

State of Employee Engagement Q3 2021

Top Ten Insights from People Leaders and Employees



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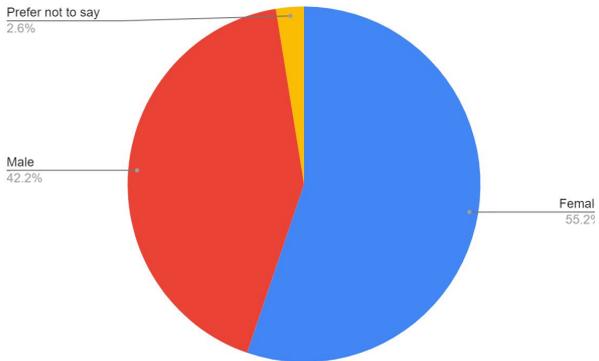
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Employee Engagement Survey Methodology

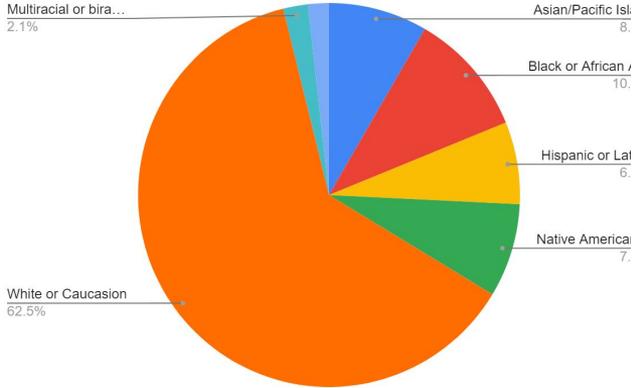
Since the beginning of the pandemic and the great migration to work-from-home, the landscape of work has been permanently altered. Our survey of over 600 HR professionals and leaders as well as 100 employees around the world offers insight into the changing world of work.

- **People Leader Respondents.** Leaders and Human Resources were contacted through email, LinkedIn, and professional networking sites with the opportunity to complete a survey on their priorities and challenges in the third quarter of 2021. A total of 621 respondents completed the HR/People leader survey between August 8 -25, 2021.
- **Employee Respondents:** Employee respondents were recruited through Mturk and reddit. A total of 100 respondents completed the Employee survey between August 9 - 19, 2021.
- **Timing.Geography.** A total of 39 Countries/Territories were represented in the HR/People Leaders sample. The majority of responded (80%) were living in the United States.

