

# Employee Engagement Survey

“XYZ INC”

## Example Survey

***Note: Clients Set the Team / Department Labels***



Employee Engagement Surveys

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# 1. Introduction

The Employee Engagement and Motivation Survey (EEMS) was run in XYZ Inc during October 2022 and follows-on from previous surveys. The Employee Engagement Survey was administered to 197 employees in October 2022. In total 169 responses were received. This gives an 86% response, which is positive. The report analyses factors that impact on the important outcome measures, i.e. Motivation and Engagement (Commitment / Identification). NOTE: Disaffection is also evaluated (as an outcome) that is affected by input factors.

Respondents were asked to rate statements on a five point scale ranging from "Strongly Agree" to "Strongly Disagree". The ratings provide the opportunity to identify strengths and areas for improvement – and also compare average scores across different groups. The survey includes 44 'core questions'. The core items focus on the following scales: Positive Management Style, Role Clarity – Progress, Positive Purpose, Positive Team, Personal Development, Reward, Pressure and 'Department Head Support'. (This is a new factor added to the 2022 survey).

The statistical analysis completed previously indicates that Positive Management Style provides the foundation for other factors. The analysis shows that Management Style correlates with Purpose, Team, Personal Development and Role Clarity/Progress. Management Style also help reduce Work Pressure, as does Positive Purpose. Positive responses on the main factors correlated negatively with Work Pressure (workload), so helped off-set work demands. Positive scores on the core dimensions might well increase resilience, enabling people to respond more positively to demands. (All factors are based on statistical analysis, which indicates that the survey offers good psychometric reliability and can support validation studies).

The statistical study indicates that a Positive Management Style has a direct effect on outcomes, but also (most importantly) works indirectly by supporting positive purpose, role clarity / progress, a positive team ethos, and support for personal development. Identifying the most important questions (and variations across departments and teams) enables focused feedback to support team coaching and leader development.

Important factors contributing to Motivation include Role Clarity & Progress, an element of Pressure (e.g. challenging goals), Positive Purpose and support for Personal Development.

Written Comments were invited on the following additional questions:

- What do you like most about working for XYZ INC.?
- What do you like least about working for XYZ INC.?
- What would you most like to see changed and/or improved?
- If you indicated (in previous questions) you experience work pressure, please suggest "action steps" that would help reduce the pressure.
- What could your Department Head do differently to improve your experience at work?
- Describe the engagement goals your team created following the previous XYZ INC. Survey and the progress made to achieve these goals.

Where appropriate, reference is made within this report to demographic data and comparisons are made between the different groups (see Appendix 2). However, reliable comparisons are only possible when there are a sufficient number of respondents. For this reason, and to protect individual confidentiality, responses from groups comprising less than 4 individuals are not reported. It is therefore suggested that small teams might be combined to enhance confidentiality.

**NOTE: We can now use ChatGPT to analyse written feedback and create a separate Summary Report**

## 2. Analysis of Respondents

Your department in XYZ INC.

Dept – Team	Number of Respondents
Direct Reports of CEO	8
Finance	9
Administration & IT	6
HR & Legal	4
Sales – Retail Operations	12
Sales – Commercial Market	6
Sales – Business Development	11
Customer Project Management	7
Service – Department 1	6
Service – Department 2	18
Service – Department 3	10
Service – Department 4	24
Service – Department 5	9
Service – Department 6	6
Service – Department 7	7
Service – Department 8	6
XYZ Inc. – External Team	20

### 3. Executive Summary

#### Response Rate

The overall response rate was 86%. This is a good rate and better than many other organizations (i.e. typically with completion rates are often below 80 per cent). It does indicate that most employees were willing to participate and contribute ideas and suggestions. It also suggests that they have trust in the confidentiality of the process.

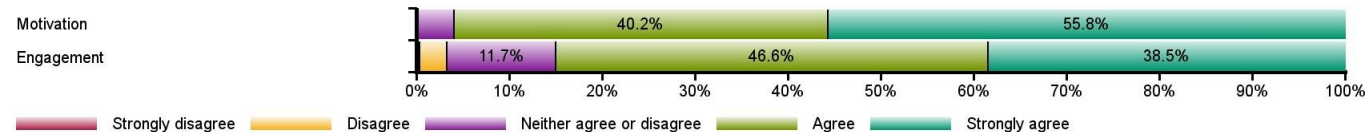
#### Organisational Health

The survey revealed that the majority of those completing the questionnaire responded positively to the statements relating to Motivation and Engagement. The Summary Charts (below) show the levels of 'discretionary effort' and commitment to the organization. Of the sample making up the pilot study, 85% of respondents expressed the view that they 'Agree' or 'Strongly Agree' with statements linked to Engagement and similarly, 96% express Motivation, but 6% express some level of Disaffection i.e. they do not have a strong commitment to the organization. This is typically linked to a more short-term or 'contractual' view of the relationship. However, the figure is an improvement on 2021.

