THE GLOBAL & REAL-TIME

STATE of EMPLOYEE ENGAGEMENT

officevibe
THE GLOBAL & REAL-TIME STATE of EMPLOYEE ENGAGEMENT

This is the current state of employee engagement, updated in real-time from thousands of organizations across 157 countries. Here's what our data says as of November 2016.

WHERE DOES THE DATA COME FROM?

Our statistics are updated in real-time by a large data sample coming from...

150+ COUNTRIES COVERED
1000+ ORGANIZATIONS
1,200,000+ DATA POINTS
THE 10 METRICS OF EMPLOYEE ENGAGEMENT

For an employee to be engaged, there needs to be a few core things that are taken care of.

Employees need to feel like they’re respected, that they’re part of the team, and that their ideas matter. Once that’s taken care of, they’ll be more likely to go above and beyond for their company and provide amazing service, come up with innovative ideas, and help the company grow.
According to the book *How Full Is Your Bucket*, the number one reason people leave their jobs is that they don’t feel appreciated.

Not getting recognition for your work when you know you deserve it is one of the most frustrating things that can happen in an organization. Recognizing your employees is one of the most important things you can do to increase retention and lower turnover.

In fact, research from Deloitte found that:

“Organizations with recognition programs which are highly effective at enabling employee engagement had 31% lower voluntary turnover than organizations with ineffective recognition programs.”

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“Organizations with recognition programs which are highly effective at enabling employee engagement had 31% lower voluntary turnover than organizations with ineffective recognition programs.”
Turnover is expensive and engaged employees are hard to come by, meaning you need to do everything you can to keep your best people around.

Employees Don’t Get Enough Praise

After understanding how important recognition is, it’s surprising what we’re finding in our research.

When we ask employees:

“How often do you usually get praise?

Our research shows that employees are not getting nearly enough praise as they should.

72% of employees get praise less than once per week.

That number is way too high. Too many employees are walking around feeling like their organizations are ungrateful.

Here is the full breakdown of how they’re responding to this question:
Employees Value Praise More Than Gifts

One of the things that lead managers to avoid recognition is that they often confuse recognition with physical rewards. Recognition is simply the acknowledgment of a job well done.

You don’t need to spend a penny on recognition.

In fact, as of November 2016, we find that:

82% of employees think it's better to give someone praise than a gift.

This is great news for managers. Recognizing employees for a job well done is one of the easiest (and least expensive) ways to motivate them.

Recognize Employees Properly

Learn everything you need to know about employee recognition and how to implement it in your team with this complete guide.

Get The Free Guide
Feedback is one of the most important parts of growing as an employee.

Most managers don’t enjoy giving feedback, but it turns out that employees love receiving it.

35% of employees have to wait more than 3 months to get feedback from their manager.

96% of employees said that receiving feedback regularly is a good thing.

This is a huge opportunity for managers to develop their employees.

Monthly one-on-ones, weekly planning sessions, daily check-in meetings are ways that you can give more regular feedback.
Employees Crave Feedback

Another interesting insight that we uncovered was how receptive to feedback employees are. While most managers hate giving feedback, employees are actively looking for it. They just want feedback in order to get better. Clearly, managers have a huge opportunity here to create more of a feedback culture.

Create A Feedback Culture

It's not only managers that should be giving feedback.

It’s not only managers that should be giving feedback.

Feedback often means more when it comes from coworkers because they understand your day-to-day better than most managers.
Quality Over Quantity

More important than the act of giving feedback, is making sure that it's high quality. High-quality feedback is specific, timely, and actionable.

When we asked employees:

“On a scale from 0-10, how valuable is the feedback you receive?"

We found that as of November 2016:

62% of employees think the quality of the feedback they receive should be improved.

Managers have to practice giving more meaningful feedback to their employees.
Want To Give More Meaningful Feedback?

A Manager’s Guide To Giving Employee Feedback will teach you the science behind giving feedback, how to have better performance reviews, and how to set meaningful goals for your employees.

Get The Free Guide
It turns out, according to our research, that not many people are happy at work.

Even worse, when we ask employees:

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On a scale from 0-10, how happy are you at work this week?
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Our research shows that people are leaving work exhausted and sluggish. Specifically, as of November 2016:

25% of employees leave work feeling drained or very drained. Every Day.
And happiness outside of work is important to look at too. Without getting too personal, showing an interest in how an employee is doing outside of work is a nice thing to do.

