

The Workforce Voice

Powered by LinkedIn

Survey by LinkedIn Adds Depth to Workplace Vitality Data

MARS DRINKS™ has partnered with LinkedIn on the Workforce Voice *Powered by LinkedIn*. Our research builds on our deep understanding of the factors that drive engagement, collaboration, well-being, productivity and ultimately, Workplace Vitality™.

The Unique Value of the Workforce Voice *Powered by LinkedIn*

Talent is more important than ever today, and it is a rare organization that isn't focused on attraction and retention. The findings from the Workforce Voice *Powered by LinkedIn* are especially relevant because they point to the importance of Workplace Vitality and its connection to employees that promote the organization, stay with their company, and engage fully in their work.

Because of the partnership with LinkedIn, the MARS DRINKS' study assessed Workplace Vitality with the unique lens of the workforce. From the extent to which employees support their employers to those who are candidates in the job market, the lens of the workforce provides unique value in understanding Workplace Vitality.

The survey was part of research into the MARS DRINKS concept of Workplace Vitality. LinkedIn's research arm queried 1,015 of the site's users, seeking insight into their attitudes concerning the 4 pillars of Workplace Vitality—Engagement, Well-Being, Productivity, and Collaboration.

Respondents represented large companies (1,000+ employees) from throughout the United States, spanning a mix of industries, job functions, and worker types.¹

¹ Industries: Financial services, legal services, healthcare, social work, consulting, utilities. Job functions: Human resources, real estate managers, facility managers, purchasing, architecture and design. Worker types: Executives, mid-level influencers, associates.

The data on Workplace Vitality via the Workforce Voice *Powered by LinkedIn* reinforces the validity of Workplace Vitality, how to create it, and the ways in which it is connected to attraction and retention of talent. Here are the major findings.



Multiple Perspectives

LinkedIn researchers analyzed the survey data from 3 perspectives:

- 1. Promoters vs. detractors.** Promoters are positive about their company and would gladly recommend it to others. Detractors are mostly negative and would try to steer friends away. About 1/2 of respondents were promoters (see graph in next section).
- 2. Job switchers vs. non-switchers.** Job switchers are defined as employees who have switched function, industry, or company in the past 2 years. Non-switchers are those who have stayed in the same role. Most respondents were non-switchers.
- 3. Passive vs. active candidates.** In the recruiting world, passive candidates are defined as people who are content in their role and not actively looking for a change. Active candidates are looking for a new job or at least open to the possibility. About 2/3 of survey respondents were passive candidates.

Employee Net Promoter Score

Introduced by business strategist Fred Reichheld in 2003, the Net Promoter Score® has become a much-used metric for gauging customer loyalty. The score is calculated based on responses to a single question: How likely is it that you would recommend our company/product/service to a friend or colleague? It's considered an especially accurate barometer because it asks respondents to put their personal credibility on the line.

For the MARS DRINKS study (and other studies previously), LinkedIn researchers adapted the score to employee satisfaction by asking the question this way: How likely is it you would recommend your company as a place to work?

This produces an Employee Net Promoter Score, or eNPS. The 1,000 or so respondents to the MARS DRINKS study turned in a cumulative eNPS of 30, which is considered fairly positive.

The score is derived from subtracting the percentage of workplace detractors (19%) from workplace promoters (49%). Detractors are defined as those respondents who answered the “would you recommend your company” question with a 6 or below on a 10-point scale. Promoters answered with a 9 or 10.

Employee Net Promoter Score = 30



■ Workplace Promoter ■ Workplace Passive ■ Workplace Detractor

Predictors of Workplace Vitality

Based on earlier research with the Center for Creative Leadership and an earlier survey, MARS DRINKS identified and validated certain statements that define the 4 pillars of Workplace Vitality.



Through the LinkedIn research, a subset of these statements was provided to LinkedIn survey respondents to determine which resonate most strongly and, thus, contribute to favorable eNPS. Here are the statements used with the LinkedIn research for each pillar. They are listed from most to least important within each category below. The top statement for each pillar (**bold**) has the most leverage over that pillar of Workplace Vitality.

Engagement Predictors

- **My job provides me with the opportunity for ongoing learning.**
- I believe I can make a positive impact through my job.
- The work I do in my job is very important to me.
- My job is challenging
- I exert lots of effort at my job.

Well-Being Predictors

- **Overall, my life is fulfilling.**
- I have control over the things that are important to me.
- In general, I have positive relationships.
- I have ties to my community that are important to me.
- Taking all things together, I am relatively healthy.

