



**BESIX Employee Well-being and Engagement Survey**

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August 2018

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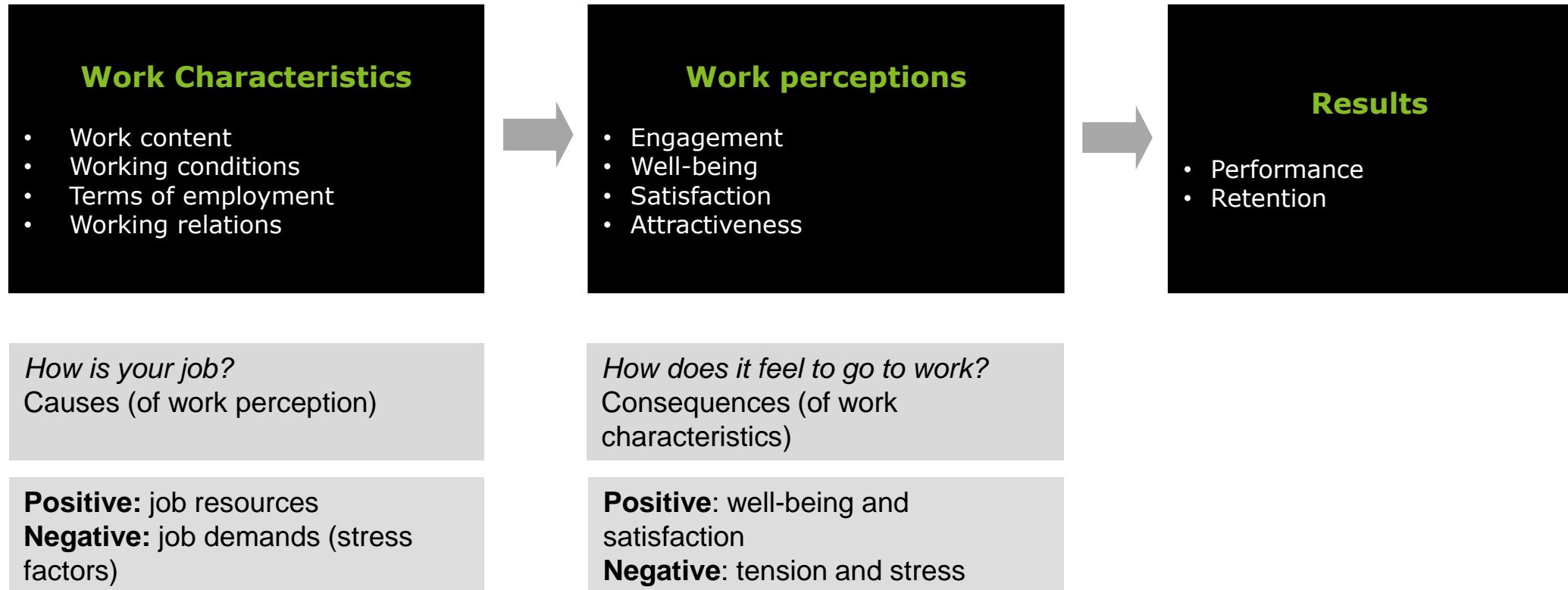
1. The research model
2. Response rate analysis
3. Summary of the results
4. Impact analyses
5. Detailed results
6. Extra modules
7. Appendix

# 1. The research model

1. Three dimensions of the research model
2. Components of the research model

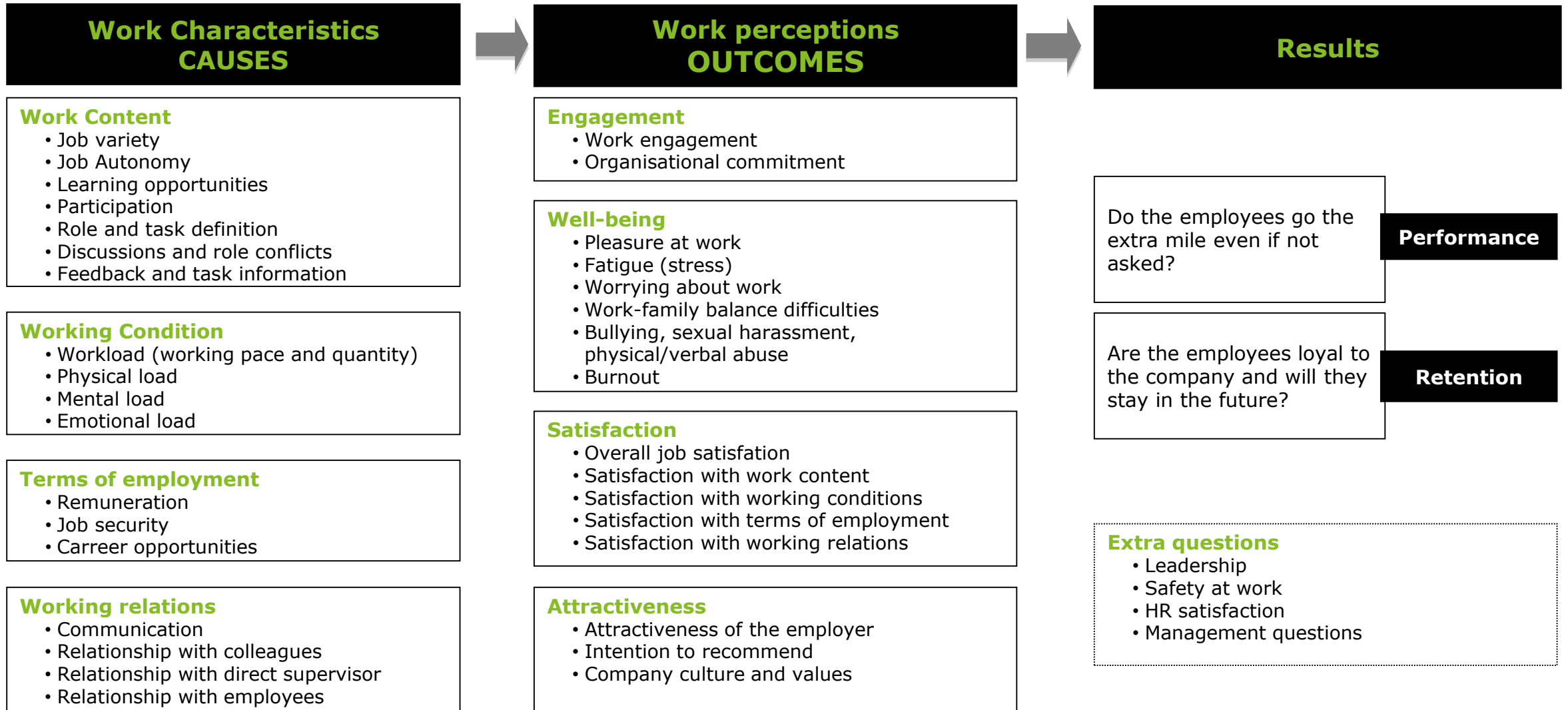
# 1. The research Model

## Three dimensions of the research model



# 1. The research Model

## Components of the research model

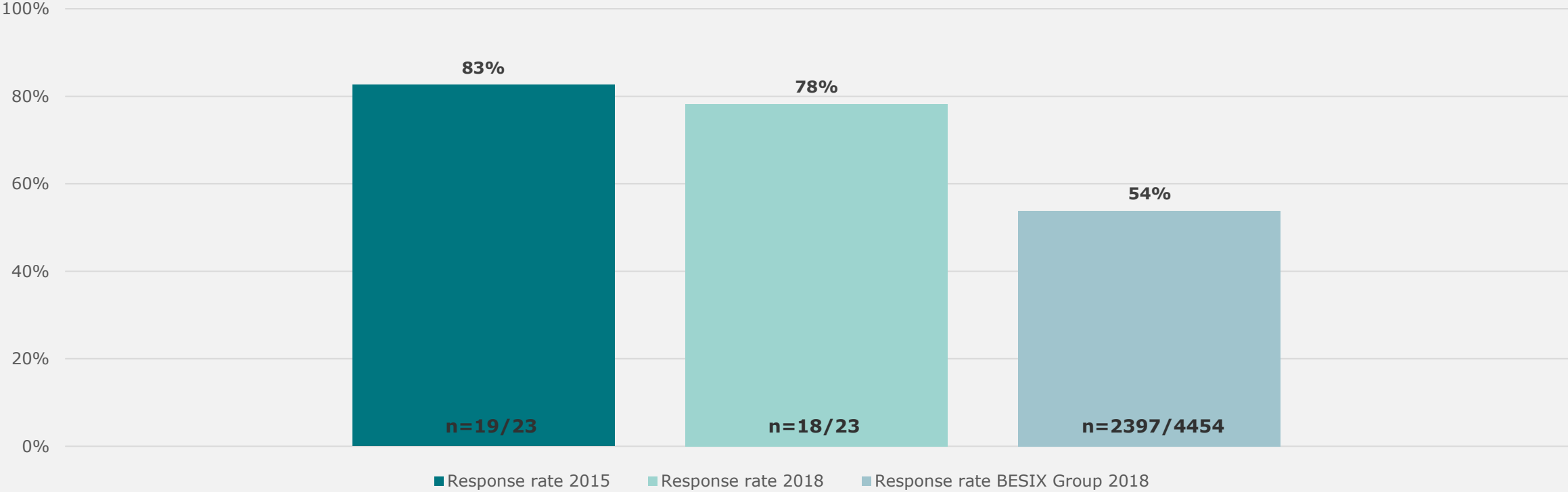


## 2. Response rate analysis

1. General response rate
2. Response rate by employee characteristics

# 2. Response rate analysis

## General response rate of CEO Office

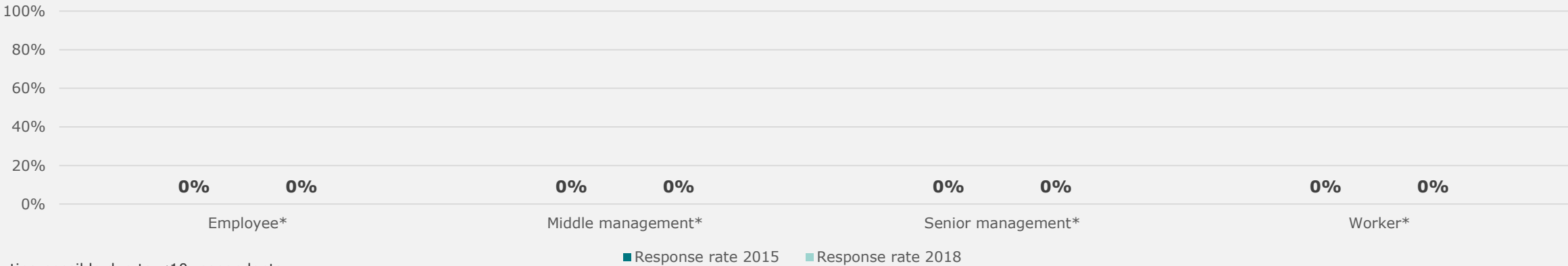


The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

## 2. Response rate analysis

### Response rate of CEO Office by Employee Category and Executive Function

#### Employee category



#### Executive function





# 2. Response rate analysis

## Response rate of CEO Office by Gender, Age and Seniority

### Gender



\*No reporting possible due to <10 respondents

■ Response rate 2015 ■ Response rate 2018

### Age



\*No reporting possible due to <10 respondents

■ Response rate 2015 ■ Response rate 2018

### Seniority



\*No reporting possible due to <10 respondents

■ Response rate 2015 ■ Response rate 2018

## 3. Summary of the results

### 3. Summary of the results CEO Office

#### Work characteristics

|                                     | 2015        | 2018        |
|-------------------------------------|-------------|-------------|
| <b>Work content</b>                 | <b>6,54</b> | <b>6,48</b> |
| Job variety                         | 7,23        | 7,3         |
| Job autonomy                        | 6,49        | 5,97        |
| Learning opportunities              | 6,47        | 7,03        |
| Participation                       | 5,92        | 5,69        |
| Role and task definition            | 6,67        | 6,06        |
| Discussions and role conflicts*     | 2,50        | 2,31        |
| Feedback and task information       | 5,53        | 5,6         |
|                                     | <b>2015</b> | <b>2018</b> |
| <b>Working conditions</b>           | <b>5,45</b> | <b>5,53</b> |
| Workload*                           | 6,07        | 6,56        |
| Physical load*                      | 1,35        | 1,6         |
| Mental load*                        | 7,19        | 7,1         |
| Emotional load*                     | 3,60        | 2,64        |
|                                     | <b>2015</b> | <b>2018</b> |
| <b>Terms of employment</b>          | <b>5,87</b> | <b>6,21</b> |
| Remuneration                        | 4,95        | 5,69        |
| Job security                        | 7,01        | 6,77        |
| Career opportunities                | 5,66        | 6,16        |
|                                     | <b>2015</b> | <b>2018</b> |
| <b>Working relations</b>            | <b>5,42</b> | <b>6,34</b> |
| Communication                       | 4,07        | 5,3         |
| Relationship with colleagues        | 6,27        | 7,45        |
| Relationship with direct supervisor | 5,93        | 6,26        |
| Relationship with employees**       | 8,10        | -           |

