ADP | Research INSTITUTE

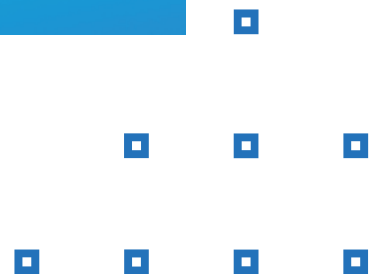# The Global Study of Engagement
Technical Report

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Study Highlights

The ADP Research Institute® (ADPRI) surveyed over 19,000 workers across the globe to measure their levels of Engagement and identify what conditions at work are most likely to attract and keep workers.

We research Engagement because it matters to employers and their workers. We know that when employees are *not* fully engaged, organizations suffer.

The study focused on aspects of Engagement that organizations can actually influence rather than the myriad factors that are usually beyond an employer's control — such as political, economic, or individual concerns.

We found that teams and trust in team leaders are the most important influences on employee Engagement.
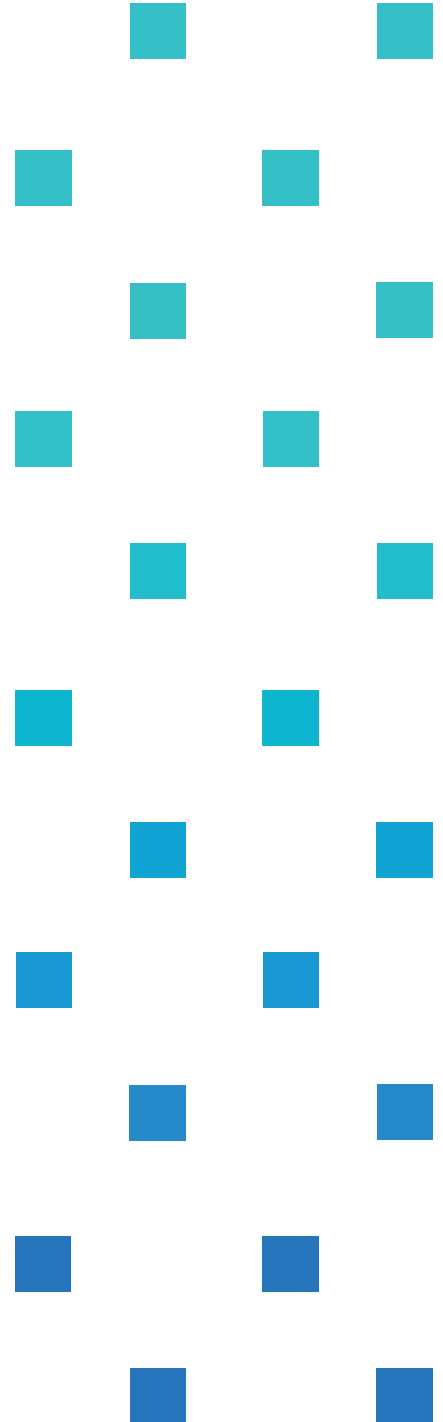
Here are 10 of our key findings.

1   **Global Engagement levels have not changed much in the past three years overall, but Engagement in some countries has shifted significantly.**

Only about 16 percent of employees are "Fully Engaged," and this number has not changed much since our study in 2015. This means 84 percent of workers are just "Coming to Work" instead of contributing all they could to their organizations.

Location matters. Although the overall level remained stable from 2015 to 2018, we found significant variation in percent of Fully Engaged by country. In eight countries (Argentina, Australia, Canada, France, India, Italy, Spain, and the United Kingdom) the percent of Fully Engaged *increased*. In four countries (Brazil, China, Mexico, and the United States) the percent of Fully Engaged *decreased*.

2   **Being on a team increases Engagement.**

Workers who say they are on a team are 2.3 times more likely to be Fully Engaged than those who are not. This finding holds true within all countries in the study, and in many countries the disparity between non-team and team workers is even greater.

3   **Organizations do not understand or act on the vital power of teams.**

The challenge for almost all organizations today is that they are not set up to know very much about their teams. Most current HR systems are extensions of financial systems and only show their reporting structure via an organizational chart. Yet, most work happens in functional teams that can be fluid, depending on the project.

When organizations make great teams their primary focus — including what creates them and what can fracture them — we expect to see more significant rises in Global Engagement.

4   Trust in team leaders is the foundation of Engagement.

When we examined the most engaged teams, we found that by far the best explainer of level of Engagement was whether or not the team members trust their team leader.

A worker is 12 times more likely to be Fully Engaged if he or she trusts the team leader.

5   Knowing what is expected and using their strengths make team members engaged.

Two Engagement Pulse statements in the survey showed the strongest relationships to a worker's feeling of trust in his or her team leader:

At work, I clearly understand what is expected of me.
I have the chance to use my strengths every day at work.

When a leader can help team members feel clarity about expectations and communicate to them that their strengths are recognized and appreciated, these actions build trust, and a Fully Engaged team becomes more likely.

6   Gig workers are engaged, especially when they are part of a team.

We looked at whether work status as a full-time, part-time, or gig worker affected an employee's sense of Engagement. Interestingly, the most engaging work status is to have one full-time job and one part-time job.

Gig-only workers who are part of a team are also highly engaged, with 21 percent of full-time gig workers reporting they were Fully Engaged.

7   Virtual workers are more engaged; those who travel are less engaged.

In all countries and industries, virtual workers who are part of a team are more likely to be engaged (29 percent) than those who work in an office (18 percent).

Engagement is affected differently if a person is in a virtual work environment or travels for work. Those workers who reported that they traveled for work displayed the lowest levels of Engagement (11 percent).

8   More educated and higher-level workers are more engaged.

Workers with higher levels of education and a higher position in an organization are both more engaged.

9   Millennials are slightly less engaged than Baby Boomers.

Age does not seem to be a significant factor in Engagement, contrary to our initial hypothesis: 16 percent of Millennials are Fully Engaged, as compared to 18 percent of Baby Boomers.

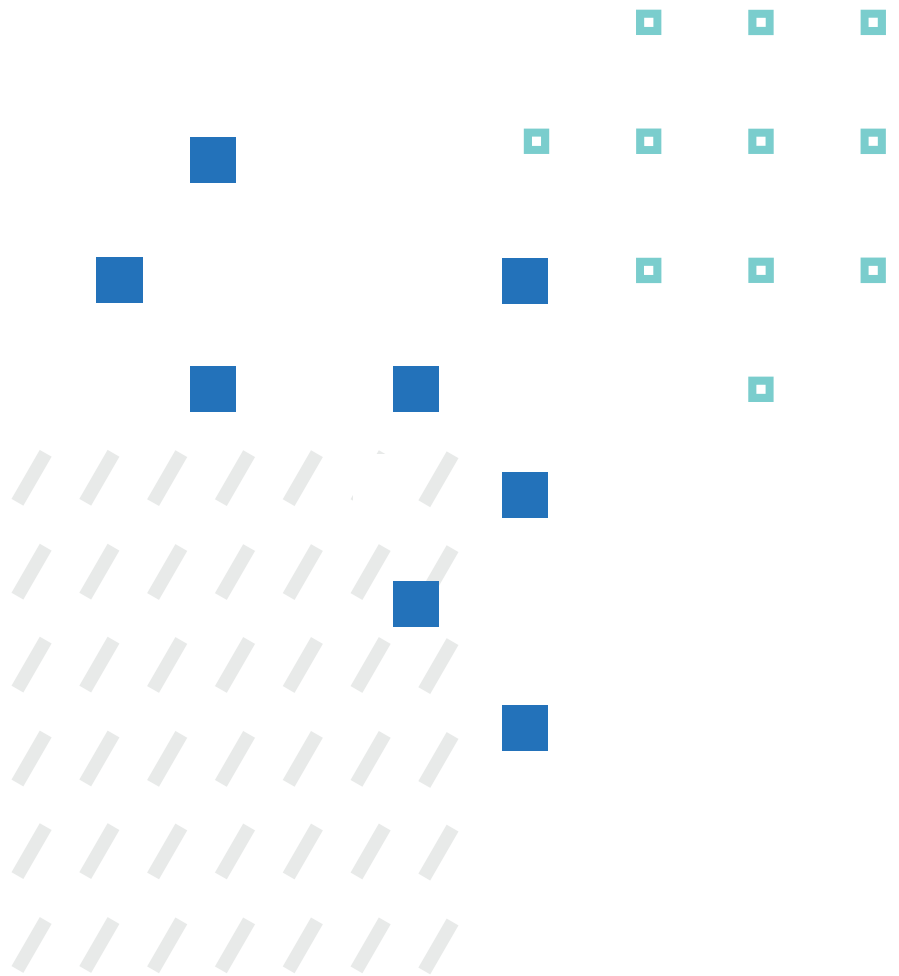## 10   Women are slightly more engaged than men.

Since there are more men at higher levels in organizations, we thought men might be more engaged, but we found that gender does not make much of a difference. Globally, 17 percent of women are Fully Engaged, compared to 15 percent of men.

Teams Work

Employee Engagement can be complex at both the individual and organizational levels, but one overarching factor emerged from the survey: **working on a team improves Engagement — regardless of demographics, work status, or where someone works.**

Even when functional teams are not part of an organizational chart, teams are important. It's important for everyone, including gig workers, to regularly work with others, have a sense of belonging, and trust their leaders.

Combined with our 2015 study, we believe this 2018 study is the largest and most reliable study of Global Worker Engagement yet undertaken. Here is the full story.
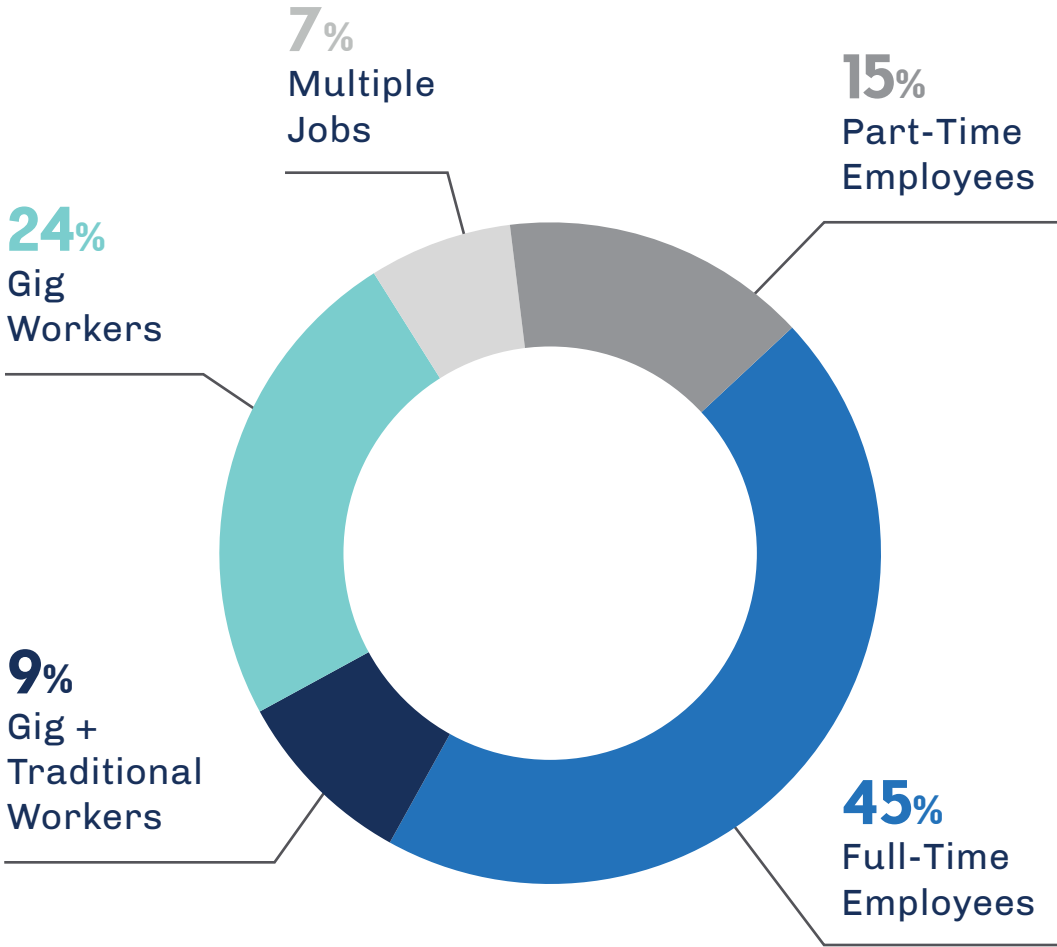
Our Global Study of Engagement

In July 2018, the ADPRI conducted a 19-country study to measure the relative levels of Engagement of each country and to identify the conditions at work that are most likely to impact Engagement. This study repeated and amplified a 2015 study of 13 countries that used the same survey and sampling methodology.

Survey and Respondents

We surveyed a random sample of approximately 1,000 full-time and part-time workers in each country and analyzed 19,346 responses.

The countries represented were: Argentina, Australia, Brazil, Canada, China, Egypt, France, Germany, India, Italy, Mexico, the Netherlands, Saudi Arabia, Singapore, South Africa, Spain, United Arab Emirates, the United Kingdom, and the United States.

The employment status of the respondents is shown in the chart below.

