In this recession, has engagement remained high?

– Research within an Irish financial company

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Declaration

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of BA (Hons) in Human Resource Management is entirely my own work and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work.

Signed _____

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Abstract

The benefits of the engaged employee has long been espoused. The engaged employee is seen as providing a competitive advantage that cannot be easily replicated. The engaged employee provides unique solutions to business problems. They embrace change, share the business vision and will "go the extra mile". The engaged employee is the future talent that will direct the success of the business.

This study is a review of the extent to which engagement has been maintained in an Irish financial organisation during the most significant economic crisis to have hit the Irish economy. This organisation itself has experienced significant changes during the crisis.

If businesses are to emerge from this economic crisis they will need people that are fully committed to the business objectives and totally engaged with the organisations management and culture.

So how is engagement maintained during times a major economic recession?

In this study employees within an Irish financial services business have completed a workplace survey which seeks to identify the level of engagement and commitment in their workplace during this recession.

The study considers areas which influences workplace engagement. It then considers how to use the findings from the survey to create actions that will increase levels of engagement in the business.

Acknowledgement

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Dedication

I dedicate this to my wonderful wife and two fantastic children.

I cannot thank Sheila, Molly and Jack enough for their patience, tolerance, support and understanding over the last four years.

I am sorry for having missed so much- particularly during the last 12 months. I will make amends.

Contents

1. **Introduction**

In 1948 an executive in a large US corporation stated that in the past 95% of management time and expertise was spent looking at the technical issues of the business and just 5% addressing the people issues. He concluded by outlining that more management time was needed to address the issues raised by employees. (Bigge, J.J., 1948).

So even this far businesses were just beginning to recognise the emerging importance of improving employee relations and engagement.

So now in 2013 whenever a college lecturer asks their class to describe what employee engagement means they will invariably produce a list that would characterise the concept. They will describe a working environment that has clearly defined roles and responsibilities, open lines of communication, performance management and feedback processes. A working environment such as this will have great honesty, trust, loyalty and commitment across all levels of the business. It will also likely to be a workplace which recognises achievement, acknowledges discretionary effort for employees that go that "extra mile".

For many this may merely be a wish list or a utopian world in which to work. The reality however is that for many employees these characteristics listed are those of businesses that are working to keep their business alive during this economic crisis. To stay in business they may have also introduced harsh actions such as pay cuts, shorter hours and even redundancies.

So as Bigge (1948) describes businesses are now more than ever aware that to be successful, to build sales and revenues, to retain customers and key talent – they need to have high levels of employee engagement.

The question is whether in a recession business are focussed enough to keep their people fully engaged.

2. Why did I choose this topic to research?

I selected this topic because of my observations and experiences of working in this organisation. In the last five years the Irish economy has "imploded" resulting in hundreds of job losses. Many friends and colleagues have departed. There have been pay cuts, and demands for greater flexibilities and higher productivity.

I was curious to know how employees truly feel about their workplace, their line managers and executives following the measures and actions taken in order to ensure survival.

I was curious to understand if during this time of economic crisis if engagement of those remaining in work at Company ABC is high or low? I am curious to know if motivation has remained high following the redundancies and multiple work practice changes. I am curious to know if employees share the same understanding of the organisations goals and visions following pay cuts.

I was curious to know if the managers and executive would allow a research study take place.

I was curious to see if the business has put in place the actions in the front line that drives the right behaviours such as trust in the line management (Whittington,J.L., Galpin. T.J., 2010).

Hopefully at the end of this paper I can revisit these curiosities with a better understanding of the subject matter.

3. Structure of the Dissertation

For ease of navigation this dissertation has been split into a number of sections as outlined below.

3.1. An overview of Company ABC and its current environment.

- This will provides an outline of the organisation in question and the issues that it has experienced in recent years.
- It will then consider the recession in Ireland, its causes and consequences.
- It will then discuss how recession has impacted on engagement and how this paper will seek to understand the relationship

3.2. Literature Review

- Provides an outline of what has been written in relation to the subject matter of engagement and recession
- Will also look at the most recent writings on workplace changes

3.3. Research question and methodology

- This section will look at the approaches considered and adopted in this dissertation.
- It will include the design and methodology for data collection

3.4. Results & Findings

- This section will review the output from the data.

3.5. Conclusion and Recommendations.

- Finally, to endeavour to provide some conclusions from the data and the study and to put forward recommendations

4. Overview of Company ABC and its current environment

4.1. Introduction to the Organisation

It is important that the reader has a sense of the organisation at the centre of this study.

Company ABC has had a turbulent past five years since 2008. In this time it nearly ceased to trade, has been into administration and has been sold to new owners.

Prior to its decline it was seen as a shining example of Irish entrepreneurship that typified the Celtic Tiger. Its parent company had multiple businesses across Europe and Asia.

For the employees there have been pay cuts and two rounds of redundancies. These employees were known to "work hard and play hard". Success was rewarded financially through generous performance bonuses which may have in many cases doubled a salary.

This business attracted people that were highly committed and loyal to the. The senior managers were target focussed and driven to achieve business goals and bonuses.

However the Irish financial crisis and poor resulted in Company ABC being placed into administration.

Following administration there was a redundancy programme to remove 30% of the workforce. This reduction was in response to a significant fall business.

The business was bought over but additional costs were removed. There was a second round of redundancies which cut the remaining workforce by 25%. In conjunction with these redundancies there have been pay cuts, increases in workload and performance management.

So – the people at Company ABC have been through a lot of change and upheaval. As the business attempts to trade its way out of the recession – are the employees engaged with the business and its leaders to a degree that it return to profitability?

4.2.   Irish Financial crisis and Recession

So to understand how a recession impacts on employee engagement it is important to understand the nature of a recession?

A recession is defined as "two or more consecutive quarters of declining output" (MCLEAN, J., 2009).   The IMF's observed that the Irish experience was the worst in the developed world (IMF, 2009). This led to a reduction in business activity but most dramatically there was an increase in unemployment 4.4% in Jan 2007 to 14.0% in April 2013 (CSO, 2013).

In Ireland the recession is best described by Kieran Mulvey Labour Relations Commission as the most serious in modern history with major impact on the workplace and the management of human resources (Roche,W., Teague.P., Coughlan.A., Fahy.M, 2011).

The Irish economic crisis has been well documented with many pages written on its causes and consequences. Patrick Honohan of the Irish Central Bank identified the key issues for Ireland lay with the fact it had experienced "an unprecedented property bubble". To compound matters further it was highly exposed to the global economic meltdown. (Honohan, P., 2009). This property bubble was financed by availability of cheap credit supplied to borrowers by banks both domestic and international. In reality the scale of the bubble was greater in scale than that experienced in the USA (Capell. K., Fitzgerald. K., 2008).

When the bubble burst Ireland was unable to implement the standard responses to a slowing economy such as interest increases or devaluation of currency due to its membership of the Euro (Sonne, P, 2012). In his article (Sonne, P, 2012) describes the impact on the domestic economy as consumers cut back on spending. He refers to businesses revenues dropping by up to 30%.

The relevance to Company ABC is that it had extensive operations in which much of it liabilities were guaranteed by assets such as property. And when the banks that supported the property boom failed Company ABC was deep in debt and was unable to meet its liabilities.

4.3.   HR actions taken during this Recession.

As one would expect there have been some significant changes in work practices as a result of this recession. One of the most significant changes has been the switch in the balance of workplace power away from employees and back to management (Roche, B., 2011, p. 32)

There is inevitability in how businesses react in the face of an economic crisis. If there is a reduction in the spending power of consumers there follow a drop in demand (Gunnigle. P., Lavelle. J., Monaghan. S., 2011). In this 2011 study Gunnigle identifies many of the key business saving measures included cuts to pay and bonuses, job cuts, performance management and increased workloads.

The study of multinational companies (MNCs) noted that 35% had introduced job cuts, and a further 13% moved operations out of Ireland. For pay and conditions 59% of MNCs introduced cuts to pay. 75% were reducing bonus with just 9% increasing bonuses paid.

One HR manager referred to the recession as an opportunity to "cut deep and to clear out poor performers". Some trade union officials observed an increase in disciplinary actions taken by management (Gunnigle. P., Lavelle. J., Monaghan. S., 2011, p. 13).

However Roche does point to employee engagement as being a key tool to business recovery and growth. He identifies the particpation of employees in some elements of decision making which allows employees to have greater commitment to the plan developed. It creates an opportunity for employees to understand better the challenges and options therfore the chances of success are higher.

Roche states that engagement requires frequent communications, feedback and keeping employees fully informed in order to achieve a recovery. In Roche's 2011 report 52% of the business studied stated that their employees were engaged in such planning activities.

4.4.   Engagement during a Recession

According to Gallup in 2012, 70% of American workers are not performing to their potential. As a business that specialises in measuring employee engagement they state that just 30% of US workers were actively enthusiastic and engaged about their work. The disengagement levels can have a negative influence on their colleagues as it manifests itself in disruptive and counterproductive ways such as low production, poor attitude or absenteeism. (Gallup.com, 2013)

But equally challenging, particularly during a recession is that key talent and highly skilled individuals will leave a business if their knowledge, skills and abilities are not developed by their managers. An exodus of highly capable and talent people seriously threatens the business competitive advantage.

 As workers now manage their own careers it is more likely that higher performing yet also dissatisfied workers will make a decision to leave quicker than their manager's decision to provide them with development opportunities (Houlton, SA., 2001). Furthermore they will also consider leaving if managers are not showing leadership to bring the business through the recession. (Anonymous, 2002). These factors seriously undermine the competitive advantage of the business but also reduce the chance of surviving the recession.

The cost to replace such lost talent is believed to be 18 months of salary of the individual. Higher still are the disruption costs of underproductive workers believed by Gallup (2013) to be as high as $550 billion per annum.

There is also evidence to suggest that stress increases among employees during recession leading to fear and uncertainty (Wexler, D, 2009). These fears evolve from the sense of impeding redundancies, the loss of colleagues, an increase in workloads as the work of those departed are absorbed and an apparent lack of decisiveness of managers in decision making. These stresses during recession if not addressed leads to growing dissatisfaction, loss of productivity and even the inevitable loss of talented individuals. All of which when measured through survey are seen as indictors of disengagement.

Another factor could be the potential growth of litigation from dissatisfied employees or former employees. This may be seen in the areas of missed promotion, unpaid bonus or disputes over redundancy payments.

In reviewing the information available on engagement during recession – ALL of the writings lead to the same conclusion; that employers need to understand the level of engagement in their business and where the gaps exist do that when recession is over they can "hit the ground running when business begins to take off" (Ferri-Reed, J. , 2010, pp. 32-33).

5. Literature Review

5.1. Literature Review

A literature review is the collection, examination and critical understanding of the known published information available on a subject. The objective of the review is to understand what others have researched and written (Collis & Hussey, 2009; Babbie 2007). It is also an analysis of what is known and helps to identify if gaps exists.

5.2. Defining engagement

There are, across a wide range of publications, books and journals a broad number of definitions for engagement. Typically they include the view that an organisation needs to have people within its ranks that have the right skills and attitudes, a sense of commitment to the organisation. These people will then deliver the best results for the business (Hall, C., 2011).

A cautionary note is that engagement should not be mistaken for satisfaction. Satisfaction may be frequently associated with recent bonus or salary increase whereas engagement is about driving an increase in employee passions and commitment (Markos,S., Sandhya Sridev,M., 2010).

In his ground breaking work (Kahn, W.A, 1990) outlines his view that employees have differing levels of engagement and commitment when working in their

respective roles. In his seminal paper he considered earlier work and he found that insufficient research had been conducted into the degree that individuals commit of themselves emotionally and psychologically. Kahn (1990) saw anxiety and insecurity causing distraction that can drive individuals to question their own abilities and for them to make unrealistic comparisons with colleagues and associates.

He learned also that management style too also had a specific impact on an individual's job performance. A style for example, which retained complete control, did not suggest a level of trust in employees. Contrast this with a style that allowed workers to trial, error and learn. This suggests environments to develop new skills and expand on opportunities.

He further outlined the importance of strong interpersonal relationships with co-workers. Effective relationships at work increased engagement, improved sense of self-worth and shared goals and objectives.

It can be seen from reading Kahn that he sees the importance of clearly defined roles and responsibilities. Without these he believes an employee cannot be fully engaged with the organisation. Typically during recession employers seek greater flexibility from their employees and can blur the lines of responsibility. Kahn further points out that the worker to be engaged needs to have meaningful work to do. But the work also needs to draw on the workers skills, knowledge and abilities.

It is broadly accepted in the literature that engaged employees are passionate about their role. They give additional discretionary effort and are "emotionally bonded" or connected to the business (Bart, 2011). (Caleo, S., Hart, D., Whitman, D.,Van Rooy, D., 2011) raise the importance that engagement and satisfaction need to be measured to establish how employees view their workplace. It is the level of commitment given by the employee to the employer or their desire to go above and beyond the call of duty (Frauenheim, E, 2009). Organisations that have engaged employees are those

that are more focussed on strategic goals, are more efficient and have better productivity and also beat competitors with lower levels of commitment (Bart, 2011).

For example during a recession as currently being experienced, many employees will endeavour to be more productive, more industrious and more innovative (Fairlie, P, 2009). However, there can be a lack of support from the organisation to understand the issues and fears that are now faced by their employees. And because of this lack of understanding employers cannot identify how best to exploit the human resources available to them. This is why Fairlie states that engagement needs to be measured.

(Crawford, N., Mathers, T., 2010) outline three focus points in defining engagement –

➢ *Are any employees considering leaving the business?*
➢ *Would they recommend the organisation to others as being trustworthy and supportive?*
➢ *Do the employees understand what is expected of them?).*

These are key focus areas that need to be included in a measure in a workplace survey.

Another consideration is that engagement levels can be determined by the comparisons people make between themselves and the perception they have of others, typically those that have been made redundant (Pace, A, 2010). She points to the fact that employees that see friends and colleagues lose their jobs express an "attitude of gratitude". In other words - that they see themselves as being more fortunate to have survived job cuts and have remained in employment. Thus suggesting that such employees are more motivated & engaged

This however is contradicted by (Baruch, Y. & Hind, P., 2000) who suggests the opposite that survivors of redundancies are more likely to be demotivated, higher cynicism and lower morale. In addition they outline that survivors exist in an environment they perceive to be low trust due to the threat of future redundancies and results in lower productivity. The so called survivor syndrome would therefore impact on engagement in respect of security and levels of anxiety.

5.3.   Why would a business measure engagement?

Before this recession it was commonplace for an employer to carry out frequent surveys to measure the engagement levels with the aim to stay competitive and to retain key talent (Caleo, S., Hart, D., Whitman, D.,Van Rooy, D., 2011). However surveys were among the first activities to be cut. They point to a 2009 report that indicates that just 5% of the businesses surveyed identified retention as important. There were also indications that the levels discretionary effort dropped significantly between 2005 and 2009 (Frauenheim, E, 2009).

Caleo et al, 2011 point to a Hewitt Associates report in 2009 that indicates while the proportion of business showing a drop in engagement has increased, 40% have identified an increase in engagement. But it is suggested that engagement and trust has been in decline – prior to crisis (Pink. D, 2013).

It is suggested by (Robertson, I.T.,Cooper, C.L., 2010) that employee engagement is a characteristic of high performing business. At a financial level (Robertson et al 2010 cite a CIPD study that suggests that the cost to an economy through poor engagement can be as high as £3.8 billion in 2007 (CIPD, 2007).

Caleo et al 2011 has outlined that engagement surveys have developed from a simple gauge of employee satisfaction into a key business process to retain key talent. They now believe that engagement has a direct impact on the bottom line. This is evidenced by data provided by business such as Great Place to Work. They outline that the relationship of employee engagement measurement with increased profitability and reduced turnover – (see appendix 1) (Greatplacetowork, 2013).

Collecting employee engagement data is critical to the business understanding of the impact its decisions have on employee (China Staff, Anonymous, 2009, p. 26). It also states that engagement data can also assist to identify skills and knowledge gaps.

(Fairlie, P, 2009) points out those businesses who believe employees too are simply too scared not to perform or be engaged especially if working through a recession. The reality he states is that scared employees do not perform and they have no real interest in their work. It is important therefore that a measure of the employee's state of mind is understood so that actions to address can be implemented.

Organisations need to establish what it's trying to achieve by having a more engaged employee. By measuring employee engagement the business can better understand how the organisations decisions are affecting those that implement them. (Carol Patton, 2012).

In reference to a UK consulting firm (Frauenheim, E, 2009) cites Julie Gebauer as she describes a view that organisations need to be mindful of employee engagement if they are to come out of recession ahead of the their competition. Frauenheim further highlights that a decline in US engagement is reducing productivity by up to 5%. He further points out that if an organisation is making redundancies the disengagement rate increased from 21% to 24%. Clearly actions need to be taken by the business to reengage up a quarter of its workforce.

What is emerges from reviewing the data from studying engagement is a recurrence of a number of themes and concepts. These include;

- Levels of **trust** employees have of the management and executives.
- The nature of the interpersonal **relationships** between colleagues and managers.
- An employee's **understanding of their role** within the business
- Commitment to identifying **opportunities for development** of new skills
- Opportunities to **use existing skills and knowledge**.
- The frequency of positive and constructive **feedback** opportunities.
- The existence of **clearly defined career development**.
- For an employee to have a **clearly defined job role and responsibility**.

It is within these themes and concepts that any employee engagement survey should seek to capture data that would inform the management team where to focus their attention in order to improve engagement.

5.4.   The Role of the Manager as an influence on engagement

Special mention needs to be made for managers. Managers can be the weakest links during recession as they are more focussed on driving performance, reducing costs and identifying ways to increase productivity. Many managers are not trained to assist in career development (Kranz, 2011). Ironically however, Caleo et al, 2011 point to the critical role that manager communication plays during recession to keep employees involved and continue to give them a consistent message (Hazelhurst.J, 2013) . They also stress that front line managers are the most likely group to know what business processes need to be measured. Certainly it would suggest that that involving managers in the survey development would increase their engagement levels. Managers as described above are critical to ensuring business success but they are also open to criticism from those they are managing. Sometimes they are seen as being indifferent to the needs of their staff, ignore poor performance within the team or even demonstrate blatant favouritism (McCall.B, 2013).

Research suggests that, when an employee perceives that managers have not delivered on promises agreed there is a subsequent reduction in job satisfaction, commitment and engagement (McCabe.,T.J.,Sambrook. S., 2012). The psychological contract (Argyis, C., 1960) described the a view of the employment relationship in which a set of unwritten agreements exists between employee and employer in terms of commitment in exchange for productivity and loyalty. In McCabe's 2012 study he identifies situations where the managers are responsible for breaches of the psychological contract. These included no training provided, missed commitments and poor communication. Such breaches led to lower commitment to the organisation, reduction in performance standard and productivity and a reduction in the job satisfaction.

Clearly it is important that the role of the manager needs to be understood when assessing the level of engagement in an organization. It is equally important that the role of the manager during recession, to increase productivity and efficiency is viewed in conjunction with the levels of engagement achieved.

5.5. Competitive Advantage and Engagement

So - why worry about engagement during a recession? What is the case for engagement that would make business sense to measure it?

The reality for business is that the engagement is a key factor because it is a driver of a multitude of business essentials such as customer loyalty and brand image (Lockwood, N.R, 2007).
The challenge for both HR and front line managers during this crisis is to keep their employees motivated so that they continue to provide competitive (Shahid, A., Azhar, S.M., 2013). They support the view taken by (Lewis, R.E.,Heckman, R.J, 2006) as cited by (Hughes. J., Rog, E., 2008) that the management of people to achieve competitive advantage is a strategic process that also includes strategies for employee engagement. They see engagement as the process in which it highlights the key features of competitive advantage such increased sales, customer retention and positive employer brand. Such a sentiment is highlighted by the view taken by (Stafford, M., 2011) who described engaged staff as those that provide competitive advantage and when engaged they are directly contributing to the success of the business. Some of the benefits of an engaged workforce such as higher stock valuations and lower turnover are identified (see appendix 1) (Greatplacetowork, 2013). all of which are linked to competitive advantage.

In addition the business needs to maintain competitive advantage by retaining the key talent it has recruited and that a good level of engagement and engagement practices lead to higher retention (Bhatnagar. J., 2007)

(Lust, J.A., 2002) refers to a study by Beatty and Schachter(2002) in which a review of 10 Canadian firms over a period of seven years identified that employee ownership and responsibility is a source of competitive advantages. He describes that five were in financial difficulty before initiating an engagement programme.

The unique contribution employees make towards competitive advantage can be achieved however only if the organisation has a strategy to obtain high levels of excellence in engagement levels. This will only be successful if there is alignment of individual objectives, communications and work practices. Without these a business will neither achieve nor maintain competitive advantage or employee engagement (Stringer, C., 2007)

5.6. Psychological Contract as an antecedent to Engagement

The psychological contract suggests an unwritten reciprocal agreement between the employer and their workers (Rousseau, D.M, 2003). The agreements are perceptions that both sides have clear obligations to the other. The obligations may be in relation to promises during recruitment or at an appraisal. The contract informs the employee on what is expected of them in terms of their behaviour in the business and their performance. It also suggests that the commitment and effort provided by the employee to achieve the goals and targets of the business is acknowledged and rewarded not just in pay but also in development opportunities and employer loyalty.

(Jensen, J.M., Opland, R.A., Ryan, A.M., 2010) outline that the psychological contract is divided into two traits – transactional and relational. Transactional relates to the financial contract between employer and employee whilst the relational focuses on the perceived commitment to on-going development and training for employees.

However (Parzefall,M.R.,Hakanen.J., 2010) suggest that the psychological contract is merely in the mind of the employee only, it is a perceived contract and therefore not a consideration for the employer. This can therefore result in managers not addressing

areas of key concern to their employees which results in dissatisfaction and disengagement

However when considering the actions taken by businesses as described by Roche et al (2011) there does appear to be a clear breach of the psychological contract as seen through the eyes of the employee The study has outlined a series of actions taken by managers during this recession to keep the business open. The actions included;

5.7. Headcount reductions

30% of the business made employees redundant whilst other redeployed surplus workers to other areas. Overtime was cut and shorter working hours were introduced.

5.8. Pay & Remuneration cuts

Businesses cut pay and bonuses and revised pension arrangements.

5.9. Cuts in Training and Development

Equally there is evidence presented that spending on training has been reduced.

5.10. Imposition of actions by management

In businesses where there was a trade union, it was observed that these representative groups were not included in the decision making.

The study also highlighted however that in the companies surveyed each had increased the frequency of communication directly to employees. However increased communication did not suggest increased participation in a decision making. Therefore the communication was purely to keep employees informed of the progress of the above actions being implemented.

The Gallup group have identified two types of disengaged workers. The first are the *Not Engaged* group that are merely showing up, putting in an appearance and doing the minimum to get by i.e. presenteeism.

The second unengaged group are the *Actively Disengaged*. This group may be highly active in undermining any good work done by managers and colleagues as they act out their dissatisfaction (Gallup.com, 2013)

Such breaches are typical when both the transactional and relational elements of the contract is breached and is associated with changes in the employees attitude towards the business such as demonstrated through their trust of their employer to fulfil their side of the contract, in reduced job satisfaction and engagement with the business.

Employees in Company ABC could argue a perceived breach in both the transactional and relational elements of the psychological contract and this may be manifested in counterproductive work behaviours that can be measured by a survey.

In their study, Parzefall et al 2010 identified a strong link between the psychological contract breach and an intention to leave the business. This suggests that breaches in the contract does have an impact on the engagement level and can lead to turnover.

Equally Parzefall et al 2010 identify those employers who are aware of the psychological contract and equally demonstrate commitment to it have dedicated people who have a greater sense of well-being and satisfaction about their work

5.11.   Motivations theory and Employee Engagement

Motivation as described by (Shuck, M.B., Rocco, T.S. & Albornoz, C.A., 2011) has a clear link to engagement. In describing (Maslow, A. , 1970) hierarchy of needs they outline that within the design of the hierarchy can be found key elements of engagement. Shuck et al (2011) outline that once a need at the bottom of the hierarchy is satisfied a person then seeks to move upwards in the structure. In doing so the

person then becomes less concerned with the satisfied need and seeks out engagement.

An example can be found in the workplace if employees feel that they are in a safe and secure environment then it is likely that trust will grow and that workers will engage.

Within the hierarchy the need to form relationships that are positive in nature that provide a sense of belonging is found further up the hierarchy. Shuck et al (2011) present this need as being associated with the need of employees at work to be able to work with colleagues and managers. It can also be connected with a vision or goal of a business.

As a person move upwards through hierarchy and the needs are achieved new needs replace them as they seek to achieve self-actualization (Maslow, A. , 1970)   . Self-actualization occurs when an individual achieves a goal or has sense of achievement when successful. This links back to engagement in that a person is engaged in the workplace when they are given the opportunities to be successful.

(Herzberg, F., 1968) Two Factor theory also describes how both the intrinsic and extrinsic factors of the working relationship can be linked to engagement Shuck et al (2011). They describe how the intrinsic factors (motivators) such self-development; participation and achievement of goals are more significant in employee engagement than extrinsic factors (hygiene factors) such as compensation through pay and bonuses. (Herzberg, F., 1968) outlines that the presence of the hygiene factors does not motivate in themselves – however their absence will be a cause a lack of trust which is a driver of engagement.

6. Research Question and Methodology

6.1. Research Question

As a business needs to survive and grow it will need to maintain an engaged and committed workforce. As outlined above by (Bart, 2011) - engaged employees are those that are more focussed on strategic goals, are more efficient and have better productivity and also beat competitors with lower levels of commitment.

The literature has presented a mixed evidence to suggest that measuring engagement is important and yet 70% of employees remain disengaged and may be involved in counterproductive actions.

The experience highlighted in Ireland during the recession is that there has been a rebalance of power in the workplace away from the employees back in favour of the employers. Employers are cutting pay and bonus, demanding higher levels of productivity and reducing training (Roche,W., Teague.P., Coughlan.A., Fahy.M, 2011).

The on-going recession in Ireland appears to be having an exhausting impact on workers at company ABC. It is an environment of high pressures and demands (Copley,M., Devereaux,J., 2010). The question that they raise is whether the demands now upon workers are sustainable. They point out that during this recession there the increase in workplace demands is driving down commitment and engagement.
The added consequence for Company ABC is that when the recovery commences it may not be in a position to take advantage. It will need to take action based on the outcomes of an engagement survey. The challenge for Company ABC has never sought to understand the engagement levels within its business. A survey now would be the first of its kind.

Having read across on the subject of Employee Engagement– the question now posed in relation to Company ABC is;

"**In this recession, has employee engagement remained high**?"

This question is driven by the seemingly overly positive viewpoint that measuring employee engagement adds to a competitive advantage (China Staff, Anonymous, 2009). For the employees of company ABC, this question is posed for the first time as there had never been any previous employee engagement survey conducted.

The objectives of the question will be to identify if during all the recession driven changes the employees are engaged with the business. It will endeavour to identify where the problems areas are within the business and to make suggestions and recommendations that could in time positively influence the engagement levels.

6.2.   Research Methodology

Babbie (2007, 87-90) outlines that there are three reasons of research; exploration, description and explanation.

Exploration looks to achieve a better understanding of an on-going issue and therefore qualitative research is used to examine the issues and their frequency.

Description simply describes events without offering any detail or reasons as to why or how specific events have occurred. Examples could be 10% crime rate or 60% of consumer preference expressed.

Finally research is conducted to explain an event, series of events or phenomena. It endeavours to understand what is happening, why it is happening and to what extent.

There are within research methodology two approaches or paradigms that provide support and assistance on how research should be carried out (Collis. J., Hussey, R., 2009).

Research methodologies have developed since the early scientific approaches which simply studied the interaction of objects and the consequences of differing scenarios. These approaches measured the frequency of events, the subsequent action and reaction of events and how the events affected the research subject matter. Such an approach became known as positivism.

However as business and industry evolved and societies became more sophisticated the nature of research evolved also. This has led to the growth in the social sciences and the development of social research which differed from the positivism paradigm. An alternative approach is that of interpretivism. This has led to a great deal of strife between researchers on how best to approach research and there is a constant argument on the merits of each approach (Kim, S. , 2003).

The key principle behind positivism is that the events which form part of the research can be identified and measured Collis et al (2009) describes that a researcher using this approach is endeavouring to prove a theory or hypothesis. In the case of this paper, that in a recession employee engagement remains high. As positivism assumes that the events can be measured in a scientific method then quantitative analysis is to be used. Again, in the case of this paper, surveys issued to the employees of a financial business forms the basis of the quantitative analysis.