Employees who are disaffected generally have less interest in the longer-term plans of the business and in some cases may be hostile towards the organization. They may still be professionally motivated by their work, but various issues may be reducing their sense of 'connection' with the organization.

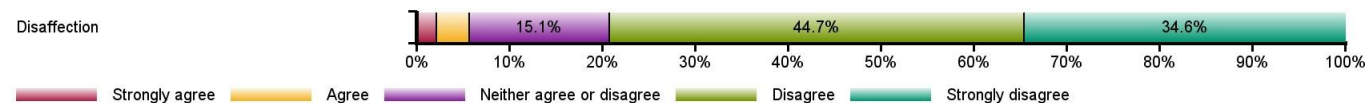
#### Benchmark Comparisons

Whilst the percentage of employees who are Motivated and Engaged is encouraging, we also need to look more closely at the responses linked to Disaffection. We need to consider the demographics behind the responses and the links to ratings on other factors, particularly those highlighted in the introduction to this report.



The number who agreed or strongly agreed with statements linked to Disaffection shows improvement compared to 2021. The results indicate that 6% of employees who completed the survey are dissatisfied and are more likely to be receptive to job offers from other organizations. This figure is also slightly below the figure of 7% noted in the previous survey.

*...colours reversed on this dimension, so 'Strongly Agree' is RED*



## Comparisons with previous XYZ INC. overall ratings on the main variables.

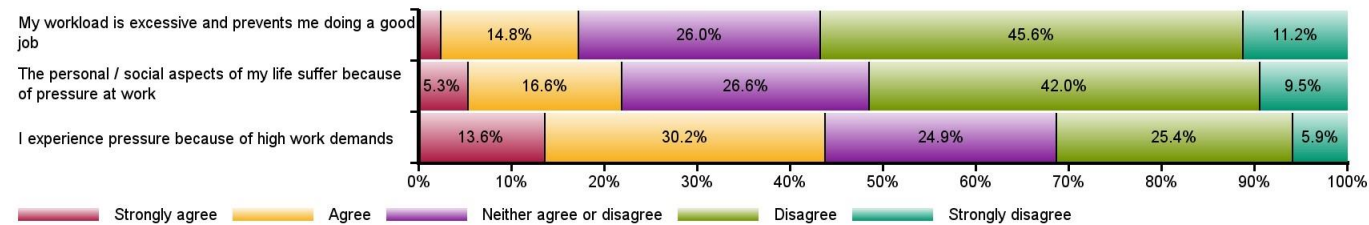
These comparisons indicate changes in the levels of Engagement and Motivation, and also the level of Disaffection. The Disaffection scale indicates less identification with XYZ INC. and its longer-term plans. Note that the Disaffection scale is now more clearly focused, which may cause a slight change in ‘base level’, but shows improvement compared to 2021.

	2016	2017	2018	2019	2020	2021	2022
Engagement	75%	80%	80%	84%	92%	85%	85%
Motivation	95%	95%	94%	95%	96%	96%	96%
Disaffection	14%	12%	16%	10%	7%	10%	6%

Three statements within the questionnaire were designed to identify pressure arising because of work demands. Comparisons can be made with previous results:

Statement	2016	2017	2018	2019	2020	2021	2022
I experience pressure because of high work demands	58%	65%	59%	61%	59%	59%	44%
My workload is excessive and prevents me doing a good job	26%	25%	31%	26%	18%	24%	17%
The personal / social aspects of my life suffer because of pressure at work	27%	23%	27%	38%	21%	36%	22%

### Pressure ...colours reversed on this dimension, so ‘Strongly Agree’ is RED







Work pressure is an aspect of many professional roles, but the impact on wellbeing and performance is reduced when people have more control over their work, report positive work relationships, have support and feel a clear sense of purpose. These positive factors help offset pressure and are linked to higher levels of motivation and engagement. The 2022 report shows improved ratings on all 3 statements when compared to 2021. Most notably, ‘pressure because of high work demands’ has reduced from the earlier levels, (now down to 44%).

