

Internal Communications, Engagement and Trust in a Mission-Based Organization:

Examining how the strength of the mission of an organization plays a role in engagement, trust in leadership and communication.

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About the Author	2
Executive Summary	3
Introduction	4
Literature Review	6
Employee Engagement	6
The role of leadership in engagement	7
The Role of the Mission in Employee Engagement	8
Employee expectations of trust	9
Trust building in organizations	10
Trust in Leadership	11
The Role of Internal Communication	12
Method	16
Demographics	17
Results	18
Employee Engagement	18
Trust in Leadership	23
Trust in Communication	25
Impact of the Mission	28
Internal Communication Channels in Donor Services	30
Discussion	32
Limitations and Future Research	35
Recommendations	36
References	39
Appendix	41
Appendix A: Survey Questions	41
Appendix B: IRB Materials	46
Appendix C: Survey Responses	49

About the Author

Stephanie Schuh-Greenwald is a communications professional, with an internal organizational focus and non-profit interest. She is a Network Support Specialist for Be The Match, the National Marrow Donor Program in Minneapolis, Minnesota. Finding ways to help people connect and understand points of view is her passion, along with being able to find opportunities to help to the greater good. She enjoys consuming all forms of media, especially books and movies. She is a life-long Minnesotan, and loves her family, friends, and community with all of her heart. She is an active seeker of information and facts, and strongly believes that support for each other is the path to find mutual success. She received a bachelor's degree in Communication Studies from Gustavus Adolphus College in Saint Peter, Minnesota, and is completing this research for her master's degree in strategic communication from the University of Minnesota – Twin Cities campus. Stephanie is a proud Golden Gopher, Ski-U-Mah!

Executive Summary

This research study examines the role trust plays in communication between leadership and staff, along with the impact of the mission, on employee engagement. Staff in the Donor Services Department at Be The Match were surveyed to evaluate their levels of employee engagement, trust in leadership across levels, and asked to explain how the mission of the organization influenced their perception of trust and communication from their leaders.

The results of this study showed that staff were engaged in the organization and strongly connected to the mission. There were multiple staff who had varied levels of trust among the levels of leadership, and were still fully engaged in the organization. This study showed opportunities for the Donor Services department to improve their internal communication practices to maintain and increase engagement levels, as well as clarifying the role of the mission for staff in this department.

The role of the mission in a non-profit organization like Be The Match is important to staff and their continued engagement in their work. The altruism in the workforce for non-profit organizations is high, with staff caring deeply about the patients and donors affected by their daily work. More transparency, improved opportunities for two-way communication, and increased opportunities for rewards would help increase engagement and trust in leadership and communications. Further research into how to engage remote workers would be beneficial in retaining the current workforce and capitalizing on their connection to the mission and organization.

Introduction

The role of communication within an organization has grown over the last few decades. The importance of clear, two-way communication not only helps employees decipher their place and direction within the organization, but it also helps grow the employee's relationship with leadership and with the organization. As one recent study found, "internal communication facilitates interactions between an organization, supervisors, and employees which create workplace relationships based on meaning and worth" (Karanges, Johnston, Beatson, & Lings, 2015, p. 130). The way an employee feels about their organization is important, as "their attitudes, behaviors, and performance directly contribute to productivity, organizational performance, and success" (Men & Stacks, 2014 p. 306).

Employee engagement is an important way for organizations to measure how employees connect with their organization. Employee engagement, first discussed in 1990, was what researchers defined as how "people employ and express themselves, physically, cognitively, and emotionally during role performances." (Kahn, 1990, p. 694). The idea of taking the employee's personal feelings towards their work and finding a way to grow and support the organization has expanded in popularity, with research seeking to find new and better ways to increase and use this to an organization's advantage. But what about an organization that has a strong mission, one that impacts the lives of others in a meaningful way? Very little research is available on how much the connection to the mission plays a role how trust is developed and maintained in an organization.

One of the ways an employee's engagement is fostered, is the role that trust plays in engagement. As Cheney, Christensen, Zorn Jr, & Ganesh (2010) stated, "Trust in others - and in

oneself - is at the foundation of an ethical culture” (p. 442) Trust is key to developing the relationship between employees and leadership, and if an employee feels they can trust their leadership, they are more connected to their organization. As Whitener, Brodt, Korsgaard, and Werner (1998) stated, “Managerial behavior is an important influence on the development of trust in relationships between managers and employees” (p. 516). To this point, Social Exchange Theory discusses how the process of building a relationship involves a “two-sided, mutually contingent, and mutually rewarding process involving ‘transactions’ or simply ‘exchange’” (Emerson, 1976, p. 336). This connection drives employee engagement, and provides a non-material (i.e. non-financial) reason for an employee to put more effort into improving and growing their organization. This trust is fostered through leadership, which helps to create relationships for the employee and the organization. Looking further into Social Exchange Theory, and specifically using the lens of Leader Member Exchange Theory (LMX), we can examine how the theory uses trust in the creation of authentic and effective leaders, and how this relationship is maintained (Liden, Sparrowe, & Wayne, 1997).

Research has shown that internal communication plays a key role in creating and maintaining trust, as de Ridder (2004) states, “what is vital in creating trust, however, is the quality of non-task-related communication” (p. 20). In looking at the literature, there is a lot of research on the trust and credibility of CEOs, the figureheads of organizations. There is also a great deal of research that examines how the supervisor and employee relationship is key to building and maintaining trust and employee engagement levels (Karanges et al, 2015). But what about the layers of management in between? The senior leadership, the director level and the executive level staff make decisions about the direction of the company and supervise the

work that is done on a daily basis by staff on the front lines, therefore, they play a critical role in trust within an organization.

This gap in the research shows there is room to continue exploring employee engagement and trust in internal communications, specifically in a mission-based organization. Do employees have trust across these layers of management and what impact does this have on employee engagement levels? Does the role of the mission impact this trust and in what way? This discovery leads to the question driving this research: **What is the relationship between trust of an organization's internal communications based on the source's level of leadership and the extent to which employees are engaged in that mission-based organization?**

Literature Review

Employee Engagement

Employee engagement is a concept first discussed in 1990, where research defined engagement as “personal engagement 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.” (Kahn, 1990, p. 694). The research on employee engagement paints a picture of what an engaged employee looks like: “an employee who loves his work, who is enthusiastic about his job, who feels a connection to his company, who is fully involved in all the organization's activities” (Sant 2016, p. 127). Employee engagement involves examining the degrees to which employees are attached and involved in their performance at work, as well as how emotionally connected they are to their organization. Looking closer at the

individual degree of engagement, an engaged employee is measured by attention and absorption, “the degree to which an individual is attentive and absorbed in the performance of their roles” (Saks, 2006, p. 602).

As employee engagement research evolves, researchers have examined not only how involved an individual is in their role, but how emotionally connected they are to the organization. Research has shown the description of an engaged employee is one who has “feeling a strong emotional bond to their employer, recommending it to others and committing time and effort to help the organization succeed” (Quirke, 2006, p. 702). To that same point, Truss, Soane, Edwards, Wisdom, Croll, & Burnett, 2006 identified the three most important factors for employee engagement:

1. Having opportunities to feed your views upwards,
2. Feeling well informed about what is happening in the organization; and,
3. Thinking that your manager is committed to your organization.

Taking the emotional aspects, along with these three factors into consideration, the research conducted here will further how these factors play a part in the employee’s engagement levels. The research survey will look at the employee’s own evaluation of their level of connection to the mission, perception of how the organization is working to satisfy their employees, as well as their evaluation of leadership’s role in this engagement.

The role of leadership in engagement

The role leadership plays in an employee’s engagement is key. We know the relationship between employees and their leaders has an impact on how engaged an employee is. The two major relationships employees have at work are: the one with their immediate supervisor and

the one with the organization (Sluss, Klimchak, & Holmes, 2008). So how can leadership foster this relationship to help drive engagement?

One theory that comes up in research in this area is Social Exchange Theory, which has been defined as “a series of interactions that generate obligation” (Cropanzano & Mitchell, 2005, p. 874) These interactions then create a type of relationship based on mutual exchange of behaviors (Emerson, 1976; Cropanzano & Mitchell 2005). Research has looked at how trust, specifically, is impacted by Social Exchange theory, finding that mutual trust between parties can ensure that if trust is given, it will be reciprocated (Lioukas & Reuer, 2015). We know from employee engagement research presented earlier, that trust in management’s commitment to the organization plays a part in how engaged that employee is at work. This mutual exchange of trust is key to helping employees have faith in their leadership and in turn their organization, which research has found this relationship has a direct effect on commitment (de Ridder, 2004), and that employees’ commitment to the organization is directly tied to their perception of trust in management (Whitener, 2001). Social Exchange Theory can help us evaluate how leadership contributes to employee engagement and help determine areas of issue.

The Role of the Mission in Employee Engagement

As research on employee engagement has shown, harnessing the employee’s passion for their role can be beneficial to the organization (Kahn, 1990, Sant 2016). This engagement can help recommend the organization to others (Quirke 2006). The impact of this engagement can be highly beneficial for a mission-based organization. To an organization like Be The Match, whose mission is “Saving Lives Through Cellular Therapy” (www.bethematch.org), the value of engaged employees can help benefit the organization and also add to the greater good. But

what impact does having a strong mission play on how employees interact with the organization? As Saks (2006) found, “job and organization engagements are related, but distinct constructs” (p. 613). Along with that, Saks (2006) showed that staff were much more connected to their job compared to the organization. This leads to the first research question, **RQ1: Can the mission affect employee engagement levels by overriding some other aspects of issue within the organization?** There is little research on this topic.

Employee expectations of trust

Research on trust in the workplace comes down to employee expectations. Specifically, an expectation towards the organization and the leadership within. As research has shown, “trust can be defined as employees’ expectation towards the company as a whole as well as towards the management” (Tonga, 2014, p. 65). These expectations are of a specific nature: that leadership and staff will behave in a consistent manner and follow good intentions. This means these expectations include “one, the belief in the reliable intentions of others; and, two, the belief in the competence of others.” (de Ridder, 2004 p. 24). This definition helped shape how to measure trust in employees.

Looking beyond that, if an employee believes their leadership is acting on reliable intentions and with competence, then they can trust the decisions and communications from their leaders. Research has shown that internal communication is able to generate trust within organizations, and that this trust is the groundwork to building committed employees (Allert & Chatterjee, 1997; Tonga, 2014).

Trust building in organizations

So how does one build trust within an organization? Research shows it involves the utilization of communication, and the quality of this communication. Good communication can build trust on all levels. Tonga (2014) states, “trust is generated by true feelings of good communication amongst employees, including managers” (p. 76). Research by de Ridder (2004) agrees, showing that “in order to attain these characteristics (of trustworthiness), it is essential that the trustee exhibits openness in his/her communications regarding all manner of organizational issues” (p.27). So trust in an organization is built by leadership by creating open channels of communication.

One way of using the Social Exchange Theory is to look at it using the lens of the Leader Member Exchange (LMX) Theory, which helps explain how employees and their leadership build their relationships, and thus trust, in each other. This theory originally proposed how the direct supervisor relationship had the biggest impact on an employee and how they created their place within the organization (Graen, 1976). Since then, research has examined how different antecedents, like performance, gender, and power, have impacted this relationship between leaders and members (Liden et al., 1997). Applying this theory to the concept of trust and engagement, it is easy to understand how the role of the relationship between a direct supervisor and employee can impact how they trust their organization. This relationship is best described by Tonga (2004), “the working relationship looks more and more like a trust partnership in which both sides promise a mutual commitment” (p. 65). Research has shown that this relationship is “a key driver of employee job attitudes, effectiveness, and retention” (Vidyarthi., Erdogan, Anand, Liden, & Chaudhry, 2014, p. 468). From this theory, research has

looked at how the leader's perceptions of the members influence their relationship, but not as much how the members' perceptions of their leadership come into play.

Trust in Leadership

Trust in leadership is vital to the success of an organization. As the LMX theory has shown, the relationship between leadership and employees is key to many aspects of how an employee relates to an organization (Cropanzano & Mitchell, 2005). Research has shown that trust in the CEO of an organization leads to more engaged employees (Men, 2012; Sant, 2016). This relationship of trust between an employee and the organization is a concept studied across levels of management, with existing research focusing on CEOs and direct employee/supervisor relationships. We know that in addition to having a positive relationship between employees and their direct supervisors, that trust plays a large role in connecting employees to their organization. As de Ridder (2004) found, "A supportive attitude can also be achieved through employee trust in the management. The most salient characteristics of a trustee that determine his/her trustworthiness are ability, benevolence and integrity. In order to attain these characteristics, it is essential that the trustee exhibits openness in his/her communications regarding all manner of organisational issues." (p. 27). As Whitener et. al discuss, there are five components of managerial behavior that influence how employees view their managers as trustworthy. These five components are, "1. Behavioral consistency, 2. Behavioral integrity, 3. Sharing and delegation of control, 4. Communication (e.g. accuracy, explanations, and openness), and 5. Demonstration of concern" (1998, p. 516)

It is of note, that the concept of trust in leadership is not solely gained and maintained by managerial behavior, as Whitener et. al state, "managerial trustworthy behavior as volitional

actions and interactions performed by managers that are necessary though not sufficient to engender employees trust in them. This behavior occurs in a social and economic exchange context, in which managers initiate and build relationships by engaging in trustworthy behavior as a means of providing employees with social rewards” (1998, p. 516). This connects to the LMX theory, where as managers who provide these social rewards, by allowing employees into the in-group, they will be reciprocally rewarded by employees with trust. Participation in this in group is not the only way to build and maintain trust. “Managers who engage in this behavior will increase the likelihood that employees will reciprocate and trust them, providing a necessary but not sufficient, foundation for employees’ ‘trust in supervisors’” (Whitener et. al, p. 516). So while trust in leadership is important to engaging employees at work, it cannot be the only factor for engaging employees.

This brings up the second research question, which examines how an employee evaluates trust across the levels of leadership. **RQ2: Can an employee be engaged, but have varying degrees of trust across leadership levels?**

The Role of Internal Communication

So what role does internal communication play in developing employee engagement and trust? Research shows internal communication, in the form of feedback, is a major part of how employees become effectively engaged (Bakker & Demerouti, 2007, Whitener et. al 1998) along with studies confirming that “Internal communication facilitates interactions between an organization, supervisors, and employees which in turn leads to creating workplace relationships based on meaning and worth” (Karanges et al., 2015, p. 130). Internal communication must include trust to be successful, as trust is directly related to how

communication is perceived (Tonga, 2014). This connects back to the idea of “necessary but sufficient” discussed by Whitener et. al (1998). If trust between employees and their leadership is necessary, but not sufficient in maintaining this relationship, looking at this relationship via the five factors presented by Whitener et. all (1998) is key. Due to the scope of this research, the focus will be on the role of communication in maintaining and building this trust between leadership and employees.

While this research has shown internal communication is critical to success, it can also be detrimental to engaging employees. One important point regarding internal communication notes that the tool of communication internally can be muddled by how the communication is used. As Ruck and Welch (2012) state, “Communication is undermined by a lack of senior manager clarity and commitment to values” (p. 301). Truss et al. (2006) found that 42% of employees say that they are not kept very well informed about what is going on in their organization when measuring employee engagement. This shows that internal communication alone cannot help grow the employees’ trust and engagement.

By understanding how employees in an organization feel about their communication, as well as how informed they feel, we gain valuable insight into areas where improvements can be made to benefit the overall organization. Research involving Social Exchange Theory has shown that quality communication can be a conduit for leadership and employees to create these relationships, which in turn has a positive effect on how an employee can create a connection with the organization (Karanges et al., 2015).