There are challenges in this approach to this type of research. For example, Collis (2009) outlines that people are variables and not always consistent. The research cannot take into account the individual context or experiences e.g. employment, marital or financial status. It is important therefore for researchers to be aware of the context in which the subjects (employees) exist in their environment (the workplace) (Kim, S. , 2003)

Interpretivism has evolved from the gaps identified with the approaches of positivism in research. These gaps Collis (2009, p57) describes that "*social reality is not objective but highly subjective because it is shaped by our perceptions*".

Interpretivism therefore seeks to achieve a better understanding of the many complexities of situations that require research. Kim (2003) outlines that interpretivist studies are lengthy research which can be expensive. They do use however a broad range of research and observational techniques, for example, interviews and case studies.

There are according to Collis (2009) some key attributes to consider when selecting a methodology based on the two paradigms

	Positivism	Interpretivism
Sample size	Large sample	Smaller sample
Location	Not natural location	Natural location
Theory & Hypothesis Testing	Will test theory / hypothesis	Seeks to create new theory
Output	objective & measureable quantitative data	Subjective, broad qualitative data.
Results	High reliable / low validity	Low reliability / high validity

Fig 1 Sourced from (Collis. J., Hussey, R., 2009) p62

6.3. Sample size

Positivist approach to research is that a large sample will be used. This could include the population of a country to the staff of a department. Interpretivist will focus on a far smaller group – even just one person.

6.4. Location

A laboratory would be the typical location of a positivist researcher – however reality is the research will take place at the workplace. In contrast the interpretivist seeks to locate in a neutral location that will not influence the subject matter.

6.5.   Theory & Hypothesis Testing

Following a review of the literature a positivist researcher will develop a theory or a hypothesis to be tested and the results examined to ensure they support the hypothesis. No such approach applies to the interpretivist as they seek to identify new theory or a new phenomenon.

6.6.   Output

The output from the research is dependent on whether quantitative or qualitative methods are used to collect data. A positivist will use quantitative methods to collect data that will be specific, detailed and can be measured against subject of the research. Qualitative method as used by interpretivist need not be specific or measureable. Its output is described by Collis (2009, p62) as "rich and subjective".

6.7.   Results

The results of either methodology are that positivism seeks for a level of detail and accuracy in the data. It expects that the results will be reliable and that if repeated the same results can be expected. This is not relevant for interpretivist approaches as the data collected is more focussed on reflect the validity of the subject tested.

In summary where positivism expects high reliability and a possibly of low validity the opposite can be expected for interpretivism where low reliability is offset by high validity.

6.8.   Decision to use Quantitative over Qualitative

The question raised in this paper is whether in a recession employee engagement remains high? Based on the review of the research methodology – this is a theory being questioned and data collection will seek to prove this theory. On this basis it this falls within the positivism paradigm of research.

As a consequence the data collected will be quantitative in nature. Collection of data by quantitative methods is preferred over qualitative as the study endeavours to establish if relationships can be identified within demographics, work groups, grades and experience levels.

Quantitative data allows for the data collected to be coded to allow MS Excel to assist in the analysis of data. (Babbie. E., 2007) .

6.9.   Use of Primary vs. Secondary data

In considering collection of data – there are two options presented on the type of data to collect. The choice is that of primary or secondary data.

Primary is that data which the researcher collects themselves in the course of their research. Secondary data is that information which is available from another source– perhaps an earlier study or previous research. Secondary data may have not have a direct connection with the subject of the study (Rabianski, J.S, 2003).

Benefits for secondary include its lower cost in comparison to primary data collection. It is suggested that secondary can however complement primary data but there appears to be reluctance by some researchers to use secondary data in lieu of the unique nature of primary data (Nicholson, S.W. & Bennett, T.B., 2009).

Nicholson (2009) describes the process for collecting primary data – this is a survey as used in this paper.

(Castleberry, S.B, 2001) points out that any researcher at the outset of a project should review the existing secondary data. For this paper the collection and analysis of primary data is from company ABC.

6.10.   Design of a survey

When building a survey (Lawrence, J., 2007) suggests that for the survey to be successful it needs to be clear and concise and in a format that the employee can easily access and respond to and allows the employer to understand the feedback being given.

This involves making the questions unambiguous so that there is confusion. The survey needs to be easy to complete and provides security of confidentiality for the employee.

(Lawrence, J., 2007) also recommends that the foundation work for the survey needs to be clearly agreed with the management in advance. There were a number of preliminary meetings with HR management to outline the principle of the study before agreement was reached (see appendix 2).
This was a challenging process as no previous research had previously been conducted at company ABC. In reaching agreement there a number of meetings with management at which concerns over question content, target audience, confidentiality and subsequent access to data were queried.

In addition I attended a number of team-meetings in advance to explain the purpose and to seek support. This was important as this was the first such employee engagement survey at the business and these sessions gave an opportunity to explain the purpose of surveys.

One such piece of feedback was that using age as a query item may in fact contradict the assurances given on anonymity. The feedback provided was that a small number

of potential respondents that were in their 50's and could be identified. On this basis, the age query was excluded.

6.11.   Gallup 12 Questions

The survey needed to include questions on themes such as communication, trust, role and responsibilities and interpersonal relationships. (Walters,M., 1996)

On researching existing surveys two options were considered. These were Great Places to Work and Gallup. Both stated that their surveys have been developed over a number of years and have been tested on many millions of respondents. Each describes the value of their survey in respect of understanding how an employee thinks and feels. Each describe that the merits of the engaged employee as being a key for competitive advantage and that engagement should be a strategic goal of the business. (Gallup, 2013) (Greatplacetowork, 2013).

Each were similar in that the focus areas they seek to query and learn more from employees were in the areas of
- **Trust**
- **Respect**
- **Fairness**
- **Pride**
- **Friendship.**

Each of these focus areas mirror those as outlined above.

Consideration was also given to develop specific questions. However due to time constraints, it was decided that this was not a feasible option. The use of more established questionnaires would remove the risk of any confusion.

The final decision to use the Gallup 12 Questions was based upon the concise nature of the questionnaire which allowed for easier analysis. The Gallup 12 questions are;

Question
I know what is expected of me at work.
I have the materials and equipment I need to do my work right.
At work, I have the opportunity to do what I do best every day.
In the last seven days, I have received recognition or praise for doing good work.
My supervisor, or someone at work, seems to care about me as a person.
I trust the Executive team to deliver on the business goals *
There is someone at work who encourages my development.
At work, my opinions seem to count.
The mission or purpose of my company makes me feel that my job is important.
My fellow employees are committed to doing quality work.
I have a best friend at work.
In the last six months, someone at work has talked to me about my progress.
This last year, I have had opportunities at work to learn and grow.
I am actively looking for a job outside the business *

Fig 6.1 (Gallup, 2013)

*In addition to the 12 Gallup questions two extra questions were added. Firstly "*I trust the Executive team to deliver on the business goals*". This question was added as it was important for the respondents to provide their view on how the newly established executives are performing to the business goals (custominsight.com, 2013) plus an additional question was needed in order to provide some differentiation between line manager and supervisor and the executive team.

Secondly –"*I am actively looking for a job outside the business*". The purpose of this question is to establish whether the employees intend to leave the business. This is a critical question as the response will potentially identify the degree to which Company ABC is at risk to a loss of skill in an upturn.

The start of the survey requested some demographic information that would allow additional analysis of the data when reviewing. These included

➢ Gender
➢ Industry Qualifications
➢ Tenure

6.12. Query response range

The survey specifically used a Likert scaling of just four responses to reduce ambiguity and avoids the risk of a central tendency. In addition it demands the respondents consider their views on the question asked and to consider the response choices provided. Such a range will demand the subject to give some consideration to their responses in the absence of simplified *Yes / No* options (Albaum, G, 1997).

The responses selected are
✓ *Strongly Disagree*
✓ *Disagree*
✓ *Agree*
✓ *Strongly Agree*

6.13. Validity and Reliability Issues

The working population at Company ABC is 375. The survey was issued to employees on one floor of the Company ABC's Dublin office. The population of the floor to be surveyed was 91 people which represent 24.3% of the workforce. It is recognised that to get a truly complete view of the state of engagement in the business a larger sample would be required. It is recognised that for greater accuracy of results a much greater sample would have been preferred- however the conditions agreed with the business was to restrict the research to a single department.

6.14.   Ethical Issues

It was a key concern that ethical issues were understood and addressed in advance throughout the research project. (Rugg.G.& Petre.M., 2007) outline the key general behaviours to be considered when conducting research. These include the principles that the researcher has a duty of care to respondents, organisations and colleagues. The key principles outlined by Collis & Hussey(2009) and Rugg & Petre(2007) were followed throughout this project.

At each engagement with the organisation I have endeavoured to outline that the purpose of any information sought was to support this study. The benefit of maintaining a duty of care to both respondent and the business as it can assist in the development of future research in the workplace.

6.15.   Assurances of Voluntary involvement.

This falls into two groups. Firstly a pilot group was established to review all questions to be used in the research. The role of this group included testing the survey link, that they could submit responses to the survey and to offer opinions and feedback into the process. It was important that this group felt that their involvement was voluntary and that their feedback was treated with respect and acted upon. The group also had an unexpected benefit in that they promoted the the survey with their friends and colleagues..

The second voluntary group are the respondents themselves. It was critical that this group felt comfortable and safe in providing honest and accurate. To provide this assurance, the survey invitation was issued with the guarantee of anonymity. It was important therefore for the responses to be voluntarily given.

6.16.   Anonymity

In addition to the assurance of voluntary participation it was even more critical to assure the participants that theire responses were to be treated with complete anonymity. If nothing else to increase the responses returned and greater honesty in replies.

A note of differntiation is needed at this point to stress the differences between anonynity and confidentiality. Anonymity ensures that the reply cannot be accounted to an individual thus the removal of age. In confidentiality however the name of the respondant can be identified but guarantees are provided not to disclose the identity. Collis (2009) highlights that there are some benefit to providing a name as it places the response in context e,g, gender, age, role, grade or tenure. I decided to ensure full anonymity with no names,age or grades but allow for some demographic information e.g. tenure, gender and qualification to allow some contextualisation of responses.

6.17.   Technology used to prepare and distribute Surveys

The survey itself was prepared and distributed using www.docs.google.com which allows users to create and distribute surveys. The responses can be exported to MS Excel for manipulation and assessment.

6.18.   Promoting awareness in advance of survey

The survey was promoted in advance of its launch in a number of ways. Firstly I met with the department management to agree the date of issuing the survey.

I then emailed each line manager in the department to inform them of the survey , the nature and purpose of the survey and assurances inrelation to anonymity and confidentialiaty. As part of this notification the timeline for responses was included. (see appendix 3).

7. Results & Findings

7.1. Survey Summary

An invitation to complete the survey (see appendix 4) was issued to the respondents by email (see appendix 5) on 26 June 2013 and was open for response until 28 June 2013. In total 85 invitations were issued. By close of the survey on 28 June 2013 a total of 77 surveys were returned – a satisfactory response rate of 90.6%

For the purpose understanding the information collected through the surveys they need to be converted into data that can be statistically analysed. Collis. J(2009) suggests the use of descriptive statistics as this approach allows for easier presentation of data for example; in the form of graphs and charts. Furthermore descriptive statistics also allow for drawing conclusions based on the data presented.

The questions selected for the research on this paper are drawn from the Gallup 12 Questions which are specifically aimed at measuring the engagement levels in an organisation. The Gallup Survey is a widely utilised employee engagement tool which has been developed to provide queries that can be aligned to the business goals and objectives (ncifcrf.gov, 2011).

7.2. Scoring of the Survey

For the purpose of this paper the data collected has been reviewed in two formats. The first was a scoring mechanism which allows for an initial review of each query in isolation of the other queries.

The second format was to statistically review the responses in relation to the demographic data collected i.e. gender and qualification and then to consider any correlations that may then exist between the responses.

The data was then used towards calculating a correlation coefficient and to understand if there were any relationships between the responses.

In respect of the first format the data needs to be ranked. This is achieved by ranking the replies in order of positivity. The ranking can demonstrate which responses have received the most positive or negative range of scores.

To achieve a total aggregate score in order to identify the overall response score for reach query a basic allocation of points is applied. The points are allocated as follows;

Response	Score
Strongly Agree	1
Agree	2
Disagree	3
Strongly Disagree	4

Fig 7.1

By using this rating system the lowest cumulative score indicates a positive disposition to any given query. For example; a respondent replying to Query 4 "I know what is expected of me" could have selected Strongly Agree which is valued at 1 point. It can be implied therefore that the respondent has a clear understanding of the expectations placed on them at work. Another respondent could have replied Strongly Disagree which receives a value of 4 points.

By applying the 1 – 4 score ranges for each question a table emerges that describes which query received the highest scoring through to the lowest. This was achieved because all questions had responses (see appendix 6). This table below (**Fig 7.2**) presents the results as scored for each query in ascending order.

Each response has been scored (A) depending on the 1 to 4 scoring options. Placed beside this is the poorest possible result a single query could have achieved, that of 308 i.e. 77 x 4 points = 308 (B). The gap between the actual score and the max is included (B - A = C). Finally the percentage score is calculated by dividing the difference between actual and maximum by the maximum score (C / B = D).

This percentage scores reflected under column D reflect a positivity scores for that query. We can see that Q4 has achieved a score of 153 points which is converted into 50.3%. The higher the % score the more positive responses the query received.

Possible Responses	Score Range
Strongly Agree	1
Agree	2
Disagree	3
Strongly Disagree	4
Min Score - Positive Outcome	77
Max Score - Negative Outcome	308

Query	A Score	B Lowest Possible Score	C Diff (B-A)	D % Score C/B
4. I know what is expected of me at work.	153	308	155	50.3%
8. My supervisor, or someone at work, seems to care about me as a person.	163	308	145	47.1%
13. My fellow employees are committed to doing quality work.	167	308	141	45.8%
14. I have a best friend at work.	190	308	118	38.3%
5. I have the materials and equipment I need to do my work right.	195	308	113	36.7%
17. I am actively looking for a job outside the business	196	308	112	36.4%
6. At work, I have the opportunity to do what I do best every day.	199	308	109	35.4%
10. There is someone at work who encourages my development.	203	308	105	34.1%
11. At work, my opinions seem to count.	204	308	104	33.8%
12. The mission or purpose of my company makes me feel that my job is important.	204	308	104	33.8%
9. I trust the Executive team to deliver on the business goals	205	308	103	33.4%
15. In the last six months, someone at work has talked to me about my progress.	220	308	88	28.6%
16. This last year, I have had opportunities at work to learn and grow.	227	308	81	26.3%
7. In the last seven days, I have received recognition or praise for doing good work.	230	308	78	25.3%
Total Scores Achieved	2756	4312	1556	36.1%

A = Total score achieved for each Query
B = Max. Negative Score for each Query
C = Difference between B & A
D = C as % of B

Fig 7.2

7.3. Summary

By totalling the contents of each column an overall score can be identified and a % rating also established.

In this case a rating of all questions gives a percentage rating of 36.1%. This cannot be considered a positive result and highlights many issues within the business. We see that all but one of the scores is less than 50% and that query itself scored a mere 50.3%.

Of particular concern are those scores below 35%. These include areas that are critical to strong employee engagement such as trust, communications, personal development and recognition.

In the next section each query is reviewed in order of response.

Q4.   I know what is expected of me at work.
Score - 153 / 50.3%

This query aims to understand how well the respondents are aware of what is expected of them at work i.e. are they familiar with their own roles and responsibilities.

This is the most positive scored item on the survey at 153. At 50.3% off the lowest possible this is a low score As outlined above, Kahn (1990) had described the importance of clear roles and responsibilities. This score is suggesting that half of the respondents believe they know what they need to do and what is expected of them in their work. Equally the result suggests that the remainder may not be so clear on the expectations of them at work.

Q8.   My supervisor, or someone at work, seems to care about me as a person. Score – 163 / 47.1%

The purpose of this question is to identify to what extent the respondent feels that they are part of a workplace "family" in which they support each other. Gallup outline that this query identifies the extent to which people feel safe enough to trust in the workplace. It queries how people may feel about experimenting and sharing information with managers and colleagues.

The feeling of safety however will not exist if there is no trust between managers and colleagues as this is the key to developing relationships.

The percentage 47.1%% in agreement with the statement presents a view that many employees may feel isolated and not comfortable in the environment. People may feel that they cannot speak out or offer an opinion, or if they do offer an opinion, it may be ignored

Q13. My fellow employees are committed to doing quality work.
Score – 167 / 45.8%

A query in which describes the extent to which respondents are eager and focussed on delivering a quality service.

The respondents here are considering the output of others works and therefore are committed to ensuring that overall quality of work is high. The result of 45.8% suggests that there are some issues between employees on quality of work. If not real issues then there are perceptions of issues. The survey did not break out the specific teams within the department due to the guarantee of anonymity therefore identifying which team is not possible. There may be some degree of peer pressure in the work process to ensure that the handover and delivery of work is of a high standard and this peer pressure is represented here.

Q14. I have a best friend at work.
Score – 190 / 38.3%

In this question we are looking to establish to what degree there is there trust among the respondents. As described above the existence of trust is the key between colleagues as it means individuals are in a safe working environment in which they have a friend or colleague that supports them.

As one would expect the 38.3% score suggests that trust is in short supply – however the question of trust also needs to be reviewed further as there is a contrast when considering the results in the statistical format.

Q5. I have the materials and equipment I need to do my work right.
Score – 195 / 36.7%

Materials and equipment in this question refers to access to information needed in order for the respondents to make decisions and do their work. This can also include access to IT tools, clarity on process and procedures and work systems.

At a time of change in a business the flow of information can be slow which would cause some frustration. In addition a reduction or reallocation of IT resources can equally be a cause for the low score of 36.7% on this query. This result may also be an indication of frustration as processes or procedures are changed and updated.

Q17. I am actively looking for a job outside the business.
Score – 196 / 36.4%

This query is to identify whether the respondents are looking to leave the business at the time of the survey. This query was added to gauge the level of job hunting in the business. In a recession jobs opportunities are limited so the statistical result of this query should identify a truer value of those seeking to leave.

The low score of 36.4% would suggest that there is a high level of external job searching taking place and that there may be a risk of loss of talent.

Q6. At work, I have the opportunity to do what I do best every day. Score – 199 / 35.4%

The score in this query is driven by the opportunities presented to the respective respondents to use the skills and knowledge to their job. It is known that being unable to use one's strengths can lead to demotivation.

The scoring of 35.4% suggests a very low opportunity. The statistical view may identify any correlations between this result and the qualification levels of the respondents.

Q10. There is someone at work who encourages my development.

Score 203 / 34.1%

This result identifies the levels of encouragement, typically by a manager (though not exclusively) that exists for individuals to better themselves and to use their skills and knowledge. It also some measure of the feedback given to employees on their development.

A low score of 34.1% suggests that supervisors or managers are not seeking out development opportunities with their teams.

In future surveys – this query should specifically refer to whether a manager or supervisor is providing encouragement as this would allow for better assessment of the work done by managers in supporting development.

The low result is surprising as there is a strong emphasis on attaining statutory minimum competency qualifications as required by the Irish Central Bank.

As part of process to attain the qualifications managers and employees should meet to discuss how best to achieve the requirements. Therefore it would appear there is minimal discussion on personal development.

Q11. At work, my opinions seem to count.
Score – 204 / 33.8%

We learn here how individuals feel about communication within the business. This question tells us how well feedback and ideas are gathered, typically by managers and how this feedback is passed up through the business. It is also a gauge of how any such communication is acted upon resulting in changes or ideas implemented.
The 33.8% suggests that opinions and input is not sought by the managers from their team.

Q12. The mission or purpose of my company makes me feel that my job is important.
Score – 204 / 33.8%

The aim of this query is to establish to what extent employees believe the work they do is important and that they can associate their work to the vision and goals of the business.
The percentage score of 33.8% suggest that there is serious disconnects and that the employee sees no value in their contribution. It can also be suggested that the employees see no value in the vision or mission of the business.

Q9. I trust the Executive team to deliver on the business goals.
Score – 205 / 33.4%

This is not a Gallup question but was added to understand better how the employees viewed the new executive team. As outlined before the percentage score of 33.4% suggests here that the respondents do not trust the new Executive team.

Q15. In the last six months, someone at work has talked to me about my progress.
Score – 220 / 28.6%

This question is a simple query on how often the respondents have received feedback on their progress. Regular feedback is required to improve performance and productivity. It is also a time to provide clarification on objectives and goals. The low percentage score of 28.6% suggests that overall the individuals have not been involved in any feedback process that provides guidance on their progress.

Q16. This last year, I have had opportunities at work to learn and grow.
Score – 227 / 26.3%

The query here is to understand how the respondents viewed learning opportunities. Such learning opportunities could include class room and educational courses or simple exposure to environments not previously experienced.

The score of 26.3% does not appear to reflect the drive for employees to achieve the statutory minimum competency qualifications as outlined above in Q10 and Q15.

Q7. In the last seven days, I have received recognition or praise for doing good work.
Score – 230 / 25.3%

The lowest score listed on the table with just 25.3% agreeing with the statement. It is aligned to the responses on Q15 & Q16 and may not be unexpected. This query describes the frequency in which respondents receive an acknowledgement from their manager or supervisor of a job well done in a week. Frequent and immediate recognition is a key driver of motivation within a team. This appears to be not the case in company ABC.

A feature of collecting data through surveys available on www.docs.google.com is that the data can then be exported to Microsoft Excel. The data can be manipulated by EXCEL into PIVOT tables which provided the output for the below commentary. Note – The response rate for qualifications was lower at 71 response 83.5% (see appendix 09, 10, 11, 12)

Query - 4. I know what is expected of me at work.

Overall we see that 87% of respondents agree with this statement and therefore they understand what is expected of them in their role.
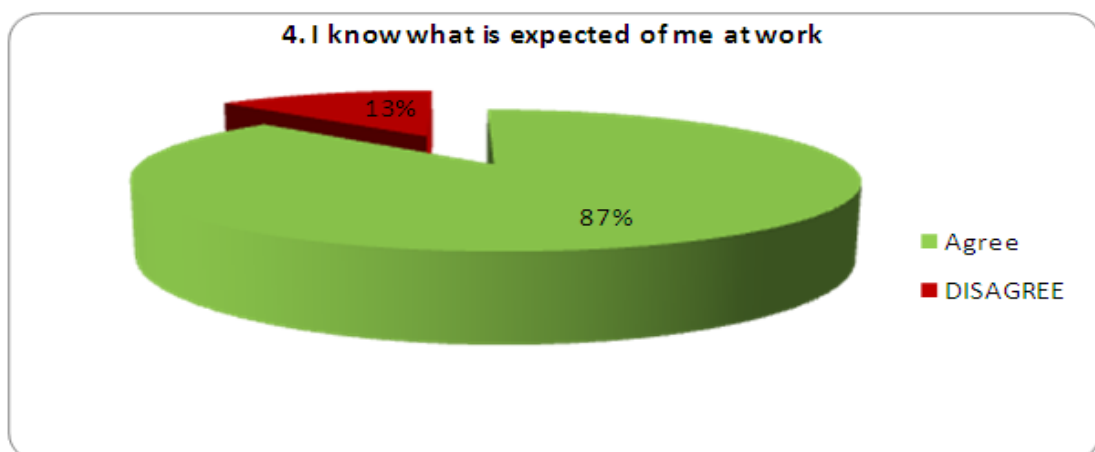
Fig 7.3

However while this is a strong results there is a noticeable difference when considering the breakdown based on insurance qualification levels.

Those that have achieved an insurance qualification level of CIP or higher have reported that they are less aware of the expectations on them at work.

4. I know what is expected of me at work.

	CIP or Higher	APA	Studying for APA	Grand Total
■ DISAGREE	20.5%	6.3%	6.3%	14.1%
■ Agree	79.5%	93.8%	93.8%	85.9%
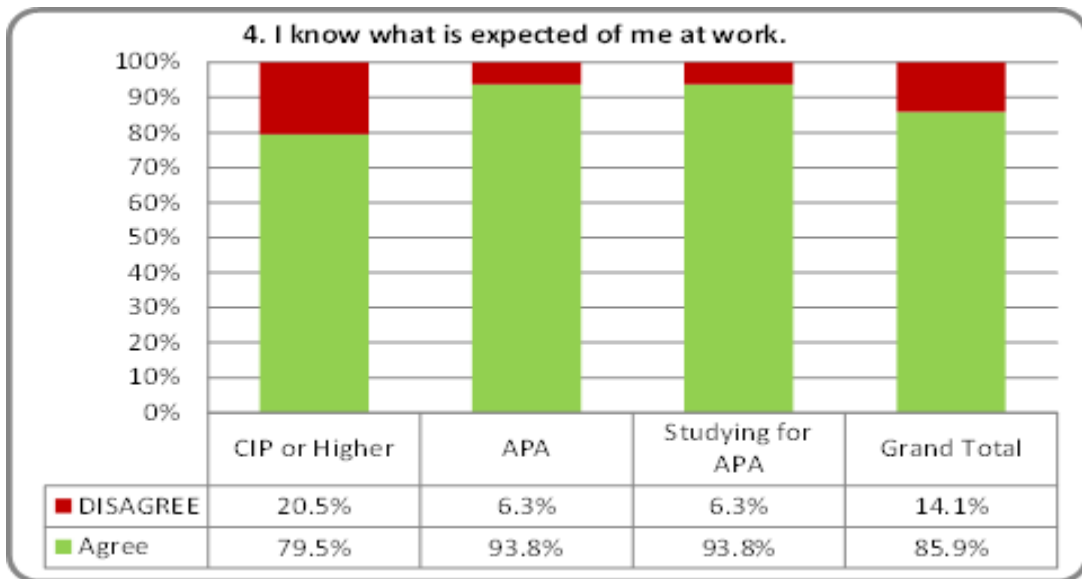
Fig 7.4

Query - 5. I have the materials and equipment I need to do my work right.

51% of respondents did not agree with this statement. Indeed a greater number of the higher qualified respondents with 62% did not agree either.
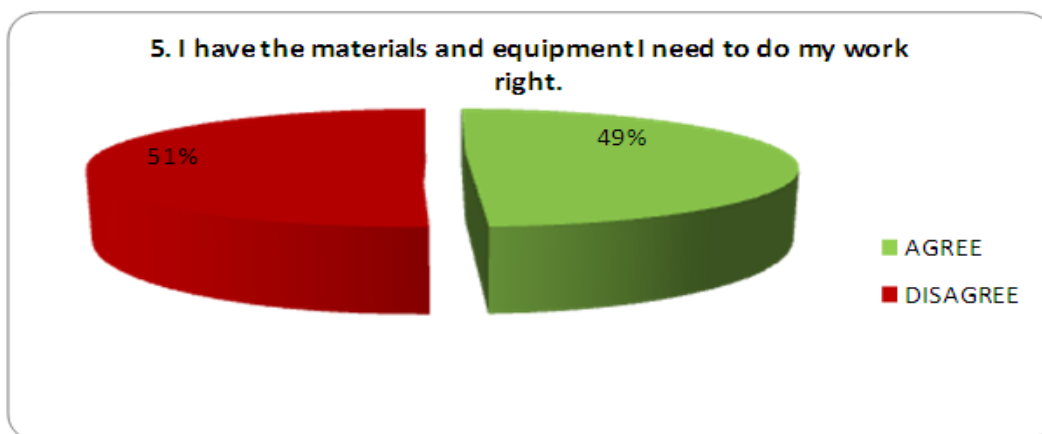
Fig 7.5

There are some gender differentials also as we note that 57.6% of males reporting disagreement with the statement.

