stimulating organization growth and thus performance

Importance:African Evangelistic Enterprise is considered important for the various stakeholders with a Net Promotion Score of 73. This reveals that they reasonably considered it important for their communities, the government and other development actors. Considering the relevance of the services rendered highly affirms a high level of performance. The importance translates into consolidated internal processes and efficiency ensuring high prospects of goal attainment. Implicitly the importance of the organization that is service centered plays a crucial role for its sustainability both in terms of support and visibility. The variance in consideration of importance may be attributed mainly to the stake each of the holders is interested in and how close they are to the organization.

Quality of Service:With the quality of service a Net Promotion Score of 71 was recorded. Here the respondents acknowledge that the organization employees possess the requisite knowledge, skills or expertise to perform their roles in the sectors they operate in and it also carries a message that service is rendered in a transparent manner and incorporates feedback of the stakeholders. Staff attention to individuals scored low and this may be mainly attributed to the fact that the approach the organization employees focuses more on groups

than individuals. The highest score on this indicated that they respondents would recommend AEE to others.

Perception of Outcome: Perception of outcomes received a Net Promotion Score of 65 which is equally settled in the better performance zone. Though lowest than the other scores, it is also an acknowledgement of the benefits acquired from the organization. Performance, here, is visible in aiding the stakeholders attain their dreams or goals. The positive changes will be sustainable with empowering the stakeholders to undertake decision in causes related to their aspirations.

After establishing elements of organizational performance, progress was made to link employee engagement with organizational performance. As already seen in the literature review substantial studies have established diverse organizational performance outcomes that positively correlate with employee engagement. Significant trends in related researches have also indicated organizational performance exceeding typical business where employees are more engaged in comparison with their competitors.

Table 4.15 :Impact of employee engagement on organizational performance

Factors to be analyzed	Importance	Perception of outcomes	Quality of relationship	Quality of service
Expected to accomplish during work				0.477**
Having sufficient means to enable accomplishment of work				0.326**
Having a chance to practice best skills at work every day				-0.543**
Receiving an appreciation or reward for the work well done within the last seven days				-0.647**
Supervisor or any other colleague caring at work	0.227*		0.287*	0.403**
Colleagues that inspire development at work				0.464**

How opinion is rated at work				-0.391**
Mission or purpose of AEE making employee feel that their job is important	0.238*	0.290*		-0.448**
How colleagues are devoted to quality work				0.486**
How friendship at work is rated		-0.323*	-0.233*	0.242*
Talk from somebody at work about progress in the last six months				0.325*
An opportunity to learn and grow within a year				0.407**

**correlation very significant. *correlation significant

The table portrays a correlation between employee engagement and organizational performance. Factors of organizational performance are portrayed on the X-axis and those of employee engagement on the Y-axis. Significance of the correlation establishes the strength of the relationship (indicated by correlation coefficient r) and significance of the relationship (indicated by probability levels p). As evident from the results in the table there is a relationship existing between employee engagement and organizational performance with a significant and very significant correlation results.

Very statistical significant and positive relationships were found between colleagues' devotion to quality work and quality of services delivered ($r=0.486$, $p=0$). This signifies a very strong positive correlation depicting between employee engagement and organizational performance. This shows that colleagues' commitment to quality work translates into quality services.

Observations indicate that there is a very significant association for knowledge of what is expected to accomplish with the quality of service provided ($r=0.477$, $p=0$). The strong relationship reveals a very positive interrelationship of both phenomenons. This means that knowing what is to be accomplished is necessary perform better.

Again inspiring the development of someone at work is clearly indicated as having a very significant relationship with the quality of services ($r=0.464$, $p=0$). The connection as

specified is very strong. Implications here are that performing better requires inspiration of comrades

It is also established that having opportunities to learn and grow is equally strongly linked to the quality of service ($r=0.407$, $p=0$). Such a connection depicts strong ties as well and very significant relationship. It may be due to the fact that the opportunities to learn and grow lead to better performance resulting in quality service.

