

Measuring Engagement:

# Standard Practices

# INTRODUCTION

Employee engagement is accepted to be one of the critical factors contributing to organisational success. Having strong engagement among employees, will allow significant positive ripple effects into productivity, customer service and overall performance of the organisation.

We recently conducted our own survey to understand the state of engagement in Malaysia and the Asian region. In this series of 3 white papers, we present the findings and offer recommendations for organisations.

In the first paper, we focused on presenting the state of engagement in corporate organisations. Our survey found that 91% of companies that responded view the engagement of their people as critical to organisational growth.

In this second paper on Employee Engagement, we will focus on how organisations measure engagement, and some of the key challenges that they face when it comes to measuring engagement.

From our survey, we found that 59% of companies involved use an employee engagement survey, mostly annually to measure engagement - the predominant method of measuring engagement. Many face significant challenges when it comes to taking timely action on the findings though. Our aim is to provide insights that would be useful for organisations to consider how to improve their own engagement measurement process.

**White Paper I** Focuses on the state of engagement in corporate organisations.

**White Paper II** Investigates how engagement is measured.

**White Paper III** Focuses on future trends when it comes to employee engagement.

# Why Does Measuring Engagement Matter?

We have talked at length about the importance of employee engagement in the first white paper of the series. In order for organisations to understand what drives engagement, what initiatives work and what don't, and in order to focus efforts in the areas that do improve engagement, measuring engagement in some manner becomes critical. Below we name a few of the key reasons for consistently measuring employee engagement in the organisation:



**Identify strengths and problem areas**



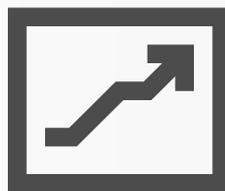
**Build trust**



**Boost employee morale by getting them heard**



**Improve transparency**



**Understand trends**



**Solve problems before they get worse**



**Take timely action**



**Understand employee turnover**



**Identify better teams and managers**

# METHODOLOGY AND DEMOGRAPHICS

## Methodology

The employee engagement study surveyed **46 participants representing their organisation**. It was administered online via a form that was distributed using emails, WhatsApp and other social media platforms.



## Demographics

This study looked at organisations across six countries. Below is the breakdown of respondents amongst those countries.

- **Malaysia 65%**
- **Thailand 22%**
- **India 7%**
- **Singapore 2%**
- **Australia 2%**
- **Laos 2%**

The survey represented employees at the manager/head level (46% of respondents) as well as VPs and c-level executives representing their organisations' stance.



# EXECUTIVE SUMMARY

These are the main results that emerged from the survey responses we gathered:



**59% of companies surveyed run engagement surveys.**

**70% of companies that run an engagement survey do so once a year.**



**59% of companies use external vendors for the execution of employee surveys.**

**30% of companies surveyed run their own surveys online.**



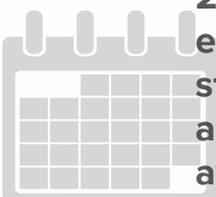
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**The top three determinants of when to run an engagement survey are Predetermined time (39%), When there is a major change or significant event in the company (18%), and Top management's and team's direction (18%).**

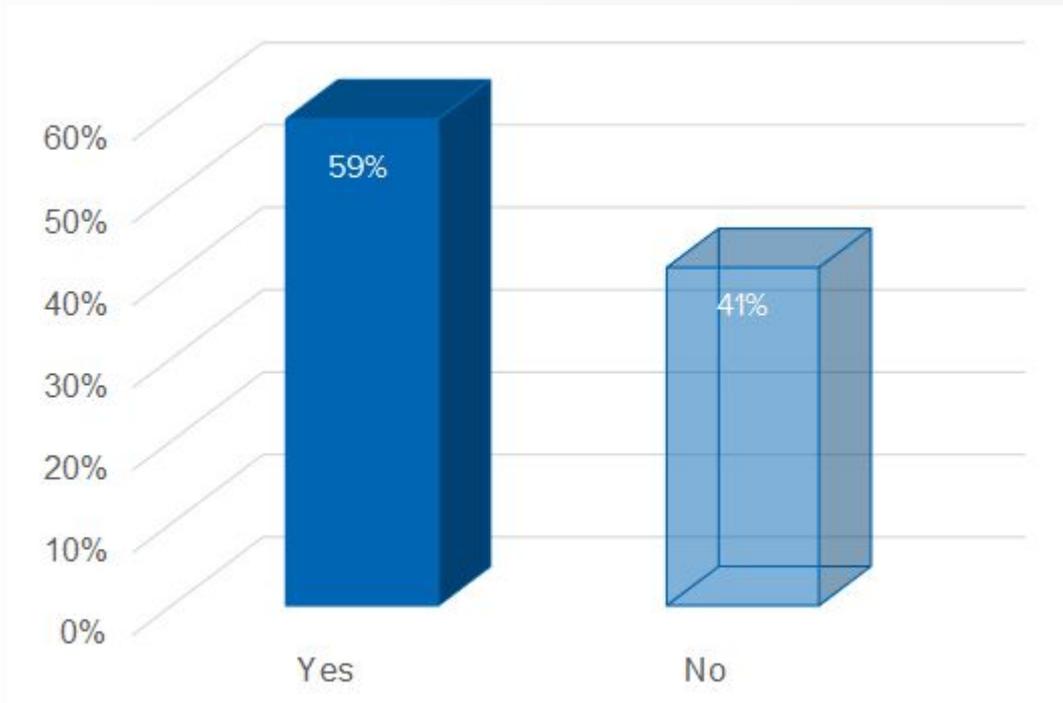
**Our sample size produced an almost equal split of 34% seeing employee engagement surveys as ineffective, 33% as effective, and 33% not sure of their effectiveness.**



**27% of respondents noted that the results of employee engagement surveys are made available to appropriate stakeholders within less than 30 days. 26% stated the results are available in 30 days, and 24% noted that they are available in 2 months. The rest noted an even more extended period, with some (6%), taking up to a year.**

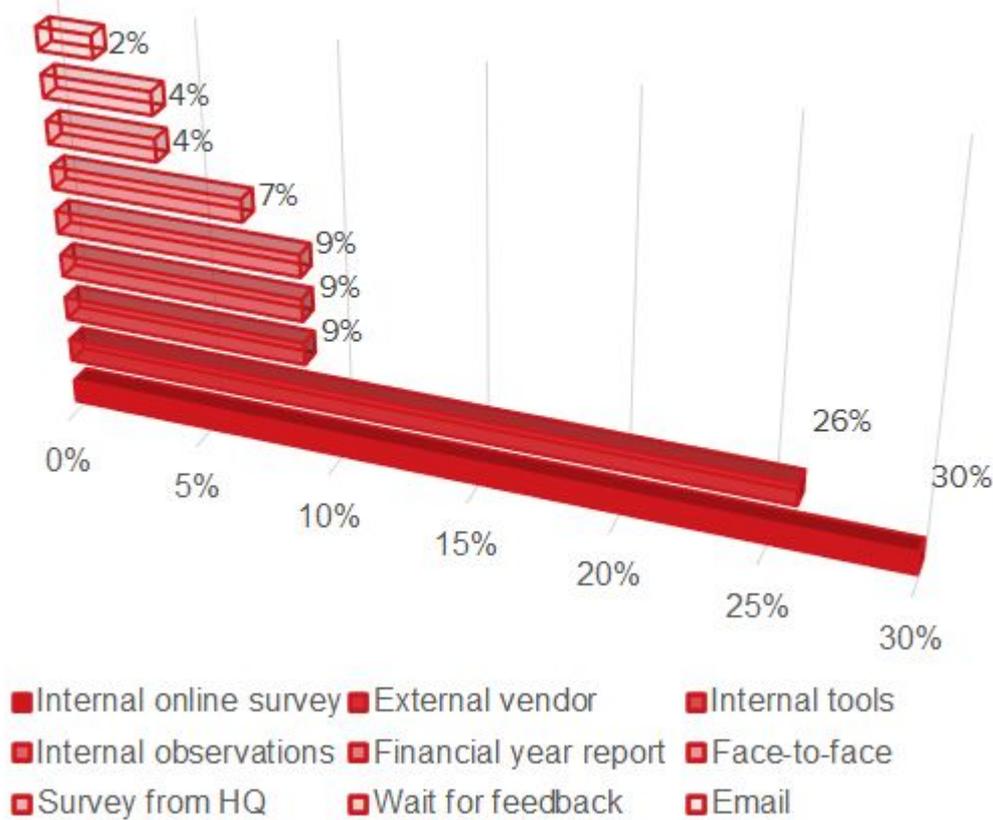


## Survey Question: Does your company run an employee engagement survey?



The status of investment or emotional attachment an employee feels towards the organisation is commonly called employee engagement. Employee engagement is an essential aspect of the organisational world these days. However, unless it is quantified, it is frequently tricky to analyse its impact and results. It evolved to become increasingly essential to comprehend the mindset of employees at a more profound level. Employee engagement surveys evolved into a critical component of organisational culture with that intent. Traditionally organisations questioned at least 50 enduring significant troubles in long-form surveys. From that point onwards, a giant interval in the timeline between figuring out employee needs and serving them existed. Our survey has found that the majority of our respondents still choose to administer a survey to measure engagement, at 59%.

## Survey Question: If you answered yes to the question above, how do you run the surveys?

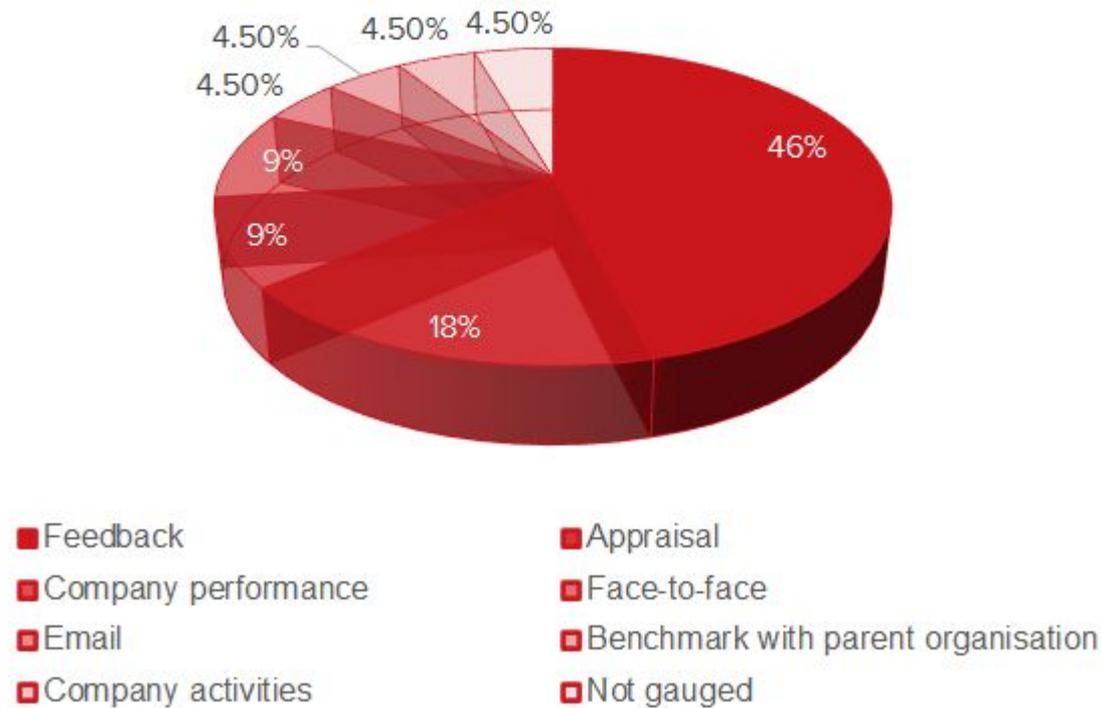


## Employee engagement survey software

**The top 3 methods of running an employee engagement survey are internal online surveys, external vendors, and internal tools.**

We suggest that it would be best if your organisation has a tool that permits it to gather accurate responses. Also, it would be good to have a way to assist in finding the appropriate time to gain full advantage of an employee engagement survey. By constructing an understanding of elaborate employee needs, an employee engagement survey software can support organisations in making a difference.