If communication is a major player in how trust is created in an organization, then acknowledging the role it plays in trust creation is necessary to examine how trust relates to

employee engagement. This communication needs to be facilitated with the employee's perspective in mind, not just the needs of management. Existing research has shown the need to further explain how this communication can work, to examine how employees want to receive information from management, per Welch and Jackson (2007) and Uusi-Rauva and Nurkka (2010). As Men and Stacks (2014) best defined this need for employee's direction in communication, "Organizations need to incorporate the stakeholders' voices to determine what information they really need, how much information they need, how well the organization is fulfilling their information need, and how transparent the organization is" (p. 305).

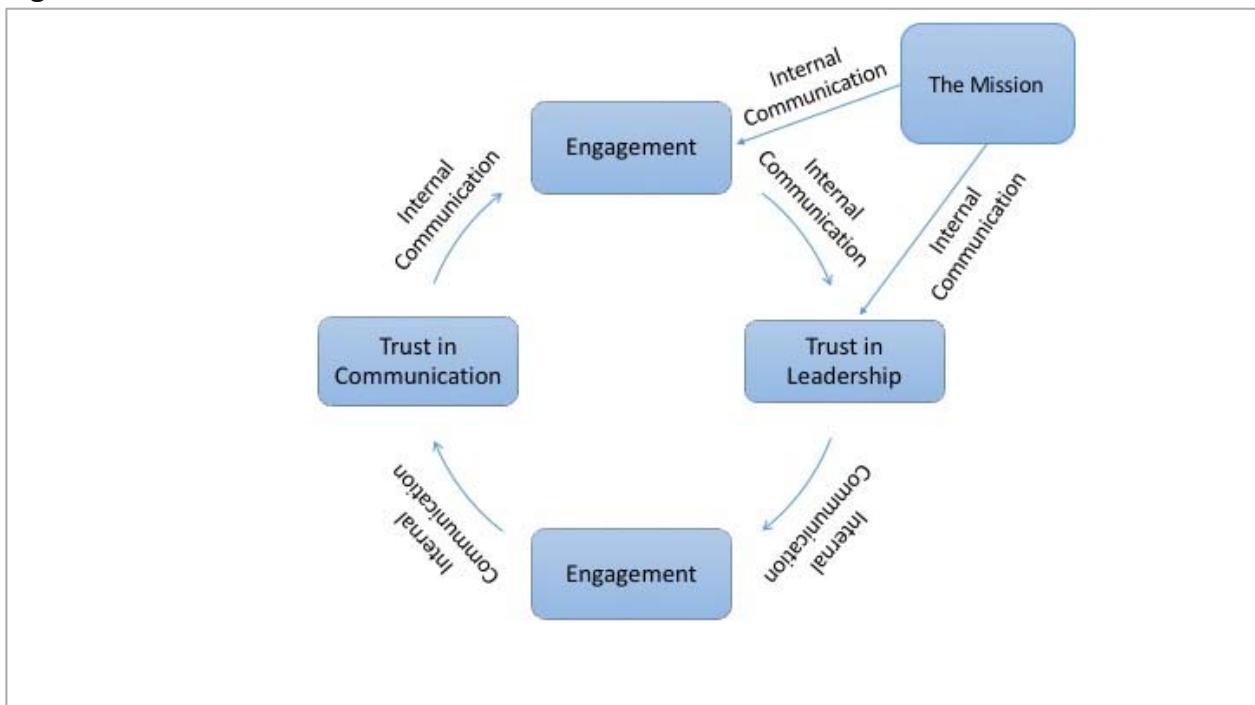
To fully evaluate how much trust plays a role in an employee's engagement, measuring how informed employees are is required. Leading to **RQ3: Specifically, can an employee be engaged and not trust communication from leadership because of their belief in the mission?**

This review of literature shows that employee engagement is a multifaceted concept, directly affected by internal communication. This communication is viewed by staff who have connections to their leaders, both positive and negative, as well as a relationship with the organization as a whole. These connections and relationships, along with the potential impact of the mission appear to play some role in how this communication is perceived and creates and maintains trust between staff and their leadership. This research will focus on three questions, all under the umbrella of looking at if the mission impacts the relationship between internal communications, trust in leadership, and how these variables affect employee engagement levels. These three questions are:

1. Can the mission affect employee engagement levels by overriding some other aspects of issue within the organization?
2. Can an employee be engaged, but have varying degrees of trust across leadership levels?
3. Specifically, can an employee be engaged and not trust communication from leadership because of their belief in the mission?

If these three questions prove to be true, future research into how the mission can play a larger role in internal communications and how it can be used to maintain and possibly grow employee engagement levels.

Figure A: How Internal Communications, Employee Engagement, Trust, and the mission of an organization interact.



Method

An original, quantitative study was distributed via email link, using Qualtrics software, to employees in the Donor Services department at Be The Match/National Marrow Donor Program. Staff in Donor Services are the front line connection to Be The Match's bone marrow donation. They receive lists of donors from transplant teams, who identify the best matches for patients who are in treatment. They are then tasked in finding the registry members, assessing their commitment to moving forward with donation, and then guiding them through the donation process.

Approval was obtained from the Institutional Review Board at the University of Minnesota for this research study (see Appendix B). The survey was open for 5 days (June 26, 2017 through June 30, 2017). This survey was made available to all Donor Services staff, regardless of office location or role. The sample size was 200, with 81 employees completing the survey and an additional 22 staff partially completing the survey. With 103 total staff participating, the response rate was 51.5 percent.

The survey consisted of 8 short answer, 6 multiple choice, and 24 ranked choice questions. These questions were intended to evaluate the employee's engagement level, measure trust in leadership and communication across roles, and measure their connection to the mission of the organization. The open-ended responses were tallied and consolidated, based on similarity of tone and content. The full survey questionnaire can be found in Appendix A.

Demographics

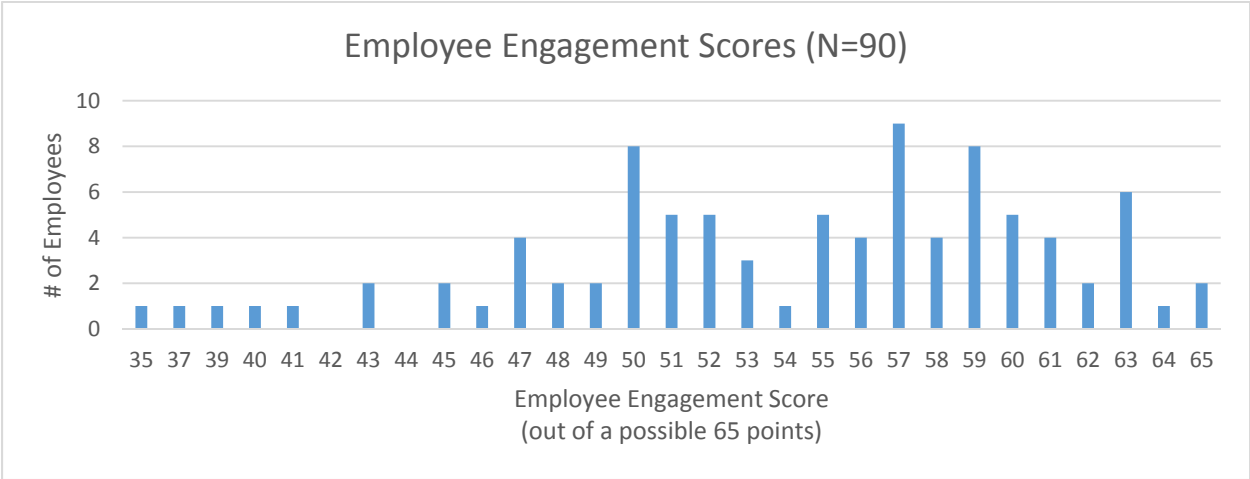
Participants were asked to disclose their gender, length of employment, days worked in a home office, age range, and role. The gender breakdown of the sample (n=79) is representative of the Donor Services department, with 84.8 percent of respondents identifying as female, 12.7 percent identifying as male, and 2.5 percent identifying as other (see Appendix B, Figure 21). The length of employment was fairly equal among the breakdown of time, with the largest sample having spent 5+ to 10 years with the organization (See Appendix B, Figure 22). This is notable, showing that Be The Match has been able to retain staff over a longer period of time and saved on the cost of turnover. The sample of staff who work outside of the office 3 or more days per week and the sample who do not work in a home office were equal, with 40 percent in each category. The remaining 10 percent of staff worked a hybrid of the two, spending some time in the office and some time in a home office (See Appendix B, Figure 23). This is a common practice at Be The Match. The ages ranged between 18 and 64 years of age, with the largest population being 45 to 64 year olds (See Appendix B, Figure 24). Finally, the breakdown of roles in the organization showed 77 percent of respondents in Individual Contributor roles, or non-leadership. 20 percent were managers, and 3 percent classified as senior leadership (See Appendix B, Figure 25).

Results

Employee Engagement

In measuring the overall engagement levels of staff in Donor Services, 65 percent of completed surveys showed engaged to highly engaged levels. The mean score was 54.22, with 55.55 percent of the respondents scoring higher (see Figure 1). The score shows 55.55 percent of staff answered an average score of 4 on all questions. This shows a majority of staff in Donor Services are engaged in their roles.

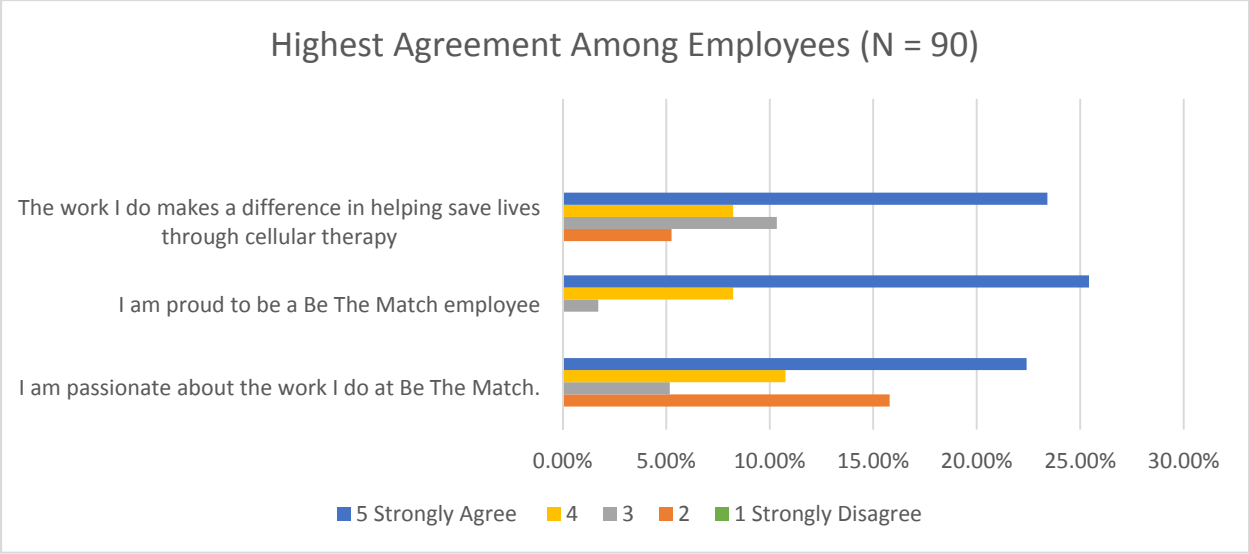
Figure 1. Employee Engagement Scores



In examining the scores from the 13 Likert scale employee engagement questions (see Figure 2), respondents agreed with the following statements the most:

- I am passionate about the work I do at Be The Match.
- I am proud to be a Be The Match Employee.
- The work I do makes a difference in helping save more lives through cellular therapy.

Figure 2. Highest agreement among all employees.



The answers from these questions show that staff strongly agreed with these statements. “I am passionate about the work I do at Be The Match” was the highest scoring question, with an average score of 4.7 on the 5-point scale. This shows that regardless of overall personal engagement score, 84.4 percent of respondents selected “Strongly Agree” indicating a strong emotional commitment among employees for the work they do at Be The Match (See Appendix B, Figure 2.1).

The next highest scoring question, “I am proud to be a Be The Match Employee” scored an average of 4.68 on the 5-point scale. With 77 percent of respondents selecting “Strongly Agree” this shows a high amount of staff across roles are proud to be a part of the organization, signaling the strong connection that engaged employees have (See Appendix B, Figure 2.2).

This ties into the third highest scored employee engagement question, “The work I do makes a difference in helping save more lives through cellular therapy.” Seventy-four percent of respondents marked “Strongly Agree” when asked to mark how much they agree or disagree with this statement, with an average score of 4.64 out of 5 (See Appendix B, Figure 2.3).

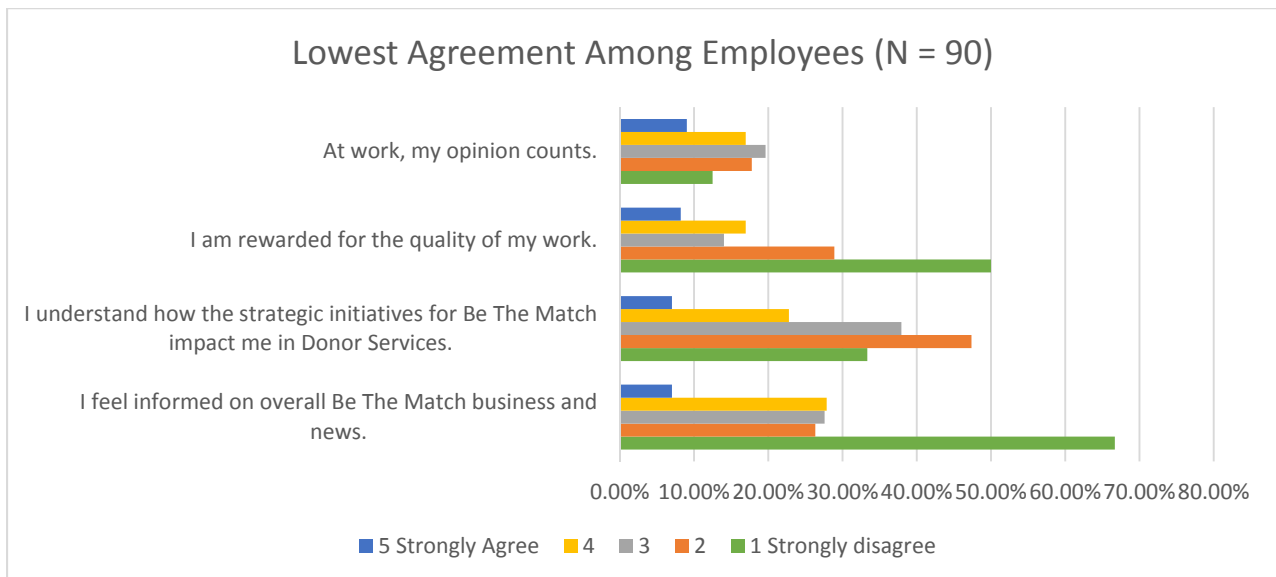
The lowest scoring questions, while low compared to the rest of the survey, still show the majority of employees agree to a certain extent with all of the statements (See Figure 3).

The lowest scores came from the following questions:

- I am rewarded for the quality of my work.
- I understand how the strategic initiatives for Be The Match impact me in Donor Services.
- At work, my opinion counts.
- I feel informed on overall Be The Match business and news.

The lowest levels of agreement were on the question, “I am rewarded for the quality of my work” with 64 percent of staff agreeing at any strength with this statement, which shows the majority of staff do agree to some extent. The average response to this question was 3.63 out of 5 (See Appendix B, Figure 3.1). It would be interesting to know more about what the respondents considered to be “rewards” to learn more about the responses for this question.

Figure 3. Lowest Agreement Among Employees.



