



EMPLOYEE ENGAGEMENT SURVEY

Company X

Month, Year



TABLE OF CONTENTS

Overall Engagement Score	4
Factor Summary	4
SECURITY	5
Overall Security Score	5
<i>Sub-Factor Results</i>	5
SATISFACTION	6
Overall Satisfaction Score	6
<i>Sub-Factor Results</i>	6
VALUES ALIGNMENT	7
Overall Values Alignment Score	7
<i>Sub-Factor Results</i>	7
COMMITMENT	8
Overall Commitment Score	8
<i>Sub-Factor Results</i>	8
ORGANISATIONAL CITIZENSHIP	9
Overall Organisational Citizenship Score	9
<i>Sub-Factor Results</i>	9
CHANGE READINESS	10
Overall Change Readiness Score	10
<i>Sub-Factor Results</i>	10
DEPARTMENTAL BREAKDOWN	11
DEMOGRAPHIC BREAKDOWN	12
APPENDIX A: ITEM RESPONSE BREAKDOWN	13



INTERPRETING THE REPORT

This report provides a comprehensive overview of the results of the Employee Engagement Assessment. The report is broken down into three main sources of information:

- 1. Overall Engagement:** Total employee engagement is reflected by a single “Overall Engagement Score”. This score is designed to reflect the overall operational efficiency of an organisation.
- 2. Factor results:** Summary scores are provided for each of the six factors that make up employee engagement: Security, Satisfaction, Values Alignment, Commitment, Organisational Citizenship and Change Readiness. These factor scores present a more detailed and comprehensive image of employee engagement.
- 3. Sub-Factor results:** Further information can be obtained from the sub-factor results for each of the six constructs. These scores may be useful for a diagnostic perspective as they highlight specific components of the factor scores which may require further attention.

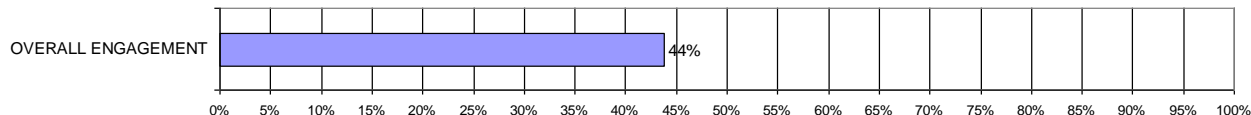
All of the results in this summary are in the form of percentages. The percentages conveyed within the report reflect the percentage of employees who scored favourably compared to the total number of employee responses. In this context, a favourable score refers to an employee who selected “strongly agree” or “agree” for positively scored items, and “strongly disagree” or “disagree” for negatively scored items”.

Additional information is also detailed in the Departmental and Demographic breakdowns. The departmental breakdown indicates an average score for each of the factors according to different department responses within the organisation, allowing comparisons to be made. The demographic breakdown enables comparison of the factor and sub-factors results across gender, length of service and age. A breakdown of individual item responses is also included in the appendix of this report, and provides a detailed description of responses to each item within the assessment.