## Survey Question: If you answered no to the question above, why not? How do you gauge employee engagement levels?

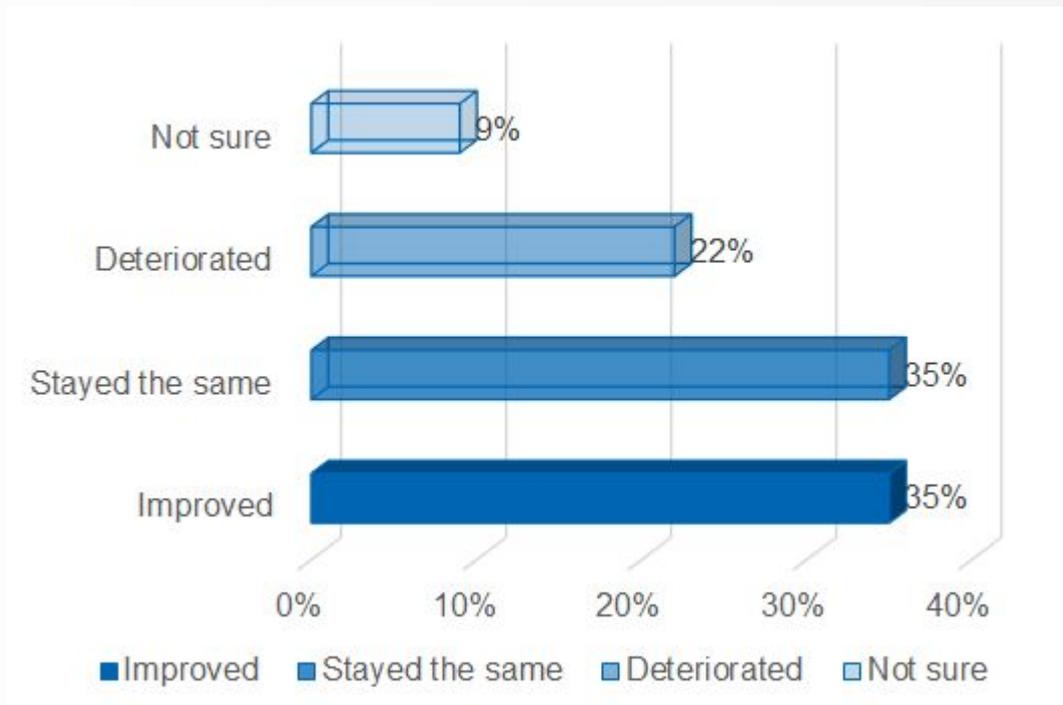


**The top 4 methods of gauging employee engagement levels without a survey are feedback cycles, appraisals, tracking company performance, and face-to-face meetings.**

Feedback cycles can correspondingly be the right mechanism for estimating employee engagement across units. They assist in breaking employees down into groups like department, position, or area of employment and assess how your organisation operates. Feedback cycles employ better-targeted inquiries which support in specifying zones where you must explore more in-depth.

Some of the methods mentioned here such as feedback cycles, face-to-face meetings, appraisals, and performance tracking support in estimating engagement among individuals. These approaches also allow to engage the individuals within a particular group or unit. You cannot count on surveys alone to amass and interpret personal perceptions; this is where managers and supervisors become necessary and directly involved to the task of engagement, more specifically its measurement.

## Survey Question: Have you noticed any changes in employee engagement this year?

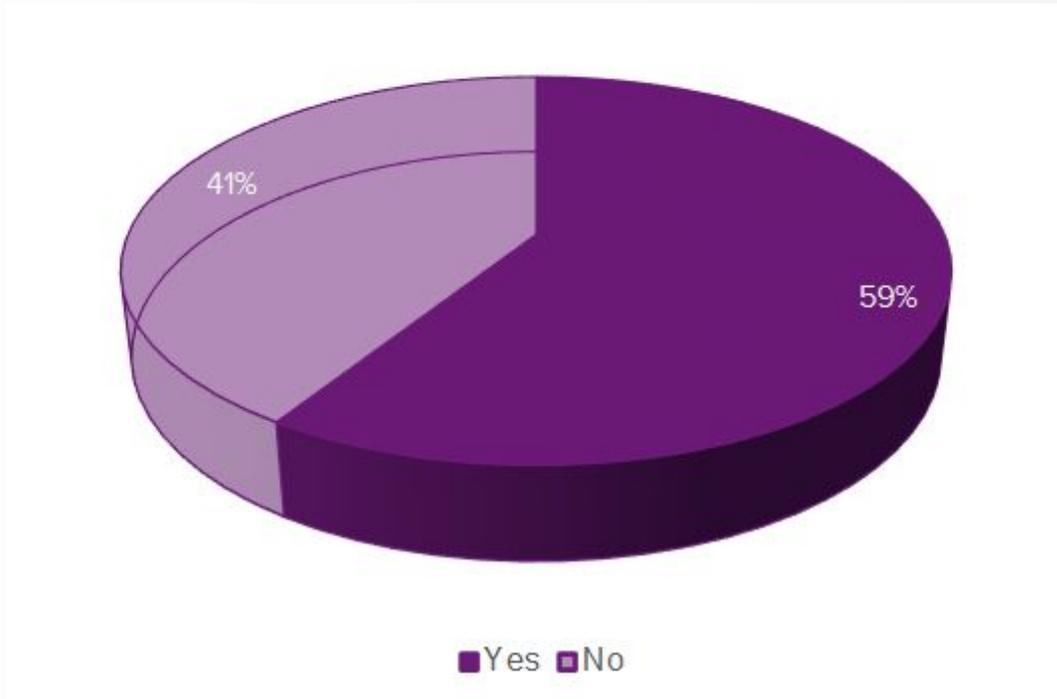


The dramatic shifts in the way companies operate this year because of the lockdown and pandemic means companies must invest in the right employee engagement tools. Our results indicate that, even though 22% saw a deterioration of engagement, the majority saw engagement improve (35%), or stay the same (35%).

As we noted in our previous white paper, this improvement in employee engagement or at least same levels of employee engagement is due to increased efforts to ensure engagement remains high. Crises lead to more attention placed on engagement, and this crisis has shown that improved communication, transparency, and urging for solidarity become critical in maintaining high levels of engagement.

According to Qualtrics, nearly every organisation they surveyed is doing surveys and discussions to hear their employees better. The upsurge of inspiration and belief that comes with the elevation of engagement is one of the justifications why we expect employee engagement to persist in playing an increasing role. Even with all that is taking place, companies see improvement in many cases or at least stability on engagement levels.

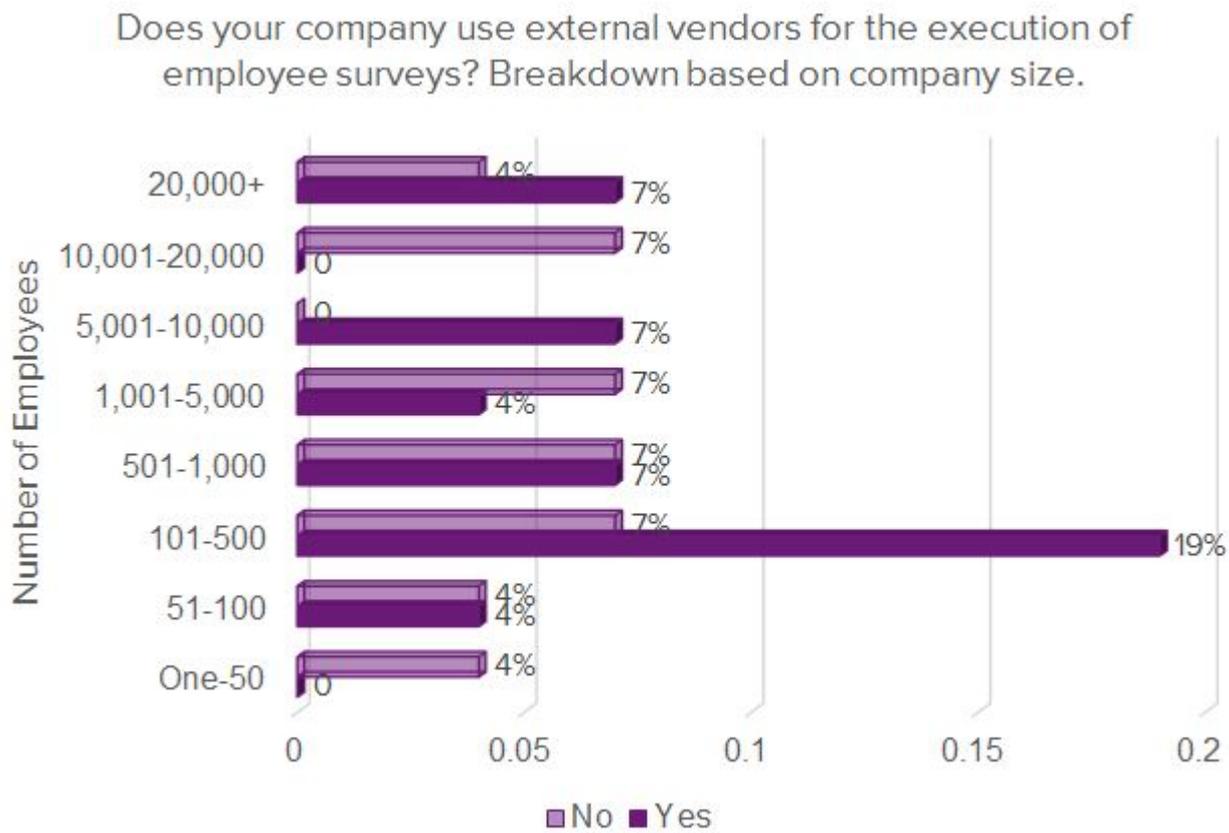
## Survey Question: Does your company use external vendors for the execution of employee surveys?



59% of those that conduct employee surveys also noted that their organisation engages an external vendor to help execute employee surveys. External vendors, primarily technologically-based vendors, permit automation of survey schedules and support in getting the surveys anonymised to guard employee privacy. As such, it is likely that the organisation will acquire better, more authentic results.