7% Multiple Jobs

15% Part-Time Employees

24% Gig Workers

9% Gig + Traditional Workers

45% Full-Time Employees

Thirteen industries were represented across all 19 countries, with each industry selected by 1–22 percent of participants from each country.
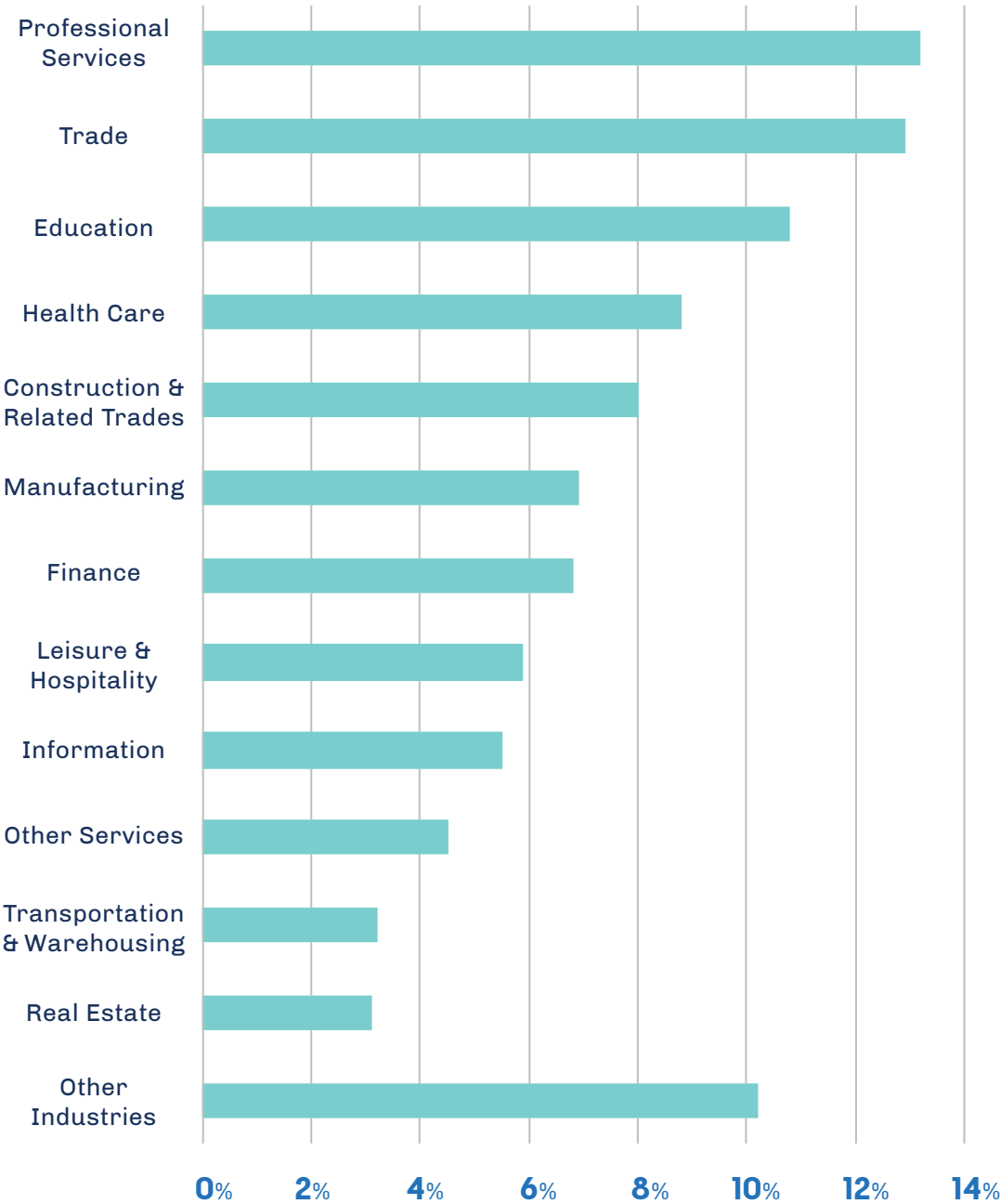
How We Determined Engagement

We developed a survey with 50 questions to measure:

- *Experiences at work with a special focus on Engagement*
- *The existence and extent of teams in today's workplaces*
- *The prevalence and appeal of a growing gig economy*
- *The potential consequences of turnover intent*

(For the full list of survey items, see Appendix C.)

We examined many variables that could possibly contribute to a feeling of Engagement at work, such as industry, company size, position title, education level, gender, part-time vs. full-time status, and gig vs. non-gig employment.

At the survey's core was an eight-question measure of Engagement: The Engagement Pulse. We've researched these items extensively and found that workers who answer these eight questions positively are more often seen as highly productive and less likely to leave.

The Engagement Pulse is designed to measure the conditions of Engagement created by the team leader. Specifically, it investigates four broad areas:

Purpose

Understanding what is expected and how an individual's work benefits the organization and others.

Support

Feeling effective in one's actions, having a sense of self-worth, and the care, support, and recognition of others at work.

Excellence

Understanding what is valued at work, sharing those values with coworkers and leaders to improve relationships and trust, and having the opportunity to use one's strengths.

Future

Confidence in the future of the organization and the opportunity to be challenged and grow in one's job.

(See Appendix B: "Measuring Engagement: Methodology and Survey Development.")

How We Assessed Who Is Fully Engaged

The Engagement Pulse statements are:

1. *I am really enthusiastic about the mission of the company.*
2. *At work, I clearly understand what is expected of me.*
3. *In my team, I am surrounded by people who share my values.*
4. *I have the chance to use my strengths every day at work.*
5. *My teammates have my back.*
6. *I know I will be recognized for excellent work.*
7. *I have great confidence in my company's future.*
8. *In my work, I am always challenged to grow.*

Unlike many Engagement surveys that ask about general employee happiness or satisfaction, these eight items are designed to measure specific aspects of employee Engagement that organizations and team leaders can influence. These are factors that make a difference for employees, and that employers can change and improve.

Based on survey responses, we calculated the percentage of workers who are Fully Engaged in any team, company, or country, and looked at the conditions most likely to lead to being Fully Engaged at work.

To assess whether a respondent was Fully Engaged, we looked at the extreme positives on each question, giving more weight to the questions with the strongest relationship to positive productive outcomes. The workers who were not Fully Engaged we call, simply, "Coming to Work." These workers aren't necessarily disengaged; they just aren't contributing all they could.

Why employee Engagement matters.

There is a real cost to organizations when employees are merely Coming to Work. For every 1 percent drop in Full Engagement, the likelihood of voluntary attrition increases by 45 percent (*Nine Lies about Work: A Freethinking Leader's Guide to the Real World*, in press). The direct cost to organizations for each early departure ranges from a little over half the salary of a front-line worker up to nearly 2.5 times the salary of a knowledge worker or supervisor (LinkedIn, August 2013)!

In contrast, companies with a highly engaged culture perform better, with higher stock prices, higher productivity, lower turnover, and greater customer satisfaction (*Forbes*, May 2017).

Having a disengaged workforce can cost organizations millions of dollars. Across the global Talent community, the cost is in the billions.
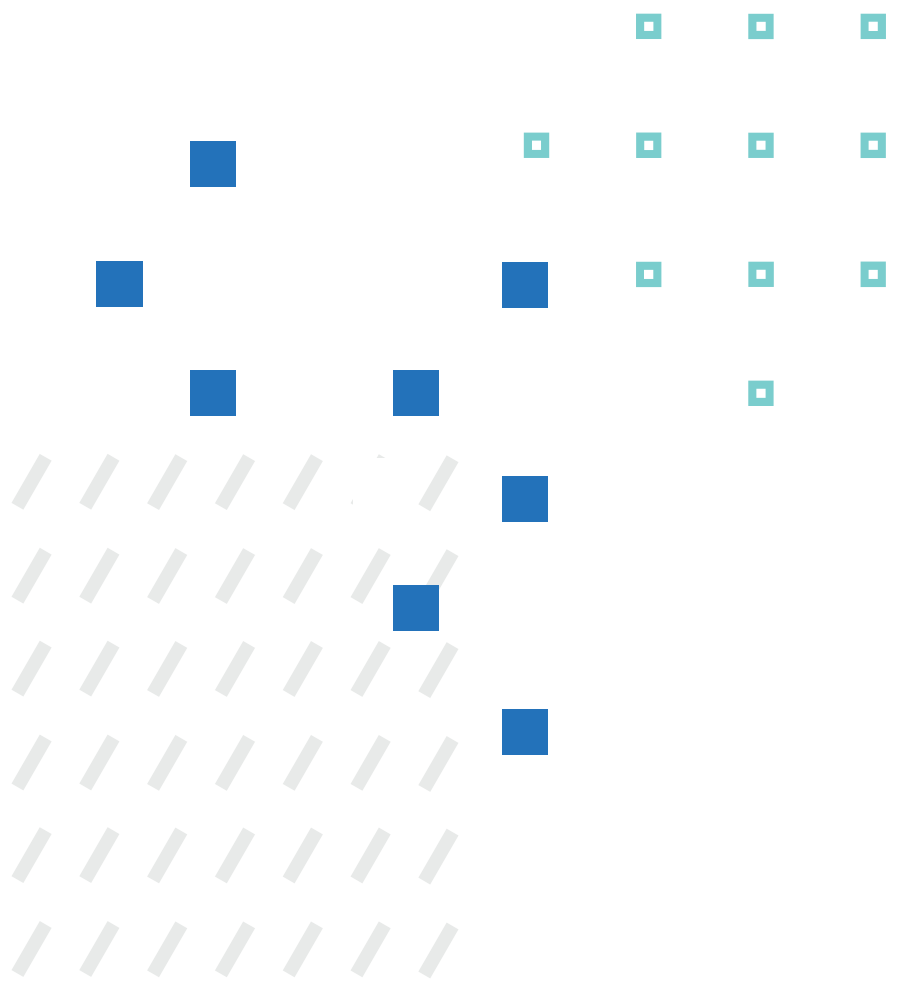
What We Learned

Global

Global Engagement is low.

Global Engagement is dismal. Only 15.9 percent of employees worldwide are Fully Engaged, down slightly from 16.2 percent in 2015. This means that 84 percent of workers are merely Coming to Work, and are not contributing all they could to their organizations.

There are many entrenched reasons for low Engagement around the globe. Dangerous or monotonous work, macro-economic forces, and labor policies of certain countries all contribute to the work environment. While these factors can be beyond an employer's control, focusing on the Engagement Pulse factors will help organizations be more intentional and systematic in the way they seek to engage their workers, regardless of external influences. This happens primarily through developing effective teams and trust in team leaders.

But first, here is the data and what we learned about Global Engagement in general.

Location

Engagement varies significantly by country.

Although overall Engagement rates were stable from 2015 to 2018, we found significant variations by country. In eight countries, the percent of Fully Engaged employees increased, while in four countries, the percent of Fully Engaged decreased.

India showed the largest increase in percentage of Fully Engaged workers, up by 5 points to 22 percent. China showed the largest decrease, with a 13-point drop in percent Fully Engaged from 19 percent to 6 percent.

Despite some increases, the countries with the highest level of employees who were Fully Engaged are still at less than 30 percent, with most countries in the 6 percent to 17 percent range.

The consistency of low Global Employee Engagement over time indicates that the Engagement initiatives we are using are not making much, if any, difference, and that it's time to understand and address Engagement in new ways.

(See Table on next page.)

Country	2015	2018	Change
Argentina	13%	15%	+2%
Australia	14%	16%	+2%
Brazil	16%	14%	–2%
Canada	15%	17%	+2%
China	19%	6%	–13%
Egypt	–	15%	–
France	15%	17%	+2%
Germany	14%	14%	0%
India	17%	22%	+5%
Italy	14%	16%	+2%
Mexico	14%	13%	–1%
The Netherlands	–	10%	–
Saudi Arabia	–	16%	–
Singapore	–	20%	–
South Africa	–	16%	–
Spain	13%	16%	+3%
United Arab Emirates	–	26%	–
United Kingdom	14%	15%	+1%
United States	19%	17%	–2%

Industry

Construction and professional services have higher engagement.

There are differences seen across industries. The highest Engagement occurs in Construction and Professional Services.

We know that education and level in organizational hierarchy also affect Engagement (see below). These factors could explain some of the differences by industry, particularly in the overall averages for industries such as Manufacturing and Hospitality that have a high percentage of workers at entry-level positions.

But this does not explain the relatively higher Engagement in Construction, which also tends to have more entry-level positions and less stringent formal education requirements. We believe that the nature of the work, often involving teams and a strong sense of purpose in creating permanent structures that workers can take pride in, may explain why construction workers are some of the most engaged employees.

Industry	Percent Fully Engaged
Construction & Related Trades	19%
Professional Services	18%
Trade	17%
Education	16%
Real Estate	16%
Information	15%
Health Care	14%
Finance	14%
Leisure & Hospitality	14%
Manufacturing	14%
Other Services Except Public	14%
Transportation & Warehousing	13%

Organizational Size

The size of an organization does not affect Engagement.

The differences in the percent of Fully Engaged employees across company size are minimal, which signals that Engagement is not dependent on the size of the organization.

Company Size	Percent Fully Engaged
1–49 employees	**17**%
50–999 employees	**15**%
1,000+ employees	**17**%
Total	**16**%

Education

Higher education means higher Engagement.

We see an upward trend in Engagement with the more education a person has achieved. The highest Engagement across countries and industries occurs with those who have a professional or advanced degree.

Education's impact on Engagement could be related to more work opportunities and the ability to both understand and use one's strengths. The data below on hierarchy is consistent with this explanation.

(See Table on next page.)

Education	Percent Fully Engaged
Professional or advanced degree	**19**%
4-year degree	**15**%
2-year degree	**14**%
Some college, no degree	**16**%
None of the above	**12**%

Position in Organization

Engagement improves as workers advance.

Engagement differs by the level an employee holds within an organization. The higher the level, the higher the Engagement.

This data is consistent with our prior findings on employee retention, showing that retention improves when employees become managers with direct reports. Entry-level employees and managers without direct reports have monthly turnover rates of 2.2–2.4 percent. Once managers have direct reports, monthly turnover drops to 1 percent. (See *Getting Your Retention Strategy Right*, 2018 ADP.)

Primary Role	Percent Fully Engaged
Executives *(e.g., C-Level Executive, EVP, Director, Partner)*	**24**%
Management *(e.g., Manager, Supervisor, Head of Department)*	**15**%
Individual Contributors *(e.g., Assistant, Junior Analyst, Account Associate)*	**10**%

Employment Status

Gig workers are more engaged.

According to our findings, the most engaging work status is to have one full-time job and one part-time job. While average Global Engagement is 16 percent, a full 25 percent of those who have a full-time job and also a part-time job are Fully Engaged.

Employment Status	Percent Fully Engaged
1 **Full-time** job & 1 **part-time** job for different companies	**25**%
1 **Full-tim**e job & am self employed **Full time** as a contingent worker	**21**%
I am self employed **Full time** as a contingent worker and I do not work for anyone else	**21**%
1 **Part-time** job & am self-employed **Full time** as a contingent worker	**19**%
1 **Full-tim**e job	**15**%
1 **Part-time** job	**14**%
I am self-employed **Part time** as a contingent worker and I do not work for anyone else	**14**%
2 **Full-time** jobs for different companies	**14**%
1 **Part-time** job & am self employed **Part time** as a contingent worker	**13**%
1 **Full-time** job & am self employed **Part time** as a contingent worker	**12**%
2 or more **Part-time** jobs for different companies	**9**%

A possible explanation is that having both a full-time job and a part-time job brings "the best of both worlds." The full-time job brings stability and benefits, while the part-time role brings flexibility and the chance to do something the worker truly enjoys (as well as gain additional earnings).

To help further define those who are working more than one job, we asked respondents to describe their work. Even within the contingent worker population, there are differences in the levels of Engagement.

Employment Status: 2nd Job	Percent Fully Engaged
Self employed **Full time** as a contingent worker	**23**%
Full-time work for a company/organization	**15**%
Part-time work for a company/organization	**14**%
Self employed **Part time** as a contingent worker	**13**%

The 10 percent higher Engagement rates of self-employed *full*-time workers versus self-employed *part*-time workers could be related to better financial stability or a person's connection to the work and people he or she works with.

We expect that both factors matter, but especially the consistent connections with a team. When we asked gig workers if they worked on teams, the ones who were part of a team were 21 percent Fully Engaged, but Engagement dropped to only 11 percent for those who were not part of a team.

Where Work Happens

Virtual workers are more engaged.

We asked respondents about the amount of time they work virtually to understand if differences existed in the levels of Engagement. We wondered whether individuals who work virtually would be less engaged, but this is not the case. *The highest Engagement occurs in those who work virtually at least 80 percent of the time.*

This is an important insight when we consider the tech companies in Silicon Valley who design workspaces so people can encounter each other regularly. While regular connections to people are important, many people also desire the ability to "tune it out" when they need or want to.

(See Table on next page.)

Percent Virtual	Percent Fully Engaged
0%–19%	12%
20%–39%	16%
40%–59%	15%
60%–79%	18%
80%–99%	23%
100%	23%

Getting to Work

Commute times are not an important part of engagement.