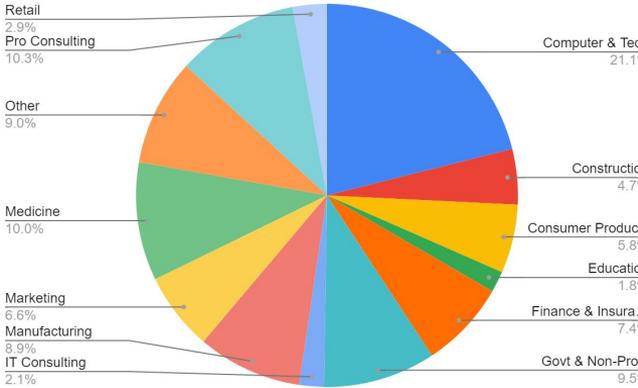
Gender



Race

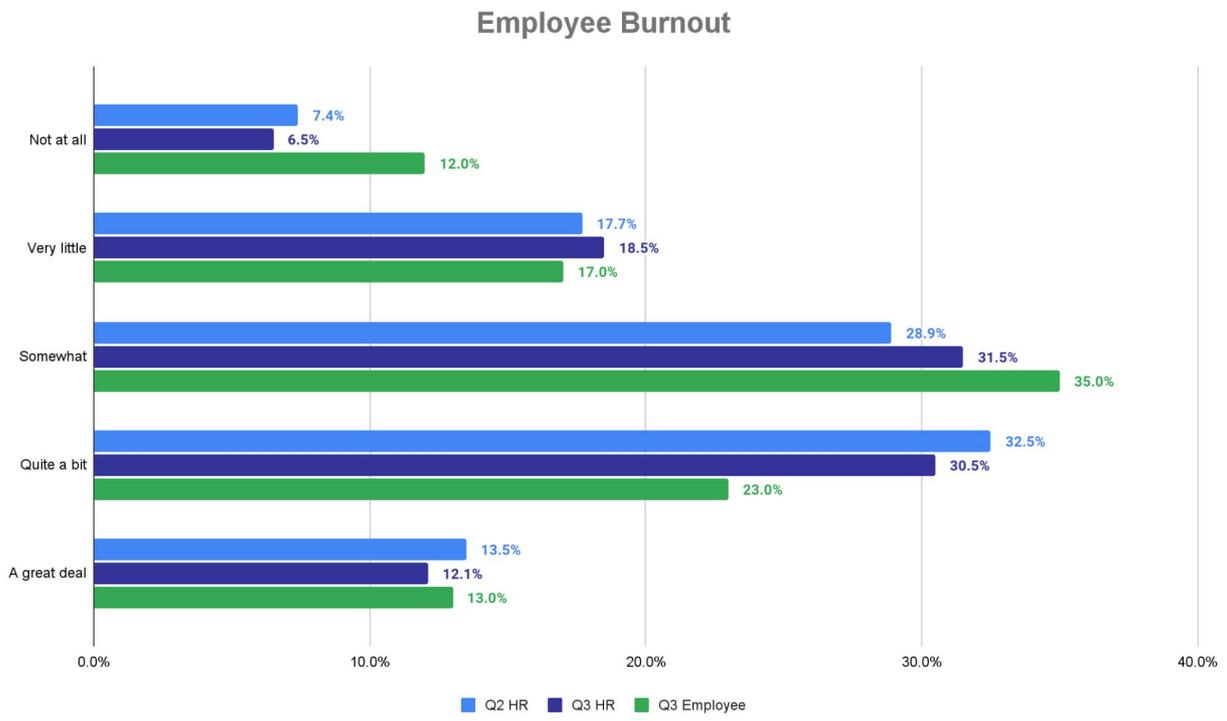


Industry



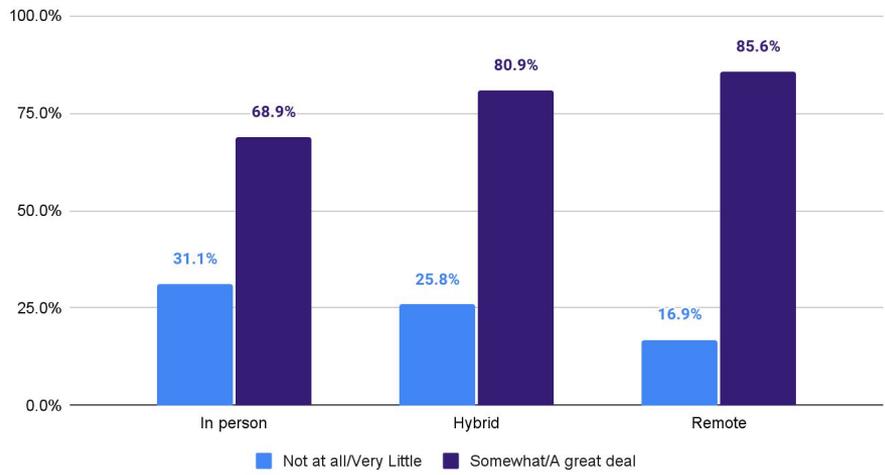
Insight #10: The majority of employees responded they are 'Somewhat' burned out. HR and People Leaders slightly overestimate burnout among employees.

- 88.0% of employees reported some degree of burnout. HR/People Leaders estimated 92.6% (Q2) and 93.5% (Q3) were experiencing some degree of burnout.
- There were no significant differences on gender, race, parental status.
- HR and People Leader's estimations of burnout were consistent from Q2 to Q3. Largest differences were found between HR/People leaders and employees' reports of burnout.