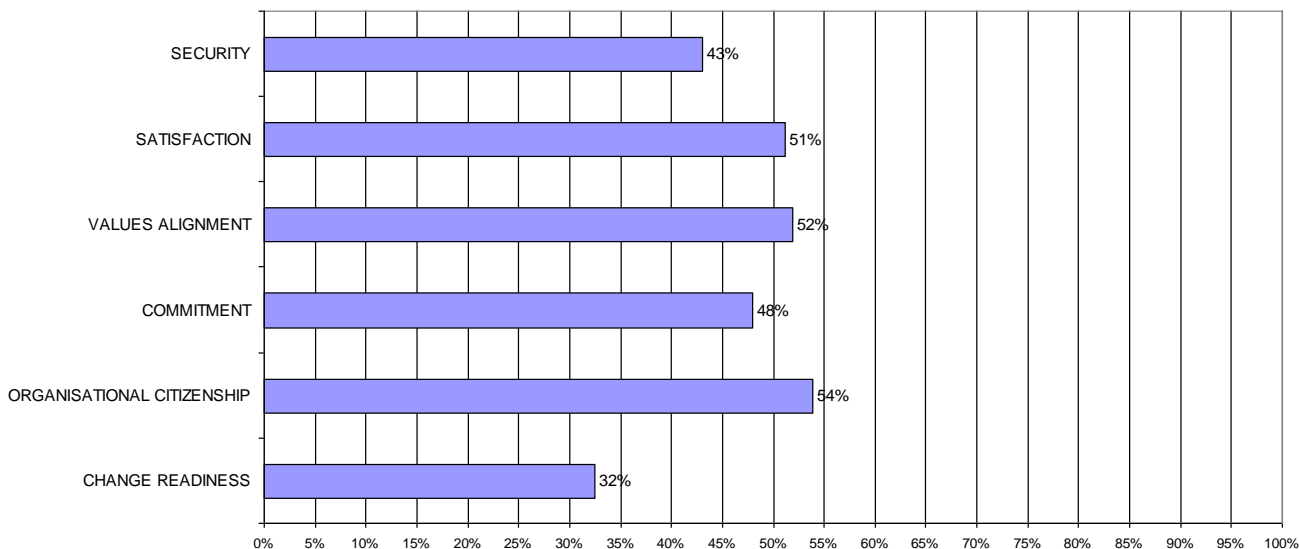


EXECUTIVE SUMMARY

Overall Engagement Score



Factor Summary

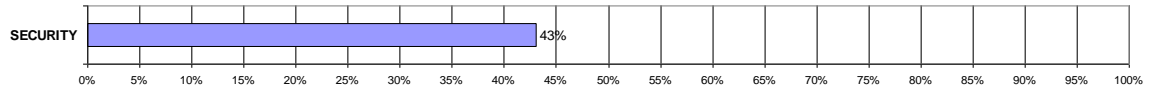


Factor	Description
SECURITY	An individual's overall perception of the security of the organisation, including their job and company security as well as the sustainability of the company.
SATISFACTION	How satisfied an employee is within their current role. Overall satisfaction is predicted by perceptions about job variety, level of pay, autonomy, job identity, task significance, feedback, motivation and career needs, as well as intent to leave the company.
VALUES ALIGNMENT	The employee's overall beliefs about the company's value system and codes of practice. This includes the extent to which the employee recognises and supports these values, as well the degree to which they align with their own value system.
COMMITMENT	The overall commitment and dedication an employee has for the company, including the likelihood the employee will maintain membership within the company.
ORGANISATIONAL CITIZENSHIP	The proactive attitudes and actions of employees that promote organisational effectiveness.
CHANGE READINESS	Employee openness, support of, positive affect towards and resistance to change within the company.

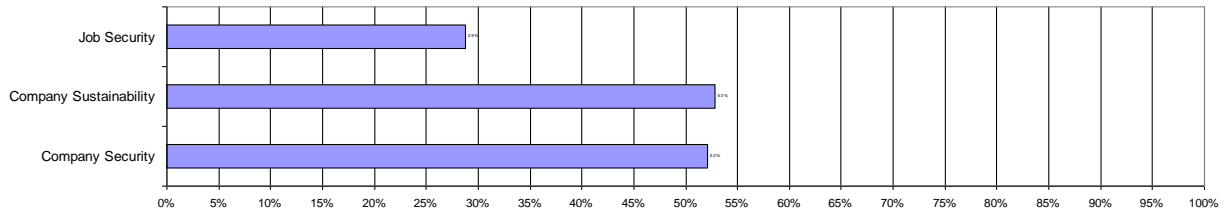


SECURITY

Overall Security Score



Sub-Factor Results

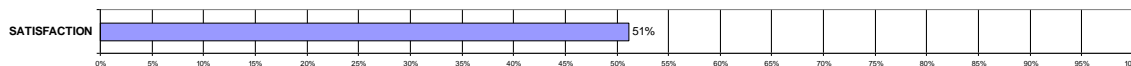


Sub-Factor	Description
JOB SECURITY	An employee's perception of how secure their role is within the company
COMPANY SUSTAINABILITY	An individual's beliefs about how the company will fare in the long term as a result of its actions, behaviours and practises
COMPANY SECURITY	Overall perception of how secure the company is, both now and in the future. This relates to market position, competitiveness, and productivity.