Be The Match is a non-profit organization. Traditionally, working in a non-profit industry means lower pay for employees due to the nature of how the company is structured. Rewards could

also be positive annual reviews; Core Values, which are awards for outstanding work within Be The Match; or, verbal acknowledgement of the work done. It should be noted here that staff responded with an average of 4.2 out of 5, or 81.1 percent agreeing to any extent with the statement, “I receive praise for doing good work,” so further questioning into what rewards are defined by the employees would clarify this question and help in efforts to improve these scores (See Appendix B, Figure 3.2).

The answers to the statement, “I understand how the strategic initiatives for Be The Match impact me in Donor Services,” show that employees are not as well informed on this topic. Sixty-three point three percent of respondents answered either a 4 or 5, leading to an average score of 3.7 (See Appendix B, Figure 3.3) 2. It is of note that 12.2 percent of employees disagree or disagree strongly to this statement, the most of any question on the survey. This is an area Donor Services leadership could use improvement on the communication to staff, finding ways to clarify the strategic initiatives of the organization, and how these initiatives tie into the work that is done by front-line staff.

With an average score of 3.8, “At work my opinion counts” reveals employees believe there is room for improvement (See Appendix B, Figure 3.4). Part of employee engagement, as defined in the literature review, involves feeling like your voice is being heard. The lower scores on this question identify a place for growth in the department.

The last of the lowest agreement questions is, “I feel informed on overall Be The Match business and news,” with an average score of 3.81 (See Appendix B, Figure 3.5). While this isn’t a question relating to Donor Services specifically, it shows a need for the organization to improve efforts to explain and inform staff in Donor Services on overall issues impacting the

organization. One reason for this score could be the impending transition of the longtime CEO, who is retiring from the organization this fall. This type of change could be causing concern and unease while things are in flux.

The short answer questions relating to employee engagement showed a strong connection to the mission of Be The Match. When asked what motivates staff as employees, it was clear the mission played a strong part in what they do. The mission of Be The Match is, “Saving Lives Through Cellular Therapy” (www.bethematch.org) and the term “saving lives” came up second only to patients. Three of the top four motivators for Be The Match employees in Donor Services all tie back to the mission: “Patients,” “Saving Lives,” and “Donors” (see Figure 5). Another often used response, “Making a difference,” could be applied to other altruistic organizations, so it is not necessarily specific to Be The Match. Still, it shows the strong connection to the mission of the organization and the motivations that drive the employees in their work for Be The Match.

When employees were asked “What can Be The Match do to keep you satisfied as an employee,” staff had numerous examples. The most common responses for ways to keep satisfaction high included: professional development (23 percent), more recognition (18 percent), opportunities to advance (15 percent), and listen to employees (15 percent). It was also of note, 11 percent of respondents noted “inclusion of remote staff” would help them be satisfied as an employee. Forty percent of staff who responded to this survey worked in a home office 3 or more days a week.

The employee engagement measures show that overall, staff in Donor Services are engaged. They feel a strong bond to the organization, its mission, and have an emotional connection to the patients, donors, and work that Be The Match does.

Trust in Leadership

How do these engagement scores connect to trust, in both leadership and communication, for staff in Donor Services? In the portion of the survey asking about trust in leadership, the responses show that staff generally does trust their leaders, regardless of their level in the organization. When asked on a spectrum of 1 – 5, with one being Strongly Disagree and 5 being Strongly Agree, 70.76% of staff agrees to any extent that Donor Services Leadership (supervisors and above) is looking out for the best interests of the department (See Appendix B, Figure 6).

When asked on that same scale, “I believe Donor Services Leadership is looking out for my best interests as an employee,” a slight majority of 51.21 percent agree with this statement. While the average response for this question was 3.5, this still shows that overall staff trusts that Donor Services Leadership is looking out for their best interest (See Appendix B, Figure 7).

In an attempt to measure trust based on level of leadership, staff was then asked how much they agreed or disagreed with the statement, “I trust the information I get from senior leadership in Donor Services,” which was defined to them as senior managers and above. Per Figure 8 (see Appendix B), 75 percent of staff agreed with this statement. Only 2.5 percent, or 2 staff who answered this question, disagreed with this statement. With a mean response of 4.025, this data shows staff generally trusts the information that comes from senior leadership.

Staff were asked to follow up this statement by explaining their answer to why they agreed or disagreed with the statement “I trust the information I get from senior leadership in Donor Services.” The top two reasons staff agreed with this statement were “No reason not to” and the information is “Clear, transparent, and honest,” with 53.3 percent using one or both of these responses. Eleven percent of respondents said senior leadership provided the necessary info. On the disagreement side, 6.67 percent stated they felt senior leadership information lacked transparency and 8.8 percent thought there was inconsistencies in the information and messaging. There were a lot of individual reasons behind agreeing or disagreeing with trusting information from senior leadership (see Appendix B, Figure 9).

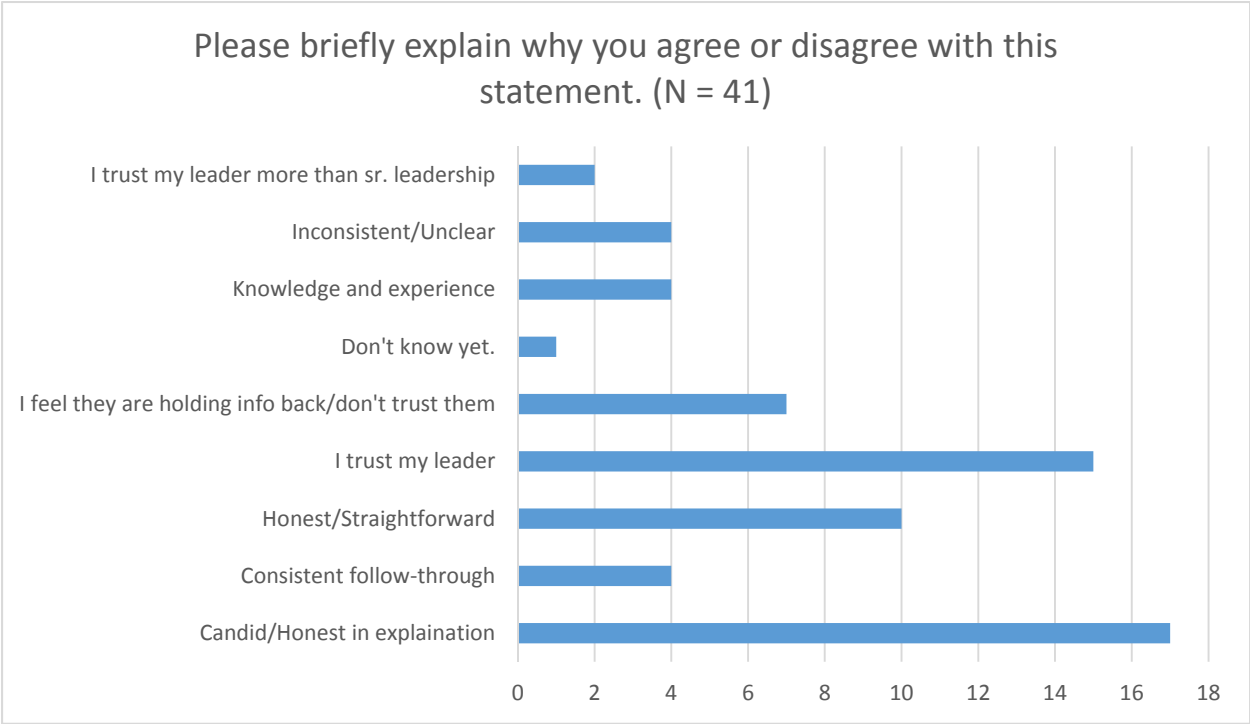
To measure trust by level, staff were then asked to share how much they agreed or disagreed with the statement, “I trust the information that I get from my direct supervisor/manager.” In response to this question, 86.25 percent of respondents agreed to some extent with this statement, showing the majority of staff agreeing. Only 2 staff disagreed with this statement (See Appendix B, Figure 10).

Staff were asked to follow up this statement by explaining their answer to why they agreed or disagreed with the statement, “I trust the information that I get from my direct supervisor/manager.” The results show that 36.5 percent trust the information from their direct supervisor or manager because they “trust their leader.” Honesty was a big factor, with 24.3 percent of respondents felt their direct supervisor or manager was “Honest and straightforward,” while 41.4 percent trust their supervisors because they are “Candid and honest in explanations.” The largest negative response was 17 percent stating they don’t

completely trust their direct supervisors because they aren't being completely honest, by holding back information (See Figure 11).

This data shows that staff who trust their leadership are participating in the LMX relationship, and are trusting their leadership, regardless of level of management. One aspect of trust is authenticity, which also ties back to employees believing their leadership is behaving intentionally in an honest way. We know based on this data, the majority of staff trust their leaders and a clearer picture of how the communication supports this is next.

Figure 11. Explanation for trust in information from direct supervisor.



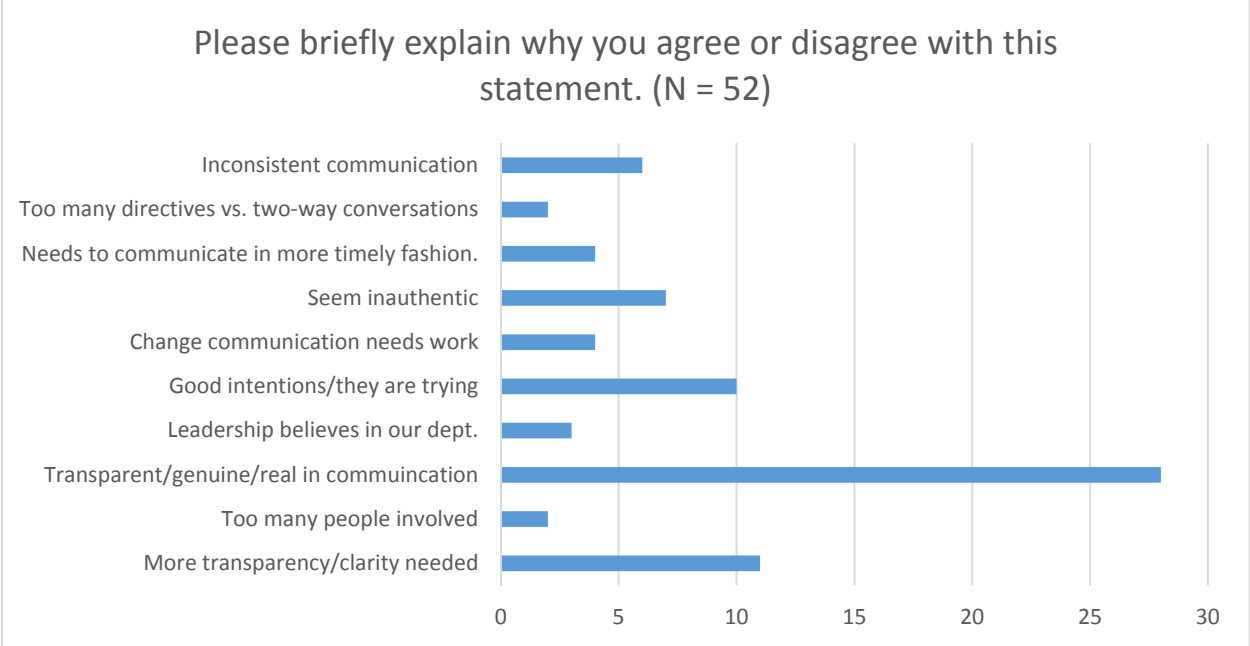
Trust in Communication

To evaluate the trust in communication, staff were asked to evaluate the authenticity of communications from leaders and how employee engagement is affected by this communication. When asked if they agree with the statement “I believe Donor Services

Leadership is authentic in their communication to staff,” 66.67 percent of staff agree to some extent with this statement (See Appendix B, Figure 12). While this is a majority, it isn’t an overwhelming endorsement from staff about the authenticity of the communication.

A follow-up asking respondents to explain their reasoning on how they answered the previous question, revealed that the majority, 54 percent, of staff believed leadership is transparent, genuine, and real in their communications (see Figure 13). The positive feedback also touched on the fact that leadership acts with good intentions and they are giving genuine effort. The highest scoring negative issue with staff about the authenticity of communication, with 21.15 percent of respondents believing more transparency is needed. The next highest scoring negative response show that 7.7 percent of staff believed communication needs to be timelier. This reveals an opportunity for Be The Match, as the communication isn’t necessarily perceived as untruthful or deceitful, but increased transparency and timeliness could improve these scores for the department’s communication for staff.

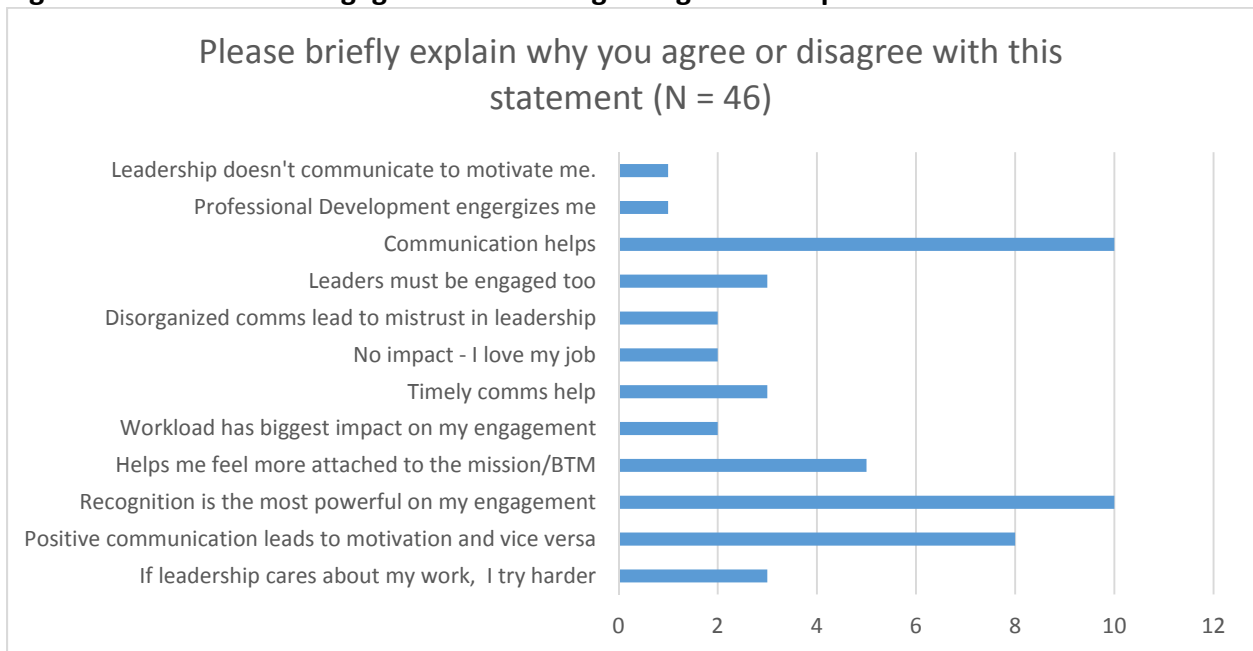
Figure 13. Reasons agreeing/disagreeing in authenticity in Donor Services communication.



In order to evaluate perceptions of communication from leadership to employees, respondents were asked to indicate how much they agreed or disagreed with the statement, “Communication from leadership influences how engaged I feel at work”. The responses showed that 75.31 percent of respondents agreed to an extent that this communication did have influence over their engagement level (See Appendix B: Figure 14).

Staff were asked to explain their answers, with the following themes emerging from the data. Looking at communication from leadership, 21.1 percent stated that it helps how engaged they are at work. The tone of the communication plays a role, with 17.39 percent of staff believe that positive communication leads to motivation, as negative communication leads to de-motivation. Recognition is also important, with 21.1 percent of staff believe that recognition from leadership has the most impact on how engaged they feel at work. In the vein of Social Exchange Theory, 6.5 percent of respondents believed that leadership must also be engaged to influence their engagement (See Figure 15).