Average commute times have very little effect on Engagement. Individuals who have very short commutes (less than 10 minutes) and very long commutes (one hour or more) have the highest levels of Engagement. Engagement drops by 13 percent for those who commute between 11 and 60 minutes.

While the differences are nominal, it also makes sense that short commutes don't matter and that people with long commutes have figured out how to use, and maybe even enjoy, that time.

Average Commute Time	Percent Fully Engaged
0–10 Minutes	17%
11–20 Minutes	15%
21–30 Minutes	15%
31–60 Minutes	16%
1 Hour or more	17%

Travel

The road is hard.

Engagement happens at almost the same level no matter the work location, except for those who travel for business. When your primary location for work involves travel, Engagement drops an average of 45 percent.

We were not surprised that travel has a negative impact on work. The uncertainties of travel, constant adaptation to new people and places, and the loneliness of regularly being away from friends and family is difficult.

Location	Percent Fully Engaged
Company Office	17%
Home Office	16%
Client Place of Business	15%
Traveling	11%

Age

Age doesn't matter.

We examined whether generation affects Engagement. Contrary to our initial hypotheses, we found very little difference in Engagement by generation. Sixteen percent of Millennials are Fully Engaged, compared to 18 percent of Baby Boomers.

The average Global Engagement rate is 16 percent and all age groups are in about the average range. This is an indicator that people are looking for similar things regardless of age, but few are finding what they want.

(See Table on next page.)

Age Group	Percent Fully Engaged
18–29 years	**16**%
30–44 years	**17**%
45–60 years	**15**%
> 60 years	**18**%

Gender

There is very little gender difference in Engagement.

Engagement does not differ much by gender. Women are 1.1 times more likely to be engaged than men.

We expected men might have the Engagement edge, since they have more representation in upper levels of organizations as well as industries with stronger Engagement such as Construction. However, gender differences in Engagement are narrow, indicating that other factors are more important.

Gender	Percent Fully Engaged
Female	**17**%
Male	**15**%

Teams + Trust are the Keys to Engagement

Although each of the factors previously discussed revealed interesting relationships with Engagement, one factor was more important than all others to explain why a worker was Fully Engaged: the worker was on a *team*.

Teams

Workers who say they are on a team are **2.3 times more likely to be Fully Engaged** than those who are not.

Team	Percent Fully Engaged
On a Team	**17**%
Not on a Team	**8**%

Dynamic teams improve Engagement.

The highest Engagement happens in cross-functional and dynamic teams that change over time, with 21 percent of workers on these types of teams being Fully Engaged.

The differences in Engagement level by team configuration could indicate that both new challenges and new collaborations might contribute to improving Engagement. In addition, Engagement suffers when teams don't feel seen, and are likely not supported, by the organization.

Types of Teams	Percent of Those on Teams	Percent Fully Engaged
Dynamic/changing over time	37%	21%
Cross-departmental/cross-functional	29%	21%
Visible on an organization chart	25%	20%
Static team	28%	19%
Disconnected from organizational hierarchy	13%	18%

Globally, virtual team workers are more engaged.

Interestingly, in all countries and industries, virtual workers — as long as they are part of a team — are more likely to be Fully Engaged than those who work in an office. Virtual team workers are 29 percent Fully Engaged compared to 14 percent for team members who work in a traditional office. This finding suggests that a) physical proximity is not required to create a sense of team, and b) the flexibility and ease inherent in working virtually is appealing to many workers (as long as they feel part of a team).

The power of virtual work also is true regardless of country. The countries with the highest numbers of team workers are Saudi Arabia and India, each with 94 percent. The least, interestingly, is the United Kingdom, with 65 percent. Notwithstanding geography, it is likely that workers are part of a team, and usually it's a dynamic team.

Across the world, the data reveal that it is extremely difficult to engage workers who do not feel they are part of a team.

(See Table on next page.)

Country	Percent Team Membership	Percent Fully Engaged for Those on a Team
Saudi Arabia	94%	16%
India	94%	23%
China	93%	7%
Brazil	90%	15%
Mexico	90%	13%
South Africa	89%	16%
Egypt	89%	16%
United Arab Emirates	88%	29%
The Netherlands	88%	11%
Singapore	86%	22%
Australia	86%	17%
Argentina	83%	17%
Spain	79%	18%
United States	74%	19%
Italy	74%	19%
France	72%	19%
Canada	72%	20%
Germany	68%	17%
United Kingdom	65%	18%

Teams matter more than industry.

The influence of teams on Engagement also holds true no matter the industry. Construction has the most team workers at 89 percent. Real Estate has the fewest at 81 percent.

Industry	% Team Membership	% Fully Engaged for Those on a Team	% Fully Engaged NOT on a Team
Construction and Related Fields	89%	20%	5%
Finance	87%	16%	6%
Manufacturing	87%	15%	8%
Health Care	86%	15%	9%
Education	86%	17%	8%
Trade	84%	19%	9%
Leisure & Hospitality	83%	15%	9%
Information	83%	17%	4%
Transportation & Warehousing	83%	15%	1%
Professional Services	82%	20%	10%
Real Estate	81%	18%	6%
Other Services	73%	15%	10%
Other	72%	18%	10%

Most workers are on more than one team.

Most people do their work in teams, and many of them work on more than one team.

For companies of more than 150 people, 91 percent of employees report working on teams, and of these, 70 percent report working on more than one team. Even gig workers report working on teams — albeit at a lower rate of 67 percent.

In organizations with more than 50 workers, the number of teams that someone is a part of makes a difference. There is about a 29 percent shift in Engagement between those belonging to one team and those on more than one team. Workers are 1.3 times more likely to be Fully Engaged while working on more than one team.

How Many Teams?	Percent Fully Engaged
One team	**14**%
More than one team	**18**%

Even in small companies, people are working on multiple teams. In companies of 49 employees or fewer, 54 percent report working on more than one team.

Company Size	Percent on One Team	Percent on More Than One Team
1–49 employees	**46**%	**54**%
50–999 employees	**30**%	**70**%
1,000+ employees	**30**%	**70**%

So, teams are more significant to employee Engagement than country, industry, or the size of the organization. Moreover, multiple, dynamic, cross-functional teams are the most effective for Fully Engaged workers.

Trust

Trust in leaders is the key to teams.

When we examined the most engaged teams, we found that, by far, the best explainer of level of Engagement was whether or not the team members trust their team leader.

> Of those who strongly agreed that they trusted their team leader, 45 percent were Fully Engaged. In contrast, those who didn't strongly agree were only 6 percent Fully Engaged. **This means a worker is 12 times more likely to be Fully Engaged if he or she trusts the team leader.** Across countries, industries, and positions, a trusted team leader is the foundation for building highly engaged teams.

Two Engagement Pulse statements in the survey showed the strongest relationships to a worker's feeling of trust in his or her team leader:

- *At work, I clearly understand what is expected of me.*
- *I have the chance to use my strengths every day at work.*

This data suggests that these two conditions — knowing what is expected and playing to one's strengths — are the foundations of trust.

When a team leader — despite the ambiguous, fluid, and fast pace of the world of work — can help team members feel clarity about expectations and communicate to them that their strengths are recognized and used frequently, then trust is built and a Fully Engaged team becomes more likely.

Teams are important for gig workers, too.

As part of our research, we examined the prevalence of gig work and its effect on Engagement. (For a detailed description of our work, see Appendix E, "The Gig Economy and Engagement.")

Gig-only workers, when part of a team, are also highly engaged. Gig workers are 21 percent Fully Engaged compared to 16 percent of traditional workers.

The most common reasons for doing gig work are flexibility of schedule and the chance to do work that a worker loves. As we saw with part-time work, these two factors are an important part of Engagement.
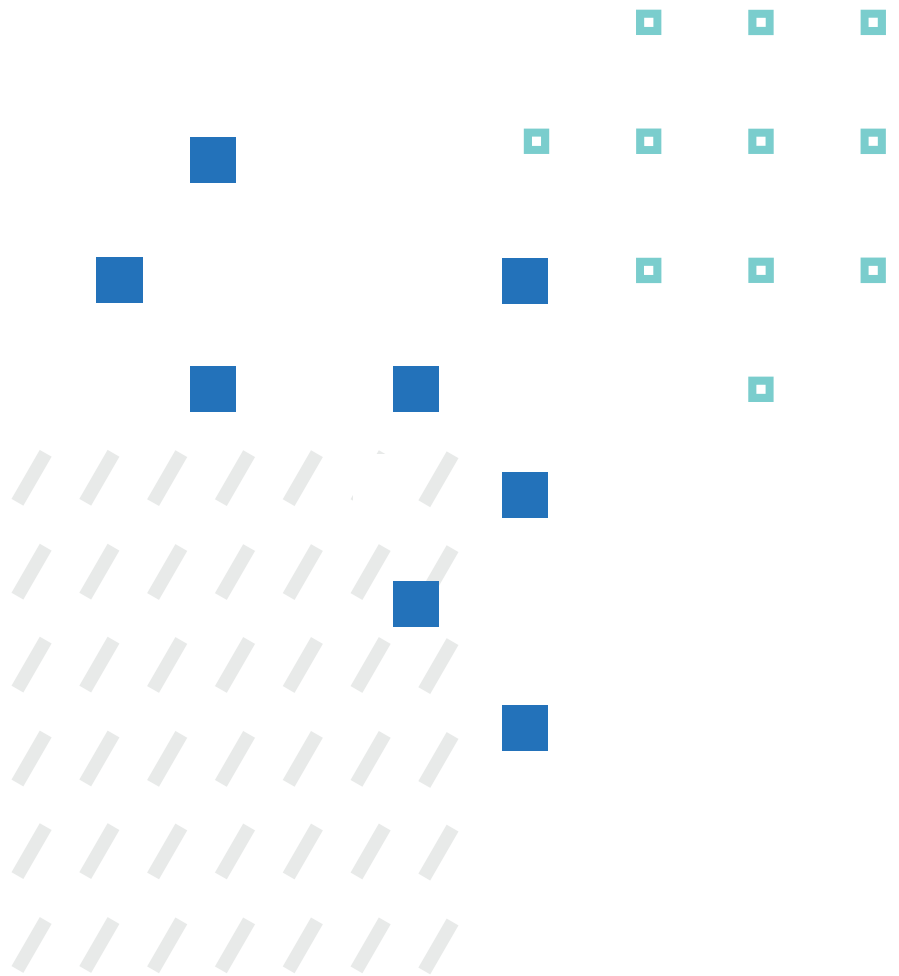
Interestingly, the most common title of gig-only workers is "President," suggesting many people take gig work because they like to see themselves as their own boss.

When we examine all eight of the Engagement questions closely, we see that gig-only workers score more positively on six of the eight questions, but significantly lower on the remaining two. The two questions that gig-only workers scored lower on than traditional workers were:

- *I am surrounded by people who share my values.*
- *My teammates have my back.*

This suggests that, as other researchers have noted, gig-only workers can feel more isolated than other workers.

However, when we examined gig-only workers who were also on a team, the differences regarding these two questions disappeared. So, gig work does not necessarily have to be isolating. If a gig worker can work as part of a team, then he or she will net all the benefits of gig work — greater flexibility, a higher chance of doing work he or she enjoys, being his or her own boss, while at the same time feeling the benefits of traditional work: the safety and support of teammates.

Putting It All Together

Results from our study help to shed light on Global Engagement across 19 countries on six continents. Engagement is a powerful construct that has historical ties to productive outcomes. Fully Engaged workers are more productive and less likely to leave.

This current study had two primary objectives:

1. *To measure the relative levels of Engagement of the original 13 countries and add 6 additional countries to the global study.*

2. *To examine the conditions in the world of work that affect Engagement and that organizations and managers can influence or change.*

> We learned that Global Engagement is about the same as it was back in 2015. However, for some countries, Engagement levels vary significantly. We also learned that **feeling part of a team is critical to being Fully Engaged, and teams should be led by someone team members can trust.**

Improving Teams and Engagement

So, what should organizations do with this information?

For starters, organizations must be able to see, support, and measure teamwork. However, most current HR Talent Management systems aren't built to function in this way.

Organizations simply don't know how many teams they have, who is on each team, or what the best teams are like. The reality is that anything and everything an organization wants from its people — productivity, Engagement, performance, innovation, inclusion — is mediated through teams. Yet, teams are still erroneously viewed as static organizational structures, rather than dynamic, cross-departmental functions that get actual work done.

The challenge for almost all organizations today is that they are not set up to know very much about their teams. Human Capital Management (HCM) systems can't even identify teams. (See Appendix D for a detailed description of "Teams + Why HCM Misses Where Work Happens.")

We have found that most current HR systems are extensions of financial systems. They are only able to show who-reports-to-whom boxes on an organizational chart. The trouble is that most work

does not happen in these structured boxes. Of those who say they work in teams, 64 percent report they work on more than one team and 75 percent report that the teams are not represented in the organizational chart.

For everyone involved in building better companies, virtually nothing that is being done to increase performance or improve the quality of work is working. We believe that's because most companies don't understand how many teams they have or who is on which team. This means they also don't know what is happening on the best teams.

We've all been digging in the wrong places. Everything we are doing to make work better has overlooked where the work actually happens. Large organizations are functionally blind to where their work is happening. So, it's no wonder that productivity isn't getting better and Engagement isn't going up.

> People want to work with other people, and people do their best working together. When they do, **Engagement almost doubles.**

Although being engaged won't stop employees from looking at new jobs, it does make them less likely to actually leave. This truth holds for all employment types, including gig work. So, if organizations use contractors or gig workers — and today many do — the faster and more genuinely they can introduce these workers into teams, the more they will see high levels of Engagement, productivity, and retention they will see from these workers.

The inverse is also true: the more organizations can make traditional work similar to gig work — with greater flexibility and more chances to do what people love — the more they will see higher worker Engagement, productivity, and retention.

Appendix A

Defining Engagement and Why It Matters

From *Engagement Pulse White Paper* by Hayes, M. M. (2014) and *GEI White Paper*, Hayes, M. M. (2015).

Introduction

In the next decade, the biggest challenge facing HR professionals will be "retaining and optimizing human capital" (SHRM, 2012).

When it comes to innovation, organizational performance and competitiveness, business success hinges on employees (Bakker & Schaufeli, 2008). Multitudes of studies have examined the hiring process and the connection to future job performance (e.g., customer satisfaction, McDaniel et al., 1994; productivity and employee turnover, Schmidt & Hunter, 1998). Hiring the right people is often based on the characteristics of individual candidates and the strengths, talents, and skills they possess. But having them stay and thrive in a work environment is dependent on the team leader to whom they report (Buckingham & Coffman, 1999). Individuals are hired for their attributes, but the reason they leave is often tied to the skills or lack of skills of their team leader (Wasmuth & Davis, 1983; Loi, Hang-Yue, & Foley, 2006). The team leader is the glue that helps employees become engaged in their work and be more productive in their work environment. A leader's effectiveness is gauged by his or her ability to create the optimal conditions for employee Engagement.

The Engagement Pulse is constructed to measure the specific conditions of Engagement created by the team leader. Specifically, it investigates four broad areas: Purpose, Excellence, Support, and Future. All of the items are crafted with four specific criteria in mind: 1) a single thought per item; 2) containing extreme wording; 3) "me rating me;" and 4) actionable for change. Importantly, the Engagement Pulse is designed to help reduce measurement error that often plagues survey research.