The care from the supervisor or someone else at work has a very strong relationship with quality of service ($r=0.403$, $p = 0$), and correlates significantly with quality of relationship ($r=0.287$, $p=0$) and importance of the organization ($r=0.227$, $p=0.01$). Whereas the connection of care from someone at work is very significant with quality of service delivered, the correlation is just significant with the quality of relationship and importance of the organization. Logically the care from the supervisor or someone else at work would be of help when an employee faces a challenge which serves to improve the quality of service rendered. This does not necessarily mean that individual relationships are very positive and so is the importance of the organization to the employee.

Having sufficient means to enable accomplishment of work significantly correlates with the quality of service ($r= 0.326$, $p = 0.1$). The relationship in this case exists but the strength of the relationship is average. However, it clearly shows that sufficient means enables better performance and thus the quality of service rendered.

It has also been established that a talk from somebody at work about progress in the last six weeks correlate significantly with the quality of service ($r=0.325$, $p=0.1$). The magnitude of the link is measured to be on average meaning that a talk from somebody at work about progress has some relationship with quality of service. Essentially discussion with an employee in relation to their progress at work promotes a spirit of accountability and stimulates excellence in quality service delivery.

Friendship at work significantly correlates with the quality of service provided ($r=0.242$, $p=0.01$), significant negative relationship with quality of relationship ($r = -0.233$, $p=0.01$) and negative significant relationship with the importance of the organization ($r = - 0.323$, $p=0$). With friends at work, it is logical that a positive spirit will automatically translate into quality service. However, it does not necessarily mean that the quality of relationship is equally

positive as the other stakeholders are more concerned with quality of service other than relating with staff. To the contrary the friendship at work may be interpreted to deprive the beneficiaries of the attention they deserve. Again friendship at work has nothing to do with the importance of the organization. The extent of satisfaction with achieving the organization mission and vision determines the importance. Only professional relationships matter more than ties among employees

It is also evident that there is a negative very significant correlation of the employee opinions that count with the quality of services provided ($r = -0.391$, $p=0$). The services provided is less dependent on whether the employee opinions count or not. Employee opinions are very important but the fact that decisions are taken with the involvement of other parties, their opinions may not be attributed to the quality of services.

Again there is insignificant correlation with the purpose of employee work fitting into the organization purpose or mission and the perception held on outcomes ($r = 0.290$, $p=0$), significant correlation with importance of the organization ($r = 0.238$, $p = 0.01$) and a very negative significant relationship with the quality of service provided ($r = -0.448$, $p=0$). In essence the outcome will only be positive if well-tailored to the organization mission and vision and basically this is the basis for considering the organization important or not. It is only how best the employees serve towards the organization purpose that will determine the quality of service. Just fitting the employee purpose with organizational vision and mission will not affect the quality of service.

The opportunity for employee to do what they can do best has a very negative significant correlation with the quality of services given ($r = -0.543$, $p = 0$). The employee liking may not necessarily be of quality. What the employee can do best has to be the taste of the consumers and fit into the organization vision and mission.

Lastly but not least, receiving an appreciation or reward for the work well done within the last seven days has a very negative significant relationship with the quality of service ($r = -0.647$, $p=0$). Per se the reward may be based on functional aspects which do not satisfy the standards of the other stakeholders

4.3. AEE’s employee suggestions for improving employee engagement in African Evangelistic Enterprise

When asked about the five most important things that can be done to improve engagement the following were the major suggestions by the AEE employees:

Table 4.4: Suggestions to improve employee engagement	
Suggested area to improve engagement	Percentage scored
Meaningfulness of employees’ work	72%
Health relationship between managers and employees	68%
Autonomy and independence in decision making	65%
Clarity about expectations	63.5%

The majority of the employees (72%) ranked first meaningfulness of their work. Their responses expressed excitement, interest, optimism and satisfaction derived as a result of the assigned duties and responsibilities. Suggestions proposed that leaders would be able to achieve that through setting clear goals and opportunities for career advancement. Besides fair treatment they desired equal opportunities in serving their organization.