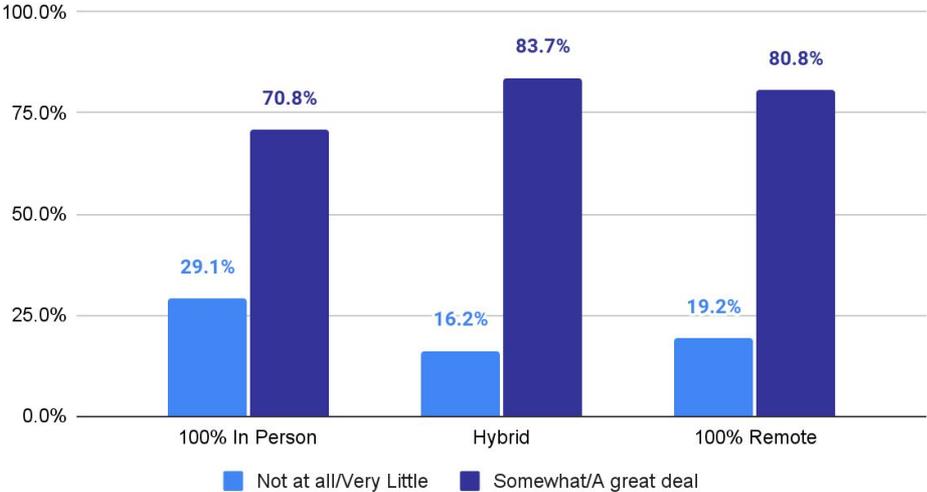


Insight #9: According to HR/People Leaders, employees working in person experience the least emotional exhaustion.

Q2: Employee Emotional Exhaustion by Work Location



Q3: Employee Emotional Exhaustion By Work Location



- In Q2, remote workers were rated as the most emotionally exhausted; however, in Q3, hybrid workers were rated as the most emotionally exhausted.
- In Q3 80.8% of HR/People Leaders reported that remote workers are experiencing somewhat to a great deal of emotional exhaustion.

Insight #9 (Continued): HR leaders over-report employee exhaustion, especially for 100% remote workers.

- HR leaders rated emotional exhaustion for in-person workers by 24.0% higher, hybrid workers by 15.6% higher, and remote workers by 113.2% higher.
- Overall, HR and employees rated hybrid work as the most emotionally exhausting 83.7% and 72.4%, respectively.

Q3: HR and Employees: Employee Exhaustion by Work Location



Adam Grant on Employee Languishing

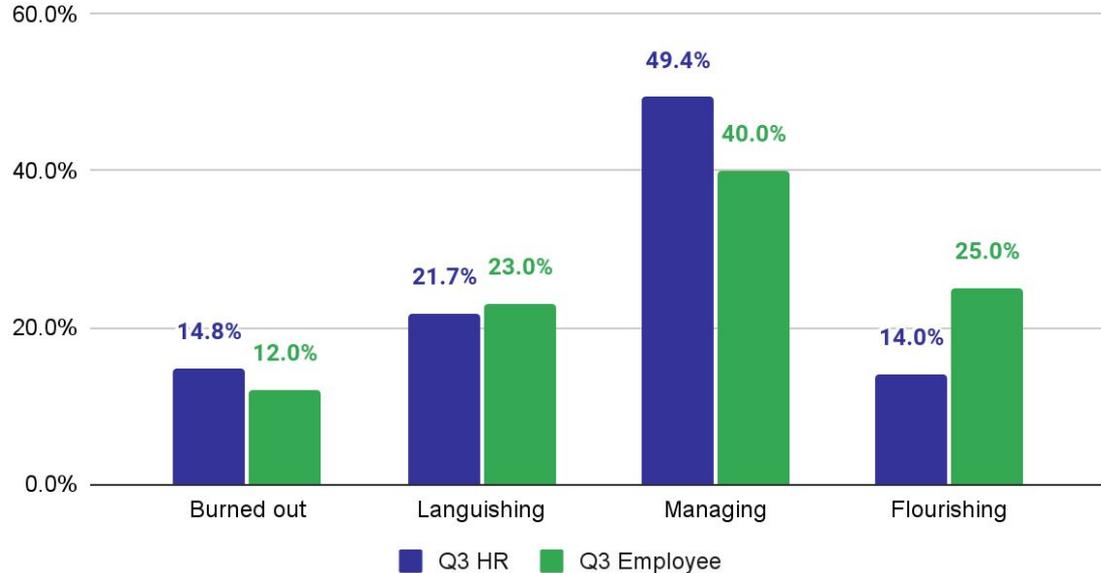


Insight #8: Employees are flourishing more than HR leaders, and HR leaders are managing more than employees.