Figure 15. Reasons for engagement levels regarding leadership communication.



The trust in communication survey section data shows the staff understand the impact of the communication from leadership, as well as identifying a few places where communication could be improved to clarify some of this information to staff. While this data confirms that communication in Donor Services is connected to staff's engagement, it doesn't take into account the role the mission plays in engagement.

Impact of the Mission

In order to evaluate how much the mission affects the trust within leadership and communication, respondents were asked how the mission played a role in their evaluations. First, regarding trust in senior leadership and the impact of the mission, employees were asked to respond how much they agreed or disagreed with the following statement, "Does the fact you work for a mission-driven organization help you believe that senior leadership is more likely to make thoughtful and trustworthy decisions?" (see Appendix B, Figure 16). The responses showed 61.25 percent of employees agreed to an extent that they believed the mission helped them believe their senior leadership's motivation was thoughtful and trustworthy, with only 13.75 disagreeing to any extent.

While the majority of responses showed staff believed the mission had some impact, it was further clarified by the follow-up question, asking staff to explain their answer to this question. The following trends were revealed (see Figure 17). These results revealed that 48.84 percent of respondents believed senior leadership was more likely to make these decisions. Next, 16.28 percent believed senior leadership was more focused on the business side of things and therefore the mission did not affect their beliefs. Finally, 11.62 percent of employees

believed senior leadership could be focused on both the business and the mission, and believed they had equal impact on their decision making.

In order to measure motivation for employees, they were asked how much the following statement “How much does the mission of Be The Match (Saving Lives Through Cellular Therapy) influence your decision to continue working in Donor Services?,” looking to evaluate how much impact the mission had on their engagement. On a scale of 1 (no influence

Figure 17. Reasons why or why not employees believe mission-driven affects leadership trust.



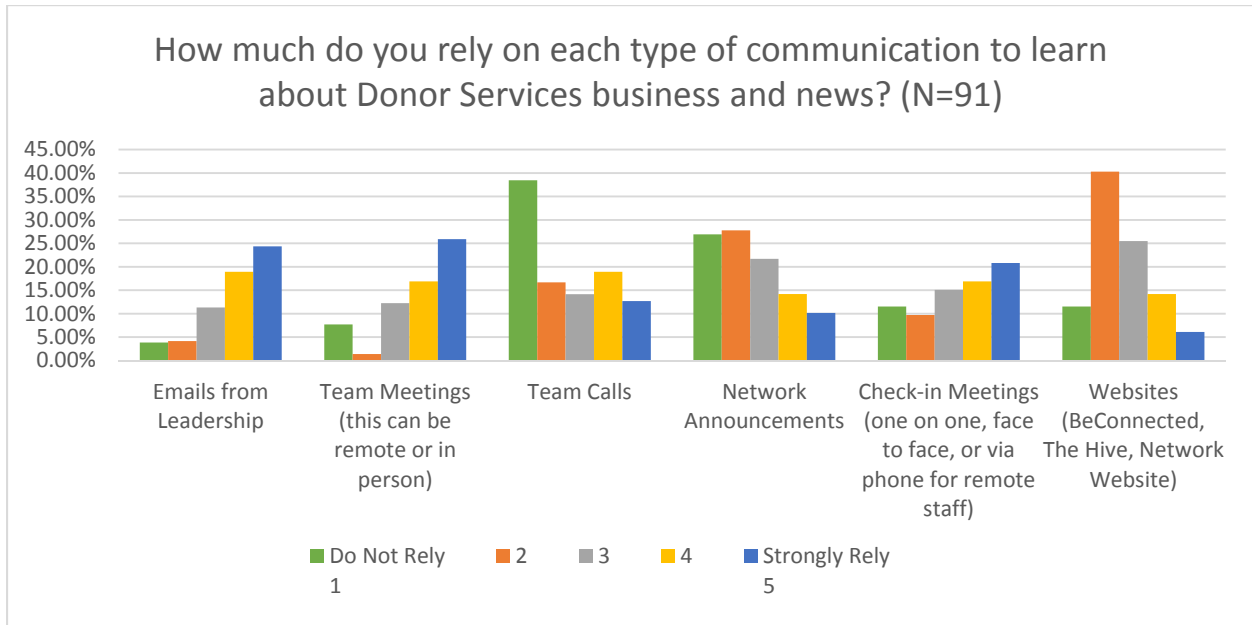
at all) to 5 (strongly influence), 77.50 percent responded the mission influenced them to some extent (See Appendix B, Figure 18). This provides insight into how influenced staff is by the mission of the organization, which is shown to be strong. Looking at the length of tenure, engagement scores, and this data, one could conclude the mission is key to continuing connection with staff in Donor Services, and any drastic change to this could have a huge impact on staff’s engagement and trust in the organization.

Internal Communication Channels in Donor Services

In order to understand how the communication channels are functioning, staff were surveyed about how much they rely on the different channels of communication and how they preferred to receive sensitive information within the department. Fully understanding how staff want to be communicated with can help improve their engagement and trust within the organization. First, the question, “How much do you rely on each type of communication to learn about Donor Services business and news?” and staff were asked to rate how much they relied on the different channels (See Figure 19).

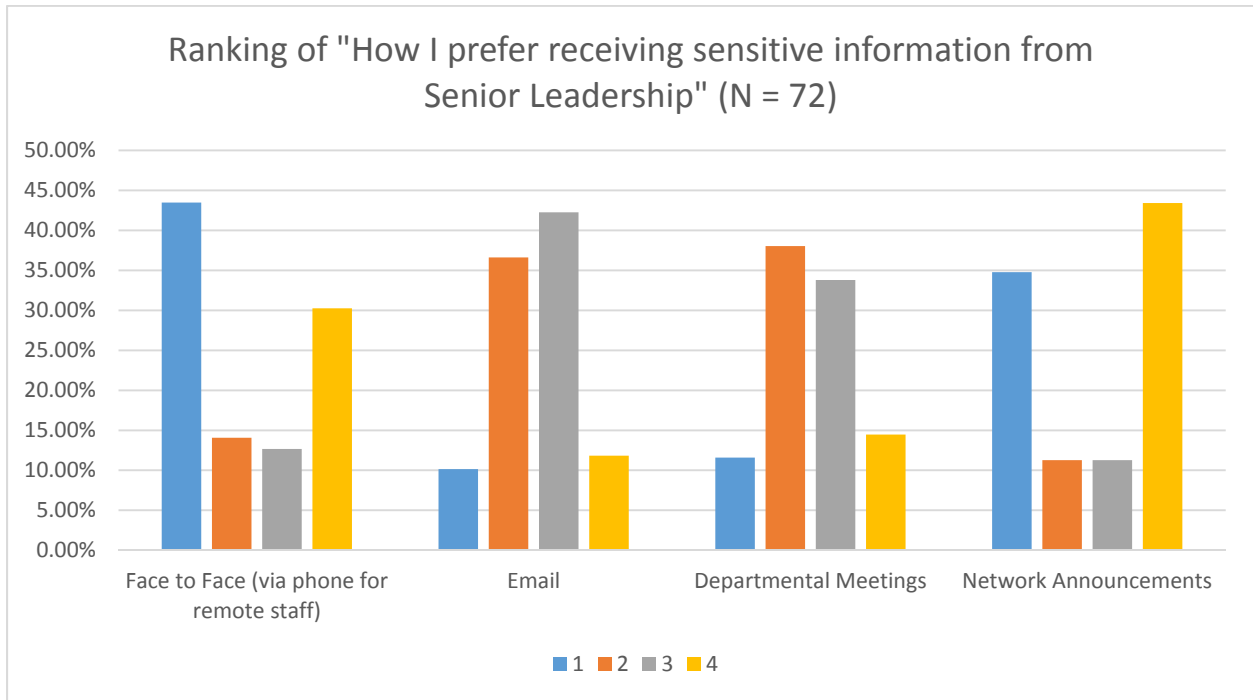
When it comes to the channels, staff prefers Team Meetings the most. Team Meetings provide a two-way opportunity for staff to have conversations about the business and news impacting them in Donor Services. On the other end of the spectrum, staff selected Emails from Leadership as their second highest preference, which does not allow for two-way conversation. Third was Check-In Meetings, which are traditionally one-on-one conversations in person or via phone with direct supervisors. The bottom choices were Network Announcements (which are sent via official email), and internal websites (Be Connected, The Hive, and the Network Website). There are quite a few places and ways where staff are expected to receive information, which could explain the data shown here. Receiving information directly from their supervisors, followed by emails from leadership, staff clearly rely on their communication direct from leadership to make decisions about their work.

Figure 19. Breakout of reliance on each type of communication to learn about Donor Services business and news.



When asked how staff preferred to receive sensitive information (such as changes in the org chart, leadership changes) from Senior Leadership, staff selected for their first choices, in order of preference: Face-to-Face (or via phone for remote staff), Network Announcements, Departmental Meetings, and then Email (see Figure 20). An interesting contrast in this data, Network Announcements were not ranked highly when asked how much they are relied upon. It is also of note that Network Announcements received the highest number of 4th choice rankings. This data shows that staff are divided on how they prefer to hear this information, with 43.42 percent of staff saying they prefer it last, but 34.78 percent saying they prefer it most. This same phenomenon happens with Face-to-Face, where 43.38 percent of staff prefer it most, and 30.26 percent prefer it least. This presents an interesting challenge for Donor Services leadership to find how to connect with their employees in order to best meet their needs.

Figure 20. Breakout of ranking by channel for preference of receiving sensitive information from senior leadership.



Discussion

Looking first at **H1: “Can the mission affect employee engagement levels by overriding some other aspects of issue within the organization?”**, the data shows the answer is yes. Specifically, 61.25 percent of staff believed that because of the mission, senior leadership was more likely to make better, more trustworthy decisions about the department. The most common response to the follow up question to this, asking them to explain their answers, 48.84 percent of respondents listed they trusted them more because of the mission, referring back to the responses shared in Figure 17.

In regard to **“H2: Can an employee be engaged, but have varying degrees of trust across leadership levels?”**, the results show the majority of staff can be engaged, but not necessarily hold the same levels of trust in the different layers of leadership. When asked if

staff trust the information they get from senior leadership (managers and above), the majority of respondents agreed (75 percent) and when asked the same of their direct supervisor/manager, more staff agreed with this statement (86.25 percent).

Digging deeper into individual results, of the staff who scored as engaged employees, 47 percent of those respondents had varied levels of trust between their Senior Leadership and their Direct Supervisor/Manager (See Figure 26). Looking at how this varied trust was broken down by leadership level, 89 percent of these employees had a lower level of trust with their senior leadership vs. their direct supervisor/manager (See Figure 27). It was interesting to note the 11 percent of staff who had lower trust in their direct supervisor/manager, these same employees had higher engagement scores than the average.

Figure 26. Equal and varied levels of trust across leadership, for engaged employees.

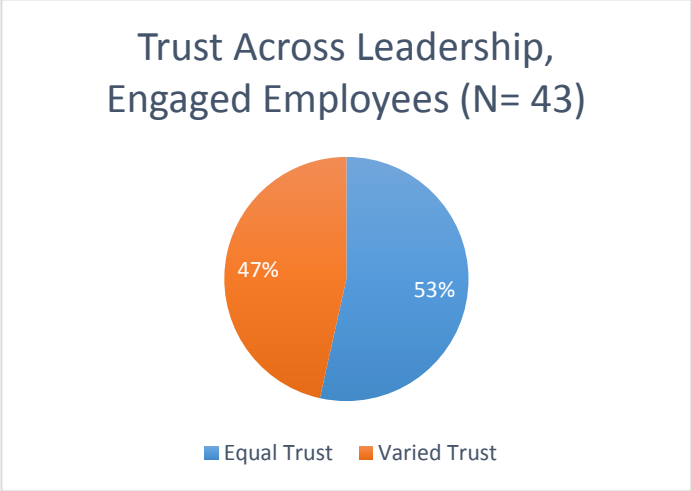
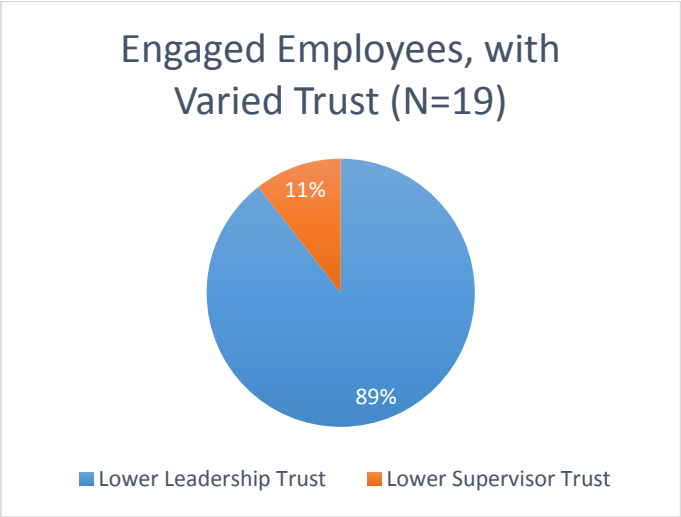


Figure 27. Breakout of differing levels of trust, for engaged employees who have varied levels of trust between levels of leadership.



Evaluating the third hypothesis, **H3: “Specifically, can an employee be engaged and not trust communication from leadership because of their belief in the mission?”** the results show that it is possible for employees to not trust leadership. To this point, there were three examples of staff who scored high on engagement, (scores of 55, 55, and 57), but had low levels of trust for one or both leadership levels. There was only one staff member who scored as highly engaged, who had low levels of trust for both leadership levels. This specific staff person expressed concern about leadership stemming from recent reorganizations, which would explain their current low trust in leadership. They’re clearly engaged by the mission and their job, based on their engagement scores. Continued distrust in leadership could lead to disengagement and leaving the organization. While this appears to be a single incident, studying this on a larger scale could provide more clarity and prove if this is an anomaly.

Limitations and Future Research

The anonymous nature of the study, while provided truthful answers, it cannot decipher between teams and identify specific motivations behind how the questions were answered. Because of recent organizational changes, staff may have been influenced by recent events and responses do not reflect their ongoing engagement with the organization, but a mere snapshot into the current state.

The sample is also skewed female, with 84.8 percent of staff participating in the survey being female (see Appendix B, Figure 21). This data comparable to the actual make up of the Donor Services department as a whole, with 20 percent of the 200 employees in the department identifying as male. An interesting addition to this data would have been to include a department in the organization that has a larger male population to see if gender has any impact on the trust levels in leadership and the impact the mission has on this.

The survey would have benefited from more participation by senior leadership. Only 2 staff who identified as senior leadership responded to this research survey. This represents only 20 percent of the senior level staff in the Donor Services department and does not give a full picture of their engagement as a leadership team. Future research could benefit from understanding the perspective of the senior leadership, their engagement and perspective on the same issues found from the results of this study, especially when looking at responses from the LMX model. Do staff who participate in the LMX model “in-group” have higher trust in leadership, and vice versa? This relationship in the context of mission-based work help clarify the impact of a strong LMX or weak LMX in a strong-missioned organization.

The current sample was from a non-profit healthcare organization, which has a strong mission tied to saving lives. Further understanding of the impact of the mission could provide deeper insights into how employees in this type of organization evaluate their engagement levels and ties to the organization. Looking at how employees choose a position in an organization, measuring their engagement, along with trust in leadership and communication, in their first year and then again over time could help provide stronger insights into how the organization communicates.