# Top Strengths






Responses to the survey were coded according to a system of 'traffic lights' according to the following rules:

- Red: Strongly disagree and disagree greater or equal to 30
- Blue : Strongly agree and agree less than 70 and strongly disagree and disagree less than 30
- Green : Strongly agree and agree greater than 70 and strongly disagree and disagree less than 30

The top strengths (i.e. those that received the most positive overall scores are as follows:

Question	Average Perception for all data sources	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
30. I put in extra effort to achieve high standards at work	4.67	0.0	0.0	1.8	29.6	68.6	0.0	98.2	169	
23. I willingly put in extra effort when there is a problem at work	4.67	0.0	0.0	1.8	29.6	68.6	0.0	98.2	169	
31. I am proud to tell people I work for XYZ INC.	4.53	0.0	1.2	4.1	34.9	59.8	1.2	94.7	169	
29. I feel that my work contributes to XYZ INC.'s performance	4.47	0.0	0.0	2.4	48.5	49.1	0.0	97.6	169	
32. I am clear about the objectives I need to achieve	4.31	0.0	3.0	8.3	43.2	45.6	3.0	88.8	169	

The top 'weaknesses' or “areas for improvement” (i.e. the statements that showed the least positive perception scores) were:

Question	Average Perception for all data sources	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
4. I experience pressure because of high work demands	2.80	5.9	25.4	24.9	30.2	13.6	31.4	43.8	169	
33. I am rewarded fairly in comparison with others in XYZ INC. doing similar work	2.92	12.4	18.9	40.2	21.3	7.1	31.4	28.4	169	
25. My pay is competitive compared with other similar organisations	2.95	12.4	23.7	29.6	24.9	9.5	36.1	34.3	169	
17. I am fairly rewarded for the contribution I make in my particular job	3.09	10.7	16.6	31.4	35.5	5.9	27.2	41.4	169	
27. The personal / social aspects of my life suffer because of pressure at work	3.34	9.5	42.0	26.6	16.6	5.3	51.5	21.9	169	

## Priorities for Attention

This survey follows on from previous reviews completed with XYZ INC.. It is therefore possible to make comparisons with results from previous surveys, and also review overall *trend data* relating to Engagement (Commitment) and Motivation.

**It is encouraging to see that engagement and motivation scores remain positive. There is also a reduction in the numbers expressing disaffection, which is now at 6%. This is important, as disaffection is highly likely to adversely affect productivity and performance.** Employees in the 'disaffected' group are more likely to 'do the minimum necessary' and view the work relationship from a more short-term and contractual perspective. Any rise in the proportion of employees who are concerned about their future prospects is a matter of concern. Disaffection can be increased by excessive work pressure, lack of support, or lack of recognition and less support for personal development.

The numbers reporting excessive workload dropped to 17% in 2022, compared to 24% in 2021. There is also a significant improvement relating to 'high work demands' (44% compared to 59% in 2021). However, as noted in previous reports, there is a need to (i) address reward/ recognition issues and (ii) review management skills in specific areas. Feedback on management capability appears broadly positive, but aspects of performance management, and development of people's capability, could be improved in some teams.

Other specific aspects to focus on are:

- The perception that rewards are not fairly and equitably distributed
- Pressure of work, most notable in departments highlighted in Appendix 2
- Issues relating to management support, openness to ideas and the quality of feedback, most notably in specific teams/departments

Following on from the review of the findings, additional points requiring further consideration:

- Work pressure / workload remains a concern in some departments
- Improvements in performance management, consistency of approach and the quality of feedback (see Appendix 2)
- Review of the reward and recognition options, particularly in the context of specific groups that perceive a lack of fairness

The results indicate that almost 20% disagree or strongly disagree with the statement: 'My Department Head is open minded and gives inspiration to me and my team'. The skills and approach of Department Heads could be improved, as highlighted by overall responses to the 3 questions linked to this dimension.



## 4. Organisational Health

### Level of Engagement

The survey contained a number of statements which were designed to access the extent to which respondents were either engaged, motivated or disaffected. Those who are 'satisfied' fall between the motivated and disaffected groups.

**Engaged employees** have a strong sense of commitment to the organization and typically deliver significantly higher levels of performance, provide superior customer service and are more likely to indulge in 'pro social' behaviours in support of colleagues. They tend to identify with the organization's values and purpose and recommend it to others.