Burned out - feeling mentally and physically drained from overwork or stress
Languishing- feeling as though you are muddling through your days
Managing- staying on top of responsibilities but not quite flourishing
Flourishing- feeling a sense of meaning, mastery, and mattering to others

- Employees report flourishing 78.6% more than HR leaders.
- HR leaders report managing 23.5% more than employees.

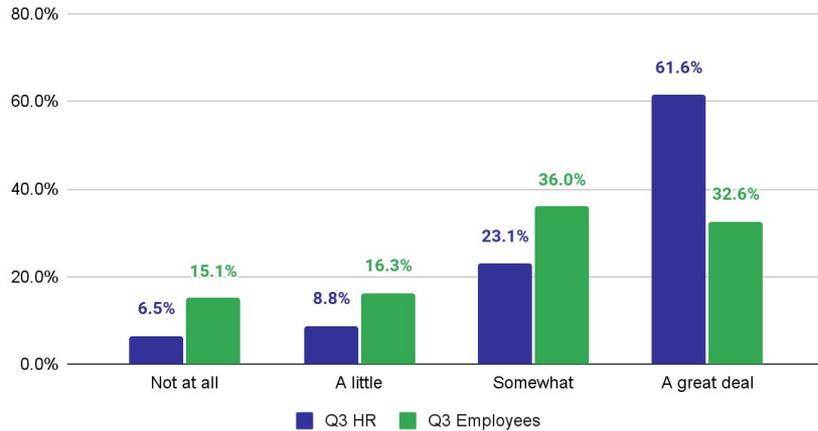
Q3 HR and Q3 Employee



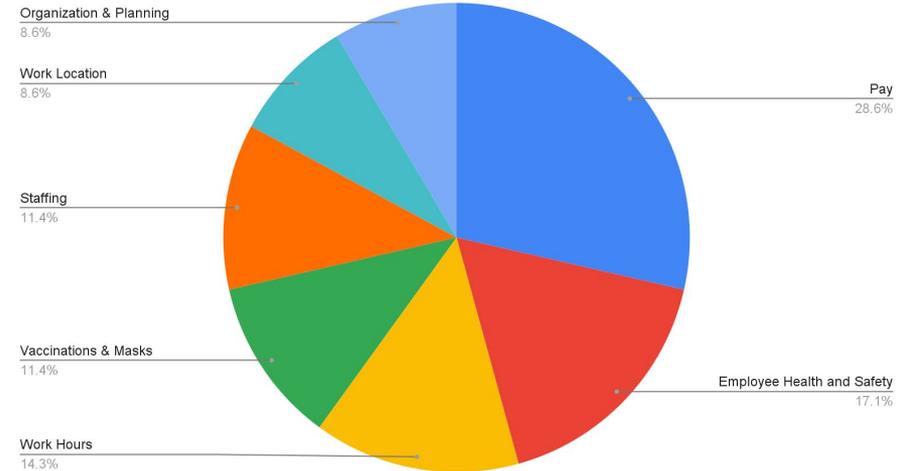
Insight #7: HR leaders and employees feel differently about the extent their organization has kept its promises during RTW.

- HR leaders believe that their organization kept its promises A great deal during RTW 89.0% more than employees.
- Employees believe that their organization kept its promises Not at all during RTW 132.3% more than HR leaders.