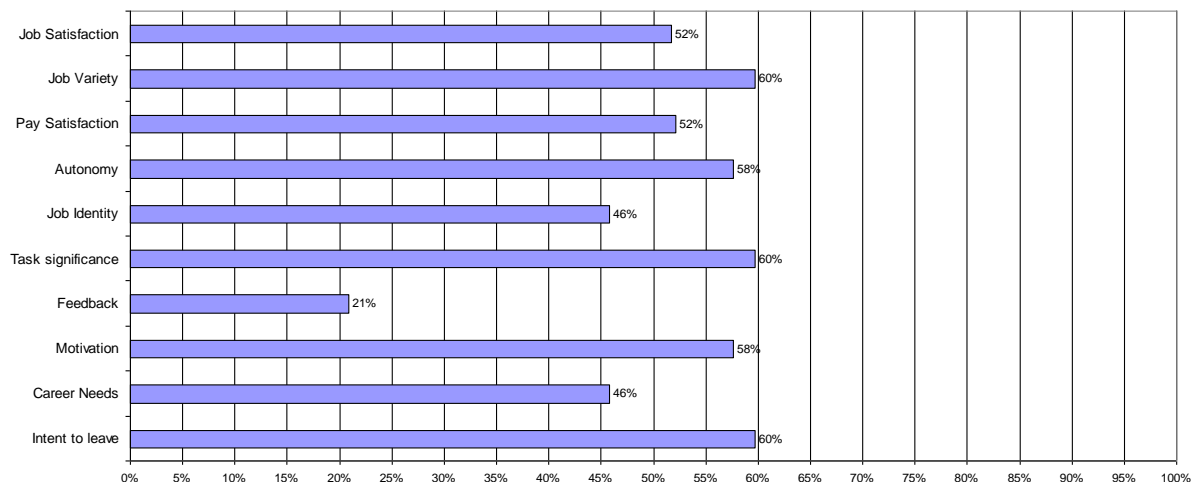


SATISFACTION

Overall Satisfaction Score



Sub-Factor Results

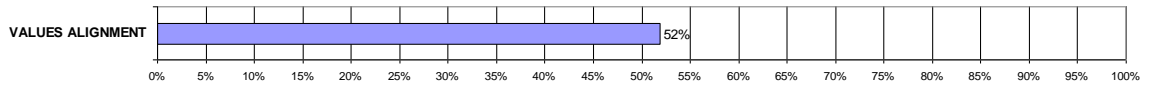


Sub-Factor	Description
JOB SATISFACTION	Overall level of contentment an individual has for their job
JOB VARIETY	Overall, how satisfied an employee is with the variety in their role, in terms of the nature of tasks performed and the different skills required
PAY SATISFACTION	Overall employee satisfaction with the level of remuneration they are receiving, specifically relating to the amount of work required within their role.
AUTONOMY	The degree to which an employee feels they are able to work independently and successfully.
JOB IDENTITY	The extent to which an employee relates to and identifies with their role and the tasks involved.
TASK SIGNIFICANCE	An employee's perceptions about the value or meaningfulness of their work within the greater organisation
FEEDBACK	Overall opinion about the extent to which the employee was given clear information about their performance.
MOTIVATION	This involves an individual's drive to achieve goals and perform effectively in their role.
CAREER NEEDS	The extent to which an employee feels their current role meets their needs in terms of helping them to achieve their career goals and creating future career prospects.
INTENT TO LEAVE	The degree to which an individual intends to leave their current role and employer. This has been shown to be negatively correlated with job satisfaction