External vendors should allow the possibility to customise the questionnaires for organisation-specific discoveries and also have preset employee engagement questionnaires.

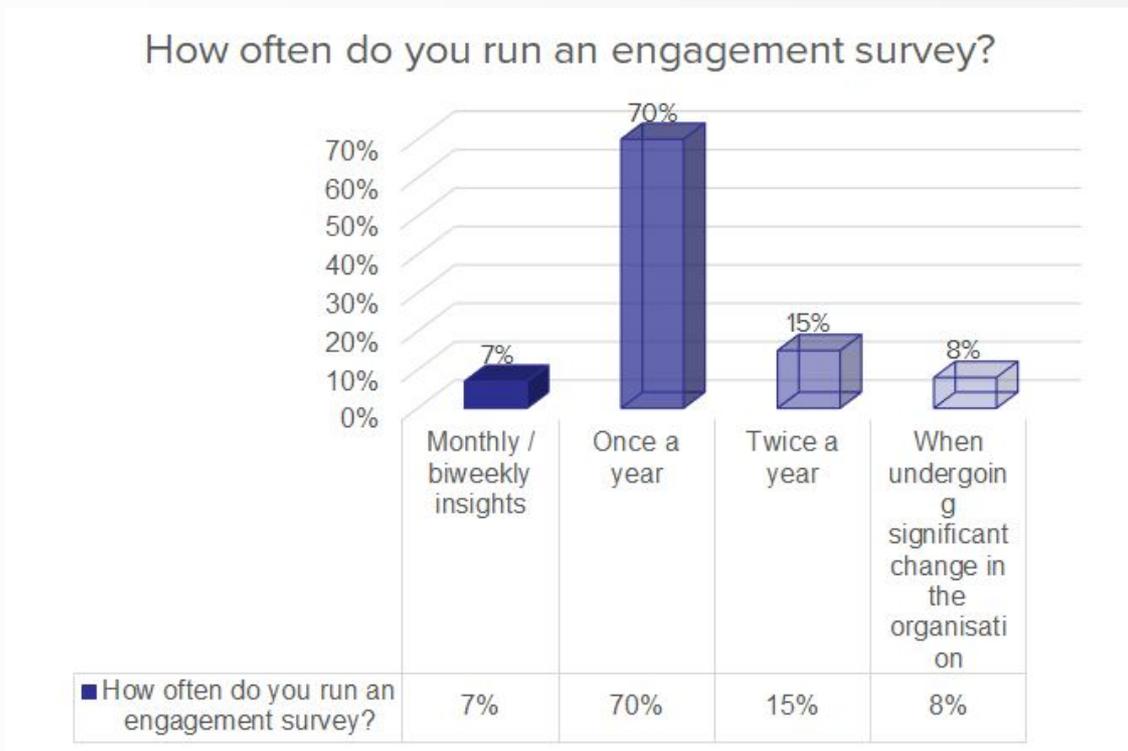
Furthermore, the administrative and analysis parts of the survey are undertaken by the vendor, which can save a lot of time for the organisation.



80% of organisations that employ 51-5,000 employees use external vendors for the execution of employee surveys even though 75% have a team, structure or process to oversee employee engagement. It is quite possibly because what they have internally is not a big enough team to measure and analyse results effectively, or that they choose to focus on taking action and executing engagement initiatives based on the results of the engagement surveys.

It could also be an effort to ensure the employees' anonymity and reassure employees that honest feedback can be provided.

# How often do you run an engagement survey?

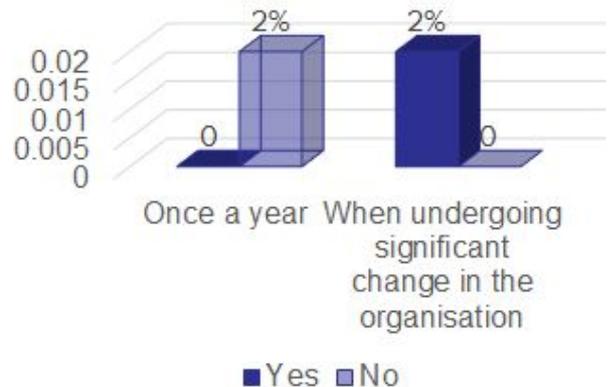


In the graphs that follow, we broke the results based on company size, and also on whether they have a dedicated team looking into engagement in the organisation (yes) or not (no).

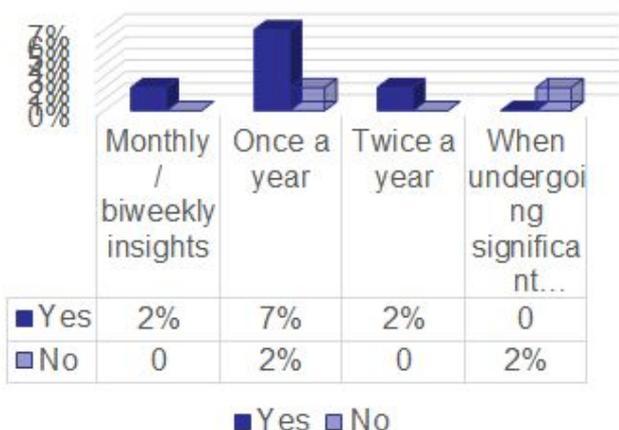
## 1-50 employees



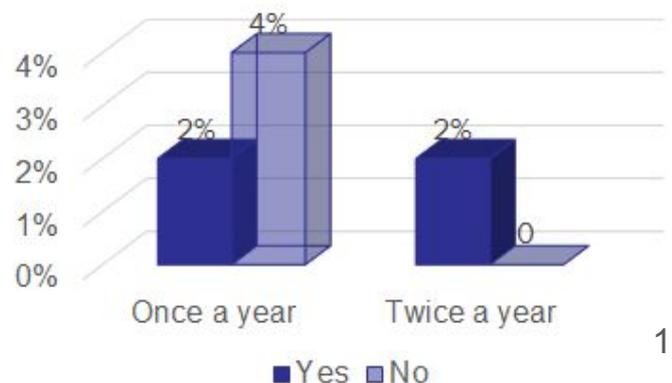
## 51-100 employees



## 101-500 employees

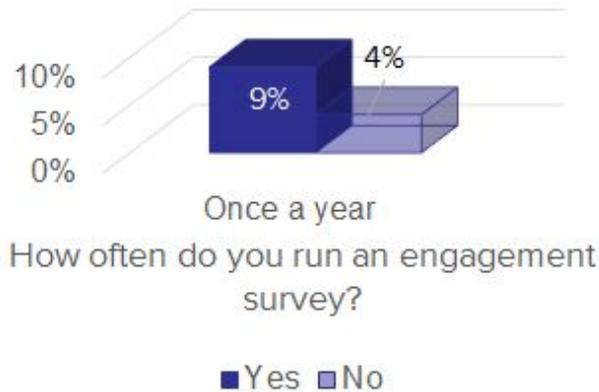


## 501-1,000 employees

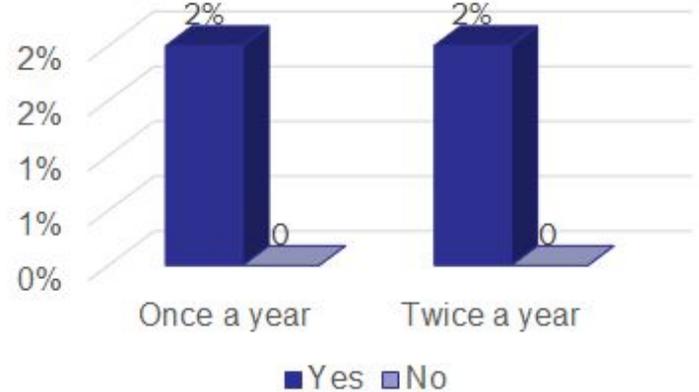


## How often do you run an engagement survey?

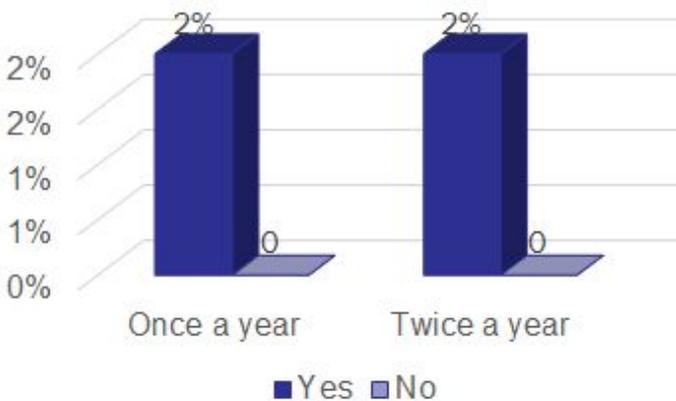
1,001-5,000 employees



5,001-10,000 employees



10,001-20,000 employees



20,000+ employees

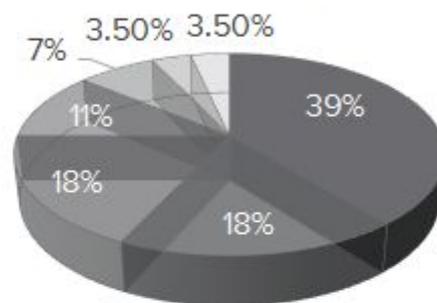


From those that conduct an engagement survey, 70% of respondents do so once a year. The second most popular time frame was twice a year. Some organisations pursue regular employee feedback with surveys transmitted to staff on a monthly or even bi-weekly basis, mostly for organisations that are really large (more than 20,000 people).

Monthly or bi-weekly surveys are usually called pulse surveys. They should not be lengthier than a few minutes to finish and generally consist of 10-15 items or less. Pulse surveys in addition to the more formal, longer annual surveys, or in the place of that, could help provide more timely information and analysis on the current state at each smaller period of time, allowing the organisation to act and correct any issues that may arise, and check on the result in a more shorter window of time. Just like appraisals, that are moving away from the one-time a year time period, so do engagement surveys need to do the same.

## Question: How do you decide when to run a survey / measure engagement?

How do you decide when to run a survey/measure engagement?