1 - It shows you care
2 - Happiness outside of work will spill over into work

25% of employees aren’t very happy outside of work.

As a manager, you should ask yourself what you can do to make someone happier. Even if it’s something outside of work, understand that their happiness outside of work will affect their happiness at work, so it’s worth it.
Want To Increase Employee Happiness?

Discover the one (free) employee perk that you could implement at your company right now that’s guaranteed to increase happiness.

Get The Free Guide
While companies are starting to understand the importance of autonomy, mastery, and purpose, there is still clearly a lot of work to do.

Employees feel like they don’t have enough autonomy, they’re not mastering their skills, and they don’t fully feel a sense of purpose.

**Lack Of Autonomy**

Autonomy is so important for engagement at work, so we ask employees:

On a scale from 0-10, how much autonomy would you say you have at work?

As of November 2016, we found that:

57% of employees believe that they don’t have any career advancement opportunities.
This is likely due to micromanagement. At the end of the day, it all comes down to trust.

You need to trust your employees enough to let them run with projects.

**Lack Of Mastery**

According to our data, we see that organizations aren’t helping their employees enough to learn and grow. Specifically, we find that:
Lack Of Purpose

It’s so important for an employee to understand why they do what they do.

Employees are motivated by a sense of purpose and feeling like they are part of something bigger than themselves.

When we ask employees:

"Do you believe in the bigger vision of your organization?"

We see that:

53% of employees say they haven’t improved their skills significantly in the past year.
How is this even possible?
Everyone should know what their company's mission is. And if an employee is indifferent to it, then maybe they don't understand why it's so valuable.

Be A Better Leader

Want to grow into a better leader? This 11-day email course will teach you everything you need to know about how to be a better leader.

Start Free Course
There are two sides to employee satisfaction. The first, is compensation (salary + benefits), and the second, is their overall work environment.

Employees need to feel like they’re being fairly compensated for the work they do, otherwise they’ll be disengaged. In psychology, this is known as the equity theory.

We ask employees about their company’s benefits package. Specifically, we ask:

Do you believe in the bigger vision of your organization?

As of November 2016, we see that:

1 out of 2 employees isn't satisfied with the benefits package that they have.
And we want to know how they feel about their salary, so we ask them:

“Are you being paid fairly for what you do?”

33%

of employees don't think they are paid fairly for their work.

Clearly something needs to be done. If salary isn’t something you can change, there are ways to offer benefits like more flexibility to compensate.

**Onboarding Needs To Improve**

Onboarding is one of the best opportunities for managers to get their employees integrated into the team and get them productive quickly. According to the book The First 90 Days, it takes three months before an employee starts adding value.

Unfortunately, most onboarding processes last about a day or two, when in reality it should be lasting months.
We ask employees:

**Does your organization have a great hiring and onboarding process?**

Not surprisingly, as of November 2016, our research shows that:

51% of employees think their company’s onboarding process could be improved.

There needs to be more emphasis on team building, learning, and training for a longer period of time.

**Employees Need Clear Goals**

Employees need to have clarity around what they do on their day-to-day. They need to clearly understand how you’re judging their success or not.

A lack of clarity brings confusion, which leads to stress, which leads to disengagement.
What we see is that employees need their managers to define clearer goals for them.

74% of employees think their manager could define clearer goals.

Using a tool like Objectives and Key Results (OKRs), where you set team and company goals for the next three months is a great way to ensure clarity around goals. Check in on the progress frequently (ideally every two weeks) to make sure everyone is on track.

**FUN FACT**

What's the one thing employees like the most about their job?

- 38% Learning
- 12% Benefits
- 10% Pay
- 40% Colleagues
Learn How To Set More Meaningful Goals

Get this simple guide to learn how you can set more meaningful and powerful goals for your team.

Get The Free Guide
There is a serious crisis going on in terms of employee wellness.

Employees are stressed, overworked, and don’t have a good work-life balance. We continuously ask employees about their sleeping habits:

"Most nights, do you get a full 8 hours of sleep?"

We’re continuously updating the responses to this question, but as of November 2016, we see that:

60% of employees notice that their job is taking a toll on their personal life.

42% of employees are either constantly sleep-deprived or tend to lack some sleep.
That fatigue leads to unhealthy choices, higher stress levels, and lower overall wellness.

**Employees Are Stressed**

The amount of time and energy that employees waste being stressed about their work is causing them to be less productive than they could be. As a manager, you should be doing everything you can to reduce the stress from employees.

