



Employee Engagement and Performance: Latest Insights From the World's Largest Study

Gallup research into more than 100,000 teams finds ties between their engagement and 11 performance outcomes.

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The No. 1 imperative of leaders today is unlocking the potential of their employees.

To achieve organic customer growth, create remarkable experiences with the organization's brand, adapt to a rapidly changing marketplace and persevere through unplanned disruption, organizations need more than sufficient work — they need exceptional performance.

If money is the language of business, engagement is the language of motivation — and only through motivation does anything in business get done. When employees are engaged, they are intrinsically motivated to do work that is interesting, meaningful, rewarded and supported.

Management is the art of developing effective teams, and engagement reflects what the world's best managers do to create powerful teamwork that gets positive results amid competition and market challenges.

For this reason, over the past couple of decades, employee engagement has transitioned from a nice-to-have metric to an essential strategy for doing business. The prioritization of engagement has moved beyond the human resources department and into organizational culture as a differentiator for exceptional brands.

Gallup defines employee engagement as the involvement and enthusiasm of employees in their work and workplace.

Employees become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow. Gallup uses its proprietary Q¹² survey to measure the 12 most important elements of engagement.

The basic needs that must be met to perform work well include knowing what is expected of you and having the materials you need to do your work right. Gallup's elements of engagement also include emotional and social needs, such as doing work that you are good at and connecting your work with the mission or purpose of your organization.

For a full description of Gallup's 12 elements of engagement, [click here.](#)

Why the Gallup Q¹²?

When Gallup researchers began refining and validating its Q¹² model of employee engagement, they analyzed responses to hundreds of survey questions to identify the common factors inherent to productive workplaces and the survey items that best measured these factors — that is, items to which the best performers strongly agreed and the rest did not.

Gallup's process led to groundbreaking, sometimes counterintuitive insights. Traditional employee survey questions about pay, bonuses, benefits and perks, while important topics, were insufficient indicators of strong workplaces. Instead, Gallup found that answers to 12 survey items — each of which lends itself to actionable improvements in behavior — offered the sharpest distinction between high- and low-performing groups.

Since the creation of the Q¹², Gallup's ongoing validation studies have confirmed that employers with a culture of engagement and managers who focus on action items based on their Q¹² results see consistent improvements in critical business outcomes.

The Largest Ongoing Global Study of Employee Engagement and Team Performance

Gallup has studied the relationship between employee engagement and team performance for more than three decades. One way that Gallup examines the relationship is by combining employee engagement data and performance data for teams across organizations into a meta-analysis — a study of many studies. This research method provides a more precise estimate of the influence of team engagement on performance outcomes than any one study can capture.

Gallup's 10th meta-analysis of employee engagement and team performance — the largest study of its kind — includes:

- **54** industries in:
 - finance
 - manufacturing
 - materials and construction
 - retail
 - services
 - transportation/public utilities
- **96** countries
- **276** organizations
- **112,312** business/work units
- **2,708,538** employees

Gallup analysts examined employee engagement and team performance across a range of general and industry-specific outcomes, including customer loyalty/engagement, profitability, productivity, turnover, safety incidents, absenteeism, shrinkage, patient safety incidents, quality (defects), wellbeing and organizational citizenship. See the high-level results below.

The significant relationship found in this meta-analysis between engagement and performance can be generalized across countries, industries, organizations and teams.

As a result, organizations that apply the Gallup Q¹² can be confident that it captures important performance-related information. Leaders and managers who work to increase employee engagement are likely to see improvements in a variety of outcomes, including business metrics and employee wellbeing.

Go to [Gallup.com](https://www.gallup.com) for the full technical report.

Outcomes of Highly Engaged Business Units and Teams

When comparing top-quartile with bottom-quartile engagement, Gallup found that business units and teams resulted in median percent differences of:



Engagement Drives Organizational Performance — Especially During Hard Economic Times and Massive Disruption

Employee engagement matters now more than ever. A recent Gallup global study of 62,965 business units and teams, published in *Human Performance*, found that highly engaged teams were more resilient than their peers during the 2001-02 and 2008-09 recessions. In fact, favorable job attitudes have a stronger relationship to organizational outcomes in bad economic times than in normal or good times. By developing a culture of employee engagement, leaders can forge strong, resilient organizations, teams and individuals.