5. I have the materials and equipment I need to do my work right.

	Female	Male
■ DISAGREE	45.5%	57.6%
■ AGREE	54.5%	42.4%
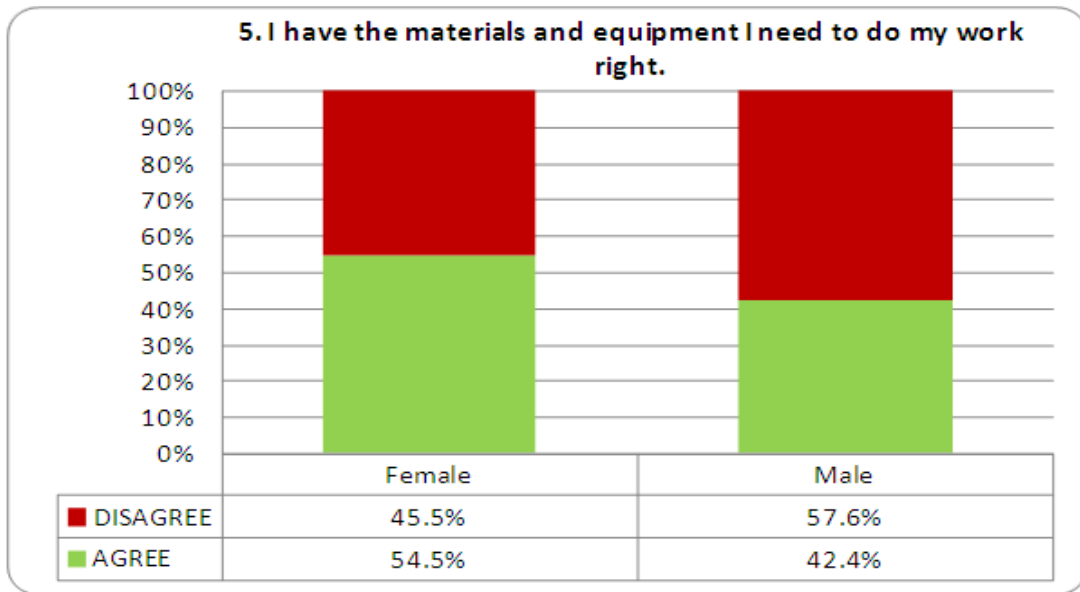
Higher qualified employees (61.5%) are more likely to feel they do not have the resources to get the job done.

5. I have the materials and equipment I need to do my work right

	CIP or Higher	APA	Studying for APA	Grand Total
■ DISAGREE	61.5%	43.8%	37.5%	52.1%
■ AGREE	38.5%	56.3%	62.5%	47.9%
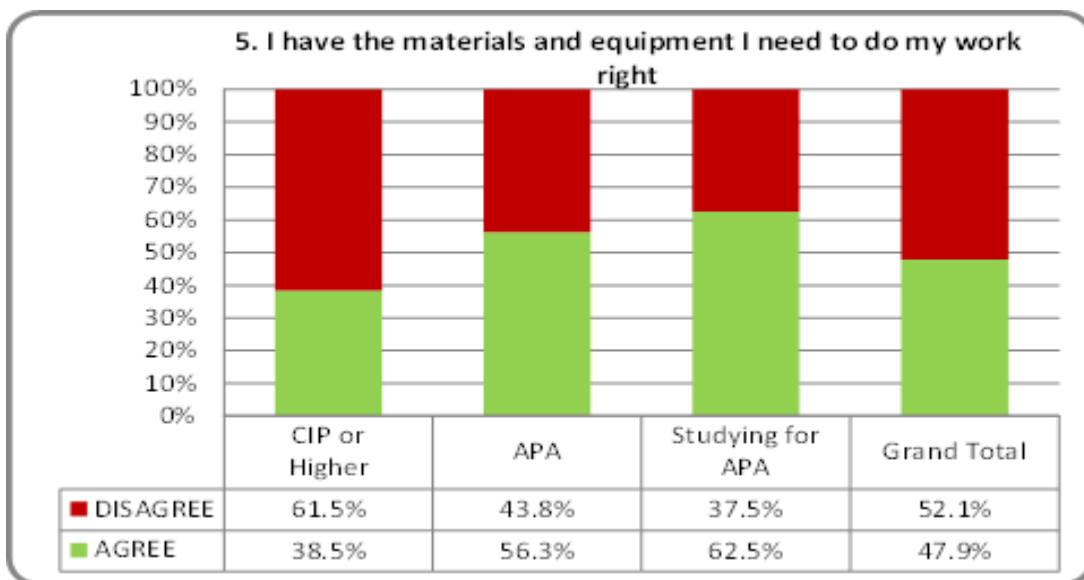
Query - 6. At work, I have the opportunity to do what I do best every day.

Just 47% of the samples agree with this comment. There appears also to be some consensus between the genders and also across the qualifications although there is an increase at the Studying for APA level though this accounts for a small volume.

<div align="right">
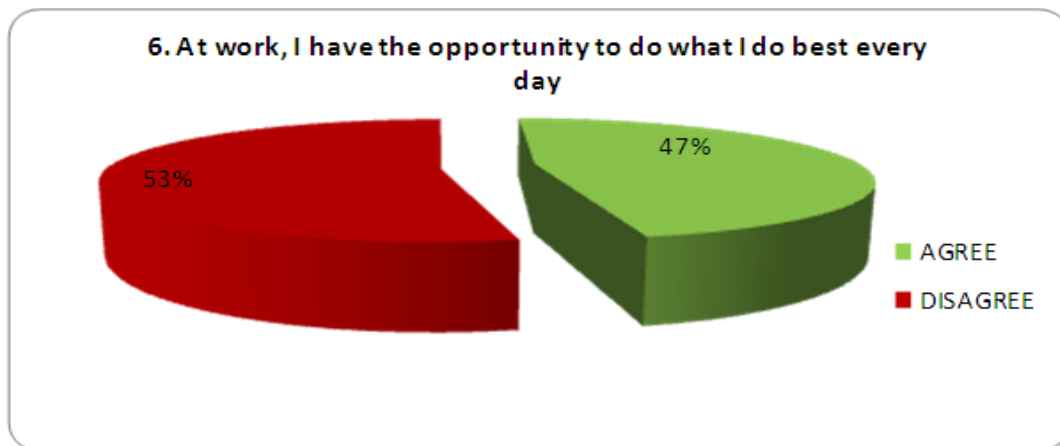
Fig 7.8

</div>

The degree of disagreement by qualified individuals suggests that the skills and knowledge they have acquired through study is not being used by those respondents.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	56.4%	50.0%	43.8%	52.1%
AGREE	43.6%	50.0%	56.3%	47.9%

<div align="right">
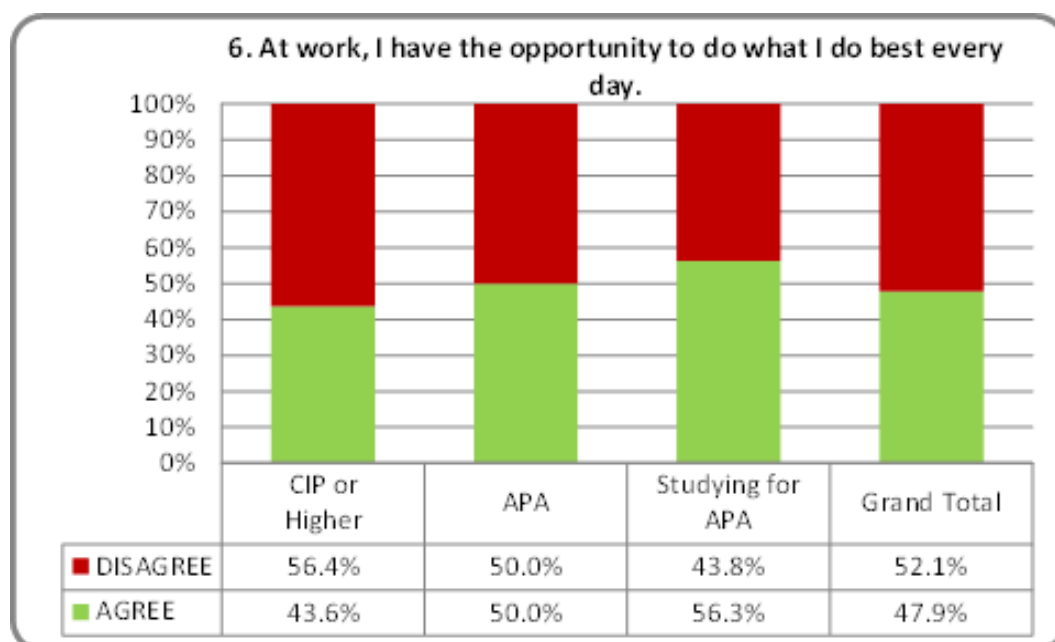
Fig 7.8

</div>

7. In the last seven days, I have received recognition or praise for doing good work.

There is a higher degree of disagreement across the sample with this question. Just 21% agreed that they had received acknowledgement in the previous week.

7. In the last seven days, I have received recognition or praise for doing good work

21%

79%
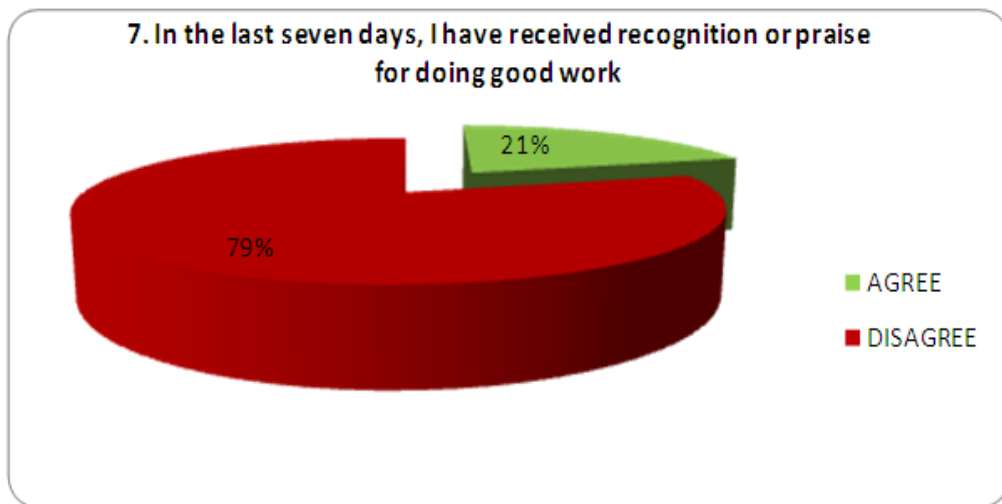
■ AGREE
■ DISAGREE

The female respondents were 6 percentage points ahead of the males in scoring 81.8% disagreement.

7. In the last seven days, I have received recognition or praise for doing good work.

	Female	Male
■ DISAGREE	81.8%	75.8%
■ AGREE	18.2%	24.2%
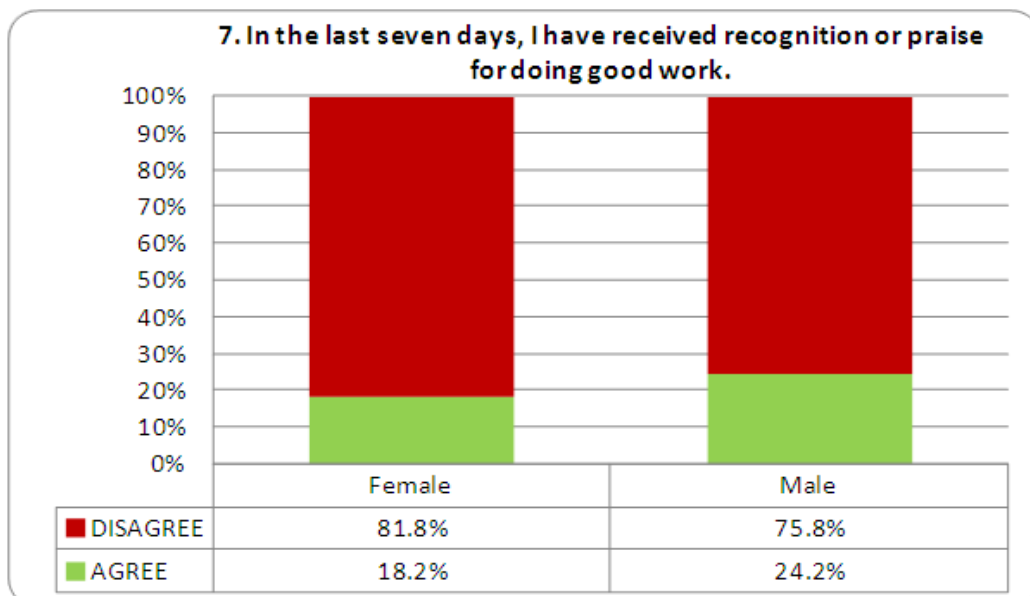
Fig 7.10

Again we see a difference with those with CIP or higher. This group has received some recognition in the preceding seven days however only marginally higher than the overall result.

7. In the last seven days, I have received recognition or praise for doing good work.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	71.8%	81.3%	87.5%	77.5%
AGREE	28.2%	18.8%	12.5%	22.5%
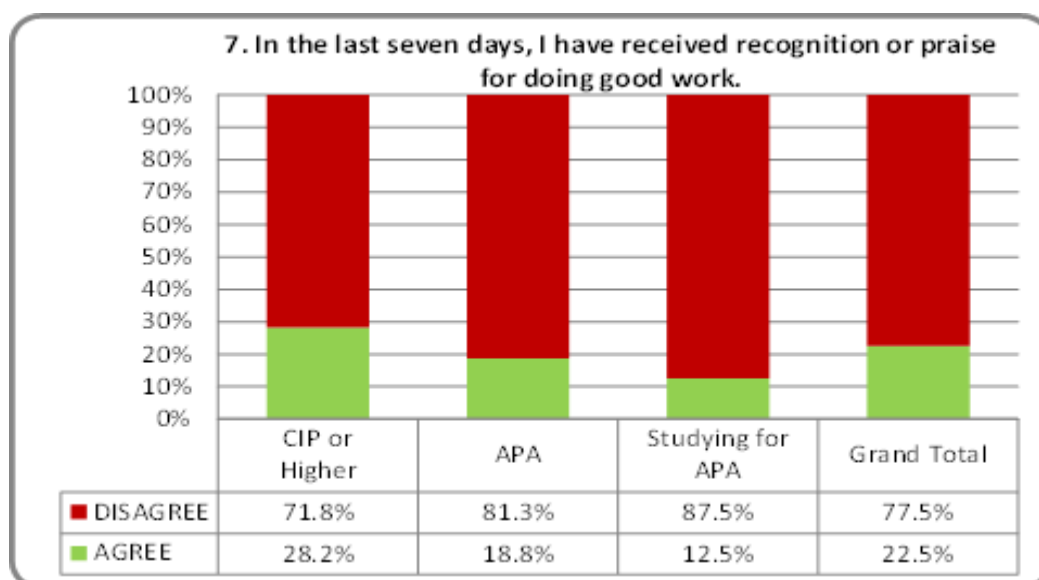
Fig 7.11

8. My supervisor, or someone at work, seems to care about me as a person.

This question seeks to establish how the respondent feels about the workplace and whether they view it as an environment of trust and support. The respondents have scored this at 78% agreement which is a very positive result.

This rises to a 79.5% for female workers and a positive 87.5% for those with APA qualification.
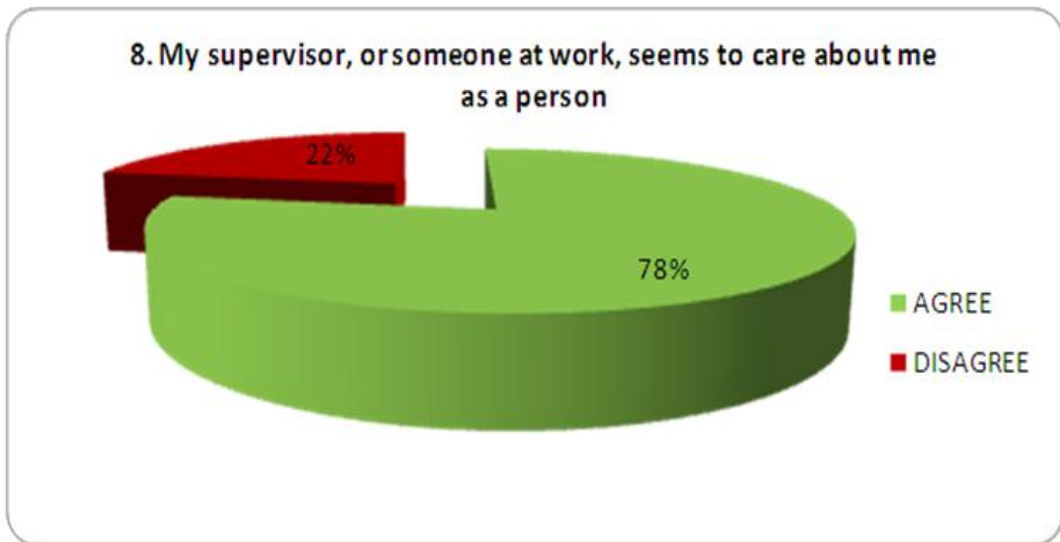
Fig 7.12
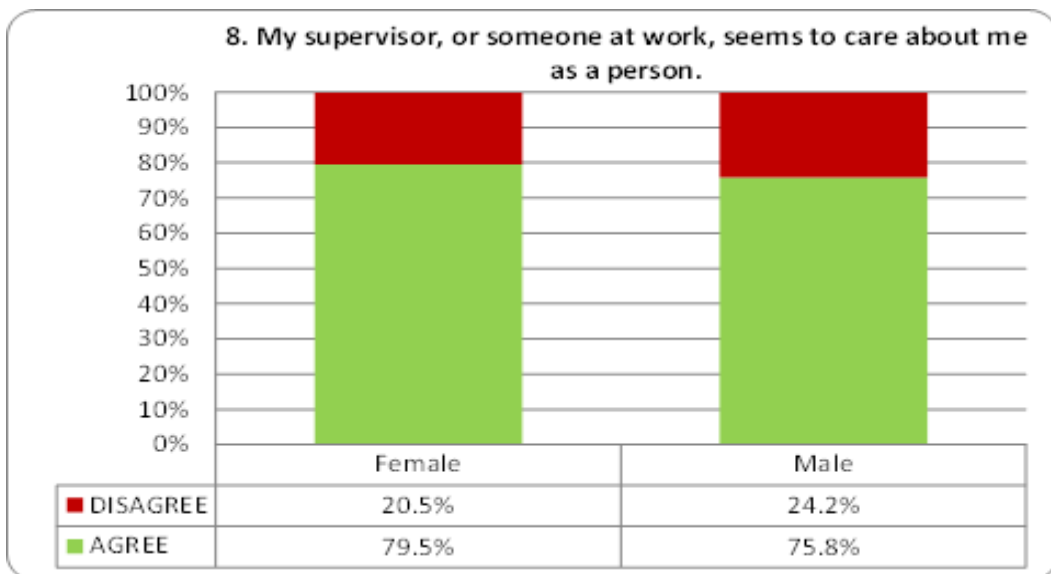
Fig 7.13

However those currently studying for APA have scored the lowest agreement level of 63% suggesting that this group may feel isolated and unsupported in their studies.

	CIP or Higher	APA	Studying for APA	Grand Total
8. My supervisor, or someone at work, seems to care about me as a person.				
■ DISAGREE	23.1%	12.5%	37.5%	23.9%
■ AGREE	76.9%	87.5%	62.5%	76.1%
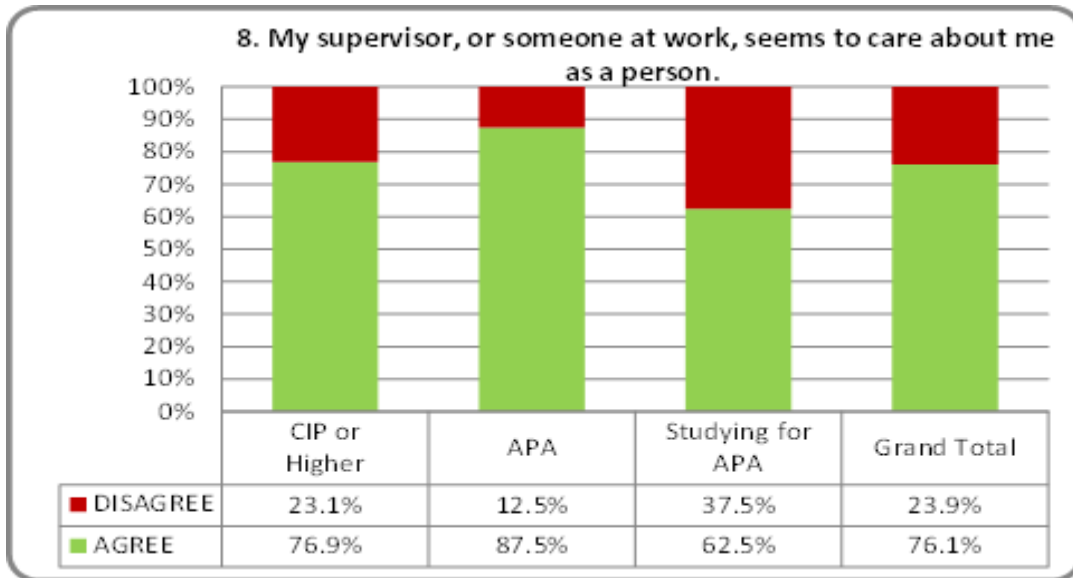
Fig 7.14

It is unclear if the response is directed to colleagues or to managers and should be amended in future surveys to more specific.

9. I trust the Executive team to deliver on the business goals

This is not one of the standard Gallup 12 questions but was added to understand how the employees feel about the executive team now leading the business. It has presented one the more interesting sets of data.

9. I trust the Executive team to deliver on the business goals

52%

48%

■ AGREE

■ DISAGREE
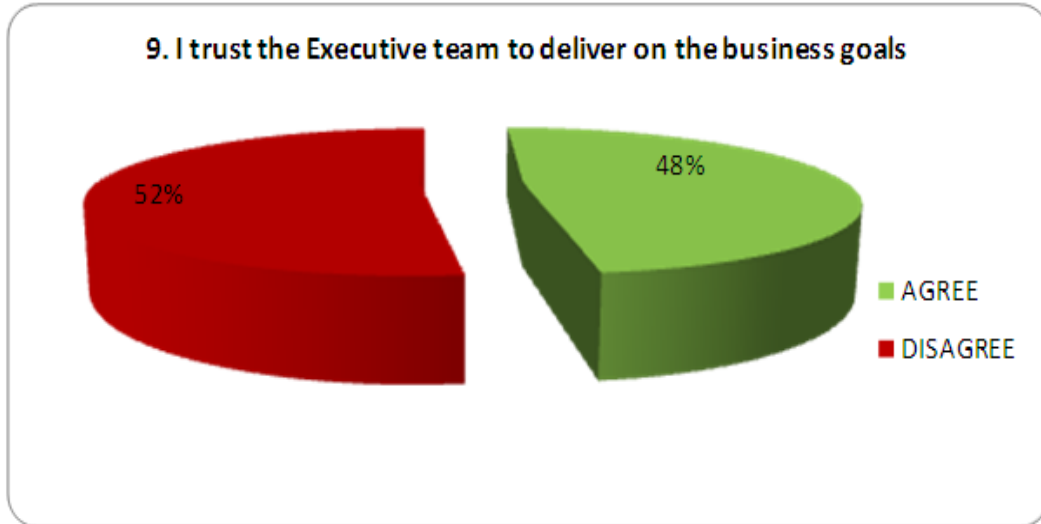
Overall a low percentage – 52% stated that they trusted the executive team with the business goals. This in itself appears in line with many of the overall scores. However there emerges a distinct divergence of opinion in relation to the gender splits.

The female group have stated by 61.4% that they do trust the executive team – which is in contrast to just 30.3% of their males counterparts.

9. I trust the Executive team to deliver on the business goals

	Female	Male
DISAGREE	38.6%	69.7%
AGREE	61.4%	30.3%
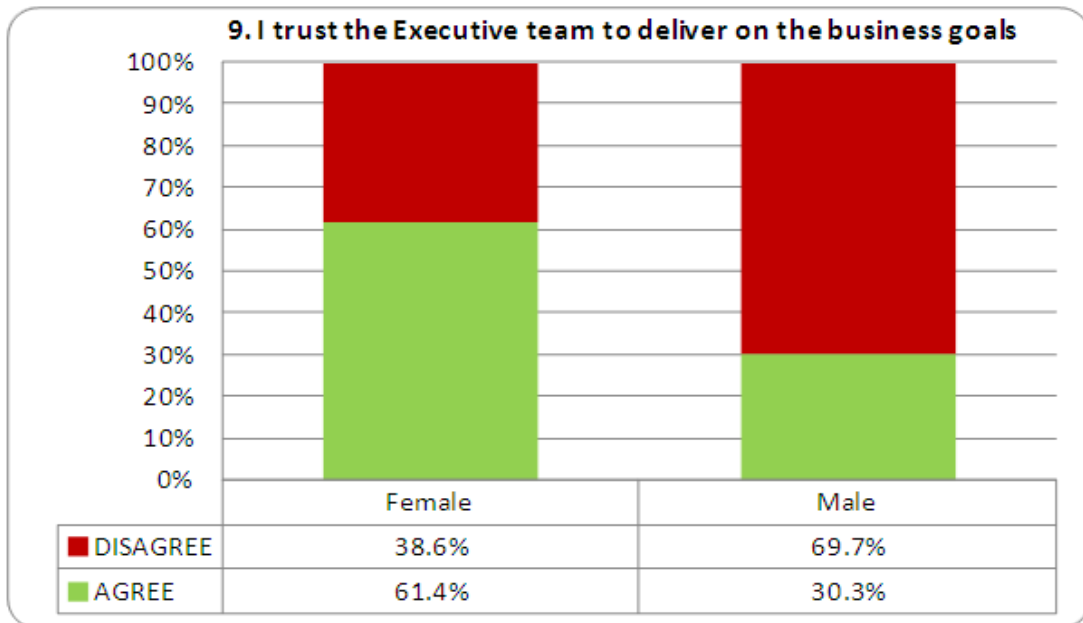
Fig 7.16

This does suggest that there is a gender divide in respect of how they see the senior management team.

Whilst this may not be directly related to the effects of the recession on engagement and was not expected– it does need to be flagged as a unique finding and any recommendations would need to factor some attempt to address the gender imbalance.

When looking at the responses based on qualification it appears that the more qualified respondents are less trusting.

9. I trust the Executive team to deliver on the business goals

	CIP or Higher	APA	Studying for APA	Grand Total
■ DISAGREE	56.4%	43.8%	43.8%	50.7%
■ AGREE	43.6%	56.3%	56.3%	49.3%
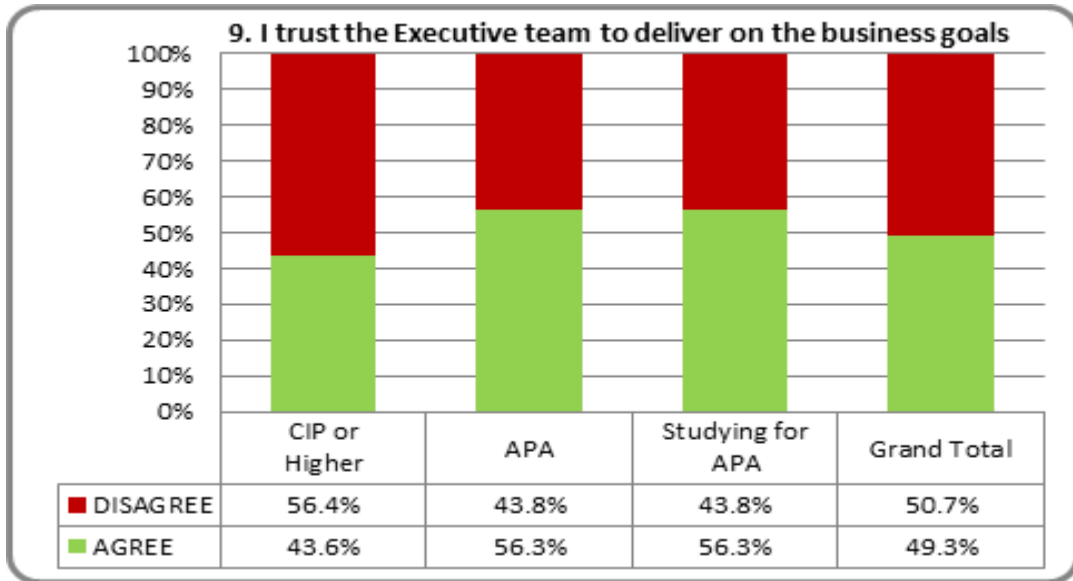
Fig 7.17

10. There is someone at work who encourages my development.

There is across the range of respondents a broad similarity in percentage scores. Overall and at gender level the results is 55% but with an increase for those studying for APA at 68.8%.