#### Work perceptions

|   | 2015           | 2018          |
|---|----------------|---------------|
| <b>Engagement</b>   | <b>6,69</b>    | <b>6,74</b>   |
| Work engagement   | 7,00           | 7,21          |
| Organizational commitment   | 6,38           | 6,27          |
|   | <b>2015</b>    | <b>2018</b>   |
| <b>Well-being</b>   | <b>6,61</b>    | <b>5,82</b>   |
| Pleasure at work  | 7,66           | 8             |
| Fatigue (work stress)*  | 4,03           | 5,47          |
| Worrying about work*  | 4,34           | 5,66          |
| Difficulties with work-family balance*                                    | 3,98           | 5,17          |
| Burnout*  | 2,25           | 2,59          |
| <b>Undesirable behavior 2018</b>  | <b>Witness</b> | <b>Victim</b> |
| Physical abuse  | 0%             | 0%            |
| Verbal abuse  | 39%            | 6%            |
| Sexual harassment   | 6%             | 6%            |
| Bullying  | 11%            | 6%            |
| <i>(No comparison with 2015 as a zero tolerance principle is applied)</i> |                |               |
|   | <b>2015</b>    | <b>2018</b>   |
| <b>Satisfaction</b>   | <b>6,56</b>    | <b>6,79</b>   |
| Overall job satisfaction  | 7,05           | 6,94          |
| Satisfaction with work content  | 6,99           | 7,4           |
| Satisfaction with terms of employment                                     | 5,45           | 6,53          |
| Satisfaction with working conditions                                      | 6,58           | 5,6           |
| Satisfaction with working relations                                       | 7,24           | 7,64          |
|   | <b>2015</b>    | <b>2018</b>   |
| <b>Attractiveness</b>   | <b>7,01</b>    | <b>7,42</b>   |
| Attractiveness of the employer  | 6,84           | 7,45          |
| Company culture and values  | 7,53           | 7,5           |
| Intention to recommend  | 6,66           | 7,31          |

#### Results

|   | 2015        | 2018        |
|---|-------------|-------------|
| <b>Performance</b>                                |             |             |
| Going the extra mile even if not asked for        | 7,82        | 7,94        |
|   | <b>2015</b> | <b>2018</b> |
| <b>Retention</b>                                  |             |             |
| Intention to stay working within the organization | 7,04        | 7,12        |

**Meaning of the colours**  
 Positively worded dimensions  
 Mean score <5/10  
 Mean score ≥5/10 and <6/10  
 Mean score ≥6/10

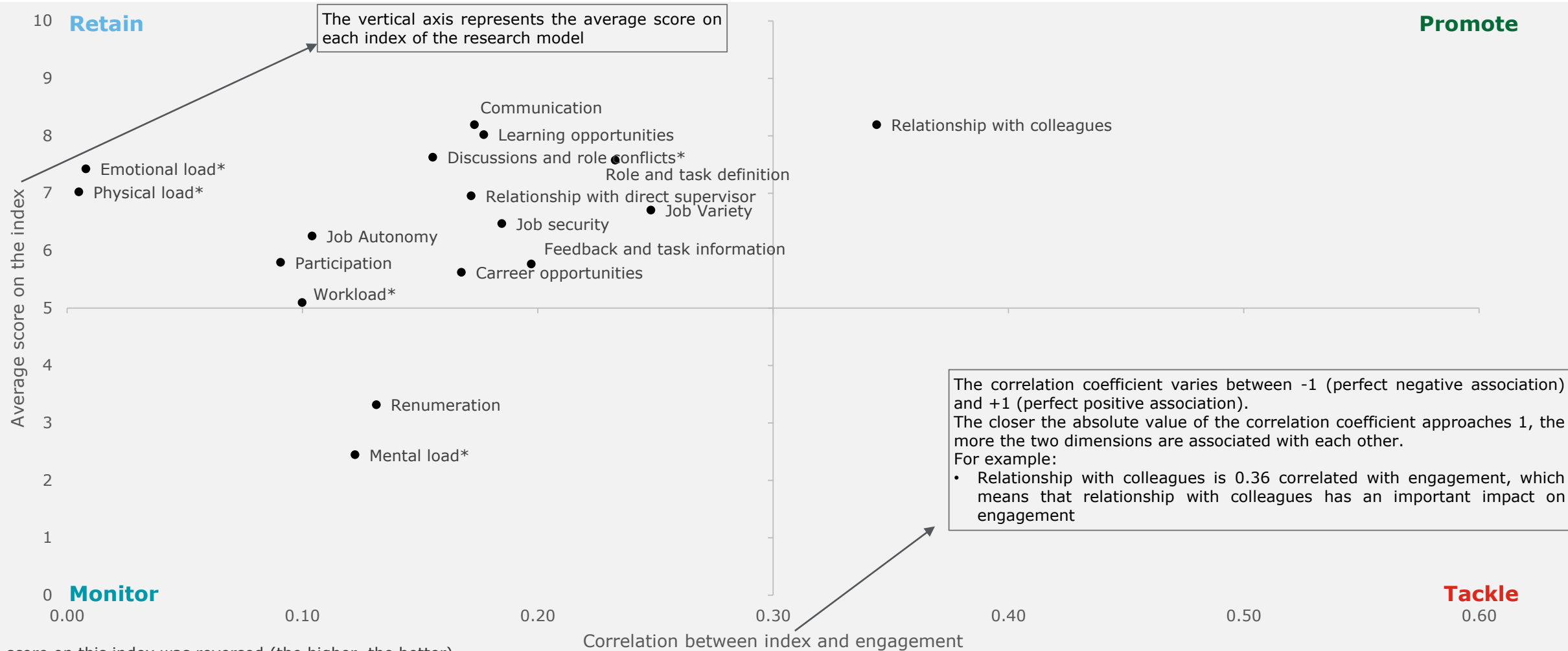
\*Negatively worded dimensions  
 Mean score ≤4/10  
 Mean score >4/10 and ≤5/10  
 Mean score >5/10