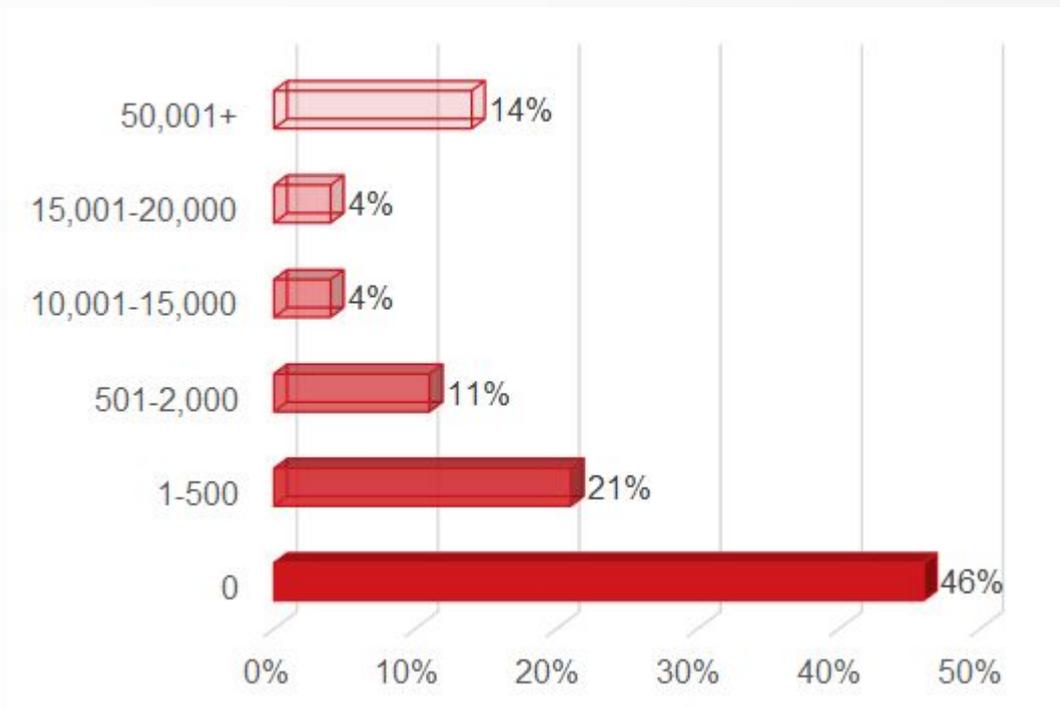


- Predetermined time
- Top Management's and team's direction
- When there is a major change or significant event in the Company
- HQ's responsibility to determine, drive and direct
- Based on campaigns and or current situation
- By people committee (executives committee)
- To balance out the effects of engagement inadequacy

We wanted to understand what influences the decision of timing and frequency of employee engagement surveys in organisations. For this reason, we asked the question above. The majority of respondents noted that the timing / frequency is based on a predetermined time, a time of the year that engagement surveys have always been ran (39%). The second determinant that came up was top management's direction, and third was when there is a major change or a significant event, therefore raising concerns of how employees feel about the changes.

These are legitimate factors influencing the timing of engagement surveys. Given that the frequency seems to be only once or twice a year in most cases, however, this becomes a bit of a concern as much valuable information throughout the year may be lost and never be understood / accounted for, resulting in misleading conclusions about the true state of engagement.

## Survey Question: How much money do you spend on measuring employee engagement per year (in USD)?



A high percentage of respondents noted that their organisations spend no amount of money on measuring employee engagement each year.

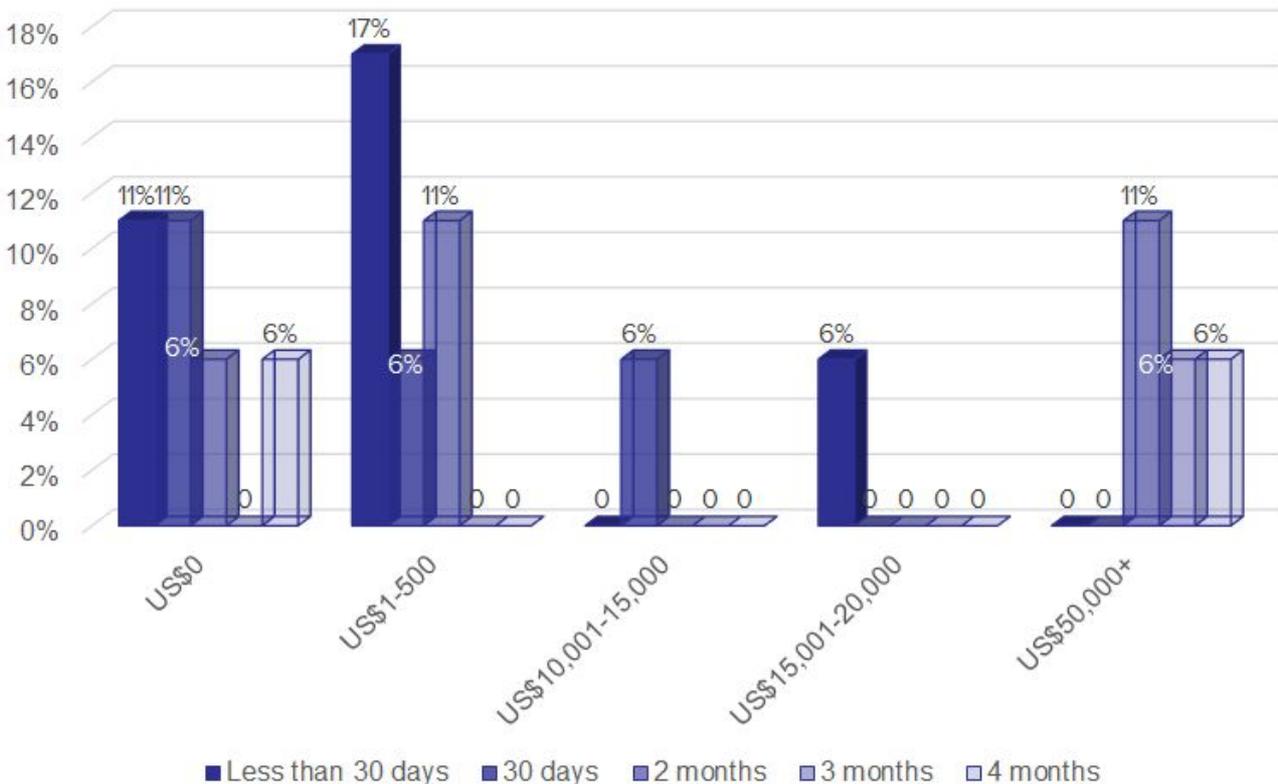
Consider the graphs on the following page. 54% of organisations don't spend money on measuring employee engagement and don't have a designated team, structure or process in place. These organisations can wait up to a year before they report the results to the appropriate stakeholders. By then, any insight will be outdated, and employees may have lost trust because the management did not act on their feedback. In comparison, organisations that don't spend money but have a team, structure or process in place take a maximum of 4 months to produce a report. That is a 77% increase in the speed of analysis and reporting.

## Survey Question: How much money do you spend on measuring employee engagement per year (in USD)? - Breakdown

Without designated team, structure or process



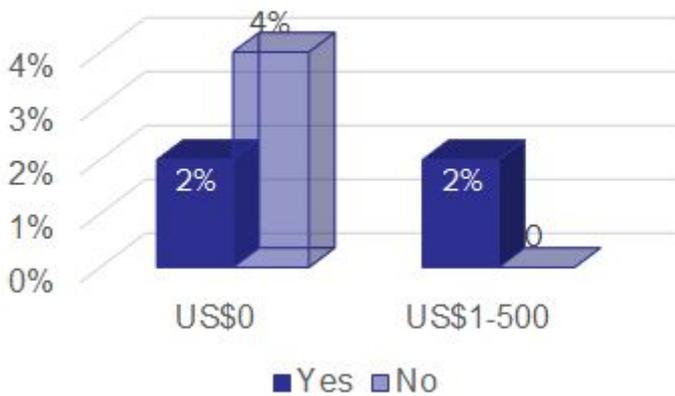
With designated team, structure or process



For organisations that spend 501-2,000 (US\$) a year, all the respondents said they do not have a dedicated team, structure or process in place to oversee employee engagement. However, 67% of companies do not take long to analyse and report the results. They take a maximum of 2 months; this could mean that you do not need a high budget and a dedicated team, structure or process working together. Focusing your attention on one of them will also help your organisation with its employee engagement efforts.

## Survey Question: How much money do you spend on measuring employee engagement per year (in USD)? - Breakdown by company size and whether the company has a team specifically looking into engagement (yes / no)

1-50 Employees



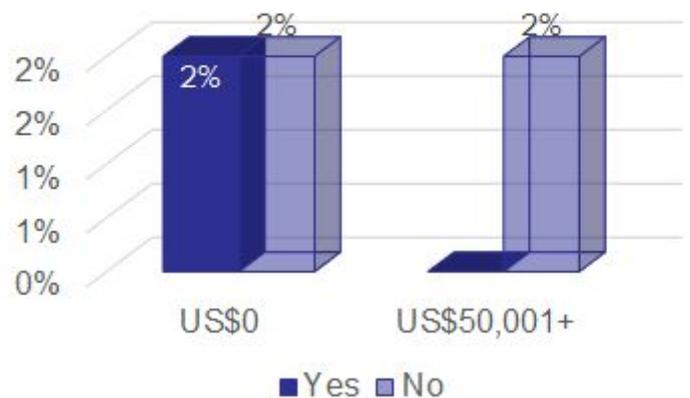
51-100 Employees



101-500 Employees



501-1,000 Employees



1,001-5,000 Employees



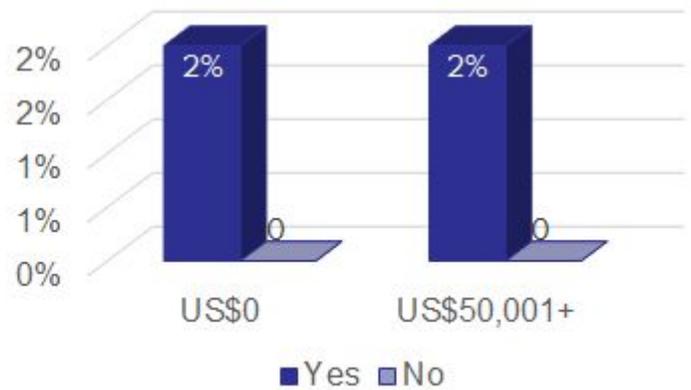
5,001-10,000 Employees



10,001-20,000 Employees



20,000+ Employees



## Versus the Outlay of Employee Disengagement

A Gallup study documented that the most nominal loss per year stands at \$2,246 per disengaged employee for each organisation. A value that is above what most respondents answered as their spending on measuring employee engagement for the entire organisation.

Disengaged employees are repeatedly late to work and take additional sick days. When their better-engaged associates execute exceptional work, disengaged employees tend to undermine them.