Engagement Defined

Engagement is a positive state of mind characterized by "vigor, dedication and absorption" (Schaufeli & Bakker, 2004).

- *Vigor describes the willingness to invest all of one's self into work and refers to high levels of conscientiousness, persistence, energy, and mental toughness.*

- *Dedication refers to being strongly connected to one's work while experiencing a sense of significance, pride, enthusiasm, and challenge.*

- *Absorption implies being involved deeply in one's work, such that time passes quickly and disconnecting from work becomes difficult.*

Why Engagement Matters

A team leader's ability to affect employee Engagement can have lasting effects on an organization.

Seligman and Csikszentmihalyi (2000) have identified psychology as a field to understand and document regarding work and "what work settings support the greatest satisfaction among workers." Because of this, positive psychology emerged as an attempt to change the preoccupations for "repairing the worst things in life" into "building positive qualities" (Seligman & Csikszentmihalyi). Positive psychology studies the strengths and virtues that enable individuals and communities to thrive (Bakker & Schaufeli, 2008).

Employee Engagement is not a new construct. Multitudes of studies have been completed to understand what makes individuals thrive in the workplace and turn talent into performance (e.g., Buckingham & Coffman, 1999; Harter & Schmidt, 2000; Hodges & Clifton, 2004; Judge, Thoreson, Bono & Patton, 2001). At Gallup, Buckingham and his colleagues conducted thousands of interviews over the last few decades to explore why some teams flourish and others do not. The key finding was that the effectiveness of the team leader has a direct impact on the retention of team members. Additionally, Judge and his colleagues reported that "satisfaction with the supervisor" was the factor most highly related to performance. The research conducted over the last several decades provides evidence of the team leader's influence over the satisfaction and Engagement of employees which, in turn, affects performance.

Effective leaders can influence change in their teams through an understanding of the conditions of Engagement (Griffin, Patterson & West, 2001). According to Kahn (1990), Engagement with an organization is dependent on three conditions:

1. *Psychological meaningfulness*
2. *Psychological safety*
3. *Psychological availability*

Meaningfulness refers to an individual's connection to his or her role and purpose at the organization. When individuals experience meaningfulness, "they feel worthwhile, useful, and valuable" (Saks & Gruman, 2014).

Safety pertains to the ability to share oneself openly, including one's values and ideas, without fear of repercussions or conflict.

Availability involves the physical, emotional, and cognitive resources an individual possesses to invest in

his or her work.

When individuals are distracted or preoccupied, they find it difficult to engage in work (Kahn). Team leaders have the opportunity to effect change within an organization by engaging team members cognitively, emotionally, and physically in the performance of their work.

Employee Engagement has been shown to have a statistical relationship with higher levels of **performance** (e.g., Harter et al., 2002; Saks, 2006; Rich, LePine & Crawford, 2010), **profitability** (e.g., Harter et al., 2002; Harter, Schmidt, Killham, & Agrawal, 2009), **lower turnover and intention to leave** (e.g., Bakker, Demerouti & Schaufeli, 2005; Brunetto et al., 2014; Harter et al., 2002; Saks, 2006; Schaufeli & Bakker, 2004), **safety** (e.g., Harter et al., 2009; Nahrgang, Morgeson & Hofmann, 2011; Wachter & Yorio, 2014; Zohar, 2000), and **customer satisfaction** (e.g., Coffman & Gonzalez-Molina, 2002).

Also, employee Engagement at the business-unit level has been connected to customer satisfaction, productivity, profit, employee turnover, and accidents (e.g., Harter, Schmidt & Hayes, 2002; Schneider, Macey, Barbera & Martin, 2009; Xanthopoulou, Bakker, Heuven, Demerouti, & Schaufeli, 2008).

Further, there is empirical evidence that Engagement is linked to many different constructs: **job satisfaction** (Hakanen et al., 2006); **positive job attitudes** (Harter, Schmidt & Hayes, 2002; Schaufeli, Taris & van Rhenen, 2008); **organizational commitment** (Saks, 2006); and **organizational citizen behaviors** (Bakker & Bal, 2010; Rich et al., 2010; Saks, 2006).

Appendix B

Measuring Engagement: Methodology and Survey Development
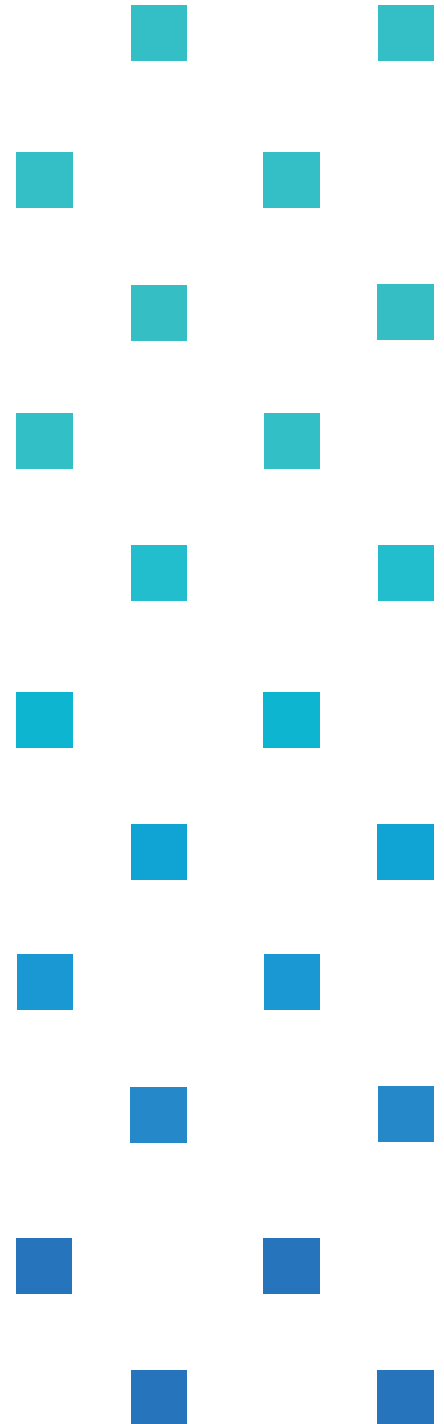
Introduction

In the last two decades, there has been a dramatic increase in the number of organizations. Many have grown beyond their local origins to become global organizations with employees on many continents. Global organizations that want to measure employee Engagement need a way to compare levels of Engagement across countries consistently and reliably.

In 2015, The Marcus Buckingham Company (TMBC) studied the global differences in Engagement. The original study included 13 countries from around the world. In 2018, *Evolution of Work 3.0* included the same Engagement Pulse items and measured them again with a global sample across 19 countries on 6 continents.

This new study set out to: 1) investigate the changes for the 13 countries originally studied 2) establish a stable baseline for the 6 additional countries included; 3) provide team leaders with a reliable way to compare their teams to a random sample within their own countries; and 4) understand the level where Full Engagement occurs with team members.

Global Study

The Engagement Pulse was translated into 10 languages using professional linguists (i.e., Arabic, Chinese, Dutch, French, German, Malay, Portuguese, Spanish, Spanish — Latin American, and Italian) to increase the likelihood that each country's population was presented with a language version with which they were comfortable. The translations were then back-translated independently to make sure that content, accuracy, and the idiomatic meaning of the Engagement Pulse items was captured correctly.

The survey was fielded to a random stratified sample of 1,000 working adults from 19 countries (i.e., United States, Canada, China, Singapore, India, Australia, Germany, United Kingdom, The Netherlands, Italy, Spain, France, Saudi Arabia, Egypt, United Arab Emirates, South Africa, Argentina, Mexico, and Brazil).

After closing the online surveys, we downloaded all responses from the survey platform. All checking, handling, coding, and analyses of the data were completed using IBM SPSS Statistics v25.

Sampling Criteria and Respondents

In each country, we identified a random sample of approximately 1,000 full-time and part-time employees, stratified by various demographics such as age, gender, and education level, broken out by various industries and work types.

The data for this study was collected from 19,346 employed adults in 19 countries (i.e., Argentina, Australia, Brazil, Canada, China, Egypt, France, Germany, India, Italy, Mexico, The Netherlands, Saudi Arabia, Singapore, South Africa, Spain, United Arab Emirates, United Kingdom, United States) and on 6 continents across the globe. Panel members were invited to participate in this research in proportions that reflect key demographics of their respective countries (i.e., gender and full-time employment status). Approximately half of participants (45–59 percent) across all countries were full-time workers in the employ of an organization, except for South Africa (65 percent), Saudi Arabia (66 percent), and China (89 percent), where full-time employment is more prevalent.

Thirteen industries were represented across all 19 countries, with each industry selected by 1–22 percent of participants from each country. The most prevalent industries for primary employment within this sample were health care (The Netherlands, 16 percent), education (Egypt, India, Saudi Arabia, Singapore, United Arab Emirates, 15–19 percent), manufacturing (China, 22 percent), trade (Australia, Brazil, France, Italy, South Africa, Spain, United Kingdom, 14–17 percent; defined as retail or wholesale — apparel, food/beverage, home/furnishings, home improvement, automotive, pharmaceuticals, medical devices, computers, software, office supplies/equipment, electronics/appliances, etc.), and professional services (Argentina, Canada, Germany, Mexico, United States, 13–18 percent; defined as advertising/public relations, consulting, business/travel/facilities services, legal, accounting, architectural, engineering, computer systems design, research/scientific/technical services).

While the number of employees at organizations varied, the largest category included 28.9 percent of respondents who worked for organizations with 19 employees or fewer. A majority of respondents, 55 percent, received a fixed salary, followed by 28.1 percent who received hourly wages.

Respondents made up a variety of roles in organizations, including managers/supervisors, 15.1 percent, C-level executive/president, 11.8 percent, and head of department, 10 percent. The remaining roles comprised a smaller proportion, the smallest being junior analyst/account executive/associate, 3.5 percent.

Approximately 21 percent of respondents had been in their current job for 2–4 years, followed by 14.7 percent of respondents, who had been in their current job for 1–2 years, 14.2 percent for 8 years or more, 13.9 percent for 5–8 years, and 9.9 percent who had been in their current job for 1 year or less.

The largest proportion of respondents, 32 percent, had received a 4-year degree, followed by 30.7 percent with a professional degree, 17.3 percent with some college or no degree, 12 percent with a 2-year degree, and 8 percent who chose no education option. Respondents who worked in Science, Technology, Engineering, and Math (STEM) made up 58 percent of the sample.

Measuring Engagement

Team leaders across the world need a way to measure how engaged their teams are against a carefully calibrated metric. To meet this need, we developed a 50-item online questionnaire — the Global Engagement Index (GEI).

The GEI uses items intended to measure specific aspects of participants' experiences at work with special focus on Engagement, the existence and extent of teams in today's workplaces, the prevalence and appeal of a growing gig economy, and the potential consequences of turnover intent (See Appendix C for the full list of survey items).

The items selected for this questionnaire include a variety of response types, including multiple choice, Likert-type scales, and "select all that apply." This correlational research design allowed us to examine important direct and indirect relationships probabilistically.

The purpose of the GEI score was threefold:

1. *Measure reliably the overall level of Engagement in each country*
2. *Measure the percentage of "Fully Engaged" workers in each country*
3. *Reveal which aspects of work drive full Engagement in each country*

Designed to be comparable across countries, the GEI provides a stable, reliable measurement scale to help evaluate employee Engagement.

The GEI metric yields two pieces of data used to provide useful comparative data within a country and across countries.

1. *The Global Engagement Index (GEI) reveals a team's (or company's/country's) overall level of Engagement. It is the most reliable and calibrated summary of the entire data set of the team (or company/country).*

2. *The Percentage of Fully Engaged Workers reveals the extremes of employee Engagement rather than the level of Engagement. The threshold for Fully Engaged is intentionally high because extremes of measured Engagement predict subsequent productive employee behavior. Therefore, since team leaders will want to predict that behavior, the percentage of Fully Engaged offers them a measure that gives line-of-sight to this.*

The two metrics produced by the GEI co-vary and sometimes diverge from each other. A team can have a higher GEI score, but have a lower Fully Engaged percentage. Ultimately, we aim to describe the threshold at which team members are boiling over with effectiveness — this is what we could call "Fully Engaged."

Why "Fully Engaged?"

We are focusing on "Fully Engaged" employees because the point of any Engagement study is to drive employee behavior — more specifically, productive employee behavior.

Moreover, we know from a significant body of previous research that what predicts lower turnover, fewer accidents, productivity, and customer satisfaction is the extreme, or "top box," which is when an employee can answer: "Strongly Agree." Many organizations choose to combine the top two boxes into "percentage favorable," but we know that this is an unhelpful aggregation of the data because Fours are more like Threes than they are like Fives. Therefore, we wanted to create a measure that gives a reliable way of capturing the positive extremes.

Frankly, if employees are below that threshold, productive behavior becomes unpredictable.

The GEI threshold was designed to indicate the difference between those who are "Fully Engaged" and those who are only "Coming to Work."

Team members who are Coming to Work are not bad people. Their behavior is just unpredictable from day to day. The threshold has only two levels because the tool is not designed to measure moderate Engagement or active disengagement. Measuring Engagement on a scale that goes from engaged to moderately engaged to actively disengaged is neither helpful nor accurate.

Also, it is very difficult to measure the exact opposite of something by asking about that something. Notably, the absence of Engagement is not necessarily active disengagement.

Item Calibration

Past research suggests that individuals respond to survey items differently based on language and culture, which can introduce error into the survey measurement. To control for this error, the Engagement Pulse items were adjusted across countries using a subset of questions called "calibration questions." Item means were calculated for the calibration questions within each country and then compared to the grand mean. This difference was treated as a cultural/language effect, and the Engagement data was adjusted. Analysis proceeded with the data adjusted.

The Global Engagement Index (GEI)

The Global Engagement Index allows us to understand the level of Engagement for an entire organization or country. The GEI is expressed as a standardized score that ranges from 0 to 100. Also, the extremes are a percentage of a given organizational unit's workforce that is Fully Engaged (percent fully engaged).

Through research, we know that team members who are fully engaged are more productive, and less likely to leave the organization.

The precise computation of the GEI and threshold for a Fully Engaged percentage is proprietary to TMBC, an ADP company. Through past research, we have identified that some items on the Engagement Pulse are predictors that are more powerful and should be weighted differently. Therefore, in the calculation of the GEI, we first calibrated the instrument and then identified the most powerful Engagement Pulse items to create the algorithm.

Item Development Process

Items were developed for the Engagement Pulse using an iterative process. Items were selected for their content connection to known criteria that affects an employee's Engagement with his or her work and organization. These items were then placed in the field for testing. The analysis was conducted. Then the items were refined and rephrased again to make sure that they measure what we want them to measure.

In this effort, the researcher relies on three accepted sources of validity:

- *Content validity — does the instrument makes sense on its face?*
- *Construct validity — is the statistical structure of the instrument robust?*
- *Criterion-related validity — does the instrument measure things that relate to other measurable things in the real world, outside of the instrument itself?*

Even while presented in separate categories, there is considerable overlap from one category of validity evidence to another, and thus validity is treated as a "unitary concept" (Messick, 1989).