Productivity Predictors

- **My work adds value for the organization.**
- Overall, I am productive at work.
- My work is of the highest quality.
- I produce the appropriate quantity of work.
- I produce high quality results.

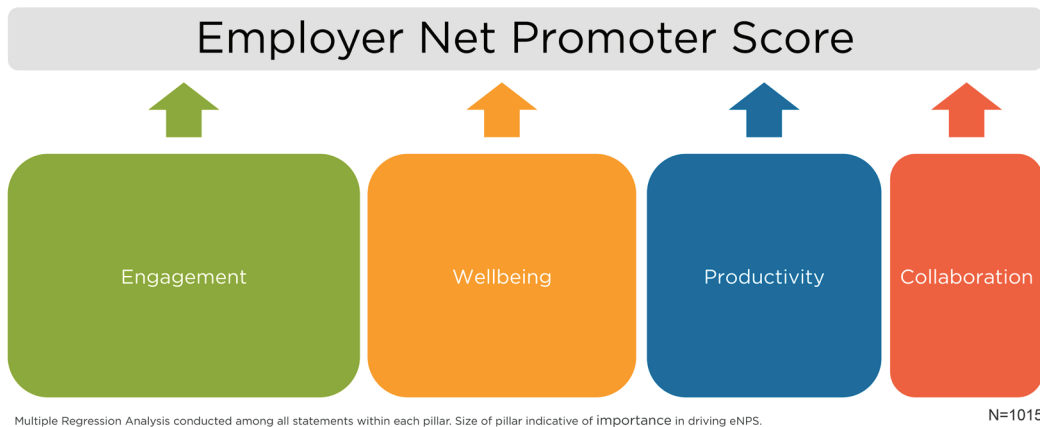
Collaboration Predictors

- **I fully contribute to achieving common tasks and goals.**
- I adapt effectively to change.
- I raise challenging issues in a constructive manner.
- I share information with those on my team.
- I express appreciation for fellow team members.

These results roughly parallel the findings of an earlier MARS DRINKS survey of 4,000 workers across the United States and Canada.

Engagement Drives eNPS

LinkedIn researchers analyzed the importance of the various statements relating to each pillar of Workplace Vitality. The result? While all the pillars are important and interrelated with each other, Engagement is the most influential factor influencing eNPS. Put simply, employees who are engaged are likely to recommend their company to others.

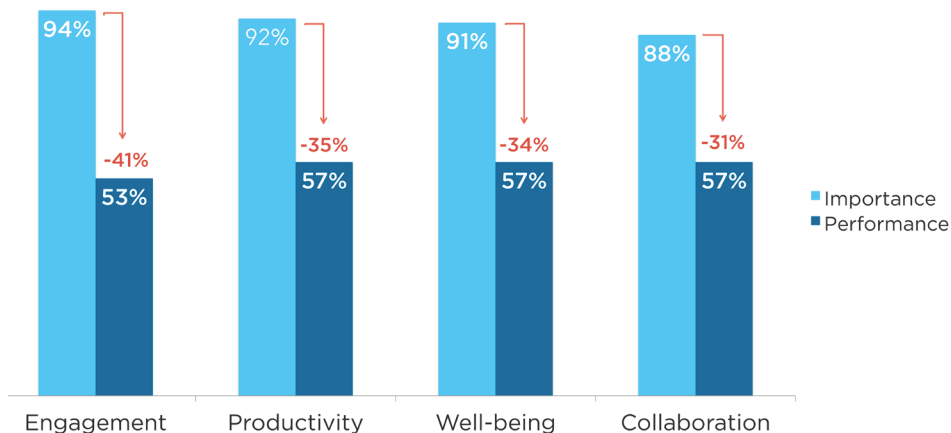


What Employees Want vs. What They Get

Are the 4 pillars of Workplace Vitality important to the work you're doing? Respondents replied with a resounding "yes." 9 out of 10 said engagement, productivity, well-being, and collaboration are extremely or very important.

Now let's look at the question from another angle: Is your employer doing a good job of supporting you when it comes to the 4 pillars? Barely 50% of respondents gave their employer top scores for supporting engagement, productivity, well-being, and collaboration.