68% of the employees valued the need to have a health relationship between managers and employees. They think that if the management plays its role well providing recognition, rewards, incentives, feedback and communication then employee engagement may be improved. Treatment of employee by the management they claim plays a significant role in improving performance.

Again 65% of the employees believed that their autonomy and independence in decision making may as well improve employee engagement. Implicitly they value control but their involvement in decision making will improve decisions affecting their plight. A say in setting goals or milestones and the means to achieve them, is here, considered very important.

Another segment of employees (63.5%) expressed another important aspect for employee engagement which was clarity about the expectations on their operations in the organization. Such expectations they claim are expressed in processes in the guiding organization policies and procedures.

Lastly but not least 61% considered team work as another important factor to improve engagement. Their message was that the management needs to strive to ensure that there are

commendable levels of trust and cooperation assembling them to achieve common goals and interests at these levels.

Chapter 5: Major Findings, Recommendations and Conclusions

5.1. Major Findings

The major findings for employee engagement are as follows:

- Generally employees extremely disagreed with knowing what they are expected to accomplish during their work at a level of 28%.
- With having sufficient means to enable accomplishment of workrespondents agreed at 29.8%.
- For having a best opportunity to practice best skills at work there was an extreme disagreement at a level of 32%.
- Also responses on receiving an appreciation or reward for the work well done within the last seven days registered an extreme disagreement with 39.2%.
- For the supervisor or any other colleague caring at work there was an extreme disagreement of 35.8%.
- On whether colleagues inspire development at work respondents were indifferent at a scale of 26%.
- There was also an extreme disagreement on how opinions are rated at work at 25.7%.
- Responses on whether the mission or purpose of AEE make employees feel that their job is important very much agreed with this with 28%
- Around the question of colleagues' commitment to quality work there was extreme disagreement at 27%.
- Friendship at work was very much valued with 22.8%.
- On whether somebody at work discussed about employee progress in the last six months, 32% of the respondents very much agreed with this.
- 33% of the respondents believe there is an opportunity to learn and grow.
- 25% of the employees are extremely engaged

Findings on impact of employee engagement on organization performance showed that:

- Findings indicate a correlation between employee engagement and organizational performance
- There is a positive significant relationship($r=0.486$, $p=0$) between associates' commitment to quality work and the quality of service delivered.
- Equally indications reveal a very significant association ($r=0.477$, $p=0$) between well-defined and clarified expectations with the quality of services provided

- Again development of someone at work have a very significant relationship with quality services ($r=0.464$, $p=0$).
- Having opportunities to learn and grow is strongly linked to quality of service ($r=0.407$, $p=0$)
- Care from someone at work has very strong relationships with quality of service ($r=0.403$, $p = 0$).
- Availability of resources, equipment and materials to do work significantly correlates with the quality of service ($r= 0.326$, $p = 0.1$).
- Assessing progress at work correlates significantly with the quality of service ($r=0.325$, $p=0.1$).
- Having a best friend at work significantly positively correlates with the quality of service provided ($r=0.242$, $p=0.01$).
- Counting opinions negatively relate with quality of service provided ($r = -0.391$, $p=0$).
- Organization mission/purpose fit negatively relate to quality of service ($r = -0.448$, $p=0$).
- Employee opportunity to do what they can do best has a very negative significant correlation with the quality of services given ($r = - 0.543$, $p = 0$).
- Recognition for good work negatively correlates with the quality of service ($r = - 0.647$, $p=0$).

Employee suggestions for improving employee engagement were:

- Meaningfulness of their work (72%)
- Health relationships with managers (68%)
- Employee autonomy and independence in decision making (65%)
- Clarity about expectations (63.5%)
- Teamwork (61%)

5.2. Recommendations

5.2.1. Recommendations to the Government

The government of Rwanda has been keen on implementing the modern results based performance management in public institutions. Based on the principles of accountability, ownership, inclusiveness, evidence based learning, transparency in operations, alignment of operations to Results Based Management (RBM) and a culture of results focuses on facilitating performers in an institutional context to achieve desired common goals.