Content-Related Validity

Content-related validity has been investigated over the years through the expertise of Buckingham and his colleagues. Literature reviews of empirical studies in Psychology, Positive Psychology, Business Management, and Organizational Management have been conducted to understand the phenomenon of engaged employees. Focus groups and interviews have been conducted to gain an understanding of employee Engagement from thousands of teams and their leaders. Content for the Engagement Pulse was derived from the findings of this research.

Construct-Related Validity

Construct-related validity is the degree to which the items on the Engagement Pulse measure what they intend to measure. The Engagement Pulse was designed to represent the construct of Engagement and be a gauge for leader effectiveness. Within the Engagement Pulse, there are four areas of interest: Purpose, Excellence, Support and Future. A recent confirmatory factor analysis was conducted using data from a large organization to understand the stability of the construct.

The eight items on the Engagement Pulse comprise one factor, which accounts for 52 percent of the total variance contained in the scale. In 2018, for the present research sample across the 19 countries contained in the sample, one factor emerged accounting for 60 percent of the variance.

Criterion-Related Validity

We investigated criterion-related validity to understand the connection between items on the Engagement Pulse and a relevant performance outcome. We conducted a study comparing high-performing teams to a contrast group at a large organization. The designation of high-performing teams was based on performance criteria selected within the company. There was a strong positive correlation between the Engagement Pulse items and the performance criteria. The high-performing teams had between 16–26 percent higher levels of Engagement than those in the contrasting teams. This is evidence that the construct of Engagement, as defined with the eight Engagement Pulse items has strong relationships to positive outcomes. Higher levels of Engagement are connected to higher performance.

Item Development Overview

Four Development Criteria

To reduce measurement and psychometric error, the development of the items contained in the Engagement Pulse assessment were intentionally written with four specific criteria in mind:

1. *A single thought per item*
2. *Containing extreme wording*
3. *"Me rating me"*
4. *Actionable for change*

Single Thought

A single thought measuring one construct per item helps to reduce the cognitive burden experienced by the user.

When more than one thought is included in an item, this is called a "double-barreled" item (Berg, 2004). Items of this type tend to confuse the individual and take a longer time to process as well as introduce unneeded error into the measurement (Bassili & Scott, 1996). The following is an example: "I have received sufficient advice and support with my career decisions." This item may confuse if team members interpret advice and support as different ideas. Advice may come from the team leader, but support might come from the organization. Team members' confusion lies in whom they are rating. All of the items on the Engagement Pulse are designed to avoid this confusion.

Containing Extreme Wording

The use of items with extreme wording in this survey is done deliberately to overcome problems with acquiescence (i.e., agreement regardless of content).

The response process for survey items "can potentially have a significant impact on the meaning of results" (Nye, Newman & Joseph, 2010). Authors have cautioned the use of extreme wording in surveys for decades (Clark & Watson, 1995; Nunnally & Bernstein, 1994; Thorndike et al., 1991). However, a recent investigation by Nye and his colleagues found some evidence for differential item functioning (DIF), but the effects were unlikely to disrupt the scale-level properties. Small shifts in the intercepts/location parameters can occur, but the effects are seen equally across the entire Likert scale items (Nye, Newman & Joseph).

These findings suggest that with the use of extreme wording, it is possible to overcome the tendency to acquiesce without losing accurate measurement.

"Me Rating Me"

The Engagement Pulse was intentionally designed to solicit information from team members about themselves, i.e. "me rating me." This method was used to overcome potential issues that occur with the ratings of others, specifically: 1) rater effect; and 2) rater insufficiency (i.e., cognitive limitations).

Rater effect refers to the differences in rating that are attributed to the rater — often called idiosyncratic rater effects (Hoffman, Lance, Bynum & Gentry, 2010). Scullen, Mount, and Goff (2000) attributed over half of the variance (62 percent and 53 percent) in ratings to idiosyncratic rater effects from two different studies of leader effectiveness. This rating effect means that the ratings of others are more about the rater than the person being rated.

Rater insufficiency pertains to the cognitive limitations of those providing the ratings. Team members might not have sufficient relevant contexts to provide a rating or judgment about certain constructs outside their scope of knowledge. The ratings become more about how the team member feels (positively or negatively) than the actual performance of a leader on a given construct (Allen & Rush, 1998).

The Engagement Pulse allows team members to speak directly to what they know, themselves. As designed, the Engagement Pulse removes the potential bias and inaccuracy of the ratings of another person.

Actionable Items

The Engagement Pulse intends to measure the Engagement of team members at the team level. The items are designed to be actionable and under the control of the team leader to affect change.

The items measure causal conditions to Engagement, such as **mission** (Balfour & Wechsler, 1991), **expectations** (Spreitzer, Lam, and Fritz, 2010), shared values (Cannon-Bowers & Salas, 2001), **job-fit** (Saari & Judge, 2004), team camaraderie (Baumeister & Leary, 1995), **recognition** (Raft & Clifton, 2004), job clarity (Lu et al., 2014) and **growth** (Crawford, LePine & Rich, 2010).

Engagement Pulse Instrument Description

Based on empirical studies, Saari and Judge (2004) recommended, that the most accurate way to measure Engagement is a well-constructed employee survey. The Engagement Pulse was designed to understand both employee Engagement and leader effectiveness through the eyes of their team members.

The development of the Engagement Pulse was based on decades of accumulated qualitative and quantitative research from multiple organizations and industries. It is designed to be a tool to gauge an individual's level of Engagement with his or her leader. Each of the items was included based on its usefulness for a team leader to create change in his or her workplace.

The Engagement Pulse statements are:

1. *I am really enthusiastic about the mission of the company. (Purpose)*
2. *At work, I clearly understand what is expected of me. (Purpose)*
3. *In my team, I am surrounded by people who share my values. (Excellence)*
4. *I have the chance to use my strengths every day at work. (Excellence)*
5. *My teammates have my back. (Support)*
6. *I know I will be recognized for excellent work. (Support)*
7. *I have great confidence in my company's future. (Future)*
8. *In my work, I am always challenged to grow. (Future)*

These items are designed to measure the levers that a team leader can influence. Below, we discuss the relevance of each of the items chosen for the Engagement Pulse and the definition of the four areas that combine to measure Engagement and, thus, effectiveness.

Purpose

Team leaders can help team members see how their work connects to a broader purpose, reminding them and helping them to see the larger context of their efforts. If a team leader can engage and inspire his or her team members to believe in the mission, then team members will engage with the organization that they are a part of (Balfour & Wechsler, 1990, 1991).

1. *I am really enthusiastic about the mission of the company.*

The "intrinsic job characteristics" or the purpose of the work is the most notable situational influence on job satisfaction (Saari & Judge, 2004). Individuals who are more aligned with the mission of an organization are more satisfied and engaged (Judge, Bono, Erez & Locke, 2005). Research has also shown that mission-driven teams suffer fewer accidents and have lower turnover (Wagner & Harter, 2006).

Great team leaders help their team members understand the purpose of their work and how it provides benefits to the organization as a whole and its outcomes. Now, more than ever, team members are more engaged in the mission of an organization and are willing to invest their mind, body, and spirit for something they believe in deeply.

2. *At work, I clearly understand what is expected of me.*

Macey and Schneider (2008) found that leadership plays an important role in the Engagement process with regard to role clarity. Leaders need to provide guidance in job demands for employees to be engaged (Spreitzer, Lam, and Fritz, 2010).

When employees are unsure of their responsibilities due to ambiguity in expectations, they are more likely to be disengaged from their work and often show intent to leave (Crawford, LePine & Rich, 2010). Acker (2004) studied social workers' intention to leave their organization and found a strong positive connection between role conflict and role ambiguity. Employees who lack clarity in their work are more likely to leave an organization.

Team leaders have the responsibility of making the expectations of team members transparent and clear. Team members who understand their expectations are happier and more engaged with their team leader and the organization as a whole.

Excellence

The best leaders can delineate excellence for their team and team members. Also, team leaders help a team understand what is valued and worthy of their efforts. By defining excellence, team leaders can help with the person-job fit and Engagement (Warr & Inceoglu, 2012).

3. *In my team, I am surrounded by people who share my values.*

Values are defined as one's personal beliefs around what is right and wrong, as well as what is worth doing at work. Teams that have common values have higher levels of trust and communication.

Chou and colleagues (2008) found that teammates who shared intrinsic work values showed increases in team performance, trustworthiness, trustfulness, and satisfaction with cooperation. Team members must have similar work values to draw common worth, have like-minded perceptions, and reach effective decisions (Cannon-Bowers & Salas, 2001). Shared values can be reinforced within organizational contexts and supported by team leaders (O'Reilly et al., 1991).

Team members want to work with individuals who care about them and share their values, as well as organizational commitment. When this is accomplished, relationships are built, generating trust, improving communication, and contributing to other valuable outcomes.

4. *I have the chance to use my strengths every day at work.*

Having an interesting and challenging job that uses an individual's strengths directly influences satisfaction and thus Engagement (Saari & Judge, 2004). Team leaders can position team members for success by helping them use their strengths to accomplish their daily work. Wagner and Harter (2001) stated that this is the most powerful benefit a team leader can provide to his or her team.

Team leaders that understand the strengths of their team will help utilize the talents and skills that make their team members fully engaged. Team members each have individual strengths that can allow them to function in their roles and provide outstanding performance for the organization.

Support

The feeling of support from others helps individuals to accomplish more. Schreurs et al. (2014) found a strong positive connection between Self-Determination Theory (SDT) and shared work values.

There are three psychological needs associated with SDT:

- *Autonomy — the desire to experience a sense of volition and self-worth in respect to one's actions*
- *Competence — feeling effective in one's actions*
- *Relatedness — caring for and being cared for by others*

Each of these needs, when met, helps an employee to become more engaged. According to the SDT, individuals want to develop and grow, build meaningful and satisfying relationships with colleagues, and help people (Vansteenkiste et al., 2005).

5. *My teammates have my back.*

The third basic need postulated by SDT is the need for relatedness, which refers to caring and feeling, and being cared for by others (Baumeister & Leary, 1995). Team members surrounded by others who care for them are more engaged. Team leaders can increase Engagement by caring for their team and providing support.

Working together and developing relationships allow teams to feel supported. Great team leaders help to foster this sense of protection when unanticipated situations arise. Teams that endorse this statement have greater communication and trust in one another.

6. *I know I will be recognized for excellent work.*

Maslaach and Leiter (1997) proposed that rewards and recognition are predictors of Engagement. Rath and Clifton (2004), through their research, discovered that one of the main reasons employees leave their jobs is lack of appreciation or recognition. Team leaders can directly effect change for employees by providing timely recognition, which will have a positive impact on Engagement (Saks, 2006).

Great team leaders provide constant feedback to their team members to let them know their work is important. Recognition is not a once-a-year project, but an ongoing feedback loop that is focused on performance. Team members need to know that their efforts are being recognized and supported.

Future

Confidence in the future of the organization is necessary for the investment of employees' talents and skills. Employees who experience an uncertain environment (i.e., insecure job situation) are more likely to make changes to their contexts, i.e., change jobs (Lu et al., 2014). Employees are willing to invest mind, body, and soul if they feel challenged and developed by their team leader.

7. *I have great confidence in my company's future.*

Teachers who held feelings of certainty were more likely to be engaged and make better decisions (Munthe, 2003). When employees feel a sense of insecurity around their job or organization, they are more likely to leave (Acker, 2004). Team leaders can help team members see how the organization is stable and has longevity.

Team leaders have the responsibility to be the connection (eyes and ears) between the organization and team members. Likewise, team members need to feel comfortable that the company in which they are investing their mind, body, and spirit will be around to support them in the future.

8. *In my work, I am always challenged to grow.*

It is necessary for employees to have the opportunity to grow within their jobs. When team leaders fail to provide challenging growth opportunities or developmental opportunities for their team members, this can dampen Engagement and increase turnover (Shuck, Twyford, Reio & Shuck, 2014).

Team leaders who provide challenging job demands to their team members can positively effect changes in levels of Engagement (Crawford, LePine & Rich, 2010).

Team leaders are responsible for the growth of their team members. A deep understanding of each individual's strengths will allow the team leader to provide challenging opportunities for each team member to grow. Continued support to learn and grow is part of the work-life benefit provided by an organization.

Conclusion

To be successful, it is necessary to have employees who have high levels of energy and high levels of involvement in work (Bakker, Albrecht, & Leiter, 2011). To accomplish this, team leaders need to:

- *Engage team members in the mission of the organization*
- *Provide clear expectations*
- *Strengthen shared values*
- *Understand person-job fit characteristics for each employee*
- *Build team camaraderie*
- *Build trust and communication*
- *Recognize good work*
- *Remove job ambiguity*
- *Invest in growth opportunities for each team member*

Team members are hired for their characteristics, but it is the team leader who helps keep them engaged and within the organization.

Engagement has been linked to many important business outcomes: customer satisfaction/loyalty, safety, productivity, profitability, and employee turnover. Rath and Clifton (2009) stated that the team leader "can eliminate almost all of the active disengagement in a workplace, if he or she primarily focuses on an employee's strengths."

Team leaders who are effective at engaging employees lead to more profitable, productive teams and organizations.

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Appendix C

Survey Items
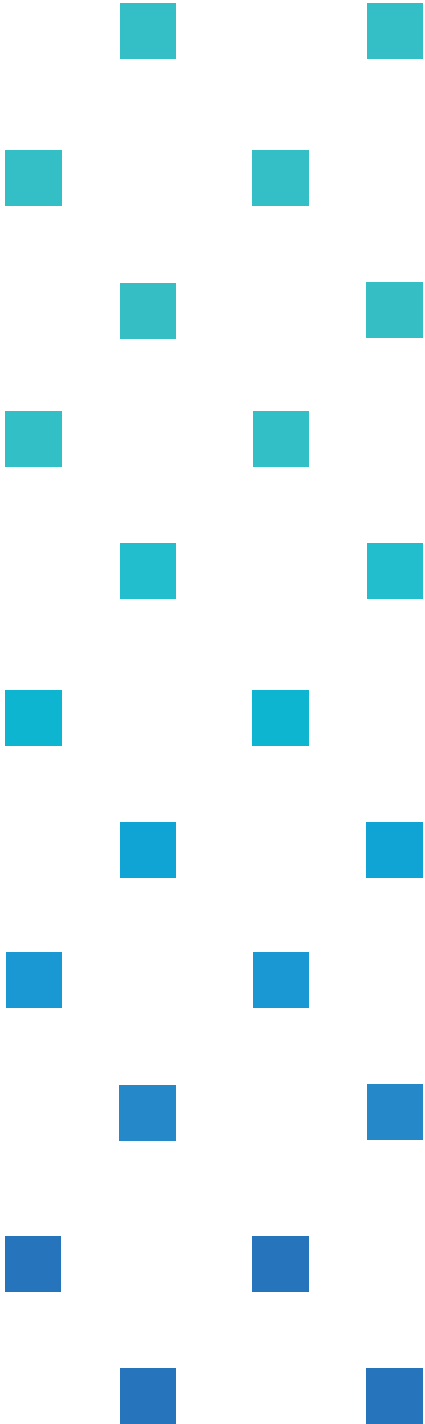
Below is a complete copy of our survey, showing variations in version by country where differences in law or culture would make a particular question inapplicable. In addition there are variations when a respondent's prior response would generate a follow-up question or a different path in the survey logic.

Selection Criteria (Stratification Criteria)

First, we just want to learn a little about you.

