

The Future of Employee Engagement 2022-23

Engagement in the era of remote work and quiet quitting

Thanks to our great sponsor:



Organizations need to **PRIORITIZE** engagement now more than ever!

Most believe employee engagement is crucial, yet many organizations are **SUFFERING** from low engagement

ONLY

23%

Indicate that engagement for the average employee is **HIGH**

11%

indicate that most of their **WORKFORCE** is highly engaged

27%

say engagement levels have **RISEN**

41%

say they have **FALLEN**

The decline in **ENGAGEMENT** may be a result of poor measurement and communication



47%

of organizations **DON'T** measure engagement

And of those that do

61%

measure it twice a year or less

49%

only communicate the data to immediate supervisors every 6 months

Organizations should take action to **IMPROVE** engagement!

49%

of organizations don't take **SPECIFIC ACTION** to improve engagement after gathering engagement data



Some actions that are most highly linked to engagement are:

- ✓ Opportunities for career growth
- ✓ Organization culture
- ✓ Relationship with immediate supervisor
- ✓ Flexibility (e.g., in time, location and/or how work is done)

When it comes to drivers of ENGAGEMENT a few factors stand out



62% believe compensation levels drive employee engagement to a high/very high degree



61% believe the same to be true about growth and development

Who's RESPONSIBLE for improving engagement?

Most respondents believe that to a HIGH/VERY HIGH degree:

66%

HR & immediate supervisors are the **MOST RESPONSIBLE** for engagement

62%

the onus is on **TOP LEADERSHIP**



How do organizations with highly ENGAGED* employees differ?

Compared to organizations with less engaged employees, those with highly engaged employees are:

More than

2X

as likely to give employees the chance to do meaningful work well

Almost

4X

as likely to maintain a positive work culture

3X

as likely to listen carefully to employee feedback

5X

more likely to say senior leaders prioritize employee engagement

Consider these strategies

- ✓ **Help** employees cope with work-from-home fatigue
- ✓ **Measure** employee engagement and follow-up with action
- ✓ **Monitor** engagement continuously
- ✓ **Increase** leadership involvement in engagement initiatives
- ✓ **Build** social relationships to improve engagement levels



About the Survey



The Future of Employee Engagement survey ran in the third quarter of 2022. We gathered 275 complete and partial responses from HR professionals in virtually every industry vertical. Respondents are located all over the world, but most of them reside in North America, especially the United States.

The participants represent a broad cross section of employers by number of employees, ranging from small businesses with fewer than 100 employees to enterprises with 20,000+ employees. One-fifths of responses were from organizations with over 500 employees.

• **Highly engaged organizations:** These represent respondents who rank the engagement for the average employee as an 8, 9, or 10 on a scale of 1 to 10.

• **Less engaged organizations:** These represent respondents who rank the engagement for the average employee as 1, 2, 3 or 4, 5 or 6 on a scale of 1 to 10.



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Read the full research report.

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