A better understanding of how the mission impacts employee engagement could be clarified by a larger study, covering all ranges of organizations and departments. Specifically to this study, these results could benefit by examining all departments within the organization. By collecting data across departments and roles we could see if the type of work being done in Donor Services, which is tied very closely to the mission, also plays a large part in the impact it has on engagement and trust. Departments like IT or Facilities, have jobs that could be done at a variety of workplaces and are not necessarily unique to the work being done at Be The Match. This could help reveal if the mission as a stand alone variable has an impact on engagement and trust.

Recommendations

This study showed the Donor Services department has engaged staff and a strong mission. The organization could benefit from further study into the concerns from staff about the authenticity of communication from leadership, which could help Donor Services improve their communications. The mix of preference for channels is tricky to manage, but continuing to use both Face to Face and Network Announcements to share sensitive information could satisfy

both audiences. It risks being redundant and losing efficacy by repeating information on two channels. This is a challenge that could be solved by having further discussions with staff about how they'd like to be communicated to and implementing those results across the department.

Ensuring healthy, trusting relationships with direct supervisors/managers is important for the staff in Donor Services. With a higher percentage of employees who have trust in their direct supervisor, finding ways to strengthen these connections would benefit the organization. Retaining supervisors who connect with their staff and can help keep them engaged in their roles will retain staff and lead to more productive, engaged employees.

Taking note of the ways staff identified Be The Match could keep them satisfied as employees, offering more professional development opportunities and forms of recognition would benefit the Donor Services department. As Saks (2006) noted, "appropriate recognition and reward is important for engagement" (p. 605). Another point to focus on was how remote staff identified feeling left out of the organization. If the goal is to retain staff in home offices as well as in the Coordinating Center in Minneapolis, the organization needs to put more focus and effort into recognizing remote staff. Forty percent of respondents to this survey were remote staff, and 25 percent of those staff identified this as a way to satisfy their needs as a Be The Match employee.

Playing off the strength of the mission connection, ensuring that communication internally is filtered through the mission is beneficial to the department. Seeing the strong connection to the mission and how the trust in leadership can be varied, using this lens can benefit leaders in their internal communication. Knowing that regardless of trust levels in leadership, staff will inherently trust and maintain at least a certain level of engagement if the

mission remains a focus point of communication. Understanding how the mission plays a part across the organization could help improve communication across the organization.

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4. I understand how the strategic initiatives for Be The Match impact me in Donor Services.

1 2 3 4 5
Strongly disagree Strongly agree

5. I am passionate about the work I do at Be The Match.

1 2 3 4 5
Strongly disagree Strongly agree

6. I am proud to be a Be The Match employee.

1 2 3 4 5
Strongly disagree Strongly agree

7. The work I do makes a difference in helping to save lives through cellular therapy. (Be The Match's Mission Statement).

1 2 3 4 5
Strongly disagree Strongly agree

8. At work, my opinion counts.

1 2 3 4 5
Strongly disagree Strongly agree

9. There is someone at work who cares about me as a person.

1 2 3 4 5
Strongly disagree Strongly agree

10. I receive praise for doing good work.

1 2 3 4 5
Strongly disagree Strongly agree

11. I am rewarded for the quality of my work.

1 2 3 4 5
Strongly disagree Strongly agree

12. The work I do makes a difference in the community.

1 2 3 4 5
Strongly disagree Strongly agree

13. In the past year, I have had opportunities for professional growth (such as training and attending conferences).

1 2 3 4 5
Strongly disagree Strongly agree

14. I am encouraged to explore ideas and perspectives that are different from my own.

1 2 3 4 5
Strongly disagree Strongly agree

15. What motivates you as a Be The Match employee? Please explain in 1-2 sentences.

16. What can Be The Match do to keep you satisfied as an employee? Please explain in 1-2 sentences.

17. When you think of what Be The Match stands for, what 1 or 2 words come to mind?

Please indicate how much you agree or disagree with the following statements

18. Based on your experience, Donor Services leadership communicates effectively. (Leadership is considered Supervisors and above)

1 2 3 4 5
Strongly disagree Strongly agree

19. I believe that Donor Services leadership is looking out for the best interests of the department.

1 2 3 4 5
Strongly disagree Strongly agree

20. I believe Donor Services leadership is looking out for my best interests as an employee.

1 2 3 4 5
Strongly disagree Strongly agree

21. I believe Donor Services leadership is authentic in their communication to staff.

1 2 3 4 5
Strongly disagree Strongly agree

22. Please briefly explain why you agree or disagree with this statement.

23. Communication from leadership influences how engaged I feel at work.

1 2 3 4 5
Strongly disagree Strongly agree

24. Please briefly explain why you agree or disagree with this statement.

25. I trust the information I get from senior leadership in Donor Services

1 2 3 4 5
Strongly disagree Strongly agree

26. Please briefly explain why you agree or disagree with this statement.

27. I trust the information I get from my direct supervisor/manager.

1 2 3 4 5
Strongly disagree Strongly agree

28. Please briefly explain why you agree or disagree with this statement.

29. In general, communication from Senior Leadership is clear and honest.

1 2 3 4 5
Strongly disagree Strongly agree

30. I prefer receiving sensitive information (such as changes in org chart, leadership changes) from Senior Leadership in the following order (rank the options in order preference)

- a. Face to Face
- b. Email
- c. Department Meetings
- d. Network Announcements

31. Does the fact that you work for a mission-driven organization help you to believe that senior leadership is more likely to make thoughtful and trustworthy decisions?

1 2 3 4 5
Strongly disagree Strongly agree

32. Please briefly explain why you agree or disagree with this statement.

33. How much does the mission of Be The Match (Saving Lives Through Cellular Therapy) influence your decision to continue working in Donor Services?

1 2 3 4 5
No influence at all Strongly Influence

Demographics

34. How many years have you worked for Be The Match?

- a. 0 to 2 years
- b. 2+ to 5 years
- c. 5+ to 10 years
- d. 10 years or more

35. How frequently do you work in a home office?

- a. 1 day per week

- b. 2 days per week
- c. 3 or more more days per week
- d. I do not work in a home office

36. Gender

- a. Male
- b. Female
- c. Other

37. Age Range

- a. 18-24 years old
- b. 25-34 years old
- c. 35-44 years old
- d. 45-54 years old
- e. 55-64 years old
- f. 65-74 years old
- g. 75 years or older

38. Please select the description that best describes your role in Donor Services:

- a. Senior Leadership
- b. Supervisor/Manager
- c. Individual Contributor

IRB Exemption

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Human Research Protection Program
Office of the Vice President for Research*

*D528 Mayo Memorial Building
420 Delaware Street S.E.
MMC 820
Minneapolis, MN 55455
Phone: 612-626-5654
Fax: 612-626-6061
Email: irb@umn.edu
<http://www.research.umn.edu/subjects/>*

EXEMPTION DETERMINATION

June 23, 2017

Stacey Kanihan

612-624-1064
skanihan@umn.edu

Dear Stacey Kanihan:

On 6/23/2017, the IRB reviewed the following submission:

Type of Review:	Initial Study
Title of Study:	Employee Engagement and Trust in Internal Communications
Investigator:	Stacey Kanihan
IRB ID:	STUDY00000621
Sponsored Funding:	None
Grant ID/Con Number:	None
Internal UMN Funding:	None
Fund Management Outside University:	None
IND, IDE, or HDE:	None
Documents Reviewed with this Submission:	<ul style="list-style-type: none"> • HRP-580 - SOCIAL PROTOCOL - Schuh-Greenwald v1.docx, Category: IRB Protocol; • Be The Match - Permission to conduct research letter, Category: Letters of Support / Approvals (Location); • Email Language Schuh-Greenwald, Category: Recruitment Materials; • Consent Form - Schuh-Greenwald, Category: Consent Form; • Survey Questions - Schuh-Greenwald, Category: Recruitment Materials;

Driven to DiscoverSM

The IRB determined that this study meets the criteria for exemption from IRB review. To arrive at this determination, the IRB used “WORKSHEET: Exemption (HRP-312).” If you have any questions about this determination, please review that Worksheet in the [HRPP Toolkit Library](#) and contact the IRB office if needed.

This study met the following category for exemption:

- (2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: (i) information obtained is recorded in such a manner that Human Subjects can be identified, directly or through identifiers linked to the subjects; and (ii) any disclosure of the Human Subjects responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects financial standing, employability, or reputation.

Ongoing IRB review and approval for this study is not required; however, this determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made and there are questions about whether these activities impact the exempt determination, please submit a Modification to the IRB for a determination.

In conducting this study, you are required to follow the requirements listed in the Investigator Manual (HRP-103), which can be found by navigating to the [HRPP Toolkit Library](#) on the IRB website.

For grant certification purposes, you will need these dates and the Assurance of Compliance number which is FWA00000312 (Fairview Health Systems Research FWA00000325, Gillette Children's Specialty Healthcare FWA00004003).

Sincerely,

Bri Warner
IRB Analyst

We value feedback from the research community and would like to hear about your experience. The link below will take you to a brief survey that will take a minute or two to complete. The questions are basic, but your responses will help us better understand what we are doing well and areas that may require improvement. Thank you in advance for completing the survey.

Even if you have provided feedback in the past, we want and welcome your evaluation.

https://umn.qualtrics.com/SE/?SID=SV_5BiYrqPNMJRQSBn

Consent Form

You are invited to be in a research study about Employee Engagement and Trust in Internal Communications. Please read this form and contact the researcher with any questions you may have before beginning this study.

This study is being conducted by:

Stephanie Schuh-Greenwald, Strategic Communication Master's Candidate, School of Journalism and Mass Communication, University of Minnesota, schuh092@umn.edu
You can also contact the academic advisor, Dr. Stacey Kanihan at skanihan@umn.edu

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher(s), you are encouraged to contact the Research Subjects' Advocate Line, D528 Mayo, 420 Delaware St. Southeast, Minneapolis, Minnesota 55455; (612) 625-1650.

Procedure:

If you agree to participate in this study, you will be asked to complete a survey questionnaire about employee engagement and trust in internal communication at Be The Match. You will also be asked to provide some demographic information. The survey will take about 10-20 minutes to complete.

Risks and benefits of being in this study:

There is no particular risk associated with this study.

Confidentiality:

The information you provide in this survey will be kept private. Only the researcher will have access to the records. Data included in the final report will not include any information that would make it possible to identify a study subject.

Voluntary nature of the study:

Participation in this study is voluntary. Your decision not to participate will not impact your standing with Be The Match/National Marrow Donor Program. If you decide to participate, you are free to not answer any question or to withdraw from the study at any time.

Figure 2.1. I am passionate about the work I do at Be The Match.

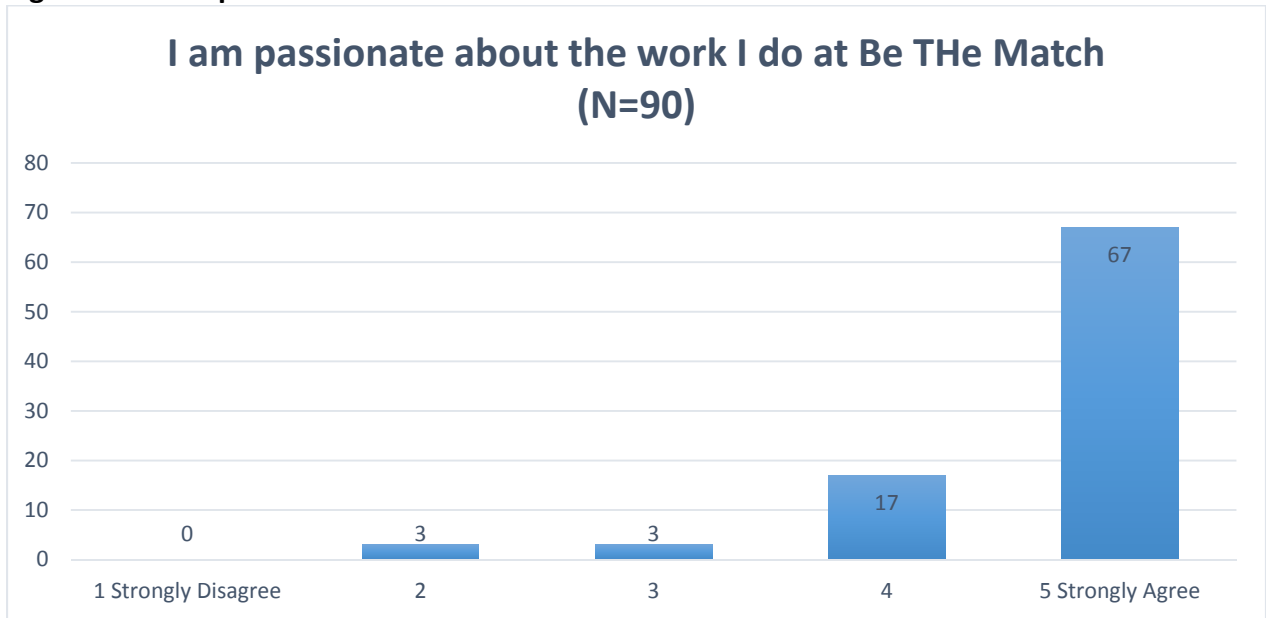


Figure 2.2. I am proud to be a Be The Match employee.

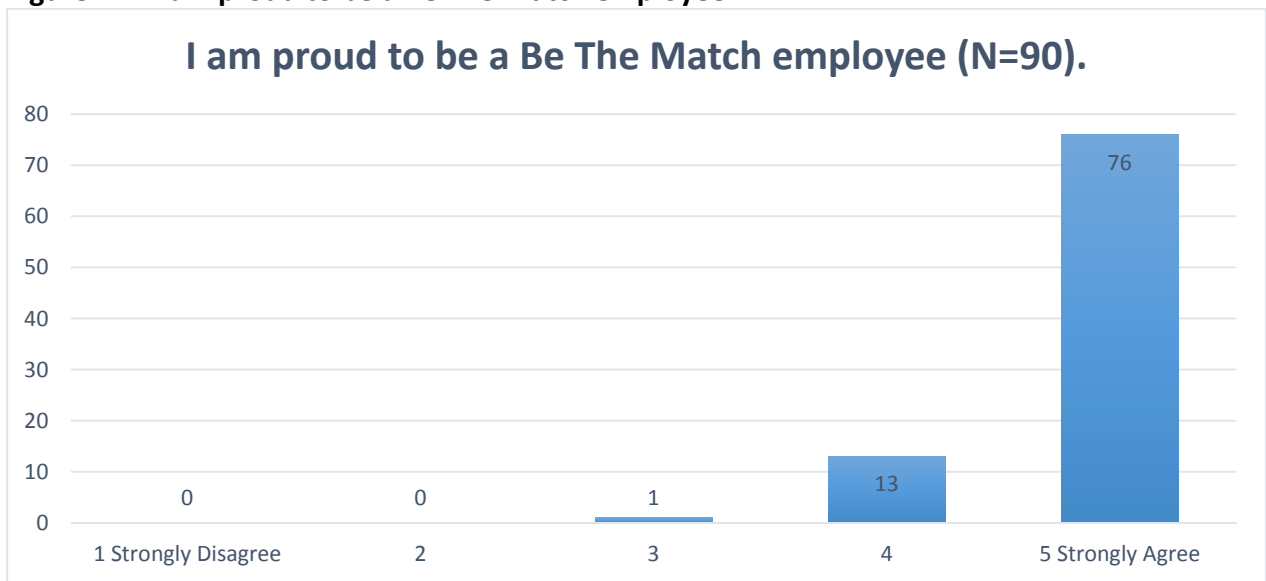


Figure 2.3. The work I do makes a difference in helping save lives through cellular therapy.