How Gallup Can Help

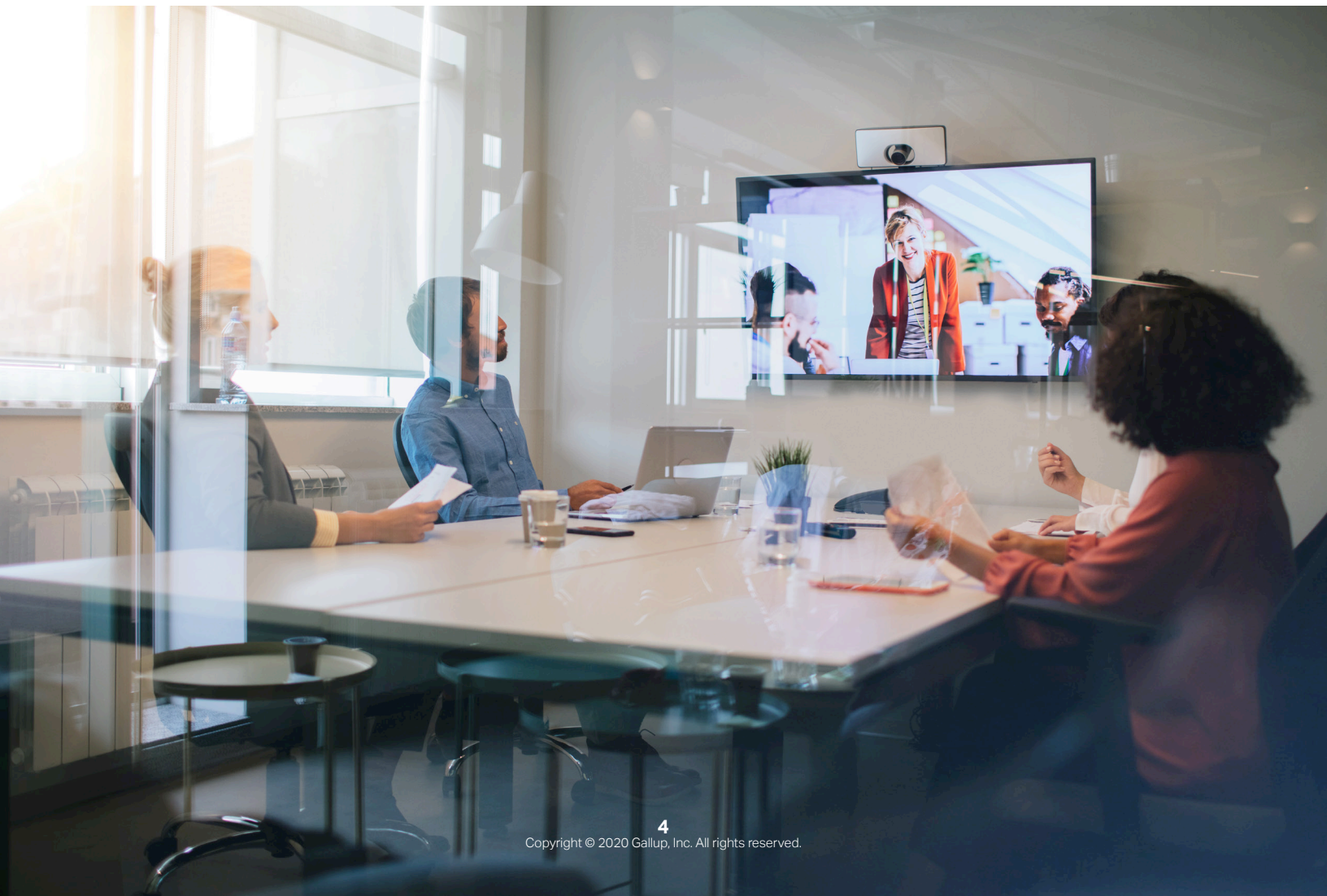
Make employee engagement central to your business strategy. No matter your starting point, challenge or industry, Gallup experts can help you improve your organization's employee engagement and performance.

Our consultants work closely with you to design an employee engagement strategy that:

- identifies pain points
- establishes measurements
- trains leaders and managers
- implements best practices
- creates cultural change
- improves business outcomes

Together, we can make employee engagement a seamless part of your culture to position you right where you want to be.

Contact an expert at Gallup today to get started.



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