Since 2006 performance-orientation was introduced with performance contracts and performance based budget reforms. Maximizing service delivery value to residents, the system attempted to extend beyond institutions and focus on individuals as well. Despite the tangible developments the general consensus conveys an average degree of discontent. Concerns were mainly centered on the inability to meet the EDPRS aspirations in a timely manner. In the 2014 annual leadership retreat this prompted a refocus on outcomes at the individual and institutional level other than outputs.

Though it may be alleged that the practice may yield in future given that it has not been implemented within some government institutions such as the Judiciary, legislature and some executive bodies like Medical Services providers, Educational Institutions and security services, a decade of implementation would probably have registered some visible progress.

The functional integrated framework may systematically amend the intrinsic fissures in the existing performance systems, reinforce the emphasis on outcome drive and even successfully stimulate more organized concerted efforts in attaining growth and development obligations. But without a viable system to maintain high levels of engagement, commitment will fall short of the cognitive and emotional aspects such as vigor, dedication, and absorption. Patriotic citizens are born out of this strong urge to serve sacrificially.

Once public servants are more engaged the results based management can be more fruitful. Researches have established greater outcomes where employees were highly engaged. Though venturing into employee engagement process may be costly there is a high return on the investment that makes it necessary to attempt.

The key outcomes prioritized from the results based management may get the deserved attention with better engagement levels. Eventually the institutional performance and consequently national level outcomes will improve due to individual conviction and commitment. Both systems would be complementary with the results based management focusing on the intended results and the engagement process meeting the conviction and commitment aspects of performance.

Engagement awareness levels need extend across the entire Rwandan community. After the introduction and growing commitment of the government to results based management has yielded positively deliberate efforts should be made to further set the engagement process in

the system for performance above the general average. The development as earlier observed inspire the nation to greater competitive prospects.

Focus need be both on public and private institutions inducing decision makers within such organizations to promote employee engagement. Boosting engagement in individual organizations eventually manifests in improved economy, business productivity and sustainability. With the culture of engagement established in the existing institutions the nation will soon enjoy the benefit reaped from an engaged citizenry.

Studies have established that payments and fringe benefits are not that significant in comparison with the other ranking engagement drivers. Especially that the analysis was conducted in most developed countries the findings may be deceptive in the African context.

This is why Rwanda may have to conduct an own survey to ascertain peculiar drivers. Increasing global response for the urge to engage nationals would result in more productive nations. It has been established that engagement levels reflect the organizational performance outcomes. Healthy practices from organizations with engaged employees easily translate into national coffers.

5.2.2 Recommendations to African Evangelistic Enterprise

African Evangelistic Enterprise needs to prioritize employee engagements processes regularly and conduct an assessment at least once a year. Since the basis of this is the employees' feelings they need be tailored to their needs and wants. This means that the involvement of the employees in the entire engagement process is of paramount significance. Empowering in nature the participatory process has the leadership and managerial teams at the center as role models whose engagement stimulate other employees' engagement as well. Their engagement ability and constructive organizational conduct offer fellow employees with job related traits necessary for their engagement.

In practical terms the management has to team up with employees to establish the engagement objective. Besides raising awareness to employees on engagement it creates ownership as well. Especially where it is SMART (Specific, Measurable, Attainable, Realistic and time-bounded) enough the entire workforce will contribute to it. From the findings of the regular engagement surveys, critical areas of focus for engagement are identified and probable drivers of this engagement recognized as well. Efforts are thereafter

geared towards determining the priority areas and development of a corresponding employee engagement action plan including the roles to be played by the relevant stakeholders.

For this particular engagement survey there is a strong need to work towards ensuring that the employee know what they are expected to accomplish during their work. This will boost their production capacity and the quality of service. Besides, the management need provide opportunities for employees to practice best skills at work. In complement regularly the employees should as well receive appreciation or reward for the work well done and measures should be undertaken to stimulate the care of the supervisor or any other colleague. Opinions may also have to be rated highly if they would seem to be mattering. This does not necessarily mean that the areas where responses seemed positive will not be improved but the current focus would on these issues until a definitive time.