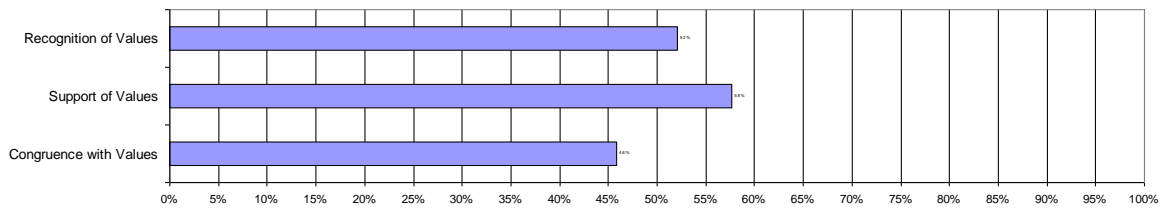


VALUES ALIGNMENT

Overall Values Alignment Score



Sub-Factor Results

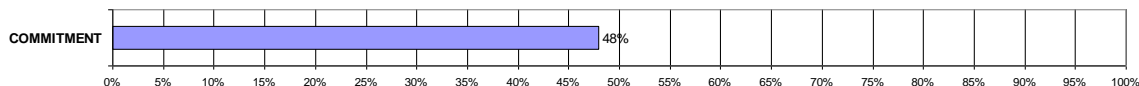


Sub-Factor	Description
RECOGNITION OF VALUES	The degree to which the employee recognises and understands the company's values and codes.
SUPPORT OF VALUES	The extent to which the employee supports the values of the company
CONGRUENCE WITH VALUES	The extent to which an employee's own value system aligns with the company's values.

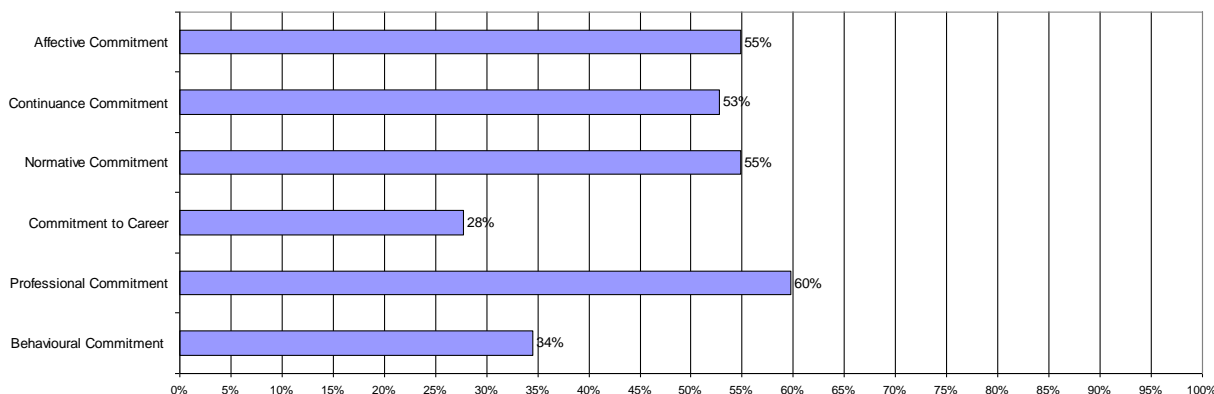


COMMITMENT

Overall Commitment Score



Sub-Factor Results

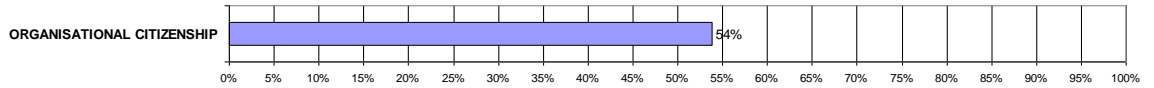


Sub-Factor	Description
AFFECTIVE COMMITMENT	An individual's desire to remain within the company, including their emotional attachment to and identification with their organisation.
CONTINUANCE COMMITMENT	An employee's perception of the costs associated with leaving the company or abandoning a project.
NORMATIVE COMMITMENT	The extent to which an employee feels obligated to remain within the company.
COMMITMENT TO CAREER	The employee's commitment to remain within their current role and to achieve their career objectives.
PROFESSIONAL COMMITMENT	An employee's commitment to their current profession and area of expertise.
BEHAVIOURAL COMMITMENT	The behavioural consequences and outcomes of an employee's commitment to the company, including their attendance and performance.