Employment

Which of the following best describes your employment status?

○ I work one part-time job for a company / organization.

○ I work one full-time job for a company / organization.

○ I work two or more part-time jobs for different companies / organizations.

○ I work one full-time job and one or more part-time jobs for different companies / organizations.

○ I work two full-time jobs for different companies /organizations.

○ I work one part-time job for a company / organization and am self-employed part time as a contingent worker (a.k.a., independent contractor, consultant, or freelancer).

○ I work one part-time job for a company / organization and am self-employed full time as a contingent worker (a.k.a., independent contractor, consultant, or freelancer).

○ I work one full-time job for a company / organization and am self-employed part time as a contingent worker (a.k.a., independent contractor, consultant, or freelancer).

○ I work one full-time job for a company / organization and am self-employed full time as a contingent worker (a.k.a., independent contractor, consultant, or freelancer).

○ Other » TERMINATE

○ I am not currently employed. » TERMINATE

(Quotas based on the options above)

Clarification

You indicated that you are currently employed in two or more positions. Which of the following best describes your primary employment?

○ Part-time work for a company / organization.

○ Full-time work for a company / organization.

○ Self-employed part time as a contingent worker (a.k.a., independent contractor, consultant, or freelancer).

○ Self-employed full time as a contingent worker (a.k.a., independent contractor, consultant, or freelancer).

Size

How many employees work for your primary company?
Please consider all employees globally, not just your specific location.

○ 1–19

○ 20–49

○ 50–149

○ 150–499

○ 500–999

○ 1,000–2,499

○ 2,500–4,999

○ 5,000+

○ Don't know

Pay Type 1

Which of the following best describes your primary employment pay type?
Select all that apply.

○ Fixed salary, where you receive a set amount each pay period regardless of actual hours worked

○ Hourly, where you are paid based on the number of hours you work

○ Defined project/contract payment

○ Tips

○ Commission

○ Other

Industry 1

In which industry are you currently employed for your primary work?

○ Construction and related trades (contractors, project managers, etc.)

○ Education (primary, higher education, technical, daycare, family services, in and outpatient, healthcare professionals)

○ Health care (family services, in and outpatient, healthcare professionals)

○ Finance (banking, insurance, exchanges, brokerages)

○ Real estate (including rentals, leasing, etc.)

○ Information (publishing, radio, television, telecommunications, motion picture, [ALL EXCEPT US: data processing, hosting, and related services])

○ Leisure & hospitality (accommodations/hotels, restaurants/food services, amusement or cultural sites [park, camp, casino, museum, historic, sports], artists/athletes or agents/managers)

○ Manufacturing (apparel, beverage, chemical, machinery, textiles, wood, paper, etc.)

○ Professional services (advertising/public relations, consulting, business/travel/facilities services, legal, accounting, architectural, engineering, [ALL EXCEPT US: computer systems design], research/scientific/technical services)

○ Trade (retail or wholesale — apparel, food/beverage, home/furnishings, home improvement, automotive, pharmaceuticals, medical devices, computers, software, office supplies/equipment, electronics/appliances, etc.)

○ Transportation & warehousing (air/rail/water, courier, storage, etc.)

○ Other services except public services (maintenance/repair, [ALL EXCEPT CHINA: social/religious/ advocacy organizations,] death-care services, etc.)

○ Other: _____

STEM

Is your primary employment in an area related to science, technology, engineering, or math?
Select all that apply.

- **Science** (actuarial, chemistry, biology, computer, information, physics, atmospheric, health care and life science, social sciences [anthropology, psychology and sociology]

- **Technology** (including information, ICT, development, administration, support, robotics, data security, automation, AI, applications, devices, e-commerce, database management, operations, etc.)

- **Engineering** (computer, electrical, mechanical, electronics, industrial, civil, aerospace, chemical, acoustical, software, environmental, energy, health, safety, agricultural, geological, architecture, drafting, surveying, etc.)

- **Math** (including statistics, forecasting, modeling, data analytics, informatics, big data, economics, etc.)

- I do not work in an area related to science, technology, engineering, or math.

Role 1

Which of the following best describes your title in your primary company?
Select all that apply.

- C-level executive/President

- Managing Director/Partner

- EVP/SVP/VP/Director

- Head of business unit

- Head of department

- Manager/supervisor

- Senior analyst/account executive/associate

- Junior analyst/account executive/associate

- Assistant/front desk/coordinator

- Entry-level position

- Intern/temporary employee

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○ Team or group leader

○ Other: _____

Second Job: Pay Type 2

Which of the following best describes your secondary employment pay type?
Select all that apply.

○ Fixed salary, where you receive a set amount each pay period regardless of actual hours worked

○ Hourly, where you are paid based on the number of hours you work

○ Defined project/contract payment

○ Tips

○ Commission

○ Other

Second Job: Industry 2

In which industry are you currently employed for your secondary work?
Select all that apply.

○ Construction and related trades (contractors, project managers, etc.)

○ Education & health care (primary, higher education, technical, daycare, family services, in and outpatient, healthcare professionals)

○ Finance (banking, insurance, exchanges, brokerages)

○ Real estate (including rentals, leasing, etc.)

○ Information (publishing, radio, television, telecommunications, motion picture, [ALL EXCEPT US: data processing, hosting, and related services])

○ Leisure & hospitality (accommodations/hotels, restaurants/food services, amusement or cultural sites [park, camp, casino, museum, historic, sports], artists/athletes or agents/managers)

○ Manufacturing (apparel, beverage, chemical, machinery, textiles, wood, paper, etc.)

○ Professional services (advertising/public relations, consulting, business/travel/facilities services, legal, accounting, architectural, engineering, [ALL EXCEPT US: computer systems design], research/scientific/technical services)

○ Trade (retail or wholesale — apparel, food/beverage, home/furnishings, home improvement, automotive, pharmaceuticals, medical devices, computers, software, office supplies/equipment, electronics/appliances, etc.)

○ Transportation & warehousing (air/rail/water, courier, storage, etc.)

○ Other services except public services (maintenance/repair, [ALL EXCEPT CHINA: social/religious/ advocacy organizations,] death care services, etc.)

○ Other

Second Job: STEM 2

Is your secondary employment in an area related to science, technology, engineering, or math?
Select all that apply.

○ **Science** (actuarial, chemistry, biology, computer, information, physics, atmospheric, health care and life science, social sciences [anthropology, psychology and sociology]

○ **Technology** (including information, ICT, development, administration, support, robotics, data security, automation, AI, applications, devices, e-commerce, database management, operations, etc.)

○ **Engineering** (computer, electrical, mechanical, electronics, industrial, civil, aerospace, chemical, acoustical, software, environmental, energy, health, safety, agricultural, geological, architecture, drafting, surveying, etc.)

○ **Math** (including statistics, forecasting, modeling, data analytics, informatics, big data, economics, etc.)

○ I do not work in an area related to science, technology, engineering, or math.

Gig Work: Employment

You indicated that you work as a contingent worker (a.k.a., independent contractor, consultant, or freelancer). **What factors motivate you to do this type of work? Select all that apply.**

○ Flexible scheduling

○ The opportunity to do work I am passionate about

○ The chance to decide for myself what work I want to complete

○ Additional income to support my family or pay off debt

○ Job security (backup for primary employment if I lose my job)

○ Trying something new (develop a new skill set)

○ Control over what I want to work on

Main Survey: Factors

Which, if any, of the following factors do you believe are impacting the *[INSERT NAME OF COUNTRY]* **job market today?** Select top three. **[Randomize list]**

○ Global economy

○ Political environment **[ALL EXCEPT US (Why?)]**

○ **[US:** US; **ALL OTHERS:** Local] economy

○ Globalization of business

○ **[US:** US; **ALL OTHERS:** Local] elections **[SUPPRESS IN AUSTRALIA, CHINA, SINGAPORE]**

○ Corporate profits

○ Company mergers and acquisitions

○ **[SINGAPORE:** Provident fund; **ALL OTHERS:** Cost of health care] [SUPPRESS IN CANADA, AUSTRALIA, CHINA]**

○ Automation of work

○ Initiative to raise the minimum wage **[SUPPRESS IN CANADA, AUSTRALIA]**

○ Fluctuation in the energy sector

○ Immigration

○ Governmental trade initiatives (like … **[INSERT BELOW ACCORDING TO COUNTRY]**)

US, CANADA, UK, FRANCE, GERMANY, THE NETHERLANDS, AUSTRALIA: NAFTA, TPP- Trans-Pacific Partnership

MEXICO, CHILE, BRAZIL: NAFTA, MERCOSUL (Mercado Comum do Sul), ALCA (Área de Livre Comércio das Américas), TPP- Trans-Pacific Partnership

CHINA: One Belt One Road

INDIA: BRICS, Bilateral trade initiatives

SINGAPORE: TPP- Trans-Pacific Partnership

○ Government changes [**SHOW IN MEXICO, CHILE, BRAZIL ONLY**]

○ Offshoring/Outsourcing [**ALL EXCEPT US (Why?)**]

○ Volatility of commodity and markets (ex., mining) [**SHOW IN AUSTRALIA, CHINA, SINGAPORE, INDIA, CANADA, CHILE, MEXICO, BRAZIL**]

○ Gender pay equity

○ None of these [**Exclusive**]

○ Don't know [**Exclusive**]

Instructions: The following are some statements about work. Thinking about the job market in the near future, how much do you agree or disagree with each statement?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Competition Traditional full-time employees and contract workers will compete for the same jobs.	○	○	○	○	○
Regulations Contract work will increasingly come under government regulations.	○	○	○	○	○
Teamwork The future of work is teamwork.	○	○	○	○	○

Instructions: For the remainder of the survey when asked about "your company," please consider the one company where the majority of your working hours are spent.

Please share your opinion on the following: Select one for each row.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am really enthusiastic about the mission of my company.	○	○	○	○	○
At work, I clearly understand what is expected of me.	○	○	○	○	○
In my team, I am surrounded by people who share my values.	○	○	○	○	○
I have the chance to use my strengths every day at work.	○	○	○	○	○

Please share your opinion on the following: Select one for each row.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My teammates have my back.	○	○	○	○	○
I know I will be recognized for excellent work.	○	○	○	○	○
I have great confidence in my company's future.	○	○	○	○	○
In my work I am always challenged to grow.	○	○	○	○	○

Please share your opinion on the following: Select one for each row.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My workload is manageable.	○	○	○	○	○
The work I do is important to the success of the company.	○	○	○	○	○
I trust my team leader.	○	○	○	○	○
At work, I am satisfied with my job responsibilities.	○	○	○	○	○
Every day, I am excited to go to work.	○	○	○	○	○
I am provided opportunities for growth and development.	○	○	○	○	○
I have all the resources I need to do my work.	○	○	○	○	○

Team Questions

Instructions: Please consider the following definition of a team: A group that comes together for a project, a purpose, or a client.

Team

Would you say you are a member of a team at work?

○ Yes

○ No » Skip to change

(If Yes) Number

How many teams are you a member of?

- ○ One

- ○ Two

- ○ Three

- ○ Four

- ○ Five or more

Description

How would you describe the team(s) you are a part of?
Please think of all of the different teams you are a part of. Select all that apply.

- ○ Static/consistent over time

- ○ Dynamic/changing over time

- ○ Visible on an organizational chart

- ○ Disconnected from organizational hierarchy

- ○ Cross-departmental / cross-functional

- ○ Inclusive of employees and external contractors/vendors

- ○ Virtual

- ○ None of these

Success

What do you think are the top factors that drive a successful team?
 Select top three. **[Randomize list]**

- ○ Open communication

- ○ Ownership over responsibilities

- Diversity

- Clear goals and objectives

- Purpose

- Strong leadership

- Enjoying the work

- Flexibility

- Regular feedback

- Accolades/Encouragement

- Empathy

- Formal processes

- Clear roles and responsibilities

- Incentives

- Dependability

- Other

Change Questions

Instructions: The following questions address change in the workplace.

Disruptions

Which, if any, of the following workplace disruptions have you experienced with your current company/employer in the past year? Select top three. **[Randomize list]**

- C-suite/leadership transition

- Mergers and acquisitions

- Internal restructuring

○ Poor financial performance reporting

○ Bankruptcy filing [US: /chapter 11] [DO NOT SHOW IN INDIA]

○ Layoffs

○ Product recalls/lawsuits

○ Supply chain interruption

○ Automation of work previously done by employees

○ Minimum wage increase [DO NOT SHOW IN CANADA, AUSTRALIA, CHINA]

○ Increased government regulations/trade guidelines

○ Data security breach

○ Natural disaster

○ None of these [Exclusive]

○ Don't know [Exclusive]

Instructions: Think about the personal changes that you have experienced.

Features

In the past year, have any of the following features of your job changed?
Select all that apply.

○ Job duties

○ Job title

○ Department

○ Physical location

○ Hours

○ Tools used to do the job

○ Other

○ No change [SINGLE RESPONSE] » Skip to JOB SHIFTING

Cause

What would you say led to your job changing? Select all that apply.

○ Automation

○ Technology

○ Promotion

○ Personal request

○ Restructuring

○ Other

○ Immediate supervisor change

Job Shifting

Instructions: Now think about the process of finding a new job, whether or not you are currently looking for a new position.

Past Tenure

Thinking back to your previous job, how long did you stay with the company?

○ 0–1 Years

○ 1–2 Years

○ 2–4 Years

○ 5–8 Years

○ More than 8 Years

○ I have not worked for any other company.

Tenure

How long have you held your current job?

- ○ 0–1 Years
- ○ 1–2 Years
- ○ 2–4 Years
- ○ 5–8 Years
- ○ More than 8 Years

Ideal Time

What is the "ideal" amount of time to stay with a company?

- ○ 0–1 Years
- ○ 1–2 Years
- ○ 2–4 Years
- ○ 5–8 Years
- ○ More than 8 Years

Current Consideration

Which of the following best describes your desire to work for a different company? Select one.

- ○ Actively engaged in the interview process for a new job
- ○ Actively looking for a new job
- ○ Not actively looking but would consider a new company if contacted by a recruiter or saw an opportunity on [US: LinkedIn; ALL OTHERS: professional social network (ex. LinkedIn)] or other source
- ○ Not currently looking and not open to a move to a new company right now
- ○ Not sure

From the following list, which are the top three reasons you stay with your current employer?
Select three.

- ○ Employer-sponsored health care

- ○ Fitness center (On-site)

- ○ On-site Cafeteria

- ○ Free meals and snacks

- ○ Flexibility in scheduling

- ○ Telecommuting (work from home)

- ○ Unlimited vacation

- ○ Professional training and skills development

- ○ Tuition reimbursement

- ○ Student loan debt assistance

- ○ Maternity paid leave

- ○ Paternity paid leave

- ○ On-site child care

- ○ Paid time off to volunteer

- ○ Casual dress days

- ○ Retirement benefits

- ○ Temporary assistance fund

- ○ Pay for performance (e.g., bonuses)

Staying

Which, if any, of the following perks — if available — would make a difference in your decision to stay at your company? Select all that apply.