Q3: Promises Kept By Organization During RTW



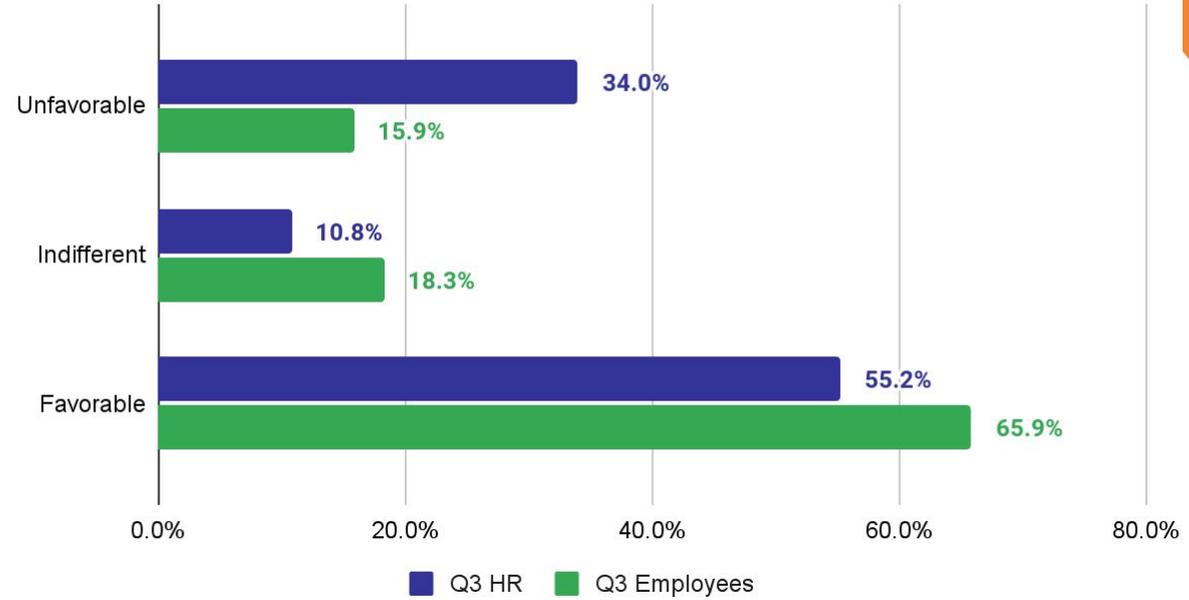
Q3 Employees: Promises Broken By Organizations



Insight #6: HR leaders and employees have different attitudes on RTW.

- Employees are 19.4% more favorable and 69.4% more indifferent about RTW than HR leaders.
- HR leaders have 113.8% more unfavorable attitudes toward RTW than employees.

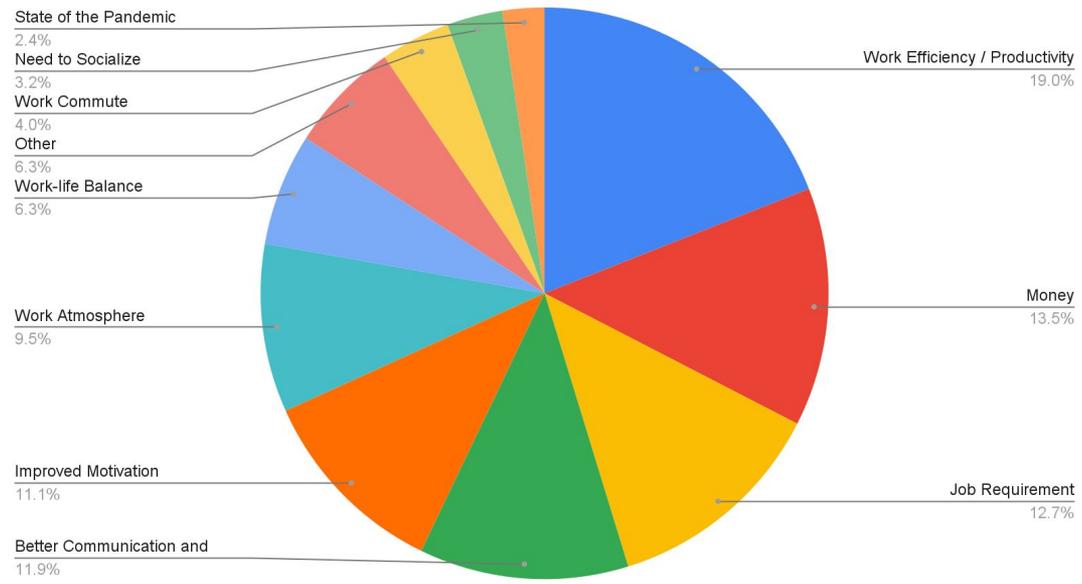
Employee Preference on RTW



Insight #6 Continued: Employees volunteered a variety of explanations for their RTW preferences. The top 2 explanations centered around work efficiency and money.