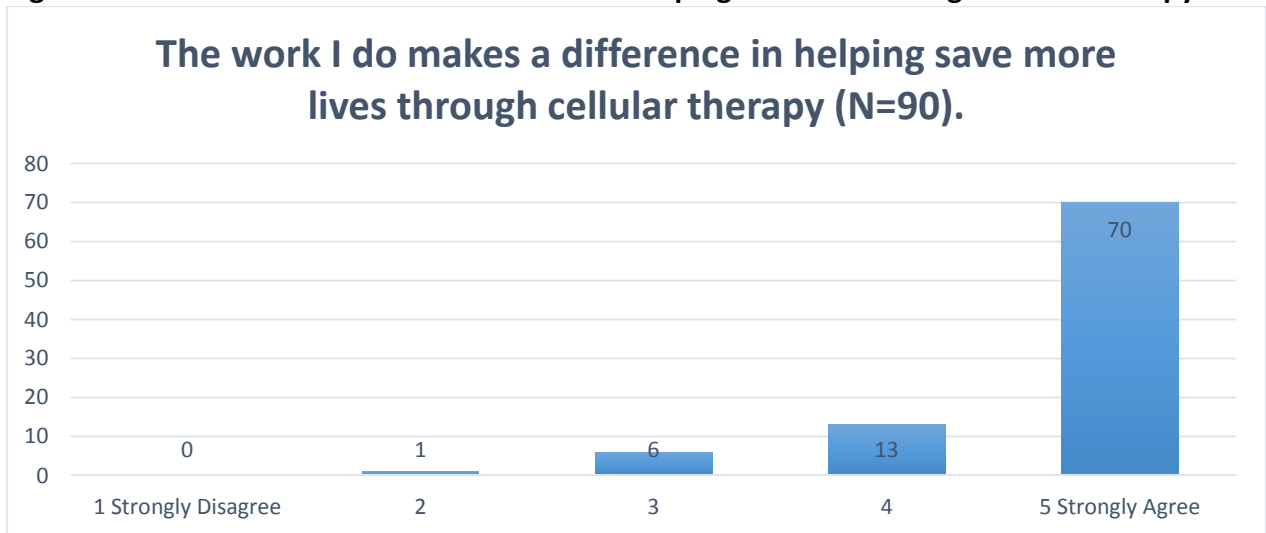


Figure 3.1. I am rewarded for the quality of my work.

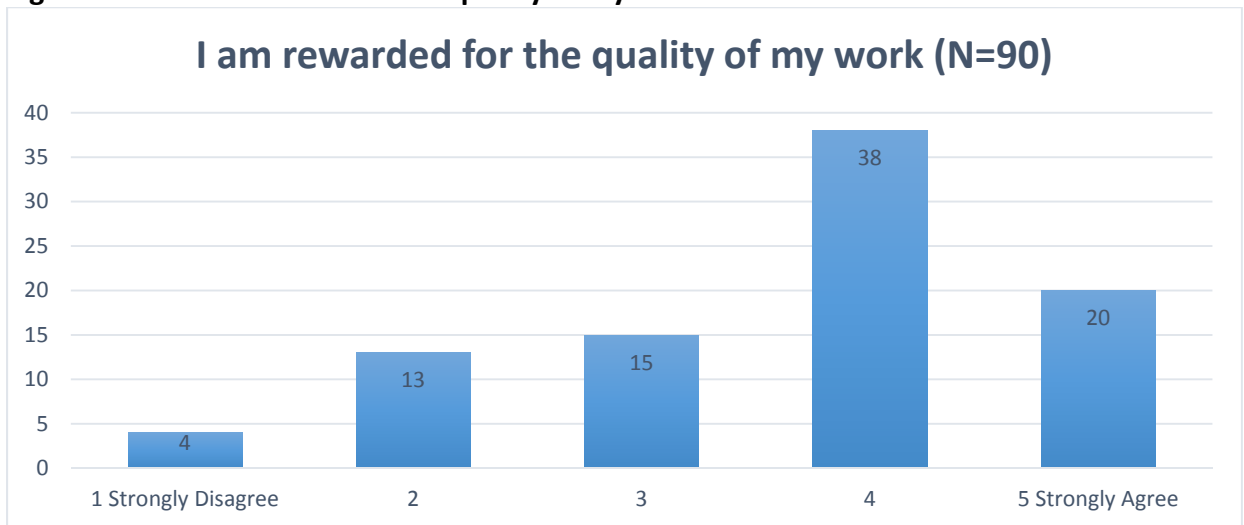


Figure 3.2. I receive praise for doing good work.



Figure 3.3. I understand how the strategic initiatives for Be The Match impact me in Donor Services.

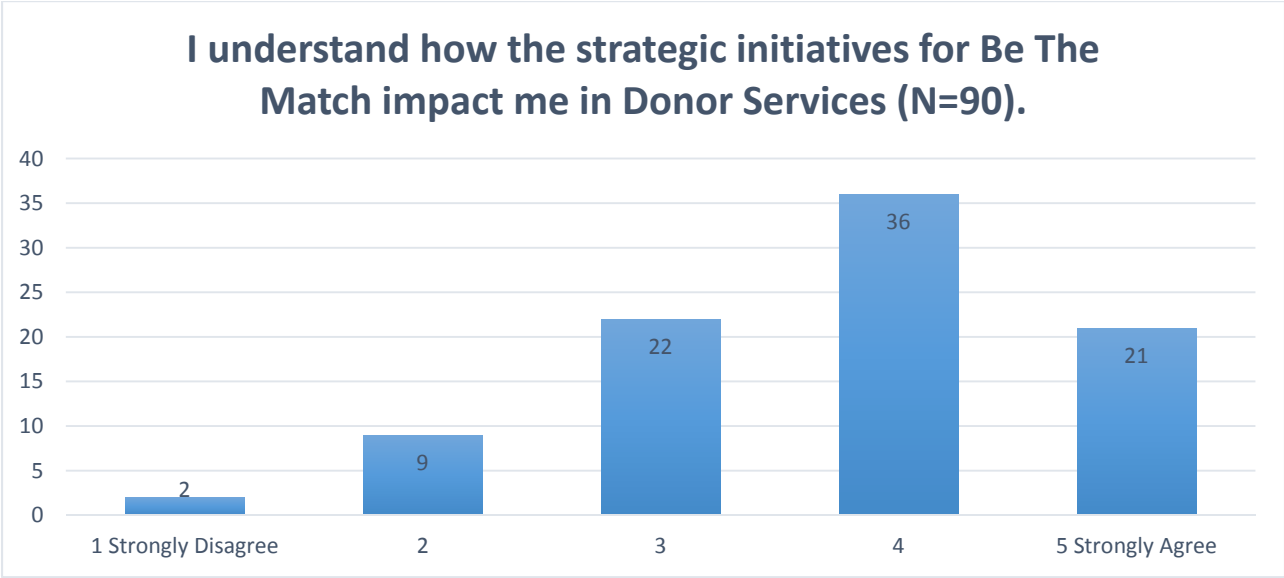


Figure 3.4. At work, my opinion counts.

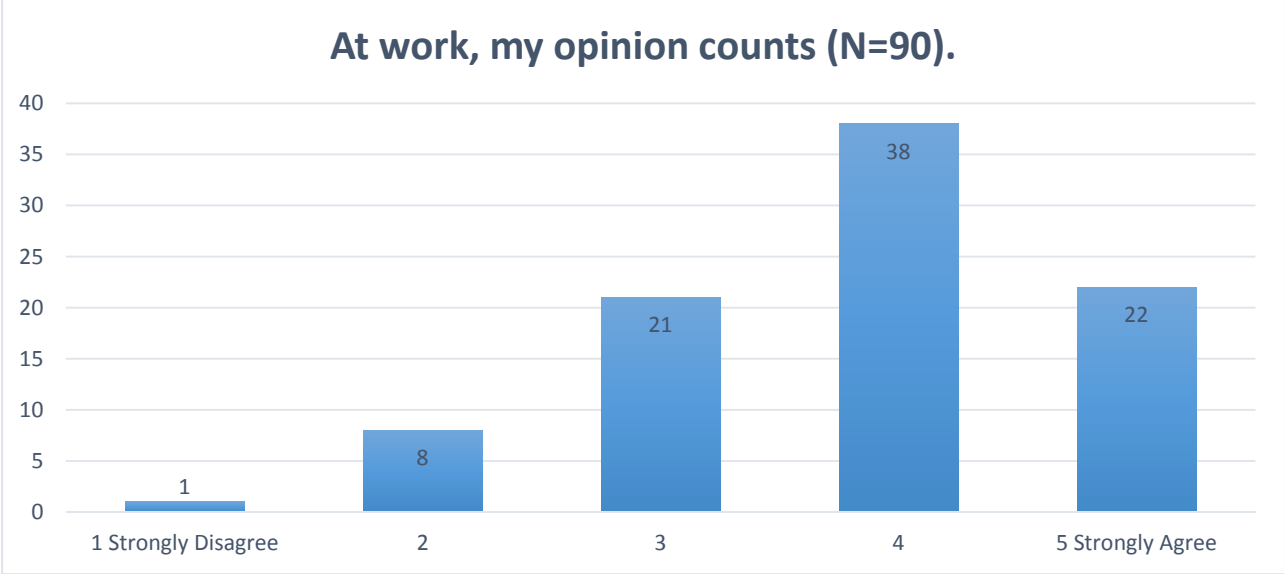


Figure 3.5. I feel informed on overall Be the Match business and news.

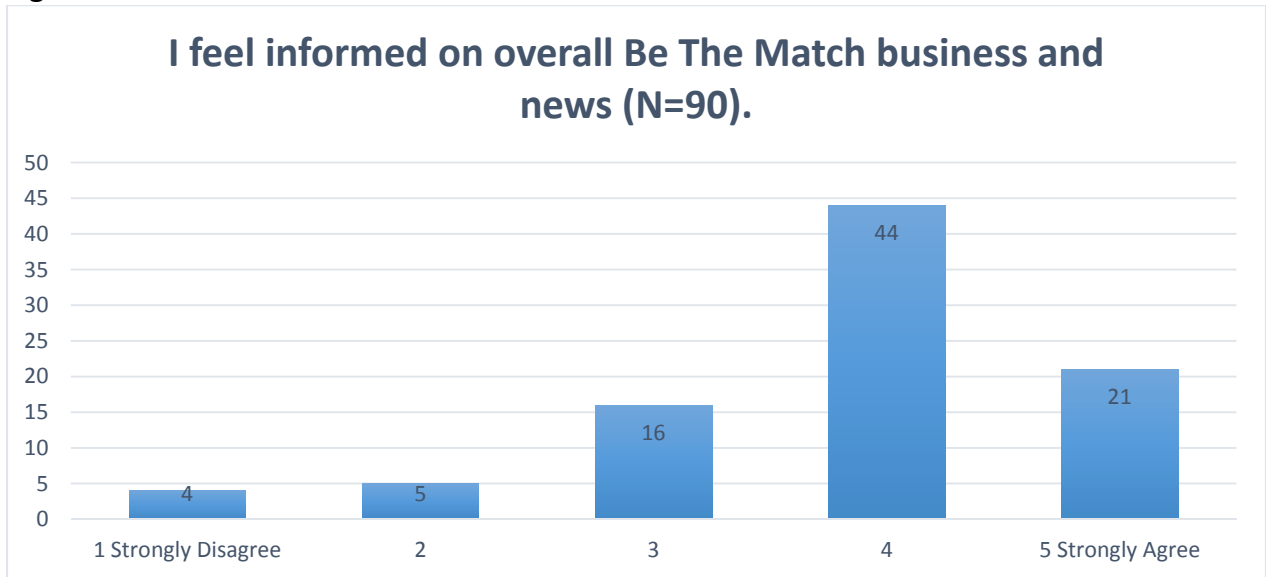


Figure 5. What motivates you as a Be The Match employee?

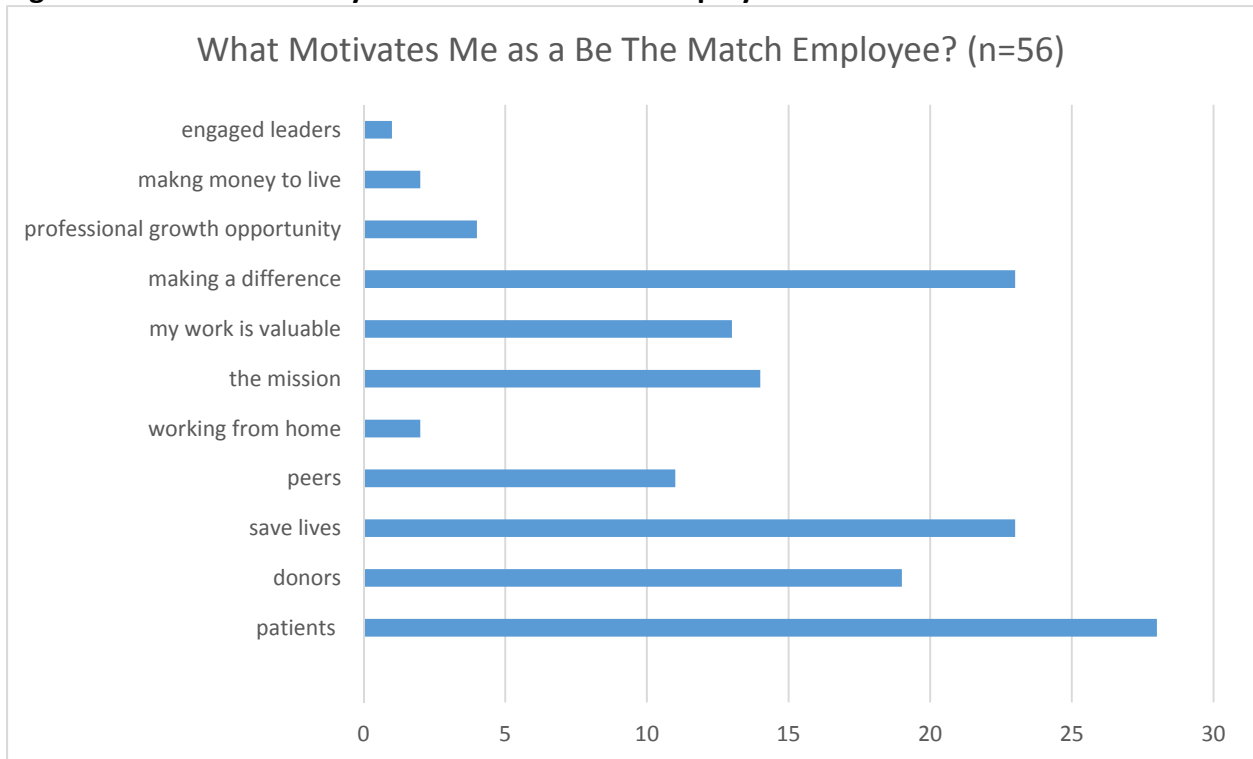


Figure 6. I believe that Donor Services leadership is looking out for the best interest of the department.