- ○ Employer-sponsored health care

- ○ Fitness center (On-site)

- ○ On-site Cafeteria

- ○ Free meals and snacks

- ○ Flexibility in scheduling

- ○ Telecommuting (work from home)

- ○ Unlimited vacation

- ○ Professional training and skills development

- ○ Tuition reimbursement

- ○ Student loan debt assistance

- ○ Maternity paid leave

- ○ Paternity paid leave

- ○ On-site child care

- ○ Paid time off to volunteer

- ○ Casual dress days

- ○ Retirement benefits

- ○ Temporary assistance fund

- ○ Pay for performance (e.g., bonuses)

Leave Reasons

Below are some reasons that prompt employees to look for a new job. **Which, if any, of these explain why you are interested in leaving your company?** Select all that apply.

- ○ Change in marital status (married, divorced, widowed)
- ○ Birth of child
- ○ Other family life stage change
- ○ Personal health issue
- ○ Need to care for family member
- ○ Attending school
- ○ Move
- ○ Compensation
- ○ Commute
- ○ Benefits package
- ○ Career advancement
- ○ The work itself
- ○ Want more work hours
- ○ Want less work hours
- ○ Concern about job security
- ○ Flexibility
- ○ Company financial performance
- ○ Workload
- ○ Manager
- ○ Student Loan debt
- ○ Coworkers

Demographics

Instructions: Please respond to the following demographics for research purposes only.

Education

What is the highest level of education that you have completed? (BA)

○ Some college, no degree

○ Two-year degree

○ Four-year degree

○ Professional or advanced degree

○ None of the above

Situation

Which, if any, of the following apply to you? Select all that apply.

○ Married/Living with partner

○ Have child(ren) ages 5 and under

○ Have child(ren) ages 6–17

○ Have children 18+ living at home

○ Have children 18+ who do not live at home

○ Caregiver to parents or other adults

○ Have a pet

○ Volunteer in personal time

○ I do not wish to answer [Exclusive] [ALL EXCEPT US]

○ None of these [Exclusive]

Virtual

What percent of the work you do for your employer is done virtually?

○ 0% –10%

○ 11%–19%

○ 20% –39%

○ 40% –59%

○ 60% –79%

○ 80% –99%

○ 100% (End)

Days Office

How many days per week do you go into the office?

○ 0–1 days

○ 2–3 days

○ 4–5 days

○ 6+ days

Commute

How long does it take to commute to the office?

○ 0–10 Minutes

○ 11–20 Minutes

○ 21–60 Minutes

○ 1 Hour or more

Location

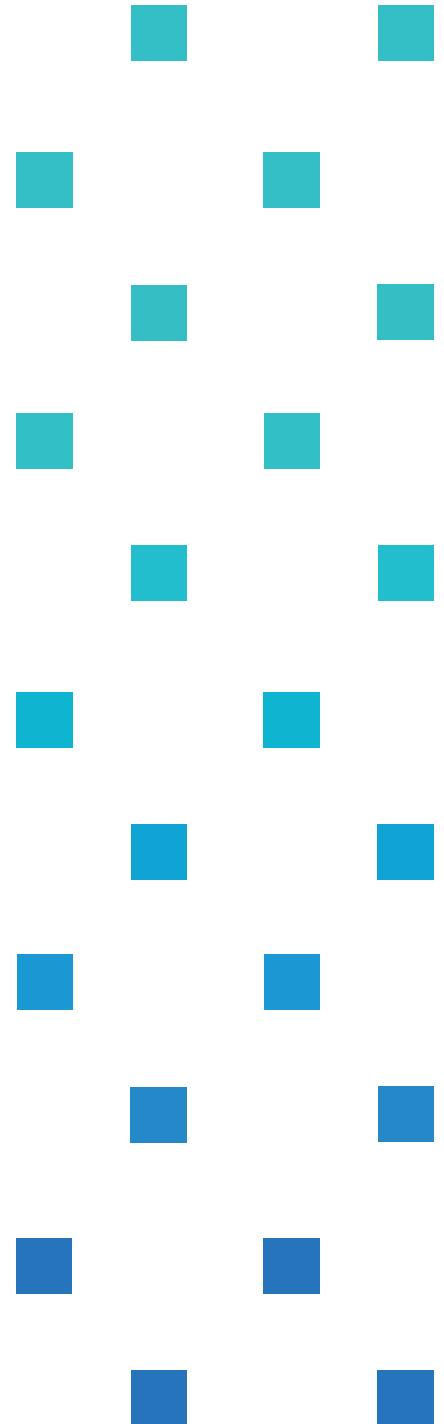**From which location do you do <u>most</u> of your work?**

○ Employer-sponsored health care

○ Company Office

○ Home Office

○ Traveling

○ Client Place of Business

Thank you for your time.

Teams + Why HCM Misses Where Work Happens

For nearly a century, practitioners and researchers alike have acknowledged the potential of teamwork and the relationships between workplace teams and organizational productivity, safety, job satisfaction, and engagement (Emery & Barker, 2007; Fredendall & Emery, 2003; Mathieu, Hollenbeck, Van Knippenberg, & Ilgen, 2017; Mathieu, Wolfson, & Park, 2018; Salas, Edens, & Wilson, 2017).

Teams can take myriad structures and can be realized in a variety of ways within an organization. While some work teams are created by administrative groupings of workers or roles, other teams are formed by individuals — often with support from their managers to engage in symbiotic collaborations (Pryor, Singleton, Taneja, & Toombs, 2009).

Regardless of formation and the extent to which they are (or are not) embedded within an organization's official hierarchy, work teams promote trust (Costa, Fulmer, & Anderson, 2018; de Jong, Dirks, & Gillespie, 2016) and provide a sense of emotional safety for team members (e.g., Aramovich, 2014; Murphy, Steele, & Gross, 2007).

Like human relationships, teams are not static. Teams evolve not only as team members grow, but also in response to dynamic workplaces where changes in processes and conditions abound (McGrath, Arrow, & Berdahl, 2000).

Across 19 countries, 83 percent of workers report working in teams, and 65 percent of those persons work on more than one team (that is 53 percent of the entire sample). Teamwork is pervasive in the world of work and is independent of company size, industry, and country. In fact, 90 percent of workers in companies with 150+ employees report being part of a team, and 70 percent of these individuals identify as serving on more than one team; 68 percent of respondents employed by companies of fewer than 20 employees are members of a team, and 49 percent of these individuals are on more than one team. Across the 13 industries studied, the number of workers on teams ranges from 72 percent (real estate, including rentals, leasing, etc.) to 89 percent (construction and related trades, including contractors, project managers, etc.).

An examination of teams by country is just as compelling. Saudi Arabia, India, China, and Brazil take the lead, each with more than 90 percent of workers performing as a team member. Germany and the United Kingdom are lagging in this regard, with more than 30 percent of workers in each country not working as part of a team. Not only are teams dominating the way organizations across the globe approach work, but more than one-third of team members describe their teams as dynamic and one-fourth of team members recognize their teams as being cross-departmental/cross-functional.

Participation in the workplace through teams is related not only to positive outcomes for organizations, but also for individuals as well. While workers who are part of teams are more conscious of the consequences of government change, the global economy, and trade initiatives for the job market, they are also less insecure about the effects of immigration and the automation of work.

Given their more positive outlook on the job market, it is not surprising that 66.8 percent of team members agree or strongly agree that teamwork is the future of work, compared to only 41 percent of workers

who are not part of a team. Even less surprising is the difference in levels of Engagement between those who work on teams (16.1 percent of workers Fully Engaged) and those who do not (7.7 percent of workers Fully Engaged). Moreover, people appear to benefit not only working on teams, but also from being included in more than one team. Whereas 15.1 percent of workers who are part of one team at work are Fully Engaged, 18 percent of workers who are part of five or more teams are Fully Engaged.

% Fully Engaged

	1 Team	2 Teams	3 Teams	4 Teams	5+ Teams
	15.1%	16.7%	16.5%	14.5%	18%
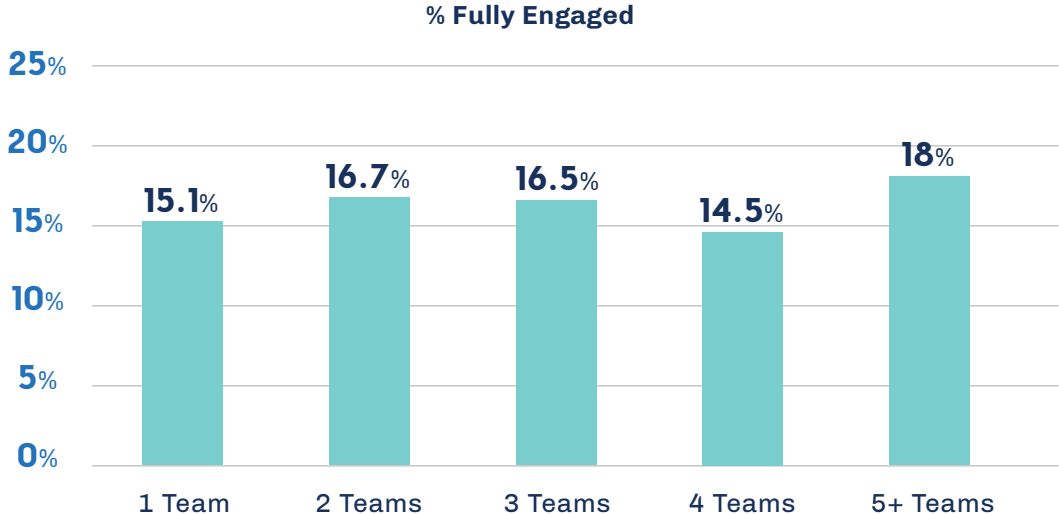
Team workers believe in the importance of clear goals and objectives, open communication, clear roles and responsibilities, and strong leadership. There are no differences between those who work on teams and those who do not regarding manageability of workload or understanding expectations at work. There are, however, important differences between those who work on teams and those who do not regarding the value of their work to the organization, satisfaction with workplace responsibilities, excitement to go to work, and being provided opportunities for growth and development. Team members score significantly, statistically, and practically higher on all these items than do non-team members.

Interestingly, the work experience is much more positive for team members despite reporting a larger variety of and more frequent workplace disruptions (e.g., C-level leadership transitions, internal restructuring, changes in rules or guidelines, even automation and layoffs).

While team members are more likely to be looking for other employment opportunities, they are less likely to leave an organization, as is evidenced by the fact that they average more time in previous positions, more time in current positions, and perceive the ideal amount of time to spend with an organization to be longer than non-team members.

More work is needed in this area to fully understand the impact of teamwork and team participation on the individual, as well as the consequences for workers beyond the workplace.

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Appendix E

Gig Economy + Engagement
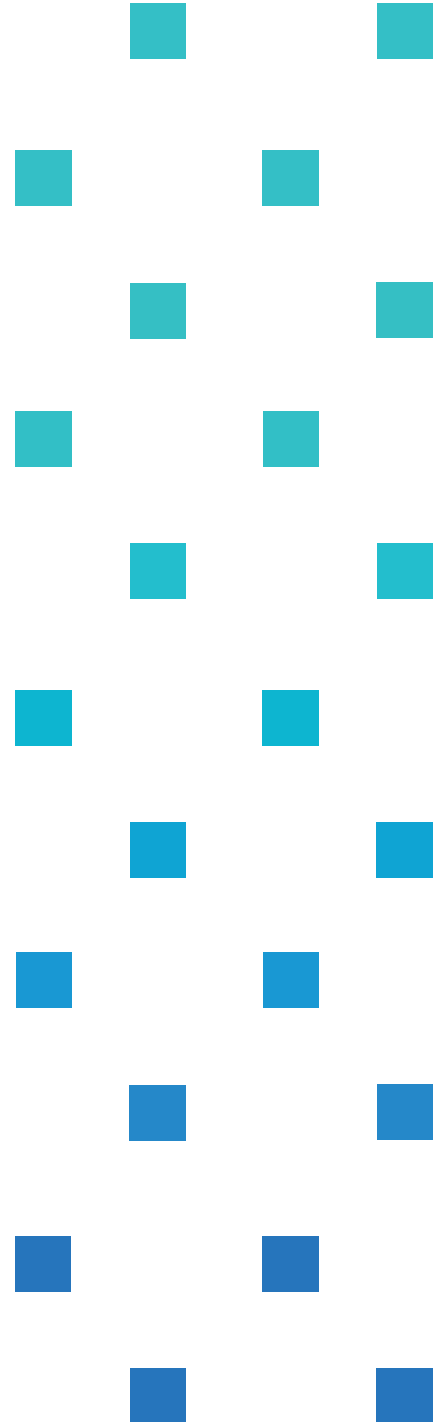
Introduction

We've all heard that we're moving — perhaps, even, unstoppably barreling — toward a gig economy. So, it makes sense to focus a large part of this study on gig workers. We, the HR community, have a lot to learn about these workers and the gig economy, including how they are defined, how they are paid, why they do what they do, and where they are working.

Within our study, we sought to understand the gig economy and the traditional workforce. Kuhn (2016) explains that there is great opportunity for organizational psychologists to learn about how online freelancers work. In their call for increased research into the gig economy, Greenwood et al. (2017) explained that "the volume of open questions in [the gig economy] implies the presence of a substantial blind spot for practitioners and policymakers alike." Intuit and Emergent research (2015) provide statistics that show the rise of the contingent workforce, from 36 percent of the U.S. workforce in 2015, with a projection that this number will increase to 43 percent by 2020.

Researchers should continue investigating this work type in order to more accurately size the global gig economy. Although the Bureau of Labor Statistics estimated in 2017 that 55 million people (35 percent of the workforce) in the United States alone were participating in the gig economy, we know very little about gig work around the world. Authors from the United Kingdom, using an index measuring the supply and demand of online freelance labor across counties, suggested that, since 2016, the gig economy has grown by approximately 25 percent (Kässi and Lehdonvirta, 2018).

Using a global sample from 19 countries across 6 of the 7 continents, we sought to learn more about how this segment of the working world is similar and different from traditional workers.

Literature

The literature suggests that there are often divergent definitions of this gig economy and the workers in it. What we refer to here as "the gig economy" has also been labeled "the sharing economy" and the "on-demand economy." Brawley (2017) defines the gig economy as "broad trends toward technology-based platform work."

The gig economy "includes consulting and contractor arrangements, part-time jobs, temp assignments, freelancing, self-employment, side gigs, and on-demand work through platforms like Upwork and TaskRabbit," (Mulcahy, 2016).

Researchers have not yet reached consensus on how this economy is labeled or its workers are defined. For example, Mulcahy (2015) defines the gig economy by describing the workers within it, whereas Mathews

(2016) defines the sharing economy by the companies within it, as "the catch-all name for 'peer-to-peer' firms that connect people for the purposes of distributing, sharing, and reusing goods and services."

Substituting the gig economy label for the "on-demand economy," a report by Intuit and Emergent Research (2016) provides categories for on-demand workers based on their motivations for pursuing nontraditional work.

Of a total sample of 4,622 on-demand workers from 11 online Talent marketplaces, researchers identified:

- *Business builders, who are "primarily driven by the desire to be their own boss..." representing 22 percent of on-demand workers*
- *Career freelancers, who are "happily building a career through independent work," representing 20 percent*
- *Side giggers, who are "seeking financial stability by supplementing existing income," at 26 percent*
- *Passionistas, who are "looking for the flexibility to do something they love," at 14 percent*
- *Substituters, who are "replacing a traditional job that is no longer available," representing 18 percent of on-demand workers*

Ethics

There are also ethical debates occurring around the labeling of these workers. Are companies forcing workers out to be able to get around the protection that is so ingrained in the U.S. culture? Or is this type of work a choice?