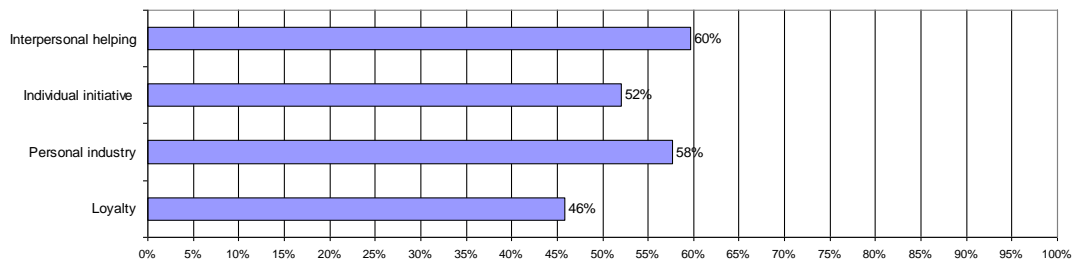


ORGANISATIONAL CITIZENSHIP

Overall Organisational Citizenship Score



Sub-Factor Results

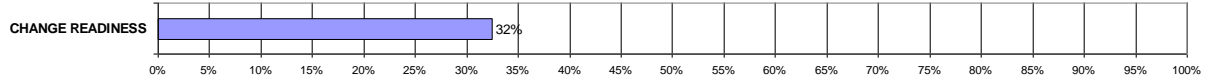


Sub-Factor	Description
INTERPERSONAL HELPING	The extent to which an employee will assist their co-workers when help is required
INDIVIDUAL INITIATIVE	The degree to which an individual communicates, behaves and acts in ways that help to improve both their own, and the group's performance within the company.
PERSONAL INDUSTRY	An employee's perception of the extent to which they performs tasks that go above and beyond the call of duty in the workplace
LOYALTY	The extent to which the individual promotes the company to outsiders and displays behaviours which promote the wellbeing of the company.

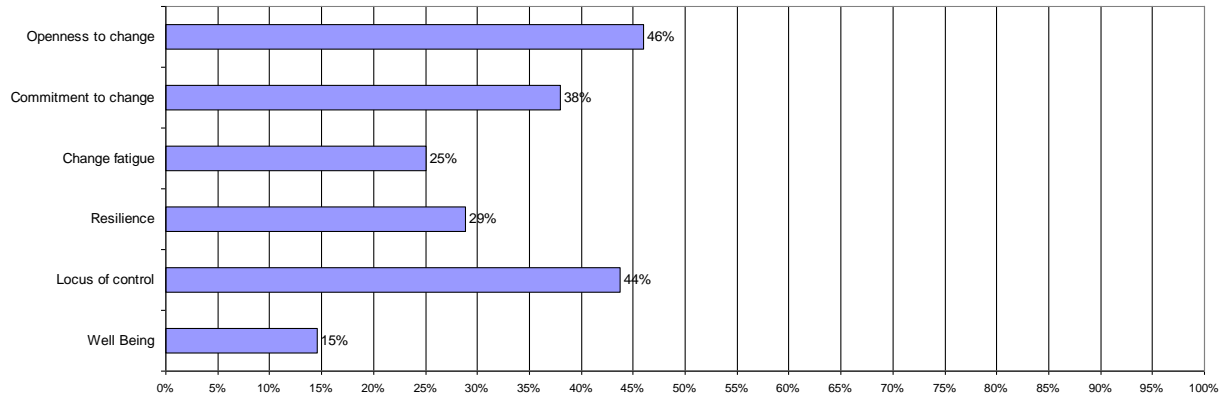


CHANGE READINESS

Overall Change Readiness Score



Sub-Factor Results



Sub-Factor	Description
OPENNESS TO CHANGE	The degree to which an employee is open and willing to support future changes which may occur within the company.
COMMITMENT TO CHANGE	An individual's level of commitment and support towards potential change and their affect about the consequences of change.
CHANGE FATIGUE	The degree to which an individual experiences fatigue, burnout or work-related decline as a result of change. High levels predict poor change readiness and work-related outcomes.
RESILIENCE	An employee's ability to cope with and adapt to stress and change in the workplace. This includes their level of self-esteem, perceived control and optimism.
LOCUS OF CONTROL	An employee's perception of the level of control they have over their work environment and work-related outcomes.
WELL BEING	The overall wellbeing of an individual, including psychological (depression, anxiety and stress) and physical wellbeing.