Communication channels both vertically and horizontally have to be so open that the flow of messages is more efficient. Proactively initiating one-on-one communication by employees is a clear signal of an evolving workforce in the engagement process. By and large an engagement culture is created and established in the organization. Internalizing and applying the engagement culture may further be embedded in the mission statement, vision and strategies of the organization. Learning and development is provided in relation to engagement. It would as well be reflected in core values and customs. Thereafter progress is monitored on engagement to ascertain improvements. The strategies and plans are adjusted in accordance with the identified gaps. Finally both short run and long-term achievements are recognized and celebrated.

This derives from a deliberate effort to plan and work towards an engaged work force. By design a two way exchange between employees with their employers or supervisors. A feeling of being valued by management and an expression of management interest in employee well-being develops the necessary confidence key for engagement. Further efforts should be made to facilitate more growth opportunities

5.3. Conclusion

Employees are indispensable assets to any organization which requires due diligence to maintain. Given the right environment and treatment a genuine engagement sense sets in. The interdependence between the organization and its employees yields mutual benefit. Culturally the organizations need integrate this practice sustainably. As a continuous process of

learning, improvements and actions such an engagement process requires to focus on satisfying employees' expectations.

The cognitive, emotional and physical aspects of employees in their engagement determine their conviction and commitment to work. The costly and extensive exercise steadily weaves with the mission, values and culture of the employing institution. Aligning individual expectations to organizational interests requires crucial management decisions. Falling short of this appropriate decision, results in tenuous work force. Efforts should be geared towards establishing a positive working environment. Here the drivers of engagement enable the employees to evolve into a more engaged workforce.

Both the government and organizations should develop and/or improve feedback cultures with explicit communication channels as deemed appropriate within their context. By and large this will reveal the employee aspirations which serve as a basis for making employee related decisions. As a result employees will be highly engaged leading to their commitment and involvement

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Appendices

Table 2: Appendix 1: Employee engagement questionnaire

Particulars		
African Evangelistic Enterprise engagement survey		
Sex	Male	Female
Location (per district of affiliation)		
Names		
If you choose be anonymous (Code)		
Category (SMT, EMT & Other)		
Survey conducted on employee engagement in African Evangelistic Enterprise (Rwanda) with the inspiration of Q12. Would you spare a few minutes to complete the survey by answering the questions below? Your response will remain confidential but in case you prefer anonymity just generate an own code		Mark an “ X “ on the most appropriate response
1. Do you know what you are expected to accomplish during your work?		
1. Extremely know what I am expected to accomplish during my work		
2. Very much know what I am expected to accomplish during work		
3. I know what I am expected to accomplish during my work		
4. I very much do not know what I am expected to accomplish during my work		
5. I extremely do not know what I am expected to accomplish during my work		
2. Do you have sufficient means to enable you accomplish your work?		
1. I have extremely sufficient means to enable me accomplish my work		
2. I have very much sufficient means to enable me accomplish my work		
3. I have sufficient means to enable me accomplish my work		
4. I have worse means to enable me accomplish my work		
5. I have the worst means to enable me accomplish my work		
3. Do you have a chance to practice your best skills at work every day ?		
1. I extremely have the chance to practice my best skills at work every day		
2. I very much have the chance to practice my best skills at work every day		
3. I have a chance to practice my best skills at work everyday		
4. I very much do not have a chance to practice my best skills at work every day		
5. I extremely do not have a chance to practice my best skills at work every day		
4. Within the last seven days, have you received an appreciation or reward for the work well done?		
1. I have recieved extreme appreciation or reward for the work well done within the last seven days		
2. I have received very much appreciation or reward for the work well done within the last seven days		
3. I have received appreciation or reward for the work well done within the last seven days		
4. I have received worse appreciation or reward for the work well done during the last seven days		
5. I have received the worst appreciation or reward for the work well done during the last seven days		
5. Does your supervisor or any other colleague seem to care about you at work ?		
1. My supervisor or any other colleague seem to extremely care about me at work		