10. There is someone at work who encourages my development

55%   45%

■ AGREE
■ DISAGREE

Fig 7.18

10. There is someone at work who encourages my development.
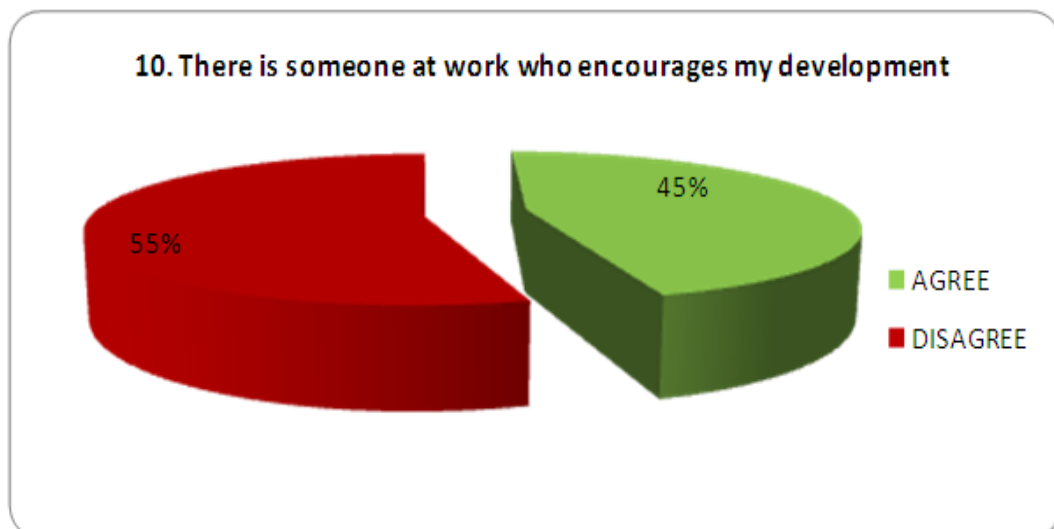
	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	64.1%	37.5%	68.8%	59.2%
AGREE	35.9%	62.5%	31.3%	40.8%
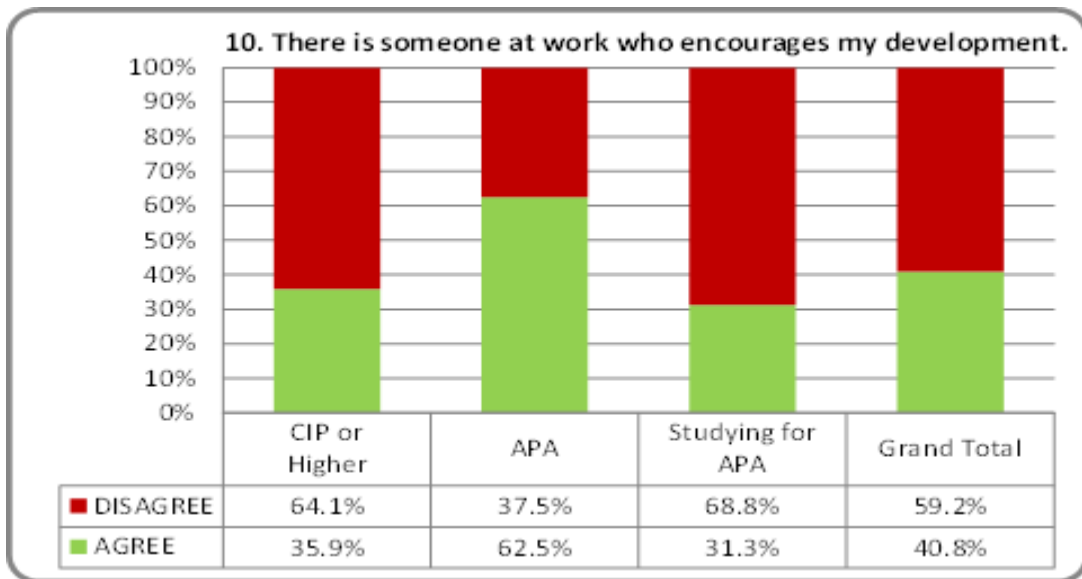
Fig 7.19

11. At work, my opinions seem to count.

The sample here has returned a disagreement percentage of 53% for this query. There are no significant gender differentials.
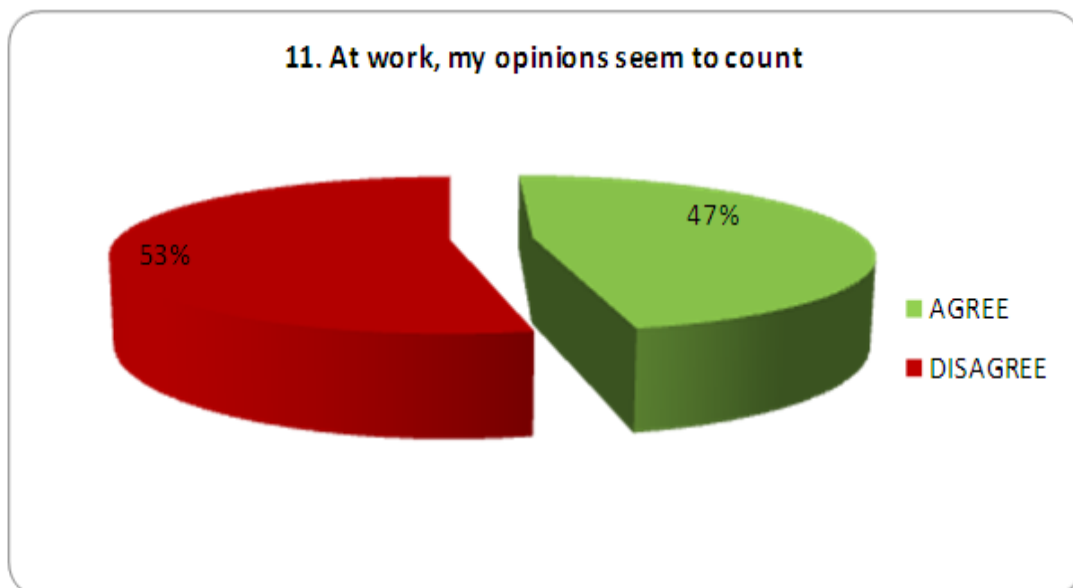
Fig 7.20

There is an increase to 68.8% for those studying for APA qualifications that their opinion does not count.

11. At work, my opinions seem to count.

	CIP or Higher	APA	Studying for APA	Grand Total
■ DISAGREE	48.7%	50.0%	68.8%	53.5%
■ AGREE	51.3%	50.0%	31.3%	46.5%
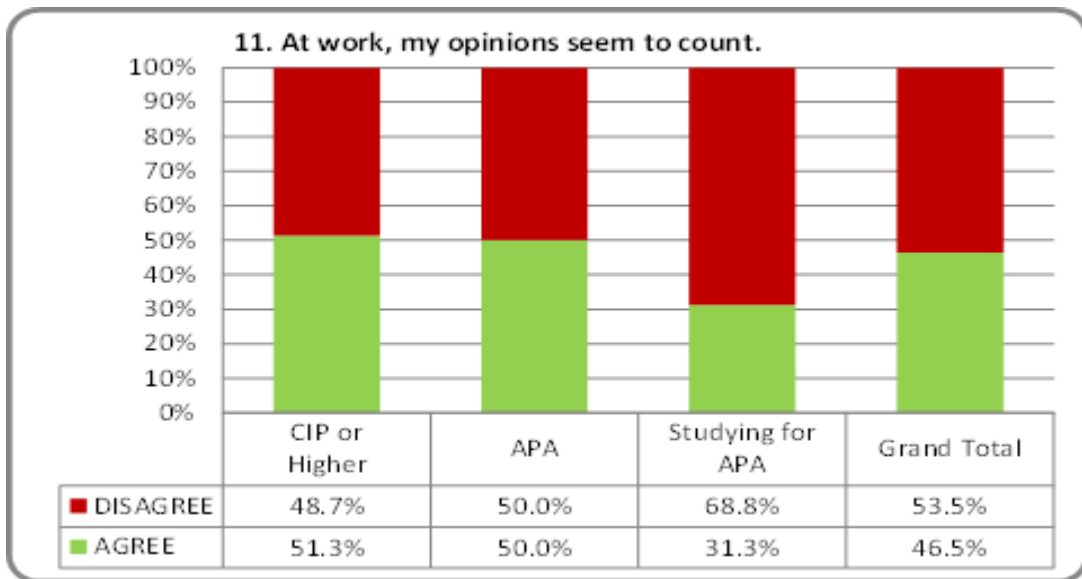
Fig 7.21

9 <u>The mission or purpose of my company makes me feel that my job is important.</u>

The purpose of this question was to establish to what extent employees believe their work can be associated to the vision and goals of the business.

It would be reasonable to expect that an engaged work force would score a high positive score. However in this instance 60% of respondents see no link between their perceived value of their work and the vision of the business.
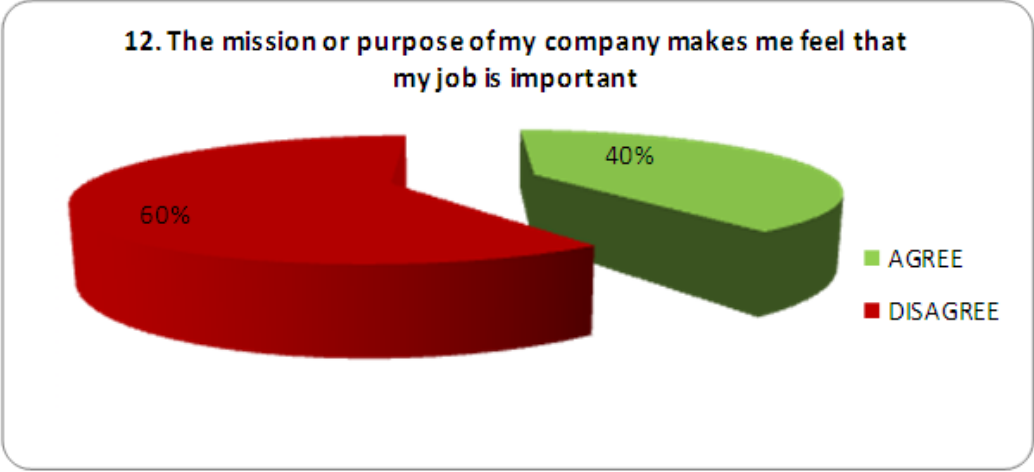
Fig 7.22

Again it is reasonable to point out that this disagreement rate rises sharply to 70% of male employees and 88% of those studying for the statutory minimum competency.

	Female	Male
DISAGREE	52.3%	69.7%
AGREE	47.7%	30.3%
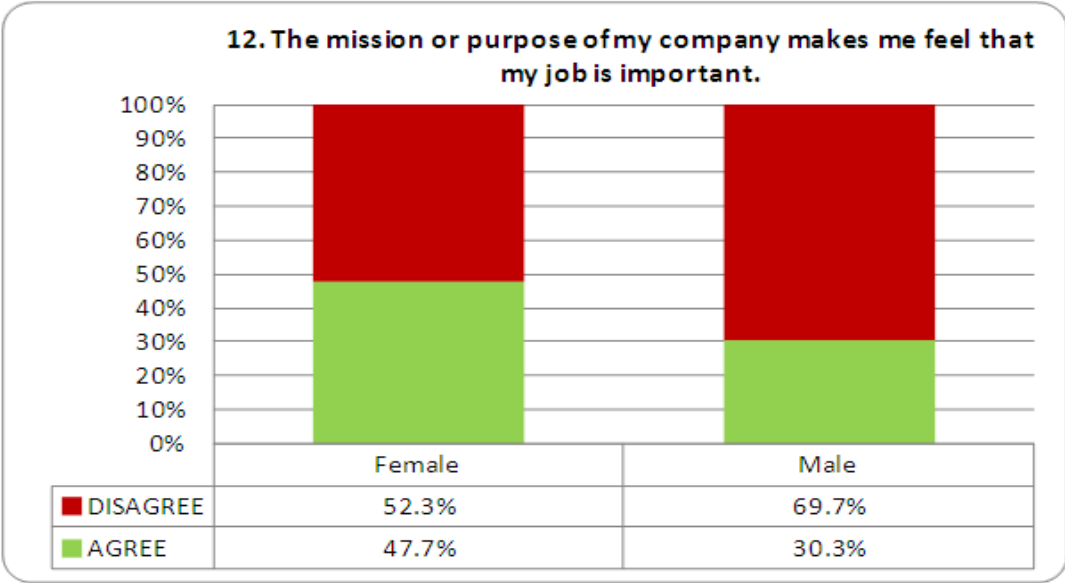
Fig 7.23

At qualification level we see that only 12.5% of those studying for APA see a connection between their work and the mission of the business.
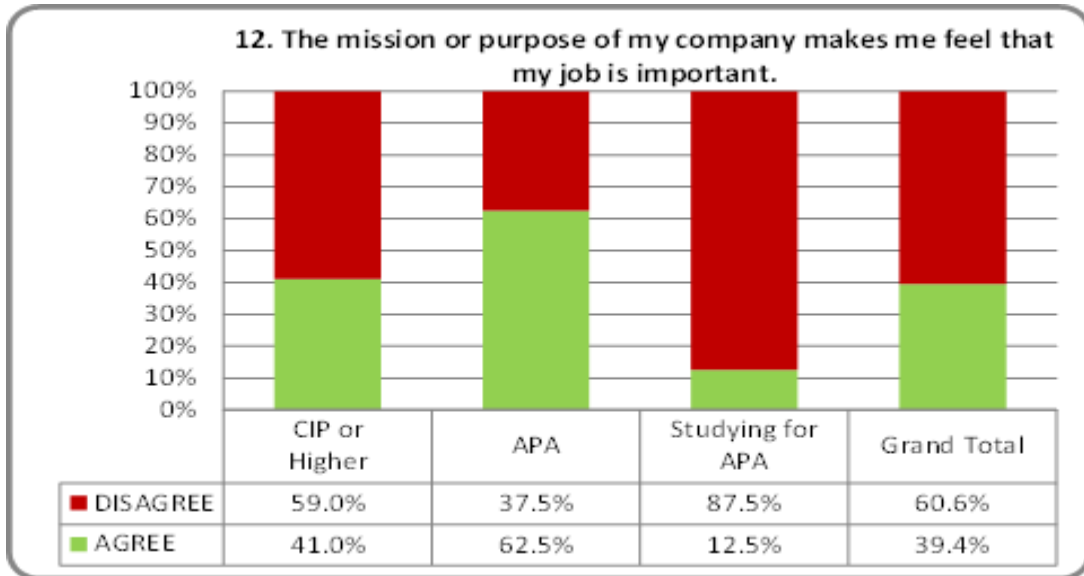
Fig 7.24

Clearly further study needs to be carried out to identify why so many feel so disengaged from the vision and mission of the business.

13. My fellow employees are committed to doing quality work.

This is one of the positive responses from the sample and the query relates to how people feel about the work completed by other and how it may affect them.

Overall 81% of the group agree with this statement rising as high as 94% for those qualified at APA level.

13. My fellow employees are committed to doing quality work

19%

81%
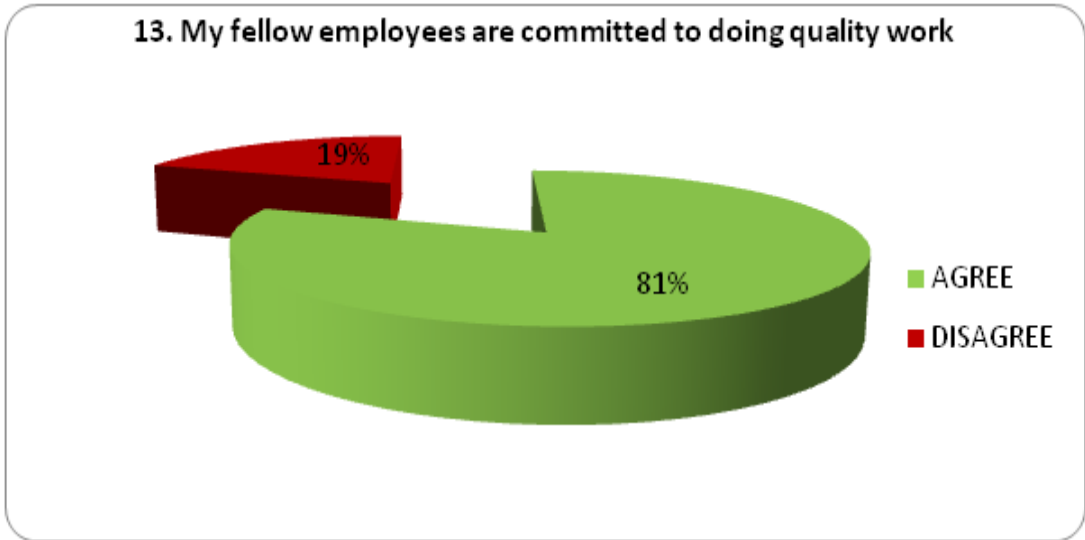
■ AGREE
■ DISAGREE

Fig 7.25

However there is a gender gap with 86.4% of females agreeing in comparison to 72.7% of male respondents.

13. My fellow employees are committed to doing quality work.

	Female	Male
■ DISAGREE	13.6%	27.3%
■ AGREE	86.4%	72.7%
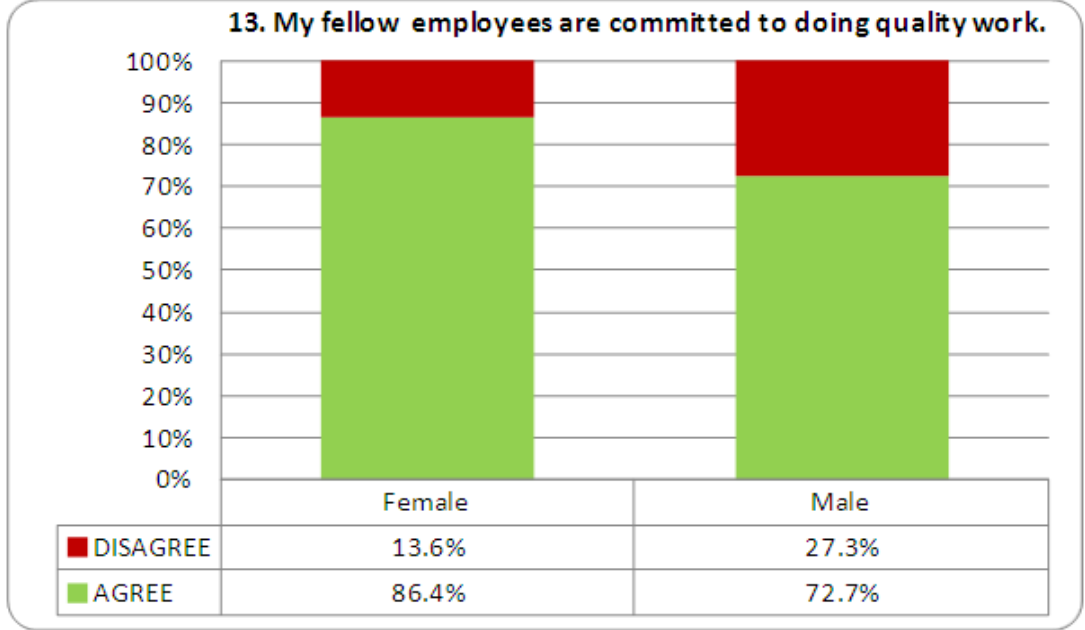
Fig 7.26

At qualification level the total result is in line with the overall. There is a key positive that the APA qualified employees are 93.8% in agreement.

13. My fellow employees are committed to doing quality work.

	CIP or Higher	APA	Studying for APA	Grand Total
■ DISAGREE	25.6%	6.3%	25.0%	21.1%
■ AGREE	74.4%	93.8%	75.0%	78.9%
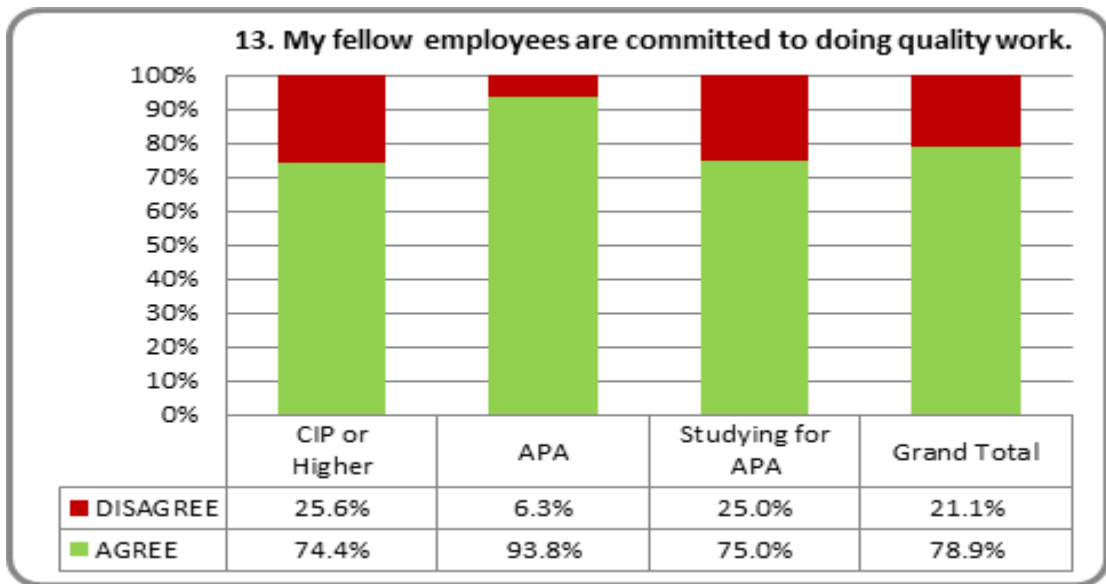
Fig 7.27

14. I have a best friend at work.

As described previously the survey is seeking to understand if individuals believe themselves to be in a safe working environment in which they have a friend or colleague that supports them.

The results here indicates a low 52% in agreement (not unlike the 38.3% as scored in the ranking method)

14. I have a best friend at work

52%   48%
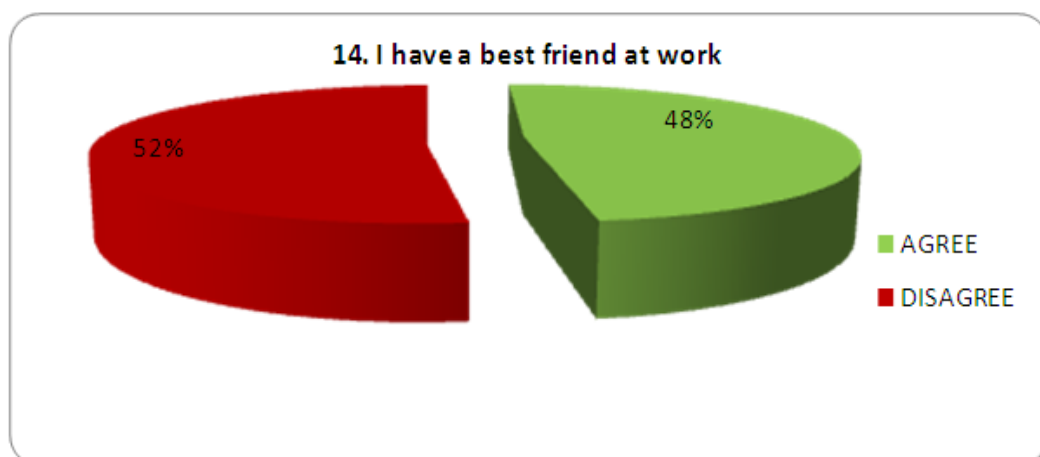
■ AGREE
■ DISAGREE

Fig 7.28

Once again the males at 73% disagreement are at an opposite scale to that of the females 36%.

14. I have a best friend at work.

	Female	Male
DISAGREE	36.4%	72.7%
AGREE	63.6%	27.3%
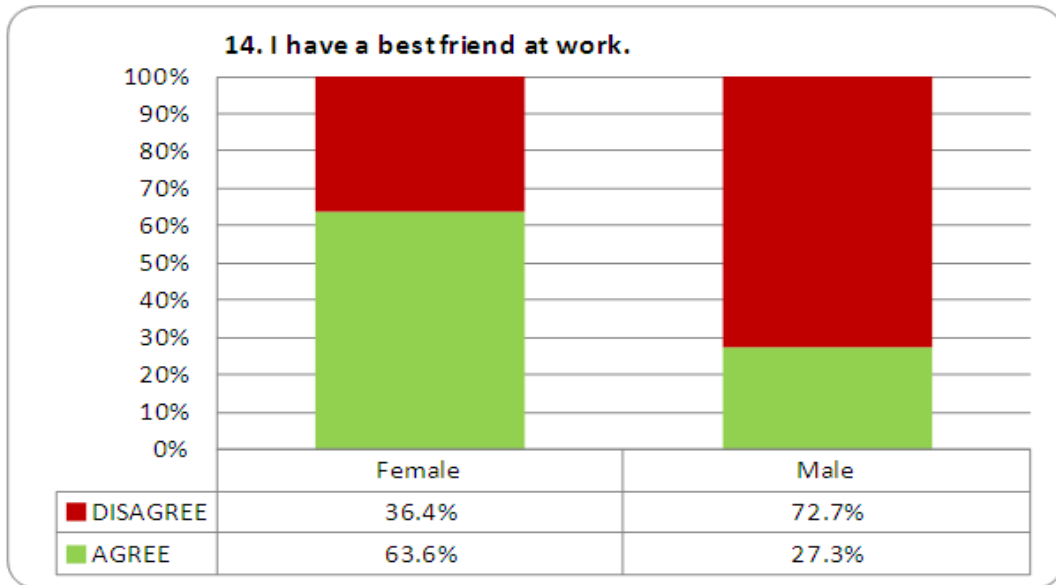
At qualification level the more qualified people are less in agreement.

14. I have a best friend at work.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	64.1%	43.8%	43.8%	54.9%
AGREE	35.9%	56.3%	56.3%	45.1%
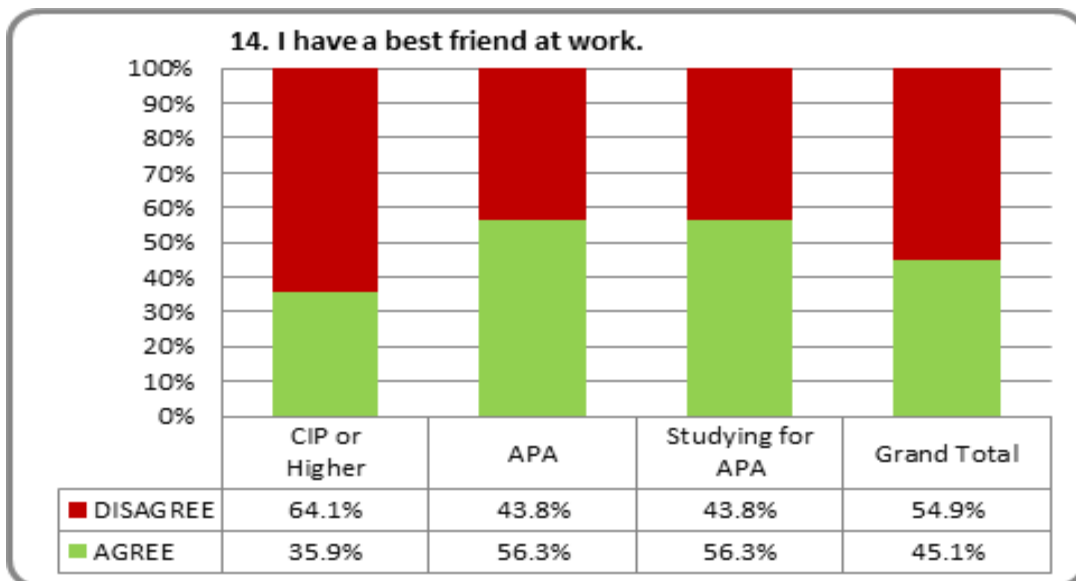
15. In the last six months, someone at work has talked to me about my progress

Overall respondents have replied that 68% in disagreement with the statement. From an engagement perspective this should be concern that so many respondents have received no feedback on progress.

On this occasion the female group have disagreed in greater numbers. This may be evidence of a greater expectation among the female working population for feedback than their male equivalents. But this would need additional study.