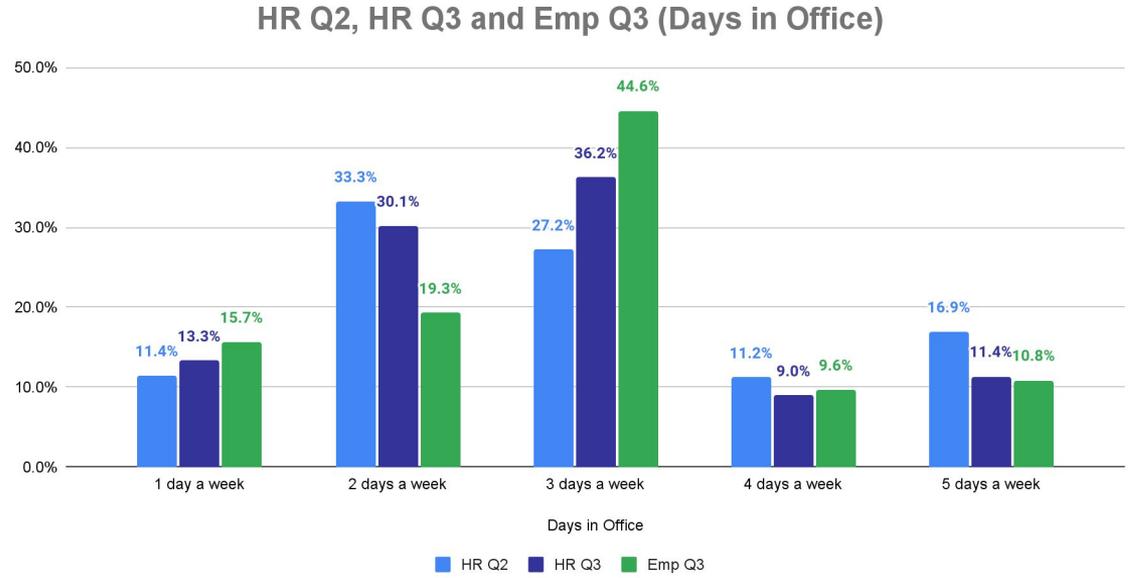
- Roughly 1 out of 5 employees' attitudes toward RTW are influenced by work efficiency.
- The state of the pandemic was only mentioned in 2.4% of responses which indicates that it does not have a large impact on workers' attitudes toward RTW.

Employee Reason for RTW Preference



Insight #5: Employees and HR leaders had similar preferences for transition back to in-person work from remote work. 3 days a week in the office was the most preferred option.

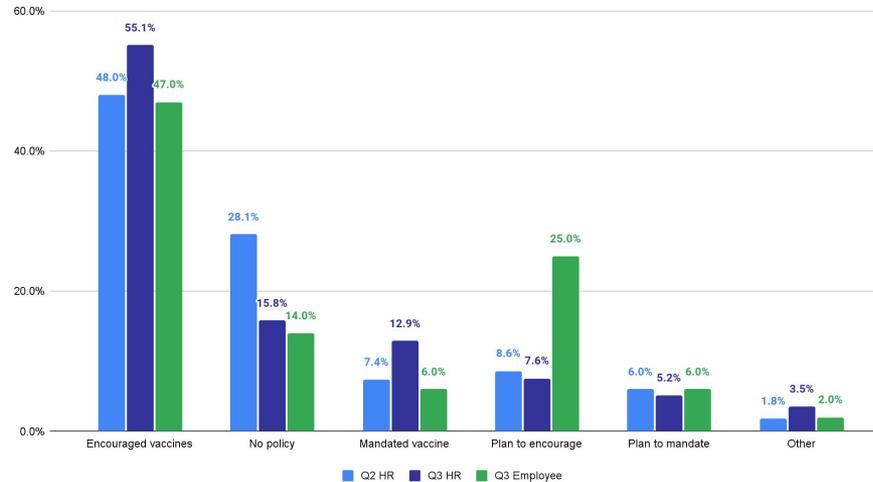
- In Q3, 3 days a week in the office was the most preferred option for both employees (44.6%) and HR leaders (36.2%).
- 4 days a week in the office was the least preferred option for both employees (9.6%) and HR leaders (9.0%).



Insight #4: HR leaders' and employees' organizations both highly Encouraged Vaccines. Significant decrease in organizations without a vaccine policy.