2. My supervisor or any other colleague seem to care about me very much at work	
3. My supervisor or any other colleague seem to care about me at work	
4. My supervisor or any other colleague at work seem not to care about me very much at work	
5. My supervisor or any other colleague extremely seems not to care about me at work	
6. Are there colleagues that inspire your development at work?	
1. Most colleagues inspire my development at work	
2. More colleagues inspire my development at work	
3. Colleagues inspire my development at work	
4. Fewer colleagues inspire my development at work	
5. Hardly any colleague inspires my development at work	
7. How is your opinion rated at work?	
1. Most highly rated	
2. Highly rated	
3. Moderately rated	
4. Highly underrated	
5. Most highly underrated	
8. Does the mission or purpose of AEE make you feel that your job is important	
1. The mission or purpose of AEE makes me feel that my work is extremely important	
2. The mission or purpose of AEE makes me feel that my work is very important	
3. The mission or purpose of AEE makes me feel that my work is important	
4. The mission or purpose of AEE makes me feel that my work is very useless	
5. The mission or purpose of AEE makes me feel that my work is extremely useless	
9. Are your colleagues devoted to quality work ?	
1. My colleagues are extremely devoted to quality work	
2. My colleagues are very much devoted to quality work	
3. My colleagues are devoted to quality work	
4. My colleagues are very much not devoted to quality work	
5. My colleagues are extremely not devoted to quality work	
10. How do you rate your friendship at work?	
1. I have my best friend at work	
2. I have a very good friend but not necessarily the best	
3. I have an average friend at work	
4. I do not have any friend at work	
5. I have enemies instead	
11. Has somebody at work talked to you about your progress in the last six months ?	
1. Someone has talked to me most often about my progress at work in the last six months	
2. Someone has talked to me very often about my progress at work in the last six months	
3. Someone has talked to me once about my progress at work in the last six months	

4. Nobody has talked to me about my progress at work in the last six months	
5. Nobody has talked to me about my progress at work even over the last six months	
12. Within last year, did you have an opportunity to learn and grow ?	
1. I had a lot of opportunities	
2. I had a few opportunities	
3. I had an opportunity	
4. I did not have an opportunity	
5. I have never had an opportunity	
END	

Table 3: Appendix 2: Organizational performance questionnaire

Overall statements	
Importance	1. The services provided by AEE Rwanda are very important for us in the areas where they operate Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Importance	2. The services provided by AEE Rwanda are very important for my organisation/ government Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	3. Based on the quality of services from AEE, I would recommend AEE to family or friends Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	4. If you compare AEE to other organisations with the same type of work, the work of AEE is very good Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of relationship	5. I have confidence and trust in the integrity of AEE Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of relationship	6. AEE fulfills the promises it makes (they do what they say) Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of service	7. AEE has the necessary knowledge and skills to do their work well Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of relationship	8. Staff at AEE treat people with courtesy, dignity and respect Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of relationship	9. I believe that AEE will satisfactory respond to and act upon my organisations/ government feedback Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Perception of outcomes	10. With help of AEE my organisation/ government makes progress on our goals Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Perception of outcomes	11. The families supported by AEE earn more income and live a better life Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Perception of outcomes	12. There are real and beneficial changes taking place in the lives of the community supported because of AEE Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Perception of outcomes	13. If AEE ends their projects in the regions, local community will be able to continue working on the positive changes Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	14. AEE has knowledge and expertise in the sectors they are active in Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	15. AEE is cooperating very well and works complimentary with other NGO's and the Rwandese government Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Importance	16. AEE is not duplicating any work of other NGO's or the Rwandese government Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	17. AEE is a very transparent organisation Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	18. AEE actually gives account to its beneficiaries Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree
Quality of Service	19. AEE is a well known and respected NGO in Rwanda Strongly disagree 1 2 3 4 5 6 7 8 9 10 Strongly agree