\*\*No reporting due to < 10 respondents

## 4. Impact analyses

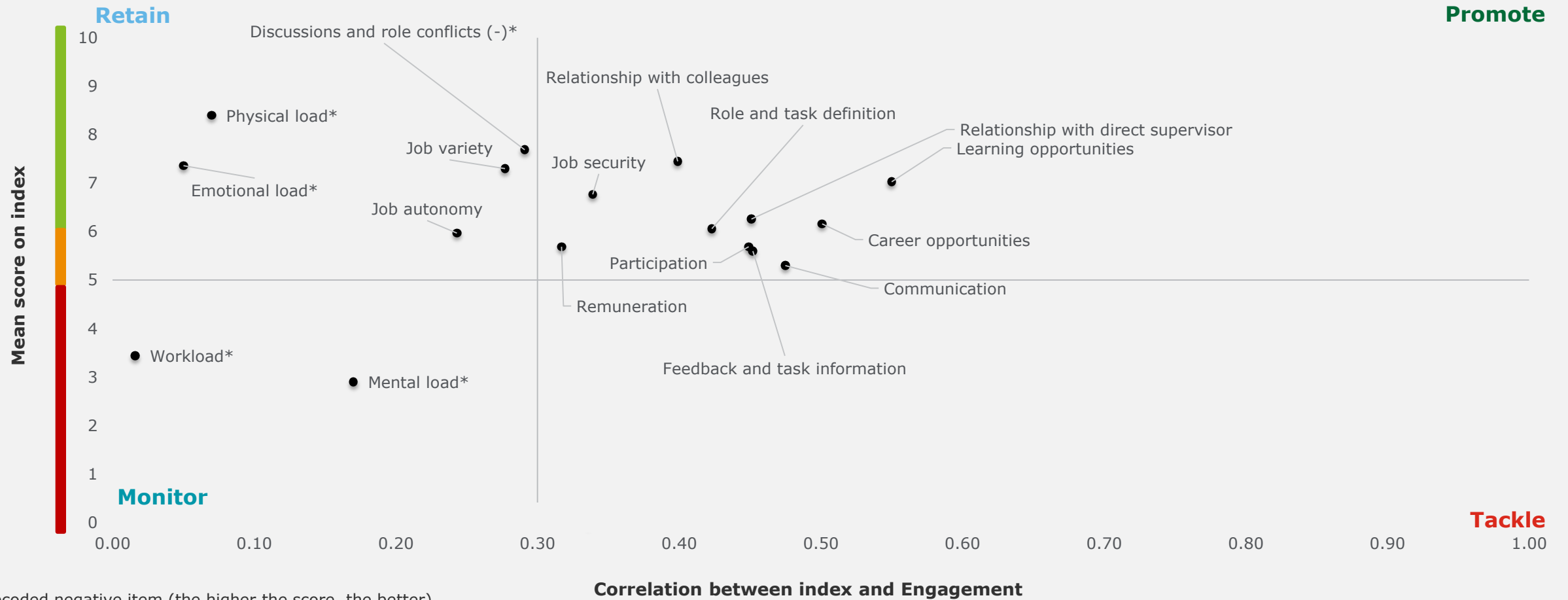
# 4. Detailed results

## Interpretation slide: impact analysis engagement



# 4. Impact analyses

## Engagement

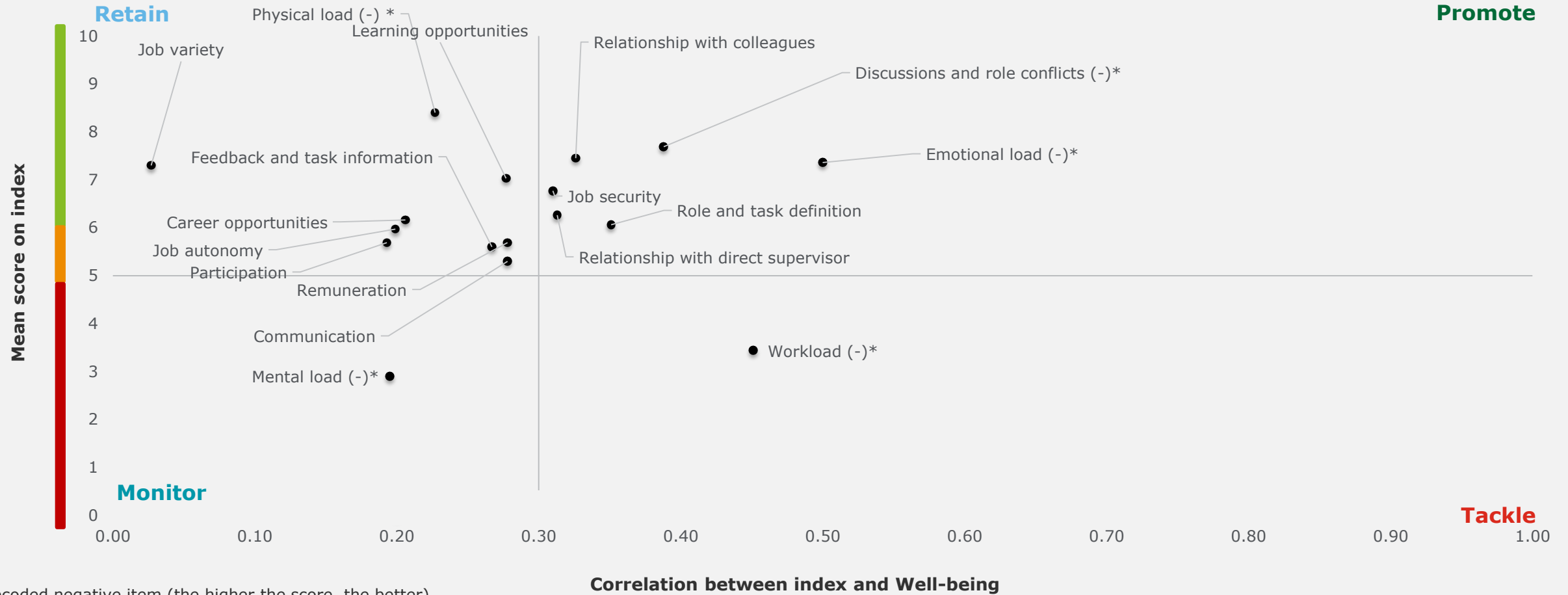


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Well-being

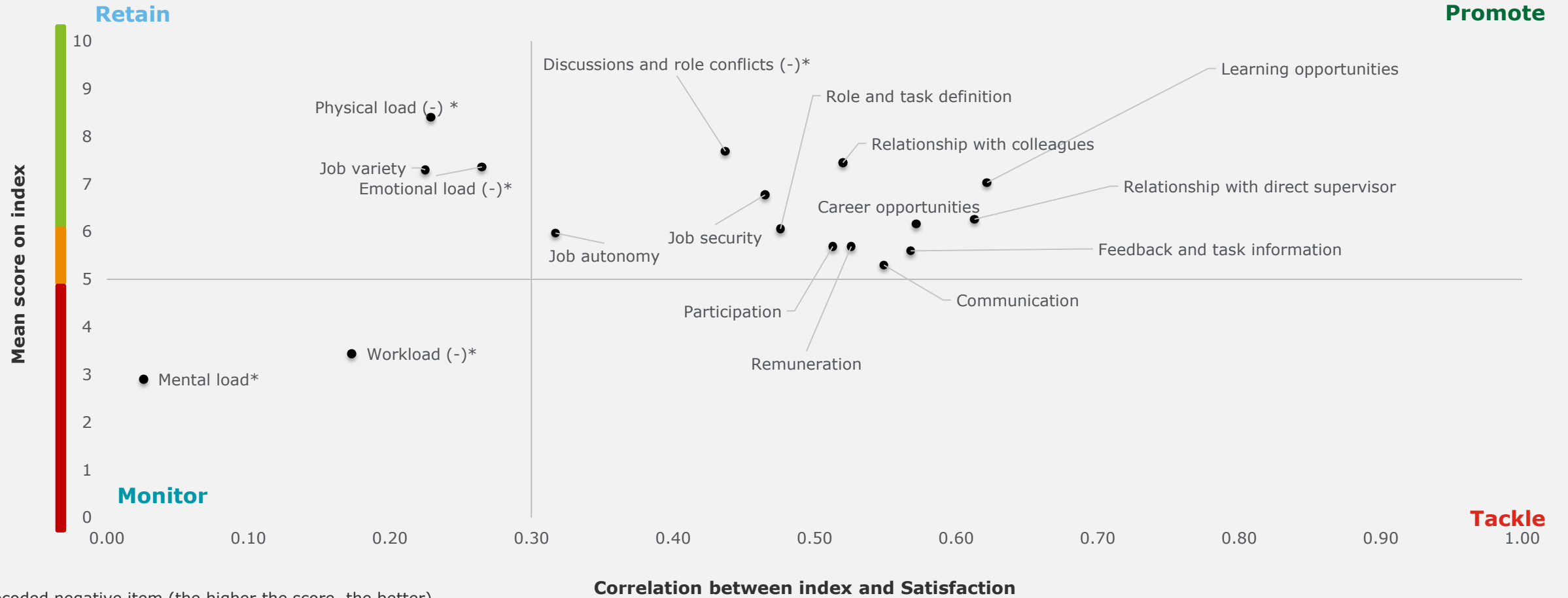


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Satisfaction



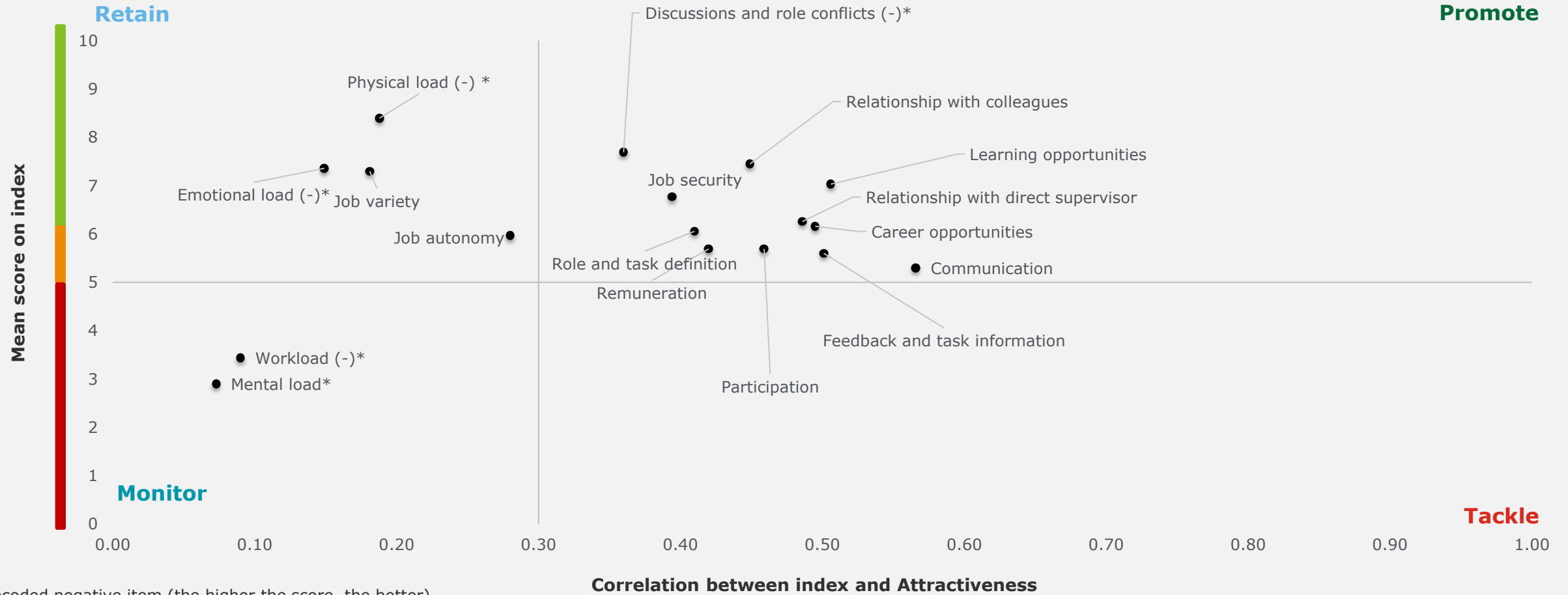
\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension



# 4. Impact analyses

## Attractiveness

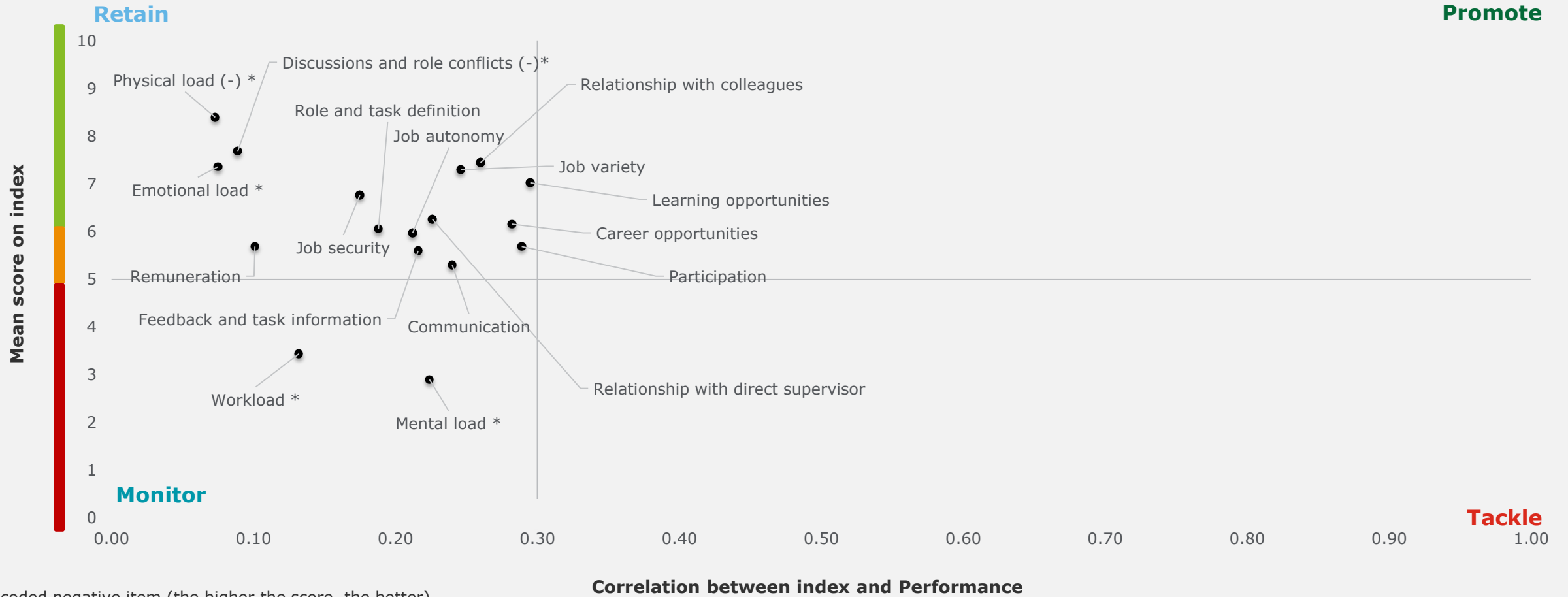


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Performance

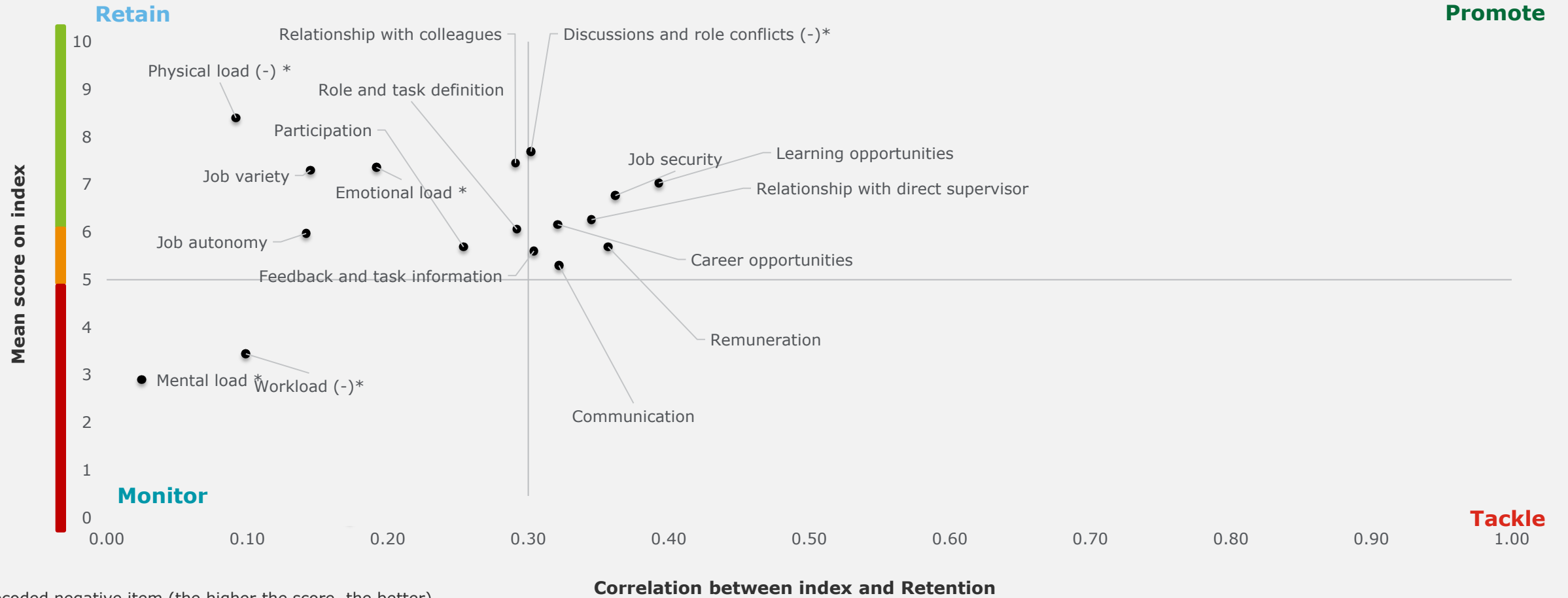


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Retention



\*Recoded negative item (the higher the score, the better)

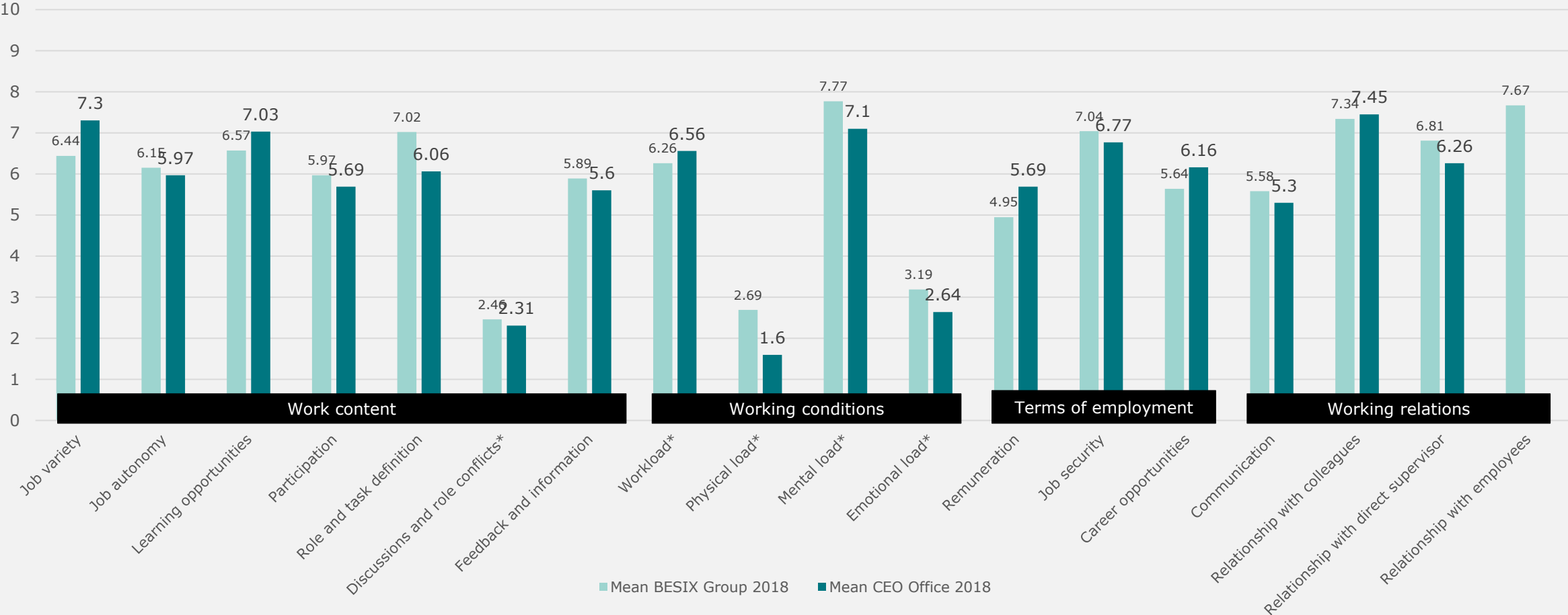
(-): negative correlation with dimension

## 5. Detailed results

1. Comparing the indices with the BESIX Group results
2. Comparing the indices with the iNostix by Deloitte benchmark
3. Engagement analysis
4. Analysis of commitment
5. Typology work perception: pleasure and stress at work
6. Burnout
7. Undesirable behaviour
8. Overall job satisfaction
9. Intention to recommend

# 5. Detailed results

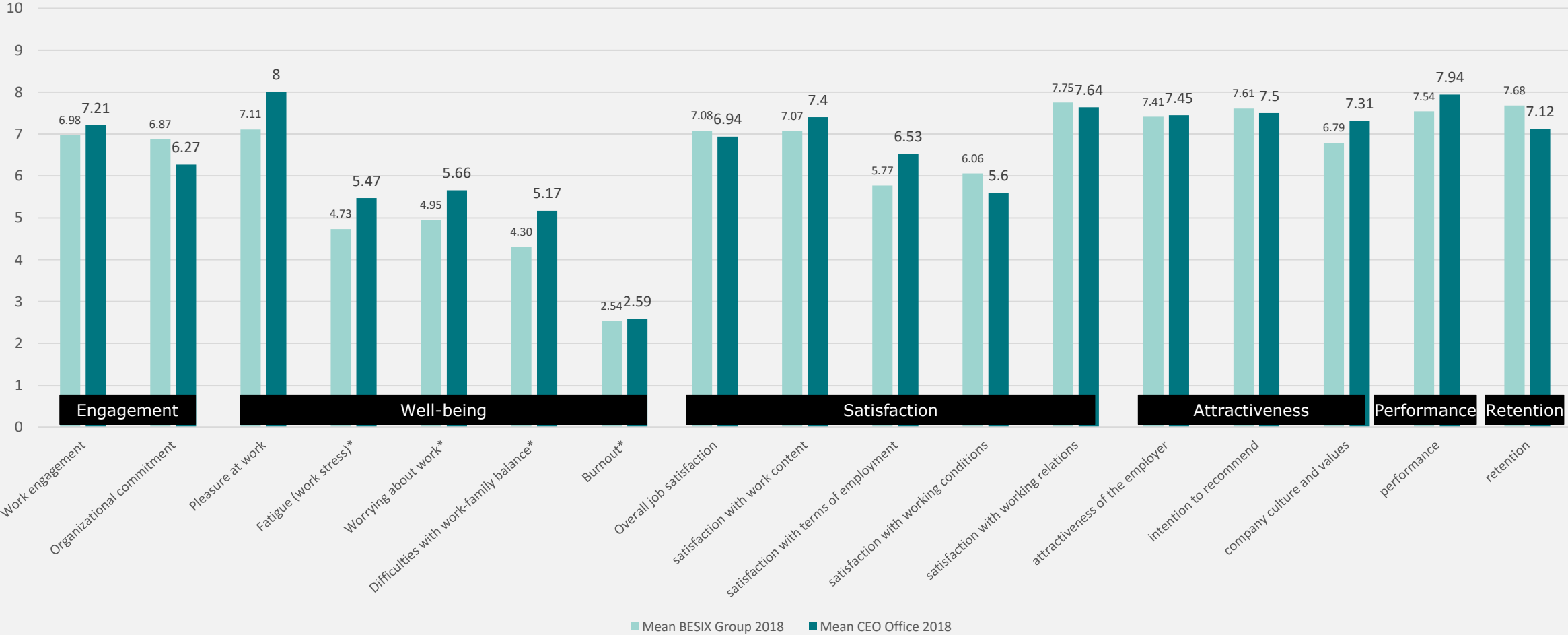
## Comparing the indices with the BESIX Group results (1/2)



\*Negatively worded items: the lower the score, the better

# 5. Detailed results

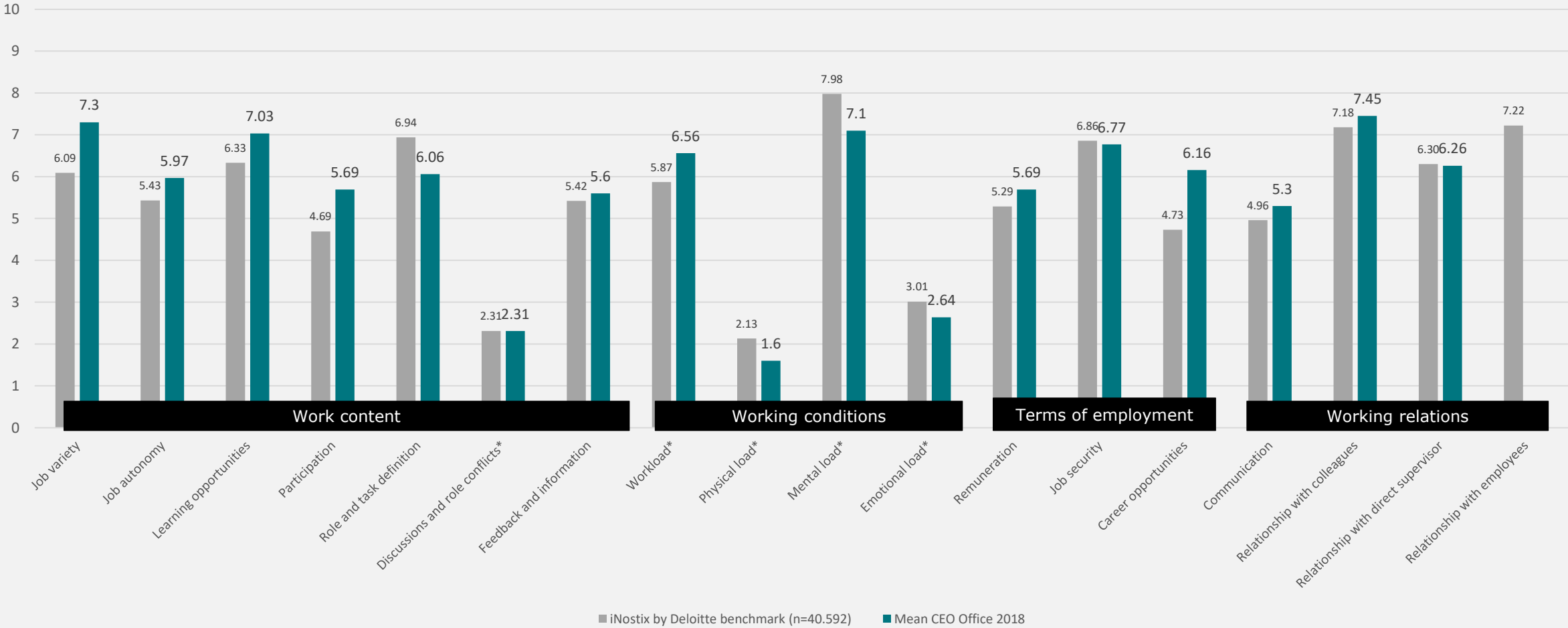
## Comparing the indices with the BESIX Group results (2/2)



