# *Employee Engagement:*
## *Commitment & Motivation Profiling*

## Executive Guide

*Identifying the factors that contribute to high performance at work*

### PARIO Innovations

# Commitment & Motivation Profiling

## Identifying Success Factors

*Companies who scored highly on their ability to manage talent earned, on average, a 22% higher return to shareholders than their industry peers. Companies that scored low on talent management earned no more than their peers did." (Watson Wyatt)*

Research shows that many organizations fail to retain talented staff - and fail to maximize performance - because of weaknesses in the way employees are managed.*  However, it is now possible to run scientifically designed surveys that provide objective data on employee motivation and commitment, clarifying the key factors e.g. Role Clarity, Meaningful Work, scope for Discretion (Autonomy), which shape the Culture. *Commitment & Motivation Profiling (CMP)* identifies the aspects of Management Behaviour and Culture contributing to high performance, identifying strengths and weaknesses across the business.

Pario Innovations offer a tailored, online *Commitment & Motivation Profiling Questionnaire (CMPQ)*, plus optional printed questionnaires. (Responses can be combined with the online data). In addition to the core questions, the CMPQ gives employees an opportunity to provide written comment on key issues. These usually focus on what they like about the organization, what they dislike, and what they would most like to see changed.
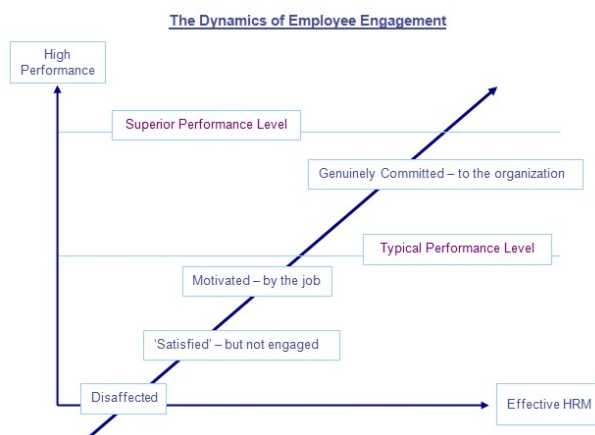
The CMPQ includes validated questions linked to Success Factors, plus optional tailored questions, to assess performance related issues and happiness at work. *The CMPQ is a diagnostic tool*. An in-depth report enables follow-up interventions, e.g. management training, to be focused to best effect and maximize ROI. When we look more closely at the figures, the business case for *Commitment and Motivation Profiling* becomes clear:

*18% of variations in productivity and 19% in profitability could be attributed to people management. People management was a better predictor of company performance than strategy, technology or R&D*

(Sheffield Institute of Work Psychology, UK)

# High Performance at Work

## Four Levels of Connection



The Dynamics of Employee Engagement

*Aviva Insurance, one of the world's largest insurance companies, report that they reduced turnover as a result of building on people's underlying strengths and increasing employee engagement.*

When we review the level of Commitment in organizations, it is possible to identify four *Levels of Connection*. There will always be a percentage of employees who are *Disaffected* and only stay with the business because they do not have a good alternative. They have little interest in the longer term progress of the company and at worst may seek to damage its reputation or sabotage its activities.

At the next level we have employees who are *Satisfied* and may enjoy working for the organization, but there is no guarantee that they will be high performers. They can be contrasted with people who are *Motivated* and willing to show discretionary effort, putting in extra effort to overcome problems. However, they could also be somewhat Disaffected. Finally, we have those who are fully *Engaged*, with an emotional commitment to the business. These employees identify with the organization goals and values and would be sad to leave.

A recent CMP Survey, conducted by *Pario Innovations,* revealed that 83% of staff in a Client Organization were *Motivated,* but only 67% indicated that they were *Engaged*. Almost 22% were *Disaffected* (and open to offers from competitors).
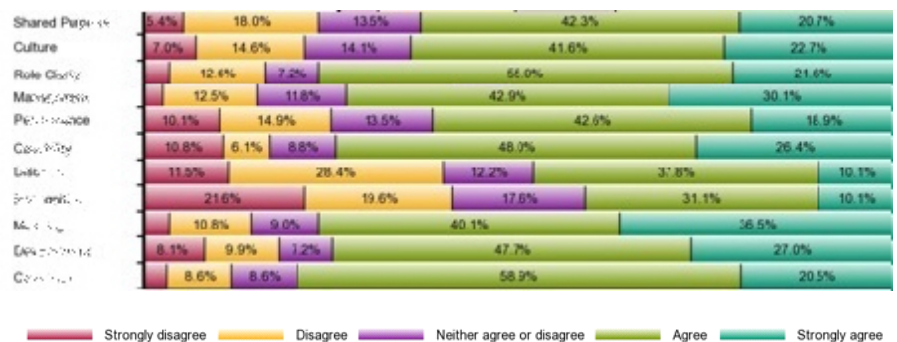
To understand the issues, the survey also identified the factors that directly influenced these Outcomes. The CMPQ examined the extent to which employees experienced *Work Pressure*, their sense of doing *Meaningful Work*, the *Quality of Relationships* with others, and key aspects of the *Culture*. (See next page).