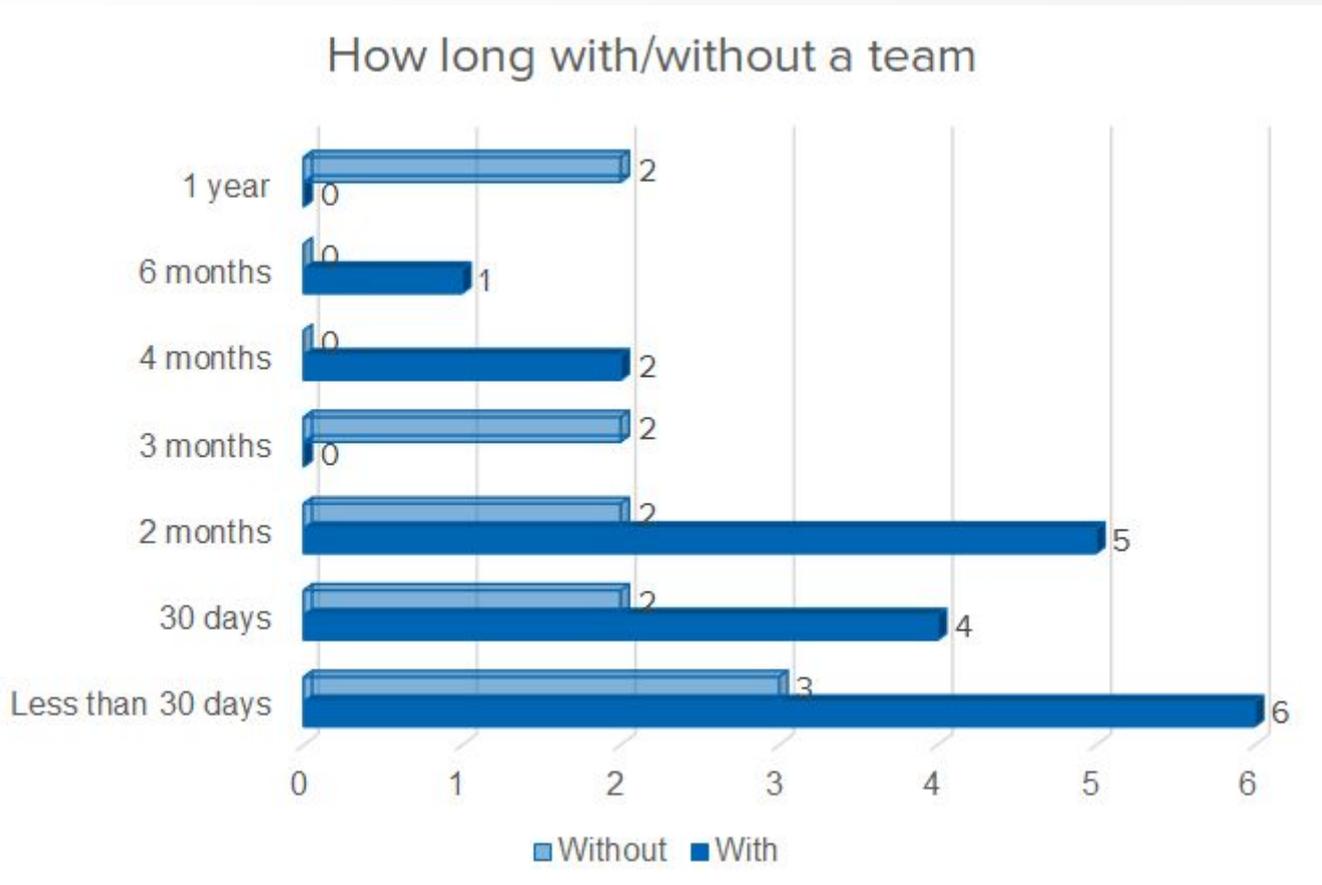
## Survey Question: How long does it take from the data gathering to reporting the results to the appropriate stakeholders?



27% of respondents noted that the results of employee engagement surveys are made available to appropriate stakeholders within less than 30 days. 26% stated the results are available in 30 days, and 24% noted that they are available in 2 months. The rest noted an even more extended period, with some (6%), taking up to a year; this indicates a long gap from collection to reporting the results of the survey, let alone acting on these results.

In an environment where everything moves at high speed, this may prove to be detrimental as a lot can change. The impact of low engagement may lead to negative results for the organisation before the management gets a chance to do something to correct the issues at hand.

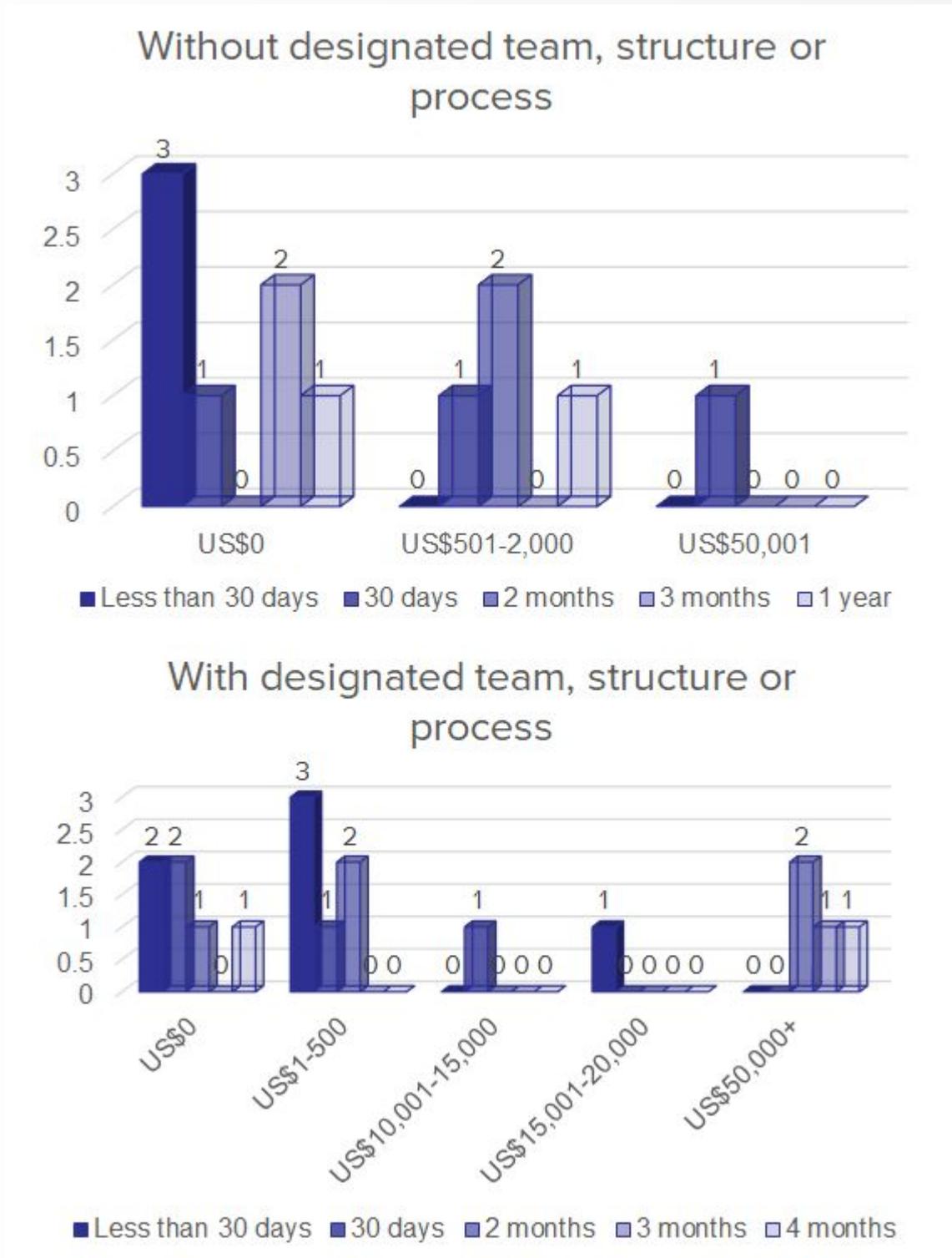
## Survey Question: How long does it take from the data gathering to reporting the results to the appropriate stakeholders?



While keeping "length of getting results to appropriate stakeholders between organisations that have a dedicated team that looks into engagement and those that don't" in mind, it does look like having a dedicated team helps to get a faster analysis and reporting done – potentially improving the possibility of tackling any issues that affect engagement on time.

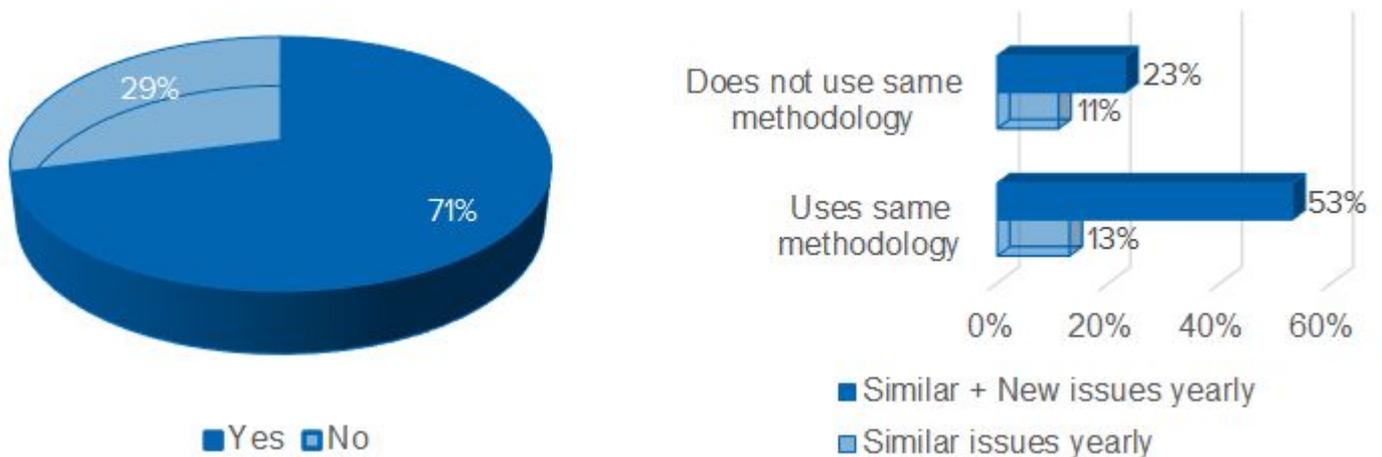
Looking at the charts in the next page where we break down the responses by the amount spent on measuring engagement and also by whether there is a dedicated team for engagement in an organisation, the results are not necessarily better for those that spend more money and have designated teams. This may come down to consistency in the urgency that is placed on getting results that are timely. The results indicate that with an urgency mindset, it is possible to achieve prompt analysis and action sooner rather than later, irrespective of how much you spend.

## Survey Question: How long does it take from the data gathering to reporting the results to the appropriate stakeholders? - Breakdown



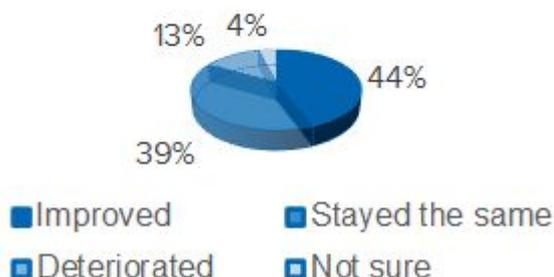
## Survey Question: Do you use the same methodology to measure engagement every year?

71% of our respondents indicated that their organisation uses the same methodology to measure employee engagement every year. The benefit of utilising the same methodology is that results are directly comparable and easy to identify trends with. A downside to utilising identical procedures year in and year out is that there can be a fair share of fallacy. For example, employing the same techniques will not account for the probability that the same employees may respond every single time, omitting the opinions of those that do not respond. In this case, organisations will not be engaging all employees as one method does not fit all.