\*Negatively worded items: the lower the score, the better

# 5. Detailed results

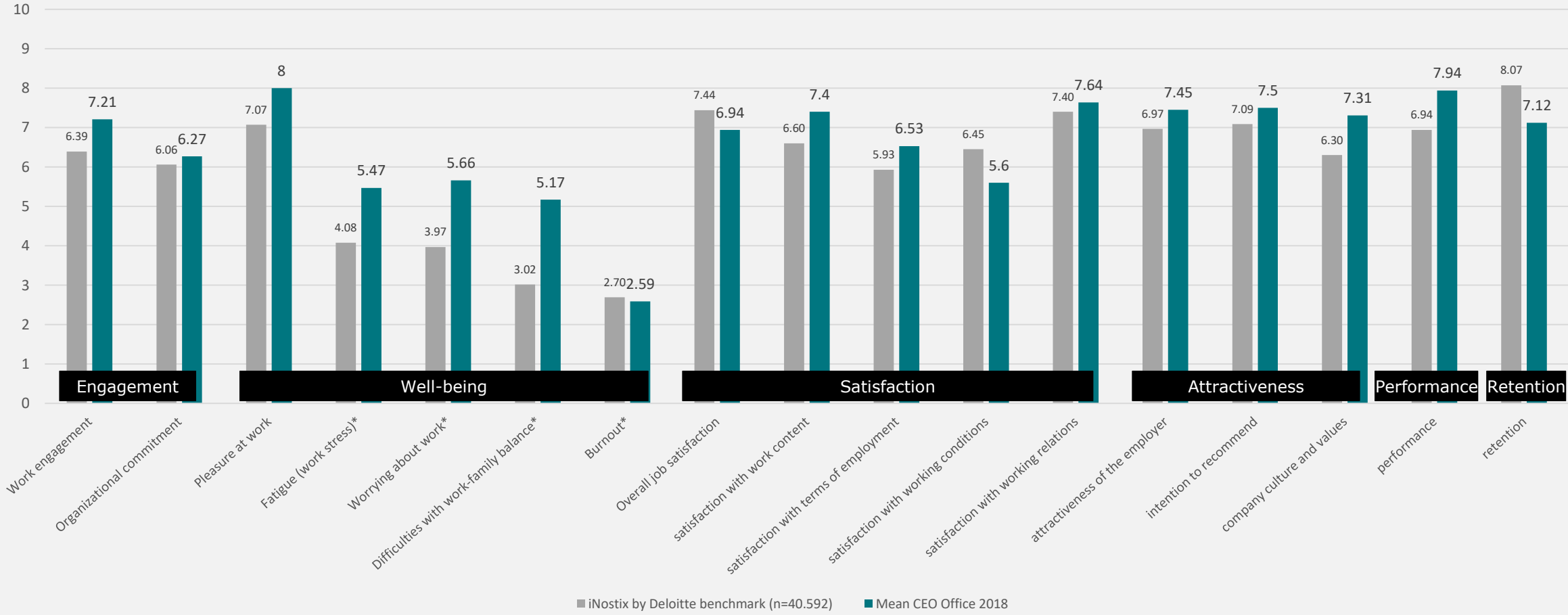
## Comparing the indices with the benchmark (1/2)



\*Negatively worded items: the lower the score, the better

# 5. Detailed results

## Comparing the indices with the benchmark (2/2)

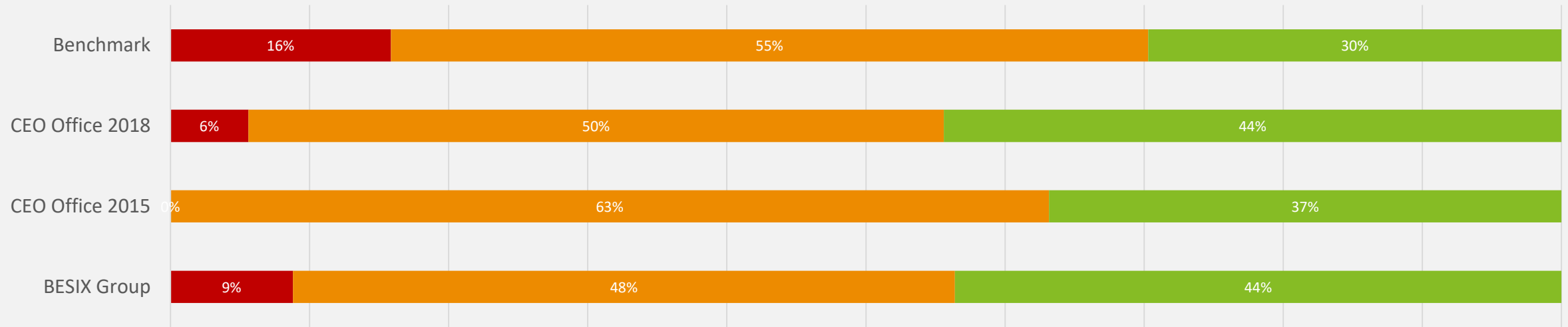


\*Negatively worded items: the lower the score, the better



# 5. Detailed results

## Engagement analysis



**Disengaged (<5/10)**  
*Low level of engagement*

- Low performance
- Have less pleasure at work
- Have high intention to quit
- Corrective action is required

**Engaged (5-7,5/10)**  
*Average level of engagement*

- Alternately high and low performance
- They go 'with the flow'
- Have important differences in intention to quit
- Improvement in engagement is required

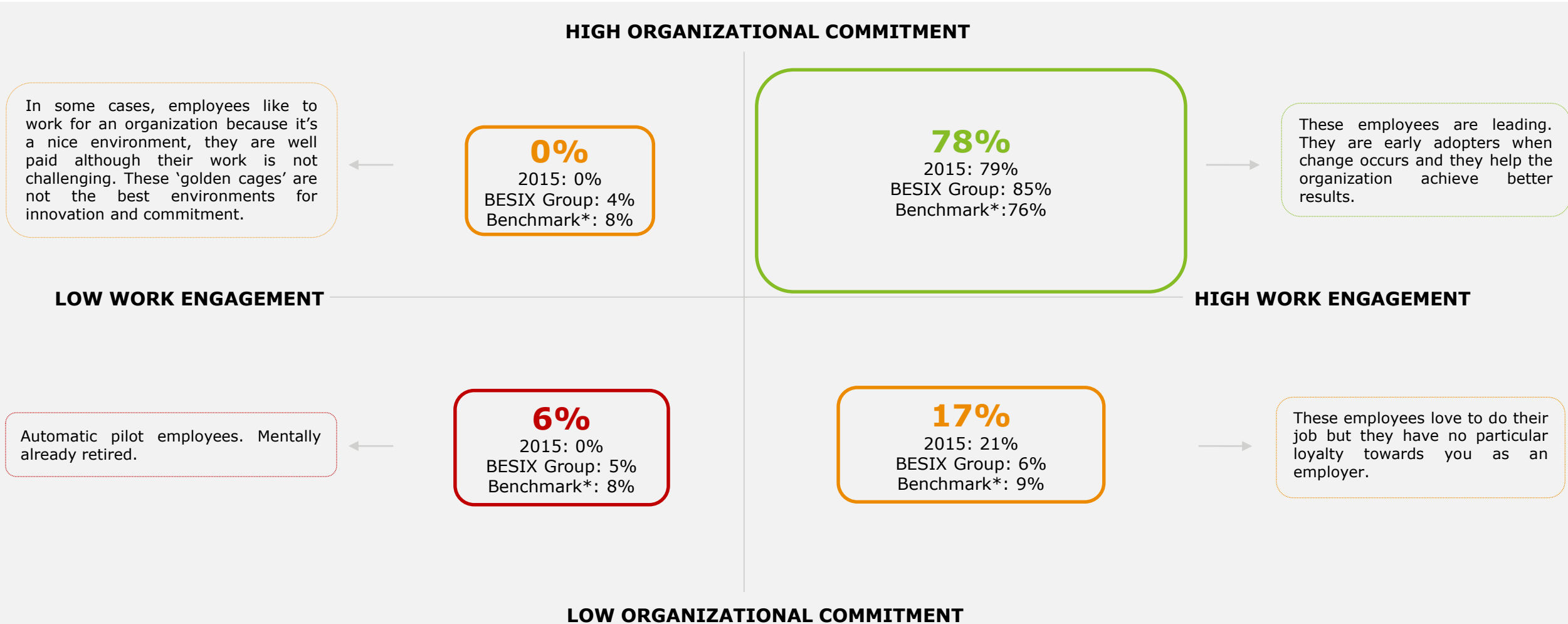
**Highly engaged (>7,5/10)**  
*High level of engagement*

- High performance
- A lot of pleasure at work
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

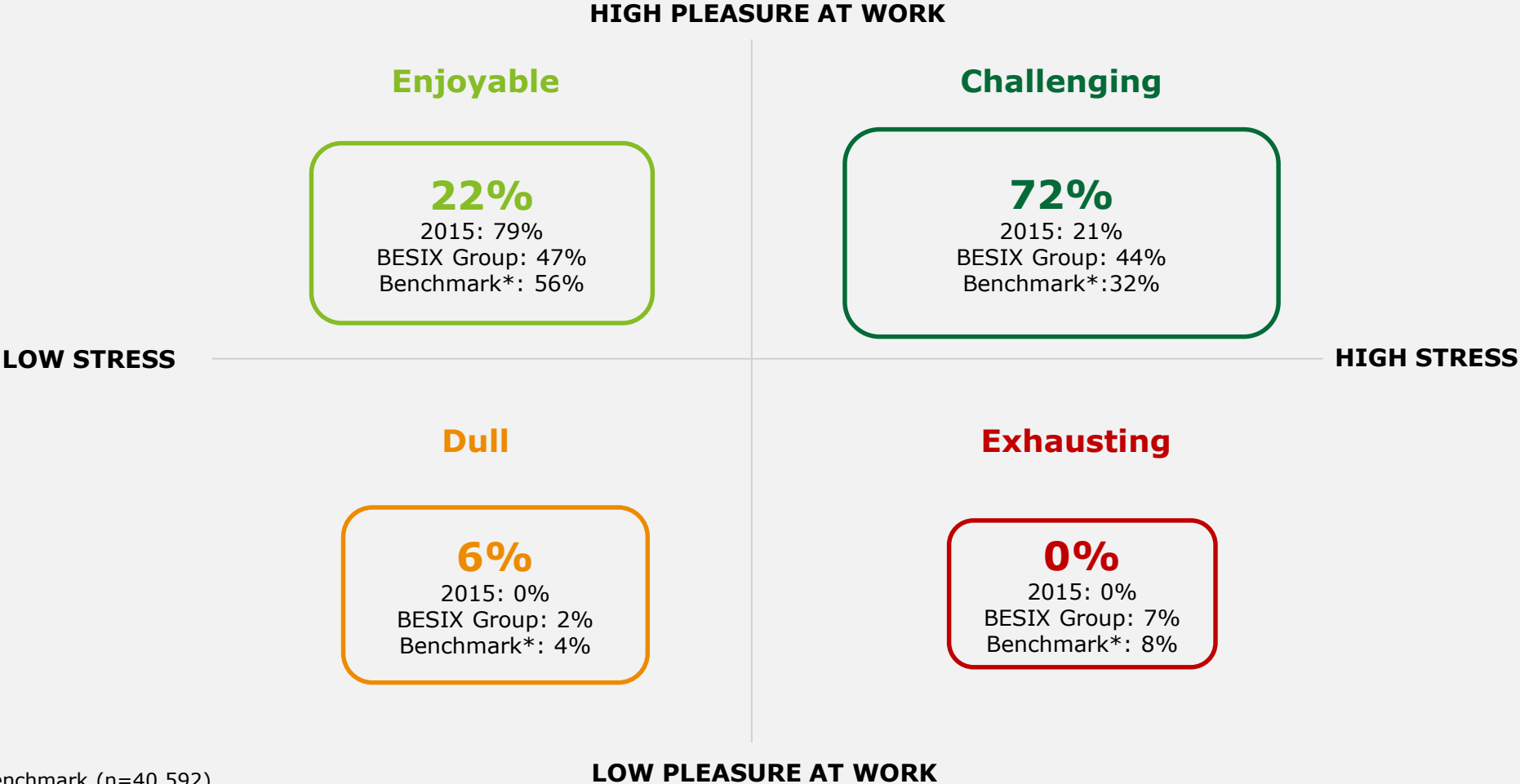
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