	Female	Male
DISAGREE	72.7%	60.6%
AGREE	27.3%	39.4%
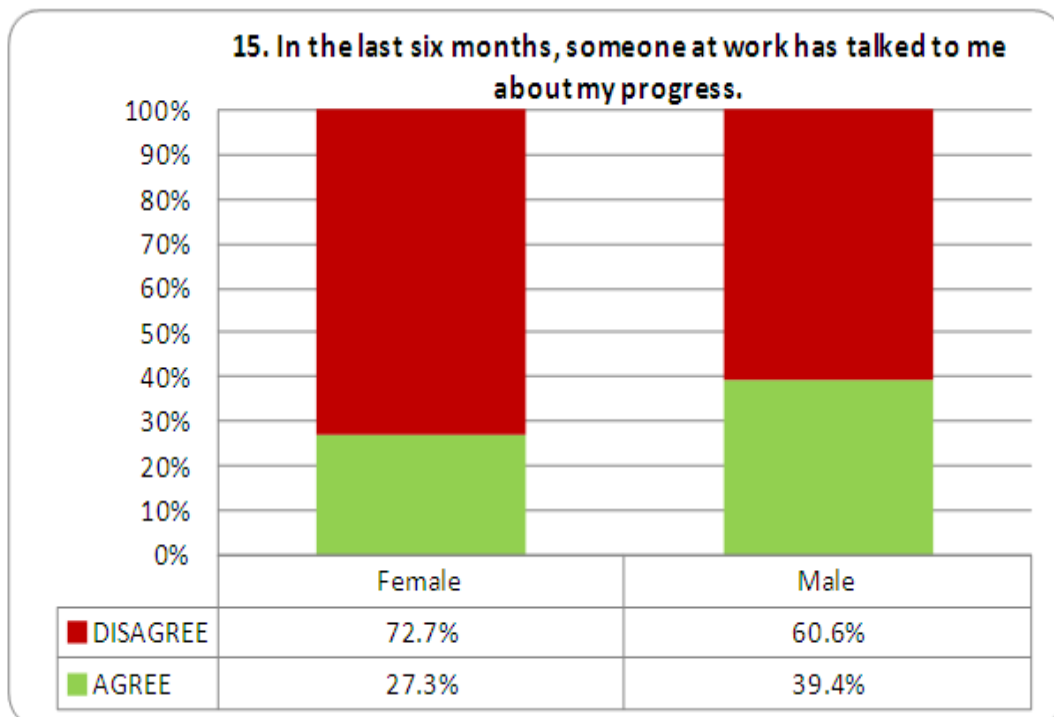
Fig 7.32

The broad qualifications scores are in line with the overall scoring.

15. In the last six months, someone at work has talked to me about my progress.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	69.2%	68.8%	62.5%	67.6%
AGREE	30.8%	31.3%	37.5%	32.4%
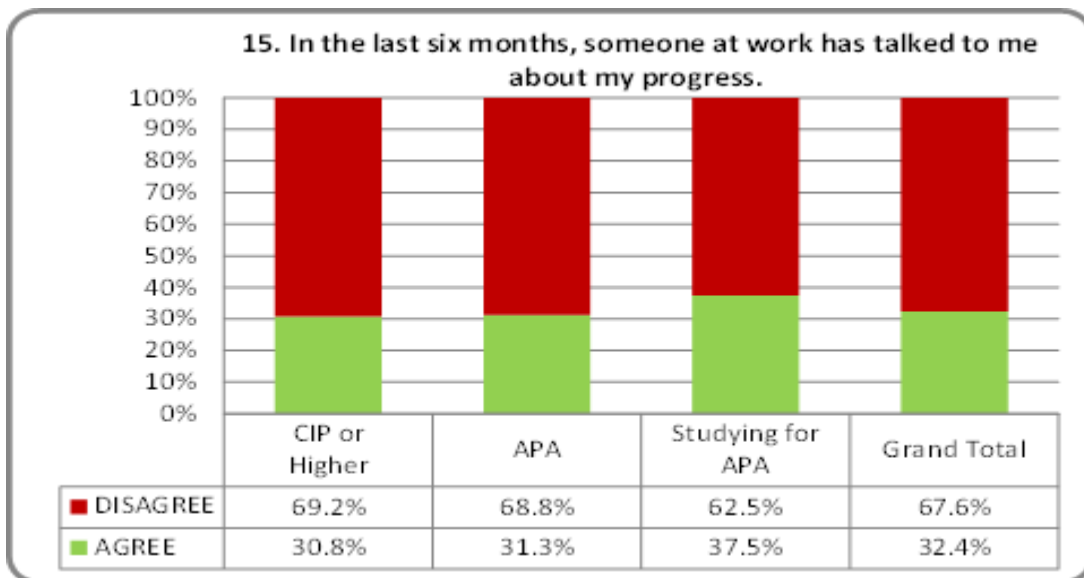
Fig 7.33

16. This last year, I have had opportunities at work to learn and grow.

The sample scored an overall 71% disagreement when asked this question.

16. This last year, I have had opportunities at work to learn and grow
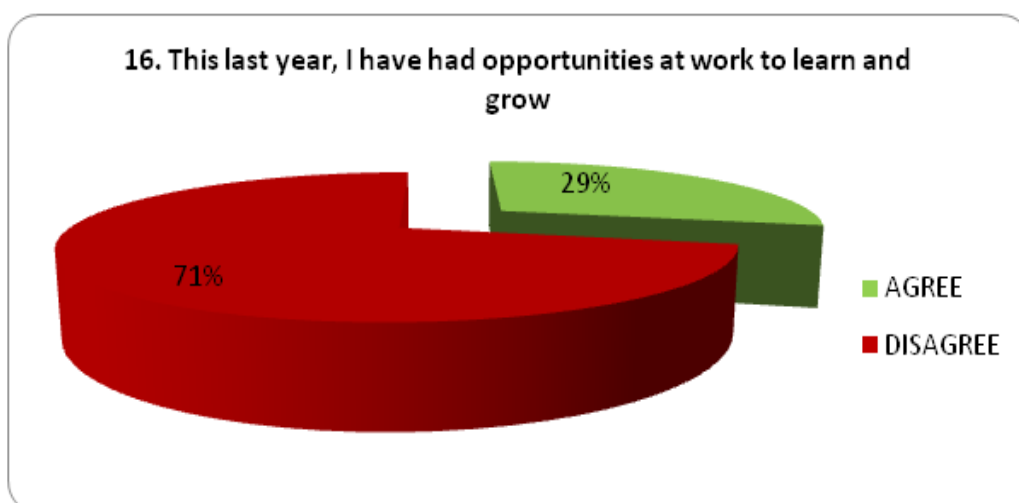
Fig 7.34

Similar to Q15, the female group have been in greater disagreement than their male colleagues.

16. This last year, I have had opportunities at work to learn and grow.

	Female	Male
DISAGREE	77.3%	63.6%
AGREE	22.7%	36.4%
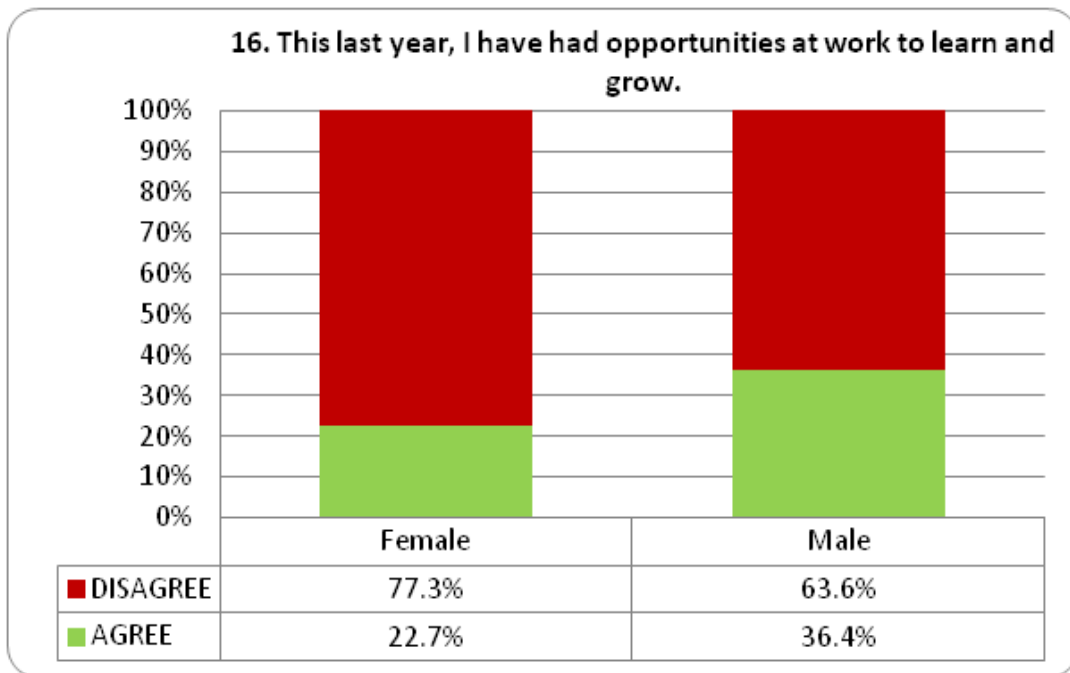
Fig 7.35

Again as in Q15, the female response may a reflection of expectations not being addressed, set or met by managers and supervisors.

Those that are qualified (with the exception of Dip LA) are also showing high negative responses to the query.

Despite the focus on attaining industry recognised qualifications there is a consistent view of few developmental opportunities.

16. This last year, I have had opportunities at work to learn and grow..

	CIP or Higher	APA	Studying for APA	Grand Total
■ DISAGREE	71.8%	81.3%	68.8%	73.2%
■ AGREE	28.2%	18.8%	31.3%	26.8%
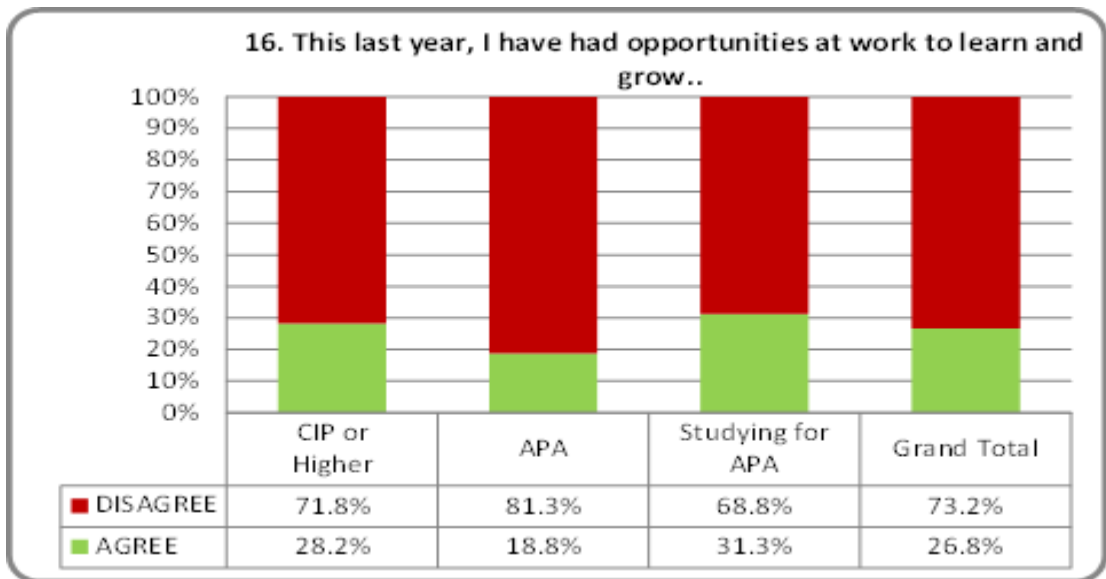
Fig 7.36

17. I am actively looking for a job outside the business

This query is not part of the Gallup 12 questions but was added to gauge to what extent employees at Company ABC are considering leaving the business.

Overall 51% agreed with this statement.

17. I am actively looking for a job outside the business

49%

51%

■ AGREE

■ DISAGREE
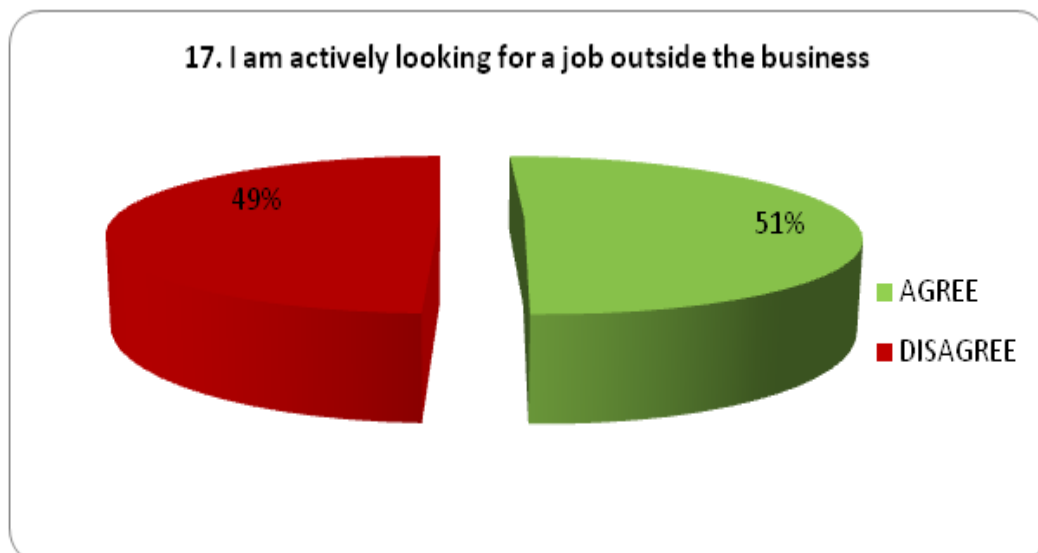
Fig 7.37

The males have indicated that they are more likely to leave stating 64% are actively seeking another job.

17. I am actively looking for a job outside the business

	Female	Male
DISAGREE	59.1%	36.4%
AGREE	40.9%	63.6%
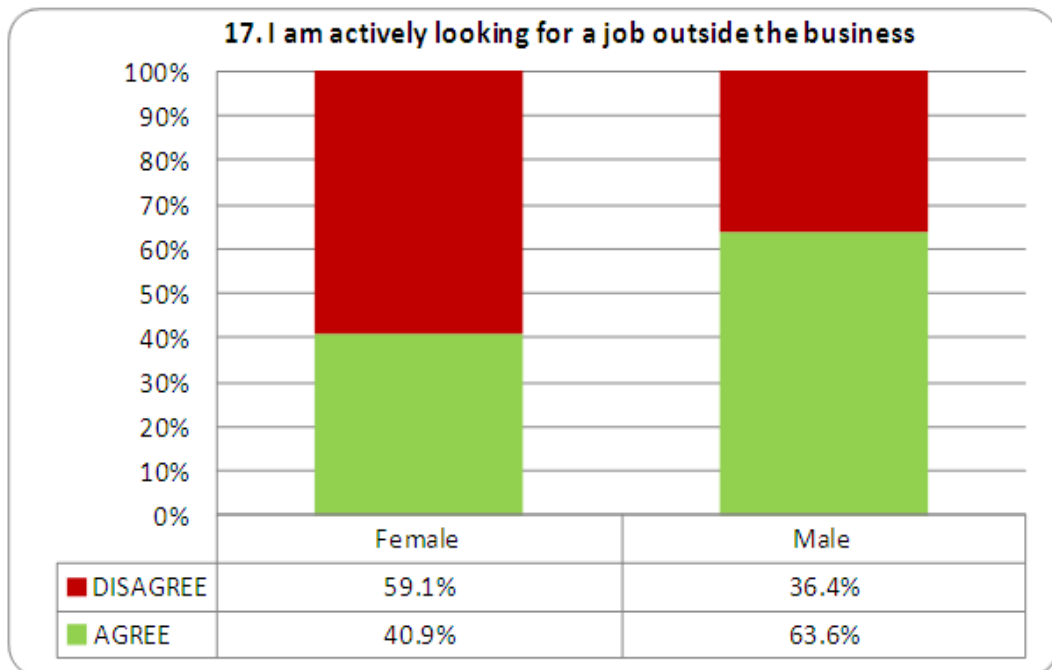
Those with a higher qualification (46.2%) appear less likely to leave the business. This may suggest that continued investment in education and training will support endeavours to retain key employees.

17. I am actively looking for a job outside the business

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	53.8%	43.8%	50.0%	50.7%
AGREE	46.2%	56.3%	50.0%	49.3%
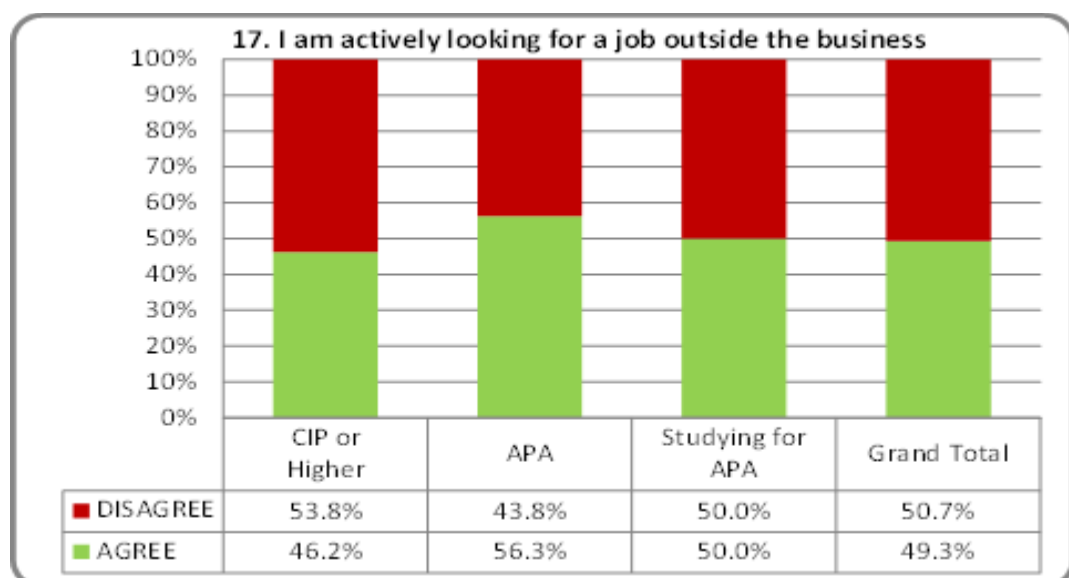
7.6. Correlation of Data

Correlation is used to attempt to identify if there is a relationship between two queries. It does not mean that one has caused the other – there may be other factors influencing the relationship.

Correlation coefficient is presented as a range from -1 to +1 (Collis. J., Hussey, R., 2009). A score of -1 is described as a perfect negative correlation while +1 is described as a prefect positive correlation. If when measuring the result is 0 or on either side there is said to be no correlation.

Using Excel and the Correlation function it is possible to calculate the correlation between each data set. For this 14 query survey there are 182 permutations (14x13 =182) (see appendix 7). In this table each query response range has been correlated against each other query to understand whether any relationships exist.

When considering the results of the calculations they can be grouped as follows;
- +/- 0 to 0.2 is very weak correlation
- +/- 0.2 to 0.4 is a weak to low correlation
- +/- 0.4 to 0.7 is a moderate correlation
- +/- 0.7 to 0.9 has a strong to high correlation
- +/- 0.9 to 1.0 is very strong correlation

It can be seen that the highest positive correlation coefficient is that of +0.5619 on Q15 – "In the last six months, someone at work has talked to me about my progress." and that of Q16 – "This last year, I have had opportunities at work to learn and grow." From this score we can see the relationship between the queries but it also presents a level of reliability in that there is some similarity to the question.

The next highest positive correlation coefficient is that of the responses to Q12 "The mission or purpose of my company makes me feel that my job is important" and Q11. "At work, my opinions seem to count." These queries produced a correlation coefficient of +0.5420.

There is a further moderate correlation coefficient of +0.5348 when considering Q10. "There is someone at work who encourages my development" and Q15 – "In the last six months, someone at work has talked to me about my progress."

In respect of negative correlation coefficient there is a relationship between Q17." I am actively looking for a job outside the business" and Q9." I trust the Executive team to deliver on the business goals", Q11." At work, my opinions seem to count" and Q12. "The mission or purpose of my company makes me feel that my job is important."

7.7. Bivariate Scatter diagram

The bivariate scatter diagram can be used to identify if there is a relationship – whether negative correlation, positive correlation or no correlation (Collis. J., Hussey, R., 2009).

It plots on the X and Y axis the data for queries and can display visually if a relations exists bay adding in a linear line. A line starting from bottom left moving towards top right indicates a positive linear correlation while a line starting from top left moving downwards toward bottom right is said to have a negative linear correlation. A flat line has no correlation.

A bivariate scatter diagram has been produced for the higher correlated questions as outlined above.
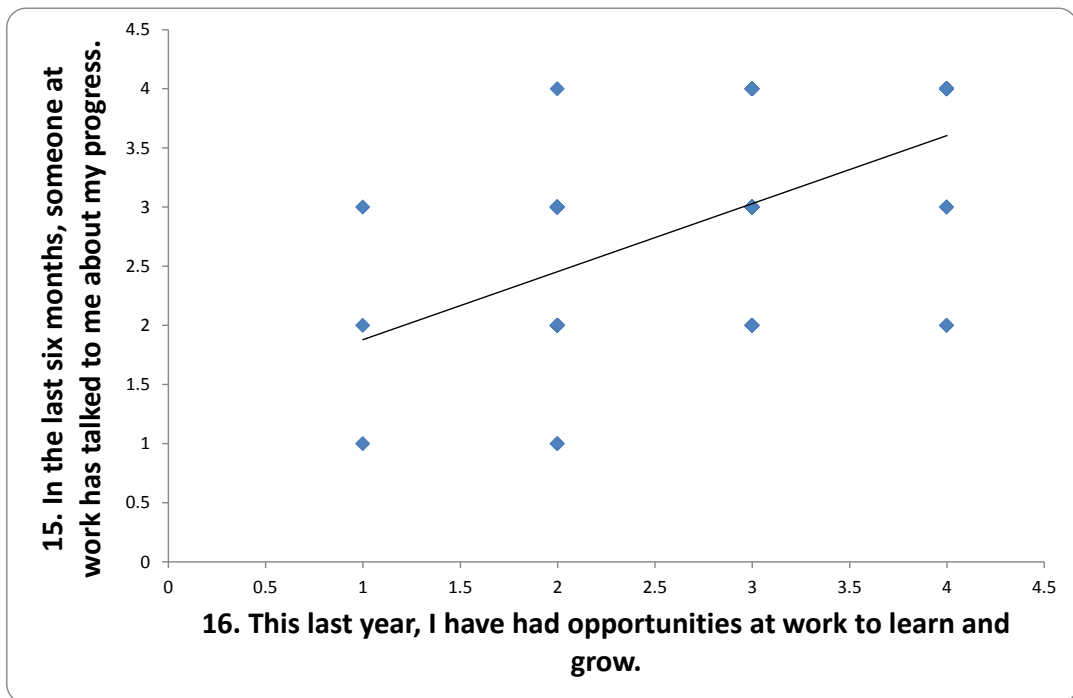
Fig 7.40

Fig 7.41
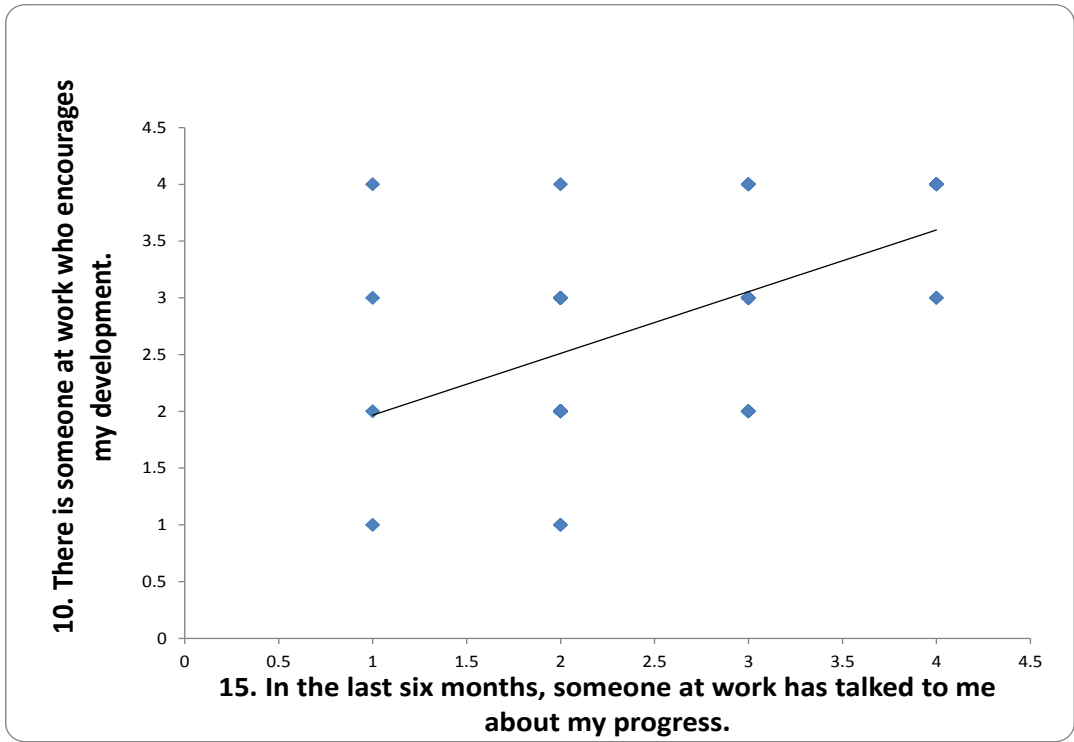
Fig 7.42

Using the bivariate graphs – the negative correlations between Q17 and Q9, Q11 and Q12 are presented.
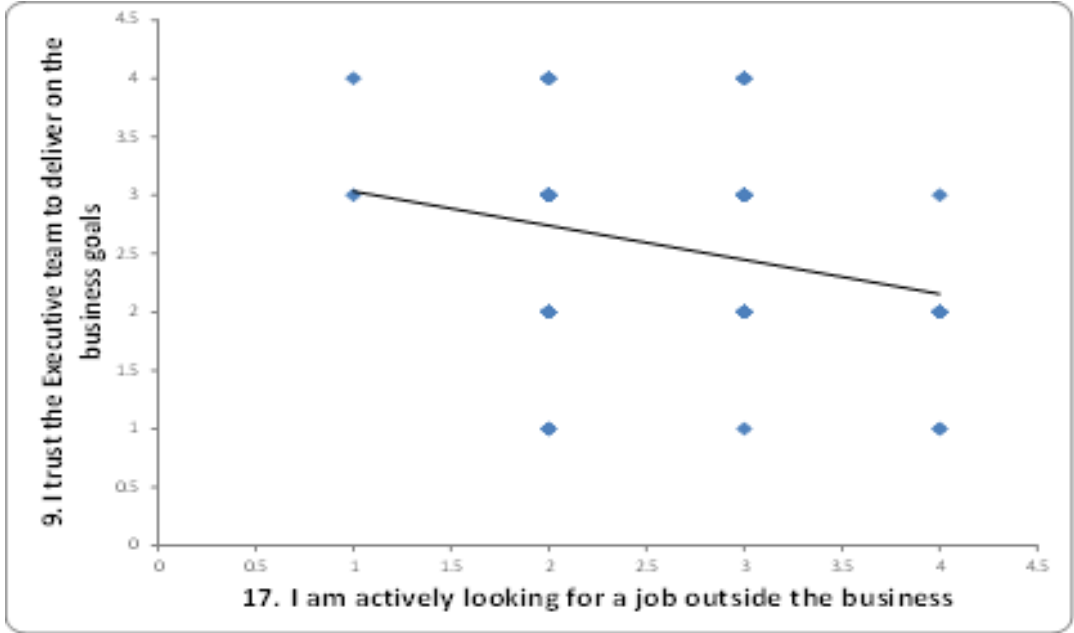
Fig 7.43
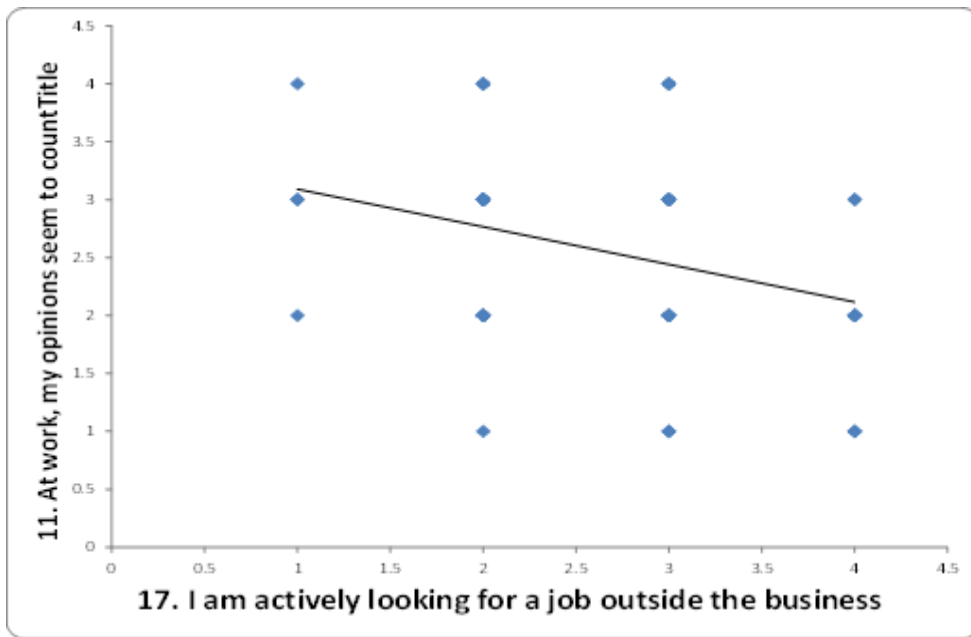
Fig 7.44
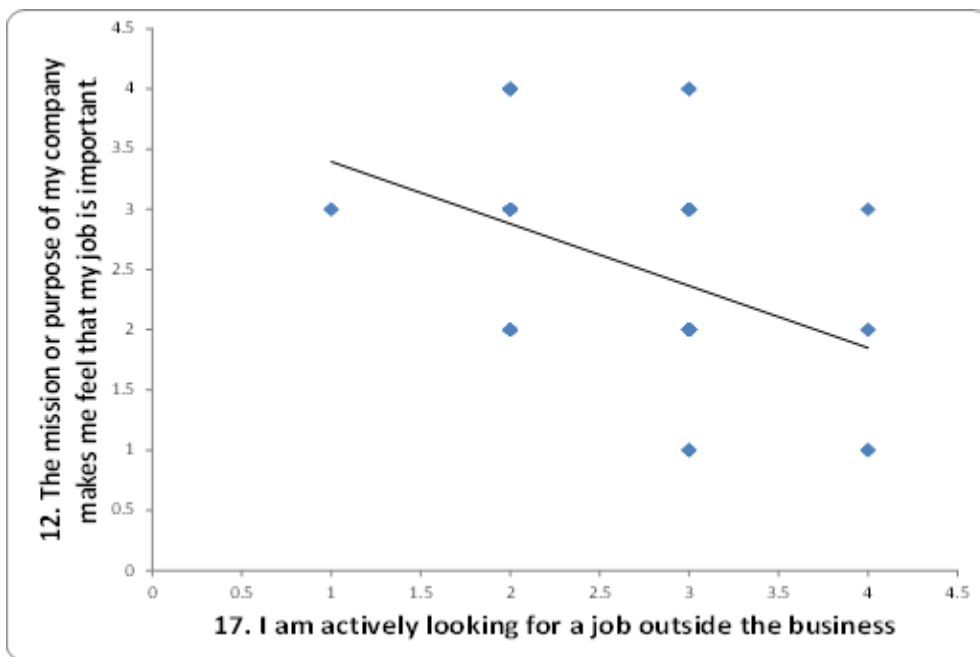
Fig 7.45

7.8.   Comments from the survey

At the end of the survey the respondents were given an opportunity to provide a brief feedback option; - *"What does your employer do best to help you as an employee?"* which whilst not qualitative data does provide some context for the responses given.