DEPARTMENTAL BREAKDOWN

	Operations	Maintenance	Sales	Marketing	Finance	IT	HR	Admin
OVERALL	51%	42%	50%	43%	49%	42%	56%	42%
SECURITY	50%	41%	49%	42%	48%	41%	55%	41%
Job Security	36%	27%	35%	28%	34%	27%	41%	27%
Company Sustainability	60%	51%	59%	52%	58%	51%	65%	51%
Company Security	59%	50%	58%	51%	57%	50%	64%	50%
SATISFACTION	58%	49%	57%	50%	56%	49%	63%	49%
Job Satisfaction	59%	50%	58%	51%	57%	50%	64%	50%
Job Variety	67%	58%	66%	59%	65%	58%	72%	58%
Pay Satisfaction	59%	50%	58%	51%	57%	50%	64%	50%
Autonomy	65%	56%	64%	57%	63%	56%	70%	56%
Job Identity	53%	44%	52%	45%	51%	44%	58%	44%
Task significance	67%	58%	66%	59%	65%	58%	72%	58%
Feedback	28%	19%	27%	20%	26%	19%	33%	19%
Motivation	65%	56%	64%	57%	63%	56%	70%	56%
Career Needs	53%	44%	52%	45%	51%	44%	58%	44%
Intent to leave	67%	58%	66%	59%	65%	58%	72%	58%
VALUES ALIGNMENT	59%	50%	58%	51%	57%	50%	64%	50%
Recognition of Values	59%	50%	58%	51%	57%	50%	64%	50%
Support of Values	65%	56%	64%	57%	63%	56%	70%	56%
Congruence with Values	53%	44%	52%	45%	51%	44%	58%	44%
COMMITMENT	55%	46%	54%	47%	53%	46%	60%	46%
Affective Commitment	62%	53%	61%	54%	60%	53%	67%	53%
Continuance Commitment	60%	51%	59%	52%	58%	51%	65%	51%
Normative Commitment	62%	53%	61%	54%	60%	53%	67%	53%
Commitment to Career	35%	26%	34%	27%	33%	26%	40%	26%
Professional Commitment	67%	58%	66%	59%	65%	58%	72%	58%
Behavioural Commitment	41%	32%	40%	33%	39%	32%	46%	32%
ORGANISATIONAL CITIZENSHIP	61%	52%	60%	53%	59%	52%	66%	52%
Interpersonal helping	67%	58%	66%	59%	65%	58%	72%	58%
Individual initiative	59%	50%	58%	51%	57%	50%	64%	50%
Personal industry	65%	56%	64%	57%	63%	56%	70%	56%
Loyalty	53%	44%	52%	45%	51%	44%	58%	44%
CHANGE READINESS	39%	30%	38%	31%	37%	30%	44%	30%
Openness to change	53%	44%	52%	45%	51%	44%	58%	44%
Commitment to change	45%	36%	44%	37%	43%	36%	50%	36%
Change fatigue	32%	23%	31%	24%	30%	23%	37%	23%
Resilience	36%	27%	35%	28%	34%	27%	41%	27%
Locus of control	51%	42%	50%	43%	49%	42%	56%	42%
Well Being	22%	13%	21%	14%	20%	13%	27%	13%



