

EMPLOYEE ENGAGEMENT SOLVED

New 100,000+ Person Research Study Unveils Findings to
Unlock Workforce Potential

- Why are so many employees disengaged from their jobs?
- New research unveils findings about employee engagement that is stemming this trend in multiple organizations.
- What can you do to improve employee engagement in your organization?



EXECUTIVE SUMMARY

Business experts have been talking about the need for engaged employees since the early 1990s. While most leaders understand by now that higher engagement leads to real business results—better productivity, reduced turnover, increased revenue, and happier customers, to name a few examples—in most companies nothing is changing. Despite this awareness and some admirable work on the part of managers, workers are not more engaged than in past years. On the contrary, they are disengaging in droves.

Disengagement is costing the world \$8.8 trillion in lost productivity.

Job satisfaction and employee engagement have been on a steady decline for an entire generation. According to Gallup, 52% of employees in the U.S. and Canada are disengaged. Almost 75% of employees say they would contemplate quitting if an adequate opportunity arose—even if they weren't pursuing a new opportunity. With 59% of the world's workforce "quiet quitting" (disengaged) and another 18% "loud quitting" (actively disengaged), this is costing the world \$8.8 trillion in lost productivity. That's equal to 9% of the global GDP.

This is not only a U.S. problem but also a global crisis, and senior leaders know they must address it. Additionally, based on research conducted by DDI, "maintaining an engaged workforce" is a concern for 45% of the 529 CEOs they surveyed. "Developing the next generation of leaders" comes in at 50% with "attracting and retaining top talent" registering at 59%. Amid escalating concerns about a recession and other challenges, CEOs remain acutely aware that their organizations' success hinges greatly on their most vital asset: their people.

At FindMojo, our research teams have surveyed more than a million people globally to learn what makes people the most engaged in their jobs. We have discovered that when individuals are more engaged they generally produce higher quality work and greater outputs. And, as a positive consequence, those happiest in their work are also 150 percent more likely to have a happier life overall.

As we have validated our findings on engagement over the last decade, what has emerged is the proprietary Motivators Assessment™, an empirically tested online tool that identifies a person's individual blend of engagement drivers—helping employees and their managers make some relatively small changes in job responsibilities or work situations that create huge wins in engagement. This type of modification is called "job sculpting" and helps managers diagnose how each team member's specific tasks are (or are not) aligned with his or her engagement drivers—drivers that can lead to increases in morale, commitment, and results.

59% of the world's workforce is 'quiet quitting.'

For this white paper, FindMojo's research team has analyzed the most recent 100,000 people to complete the Motivators Assessment. Scientifically valid samples are included from the U.S. and Canada, Europe, Australia, Central and South America, and Asia. From this data analysis, the researchers have identified 3 keys that can help unlock employee engagement. This paper will explore those findings and provide summary recommendations to help leaders get their people more engaged.

FINDING #1

Engagement Isn't a One-Size-Fits-All Solution

Unfortunately most engagement fixes are much too simplistic and categorical to help real companies.

With this research, and after two decades of consulting and training within some amazing work cultures, we have come to understand a few things about what makes people most engaged at work. Each individual on this planet is driven by a unique set of internal and external drivers. Every employee has a thumbprint-like makeup of what makes him or her most engaged from 9 to 5, and those prints vary considerably.

Most employee engagement solutions try to reach a critical mass of people within an organization, but not everyone. They usually include a list of things that are intended to make humans happiest on the job: interesting work, responsibility, autonomy, mastery, purpose, transparent communication, teamwork, trust, empowerment, clarity—and now and then even things like free snacks, ping-pong tables, or “Take Your Favorite Animal to Work Day.”

It's not that any of those ideas are inherently bad, but here's what this new research reveals about some of these commonly cited concepts:

- Only **31.5%** of working adults are motivated by Purpose.
- Only **30.3%** are motivated by Autonomy.
- Only **22.5%** are motivated by Teamwork.