48% of people consider themselves stressed at work

That number is staggering. There should be no reason why employees are that stressed at work. Even scarier,

20% of employees are worried that they might lose their job in the next 3-6 months.

Managers need to reinforce work stability to lower stress levels of employees.
Employees Are Overworked

There’s no point in overworking your employees. Short term, you might get a few more hours of productivity out of an employee, but long term, overworking someone doesn’t help their productivity, and worst case can lead to burnout.

We ask employees continuously about their workload. Specifically, when we ask:

> Do you often take work home to complete?

![Work-life balance chart]

Work-life balance is an incredibly important part of being a healthy, happy, and productive worker.
Give Your Employees Work-Life Balance

Download these 6 simple and free ways to give your employees more work-life balance and start having productive, healthy employees.

Get The Free Guide
The employee Net Promoter score (eNPS) is one of the best measures of loyalty and happiness.

It looks at the willingness of employees to recommend your organization and its products/services.

The way that organizations calculate eNPS is by asking employees two questions about:

- How likely employees are to recommend their organization as a place to work.
- How likely employees are to recommend their products/services.
The way you calculate your score is by subtracting the percentage of "detractors" (people who score 0-6) from the percentage of "promoters" (people who score 9 or 10).

People who score 7 or 8 aren’t included because they’re seen as being neutral.

We continuously measure the eNPS from thousands of organizations all over the world, and have found some interesting insights.

When we ask the question:

"On a scale from 0-10, how likely are you to recommend this organization as a good place to work?"

We found that as of November 2016, the average eNPS is 18, which is considered a good score.
Here is the full breakdown of that question:

Interestingly, for the second question:

On a scale from 0-10, how likely are you to recommend our products/services?

Globally, this scored a 39, which is an excellent score.
Here is the full breakdown of that question:
What this tells us is that:

People are more likely to recommend their company’s products than the actual culture itself.

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Want More Employees As Ambassadors?

Learn everything you need to know about the employee Net Promoter score and how you can use it to increase employee loyalty.

Get The Free Guide
The employee Net Promoter score (eNPS) is one of the best measures of loyalty and happiness.

Managers are missing out on an incredible opportunity to develop closer relationships with their employees.

We asked employees to rate how close they felt with their manager:

Here is the full breakdown of how close employees feel with their manager on a scale from 0-10:

35% of employees wish their manager communicated more frequently with them.

Managers are missing out on an incredible opportunity to develop closer relationships with their employees.

We asked employees to rate how close they felt with their manager:

On a scale from 0-10, how close are you with your manager?

Here is the full breakdown of how close employees feel with their manager on a scale from 0-10:

42% of employees say they don’t feel close with their manager.
The relationship between an employee and their manager has a huge effect on employee engagement.

**Employees Want Transparency**

Frequent, transparent communication is something that employees need to help them grow. Our research found that:

![1 out of 5 employees feel like their manager isn’t transparent with them.](image)

As a manager, you need to create an environment where employees feel comfortable and everyone gets along well with each other. Building those relationships will lead to more engaged and productive employees.

**Employees Want To Connect**

Employees want to become closer with their managers because it will make them feel more connected to their organization. We asked employees if they had ever spent time with their managers outside of work and more than a third said that they hadn’t.
But interestingly, of those who never spent time with their managers outside of work, a massive 68% of them said they would actually want to.

68% of employees say they’d like to spend more time with their manager.

Employees want to get to know their managers and build a closer relationship with them.

**FUN FACT**

Using the famous “airport test” for likeability, when we asked employees how they would feel if they were stuck in an airport with their manager:

- 8% would be uncomfortable
- 36% are neutral
- 56% would try to get to know their manager better
Want to Improve Your Relationship With Your Employees?

Download this complete guide on what makes a good leader and learn how you can be a leader that employees admire and respect.

Get The Free Guide
Having a friend at work is one of the most important parts of being engaged and satisfied with your career.

But sometimes when we’re stressed or tired, we might be mean to our coworkers without even realizing it.

Workplace bullying is a huge problem, and one interesting thing we see in our research is that when we ask employees:

“Have you ever seen one of your coworkers be mean to someone else?”

We see that employees, whether they realize it or not, are being mean to each other.

37% of employees don't think they have enough social interaction with their colleagues.

42% of employees have seen one of their coworkers be mean to someone else.
That's about 1 out of every 2 employees. That's an insanely high number.