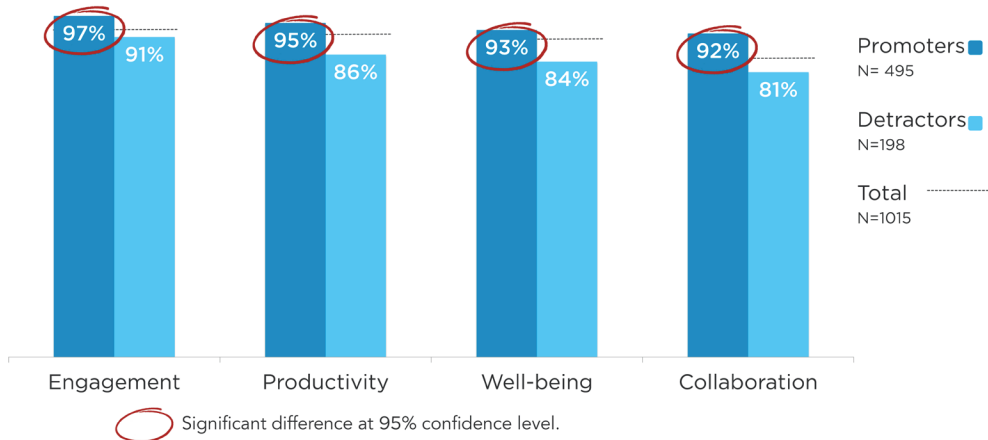
There is a statistically significant gap between importance and performance. Employees place high value on the 4 pillars, but according to survey respondents, employers aren't doing as much as they can to support them. Companies have an opportunity here: Pull the levers that contribute to Workplace Vitality and you'll set yourself apart as a desirable place to work.



How important are each of the following factors to you in the work you're doing? Extremely or very important.
How well do you think your company performs in supporting you when it comes to the following factors? Extremely or very well

Workplace Vitality: Importance

Workplace promoters and detractors alike say the 4 pillars of Workplace Vitality are extremely important to the work they do. For promoters, that belief is practically universal across each pillar. Detractors largely agree, but less so—to a statistically significant degree.



The takeaway? Employees with high opinions of engagement, productivity, well-being, and collaboration are likely to view their company as a place they would recommend to others. Workplace Vitality matters.

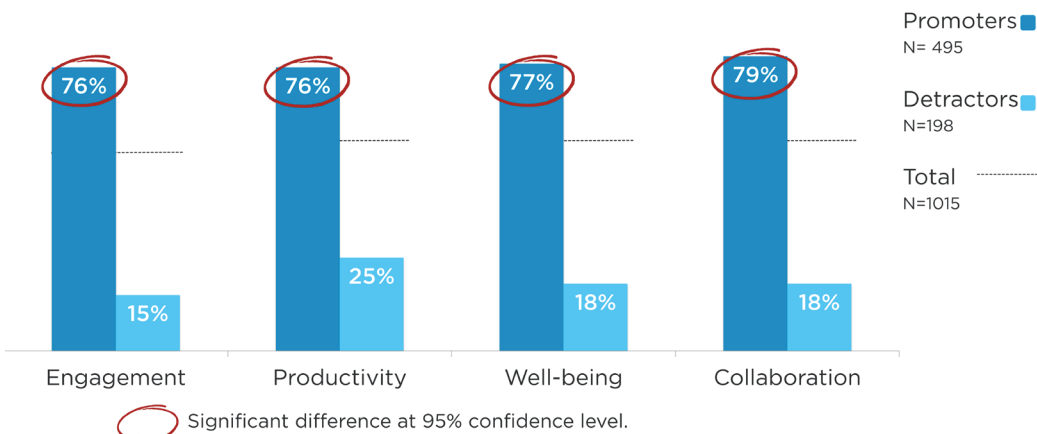
Workplace Vitality: Performance

But do companies give Workplace Vitality the attention employees think it deserves? Apparently not.

Here, there's a gap between promoters and detractors. More than 3/4 of promoters give their employer high marks for supporting Workplace Vitality. Less than a quarter of detractors do the same.

What about active and passive job candidates? How much do they differ in their perceptions of workplace performance? A significant amount.

Employees who are actively seeking a new position are more likely than their contented counterparts to give their employer low marks for Workplace Vitality. That's true across all 4 pillars. The correlation is clear: When workplace performance lags, people start looking for other opportunities.



And recent job switchers vs. non-switchers? There's little difference here. Performance perceptions are similar for engagement, productivity, and collaboration. Well-being, however, is an exception. Recent job switchers are quite a bit more likely to feel a positive sense of well-being. Perhaps it's due to the honeymoon period. Job switchers are happier where they are now than where they were before.