In total 54 of the 77 (70%) provided a response to the above query (see appendix 8).

On review of the responses and to allow for some qualitative analysis – the response were divided into categories as demonstrated in fig 7.46.

What does your employer do best to help you as an employee?		
Category	No	% of total
Visibility & Communications	25	46.3%
Focus on Minimum Competency Requirement (Exams)	10	18.5%
Managers	7	13.0%
Pay / Bonus	5	9.3%
Respect / Recognition	4	7.4%
Support	2	3.7%
Just a job	1	1.9%
Total	54	

Fig 7.46

In total 37(68.5%) of comments were deemed negative. Of all the comments returned on this question 20 (37%) started their response with a negative, i.e. *"Nothing…", "Not…", "None…"*.
Examples of negative comments are;

➢ *"Very little as they have not communicated with us in the last few months, They fail to tell us how to progress in this Company..."*

➢ *"I feel we are getting no help at present..."*

➢ *" Push for exams - so I can leave asap!"*

➢ *"Nothing positive, putting pressure to pass exam with no Company support on job is what they do best at the moment.*

However 17 (31.5%) of responses did have some degree of positivity to them such as;

➢ *"Encourages Exam progression..."*

➢ *"Encourages and pays for further learning..."*

➢ *"Supports & listens to me..."*

It can be inferred that many of the positive responses (10) can be attributed to good relationships with managers. This may reflect the bias of the researcher but the role of the manager does have an impact on the responses.

8. Conclusions & Recommendations

8.1. Conclusion

8.1.1.   Why did I choose this topic to research – Any answers?

At the outset of this paper I outlined a number of reasons on why I chose the topic of employee engagement.

Initially I wanted to know how people felt about their workplace, their managers and executives. I have found that during the multiple changes that have taken place in the business there is a significant degree of mistrust by 51.9% of employees of the business leaders. This is perhaps not all that surprising given the extent of the changes in the business. Executives at ABC will need to review the possible drivers of this poor response and plan accordingly.

I then wanted to know if the employees' motivation was high. The data from the survey tells us that just 28.6% of respondents have had an opportunity to learn and grow in the preceding six months. A poor result. We have seen from our review of antecedents of engagement that learning new skills and individual development is a key element of motivation which leads to engagement.

The survey also identified that 59.7% of employees at Company ABC do not see the value of their work as reflected in the organisations goals and visions. From this figure there is a clear gap in the employees understanding of the business goals, vision and mission. For a business to succeed it will need people with a high awareness of how their work supports the overall mission of the business.

It was unclear at the outset of the project whether there would be business support for the survey. By meeting with the HR and line managers early in the process their support was secured.

Clearly this is a business that has undergone significant changes in the last number of years driven by the financial crisis and recession in Ireland. It has resulted in reduced pay, headcount and increased workloads. The overall result from this research is that during a recession employee engagement is low. It is low across all categories surveyed and would present a serious performance problem to the business if not addressed.

Overall it is fair to state that during this recession engagement at this company is low.

It is fair to state this because the elements that are critical in establishing and maintaining engagement are missing.

- ❖ There is low trust between the employees and management.
- ❖ There is a low association between the employees understanding of their work and how it relates to the vision of the business.
- ❖ Employees have not seen any opportunity to develop new skills or use existing skills.
- ❖ There appears to be infrequent communications between employee and employee.
- ❖ Feedback on performance is infrequent.

8.2. Recommendations

8.2.1.   What can ABC do to improve employee engagement

Many businesses emerging from this recession are expected to keep many of the flexibilities and work practice changes achieved since the recession (Plimmer,G., 2010). There is risk however that despite all the rationalising, pay cuts, changes in work practices it is argued that few businesses (as little as 10%) actually maintain the gains achieved in the 3 years following a change (Katzenbach.J., Bromfield. P., 2009). A reason for this they suggest is a failure to engage with the employees and a failure to maintain momentum on measures implanted.

➢ Managers and Executives need to take time to understand the causes of these results and then to take time to build and improve of the actions required.

➢ The Managers and Executives need to share the detail of the survey results with the employees in a non judgemental manner. This will allow employees to contribute to and have ownership of finding the actions to improve the situation.

➢ Managers need to understand the significance of the gender divide that was evident in the survey results. Once the gap is understood there may be a need for specific actions focussed on the gender groups.

➢ Engagement needs to be a day to day experience for the manager and the employee. It should have time allocated to it on the agenda of the team meeting. It needs to be part of the daily conversations between managers and their people.

➢ The manager needs to talk to individuals to understand their own ambitions and goals. By doing this together they develop that a plan that the individual can strive towards. As the plan develops the individuals trust grows in the manager.

➢ The managers themselves were identified as a key piece to promoting engagement. Managers are critical to the success or otherwise of engagement. Therefore it is recommended that managers are supported by the executive to provide development assistance, career support and recognition to those in their teams that demonstrating the right behaviours that support engagement.

➢ (Wexler, D, 2009) suggests that if the business has been through a period of high dissatisfaction then the actions taken from the results of the surveys are unlikely to provide any immediate results. Actions will take time to produce change. There is a process of re building or simply starting to build trust. Trust takes time to be re-established, particularly following a period of unrest.

8.2.2. Recommendations and Limitations

➢ This Survey was merely a snapshot. Therefore the information and assumptions made from this one off survey cannot be deemed to be a definitive view of the engagement levels of the employees and therefore its findings do have limitations.

➢ Other limitation on the data from this survey that needs to be considered is

  ▪ The sample size (see below)
  ▪ That respondents may not have been as honest as requested
  ▪ That respondents did not take time to consider their answers
  ▪ The detail of information provided was complicated which may have led to incorrect conclusions

➢ The sample used accounted for approximately 25% of the working population in Company ABC. To achieve real accuracy of information any future survey should be based on a significantly larger sample

- A longitudinal study, perhaps bi-annually may provide a clearer view of the direction of employee engagement. Such a study which is in line with the positivist methodology would measure the employees regularly over a period of time.

- Following such an approach would allow the data to be better understood and particular responses tracked for improvements. Collis and Hussey (2009) describe the challenge in that in order to get truly reliable data the sample size would need to remain constant and the subjects of the study should not change. In a business environment this is not a likely. The best option would appear to continue with such a survey over a number of years allowing for changes in personnel.

- Further recommendations specifically aimed at improving the survey are

  - Add in more demographic data e.g. Age / Grade.

  - Use Tenure as a measure. This question was added to this survey – however the date range was incorrect therefore not reliable.

  - In future surveys Query **10. "There is someone at work who encourages my development."** – should specifically refer to whether a manager or supervisor is providing encouragement as this would allow for better assessment of the work done by managers in supporting development.

  - **8. My supervisor, or someone at work, seems to care about me as a person.** – Should be more specific to Managers / Supervisors. Having the "or someone at work" may dilute the response.

  - **9. I trust the Executive team to deliver on the business goals**

    This presented an unexpected set of data 30% of male respondents replied that they strongly disagree with the statement in comparison to 4.9% of females.

Count of 9. I trust the Executive team to deliver on the business goals	Column Labels ▾		
Row Labels ▾	Female	Male	Grand Total
⊙ AGREE			
Agree	58.5%	30.0%	46.5%
Srongly Agree	2.4%	3.3%	2.8%
⊙ DISAGREE			
Disagree	34.1%	36.7%	35.2%
Strongly Disagree	4.9%	30.0%	15.5%
Grand Total	100.0%	100.0%	100.0%

Fig 7.41

In identifying actions to address engagement some consideration needs to be given to the gender divide as presented above in fig. 7.41.

8.2.3. Recommendation for further research

➢ To understand in greater detail the levels of motivation and engagement within the manager group.

➢ To understand the influence managers have the engagement levels of their direct reports.

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10. APPENDIX 1 – Benefits of Engaged Employees

Comparative Annualised Stock Market Returns
1997–2012

Best Companies perform more than 2x better than the general market

- FORTUNE: 10.80%
- Russell 3000: 4.81%
- S&P 500: 4.49%
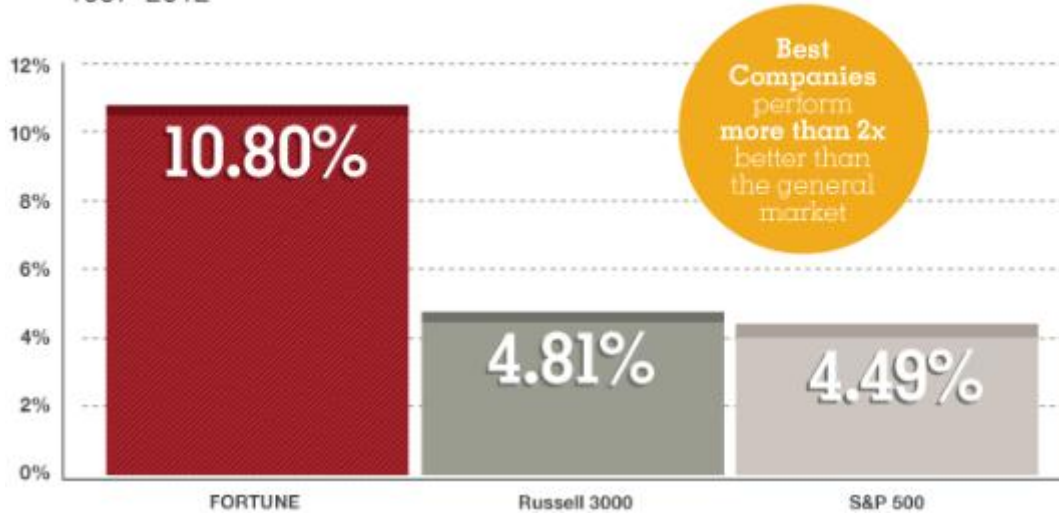
Comparative Cumulative Stock Market Returns

Great Workplaces provide 3x times the return

- FORTUNE's 100 Best Companies to Work For®
- Russell 3000
- S&P 500

+366%
+102.23%
+93.13%

100 Best Companies Voluntary Turnover by Industry
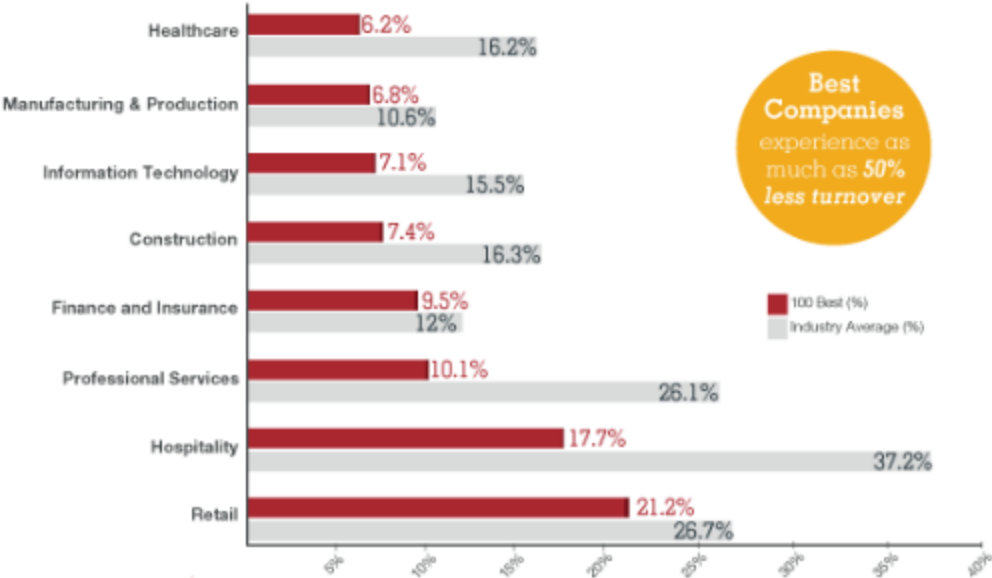
Industry	100 Best (%)	Industry Average (%)
Healthcare	6.2%	16.2%
Manufacturing & Production	6.8%	10.6%
Information Technology	7.1%	15.5%
Construction	7.4%	16.3%
Finance and Insurance	9.5%	12%
Professional Services	10.1%	26.1%
Hospitality	17.7%	37.2%
Retail	21.2%	26.7%

Best Companies experience as much as *50% less turnover*

11. APPENDIX 2 - Email correspondence with HR Dept.

Maurice Basquille/Claims/Insurance
22/04/2013 13:09

To: Orla Magennis-Swanbo/Personnel/.
cc:
bcc:
Subject: Confirmation of meeting

Hi Orla

Thanks for meeting earlier today

To confirm my request.

As part of my final year assessment I am need to complete a workplace survey.
The topic of the assessment is in relation to employee engagement during recession.

I am looking to issue a survey questionnaire to all in the department - approx 91 (last count)

The survey is anonymous and as requested I can run the queries by you in advance & share results

Regards
Maurice

Maurice Basquille,

Orla Magennis-Swanbo/Personnel/
09/05/2013 11:26

To: Maurice Basquille
cc:
Subject: Re: Types of survey questions - employee engagement

Hi Maurice,

I am pleased to advise that John has approved the circulation of your questionnaire within your department on the 3rd floor subject to a couple of conditions;

- The questionnaire must be reviewed and approved by HR before being distributed.
- The results of the data will be shared with HR.

If you have any queries on any of the above, please let me know.

Best of luck,
Orla

HR Projects Manager

Orla Magennis-Swanbo/Personnel/Insuranc e

18/06/2013 14:22

To	Maurice Basquille
cc	
Subject	Types of survey questions - employee engagement

Hi Maurice,

I have spoken with John and he is happy with the questionnaire below being distributed on the third floor. Can you please let us know when the results are available? As mentioned below, we would be curious to see these.

If you need to discuss anything else, please let me know.

Thanks
Orla

HR Projects Manager

12. APPENDIX 3 - Email Correspondence with Dept. Managers

Maurice Basquille
<basquillemaurice@gmail.com>

22/06/2013 07:09

To

cc

Subject: Engagement Survey

Hi

As you know I am completing a dissertation as part of my final year of a Human Resources degree.

I have received agreement from our HR dept to issue a survey to the third floor here in Blanchardstown.

I would like to issue the survey this Wednesday 26 June.

Ahead of this I will be writing to all CPMs to let them know the survey is coming, that is much shorter than the previous survey, just 19 brief questions. I also will be asking that the CPMs let their folks know that the survey will be brief and to encourage them to complete it.

Thanks again in advance

Maurice

Maurice Basquille
<basquillemaurice@gmail.com>

24/06/2013 22:28

To

cc

bcc: Maurice Basquille/Claims/Insurance

Subject: Fwd: Engagement Survey

History: ⟳ This message has been forwarded.

Hi All

I need your support and assistance!!!

I am completing my final year college assignment for which I have received the go ahead from HR & Angela to carry out a short EMPLOYEE SURVEY. The survey will be sent to all folks on the 3rd floor - CC, CPM & SM

So - how can you help?

Please let your people know that the survey (just 19 questions) will be with them by Thursday of this week.
Can you encourage them to complete it - and it is 100% anonymous.

It will take less than 5 mins to complete and their participation is appreciated.
If you need any clarification or assistance - please do not hesitate to contact me.

Thanks in advance

Maurice

13. APPENDIX 4 - Email invitation to complete survey

Reply | Reply to all | Forward | Print | Delete | Show original

Dear Colleague,

I am completing my final year college assignment for which I am carrying out a brief SURVEY. The purpose of the SURVEY is to understand elements of your work environment and how you view it.

I would appreciate if you could complete the below SURVEY.

Some key points –

The responses to the survey are 100% anonymous.

This will take less than 5 minutes of your time.

There are no trick questions!!!

Please answer ALL questions!

If you need any clarification or assistance - please contact me 086 811 6926 or on (ext. 4620)

Click on the link below to start.

https://docs.google.com/forms/d/1_yYu_5q9txrEgEPuMH9TD45LvQcHdXSEd1Aj2Wele2Q/viewform

Many thanks in advance - your co-operation is appreciated

Maurice Basquille

Please answer all questions !!

Remember - all responses are anonymous.
* Required

1. Gender *

- ○ Female
- ○ Male

2. Tenure / Years Experience in this organisation *

- ○ 0-5years
- ○ 5-10 years
- ○ 10-15 years
- ○ 15-20 years
- ○ 20+ years

3. Highest Insurance Qualifications attained

- ○ APA
- ○ CIP
- ○ ACII
- ○ Dip LA
- ○ Studying for MCR
- ○ Other: [   ]

4. I know what is expected of me at work. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

5. I have the materials and equipment I need to do my work right. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

6. At work, I have the opportunity to do what I do best every day. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agress

7. In the last seven days, I have received recognition or praise for doing good work. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

8. My supervisor, or someone at work, seems to care about me as a person. *

- ○ Strongly Disagree
- ○ Disagree
- ○ Agree
- ○ Strongly Agree

9. I trust the Executive team to deliver on the business goals *

- ○ Strongly Disagree
- ○ Disagree
- ○ Agree
- ○ Srongly Agree

10. There is someone at work who encourages my development. *

- ○ Strongly Disagree
- ○ Disagree
- ○ Agree
- ○ Strongly Agree

11. At work, my opinions seem to count. *

- ○ Strongly Disagree
- ○ Disagree
- ○ Agree
- ○ Strongly Agree

12. The mission or purpose of my company makes me feel that my job is important. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

13. My fellow employees are committed to doing quality work. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

14. I have a best friend at work. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

15. In the last six months, someone at work has talked to me about my progress. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

16. This last year, I have had opportunities at work to learn and grow. *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

---

17. I am actively looking for a job outside the business *

○ Strongly Disagree

○ Disagree

○ Agree

○ Strongly Agree

---

18. What does your employer do best to help you as an employee?

[   ]

---

19. Final additional comment
Please add below any additional comments you wish to express.

[   ]

---

14. APPENDIX 6 - Survey results coded per analysis

RESPONDANT	Timestamp	1. Gender	2. Tenure / Years Experience in this organisation	3. Highest Insurance Qualifications attained	I know what is expected of me at work.	5. I have the materials and equipment I need to do my work right.	6. At work, I have the opportunity to do what I do best every day.	7. In the last seven days, I have received recognition or praise for doing good work.	8. My supervisor, or someone at work, seems to care about me as a person.	9. I trust the Executive team to deliver on the business goals	10. There is someone at work who encourages my development.	At work, my opinions seem to count.	12. The mission or purpose of my company makes me feel that my job is important.	13. My fellow employees are committed to doing quality work.	I have a best friend at work.	15. In the last six months, someone at work has talked to about my progress.	16. This last year, I have had opportunities at work to learn and grow.	I am actively looking for a job outside the business
1	6/26/2013 7:36:32	Male	10-15 years	CIP	2	4	2	2	2	4	2	2	2	1	3	2	3	2
2	6/26/2013 7:38:51	Female	5-10 years	Studying for APA	1	1	2	4	3	2	3	4	2	1	3	3	4	3
3	6/26/2013 7:39:18	Male	5-10 years	CIP	3	3	3	3	3	4	3	4	4	2	3	3	4	1
4	6/26/2013 7:39:35	Female	5-10 years	CIP	2	3	3	2	2	3	2	2	2	3	3	3	3	3
5	6/26/2013 7:40:17	Male	5-10 years	CIP	3	3	4	4	3	4	3	4	4	3	3	3	4	2
6	6/26/2013 7:41:06	Male	0-5years	CIP	2	3	2	2	2	4	2	2	3	2	2	4	4	2
7	6/26/2013 7:59:10	Male	5-10 years	CIP	1	2	2	3	1	3	2	3	3	2	3	2	4	2
8	6/26/2013 8:00:31	Male	5-10 years	APA	2	2	3	4	2	3	3	3	3	2	3	4	3	2
9	6/26/2013 8:01:35	Male	5-10 years		2	2	2	4	2	3	2	2	3	2	3	2	2	2
10	6/26/2013 8:04:06	Female	5-10 years		1	4	4	3	1	2	2	2	2	2	2	3	3	4
11	6/26/2013 8:09:13	Female	5-10 years	Studying for APA	2	2	2	3	2	2	2	3	3	2	1	2	2	1
12	6/26/2013 8:10:40	Female	5-10 years	Studying for APA	2	2	3	4	4	3	3	4	3	2	2	4	4	2
13	6/26/2013 8:12:38	Female	5-10 years	CIP	4	3	4	2	2	4	2	4	2	2	1	1	2	2
14	6/26/2013 8:12:56	Male	5-10 years	CIP	2	2	4	4	2	4	4	4	4	2	4	4	4	1
15	6/26/2013 8:13:16	Female	5-10 years	Studying for APA	2	2	2	4	2	2	3	3	3	4	2	4	4	1
16	6/26/2013 8:14:46	Male	5-10 years	CIP	2	2	2	3	3	2	3	2	2	2	3	2	2	3
17	6/26/2013 8:16:21	Male	5-10 years	CIP	1	1	3	1	1	1	1	1	1	2	4	1	3	3
18	6/26/2013 8:19:00	Female	5-10 years	Studying for APA	2	3	3	4	4	2	4	3	3	3	2	4	4	4
19	6/26/2013 8:20:10	Male	5-10 years		2	2	3	3	2	4	2	4	4	2	2	3	4	2
20	6/26/2013 8:21:39	Female	5-10 years	CIP	2	3	3	3	2	3	3	2	3	2	2	3	3	4
21	6/26/2013 8:22:21	Male	5-10 years	Dip LA	2	3	3	2	2	3	2	2	2	2	4	3	3	2
22	6/26/2013 8:22:46	Female	5-10 years	Studying for APA	2	2	2	3	2	2	3	3	3	2	3	3	2	3
23	6/26/2013 8:25:33	Male	5-10 years		2	2	3	3	2	4	2	4	3	2	2	2	2	2
24	6/26/2013 8:31:51	Male	5-10 years	ACII	1	3	2	4	2	3	4	4	4	3	4	4	4	3
25	6/26/2013 8:38:24	Female	5-10 years		2	3	3	3	2	2	2	2	2	2	1	3	2	2

#	Timestamp	Gender	Years	Qualification														
26	6/26/2013 8:41:28	Female	10-15 years	CIP	2	2	2	3	3	2	3	2	2	2	2	3	3	3
27	6/26/2013 8:42:59	Male	5-10 years	CIP	2	3	3	3	1	4	3	1	3	4	3	3	4	2
28	6/26/2013 8:46:32	Female	20+ years	APA	1	3	1	1	1	2	3	3	2	1	2	4	4	2
29	6/26/2013 8:47:45	Female	5-10 years	CIP	2	2	2	3	2	3	3	3	3	2	3	3	2	1
30	6/26/2013 8:49:06	Female	5-10 years	CIP	2	2	2	3	2	2	3	3	3	2	3	2	3	2
31	6/26/2013 8:51:19	Female	5-10 years	APA	2	3	3	3	2	2	3	3	3	2	2	3	3	3
32	6/26/2013 8:52:57	Female	0-5years	CIP	3	3	2	3	2	2	2	3	2	2	3	3	2	3
33	6/26/2013 8:56:39	Female	5-10 years	Studying for APA	2	2	3	4	2	2	4	4	3	2	2	4	4	2
34	6/26/2013 8:57:57	Female	5-10 years	APA	3	3	3	3	2	3	2	2	3	2	3	3	3	2
35	6/26/2013 8:58:09	Female	5-10 years	Studying for APA	1	2	2	3	2	2	3	2	2	1	3	2	3	2
36	6/26/2013 8:59:24	Female	5-10 years	CIP	1	2	2	4	4	3	4	2	3	2	2	4	2	2
37	6/26/2013 9:02:03	Female	5-10 years	CIP	2	3	4	3	3	3	3	3	3	3	3	3	3	3
38	6/26/2013 9:04:24	Female	5-10 years	APA	2	2	3	3	1	2	1	3	2	1	1	3	3	3
39	6/26/2013 9:09:06	Male	5-10 years	Studying for APA	2	1	2	2	1	3	2	2	3	2	2	2	2	2
40	6/26/2013 9:09:22	Male	5-10 years	CIP	2	3	2	1	1	2	1	1	1	2	3	2	1	3
41	6/26/2013 9:11:41	Female	0-5years	CIP	2	2	3	3	1	2	3	3	3	2	3	3	4	2
42	6/26/2013 9:12:11	Male	5-10 years	APA	2	2	2	3	2	3	2	2	3	2	2	2	2	2
43	6/26/2013 9:14:34	Female	5-10 years	CIP	2	3	3	3	2	3	2	3	3	2	3	3	3	3
44	6/26/2013 9:14:51	Male	5-10 years	APA	2	2	2	4	2	3	2	3	2	2	2	3	3	2
45	6/26/2013 9:14:53	Male	5-10 years	Studying for APA	2	3	2	4	2	3	3	3	3	2	3	3	2	3
46	6/26/2013 9:14:56	Female	5-10 years	Studying for APA	3	3	3	3	2	3	2	3	3	2	2	3	3	4
47	6/26/2013 9:24:54	Female	5-10 years	Studying for APA	2	3	3	3	3	2	3	2	3	3	3	3	3	1
48	6/26/2013 9:25:41	Female	5-10 years	CIP	2	2	2	2	2	2	2	2	2	1	1	1	1	3
49	6/26/2013 9:31:31	Male	5-10 years	CIP	2	3	3	3	3	2	3	2	3	3	3	3	3	3
50	6/26/2013 9:32:57	Female	5-10 years	CIP	2	2	2	3	2	3	3	3	3	2	2	3	2	4
51	6/26/2013 9:33:38	Male	5-10 years	Dip LA	2	3	3	2	2	3	2	2	3	2	3	2	2	3
52	6/26/2013 9:35:25	Female	5-10 years	Studying for APA	2	2	2	2	2	3	2	2	3	2	3	2	3	3