**They Might Be Overworked**

One of the reasons why employees feel like they don’t have enough social interaction with their colleagues is that they simply might not have the time.

![Image showing 62% of employees eat alone at their desk working]

How sad!

Another indication that this could be a sign of them being overworked is we also found that 20% of employees wish their colleagues contributed more.

There are two things that managers can do to alleviate this.

1. **Force those social connections**
2. **Set better expectations**

It's important that you encourage your team to get to know each other.
Organizing team building activities or other events to create those social interactions is a great idea.

Also, employees shouldn’t be feeling overworked or that their colleagues don’t contribute enough. As a manager it’s your responsibility to ensure that everyone is doing their fair share and that everyone has a good work-life balance.

**Employees Respect Each Other**

There is clearly an opportunity to improve interactions between coworkers. We asked employees:

> On a scale from 0-10, how much do you value your colleagues' input?

As of November 2016, our research found that:
A simple idea to fix these issues is to create more opportunities for employees to work on projects together.

As we can see, employees feel that they don’t interact enough with each other, they feel like others should contribute more, but they highly respect their coworkers. Creating teams to allow employees to work more closely together is an easy way to fix all of this.

**Build Better Colleague Relationships**

Discover the 11 reasons why employees need to have good relationships with their coworkers and how it affects their productivity, happiness, and their careers.
Many organizations talk about the importance of culture fit and how that leads to higher engagement.

A perfect culture fit happens when an employee's personal core values align well with the organization’s core values.

**Companies Need To Preach**

Companies need to be doing a better job of preaching the mission and core values of the organization.

Employees need to be constantly reminded of why they do what they do.

**Remember, there is no such thing as too much communication.**

We wondered about how often employees are reminded of their organization’s mission, so we asked them:
t’s important for employees to feel like they’re doing something bigger than themselves. For example, if someone works at a pharmaceutical company, they’re not just selling pills, they’re saving lives. That bigger mission is important to keep remembering if you want employees to get passionate about their work.

We see similar results when asking employees about the organization’s core values.
This is a huge opportunity for managers to make sure that everyone is aligned, passionate, and working towards the same mission.

Are Core Values Just Fluff?

Many organizations will have values like “innovative”, “collaborative”, or some other vague word. But do those words really mean anything? Or are they just marketing tools?

When we ask employees:

How much do you think your company's core values help you succeed?

What we find is that most employees don’t think their core values will help them grow. As of November 2016, we see that:
Ask yourself if your values actually mean anything or if they're just there because they sound good.

Learn How To Create Meaningful Core Values

Your core values will help you grow. Read this short guide to learn exactly how to define your core values and create a purpose-driven company.

Get The Free Guide
Methodology

Data Set
The State of Employee Engagement report was created using answers from a sample of approximately 50,000 users of the Officevibe’s employee engagement software since 2013. That represents approximately 1,200,000 data points. For any given statistic in the report, we use a rolling average of approximately 90 days to maximize accuracy.

Data Source
All of the questions come from Officevibe’s survey software library of questions. This represents a total of approximately 350 questions, though not all of the questions were used in the creation of this report.

Data Capture
Each week, employees answer 5 questions via email chosen from Officevibe’s library of questions. The selection is based on our proprietary algorithm to maximize participation and metric coverage for any given period.

Frequency
Officevibe continues to collect survey responses on different days of the week and updates the report in real-time, as new answers are collected. This means that for any given day of the week, new data is added.

Country Coverage
The answers used to generate this report come from approximately 150 countries. The countries with the largest amount of data considered are the United States, United Kingdom, Canada, India, Australia, South Africa, Germany, France, Netherlands,
Sweden. We will soon allow you to slice and dice the data of the State of Engagement based on different locations.

**Industry Coverage**

The answers used to generate this report come 1,000+ organizations from all the different types of industries listed in the Industry Classification Benchmark (ICB). The industries with the largest amount of data considered are Consumer Services, Consumer Goods, Industrials, Financials, Technology and Health Care. We will soon allow you to slice and dice the data of the State of Engagement based on different industries.

**Privacy**

The data displayed here respects Officevibe’s Terms & Services (article 10.1.1). No personal information was collected (besides an encrypted user ID) and there was no incentive offered for participating in this report.

2 http://www.bersin.com/News/Content.aspx?id=15543  
3 https://www.amazon.com/First-90-Days-Strategies-Expanded/dp/1422188612

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