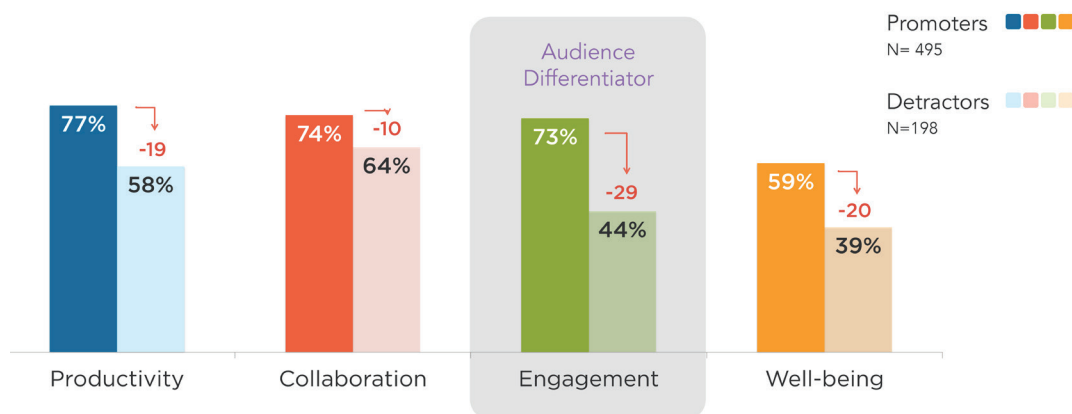
The Engagement Gap

Remember the 5 statements relating to each pillar? Looking at the data through the lens of only those who “strongly agree” with them yields additional perspective.

In the graph below, there is a gap between promoters and detractors when it comes to engagement—much larger than the other 4 pillars. Promoters—employees who would gladly recommend their company—are engaged; detractors not so much.

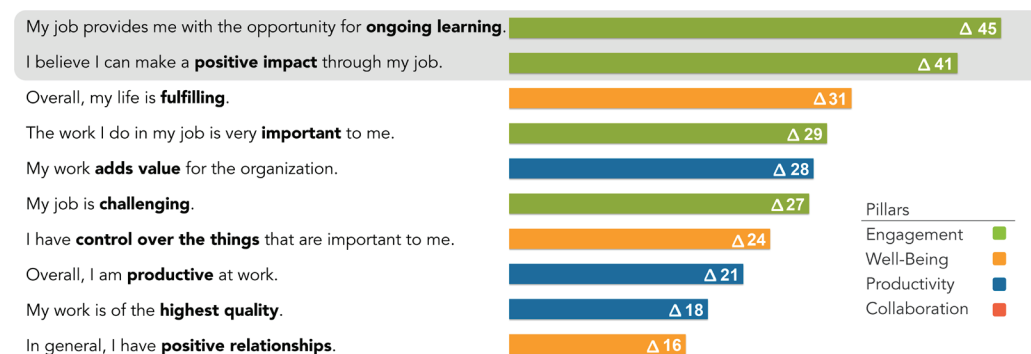
The same story is told by an analysis of passive and active job candidates. Passive candidates—those who are content with their employer—are mostly engaged. Active candidates—those who are looking—mostly aren't.

Here again, the lesson is clear: Engagement is critical to Workplace Vitality.



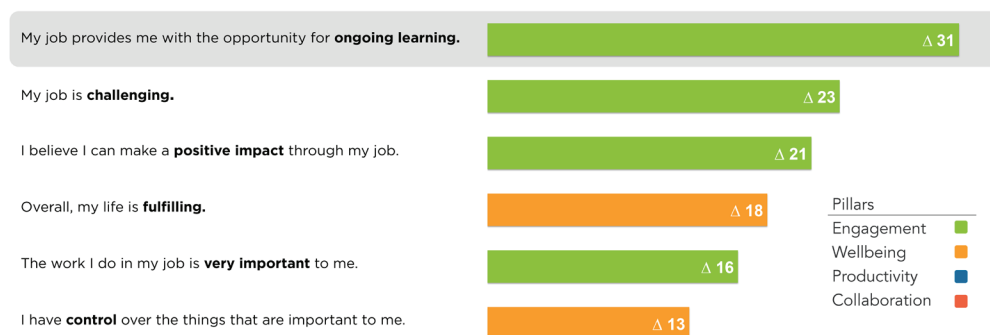
4 Key Engagement Levers

The 10 statements below produce the greatest disparity between workplace promoters and detractors. Far more promoters than detractors, for instance, strongly agree that “my job provides me with the opportunity for ongoing learning.”



*Significant difference at 95% confidence level exists for all statements.

Viewed from the perspective of job candidates, it's a similar story. The 6 statements below produce the greatest disparity between passive and active candidates. Far more passive than active candidates, for instance, strongly agree that "my job provides me with the opportunity for ongoing learning."