The late **Steven Reiss** was a Yale-educated PhD who completed his clinical psychological internship at Harvard Medical School and taught for years at The Ohio State University. He conducted extensive studies of what motivates people and argues that we are individuals to a much greater extent than many experts will admit. “Individuals differ enormously in what makes them happy—for some, competition, winning, and wealth are the greatest sources of happiness, but for others feeling competent and socializing may be more satisfying. You can't say some motivators, like money, are inherently inferior.”

Why? Because 9% of people actually are motivated by money—certainly nowhere near a majority. But for that minority, money is not an inferior motivator; not at all.

The point: Engagement isn't a one-size-fits-all solution.

To move forward, leaders must discard the vague notions of engagement and get to a more granular, individualized level in assessing what drives each of their team members. The truth is employees really *are* all different from one another.

THE 23 MOTIVATORS

- Autonomy
- Challenge
- Creativity
- Developing Others
- Empathy
- Excelling
- Excitement
- Family
- Friendship
- Fun
- Impact
- Learning
- Money
- Ownership
- Pressure
- Prestige
- Problem Solving
- Purpose
- Recognition
- Service
- Social Responsibility
- Teamwork
- Variety



What FindMojo research has found are 23 workplace motivators that can drive engagement levels in each of us in varying degrees (see Fig. 1a). These ideas range from challenge and excelling, to service and teamwork, to fun and empathy, to money and prestige, to creativity and learning. The odds that two people working right next to each other could have the same top 7 motivators (out of 23) in common is more than 1 million to 1.

Of course there did emerge commonalities in the research. For instance, Money was most frequently the lowest-ranked motivator in all age groups and geographic regions, while Impact was universally the most common top work motivator (68% of people globally are engaged by this idea). Consider that last statistic. Helping people understand the impact they make to the organization could help about two-thirds of your employees become more engaged. That's encouraging. But what about the 32% who are not very motivated by Impact? An engagement solution that focuses on just one or two general strategies will typically not achieve the high level of engagement that leaders are seeking.

Leaders must begin to understand what motivates each person in their care and stop treating everyone the same.

MANAGER TIP: UNDERSTAND MOTIVATION

As just one best practice, some managers we have studied have interviewed each of their people individually, asking them a few simple questions:

Tell me about your best work experience ever.
Think about a time in your life when you were most engaged at work, you gave extra effort without being asked, or you believed your work really made a difference.

Write down a few of those "best work" specifics.
Why exactly was that your best work experience? What specific assignments did you have? How did your manager act toward you?

Analyze what's really important to you at work.
Identify those key concepts that jump out at you from the list as most motivating to you. What insights do you gain into what's important to you at work right now? How might we use those ideas in sculpting your job a little to be more motivating and engaging to you?

FINDING #2

Engagement Strategies Must Acknowledge the Unique Motivators of Millennials/Gen Z

Millennials currently make up 35% of the workforce in the U.S. and by next year, according to Deloitte, will represent 75% of the working population across the globe. McKinsey adds that Gen Z could make up close to the remaining 25% of the global workforce. And that presents challenges for managers who remain unaware of the unique nature of this rising generation.



We acknowledge the inherent risks in generalizing an entire generation of people. However, younger workers exhibit a few trends in greater numbers, trends that can provide insights to managers. For instance, Millennials on average tend to change jobs more frequently. Today a typical U.S. worker stays in a job 4.1 years (Bureau of Labor Statistics). However, more than 90% of Millennials report they are job-hopping every two to three years—meaning most will have 15 or more jobs during their working lives.

So, what are the best leaders doing to slow the churn a bit? They are incorporating practices that will keep their young workers engaged in greater numbers.

According to the research from the Motivators Assessment, the three most motivating work concepts for 20–29-year-olds are:

A. Impact 65%

(This concept appeared as a top work motivator in 64% of Millennials' Motivators Assessment results.)

B. Learning 60%

C. Family 53%

D. Creativity 38%

E. Challenge 37%

Other drivers that emerged with Millennials in greater frequency than with older generations included Friendship, Fun, Recognition, Service, and Empathy.

Some of the least motivating work incentives for young workers included:

- **Autonomy 19%**
- **Ownership 15%**
- **Money 10%**

So what could keep more of a company's Millennials in their jobs a little longer, and what could engage more of its valuable young talent?