#	Date/Time	Gender	Experience	Qualification														
53	6/26/2013 9:36:23	Male	5-10 years	APA	2	3	3	4	3	4	4	3	3	4	3	4	3	2
54	6/26/2013 9:37:05	Male	5-10 years	APA	2	2	2	3	2	3	2	2	2	2	3	3	2	3
55	6/26/2013 9:39:57	Male	5-10 years	CIP	2	2	3	4	3	2	3	3	3	2	3	3	3	2
56	6/26/2013 10:06:55	Male	5-10 years	Dip LA	3	3	2	3	2	2	3	2	2	2	2	2	2	4
57	6/26/2013 10:57:14	Female	5-10 years	Studying for APA	2	3	3	3	2	3	2	2	3	2	2	2	3	4
58	6/26/2013 10:59:31	Male	0-5 years	CIP	2	3	3	3	2	4	4	3	2	3	1	3	3	3
59	6/26/2013 12:59:07	Female	5-10 years	CIP	3	3	3	3	2	3	2	2	2	2	2	3	3	3
60	6/26/2013 14:05:23	Female	5-10 years	APA	1	2	1	4	2	2	2	2	2	1	1	3	3	2
61	6/26/2013 14:56:23	Male	5-10 years	CIP	2	3	1	3	2	2	2	2	3	2	3	2	3	2
62	6/26/2013 15:19:51	Female	5-10 years	CIP	2	3	3	3	2	2	3	2	3	2	2	3	3	3
63	6/26/2013 15:20:41	Female	5-10 years	Studying for APA	2	2	3	4	4	3	3	3	3	3	2	4	4	2
64	6/27/2013 8:05:48	Female	5-10 years	CIP	1	2	2	2	2	2	3	2	2	2	2	2	3	3
65	6/27/2013 8:06:06	Male	5-10 years	CIP	2	4	3	4	2	2	4	4	4	2	3	4	4	1
66	6/27/2013 8:08:37	Female	5-10 years	APA	2	2	2	2	2	2	2	2	2	2	2	2	3	3
67	6/27/2013 8:09:21	Male	5-10 years	CIP	3	2	4	3	3	2	3	3	3	3	3	4	2	2
68	6/27/2013 8:12:28	Female	20+ years	APA	2	2	2	3	2	2	2	2	2	2	2	2	3	2
69	6/27/2013 8:14:38	Female	0-5 years	APA	1	3	3	3	1	2	1	1	2	2	3	4	4	4
70	6/27/2013 8:15:20	Male	5-10 years	Studying for APA	2	3	2	3	3	2	3	3	3	2	3	2	2	3
71	6/27/2013 8:22:36	Female	20+ years		2	2	2	4	2	3	2	3	2	2	2	3	3	3
72	6/27/2013 8:35:11	Female	5-10 years	APA	2	3	3	3	2	4	4	4	3	2	2	3	4	2
73	6/27/2013 8:40:49	Female	5-10 years	APA	2	3	2	1	1	1	2	2	2	2	3	2	1	4
74	6/27/2013 11:52:04	Male	5-10 years	CIP	2	4	4	2	2	4	4	4	3	4	3	4	4	2
75	6/27/2013 16:57:38	Male	5-10 years	CIP	3	4	3	3	1	3	4	3	2	4	1	4	4	4
76	6/28/2013 9:53:41	Female	5-10 years	CIP	1	2	2	3	2	2	3	2	2	2	2	3	3	3
77	6/28/2013 17:48:39	Female	5-10 years	APA	2	2	3	3	3	2	3	3	2	2	3	2	3	4
Score				Score	153	195	199	230	163	205	203	204	204	167	190	220	227	196
				Best Possible Score	77	77	77	77	77	77	77	77	77	77	77	77	77	77
				% Var	-49.7%	-60.5%	-61.3%	-66.5%	-52.8%	-62.4%	-62.1%	-62.3%	-62.3%	-53.9%	-59.5%	-65.0%	-66.1%	-60.7%
				Avergae Score	1.99	2.53	2.58	2.99	2.12	2.66	2.64	2.65	2.65	2.17	2.47	2.86	2.95	2.55

15. APPENDIX 7 - Correlation Data by Query

	4. I know what is expected of me at work.	5. I have the materials and equipment I need to do my work right.	6. At work, I have the opportunity to do what I do best every day.	7. In the last seven days, I have received recognition or praise for doing good work.	8. My supervisor, or someone at work, seems to care about me as a person.	9. I trust the Executive team to deliver on the business goals	10. There is someone at work who encourages my development.	11. At work, my opinions seem to count.	12. The mission or purpose of my company makes me feel that my job is important.	13. My fellow employees are committed to doing quality work.	14. I have a best friend at work.	15. In the last six months, someone at work has talked to me about my progress.	16. This last year, I have had opportunities at work to learn and grow.	17. I am actively looking for a job outside the business
4. I know what is expected of me at work.		0.2878	0.3725	-0.0004	0.1303	0.3104	-0.0105	0.2410	0.1606	0.2431	-0.1380	-0.0610	-0.1682	-0.0332
5. I have the materials and equipment I need to do my work right.	0.2878		0.3263	-0.1345	-0.1012	0.2416	0.1685	0.0088	0.0983	0.3166	0.0213	0.2364	0.1436	0.1735
6. At work, I have the opportunity to do what I do best every day.	0.3725	0.3263		0.1075	0.1460	0.3320	0.1344	0.3085	0.2715	0.4197	0.0363	0.2613	0.2756	0.0098
7. In the last seven days, I have received recognition or praise for doing good work.	-0.0004	-0.1345	0.1075		0.4874	0.1414	0.4565	0.4400	0.4638	0.1773	-0.0340	0.4950	0.3233	-0.2055
8. My supervisor, or someone at work, seems to care about me as a person.	0.1303	-0.1012	0.1460	0.4874		0.0330	0.4410	0.2900	0.3048	0.1738	0.0432	0.2540	0.0762	-0.1260
9. I trust the Executive team to deliver on the business goals	0.3104	0.2416	0.3320	0.1414	0.0330		0.1798	0.3625	0.4243	0.2809	0.0035	0.1922	0.2558	-0.2709
10. There is someone at work who encourages my development.	-0.0105	0.1685	0.1344	0.4565	0.4410	0.1798		0.5073	0.4541	0.4345	0.0680	0.5348	0.3727	-0.1506
11. At work, my opinions seem to count.	0.2410	0.0088	0.3085	0.4400	0.2900	0.3625	0.5073		0.5420	0.1076	-0.0292	0.3595	0.3793	-0.3054
12. The mission or purpose of my company makes me feel that my job is important.	0.1606	0.0983	0.2715	0.4638	0.3048	0.4243	0.4541	0.5420		0.2798	0.2267	0.3720	0.3503	-0.4019
13. My fellow employees are committed to doing quality work.	0.2431	0.3166	0.4197	0.1773	0.1738	0.2809	0.4345	0.1076	0.2798		0.1270	0.4064	0.2750	-0.0477
14. I have a best friend at work.	-0.1380	0.0213	0.0363	-0.0340	0.0432	0.0035	0.0680	-0.0292	0.2267	0.1270		0.0464	0.1030	-0.1156
15. In the last six months, someone at work has talked to me about my progress.	-0.0610	0.2364	0.2613	0.4950	0.2540	0.1922	0.5348	0.3595	0.3720	0.4064	0.0464		0.5619	-0.1533
16. This last year, I have had opportunities at work to learn and grow.	-0.1682	0.1436	0.2756	0.3233	0.0762	0.2558	0.3727	0.3793	0.3503	0.2750	0.1030	0.5619		-0.2025
17. I am actively looking for a job outside the business	-0.0332	0.1735	0.0098	-0.2055	-0.1260	-0.2709	-0.1506	-0.3054	-0.4019	-0.0477	-0.1156	-0.1533	-0.2025	

16. APPENDIX 8 – Negative & Positive comments issued on survey

	No of Responses						Responses	
							55	
Negative	37						71.4%	
Positive	17						98.2%	54

18. What does your employer do best to help you as an employee?

	10	25	5	1	2	7	4	54
	18.2%	45.5%	9.1%	1.8%	3.6%	12.7%	7.3%	98.2%

Responses	Deemed Positive / Negative	Focus on Minimum Competency Requirement (Exams)	Visibility & Communication	Pay / Bonus	Just a	Support	Manager	Respect / Recognition
Push for exams – so I can leave asap!	Negative	Exams						
yEt to see anything of substance	Negative							
Provides a payslip	Negative			Pay!				
Not really,far more interested in customers than staff been happy	Negative		No Visible					
Nothing we seem to receive no support from the company in anyway	Negative		No Visible			Suppor		
Nothing of late	Negative		No Visible					
The only thing they are doing at the moment is paying my wages	Negative		No Visible	Pay!				
Nothing	Negative		No Visible					
Very little as they have not communicated with us in the last few months. They fail to tell us how to progress in this Company. Regardless of certain exams say their is no recognition for this	Negative		Poor Comms					
I cant think of anything	Negative		No Visible					
Nothing in the last year	Negative		No Visible					
Nothing	Negative		No Visible					
nothing	Negative		No Visible					
Nothing in the last year	Negative		No Visible					
Doesn't help me	Negative		No Visible			Suppor		
There is nothing that our employer does to help us as an employee. I still feel that most senior managment are unapproachable.	Negative						Manager	
other than paying for exams nothing	Negative	Exams						
Nothing	Negative		No Visible					
NOTHING	Negative		No Visible					
Not alot at the moment especially when it comes to exam support for staff	Negative	Exams						
Pay for additional exams but no recognition for when completed or encouragement to move onwards.	Negative	Exams						Recognitio
Nothing positive, putting pressure to pass exam with no Company support on job is what they do best at the moment.	Negative	Exams						
Pays the bills	Negative			Pay!				
Very little	Negative		Not Visiable					
Little or nothing	Negative		Not Visiable					
Nothing	Negative		Not Visiable					
Currently I don't feel that my employer is doing much to help it's employees. I understand that they are trying to get in more customers and get it's name out there but they seem to have forgotten about the staff who have to do the work and communicate with the customers.	Negative		Not Visible					
Pay me!	Negative			Pay!				
Nothing	Negative		Not Visible					
Nothing	Negative		Not Visible					
None	Negative		Not Visible					
Nothing	Negative		Not Visible					
I feel we are getting no help at present, company is very focused on customers	Negative		Not Visible					
Nothing	Negative		Not Visible					
nothing	Negative		Not Visible					
nothing	Negative		Not Visible					
praise dedicated employess more	Negative							Recognitio

No of Responses

			Responses	55
Negative	37		%	71.4%
Positive	17			98.2% 54

18. What does your employer do best to help you as an employee?

		18.2%	45.5%	9.1%	1.8%	3.6%	12.7%	7.3%
		10	25	5	1	2	7	4
Responses	Deemed Positive / Negative	Focus on Minimum Competency Requirement (Exams)	Visibility & Communications	Pay / Bonus	Just a	Support	Manager	Respect / Recognition
Bonus scheme did help financially	Positive			Pay /				
Gave me a job?	Positive				Just a job			
Encourage staff to have CIP and pays for the exams	Positive	Exams						
Encourages Exam progression	Positive	Exams						
Most managers are easy to approach with issues.	Positive						Manager	
Treats you with respect	Positive							Respect
Give Advice when needed	Positive						Manager	
Paying for examinations	Positive	Exams						
Supports & listens to me	Positive						Manager	
pay for exams	Positive	Exams						
Leaves me to my own devices and allows me to run my team.	Positive		Not Visible					
Ongoing training	Positive	Exams						
Push me to the best of my ability	Positive						Manager	
Listen	Positive						Manager	
Supports and encourages me.	Positive						Manager	
Encourages and pays for further learning.	Positive	Exams						
Willing to listen	Positive							Recognition

17. APPENDIX 9 - Survey Data by Gender & Qualification

1. Gender

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
Female	44 57%	44 100%	-	24 75%	13 81%	11 69%	17 44%
Male	33 43%	-	33 100%	8 25%	3 19%	5 31%	22 56%

3. Highest Insurance Qualifications attained

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	71 100%	41 100%	30 100%	32 100%	16 100%	16 100%	39 100%
ANY APA	32 45%	24 59%	8 27%	32 100%	16 100%	16 100%	-
Studying for APA	16 23%	13 32%	3 10%	16 50%	16 100%	-	-
APA	16 23%	11 27%	5 17%	16 50%	-	16 100%	-
ACII CIP Dip LA	39 55%	17 41%	22 73%	-	-	-	39 100%

4. I know what is expected of me at work.

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	10 13%	5 11%	5 15%	2 6%	1 6%	1 6%	8 21%
AGREE	67 87%	39 89%	28 85%	30 94%	15 94%	15 94%	31 79%

5. I have the materials and equipment I need to do my work right.

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	39 51%	20 45%	19 58%	13 41%	6 38%	7 44%	24 62%
AGREE	38 49%	24 55%	14 42%	19 59%	10 63%	9 56%	15 38%

6. At work, I have the opportunity to do what I do best every day.

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	41 53%	23 52%	18 55%	15 47%	7 44%	8 50%	22 56%
AGREE	36 47%	21 48%	15 45%	17 53%	9 56%	8 50%	17 44%

7. In the last seven days, I have received recognition or praise for doing good work.

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	61 79%	36 82%	25 76%	27 84%	14 88%	13 81%	28 72%
AGREE	16 21%	8 18%	8 24%	5 16%	2 13%	3 19%	11 28%

8. My supervisor, or someone at work, seems to care about me as a person.

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	17 22%	9 20%	8 24%	8 25%	6 38%	2 13%	9 23%
AGREE	60 78%	35 80%	25 76%	24 75%	10 63%	14 88%	30 77%

9. I trust the Executive team to deliver on the business goals

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	40 52%	17 39%	23 70%	14 44%	7 44%	7 44%	22 56%
AGREE	37 48%	27 61%	10 30%	18 56%	9 56%	9 56%	17 44%

10. There is someone at work who encourages my development.

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	42 55%	24 55%	18 55%	17 53%	11 69%	6 38%	25 64%
AGREE	35 45%	20 45%	15 45%	15 47%	5 31%	10 63%	14 36%

11. At work, my opinions seem to count.

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	41 53%	23 52%	18 55%	19 59%	11 69%	8 50%	19 49%
AGREE	36 47%	21 48%	15 45%	13 41%	5 31%	8 50%	20 51%

12. The mission or purpose of my company makes me feel that my job is important.

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	46 60%	23 52%	23 70%	20 63%	14 88%	6 38%	23 59%
AGREE	31 40%	21 48%	10 30%	12 38%	2 13%	10 63%	16 41%

13. My fellow employees are committed to doing quality work.

	Total	1. Gender		3. Highest Insurance Qualifications attained			
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	15 19%	6 14%	9 27%	5 16%	4 25%	1 6%	10 26%
AGREE	62 81%	38 86%	24 73%	27 84%	12 75%	15 94%	29 74%

14. I have a best friend at work.

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	40 52%	16 36%	24 73%	14 44%	7 44%	7 44%	25 64%
AGREE	37 48%	28 64%	9 27%	18 56%	9 56%	9 56%	14 36%
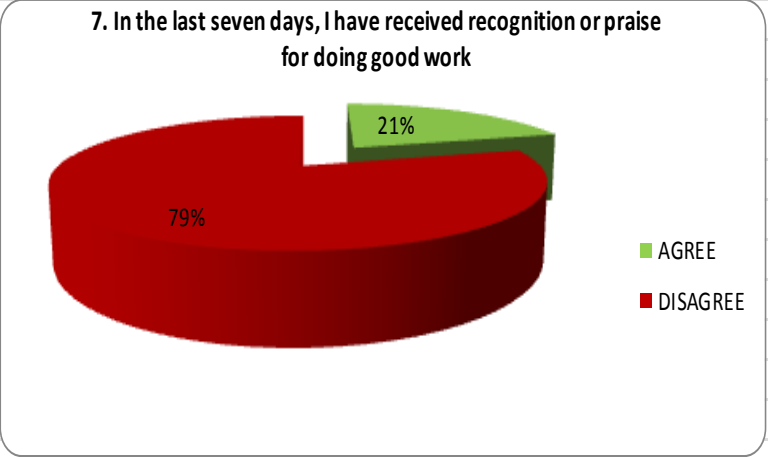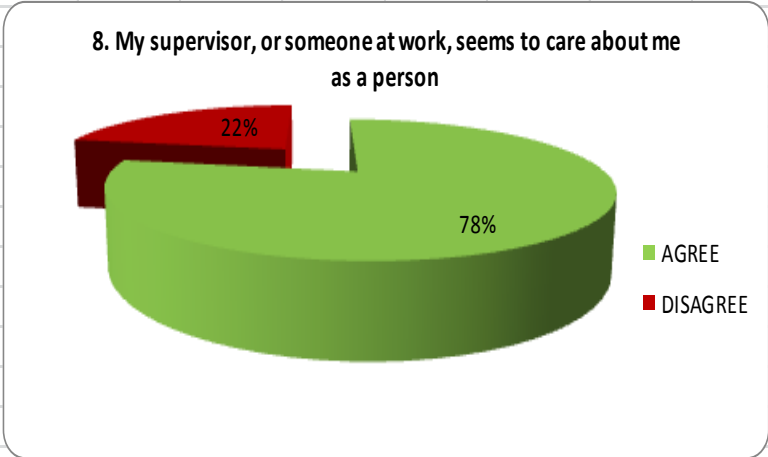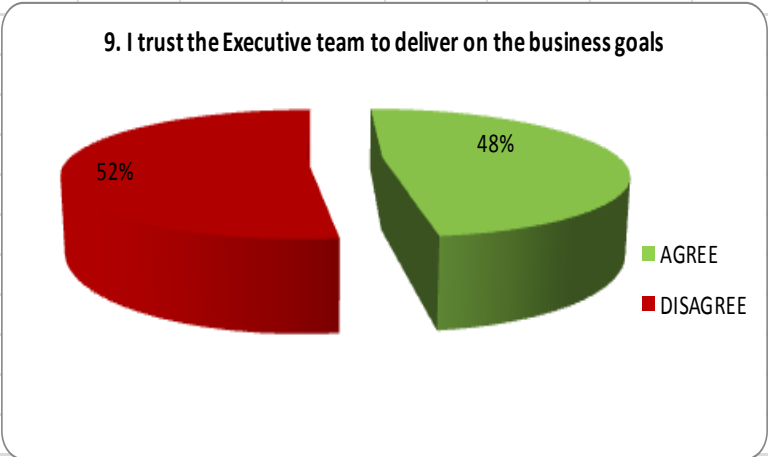
15. In the last six months, someone at work has talked to me about my progress.

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	52 68%	32 73%	20 61%	21 66%	10 63%	11 69%	27 69%
AGREE	25 32%	12 27%	13 39%	11 34%	6 38%	5 31%	12 31%

16. This last year, I have had opportunities at work to learn and grow.

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	55 71%	34 77%	21 64%	24 75%	11 69%	13 81%	28 72%
AGREE	22 29%	10 23%	12 36%	8 25%	5 31%	3 19%	11 28%

17. I am actively looking for a job outside the business

| | Total | 1. Gender | | 3. Highest Insurance Qualifications attained | | | |
		Female	Male	ANY APA	Studying for APA	APA	ACII CIP Dip LA
Total	77 100%	44 100%	33 100%	32 100%	16 100%	16 100%	39 100%
DISAGREE	38 49%	26 59%	12 36%	15 47%	8 50%	7 44%	21 54%
AGREE	39 51%	18 41%	21 64%	17 53%	8 50%	9 56%	18 46%

18. APPENDIX 10 – Survey Analysis - Overall

Agree	87.0%
DISAGREE	13.0%
Grand Total	100.0%

4. I know what is expected of me at work

- 13% DISAGREE
- 87% Agree

AGREE	49.4%
DISAGREE	50.6%
Grand Total	100.0%

5. I have the materials and equipment I need to do my work right.

- 51% DISAGREE
- 49% AGREE

AGREE	46.8%
DISAGREE	53.2%
Grand Total	100.0%

6. At work, I have the opportunity to do what I do best every day

- 53% DISAGREE
- 47% AGREE

AGREE	**20.8%**	
DISAGREE	**79.2%**	
Grand Total	**100.0%**	

7. In the last seven days, I have received recognition or praise for doing good work

AGREE	**77.9%**	
DISAGREE	**22.1%**	
Grand Total	**100.0%**	

8. My supervisor, or someone at work, seems to care about me as a person

AGREE	**48.1%**	
DISAGREE	**51.9%**	
Grand Total	**100.0%**	

9. I trust the Executive team to deliver on the business goals

AGREE	**45.5%**	
DISAGREE	**54.5%**	
Grand Total	**100.0%**	

10. There is someone at work who encourages my development

55%   45%

- AGREE
- DISAGREE

AGREE	**46.8%**	
DISAGREE	**53.2%**	
Grand Total	**100.0%**	

11. At work, my opinions seem to count

53%   47%
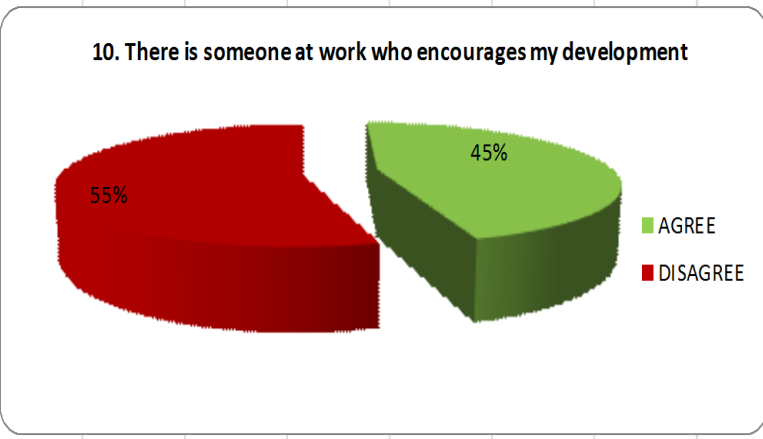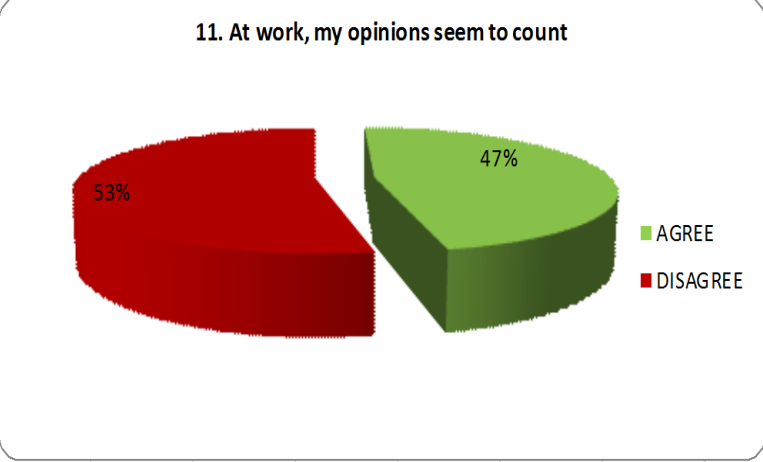
- AGREE
- DISAGREE

AGREE	**40.3%**	
DISAGREE	**59.7%**	
Grand Total	**100.0%**	

12. The mission or purpose of my company makes me feel that my job is important

60%   40%
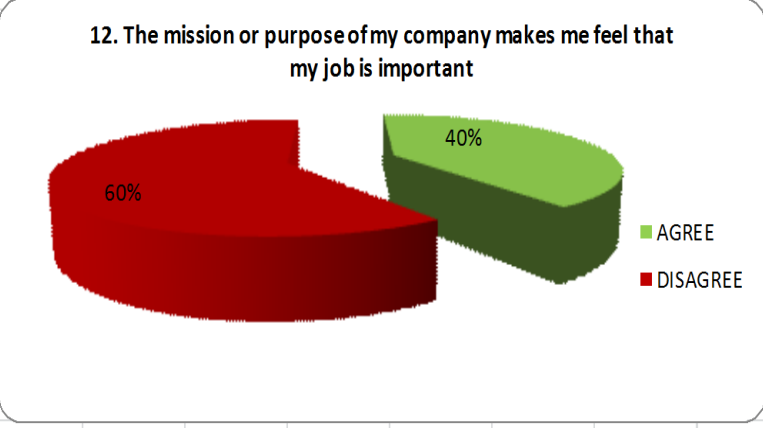
- AGREE
- DISAGREE

AGREE	80.5%
DISAGREE	19.5%
Grand Total	100.0%

13. My fellow employees are committed to doing quality work

AGREE 81%
DISAGREE 19%
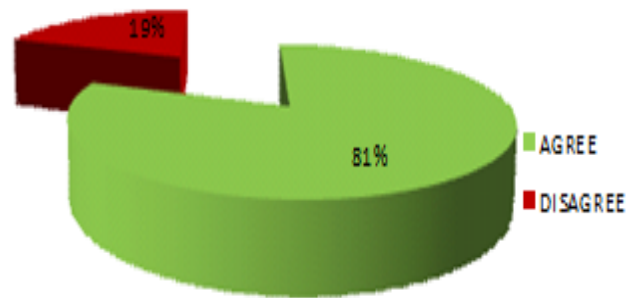
AGREE	48.1%
DISAGREE	51.9%
Grand Total	100.0%

14. I have a best friend at work

AGREE 48%
DISAGREE 52%
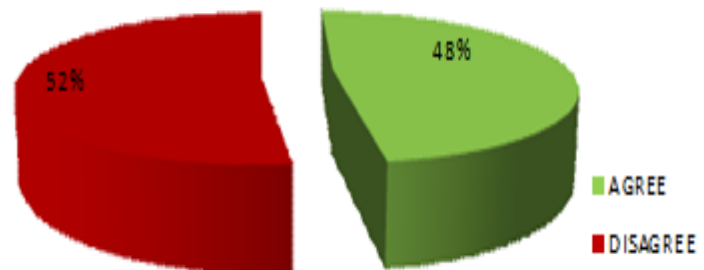
AGREE	32.5%
DISAGREE	67.5%
Grand Total	100.0%

15. In the last six months, someone at work has talked to me about my progress

AGREE 32%
DISAGREE 68%
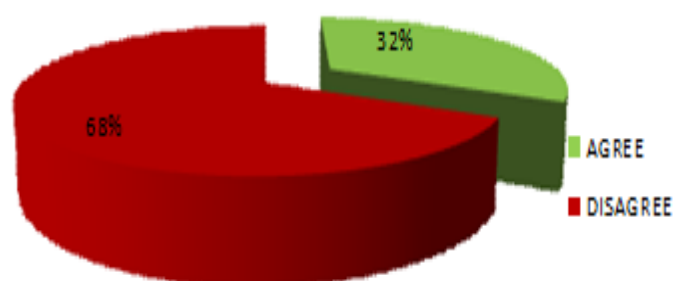
16. This last year, I have had opportunities at work to learn and grow.
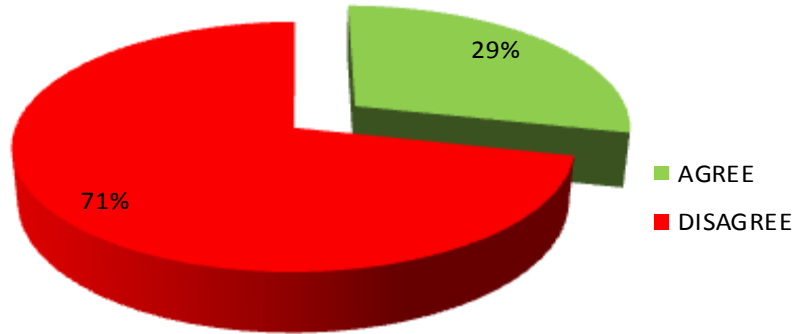
AGREE	28.6%
DISAGRE	71.4%
Grand	100.0%

17. I am actively looking for a job outside the business

AGREE	50.6%
DISAGRE	49.4%
Grand	100.0%

18.APPENDIX 11 - Survey Analysis – By Gender

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 4. I know what is expected of me at work.	Column Labels		
Row Labels	Female	Male	Grand Total
Agree	88.6%	84.8%	87.0%
DISAGREE	11.4%	15.2%	13.0%
Grand Total	100.0%	100.0%	100.0%

4. I know what is expected of me at work.

	Female	Male
■ DISAGREE	11.4%	15.2%
■ Agree	88.6%	84.8%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 5. I have the materials and equipment I need to do my work right.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	54.5%	42.4%	49.4%
DISAGREE	45.5%	57.6%	50.6%
Grand Total	100.0%	100.0%	100.0%

5. I have the materials and equipment I need to do my work right.

	Female	Male
■ DISAGREE	45.5%	57.6%
■ AGREE	54.5%	42.4%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 6. At work, I have the opportunity to do what I do best every day.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	47.7%	45.5%	46.8%
DISAGREE	52.3%	54.5%	53.2%
Grand Total	100.0%	100.0%	100.0%

6. At work, I have the opportunity to do what I do best everyday.

	Female	Male
■ DISAGREE	52.3%	54.5%
■ AGREE	47.7%	45.5%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 7. In the last seven days, I have received recognition or praise for doing good work.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	18.2%	24.2%	20.8%
DISAGREE	81.8%	75.8%	79.2%
Grand Total	100.0%	100.0%	100.0%
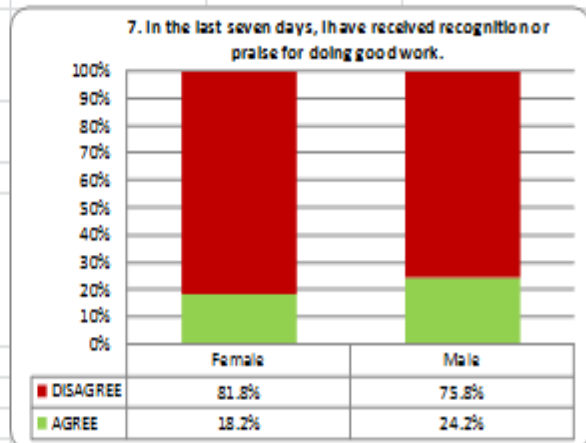
7. In the last seven days, I have received recognition or praise for doing good work.