*Significant difference at 95% confidence level exists for all statements.

In each case, 4 of the top differentiating statements pertain to engagement (though in a slightly different order of importance).

1. "My job provides me with the opportunity for ongoing learning."
2. "I believe I can make a positive impact through my job."
3. "The work I do in my job is very important to me."
4. "My job is challenging."

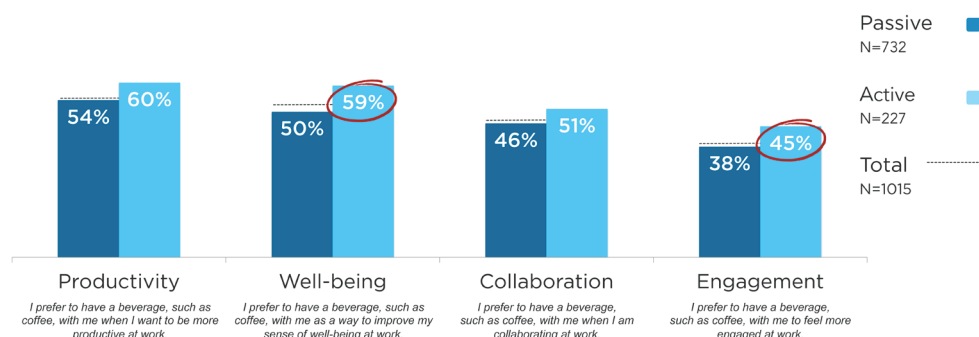
Look at it this way: Employees who would recommend their company as a place to work (promoters) are more engaged than those who wouldn't (detractors). Likewise, workers who aren't looking to make a move (passive) are more engaged than those who are (active).

This all leads to a straightforward conclusion: Companies that successfully influence the 4 factors above can go a long way toward becoming the kind of workplace that employees recommend and remain with.

The Appeal Of Workplace Beverages

Workplace beverages are also very important to Workplace Vitality. About half of survey respondents agreed that beverages at work can give a boost to productivity, well-being, and collaboration. And beverages also aid engagement.

As the graphs below show, workers who are actively looking for a new position value beverages even more highly than those who aren't. That's true across all 4 pillars of Workplace Vitality.



Significant difference at 95% confidence level.

Why? Maybe because their antennae are up. Seeking a new opportunity, they're tuned to every detail of differentiation among prospective employers. Perhaps the job search process elevates the appeal of every perk, beverages included.



Additional Insights

In addition to the data about Workplace Vitality, including engagement, collaboration, well-being, and productivity, the survey produced the following additional insights.

Detractors are looking. 57% of workplace detractors are active job candidates (actively seeking work elsewhere), compared with only 8% of workplace promoters. This makes sense, it's logical that detractors would be looking for other opportunities. Turning detractors into promoters by improving Workplace Vitality may help reduce turnover.

Executives aren't. Just 12% of executives are active job candidates, compared with more than 40% of managers and associates.

Detractors and hierarchy. 53% of workplace detractors are individual contributors. A worker's place in the hierarchy correlates with their level of satisfaction.

The mobility of youth. 41% of job switchers (new position in past two years) are millennials; just 11% are boomers. Conversely, boomers are more than twice as likely as millennials to be non-switchers.

Switching jobs pays. 41% of job switchers have an annual salary of \$100,000, compared with 27% of non-switchers.

When it's time to look. Active job candidates tend to have between 4 and 10 years of experience at their current company.

Takeaways

Intentional engagement. Engaged employees are positive about where they work, and high engagement is the best predictor of a high Employee Net Promoter Score. There are clear payoffs to taking intentional action toward boosting engagement.

The big 4. How to be intentional when it comes to engagement? Provide opportunities for ongoing learning; remind employees their work matters; praise employees often; and challenge people with stimulating assignments and opportunities. Improved engagement is correlated with these 4 factors.

Close the gap. Survey respondents overwhelmingly agree that Workplace Vitality is important. Unfortunately, they tend to think companies aren't supporting it perfectly—and there is room for improvement. Closing the perceived gap is key to becoming a workplace that employees recommend.

The beverage edge. Workers who are actively looking for a new position prize workplace beverages even more than those who aren't. This suggests drinks could play a particularly important role in attracting talent.

It's all about talent. The Workforce Voice *Powered by LinkedIn* findings provide unique perspectives on how talent perceives the organization and workplace beverages. Want to attract and retain? Focus on Workplace Vitality at the intersection of engagement, collaboration, well-being, and productivity.

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