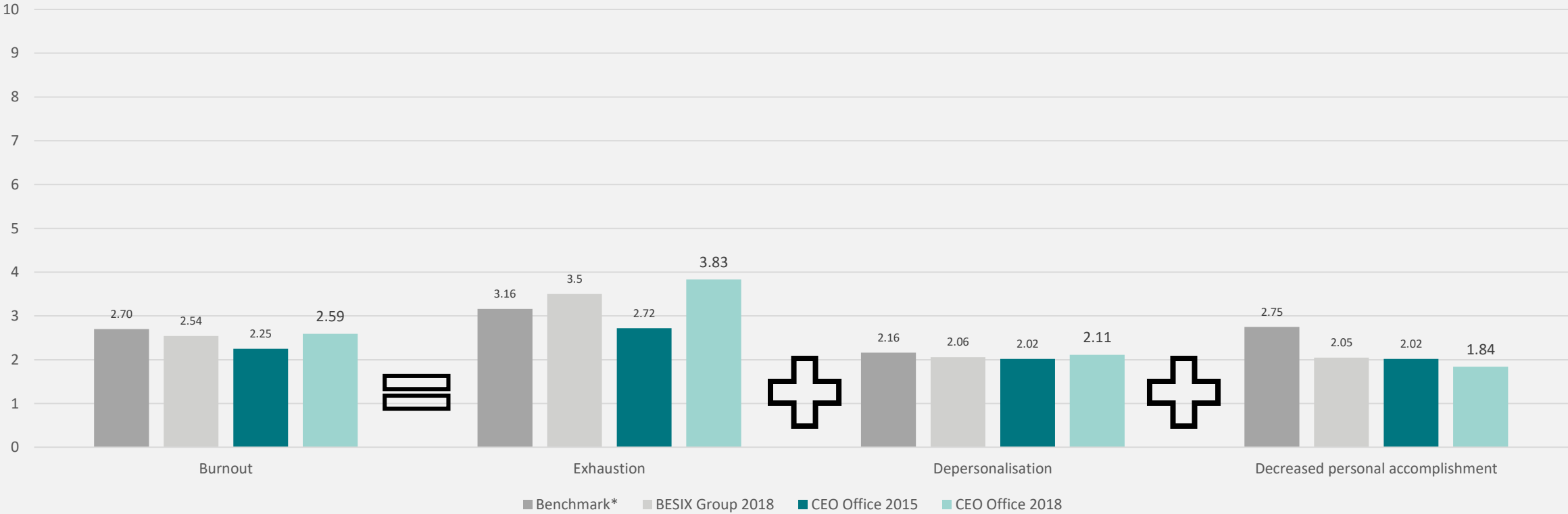
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)  
Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

# 5. Detailed results

## Burnout

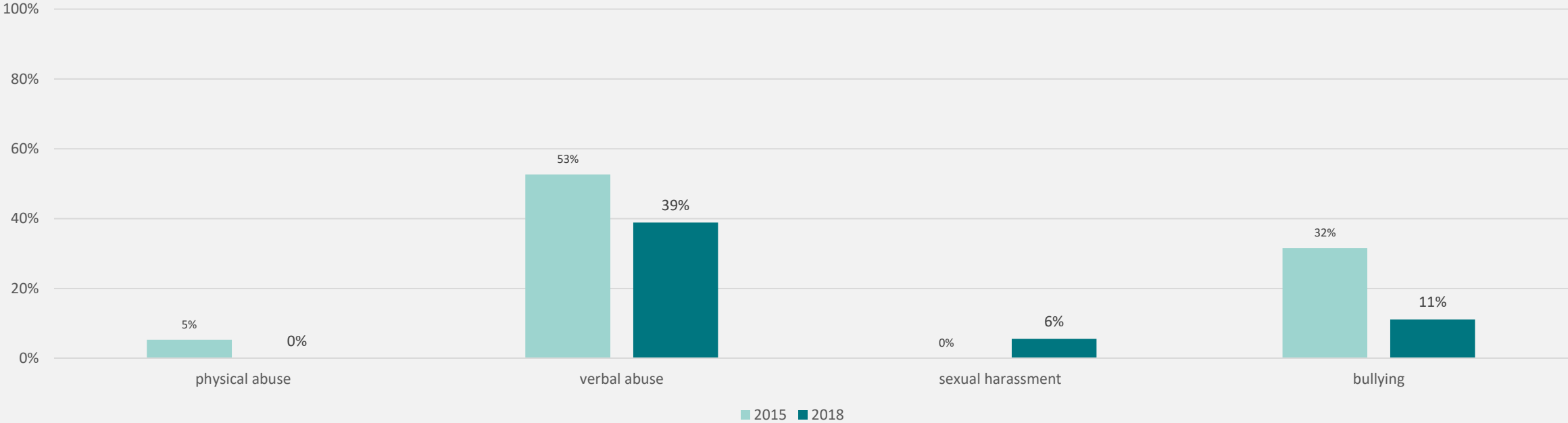


*The higher the scores, the higher the risk of burnout*  
*Burnout = (exhaustion + depersonalisation + personal accomplishment)/3*

\*iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

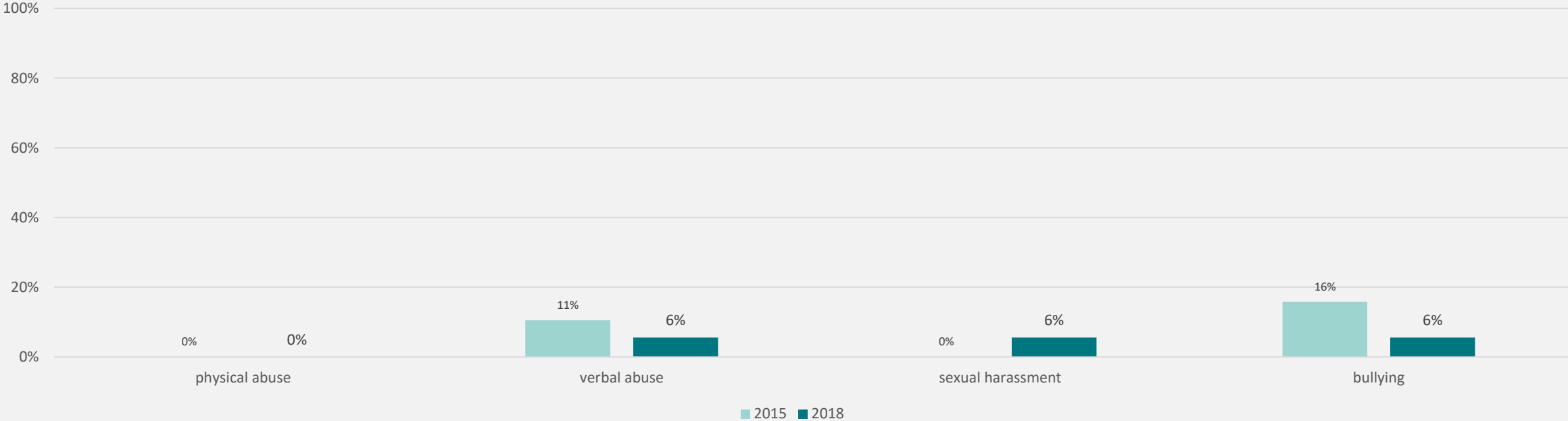
## Undesirable behaviour: witness



| Undesirable behavior | Witness 2015 |     |                   | Witness 2018 |     |                   |
|----------------------|--------------|-----|-------------------|--------------|-----|-------------------|
|                      | n            | %   | of which internal | n            | %   | of which internal |
| physical abuse       | 1            | 5%  | 0%                | 0            | 0%  | N/A               |
| verbal abuse         | 10           | 53% | 83%               | 7            | 39% | 13%               |
| sexual harassment    | 0            | 0%  | N/A               | 1            | 6%  | 0%                |
| bullying             | 6            | 32% | 86%               | 2            | 11% | 0%                |

# 5. Detailed results

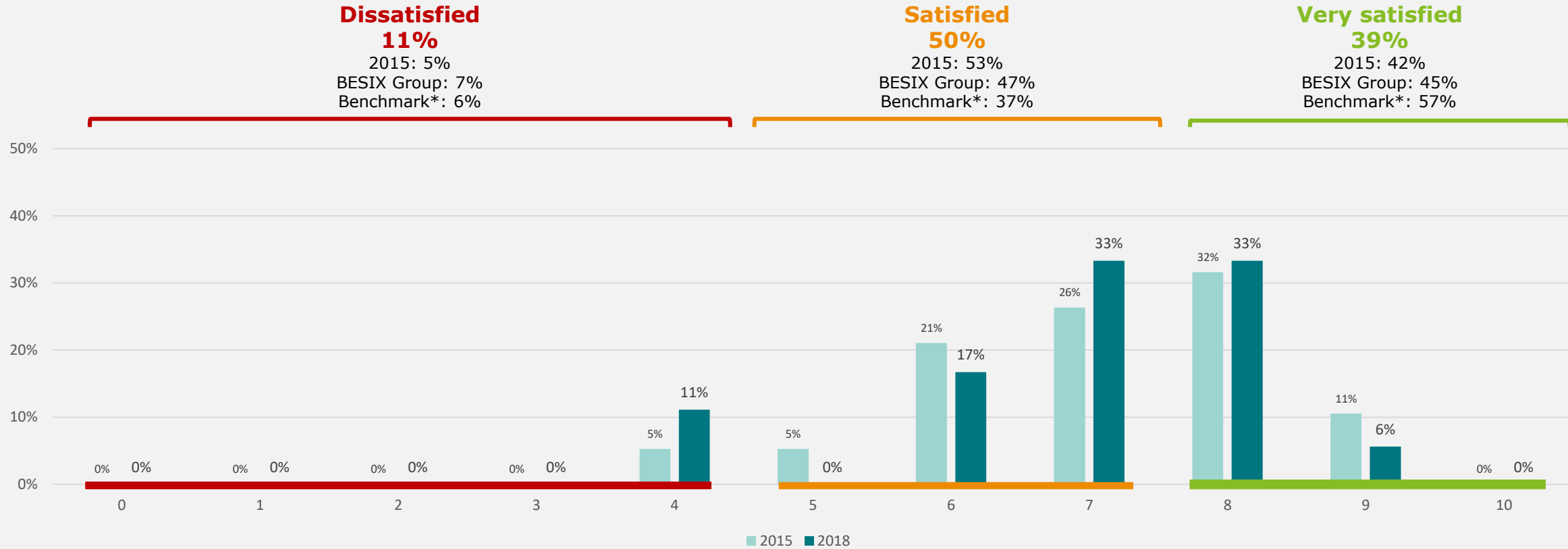
## Undesirable behaviour: victim



| Undesirable behavior | Victim 2015 |     |                   | Victim 2018 |    |                   |
|----------------------|-------------|-----|-------------------|-------------|----|-------------------|
|                      | n           | %   | of which internal | n           | %  | of which internal |
| physical abuse       | 0           | 0%  | N/A               | 0           | 0% | N/A               |
| verbal abuse         | 2           | 11% | 50%               | 1           | 6% | 0%                |
| sexual harassment    | 0           | 0%  | N/A               | 1           | 6% | 0%                |
| bullying             | 3           | 16% | 67%               | 1           | 6% | 0%                |