DEMOGRAPHIC BREAKDOWN

	Gender		Length of Service					Age				
	Male	Female	4-6 Months	1 year	2 years	3 - 5 years	> 5 years	< 25 years	25 - 34 years	35 - 44 years	45 - 54 years	55 years or older
OVERALL	51%	42%	50%	43%	49%	42%	56%	42%	51%	42%	50%	43%
SECURITY	50%	41%	49%	42%	48%	41%	55%	41%	50%	41%	49%	42%
Job Security	36%	27%	35%	28%	34%	27%	41%	27%	36%	27%	35%	28%
Company Sustainability	60%	51%	59%	52%	58%	51%	65%	51%	60%	51%	59%	52%
Company Security	59%	50%	58%	51%	57%	50%	64%	50%	59%	50%	58%	51%
SATISFACTION	58%	49%	57%	50%	56%	49%	63%	49%	58%	49%	57%	50%
Job Satisfaction	59%	50%	58%	51%	57%	50%	64%	50%	59%	50%	58%	51%
Job Variety	67%	58%	66%	59%	65%	58%	72%	58%	67%	58%	66%	59%
Pay Satisfaction	59%	50%	58%	51%	57%	50%	64%	50%	59%	50%	58%	51%
Autonomy	65%	56%	64%	57%	63%	56%	70%	56%	65%	56%	64%	57%
Job Identity	53%	44%	52%	45%	51%	44%	58%	44%	53%	44%	52%	45%
Task significance	67%	58%	66%	59%	65%	58%	72%	58%	67%	58%	66%	59%
Feedback	28%	19%	27%	20%	26%	19%	33%	19%	28%	19%	27%	20%
Motivation	65%	56%	64%	57%	63%	56%	70%	56%	65%	56%	64%	57%
Career Needs	53%	44%	52%	45%	51%	44%	58%	44%	53%	44%	52%	45%
Intent to leave	67%	58%	66%	59%	65%	58%	72%	58%	67%	58%	66%	59%
VALUES ALIGNMENT	59%	50%	58%	51%	57%	50%	64%	50%	59%	50%	58%	51%
Recognition of Values	59%	50%	58%	51%	57%	50%	64%	50%	59%	50%	58%	51%
Support of Values	65%	56%	64%	57%	63%	56%	70%	56%	65%	56%	64%	57%
Congruence with Values	53%	44%	52%	45%	51%	44%	58%	44%	53%	44%	52%	45%
COMMITMENT	55%	46%	54%	47%	53%	46%	60%	46%	55%	46%	54%	47%
Affective Commitment	62%	53%	61%	54%	60%	53%	67%	53%	62%	53%	61%	54%
Continuance Commitment	60%	51%	59%	52%	58%	51%	65%	51%	60%	51%	59%	52%
Normative Commitment	62%	53%	61%	54%	60%	53%	67%	53%	62%	53%	61%	54%
Commitment to Career	35%	26%	34%	27%	33%	26%	40%	26%	35%	26%	34%	27%
Professional Commitment	67%	58%	66%	59%	65%	58%	72%	58%	67%	58%	66%	59%
Behavioural Commitment	41%	32%	40%	33%	39%	32%	46%	32%	41%	32%	40%	33%
ORGANISATIONAL CITIZENSHIP	61%	52%	60%	53%	59%	52%	66%	52%	61%	52%	60%	53%
Interpersonal helping	67%	58%	66%	59%	65%	58%	72%	58%	67%	58%	66%	59%
Individual initiative	59%	50%	58%	51%	57%	50%	64%	50%	59%	50%	58%	51%
Personal industry	65%	56%	64%	57%	63%	56%	70%	56%	65%	56%	64%	57%
Loyalty	53%	44%	52%	45%	51%	44%	58%	44%	53%	44%	52%	45%
CHANGE READINESS	39%	30%	38%	31%	37%	30%	44%	30%	39%	30%	38%	31%
Openness to change	53%	44%	52%	45%	51%	44%	58%	44%	53%	44%	52%	45%
Commitment to change	45%	36%	44%	37%	43%	36%	50%	36%	45%	36%	44%	37%
Change fatigue	32%	23%	31%	24%	30%	23%	37%	23%	32%	23%	31%	24%
Resilience	36%	27%	35%	28%	34%	27%	41%	27%	36%	27%	35%	28%
Locus of control	51%	42%	50%	43%	49%	42%	56%	42%	51%	42%	50%	43%
Well Being	22%	13%	21%	14%	20%	13%	27%	13%	22%	13%	21%	14%