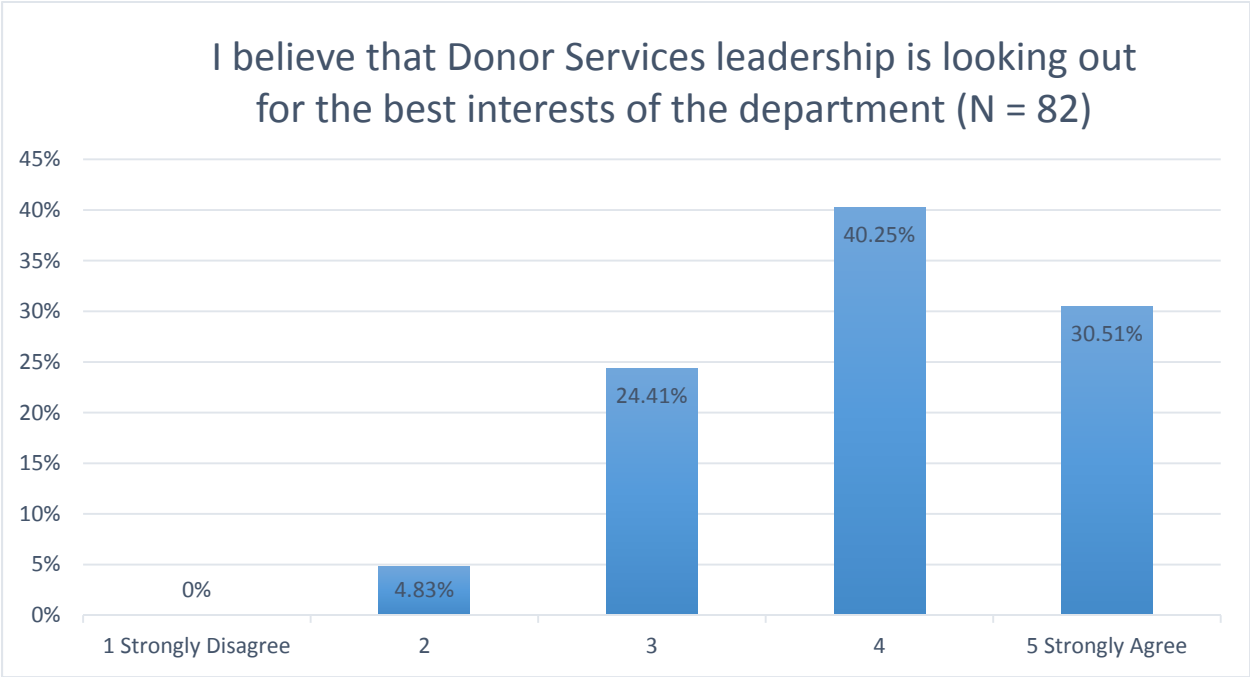


Figure 7. I believe Donor Services leadership is looking out for my best interests as an employee.

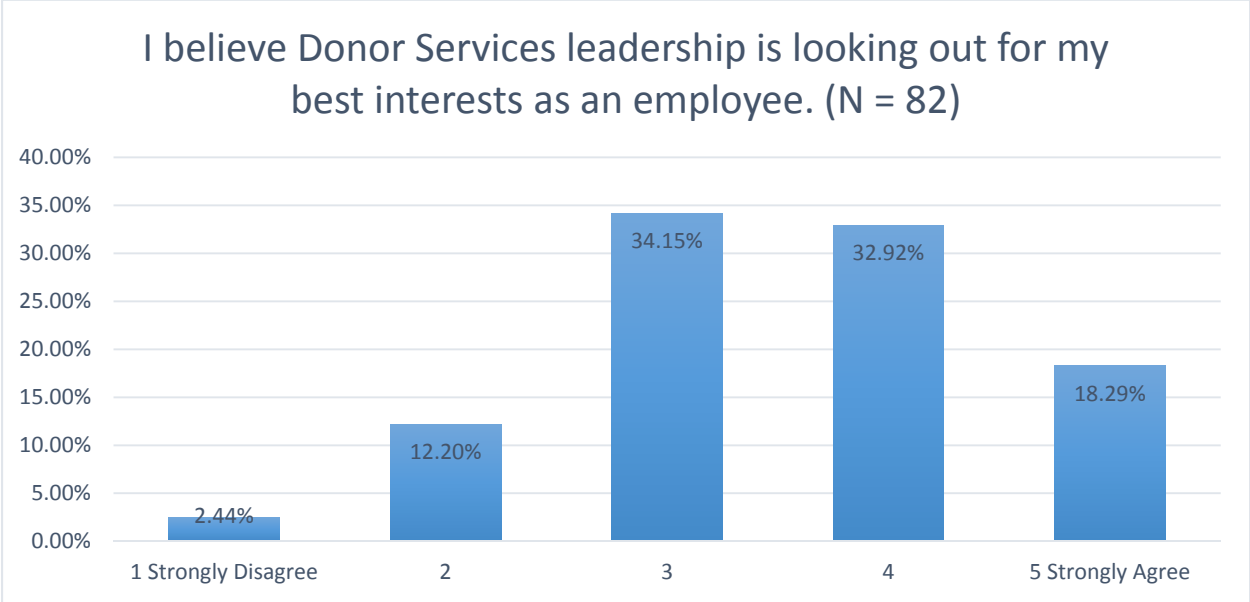


Figure 8. I trust the information I get from senior leadership in Donor Services. (1 = Strongly disagree, 5 = Strongly agree)

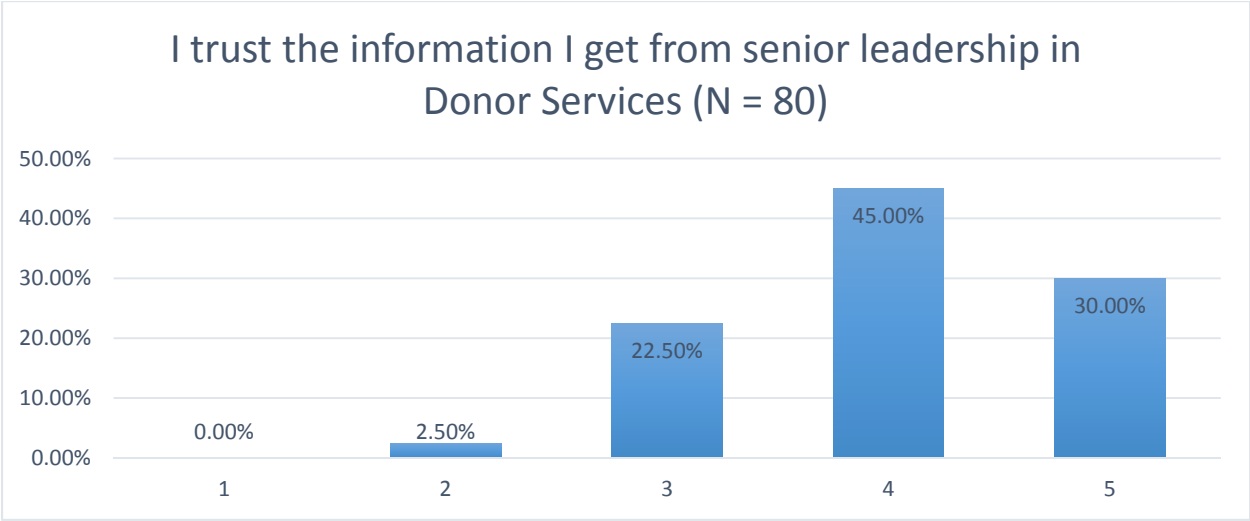


Figure 9. Explanation for trust in information from senior leadership.

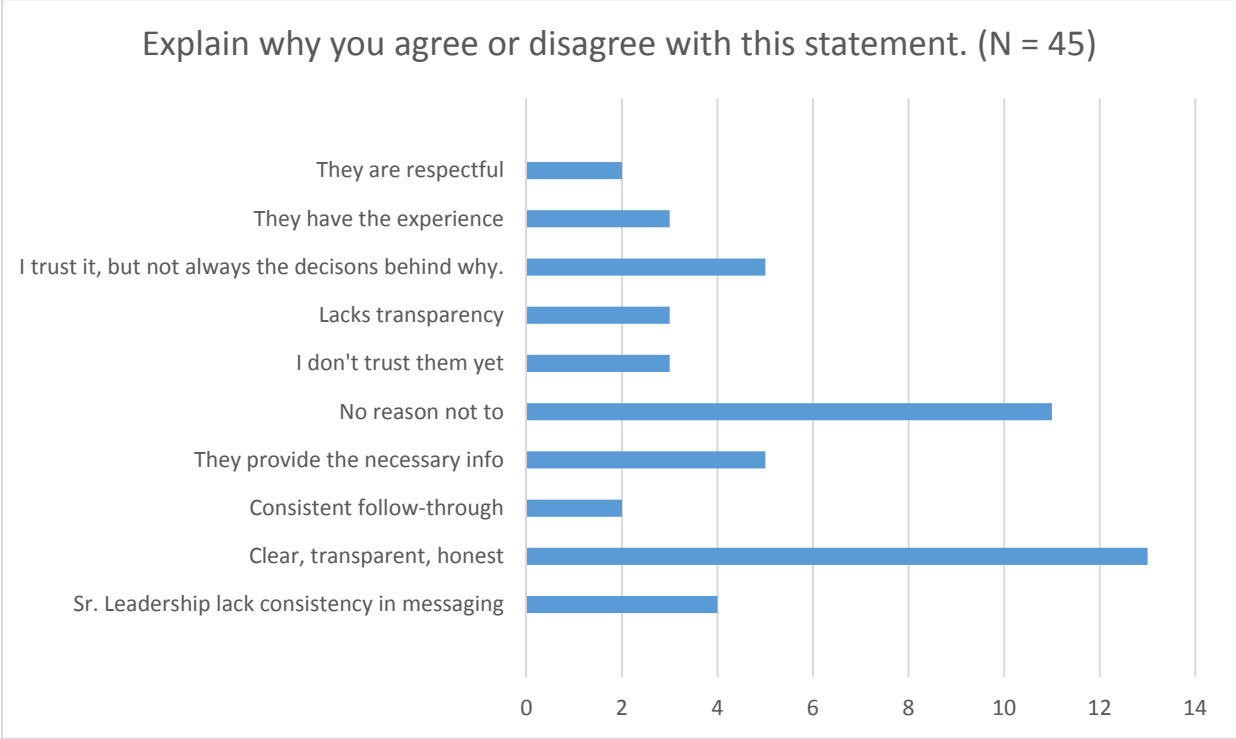


Figure 10. I trust the information I get from my direct supervisor/manager. (1 = Strongly disagree, 5 = Strongly agree)

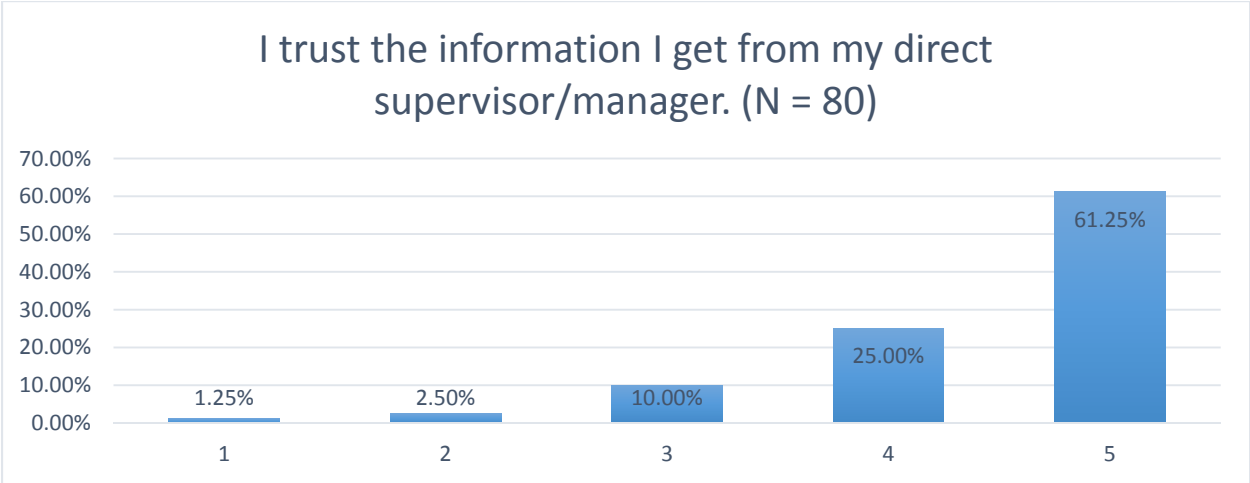


Figure 12. I believe Donor Services leadership is authentic in their communication to staff. (1 = Strongly disagree, 5 = Strongly agree)

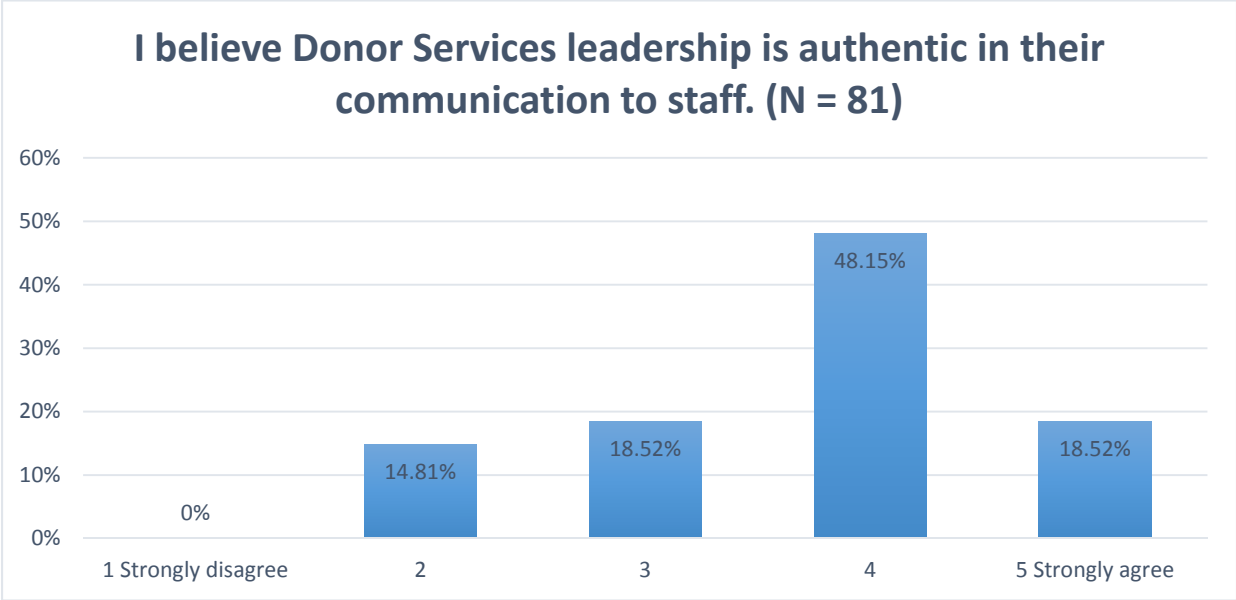


Figure 14. Communication from leadership influences how engaged I feel at work. (1 = Strongly disagree, 5 = Strongly agree)

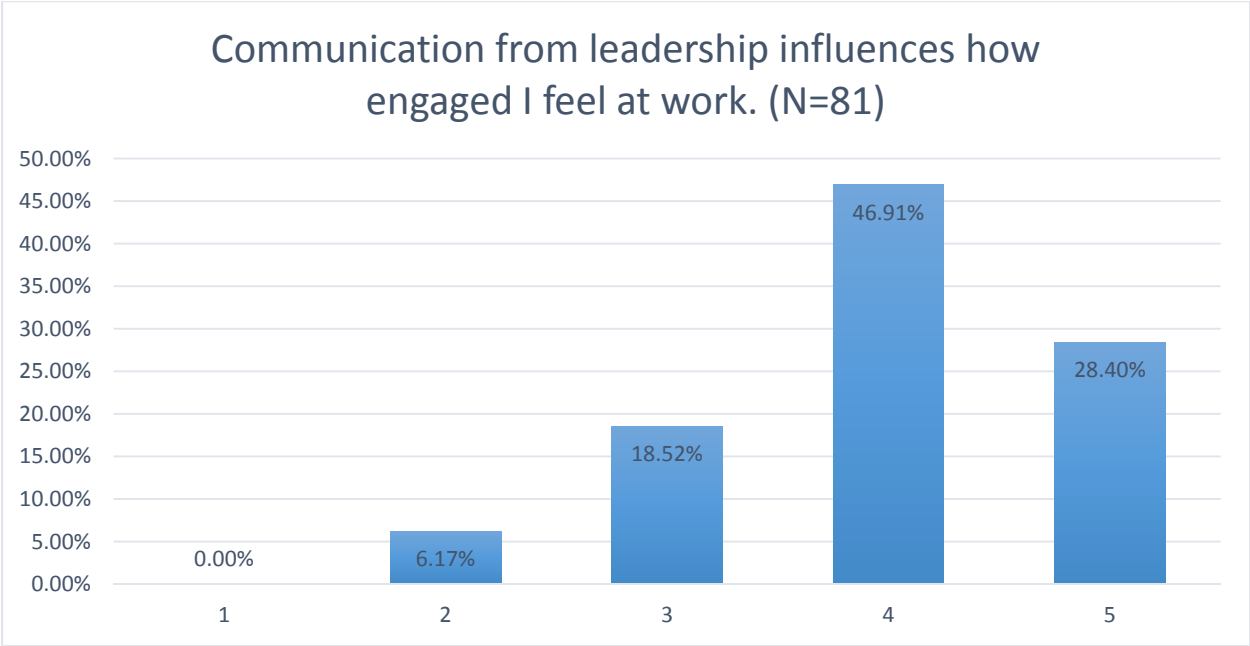


Figure 16. Does the fact you work for a mission-driven organization help you believe that senior leadership is more likely to make thoughtful and trustworthy decisions? (1 = Strongly disagree, 5 = Strongly agree)