- Majority of HR leaders' organizations (55.1%) and employees' organizations (47.0%) Encouraged Vaccines.
- The majority of employees and HR report being fully vaccinated (69.0% and 67.0% respectively).
- HR/People leaders indicated their organizations have a vaccine mandate 93.8.0% more than employees.

HR Q2 and HR Q3: Vaccine Policy

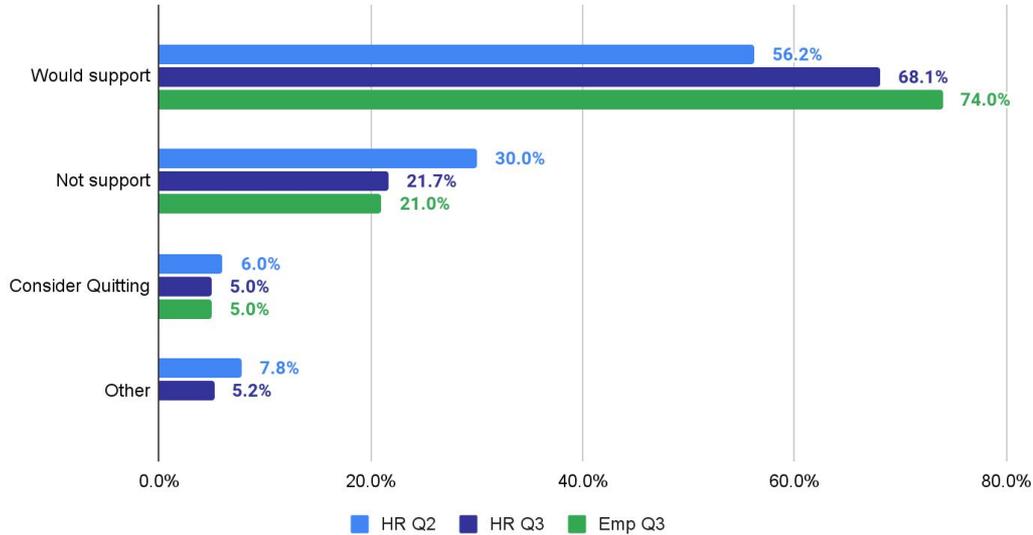


n = 100 employees

Insight #4 (Continued): A majority of HR leaders and employees would support a Vaccine Mandate; however, employees are more supportive than HR leaders.

- HR leaders and employees were both divided on their support of Vaccine Mandates in their organizations.
- In Q3, a majority of HR leaders (68.1%) and employees (74.0%) would support a Vaccine Mandate.
- Employees are 8.6% more supportive than HR leaders of a Vaccine Mandate.