APPENDIX A: ITEM RESPONSE BREAKDOWN

# ITEM	Reverse Scoring	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree	Total	Percentage Favourable	External Benchmark
1 My job is secure		30	15	2	20	5	72	63%	22%
2 I am concerned about the future of my role	Reverse	27	29	10	4	2	72	8%	45%
3 This organisation is ethical with regards to the community and environment		19	28	3	4	18	72	65%	65%
4 This organisation makes decisions that are in the long-term interests of the organisation		30	26	12	2	2	72	78%	43%
5 This organisation has a strong future		30	15	2	20	5	72	63%	56%
6 I am satisfied in my current job		27	29	10	4	2	72	78%	7%
7 I generally enjoy my job		19	28	3	4	18	72	65%	88%
8 I am satisfied with the variety of tasks that are given to me		30	26	12	2	2	72	78%	99%
9 I am satisfied with the level of pay for this job		30	15	2	20	5	72	63%	67%
10 I am authorised to complete most tasks independently		27	29	10	4	2	72	78%	45%
11 My personality is well suited to my job		19	28	3	4	18	72	65%	43%
12 I believe that my work is contributing significantly to the organisations success		30	26	12	2	2	72	78%	68%
13 I receive little feedback on how I am performing	Reverse	30	15	2	20	5	72	35%	59%
14 At the moment I am motivated to do my best		27	29	10	4	2	72	78%	33%
15 This job is helping me achieve my career goals		19	28	3	4	18	72	65%	22%
16 I am thinking of leaving my current job		30	26	12	2	2	72	78%	57%
17 I know the organisation's values		30	15	2	20	5	72	63%	89%
18 I support the organisation's values		27	29	10	4	2	72	78%	43%
19 This organisation operates consistently with its values		19	28	3	4	18	72	65%	22%
20 I am committed to this organisation		30	26	12	2	2	72	78%	11%
21 I strongly believe in what this company is trying to achieve		30	15	2	20	5	72	63%	23%
22 I have an emotional attachment to this company		27	29	10	4	2	72	78%	45%
23 The cost of leaving this organisation is high for me		19	28	3	4	18	72	65%	79%
24 If I left this organisation I don't know what I would do		30	26	12	2	2	72	78%	76%
25 I feel obliged to stay with this organisation		30	15	2	20	5	72	63%	45%
26 I would feel guilty if I were to leave this organisation		27	29	10	4	2	72	78%	78%
27 I am open to changing my career	Reverse	19	28	3	4	18	72	31%	90%
28 I am committed to staying in the same general type of job that I am currently working in (even if it is not with this organisation)		30	26	12	2	2	72	78%	85%
29 I do not take many days off work		30	15	2	20	5	72	63%	47%
30 I sometime leave work early even though my work for the day has not been completed	Reverse	27	29	10	4	2	72	8%	56%
31 I always do my work to the best of my ability when I am at work		19	28	3	4	18	72	65%	89%
32 I go out of my way to help co-workers when they need support with work-related tasks		30	26	12	2	2	72	78%	73%
33 I frequently provide useful suggestions to co-workers on how we can improve our performance		30	15	2	20	5	72	63%	26%
34 I go beyond the minimum that is required of me to ensure that all tasks are completed to a high standard		27	29	10	4	2	72	78%	33%
35 I often defend this organisation when outsiders will criticise it		19	28	3	4	18	72	65%	44%
36 I am willing to accept future changes within this organisation		30	26	12	2	2	72	78%	55%
37 Tried and tested methods are almost always best	Reverse	30	15	2	20	5	72	35%	66%
38 I usually feel motivated during periods of change		27	29	10	4	2	72	78%	78%
39 I am excited about the possibility of this organisation changing for the better		19	28	3	4	18	72	65%	9%
40 I tend to resist the changes that occur within this organisation	Reverse	30	26	12	2	2	72	6%	98%
41 I always cooperate with the changes that occur within this organisation		30	15	2	20	5	72	63%	54%
42 I am willing to make sacrifices to support changes within this organisation		27	29	10	4	2	72	78%	66%
43 Things have changed too frequently at this organisation		19	28	3	4	18	72	65%	78%
44 I would like the organisation to stop changing, even if its just for a little while	Reverse	30	26	12	2	2	72	6%	43%
45 I can normally handle any changes that occur		30	15	2	20	5	72	63%	45%
46 I struggle to adapt quickly when unexpected change occurs	Reverse	27	29	10	4	2	72	8%	65%
47 I worry that I will not be able to perform well if things change in the future	Reverse	19	28	3	4	18	72	31%	34%
48 I have some control over the possible changes at this organisation		30	26	12	2	2	72	78%	5%
49 I worry about the demands of my job	Reverse	30	15	2	20	5	72	35%	66%
50 I worry about the high expectations on me	Reverse	27	29	10	4	2	72	8%	76%
51 My job does not require very much of me	Reverse	19	28	3	4	18	72	31%	43%
52 I dislike my job	Reverse	30	26	12	2	2	72	6%	43%