Figure 18. How much does the mission of Be The Match (Saving Lives Through Cellular Therapy) influence your decision to continue working in Donor Services? (1 = Strongly disagree, 5 = Strongly agree)

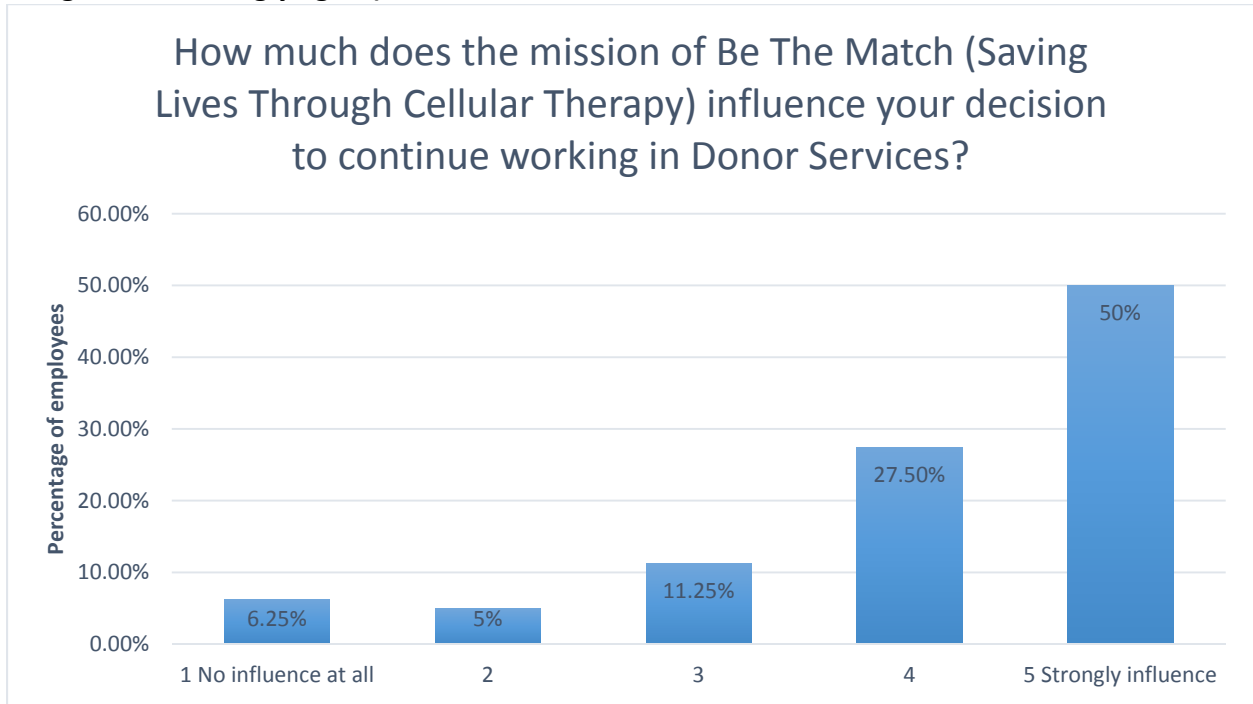
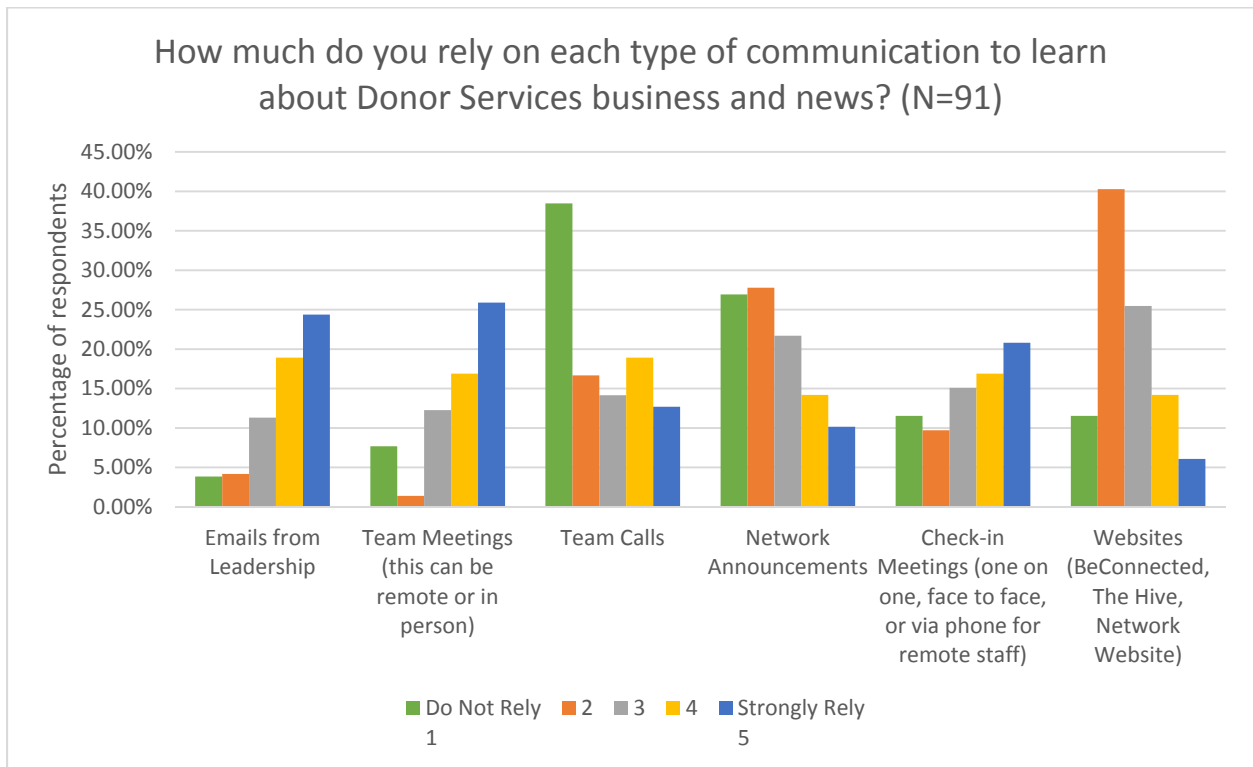


Figure 19. How much do you rely on each type of communication to learn about Donor Services business and news?



Demographics

Figure 21. Gender.

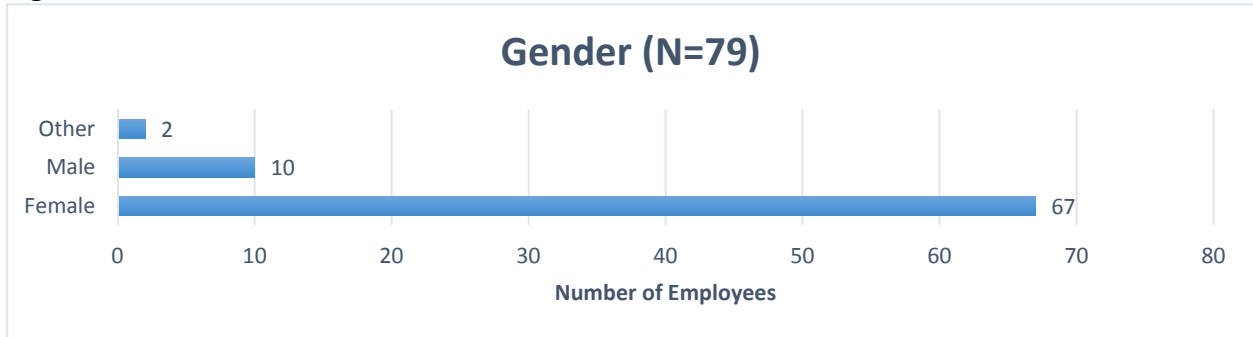


Figure 22. Length of Employment with Be The Match.

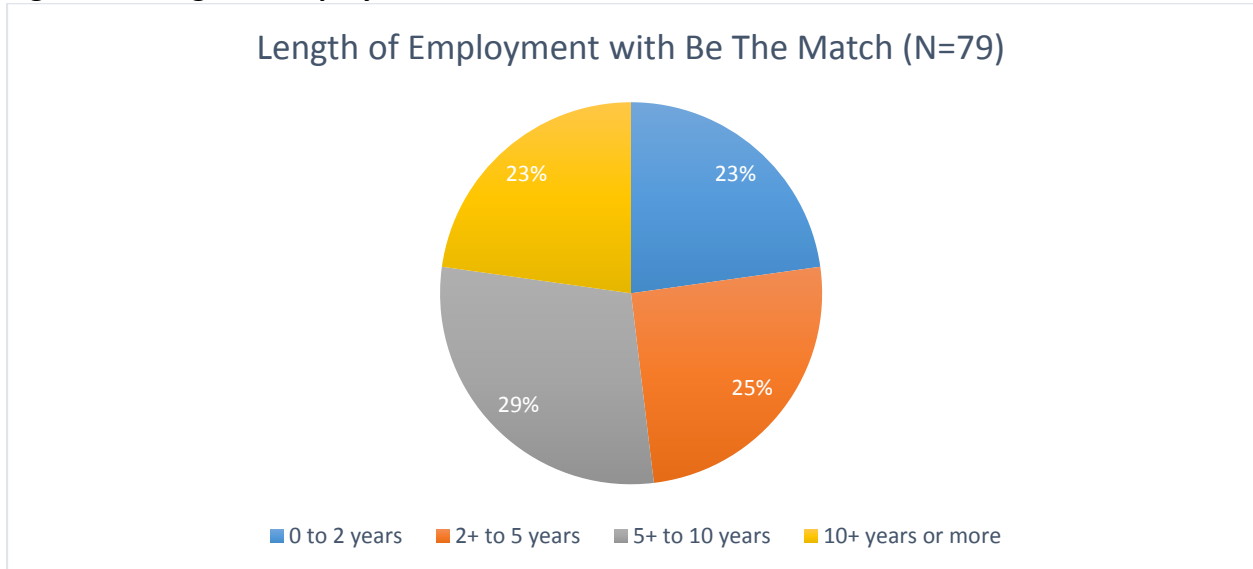


Figure 23. Days worked in a home office.

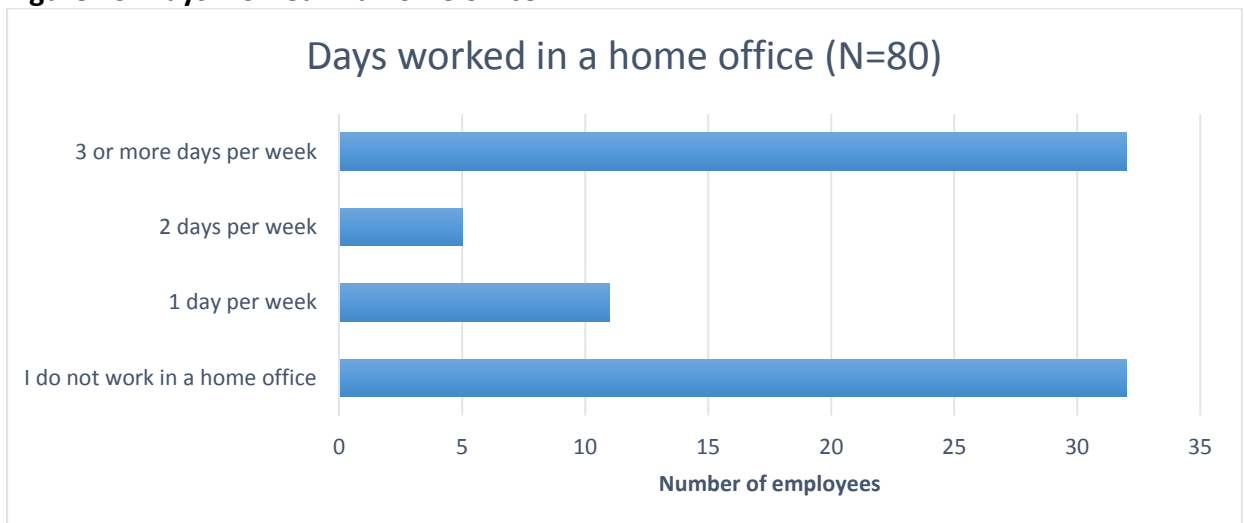


Figure 24. Age Range.

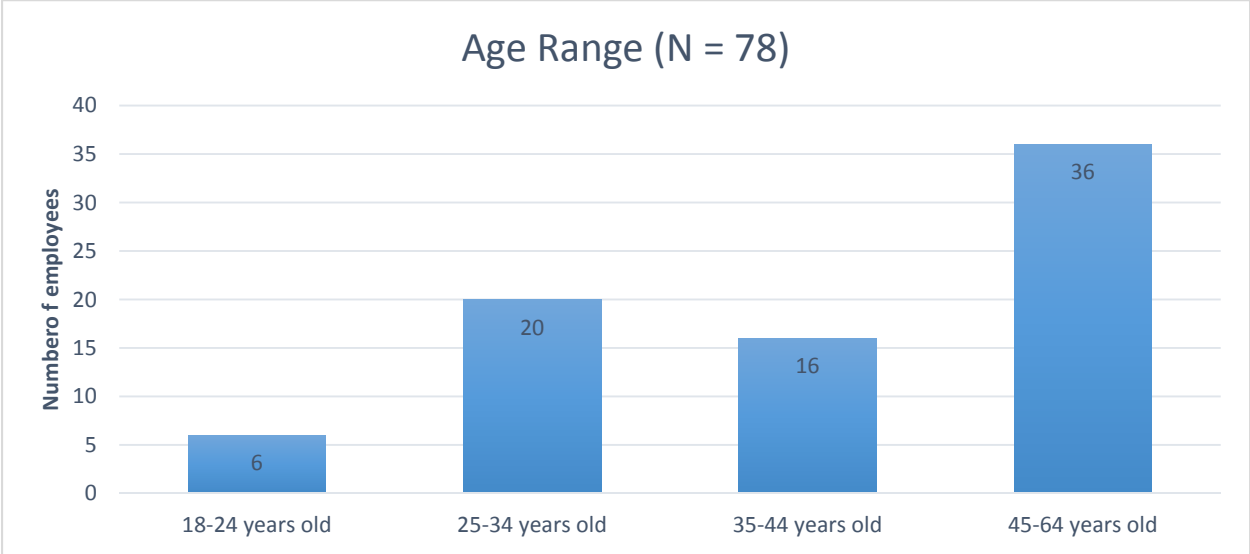


Figure 25. Breakdown of respondents by role.