Using the "gig economy" and the "sharing economy" interchangeably, Ahsan (2018) argues that the sharing economy serves to undermine worker's rights by masking itself as entrepreneurial for all participants. However, the sharing economy masks, as Ahsan (2018) contends, "actual exploitation and the deep polarization of power in the digital economy."

Researchers are debating whether some gig workers, often classified as independent contractors, should be defined as employees given constraints placed on them by their respective work platform (e.g., the degree to which a company exerts control over their work).

Further, the law is ambiguous regarding how independent contractors should be defined in myriad work situations. In the case of drivers for a ride-sharing service, for example, conclusions are mixed on whether drivers are employees or independent contractors.

Steinberger (2018) concludes that "without a revised standard to determine employment status, companies may be motivated to engage in a race to the bottom on wages and labor costs without the

long-standing safeguards in place to protect employees." Thus, in this new, fuzzy world of work, a finer picture regarding who these workers are can aid in the resolution to yet undetermined policies that affect workers and organizations alike.

How We Identified Gig Populations

During our sample selection process, we intentionally sought workers from two different populations: traditional workers (employed full-time or part-time for an organization) and gig workers (contingent/contract workers).

In doing so, we discovered that, in fact, there are actually three populations of interest:

1. *Gig-only workers (contingent/contract work)*
2. *Part-time gig workers (traditional employment and contingent/contract work)*
3. *Traditional workers (no contingent/contract work)*

Employment Response Options	Frequency	Percent
1 **Part-time** job	2852	14.7%
2 or more **Part-time** jobs for different companies	648	3.3%
I am self-employed **Part time** as a contingent worker and I do not work for anyone else	1973	10.2%
1 **Full-time** job	8751	45.2%
I am self-employed **Full time** as a contingent worker and I do not work for anyone else	2655	13.7%
2 **Full-time** jobs for different companies	245	1.3%
1 **Full-time** job & 1 **Part-time** job for different companies	485	2.5%
1 **Part-time** job & am self-employed **Part time** as a contingent worker	422	2.2%

1 **Part-time** job & am self employed **Full time** as a contingent worker	255	1.3%
1 **Full-time** job & am self employed **Part time** as a contingent worker	468	2.4%
1 **Full-time** job & am self employed **Full time** as a contingent worker	592	3.1%

To help further define those who are working more than one job, we asked people to describe this work. We did this to make sure to include those who are in the gig economy part time or even full time.

Two or More Position Clarification	Frequency
1 = **Part-time** work for a company / organization	6.8
2 = **Full-time** work for a company / organization	65
3 = Self-employed **Part time** as a contingent worker	8.4
4 = Self-employed **Full time** as a contingent worker	19.8

After analyzing the data, we operationalized our definition of these three populations as mentioned previously.

- **No Gig Work:** *respondents who do not engage in employment as contingent workers*
- **Gig + Traditional Work:** *respondents who engage in traditional employment while also pursuing contingent work*
- **Gig Only:** *respondents who pursue only contingent work*

The data from our global sample (N = 19,346) were categorized to create three unique groups of participants: those who do not engage in employment as contingent workers (the **No Gig Work** group, n = 12,981), those who engage in traditional employment while also pursuing contingent work (the **Gig + Traditional Work** group, n = 1,737), and those who pursue only contingent work (the **Gig Only Work** group, n = 4,628).

Country

Although we know from the literature and others (e.g., Bureau of Labor Statistics) that gig work is happening within the United States, it is important to note that these workers are prevalent in other countries as well.

Across the different countries in our study the highest percentages of those participating in any gig work are in Brazil (47 percent) and the United States (46 percent. Gig-only workers are the strongest in the economies of Brazil (40 percent), United Kingdom (38 percent), and Germany (38 percent). Saudi Arabia, the Netherlands, and China have the lowest reported workers in the gig economy.

Country	Gig +	Gig Only
Brazil	47%	40%
United States	46%	36%
United Kingdom	45%	38%
Germany	44%	38%
Mexico	42%	33%
Canada	42%	36%
India	41%	23%
Italy	41%	31%
Spain	37%	27%
Egypt	34%	21%
Singapore	33%	20%
France	32%	25%
Argentina	32%	19%
United Arab Emirates	29%	17%

South Africa	**27**%	**19**%
Australia	**18**%	**13**%
Saudi Arabia	**16**%	**9**%
The Netherlands	**13**%	**7**%
China	**10**%	**4**%

We know that 33 percent of workers around the world are in the gig economy.

One of the key findings is that there are more than just two groups — and they differ. We divided our sample into three groups: 1) No Gig work (traditional part-time or full-time employment, 2) Gig + (traditional employment and gig on the side) and 3) Gig (exclusively working in the gig economy).

The countries with the highest percentage of gig-only workers in the world are Brazil (40 percent), Germany (38 percent), and the United Kingdom (38 percent). There is quite a large country with the least percentage of gig workers, but it's unlikely that you would guess it: it's China, with 4 percent (with United Arab Emirates following at 17 percent).

The industries with the highest percentage of gig workers are Professional Services and Trade, and the industry with the least percentage of gig workers is Transportation.

The most common education level is a professional or advanced degree, and they are most likely to have older children (18+) either living with them or empty nesters compared to those in the traditional workforce.

They are also more likely to have a pet (33 percent) and volunteer (13 percent) compared to traditional workers (24 percent and 9 percent).

Gig workers' typical age range is between 30 and 44 years of age. They tended to be older than the traditional workers in our sample. These gig-only workers are more likely to be caregivers to parents or other adults. They are slightly less likely to be married, and have either younger children (5 years of age and younger) or older children (6–17 years of age).

Those who have their foot in both traditional and gig work are in some ways more like traditional workers than members of the gig-only economy. We could call these the part-time gig workers. They, like traditional workers, have children at home aged 5 and younger as well as children 6–17 years of age. This may signal that they are still tied to the need for the traditional structure of the workplace. Another

indication of this connection to the traditional workplace is that one of the reasons that the traditional workers (20 percent) and part gig-workers (18 percent) leave their jobs is for benefits packages and career advancement.

However, these workers are looking for perks that are different than those of gig workers. Gig workers want "flexibility" where these other two groups value many of the traditional perks of the workplace (i.e., employer-sponsored healthcare, fitness center, on-site cafeteria, free meals and snacks, tuition reimbursement, student loan debt assistance, maternity and paternity leave, and on-site child care).

The gender split is about equal for those who report working in the gig economy, except when we look specifically at those working exclusively in the gig economy. The gig-only economy for this sample contains more males.

Gender	Gig +	Gig Only
Female	**42**%	**48**%
Male	**39**%	**52**%

The majority of those in the gig economy reported having a high level of education. Sixty-one percent have a four-year degree or more.

Education Level	% of Gig-Only Workers
Professional or advanced degree	**32**%
4-year degree	**29**%
Some college, no degree	**19**%
2-year degree	**12**%
None of the above	**8**%

Industry

Much of gig economy research has focused on the online version or the technology enhanced portion of the gig economy, perhaps because of technology's prominence and visibility (e.g., Uber, Lyft, Upwork, and TaskRabbit).

Lendonvirta (2018) performed a series of interviews with workers across three online gig platforms investigating the degree of flexibility workers had in scheduling their work. They compared two groups of participants: those who depended on gig work for their living and those who had other income sources and were, thus, less dependent on gig work. Petriglieri, Ashford, and Wrzesniewski (2018) completed an in-depth study of 65 workers to determine what it takes to be successful in independent work. Each of these studies, while adding to our knowledge of gig workers, lacked the potential to discover some of the differences across the globe and between the different types of workers.

Where Gig Workers Work

While technology may play a role in the gig economy, it is not necessarily the only industry in which gig work happens.

We found that the primary industry in which gig workers are employed is identified as Professional Services, which consists of advertising/public relations, consulting, business/travel/facilities services, legal, accounting, architectural, engineering, computer systems design, and research/scientific/technical services.

Among participants who pursue gig work while holding a traditional job, 14.9 percent identified this as the field in which they are employed for their primary work; 17.0 percent of participants who engage only in gig work selected this field.

(See Table on next page.)

Industry	Gig +		Gig Only	
	Frequency	Percent	Frequency	Percent
Construction	176	10.1%	346	7.5%
Education	189	10.9%	336	7.3%
Health Care	165	9.5%	309	6.7%
Finance	106	6.1%	255	5.5%
Real Estate	59	3.4%	203	4.4%
Information	93	5.4%	279	6%
Leisure & Hospitality	134	7.7%	301	6.5%
Manufacturing	85	4.9%	209	4.5%
Professional Services	259	14.9%	786	17%
Trade	210	12.1%	663	14.3%
Transportation	29	1.7%	96	2.1%
Other services	76	4.4%	246	5.3%
Other	156	9%	599	12.9%

STEM

We also delved further to find out what percentage of these workers participated in the Science, Technology, Engineering, and Mathematics (STEM) fields of study.

Approximately half (49.7 percent) of participants who engage only in gig work indicated they conduct this work in a STEM field. Among persons who pursue gig work in addition to traditional employment, 64 percent indicated that their primary employment is in a STEM field. It is significant to know that these crucial fields are making a shift away from primarily traditional employment to an approach that includes gig workers.

Role

Whereas the predominance of gig workers in executive roles within organizations would seem to some like a skewed sample, to us it highlights a different story.

Among both groups of gig workers, *C-level Executive/President* was selected more than any other title. With regard to the persons who pursue only gig work, this is not surprising, as these individuals are likely to consider themselves the head of their own company, through which they provide services.

Industry	Gig +		Gig Only	
	Frequency	Percent	Frequency	Percent
C-level Exec./President	285	16.4%	1170	25.3%
Managing Dir./Partner	190	10.9%	813	17.6%
EVP/SVP/VP/Dir.	76	4.4%	161	3.5%
Head of Business Unit	102	5.9%	290	6.3%
Head of Department	160	9.2%	202	4.4%
Manager/Supervisor	225	13%	371	8%
Senior Analyst/Assoc.	108	6.2%	163	3.5%
Junior Analyst/Assoc.	68	3.9%	82	1.8%
Assist./F. Desk/Coord.	108	6.2%	112	2.4%
Entry-Level Position	88	5.1%	145	3.1%
Intern/Temporary	47	2.7%	91	2%
Team/Group Leader	94	5.4%	210	4.5%
Other	186	10.7%	818	17.7%

This difference in role could also be explained by the size of the company these individuals work for.

The average size of a company was measured using an ordinal scale. The median response for participants who engage in both gig work and other employment indicated a company size of 50–149 persons; the median response for those who engage only in gig work indicated a company size of 1–19 persons.

Company Size	Gig +	Gig Only
1–19	34.5%	65.1%
20–49	7.8%	6.2%
50–149	10.1%	6.7%
150–499	10.7%	5%
500–999	12.6%	4.4%
1,000–2,499	7.8%	2.9%
2,500–4,999	4.1%	1.8%
5,000+	6.7%	2.9%
Don't know	5.8%	5.1%

Those in the gig economy are working for themselves and proudly indicate that they are the President or Chief Executive Officer of their company.

Reasons

We found that the most common reasons for pursuing employment as a gig worker were flexible scheduling and the opportunity to do work one is passionate about, followed closely by the chance to decide for oneself what work one wants to complete, while having control over what one chooses to pursue.

Each of these options was endorsed by slightly fewer than 25 percent of the sample of gig workers who are also employed at least part time. Slightly more than 25 percent of the sample of respondents who engage in gig work alone endorsed each of these items.

(See Table on next page.)

Reason for choosing gig work	Gig +	Gig Only
Flexible Scheduling	24.5%	28.8%
Passionate Work	24.8%	28.4%
My Choice	23.1%	26.1%
Additional Income	17.8%	11.4%
Job Security	9.6%	6.1%
Something New	14.2%	10.5%
Control	22.3%	27.3%

Engagement

Gig economy workers don't have large companies to report to, so, we wondered whether these workers felt lonely, isolated, and/or depressed. Most importantly, we were curious whether not being an employee of an organization would make gig workers disengaged (as a certain New York Times *editorial indicated).*

It turns out gig workers are often more engaged than traditional employees. However, the link between gig workers and Engagement is non-linear. Gig workers score higher on questions 1, 2, 4, 6, 7 and 8, indicating they are enthusiastic about the mission of their company, they have the chance to use their strengths every day, they know what is expected of them, they know they will be recognized for great work, they have confidence in the future, and they are always challenged to grow.

Yet, these workers scored lower on questions 3 and 5. Gig workers are often not surrounded by people who share their values, and they don't have teammates who have their back.

They may be socially isolated, but the chance to use their strengths gives them power. Is any of that surprising? Perhaps not, but it certainly gives credence to the Global Engagement Index.

(See Table on next page.)

Questions	Gig +		Gig Only	
	Med.	M	Med.	M
I am really enthusiastic about the mission of my company.	3.88	3.73 (SD = 1.06)	3.97	3.83 (SD = 1.01)
At work, I clearly understand what is expected of me.	4.06	4.02 (SD = 0.97)	4.07	4.13 (SD = 0.93)
In my team, I am surrounded by people who share my values.	3.88	3.64 (SD = 1.01)	3.88	3.60 (SD = 1.05)
I have the chance to use my strengths every day at work.	3.93	3.79 (SD = 1.05)	4.02	3.96 (SD = 0.98)
My teammates have my back.	3.88	3.67 (SD = 1.00)	3.87	3.61 (SD = 1.02)
I know I will be recognized for excellent work.	3.88	3.69 (SD = 1.08)	3.97	3.78 (SD = 1.02)
I have great confidence in my company's future.	3.88	3.75 (SD = 1.05)	3.97	3.80 (SD = 1.01)
In my work I am always challenged to grow.	3.88	3.74 (SD = 1.07)	3.97	3.83 (SD = 1.00)

Descriptive statistics calculated using country-adjusted item responses.

Team Work

There is something that mediates the feeling of loneliness in gig work: team membership.

We see strong differences even within the gig-only group. Members of the gig economy that are on teams see a relative increase in Engagement of 91 percent. Participation in teams exponentially increases Engagement. And even more interestingly, the differences we see in items 3 and 5 disappear when team membership is considered.

(See Table on next page.)

Table: Gig-Only Team membership comparison

Questions	Gig Only (Member of Team = No)	Gig Only (Member of Team = Yes)
	M	M
I am really enthusiastic about the mission of my company.	3.77 (SD = 0.98)	3.86 (SD = 1.03)
At work, I clearly understand what is expected of me.	4.23 (SD = 0.97)	4.08 (SD = 0.95)
In my team, I am surrounded by people who share my values.	3.27 (SD = 1.05)	3.76 (SD = 1.01)
I have the chance to use my strengths every day at work.	4.00 (SD = 1.05)	3.94 (SD = 0.99)
My teammates have my back.	3.23 (SD = 1.00)	3.80 (SD = 0.98)
I know I will be recognized for excellent work.	3.65 (SD = 1.03)	3.83 (SD = 1.02)
I have great confidence in my company's future.	3.62 (SD = 1.02)	3.88 (SD = 1.01)
In my work I am always challenged to grow.	3.67 (SD = 1.00)	3.90 (SD = 1.00)

Descriptive statistics calculated using country-adjusted item responses.

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