# 5. Detailed results

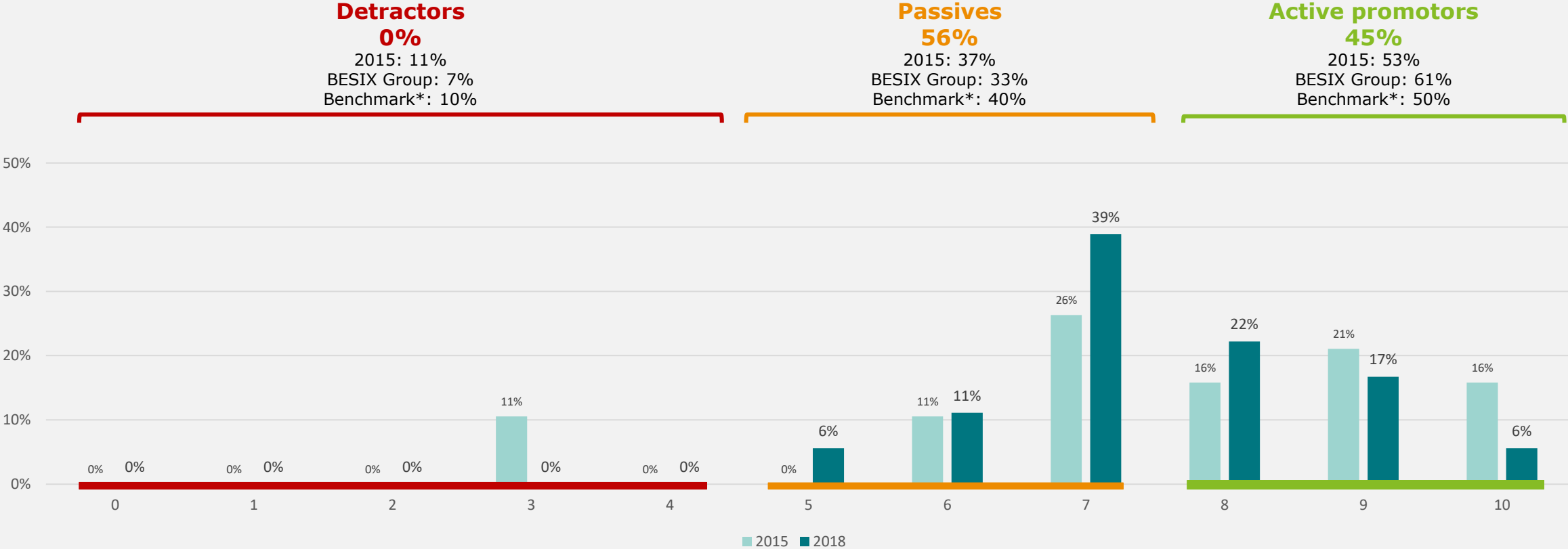
## Overall job satisfaction



\*iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

## Intention to recommend



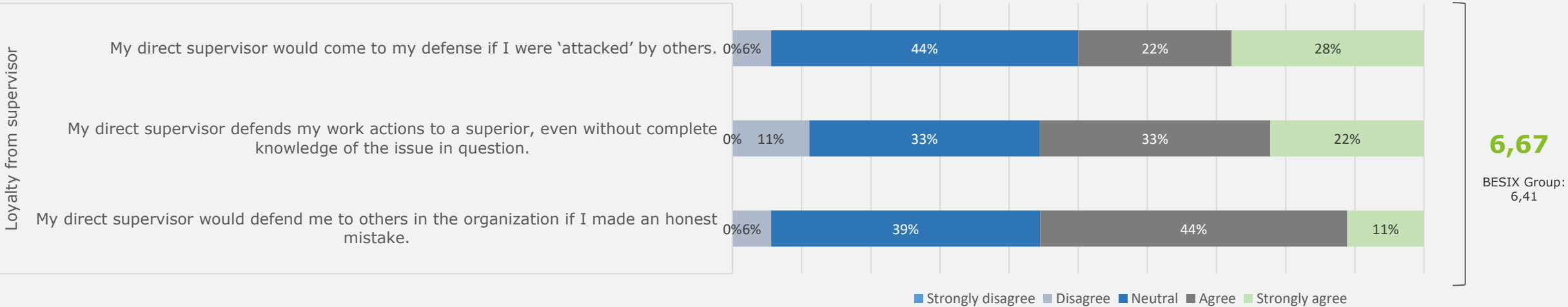
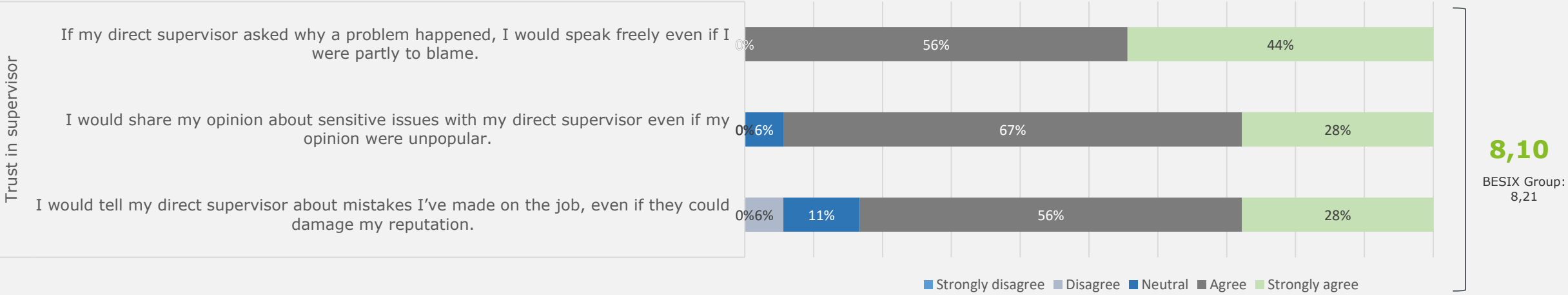
\*iNostix by Deloitte benchmark (n=40.592)



## 6. Extra modules

# 6. Extra questions

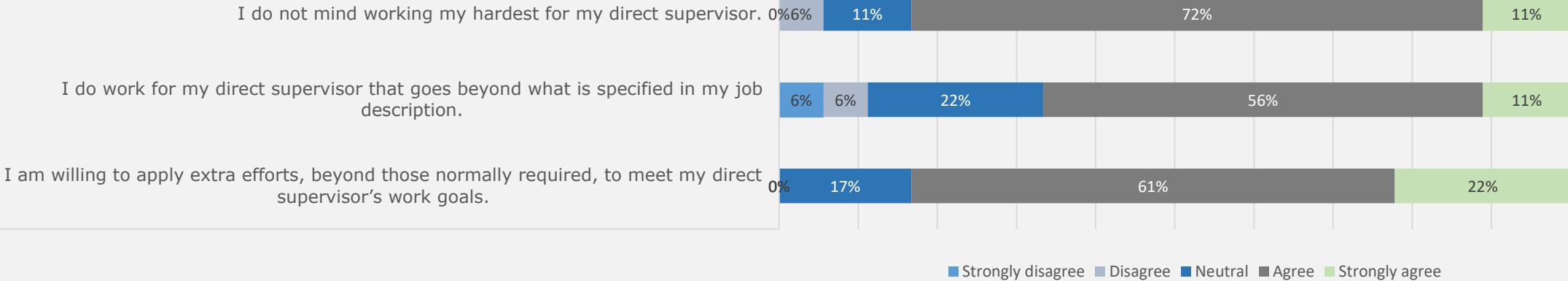
## Leadership questions (1/3)