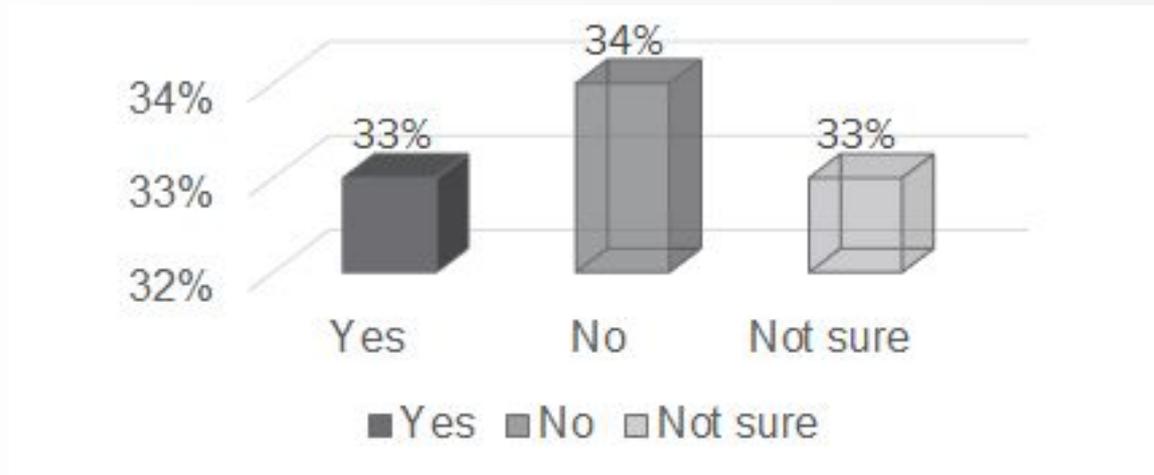
From the breakdown above, it seems like most of the companies that use the same methodology every year see a mixture of similar and new issues. Employee engagement approaches are crucial for the success of an organisation but most important is focus on one primary method. By widening the reach of your engagement approach, you will be able to identify what is causing recurring issues. Moreover, it is important to solve newly arising problems before they become widespread.

### How have the results changed in the past 12 months?



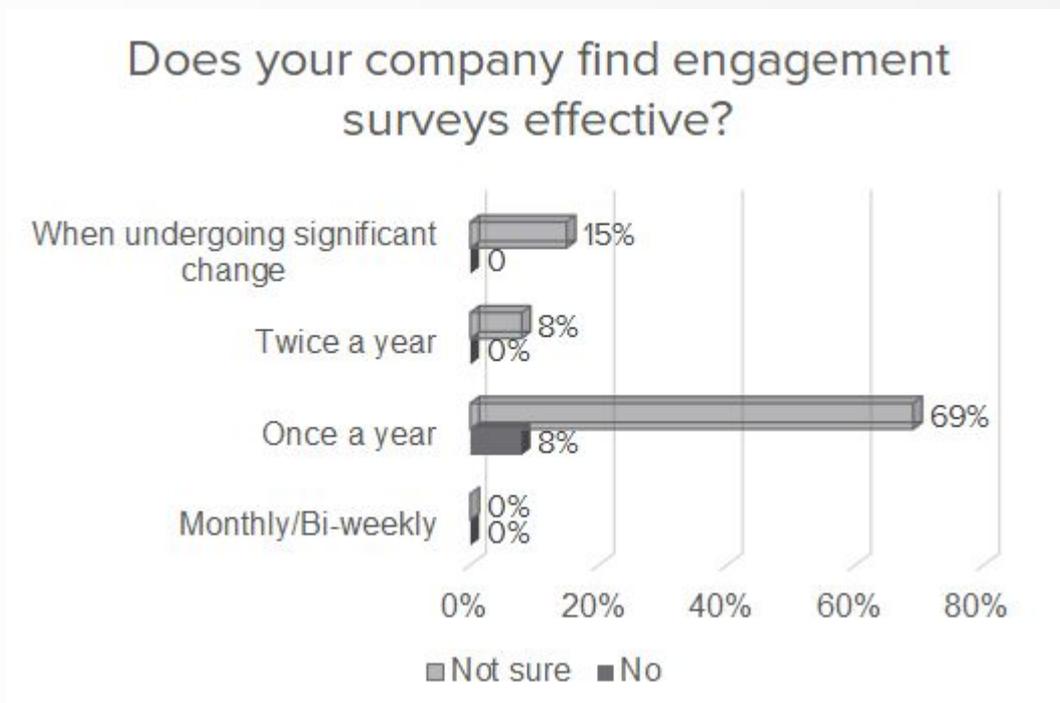
**80% of the respondents that saw improvements in their results in the past 12 months used the same methodology to measure engagement every year.**

## Survey Question: Does your company find engagement surveys effective?

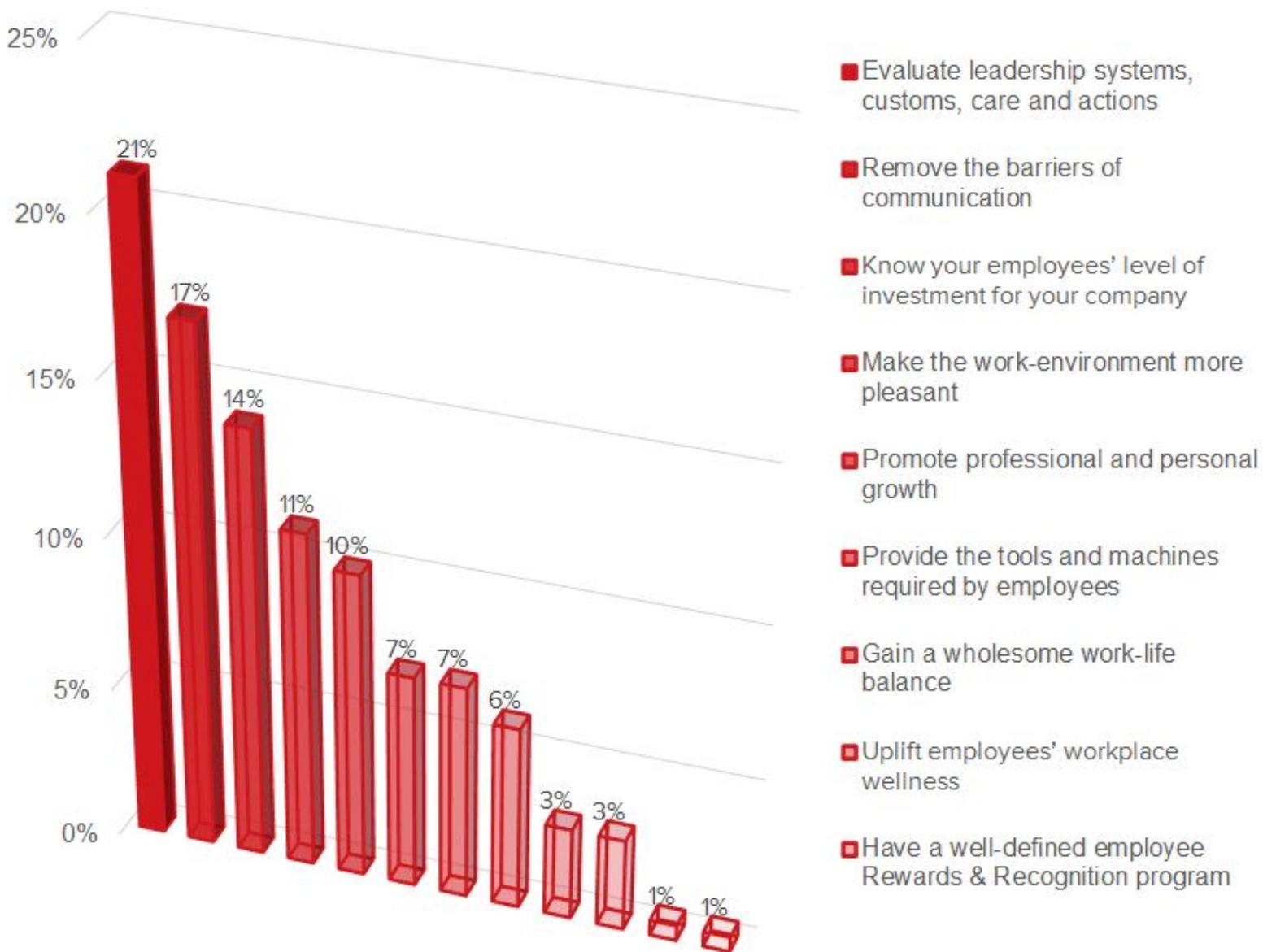


Our sample size produced an almost equal split of 34% seeing employee engagement surveys as ineffective, 33% as effective, and 33% not sure of their effectiveness.

Employee engagement surveys can be effective. However, the high number of those that see them as ineffective or remaining unsure may be because of the survey’s frequency. Such long periods of checking in may well add to the ineffectiveness of engagement surveys.



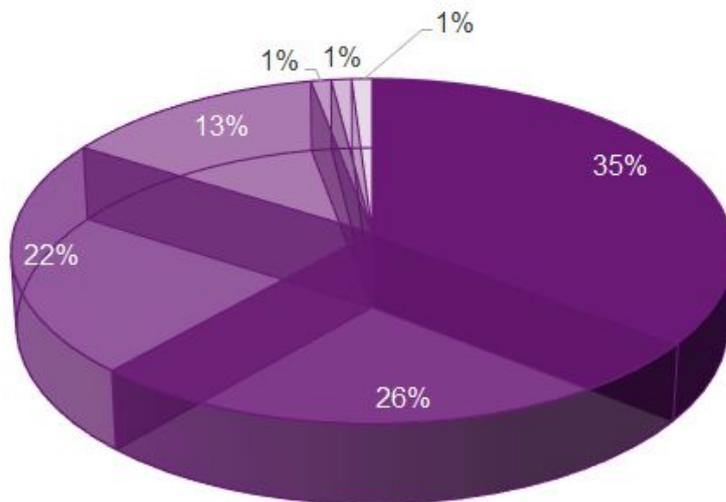
## Survey Question: What would you say are the primary benefits of having an engagement survey?



As was highlighted in our survey, there are many benefits of having an engagement survey. Here are the top 3 as chosen by our respondents:

1. Evaluate leadership systems, customs, care and actions (22%)
2. Remove the barriers of communication (17%)
3. Know your employees' level of investment for your company (14%)

## Survey Question: What would you say is the primary drawback of engagement surveys?



- Offers insights that may take a long time to act on and may not produce the desired outcomes
- Can lead to bias by associating answers with appraisals
- Can carry too many questions, requiring weeks to aggregate data and over one month to interpret it
- Does not offer historical overviews of engagement data
- Not 100% genuine feedback from employees
- Not an open conversation
- Employees not being 100% truthful

A mixture of lengthy, infrequent, and less in-depth employee engagement surveys cannot pinpoint concerns and handle them before they affect organisations. Furthermore, employees switch jobs more often nowadays. You cannot wait for months to uncover that you have a profoundly dissatisfied individual or a department-wide crisis.

Based on the responses, it looks like the primary drawback has to do with the lengthy time lag between asking, getting a response, and acting on those insights. The suggestion would be to include employee engagement pulse surveys for additional check-ins. Pulse surveys will help organisations quickly segment outputs to hone in on a particular pain zone.

## Survey Question: What does your company do about the results of the survey after it's reported to the appropriate stakeholders?



