

2007 Global Workforce Study

Key Facts and Figures

About the Study

The Global Workforce Study, the largest of its kind, identifies the drivers of attraction, retention and engagement through the eyes of employees at mid-sized to large organizations worldwide.

The study focuses on what influences people to join a company, stay with that company and engage in their job. It explores the impact of an individual's personal traits on their engagement in work, as well as a broad array of organizational influences and work experience factors, including views about senior leadership, direct managers, culture and communication and workplace policies and programs.

It is designed to provide a roadmap for organizations and their leaders in shaping the work environment, practices and programs that will bring in the right talent, retain that talent and most critically, drive higher levels of engagement across all segments of the population.

The study uses a tested three-part model – “think, feel and act” – to determine and calculate engagement. Through a specific set of questions that quantifies employees' rational (think), emotional (feel) and motivational (act) connections to their companies and jobs, the study provides an analytic basis to calculate workers' engagement levels.

Survey Methodology

The Global Workforce Study, the largest of its kind, draws on two unique sources of data that come directly from employees.

The first source is an online survey administered via the Web to a randomly chosen group of more than 88,000 employees, working full-time for mid-sized to large organizations in 18 countries across all regions.

- Contains over 100 questions;
- Surveys 88,612 workforce members in 18 countries (see next page);
- Was conducted in May and June of 2007
- Uses an analytic model to calculate both engagement levels and the impact that those levels have on performance, retention and a host of other factors
- Is the third survey of its kind. The last such study was published in 2005. However, the 2007 study uses the new “think/feel/act” engagement methodology and includes other enhancements that make direct, apples-to-apples comparisons across the studies impossible.

The second source is the world's largest employee normative database, with data from more than two million employees at a range of companies, including those with both above- and below-average financial performance. This database is updated annually.

About the Respondents

Respondents by Country/Region

Total respondents:	88,612
Belgium	1,026
Brazil	1,551
Canada	5,076
China	5,070
France	5,061
Germany	3,058
Hong Kong*	1,050
India	4,662
Italy	1,040
Japan	4,141
Korea	1,003
Mexico	1,044
Netherlands	2,553
Poland*	1,062
Russia*	1,570
Spain	1,017
Switzerland*	1,022
U.K.	5,120
U.S.	42,486

Respondents by Age

Total respondents:	88,612
Ages 18-24	10,068
Ages 25-34	29,430
Ages 35-44	24,528
Ages 45-54	17,399
Ages 55 and over	7,187

* These regions were added to the survey population in 2007

2007 Study Highlights

- Use of the three-part engagement model – **think (rational), feel (emotional) and act (motivational)** to identify respondents' level of engagement.
- Classification of respondents in four engagement groups, based on their engagement level "score." (Scores are derived based on responses to all nine engagement questions). The four groups are:
 - **Engaged:** 21% -- providing full discretionary effort, with scores approaching 100% on all three components of engagement: rational, emotional and motivational.
 - **Enrolled:** 41% -- partly engaged. They know what to do and tend to get the work done (higher scores on rational and motivational aspects), but they are not connected emotionally, which is why they're not truly going the "extra mile" with discretionary effort.
 - **Disenchanted:** 30% -- partly disengaged. Their scores are significantly lower on all three components of engagement, but dramatically lower on the emotional connection.
 - **Disengaged** – completely disconnected rationally, motivationally and emotionally.