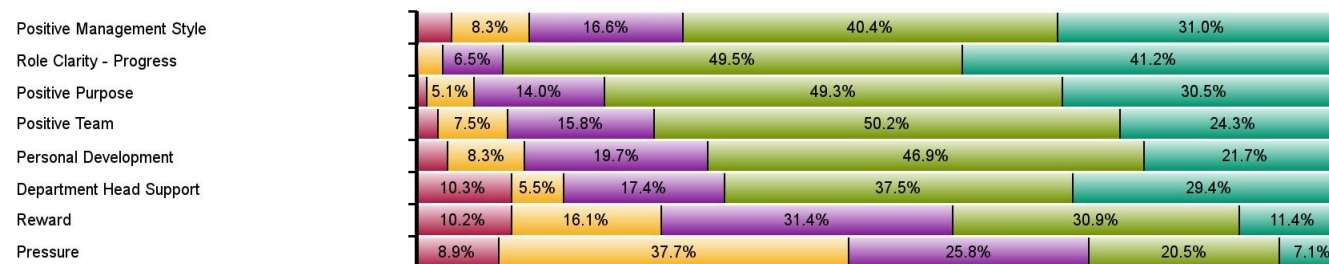
**Motivated employees** often have a strong sense of professional identity, and demonstrate 'discretionary effort' to deliver above average levels of performance. However, they may not be as positive as 'engaged' employees in identifying with the organization and expressing a strong sense of commitment. They identify less strongly with its values, how it operates or key objectives.

**Satisfied employees** are 'comfortable' – they think that the organisation is an 'OK place to be' but they are only likely to produce performance levels that are at best average. This group may also be the greatest resistors to change as they have a vested interest in maintaining the status quo.

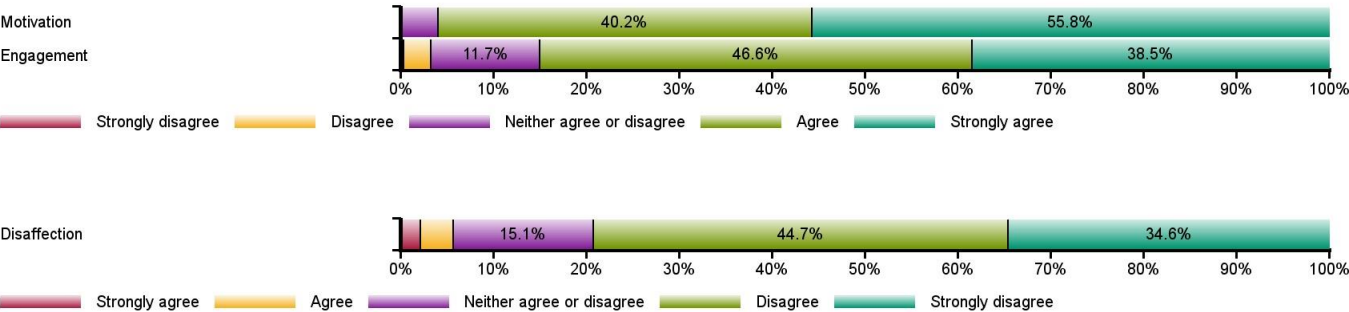
**Disaffected employees** have less interest in the organisation or its future plans and typically show less initiative and enthusiasm in their work. They are more likely to be receptive to alternative job offers. There may well be specific 'issues' undermining their motivation and commitment, and at worst they can be disruptive and publicly critical of the organisation.

## 5. Analysis of Responses

A breakdown of all the responses is shown in this section, grouped by category. Statements relating to each category are then listed. Note that there are issues relating to Work Pressure, Reward and Department Head Support. Some concerns are also expressed concerning Positive Management Style, Team, and Department Head Support. These need to be reviewed as potential issues within specific demographic groups.



The primary outputs reviewed in this survey relate to Disaffection, Motivation and Engagement. The following chart highlights the percentage of positive responses linked to discretionary effort (Motivation), and Engagement (a strong emotional bond with the organization). Those with little interest in the longer-term plans of the Bank (Disaffection) are also highlighted The actions of team leaders/ managers will impact on the figures.