*Motivation is not the same as Commitment. They are shaped by separate processes.*

# Identifying the Issues

## Reviewing the Results

Each of the key factors covered by the CMPQ is analysed to clarify the percentage of employees who agree or disagree with the statements linked to that factor:



| | | | | | |
|---|---|---|---|---|---|
| Shared Purpose | 5.4% | 18.0% | 13.5% | 42.3% | 20.7% |
| Culture | 7.0% | 14.6% | 14.1% | 41.6% | 22.7% |
| Role Clarity | 12.6% | 7.2% | | 58.0% | 21.6% |
| Managemen | 12.5% | 11.8% | 42.9% | | 30.1% |
| Performance | 10.1% | 14.9% | 13.5% | 42.6% | 18.9% |
| Capability | 10.8% | 6.1% | 8.8% | 48.0% | 26.4% |
| Listening | 11.5% | 28.4% | 12.2% | 37.8% | 10.1% |
| Development | 21.6% | 19.6% | 17.6% | 31.1% | 10.1% |
| Motivation | 10.8% | 9.0% | 40.1% | | 36.5% |
| Empowerment | 8.1% | 9.9% | 7.2% | 47.7% | 27.0% |
| Commitment | 8.6% | 8.6% | 58.9% | | 20.5% |

**Strongly disagree** ■ **Disagree** ■ **Neither agree or disagree** ■ **Agree** ■ **Strongly agree**

The in-depth analysis is used on all the statements. In the study mentioned previously, 89% of staff felt their work contributed to performance. (This question is linked to the scale: "Meaningful Work").

| I feel that my work contributes to the organisation's performance | 5.4% | 5.4% | 35.1% | 54.1% |
|---|---|---|---|---|

## Looking at the Evidence



*On average, less than 40% of employees believe that employers deserve their loyalty and the trend is worsening*

Hudson Institute

*Engaged employees deliver 4 times more value to the organisation than non-engaged (disaffected) employees*

Mercer Delta Study

*Disengaged employees take an average of 11 days more sick absence per annum*

TNS Study 2005

# Preparing for the Future

## Profiling Strengths & Weaknesses

The CMPQ Report includes an *Executive Summary* with a 'Traffic Light' Summary of both Strengths and Weaknesses. The following tables, linked to a recent study, provide examples of the top two issues in each area.

### Strengths

| Question | Average Importance for all data sources | Average Perception for all data sources | Strongly disagree | Disagree | Neither agree or disagree | Agree | Strongly agree | Strongly disagree + Disagree | Strongly agree + Agree | Number of Responses | Traffic Light |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 62. I believe my work is important and valued by other people | 3.24 | 4.46 | 0.0 | 2.7 | 5.4 | 35.1 | 56.8 | 2.7 | 91.9 | 237 | 🟩 |
| 58. I trust and respect my immediate manager | 3.32 | 4.43 | 2.7 | 5.4 | 0.0 | 29.7 | 62.2 | 8.1 | 91.9 | 237 | 🟩 |

### Weaknesses

| Question | Average Importance for all data sources | Average Perception for all data sources | Strongly disagree | Disagree | Neither agree or disagree | Agree | Strongly agree | Strongly disagree + Disagree | Strongly agree + Agree | Number of Responses | Traffic Light |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 44. My work is not subjected to excessive scrutiny or checking | 3.19 | 2.43 | 27.0 | 32.4 | 13.5 | 24.3 | 2.7 | 59.5 | 27.0 | 237 | 🟥 |
| 37. My pay is competitive compared with other similar organisations | 3.27 | 2.70 | 35.1 | 5.4 | 21.6 | 29.7 | 8.1 | 40.5 | 37.8 | 237 | 🟥 |

*Commitment & Motivation Profiling*

The CMPQ can be run with groups of 30+ employees, enabling diagnostic assessment of key issues within teams or Business Units.

## CMPQ: Report Recommendations

**The recent CMPQ Sample Survey highlighted the need to equip managers with additional skills to strengthen employee motivation and develop a stronger sense of involvement (and sense of shared purpose).**

Other issues requiring the attention of Senior Management included t**he perception that rewards were not fairly distributed, a lack of autonomy and discretion, and issues relating to reward and recognition. Over time, it is** possible to identify any deterioration (or improvement) in CMPQ scores. The model is internally referenced to support comparison across departments and work groups.

Contact Pario Innovations to discuss how your business can improve Strategic HR Management and strengthen Alignment through the use of advanced *Commitment and Motivation Profiling*. This is a research-based approach that can help make a real difference to performance and productivity.

Click for a Sample Report

http://www.pario-innovations.com/sample_employee_engagement_survey_2013.pdf

Pario deliver advanced Employee Engagement Surveys,
360 Degree Feedback and other online resources.

Email    support@pario-innovations.com

http://www.Employee-Engagement-Profiling.com

Registered Office:

133 Sirdar Road
London N22 6QS

PARIO Innovations