Impact. Most Millennials and Gen Z employees want to know their work is important. They often feel a sense of destiny and feel that they are supposed to do something that will lead to positive change in the world. And that means many can become frustrated and look for greener pastures if they don't believe there is positive outcome from their efforts.

90% of Millennials/Gen Z report they are job-hopping every two to three years.

Learning. A majority of young workers thrive on trying new things and growing. For some, the pursuit of knowledge is its own goal; others want to make themselves better at what they do.

Family. This is an idea that has never really been addressed in engagement articles, but wanting to make their loved ones proud of them was the third strongest work motivator for 20-somethings. Those motivated by this idea try to make Family a high priority, which means balancing home and work time.

What is not engaging for the majority of Millennials?

Autonomy and Ownership: Some 80% of younger workers are not interested in being their own boss or working alone, but they do crave direction from their direct manager at this point in their careers. More than 90% aren't motivated by the amount of money they earn. It's not that compensation isn't important to younger workers, but the research shows that Money is a satisfier more than a motivator.

MANAGER TIP: ENGAGING MILLENNIALS/GEN Z

In addition to getting to know what motivates each of the people they manage, and sculpting roles accordingly, here are just a few other things FindMojo has observed in each of the people high-engagement organizations manage; and, sculpting roles accordingly, here are a few other things that improve overall engagement levels for younger workers:

Explain clearly the mission of your organization.

Savvy managers let Millennials know how their organization makes the world a better place—and then detail how each person's work specifically impacts the success of the enterprise. They go beyond simply informing this generation about their organization's societal contributions; they actively engage them in understanding the broader mission and vision, ensuring that every individual feels a sense of purpose and meaning in their work. And then they say it again—and again.

Challenge them early to learn and make an impact.

In the very first weeks on the job, effective managers set goals for their new employees that these Individuals can accomplish in their first six months—and ensure that those goals are tied to at least one of the organization's core values. That way even entry-level hires are learning what is valuable to the organization and seeing the impact their role has. And then the leaders do it again—and again.

Worry about their well-being.

We also found that many Millennials haven't learned how to shut off work at the end of the day. While these young employees may have lots of energy, smart leaders in high-engagement organizations encourage them to take their vacation days, turn off the computer on weekends, and go out regularly with friends or family to recharge their batteries. Millennials must learn to balance, and savvy managers realize it's their job to help them acquire that skill.

Many in the rising generation are driven to learn and grow, and the majority want to make a positive impact in their organization. Those are admirable qualities. The leaders that are adjusting to this new workplace revolution will win. Those who continue to believe managers should treat everyone the same will lose.

FINDING #3

Employees Who Are Focused on Others are More Engaged

Data shows that if we use our talents to positively affect the world around us, we are more than likely going to be happier. As the research team studied those who rated themselves “very happy” in their lives overall compared with the rest of the database who were “somewhat happy,” “somewhat unhappy,” or “very unhappy,” a few trends emerged:

- Developing Others appeared as a top motivator three times more often with the happiest people.
- Excelling appeared as a top motivator more than twice as often with the happiest people.
- Teamwork, Challenge, Pressure, and Problem Solving appeared as top motivators almost twice as often with the happiest people.

In contrast, those who were unhappy in their lives overall were—

- More likely to be motivated at work by reward-driven Motivators such as Money, Recognition, and Prestige.
- Less likely to have Family as a top Motivator.
- Less likely to have Fun as a top Motivator.