HR and Employees: Reaction to Vaccine Policy

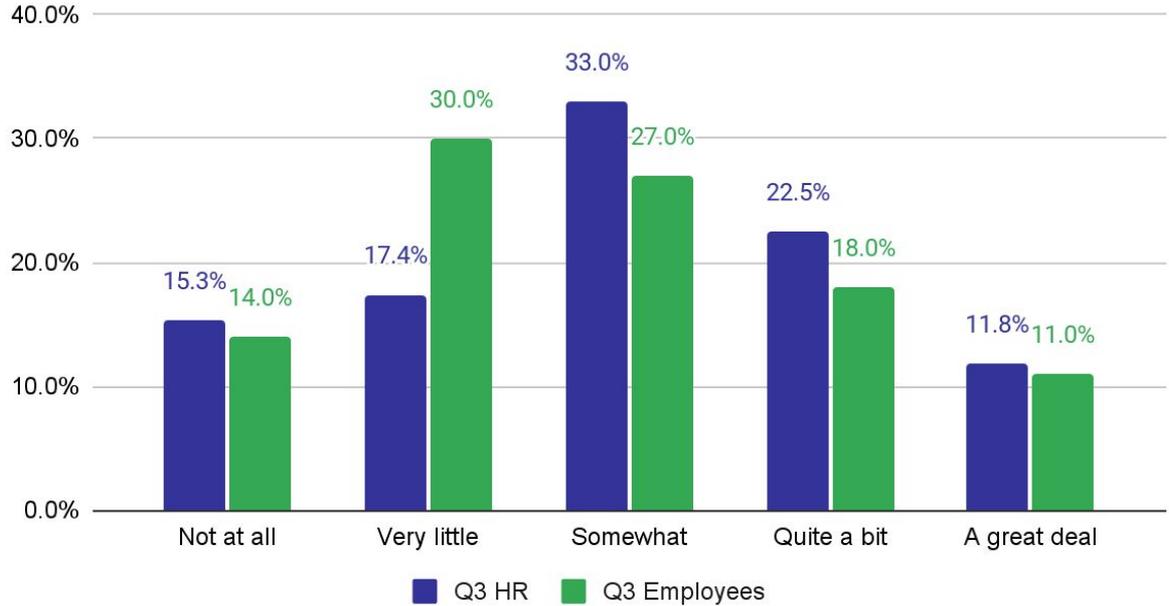


No respondents selected the “other” category in the employee survey.

Insight #3: More than 84.5% of HR/People Leaders and Employees report some level of concern around unvaccinated employees.

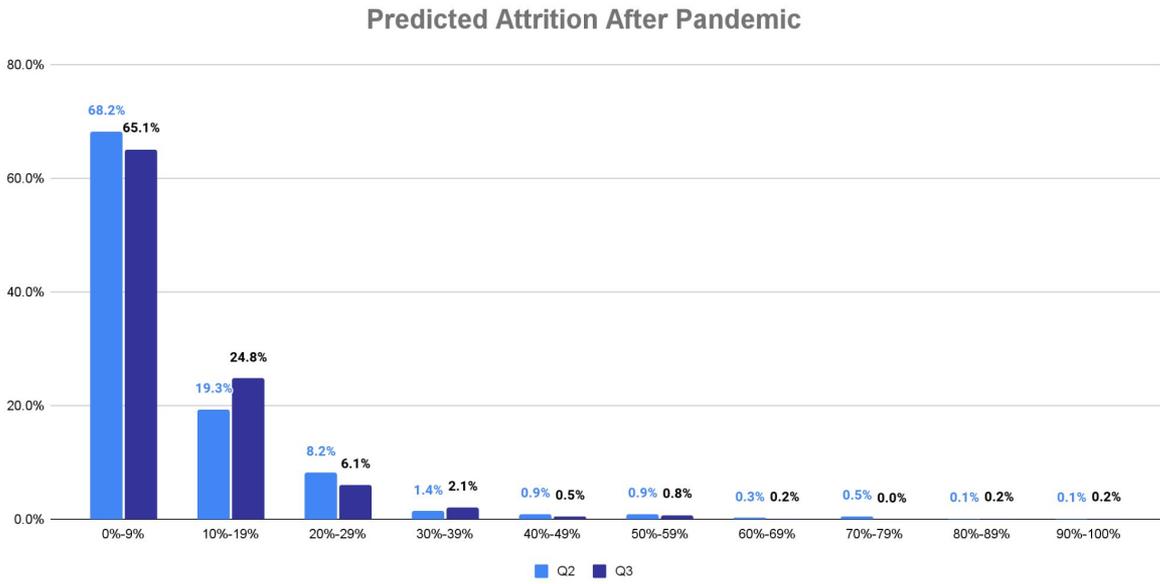
- HR leaders and employees are fairly matched in their levels of concern around unvaccinated employees.
- The number of employees and HR feeling concerned supports the need for organizations to discuss vaccine policies.

Feeling Concerned Around Unvaccinated



Insight #2: Turnover percentage predictions remain consistently low from Q2 to Q3.

- Similar to Q2 ,65.1% of HR/People leaders in Q3 estimate less than 9% attrition.
- In Q3, fewer than 10.0% of HR/People leaders estimated attrition percentages over 20.0%.
- Average turnover percentage prediction was 8.4% in Q2 and 7.8% in Q3.



Insight #1: HR and People leaders reported remote option, leveraging culture, and flex hours as the top 3 most popular recruitment tactics.

- HR leaders showed a 24.7% gain in using remote options compared to wage increases.
- Payment for education was the reportedly the least utilized recruitment tactic with just 6.4% using this incentive.
- Notably, the top 3 tactics, remote option, leveraging culture, and flex hours are all free or low-cost recruitment tactics.

Q3 HR: Recruitment Tactic Percentage