Plan and execute initiatives to address issues identified. **20%**



Share results with teams for their knowledge and action. **19%**



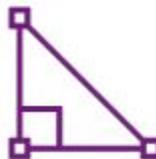
Target top areas to focus on to make lasting improvements. **16%**



Conduct follow-up group or individual sessions with employees for deeper understanding. **15%**



Compare with the years before (or cycles before) to understand trends. **13%**



Measure progress and impact of new initiatives planned to address the issues identified. **12%**

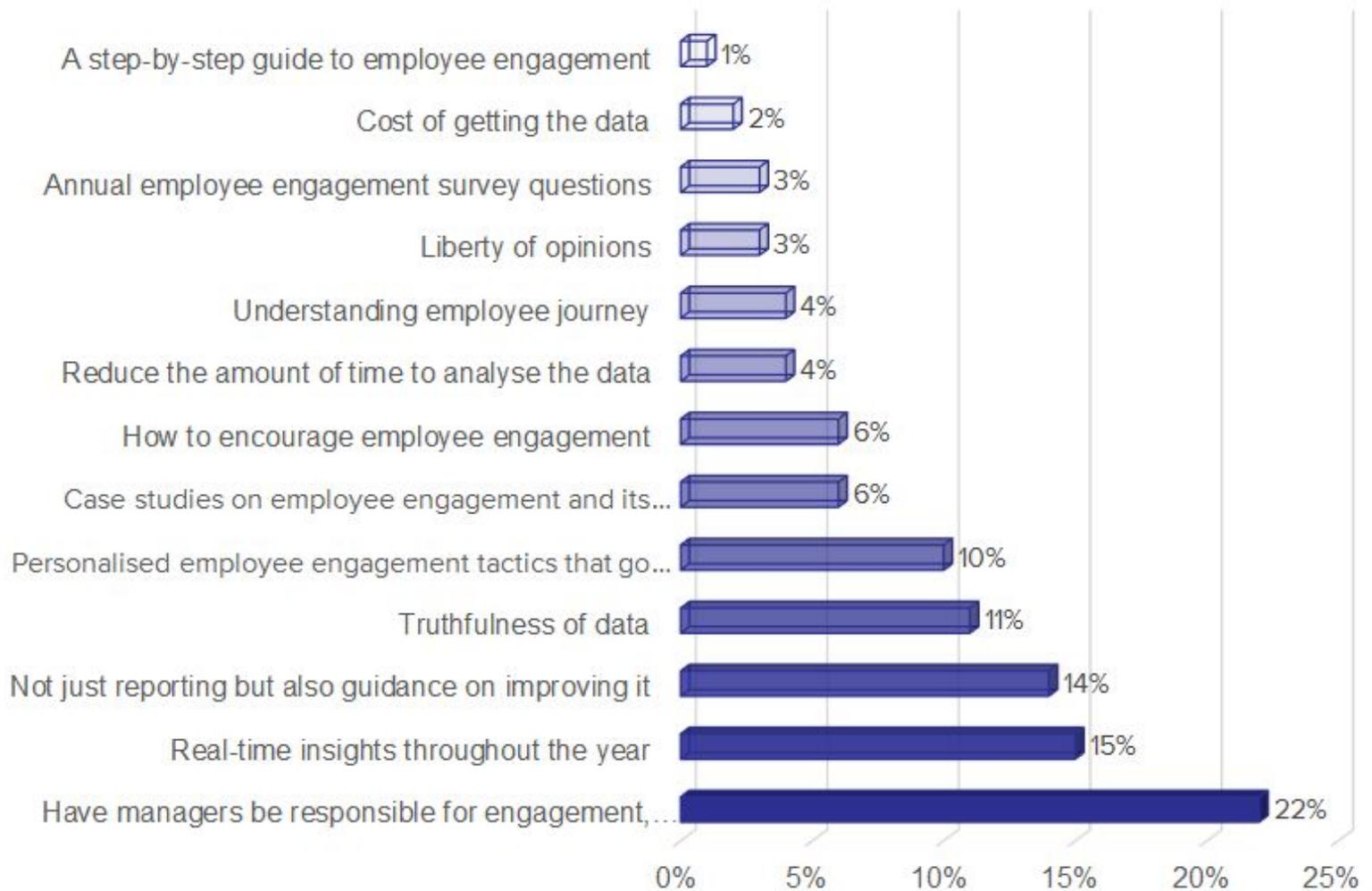


Not much action is taken. **4%**



Not have any surveys in recent times. **1%**

## Survey Question: Which of the following would be high on your wishlist when it comes to employee engagement?



The biggest facet that our respondents identified as desirable for improved employee engagement is to have managers be responsible for engagement instead of HR. Rightly so - a study in the US found that managers account for as much as 70% of variance when it comes to employee engagement scores. This makes sense. Managers are the ones that are in direct contact with the employee daily. They are responsible of providing clarity to them, guidance, and picking up on any issues that may arise. Putting the pressure of employee engagement on managers, rather than expecting it to be fully driven by HR company-wide initiatives should be the way to go.

Real time insights throughout the year came up second on the wish list. Again, this is logical, as real time insights may lead to more timely action, and therefore improved engagement.

# The way forward

In this white paper, we attempted to present our findings on how engagement surveys are utilised to measure employee engagement, and how organisations administer them, analyse their results, and make decisions based on the information these surveys indicate.

In the following pages, we aim to focus on how shorter cycles of change within the economy and organisations as well as the 'new normal' – remote working and a geographically spread workforce – affects engagement considerations, and how a different, more frequent evaluation of employee engagement is required.

# Change in 2020

This year in particular, organisations and employees have had to deal with much change - change in the demand and supply factors affecting the company's productivity and sales, change in the manner that employees have to complete their tasks and interact with colleagues and clients, and change in home dynamics, with many having to balance family realities, taking care of children or elders / sick, while at the same time fulfilling their daily work requirements.

This is in addition to planned organisational changes that may have gone ahead, like mergers, restructuring (not as a result of the pandemic), and moving jobs / roles.

We have found in our survey that many organisations have in fact noticed an improvement in the engagement levels of their workforce, mostly due to improved and increased communication, and more involvement from the top leadership, as a result of the major crisis the pandemic caused. In many occasions, however, engagement deteriorated. Organisational change has been found to have negative effects, if not managed properly:



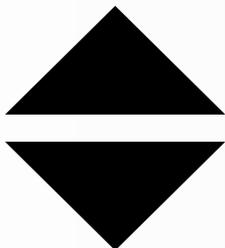
**Mental Stress**



**Loss of loyalty and increased Turnover**



**Increased time away from work**



**Life changes caused by restructuring**



**Fear**

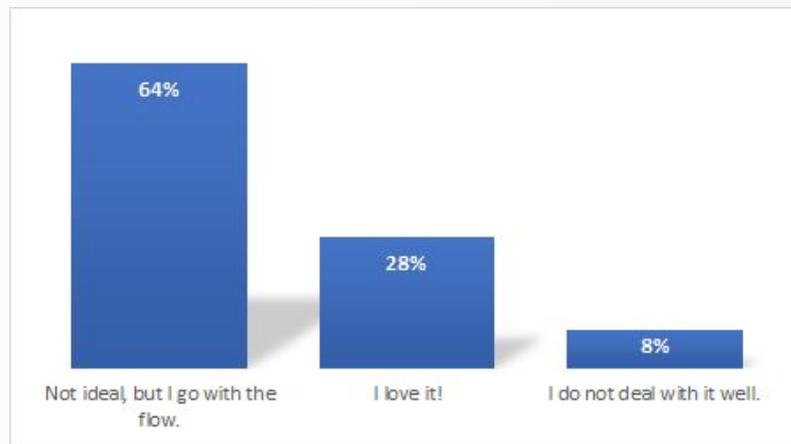


**Disassociation with company goals**

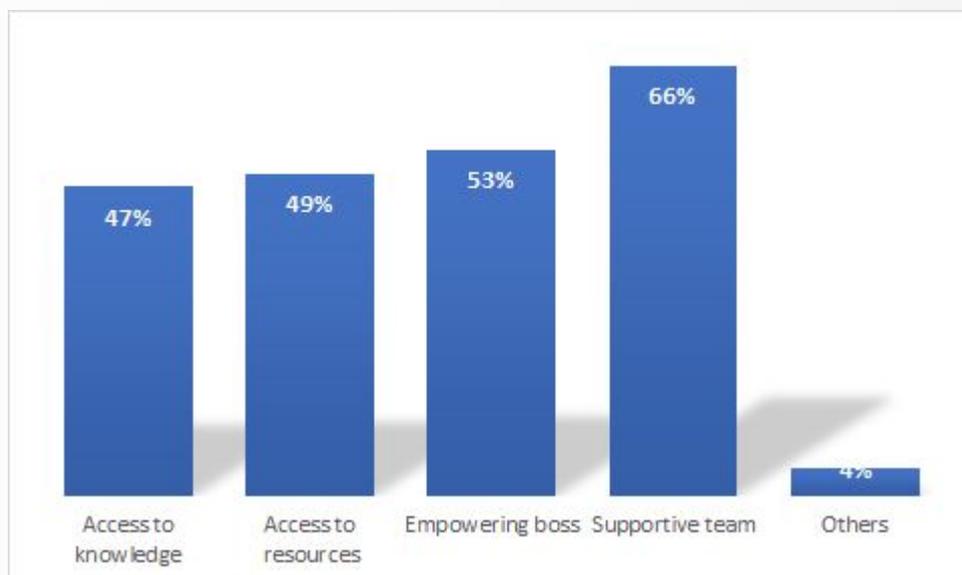
# Understanding the impact of engagement

Having said that, change can go smoothly and may in fact be beneficial if employee commitment, transparency, clear communication, and involvement in the decision making process where possible are included in the process of change. Those organisations that understand the importance of employee engagement ensure that this happens to avoid the negative effects of disengaged workforce.