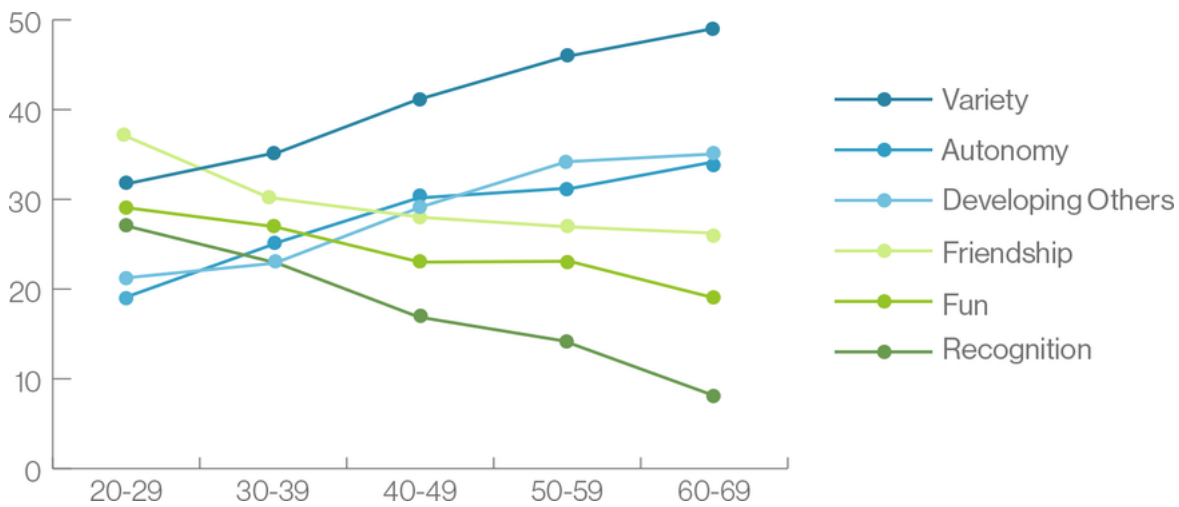
These are fascinating findings for leaders seeking to implement overall engagement strategies for an entire organization. They would be wise to consider ways to develop a culture that encourages more employees to mentor younger co-workers and prepare them to lead projects and teams. They could help individuals have a positive work-life balance, which when achieved typically results in them being more engaged at work. In addition, smart companies can ensure that camaraderie and fun are encouraged in the workplace.



ADDITIONAL FINDINGS

By analyzing demographic trends of the top Motivators, we see that some, like Recognition, often decline in importance in some people over time. However, some like Developing Others, often increase in importance.

Motivators Can Change with Age



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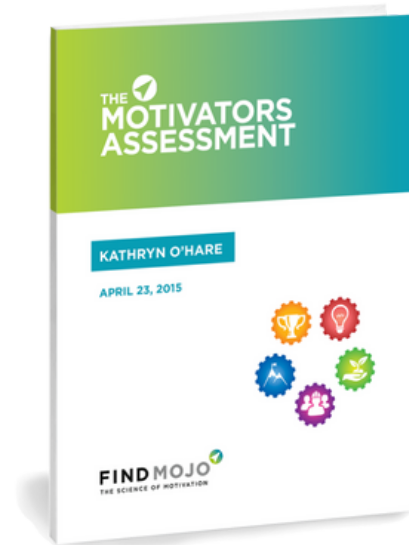
There is hope for a global solution to the employee engagement dilemma. Those managers and organizations that are seeing the greatest increase in engagement are regularly assessing motivation on an individual level. They are sculpting employees' jobs to ensure they do more of the activities they like and fewer they dislike. By addressing unique generational differences in motivation, they create corporate-wide strategies that help managers build high-performance teams where employees feel they are truly making a difference.

As leaders, we must not limit ourselves to preordained, generalized notions of engagement. To more fully engage people and encourage our employees to perform at their full potential, managers must come to understand the unique blend of motivators that engages each individual. Once we do, these core drivers will guide us as leaders to sculpt the work that's right for them.

NEXT STEPS

Discover what motivates you and your team by taking The Motivators Assessment™. Visit [FindMojo.com](https://www.findmojo.com)

To achieve even higher levels of engagement, learn how Find Your Mojo Engagement Training™ and Certification can help you and your team align your newly discovered Motivators with what you do every day.



FOR MORE INFORMATION, CONTACT US AT:

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ABOUT FINDMOJO

An innovator in Employee Engagement solutions, FindMojo® is home to Find Your Mojo™, Engagement Training™, and is the provider of The Motivators Assessment™—the world's most extensive and scientifically tested assessment to help individuals identify their unique blend of core motivators.

Based on more than two decades of experience, and the results of workplace interviews with initially more than 850,000 people, our research, training programs, and bestselling publications, help managers and leaders create engaged and productive teams where employees feel that what they do every day matters.