The full analysis by category is shown in the following graphs. The legend used is as above:

**NOTE: This example only highlights response analysis on 2 dimensions:**

Positive Management Style



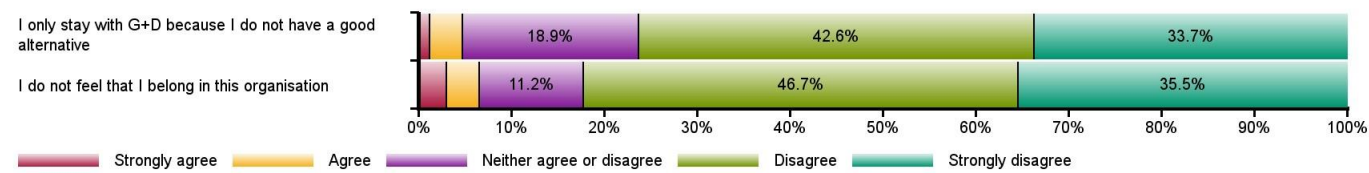
Role Clarity – Progress



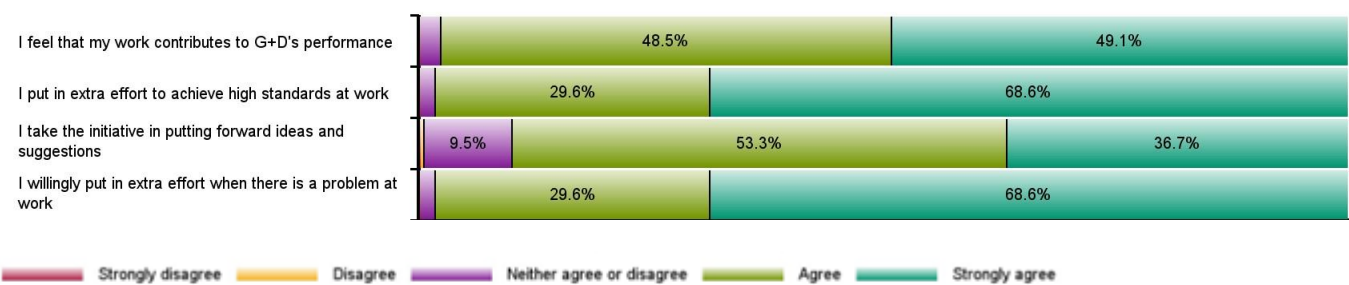
The report ‘outcomes’ relate to 3 dimensions:   Disaffection, Motivation and Engagement

Disaffection

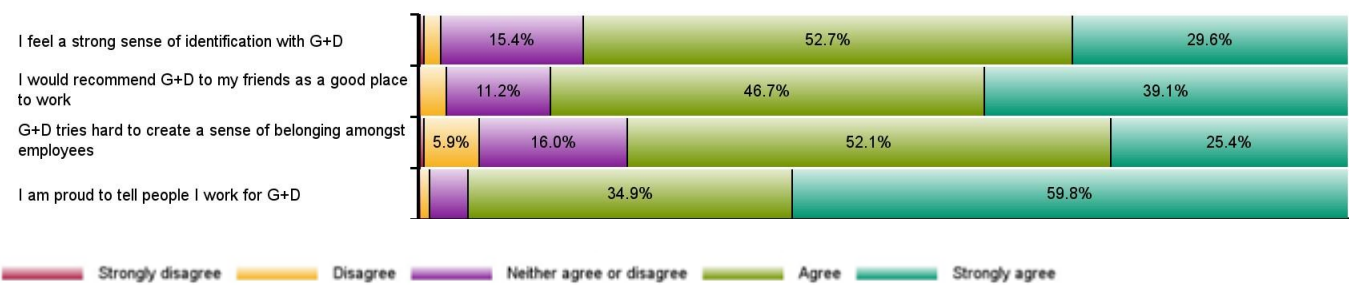
This analysis shows the responses to statements which relate to disaffection with the organization. Note that the scale is reversed for this graph.



Motivation



Engagement













## Appendix 1 Summary of Responses

Responses to the survey were coded according to a system of 'traffic lights' according to the following rules:

- Red: Strongly disagree and disagree greater or equal to 30
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- Green : Strongly agree and agree greater than 70 and strongly disagree and disagree less than 30