	Female	Male
DISAGREE	81.8%	75.8%
AGREE	18.2%	24.2%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 8. My supervisor, or someone at work, seems to care about me as a person.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	79.5%	75.8%	77.9%
DISAGREE	20.5%	24.2%	22.1%
Grand Total	100.0%	100.0%	100.0%
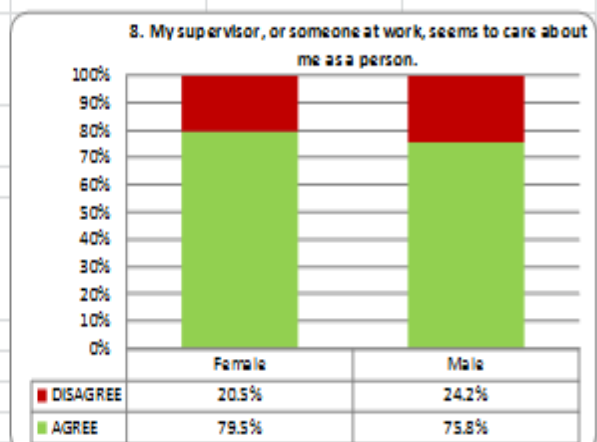
8. My supervisor, or someone at work, seems to care about me as a person.

	Female	Male
DISAGREE	20.5%	24.2%
AGREE	79.5%	75.8%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 9. I trust the Executive team to deliver on the business goals	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	61.4%	30.3%	48.1%
DISAGREE	38.6%	69.7%	51.9%
Grand Total	100.0%	100.0%	100.0%
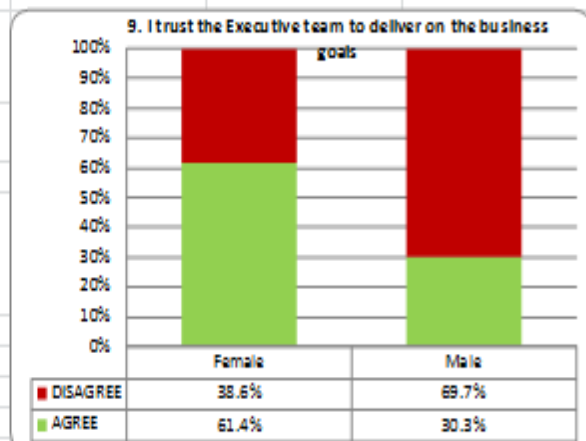
9. I trust the Executive team to deliver on the business goals

	Female	Male
DISAGREE	38.6%	69.7%
AGREE	61.4%	30.3%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 10. There is someone at work who encourages my development.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	45.5%	45.5%	45.5%
DISAGREE	54.5%	54.5%	54.5%
Grand Total	100.0%	100.0%	100.0%

10. There is someone at work who encourages my development.

	Female	Male
DISAGREE	54.5%	54.5%
AGREE	45.5%	45.5%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 11. At work, my opinions seem to count.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	47.7%	45.5%	46.8%
DISAGREE	52.3%	54.5%	53.2%
Grand Total	100.0%	100.0%	100.0%

11. At work, my opinions seem to count.

	Female	Male
DISAGREE	52.3%	54.5%
AGREE	47.7%	45.5%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 12. The mission or purpose of my company makes me feel that my job is important.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	47.7%	30.3%	40.3%
DISAGREE	52.3%	69.7%	59.7%
Grand Total	100.0%	100.0%	100.0%
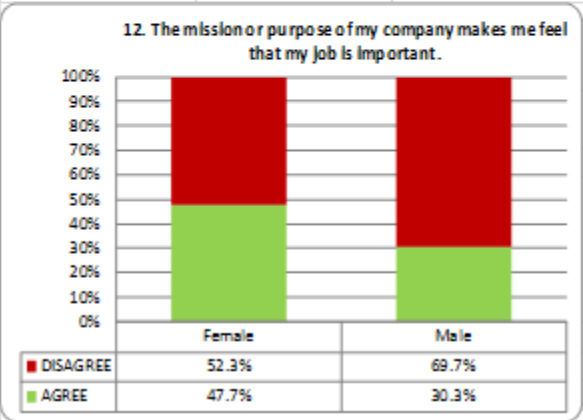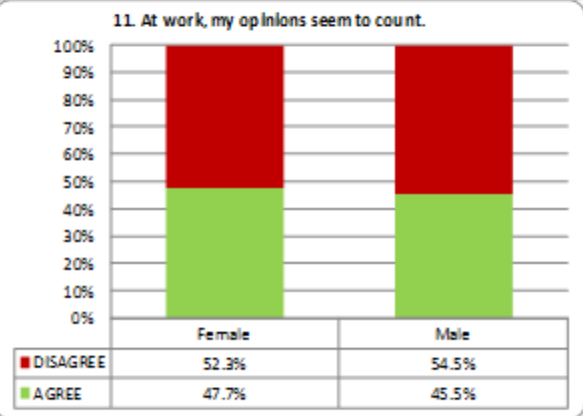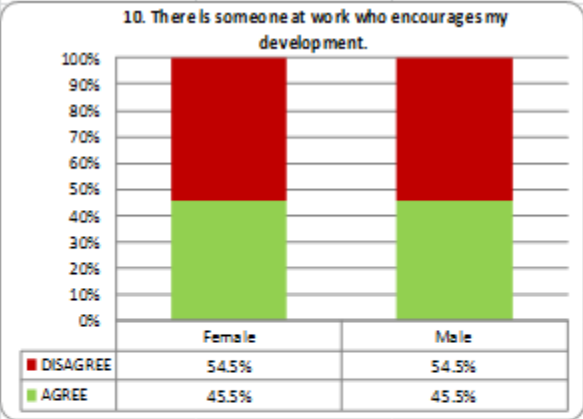
12. The mission or purpose of my company makes me feel that my job is important.

	Female	Male
DISAGREE	52.3%	69.7%
AGREE	47.7%	30.3%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 13. My fellow employees are committed to doing quality work.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	86.4%	72.7%	80.5%
DISAGREE	13.6%	27.3%	19.5%
Grand Total	100.0%	100.0%	100.0%
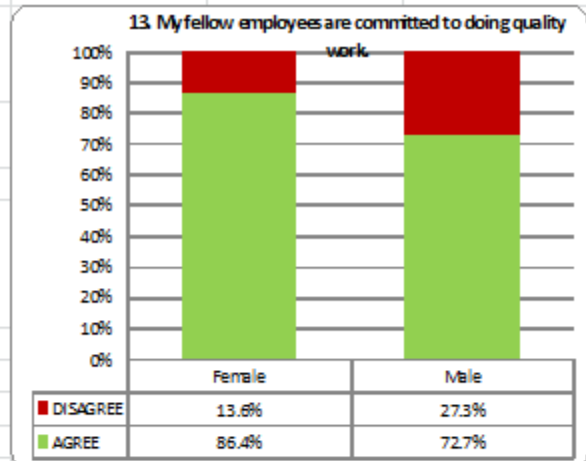
13. My fellow employees are committed to doing quality work.

	Female	Male
DISAGREE	13.6%	27.3%
AGREE	86.4%	72.7%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 14. I have a best friend at work.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	63.6%	27.3%	48.1%
DISAGREE	36.4%	72.7%	51.9%
Grand Total	100.0%	100.0%	100.0%
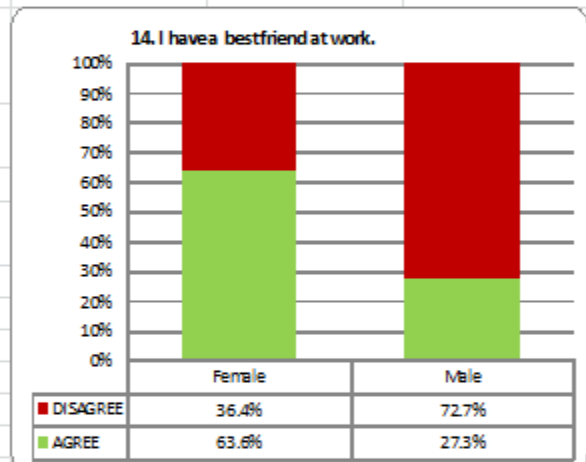
14. I have a best friend at work.

	Female	Male
DISAGREE	36.4%	72.7%
AGREE	63.6%	27.3%

2. Tenure / Years Experience in this organisation	(All)		
3. Highest Insurance Qualifications attained	(All)		
Count of 15. In the last six months, someone at work has talked to me about my progress.	Column Labels		
Row Labels	Female	Male	Grand Total
AGREE	27.3%	39.4%	32.5%
DISAGREE	72.7%	60.6%	67.5%
Grand Total	100.0%	100.0%	100.0%
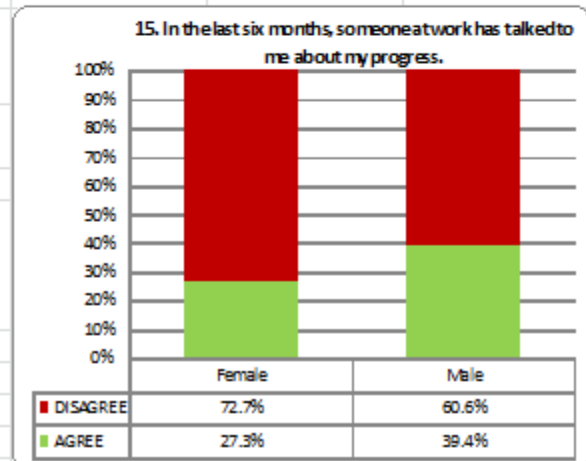
15. In the last six months, someone at work has talked to me about my progress.

	Female	Male
DISAGREE	72.7%	60.6%
AGREE	27.3%	39.4%

2. Tenure / Years Experience in this organisation	(All)			
3. Highest Insurance Qualifications attained	(All)			
Count of 16. This last year, I have had opportunities at work to learn and grow.	Column Labels			
Row Labels	Female	Male	Grand Total	
AGREE	22.7%	36.4%	28.6%	
DISAGREE	77.3%	63.6%	71.4%	
Grand Total	100.0%	100.0%	100.0%	

16. This last year, I have had opportunities at work to learn and grow.

	Female	Male
DISAGREE	77.3%	63.6%
AGREE	22.7%	36.4%

2. Tenure / Years Experience in this organisation	(All)			
3. Highest Insurance Qualifications attained	(All)			
Count of 17. I am actively looking for a job outside the business	Column Labels			
Row Labels	Female	Male	Grand Total	
AGREE	40.9%	63.6%	50.6%	
DISAGREE	59.1%	36.4%	49.4%	
Grand Total	100.0%	100.0%	100.0%	

17. I am actively looking for a job outside the business

	Female	Male
DISAGREE	59.1%	36.4%
AGREE	40.9%	63.6%
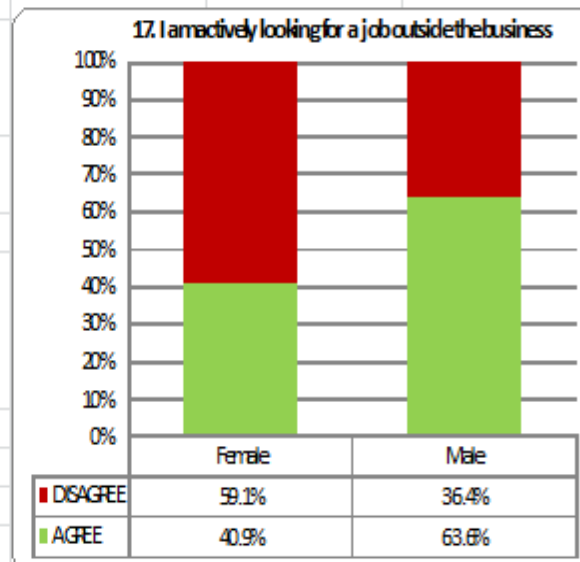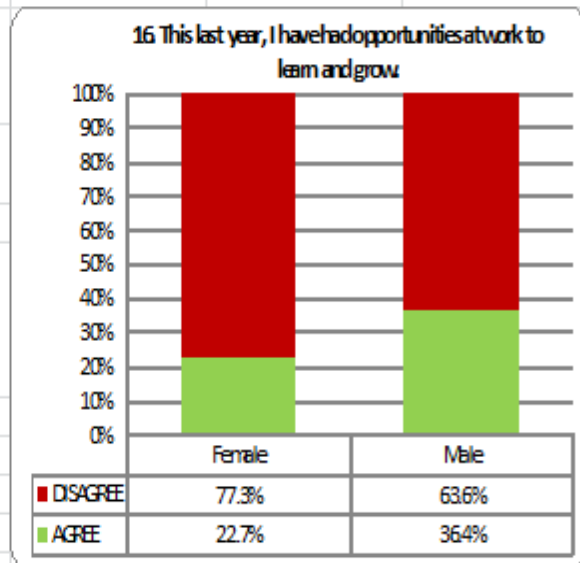
22. APPENDIX 12 - Survey Analysis – by qualification

(All)			
(All)			
CIP or	APA	Studying	Grand
79.5%	93.8%	93.8%	85.9%
20.5%	6.3%	6.3%	14.1%
100.0%	100.0%	100.0%	100.0%

4. I know what is expected of me at work.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	20.5%	6.3%	6.3%	14.1%
Agree	79.5%	93.8%	93.8%	85.9%

(All)			
(All)			
Column			
Group1	APA	Studying	Grand
38.5%	56.3%	62.5%	47.9%
61.5%	43.8%	37.5%	52.1%
100.0%	100.0%	100.0%	100.0%

5. I have the materials and equipment I need to do my work right

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	61.5%	43.8%	37.5%	52.1%
AGREE	38.5%	56.3%	62.5%	47.9%

(All)			
(All)			
Column			
Group1	APA	Studying	Grand
43.6%	50.0%	56.3%	47.9%
56.4%	50.0%	43.8%	52.1%
100.0%	100.0%	100.0%	100.0%

6. At work, I have the opportunity to do what I do best every day.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	56.4%	50.0%	43.8%	52.1%
AGREE	43.6%	50.0%	56.3%	47.9%

	(All)			
	(All)			
Column				
Group1	APA	Studying	Grand	
28.2%	18.8%	12.5%	22.5%	
71.8%	81.3%	87.5%	77.5%	
100.0%	100.0%	100.0%	100.0%	

7. In the last seven days, I have received recognition or praise for doing good work.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	71.8%	81.3%	87.5%	77.5%
AGREE	28.2%	18.8%	12.5%	22.5%

	(All)			
	(All)			
Column				
Group1	APA	Studying	Grand	
76.9%	87.5%	62.5%	76.1%	
23.1%	12.5%	37.5%	23.9%	
100.0%	100.0%	100.0%	100.0%	

8. My supervisor, or someone at work, seems to care about me as a person.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	23.1%	12.5%	37.5%	23.9%
AGREE	76.9%	87.5%	62.5%	76.1%

	(All)			
	(All)			
Column				
Group1	APA	Studying	Grand	
43.6%	56.3%	56.3%	49.3%	
56.4%	43.8%	43.8%	50.7%	
100.0%	100.0%	100.0%	100.0%	

9. I trust the Executive team to deliver on the business goals

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	56.4%	43.8%	43.8%	50.7%
AGREE	43.6%	56.3%	56.3%	49.3%
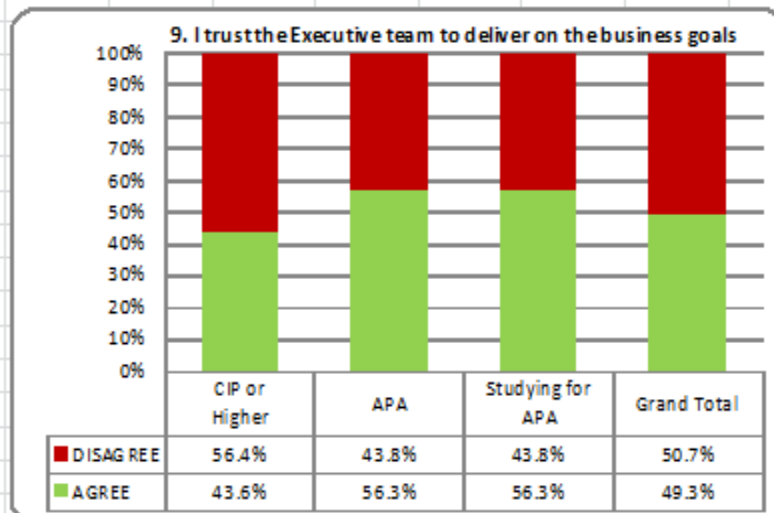
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
35.9%	62.5%	31.3%	40.8%
64.1%	37.5%	68.8%	59.2%
100.0%	100.0%	100.0%	100.0%

10. There is someone at work who encourages my development.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	64.1%	37.5%	68.8%	59.2%
AGREE	35.9%	62.5%	31.3%	40.8%
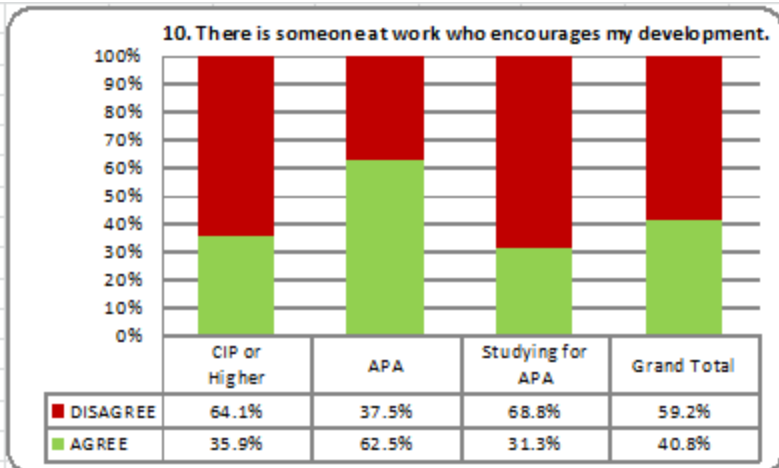
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
	APA	Studying	
51.3%	50.0%	31.3%	46.5%
48.7%	50.0%	68.8%	53.5%
100.0%	100.0%	100.0%	100.0%

11. At work, my opinions seem to count.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	48.7%	50.0%	68.8%	53.5%
AGREE	51.3%	50.0%	31.3%	46.5%
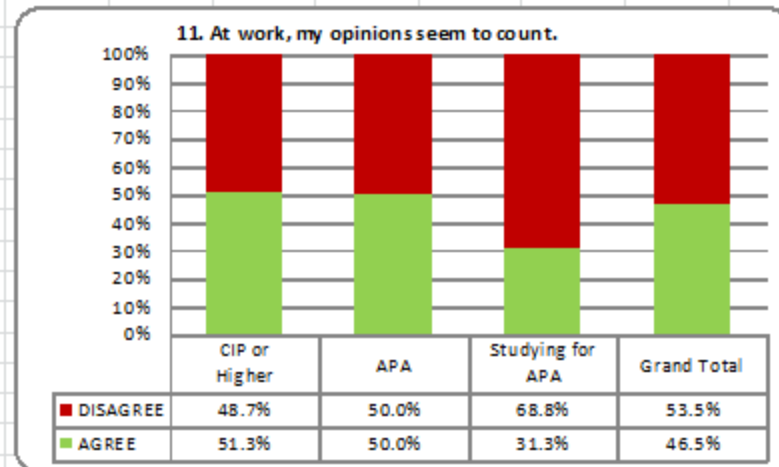
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
41.0%	62.5%	12.5%	39.4%
59.0%	37.5%	87.5%	60.6%
100.0%	100.0%	100.0%	100.0%

12. The mission or purpose of my company makes me feel that my job is important.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	59.0%	37.5%	87.5%	60.6%
AGREE	41.0%	62.5%	12.5%	39.4%
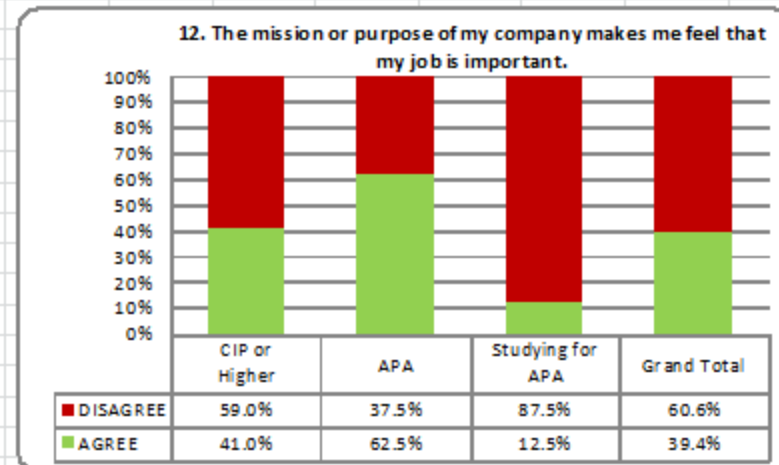
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
74.4%	93.8%	75.0%	78.9%
25.6%	6.3%	25.0%	21.1%
100.0%	100.0%	100.0%	100.0%

13. My fellow employees are committed to doing quality work.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	25.6%	6.3%	25.0%	21.1%
AGREE	74.4%	93.8%	75.0%	78.9%
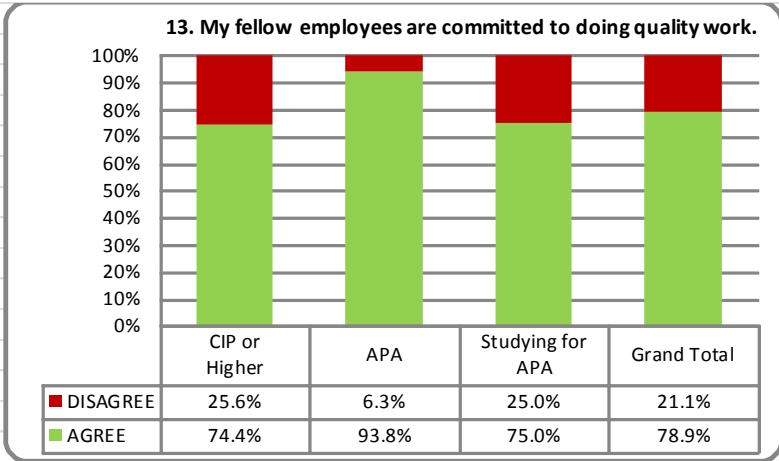
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
35.9%	56.3%	56.3%	45.1%
64.1%	43.8%	43.8%	54.9%
100.0%	100.0%	100.0%	100.0%

14. I have a best friend at work.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	64.1%	43.8%	43.8%	54.9%
AGREE	35.9%	56.3%	56.3%	45.1%
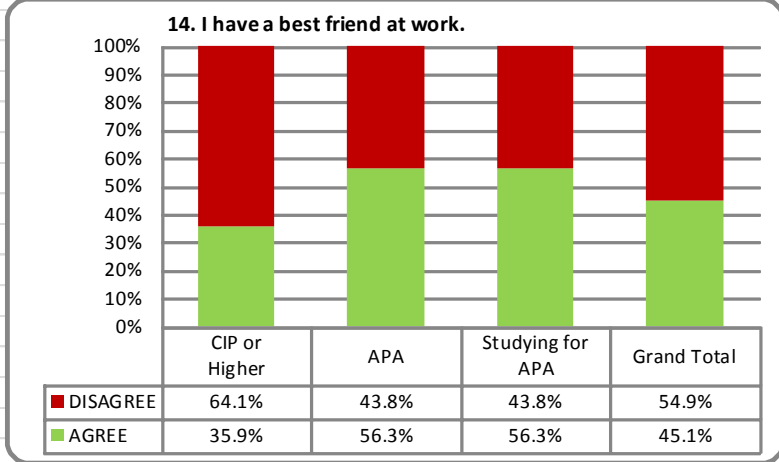
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
30.8%	31.3%	37.5%	32.4%
69.2%	68.8%	62.5%	67.6%
100.0%	100.0%	100.0%	100.0%

15. In the last six months, someone at work has talked to me about my progress.

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	69.2%	68.8%	62.5%	67.6%
AGREE	30.8%	31.3%	37.5%	32.4%

(All)			
(All)			
Column			
Group1	APA	Studying	Grand
28.2%	18.8%	31.3%	26.8%
71.8%	81.3%	68.8%	73.2%
100.0%	100.0%	100.0%	100.0%

16. This last year, I have had opportunities at work to learn and grow..

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	71.8%	81.3%	68.8%	73.2%
AGREE	28.2%	18.8%	31.3%	26.8%
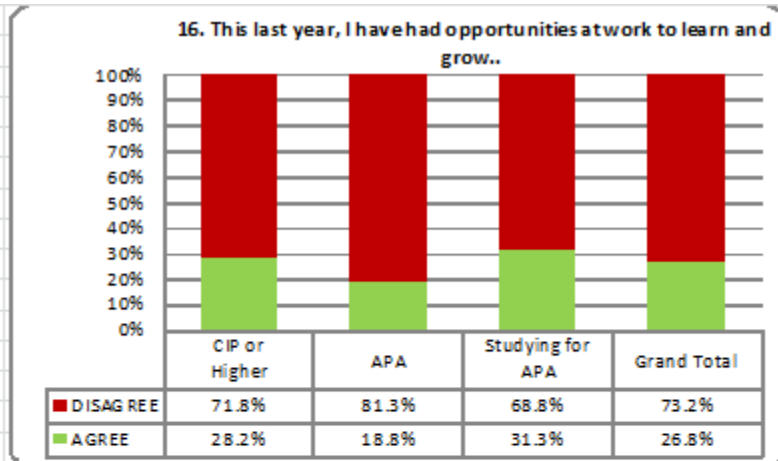
(All)			
(All)			
Column			
Group1	APA	Studying	Grand
46.2%	56.3%	50.0%	49.3%
53.8%	43.8%	50.0%	50.7%
100.0%	100.0%	100.0%	100.0%

17. I am actively looking for a job outside the business

	CIP or Higher	APA	Studying for APA	Grand Total
DISAGREE	53.8%	43.8%	50.0%	50.7%
AGREE	46.2%	56.3%	50.0%	49.3%