In a poll we ran in May this year, we asked the question “How do you feel about constant change in your life?” Our 159 respondents gave the following replies:

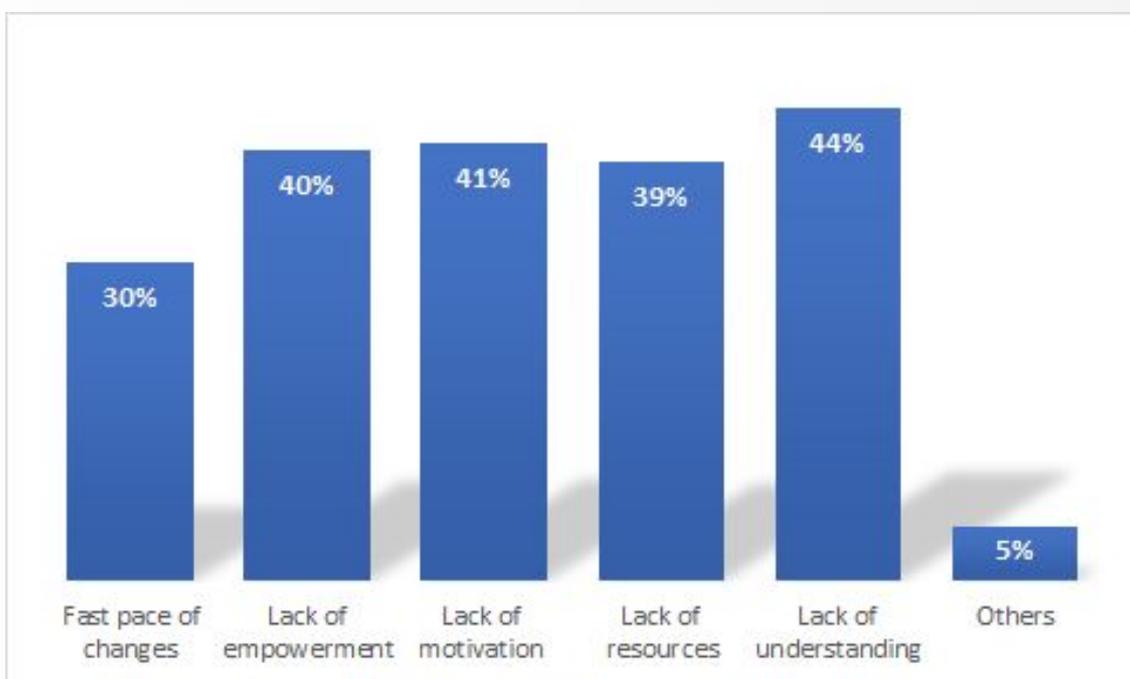


In a separate poll question around the same time, we asked “What is the one factor that would help you drive and implement the change you want in your workplace?” 310 respondents noted:



# Understanding the impact of engagement

Change is not something people can easily take to. Having the right support from an organisation would surely help to make the experience a lot more manageable for the workforce. In yet another poll question, we asked an audience of 277 people “What would you say are the main obstacles in driving change for you?” The responses we got indicate the need for consistent support and clear communication during times of change, in other words, prioritising engagement and being aware of how the workforce feels at any given time.



What these short change cycles that are often accompanied with stress, confusion and lack of clarity if not dealt with in a timely manner bring along indicate, is the need for a more timely and more accurate measurement of engagement as well. Adding to that what is now becoming a new reality of remote working, where supervisors do not get to physically see and assess their team’s motivation, engagement measurement in more frequent intervals becomes all the more important.

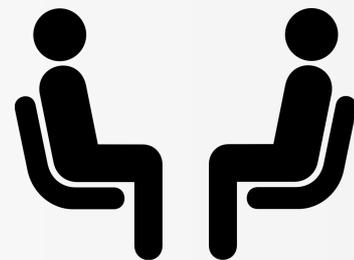
# Engagement in the era of remote working

For many years we have been used to working mostly in the same physical space. Doing so allows a visual assessment of people's interactions, behaviours and enthusiasm towards the work they do. When working in the same space, there are some relatively easy ways to deal with some of the challenges that may hinder engagement, or indicate a drop in engagement.

These include:



Constantly checking in with team members to ensure that they are keeping up with the discussion / presentation



When possible, opting for more one-to-one sessions with individual team members instead of constantly meeting as a whole team



Creating opportunities for water cooler conversations to take place - have HR look at the office layout and the culture of the organisation to ensure it allows for casual conversations to take place



Observing the way team members interact with each other and go about doing their work

With these new challenges threatening employee engagement, even more so for the remote workers, it is more crucial than ever to tackle the engagement challenges that organisations face. A big part of that comes down to measuring engagement in more effective and timely manners in order to allow for a stronger action when needed to deal with any issues.

Our survey found that the majority of companies measure engagement once a year. The second most popular approach is having an engagement survey twice a year instead.

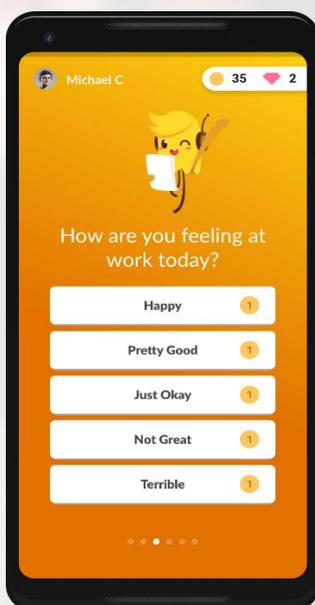
Having surveys once or twice a year to measure engagement does not give a clear picture of true engagement levels throughout the year in the organisation. It also leads to additional challenges like not responding to concerns and challenges that employees face until it may be too late. New ways need to be employed to ensure engagement levels. It is critical for engagement to be measured more frequently, and for action in response to the insights to be done in a more timely manner. This could result in improvements in engagement or the maintaining of such levels. Reducing the amount of time that it takes to conclude the measurement cycle (shown below), will help.



# Fulfilling Your Engagement Needs

We identify that the underlying factors behind the struggle to measure employee engagement are due to: a lack of unified definition for the concept of employee engagement and the qualitative aspect of the concept which makes it harder to measure objectively. Employee engagement is a multidimensional concept that encompasses different aspects such as employee happiness or satisfaction, feelings of fulfilment from work tasks, having task autonomy, collaboration with colleagues, being aligned to company's values and vision, and so on.

Based on insights from this survey, we recognise that the top 4 methods for gauging employee engagement levels - feedback cycles, appraisals, tracking company performance, and face-to-face meetings - are not close to sufficient in effectively measuring and addressing the multifaceted aspects of engagement. Furthermore, we realise that many of our respondents miss out or lack the means to adequately measure the qualitative component of engagement which involves employee experiences that are made up of individual employees' emotions, feelings and thoughts - all of which are difficult to measure objectively.



In our previous paper, we make mention of Happily as a tool that drives meaningful engagement in both the physical and remote workplace. Happily is a mobile application that is built on behavioural science, people analytics, and A.I. In addition to driving engagement, we emphasise that Happily also provides important insights to employers and key individuals in the organisation for quick and effective action-oriented solutions. These insights are generated from employees' responses to the daily questions that cover a wide range of work life dimensions - addressing both quantitative and qualitative components of engagement.

To know more,  
reach out to us at  
[tinyurl.com/happily](https://tinyurl.com/happily)

# Fulfilling Your Engagement Needs

In terms of tracking quantitative components of engagement, Happily does this through a few ways. Firstly, Happily enables employers to identify “hidden talent” and pockets of untapped potential through the gamification mechanism when individual employees are rewarded and recognised for their collaborative contribution to the organisation. Engagement may also be tracked through the town hall and university functions on the Happily app. The first is a means for communication and any one employee may hold fun or important discussions in relation to work, personal life, and so on. The latter encourages employees to reach out and learn from each other - enabling upskilling in both hard and soft skills.

In terms of tracking qualitative components of engagement, this may be done through the set of daily questions in which employees respond to. Some examples of questions asked are: “How are you feeling today?”, “How do you think you are contributing to the company?”, or “Do you get enough feedback for your work?”. Besides this, individual employees are also able to acknowledge each other through monthly peer feedback which opens up a safe space for honest and constructive conversations in terms of highlighting positive strengths and areas for improvement. All these are also accessible by managers or key individuals in the organisation for actionable and real-time insights.



By making daily pulse surveys fun and interactive, Happily has seen an estimated increase of 60% in daily engagement as opposed to 40% that is reported for engagement surveys done annually. Employees who use Happily also reported an aggregate happiness rate of 58% - an upwards of 60% increase from the previous rate of a low 22% prior to using the Happily app. With insights and talent analytics, we help organisations guide culture change through employee engagement, people management, mindset transformation, and personalised employee benefits. We believe that Happily enables employers and organisations to work towards building a happier and more productive workforce whether physically or remotely.

## Conclusion:

# A Way Forward

In conclusion, invest in your employee's success moving forward by measuring employee engagement levels. After going through the results of our survey, the following are various areas to consider to help your employees to achieve their full potential and to move forward quickly and productively within their career paths.

### 1. **Deploy pulse surveys**

Pulse surveys, being more frequent than annual or 6-month employee surveys, as well as shorter, will provide a better representation of how employees feel closer to the time of the survey. They will therefore allow for prompt action to tackle any issues that may be pertinent to employees at different times throughout the year.

### 2. **Recognise and give practical prizes for excellent work**

Recognition and prizes, no matter how small support stronger engagement and motivate employees.

### 3. **Decisive leadership that enables feedback**

Having an open culture where constructive feedback is encouraged and enabled allows not only for better, more honest measurement of engagement, but also more empowered employees. Having the top leadership encourage this as well as acting as role models, being on the giving as well as receiving end of the feedback is critical.

### 4. **Work-life balance**

Emphasising the well being of employees as well as their time to pursue their affairs and interest outside work feeds into their motivation and engagement at work.

Attain these by presenting employees the essential tools to meet their objectives. Do not assume that employees should, by their own choice, involve themselves with organisation processes — be accessible to the entire staff community. Employee engagement is a process - it needs to be carefully and intentionally put together by the organisation to ensure that the right initiatives are in place to enhance engagement, and also that engagement is measured in an effective manner to be aware of the true state of engagement in the organisation as much as possible. Knowing the true state of engagement and the factors that affect it at different times during the year can prove invaluable for the employer in having the ship in control and well oiled at all times.

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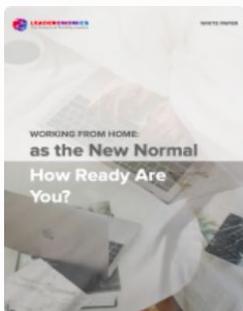
## White Paper Publications: Working from Home series and other relevant topics



**May 2020**

### [WFH: A New Normal or Existing Trend?](#)

With the pandemic, the lockdown in various countries saw an enforced period of working from home - at an almost global level. What is the impact of this enforced working from home, and what is the sentiment of the workforce?



**June 2020**

### [WFH: As the New Normal How Ready Are You?](#)

We are at a juncture whereby we are recognising the return of working from home and the welcoming of remote working as we begin to see a mindset change in the third quarter of 2020. With this new shift, are working individuals and organisations ready to embrace the new ways of working?



**July 2020**

### [WFH: Overcoming Challenges & Developing Steps to Success](#)

In order to create an effective working environment specifically for remote workers, we seek to understand the different levels of challenges. What are the challenges of working from home and remote working? Are our people and organisation equipped for this shift into new ways of working?

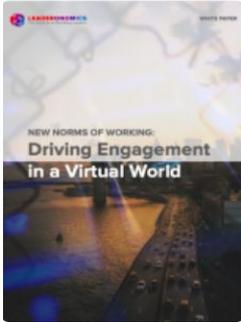


**September 2020**

### [WFH: Pros & Cons and Different Arrangements](#)

Despite initial opinions, flexible work arrangements such as WFH and remotely are continuing on from the third quarter of 2020 and even into the fourth quarter of the year. If the workforce and organisations are to remain agile in their respective industries, it is important to recognise the SWOT factors of WFH or remote working. What are the advantages and disadvantages of WFH or remote working for the workforce and organisations as a whole?

## White Paper Publications: Working from Home series and other relevant topics



**May 2020**

### [New Norms of Working: Driving Engagement in a Virtual World](#)

As the culture of remote working continues to be the norm, our research has shown that there are some negative outcomes that organisations need to address. Specific interventions and re-designs can help restore some of the organisation's morale and productivity issues stemming from extended working from home.



**October 2020**

### [State of Engagement - Engagement in Corporate Organisations](#)

Part 1 of our employee engagement white paper series concentrates on the condition of engagement in corporate organisations.

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