**NOTE:** This example only highlights response analysis on the first 10 questions:

Question	Average Rating	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
1. I am given the training necessary to do my job effectively	3.89	1.2	8.9	15.4	48.5	26.0	10.1	74.6	169	
2. Colleagues trust and respect each other	3.91	1.8	8.9	11.8	52.1	25.4	10.7	77.5	169	
3. XYZ INC. helps me to acquire the skills and knowledge that will benefit my future career	3.88	2.4	4.1	18.9	52.7	21.9	6.5	74.6	169	
4. I experience pressure because of high work demands	2.80	5.9	25.4	24.9	30.2	13.6	31.4	43.8	169	
5. Most days I make progress and achieve worthwhile results at work	4.30	0.0	1.8	5.3	53.8	39.1	1.8	92.9	169	
6. I do not feel that I belong in this organisation	4.08	35.5	46.7	11.2	3.6	3.0	82.2	6.5	169	
7. I feel a strong sense of identification with XYZ INC.	4.09	0.6	1.8	15.4	52.7	29.6	2.4	82.2	169	
8. There is positive co-operation among people in my team and other teams in the department	3.84	1.2	10.7	14.8	49.7	23.7	11.8	73.4	169	
9. I understand the performance standards that are expected of me	4.26	0.0	3.6	5.9	51.5	39.1	3.6	90.5	169	
10. I receive prompt acknowledgement and recognition for doing good work	3.59	4.7	10.1	24.3	43.2	17.8	14.8	60.9	169	











## Appendix 2 – Analysis of Significant Differences

The following table shows the responses for each dimension that are significantly different (plus or minus 15% difference) from the overall (average) response rating. The *Demographic Group* recording the different rating, whether above or below the overall average question score, is shown as a separate entry on the table.

Responses to the survey were coded according to a system of 'traffic lights' according to the following rules:

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- Blue : Strongly agree and agree less than 70 greater and strongly disagree and disagree less than 30
- Green : Strongly agree and agree greater than 70 and strongly disagree and disagree less than 30

**NOTE: This example only highlights response analysis on 2 questions:**

Question	Average Rating	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Strongly disagree + Disagree	Strongly agree + Agree	Number of Responses	Traffic Light
<b>19. I am provided with the tools and resources to do my job effectively</b>	<b>3.95</b>	0.6	11.2	10.1	48.5	29.6	11.8	78.1	169	
Sales – Business Development	<b>3.36</b>	0.0	27.3	9.1	63.6	0.0	27.3	63.6	11	
Customer Project Management	<b>4.57</b>	0.0	0.0	0.0	42.9	57.1	0.0	100.0	7	
Department 6	<b>3.50</b>	0.0	33.3	0.0	50.0	16.7	33.3	66.7	6	
Department 3	<b>3.50</b>	0.0	30.0	0.0	60.0	10.0	30.0	70.0	10	
<b>21. My line manager emphasises the positives when reviewing my performance</b>	<b>3.85</b>	3.0	8.3	18.3	41.4	29.0	11.2	70.4	169	
Direct Reports of CEO	<b>4.38</b>	0.0	0.0	12.5	37.5	50.0	0.0	87.5	8	
Sales – Commercial Market	<b>4.67</b>	0.0	0.0	0.0	33.3	66.7	0.0	100.0	6	
Department 6	<b>2.83</b>	16.7	33.3	0.0	50.0	0.0	50.0	50.0	6	
Department 2	<b>3.22</b>	11.1	11.1	27.8	44.4	5.6	22.2	50.0	18	

# Appendix 3 – Comments

**NOTE:** This example highlights 2 comments for each question.

**NOTE>>** We can now use ChatGPT to summarise key themes in each area

## XYZ INC. – Like Most

*What do you like most about working for XYZ INC.?*

There's good support between team members to reach the common goals

The stability of the business and particularly the way the company is taking care of employees.

## XYZ INC. – Like Least

*What do you like least about working for XYZ INC.?*

Lack of clarity about roles and responsibilities (especially in the new hub)

Work pressure is an issue... it impacts on work-life balance

## XYZ INC. – Changed

*What would you most like to see changed and/or improved?*

internal aligned KPIs and SLAs (used within the team) should be extended

Give extra training to other staff and not just for sales/management team

## XYZ INC. – Steps to Improve Workload

*If you indicated (in previous questions) that you experience work pressure, please suggest "action steps" that would help reduce the pressure.*

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Can we avoid short notice requests and have proper planning? Even try to anticipate the requirements.

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Work pressure comes when there is time constraint in the project and you have to do a job alone, but some jobs require more than one person. It would be better to have sufficient competent people at key points to finish the job faster. Getting this in place will also be a good training process and offer experience for the new employees in the team.

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## Department Head Support

*What could your Department Head do differently to improve your experience at work?*

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More training needed – and more time for training e.g. booking slots in the resource centre (it's so hard to book time)

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Have proper training – and not just thru online training.

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## Meeting Engagement Goals

*Describe the engagement goals your team created following the previous XYZ INC. Survey and the progress made to achieve these goals.*

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Improved goal sharing and cooperation with other departments (changes were successfully achieved – and it's a continuous daily process)

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We created work trackers and created project pipelines to confirm key priorities , se we have better work schedules to accomplish tasks.