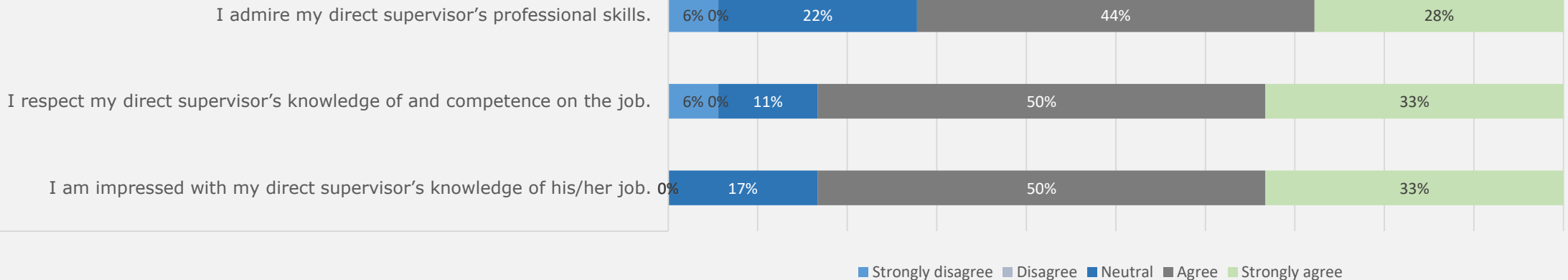
# 6. Extra questions

## Leadership questions (2/3)

Going the extra mile for supervisor

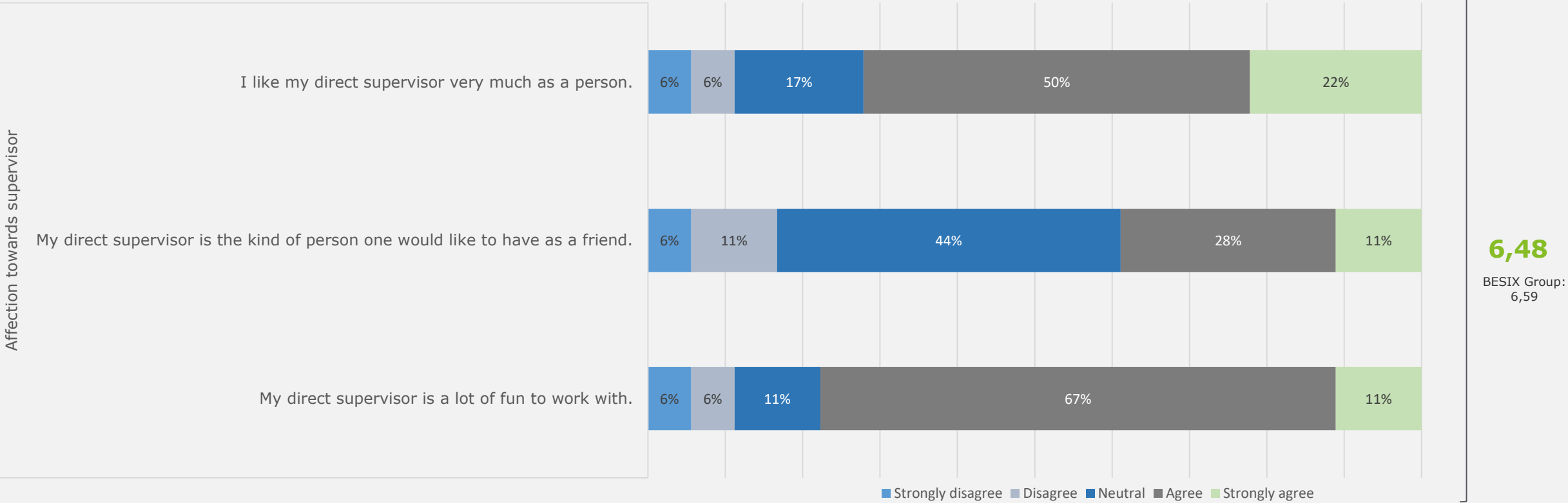


Respect for supervisor



# 6. Extra questions

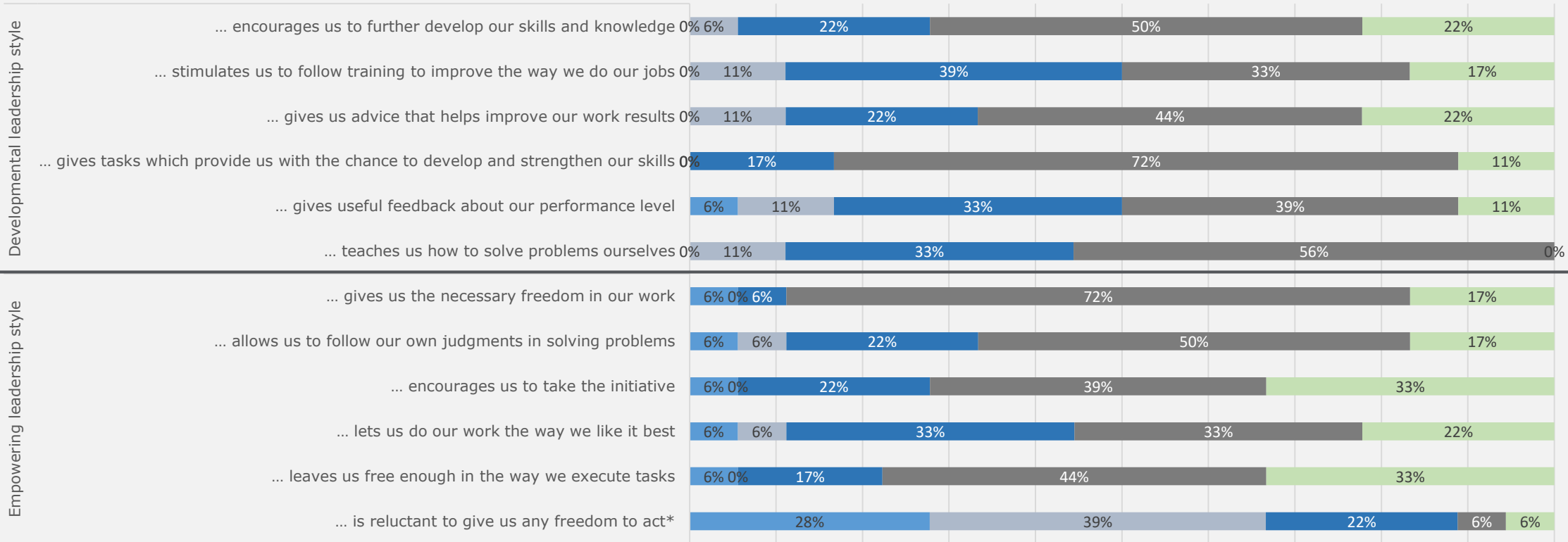
## Leadership questions (3/3)



# 6. Extra questions

## Leadership style (1/2)

My direct supervisor...



6,67

BESIX Group: 6,29

7,06

BESIX Group: 7,26

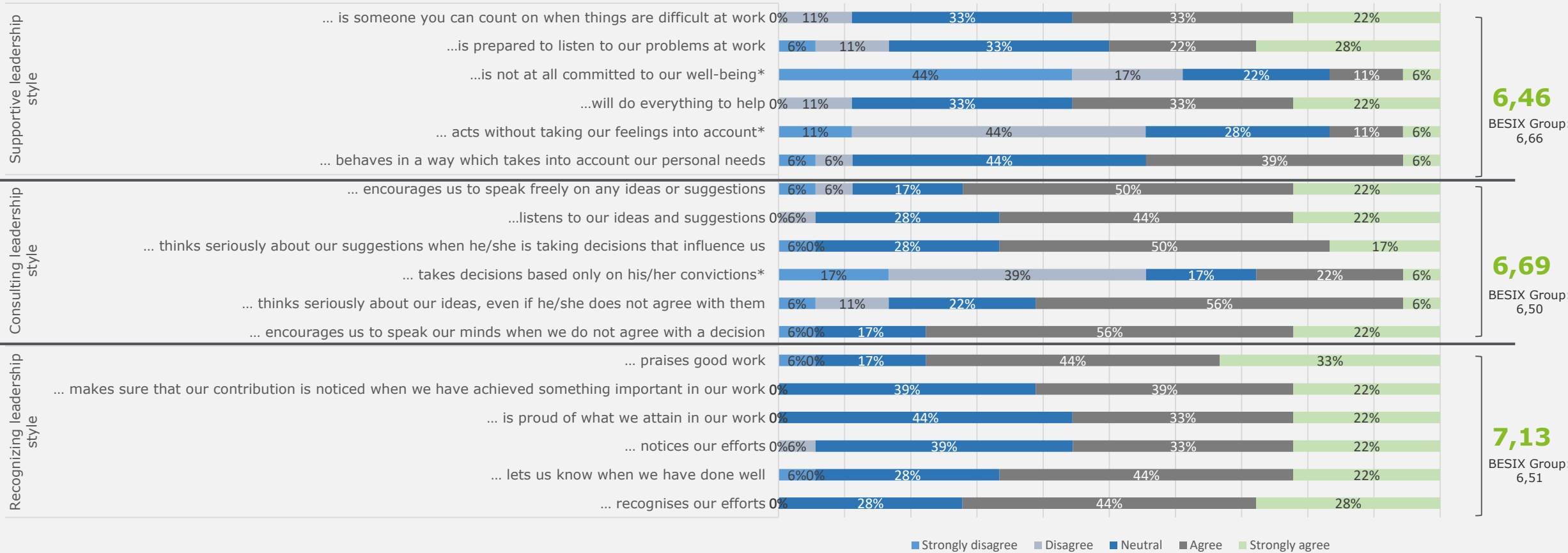
\*Negatively worded item

Strongly disagree Disagree Neutral Agree Strongly agree

# 6. Extra questions

## Leadership style (2/2)

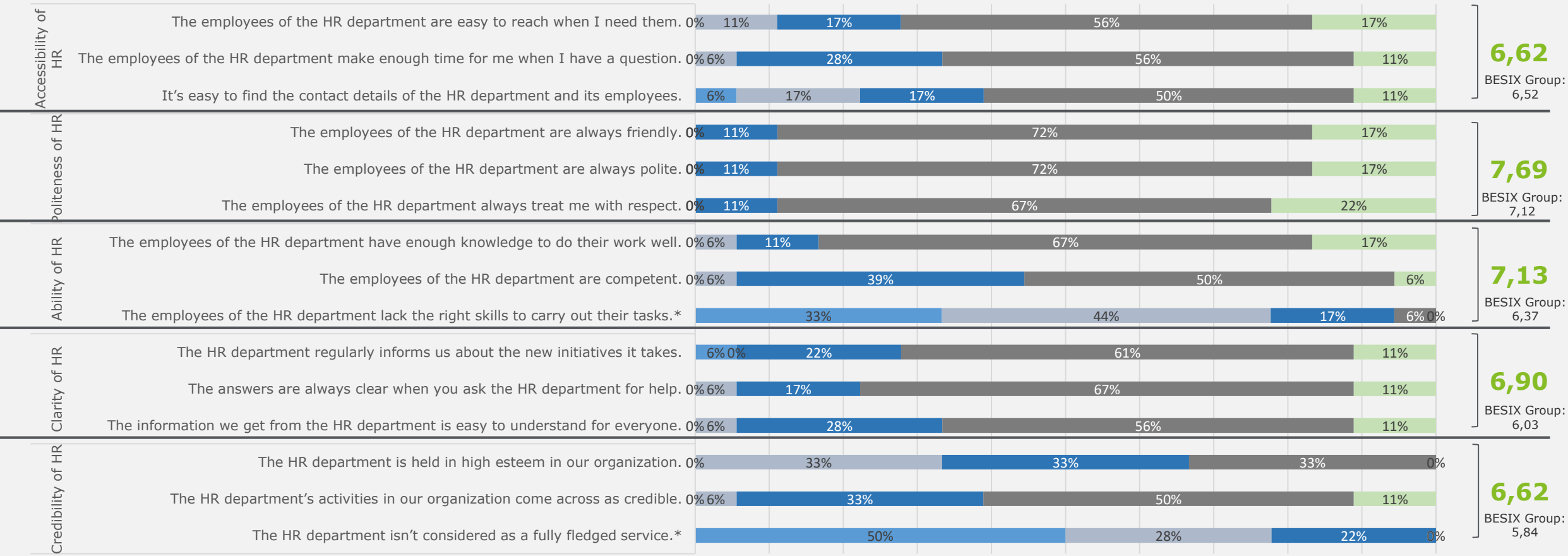
My direct supervisor...



\*Negatively worded item

# 6. Extra questions

## HR satisfaction (1/2)

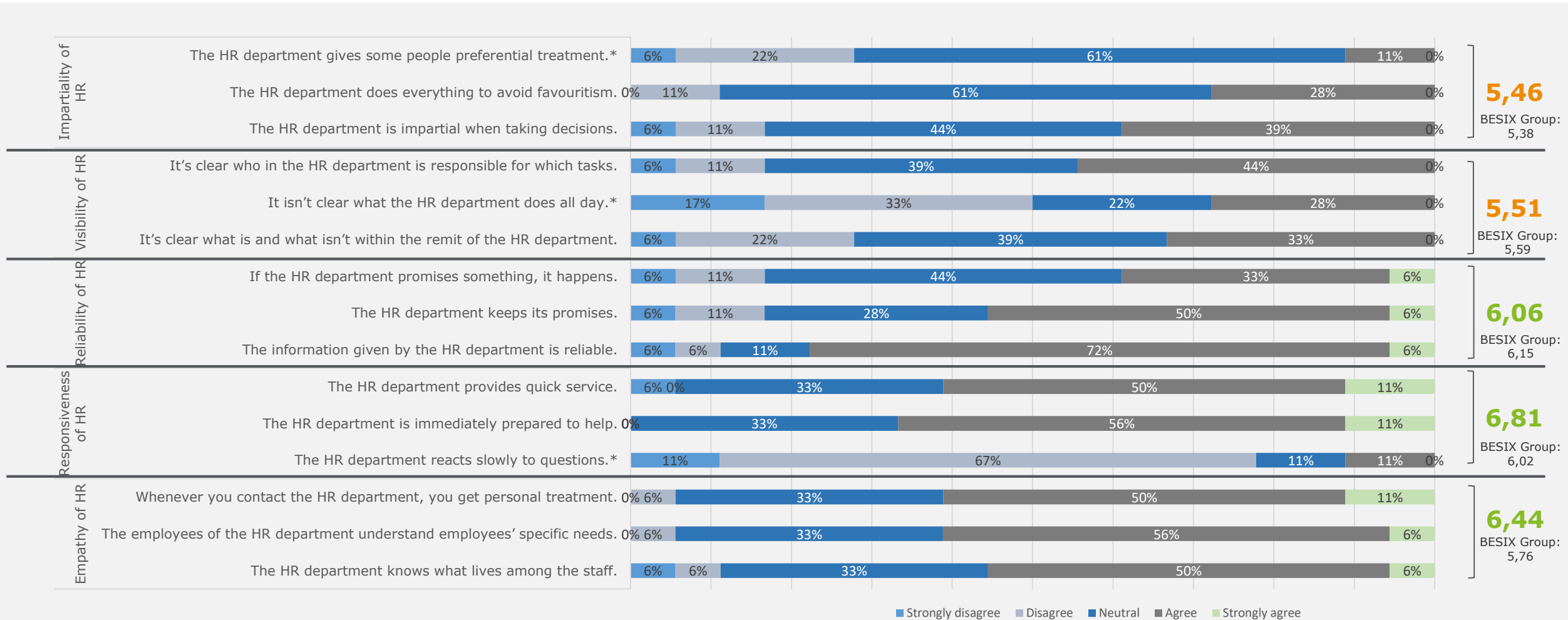


\*Negatively worded item

Strongly disagree Disagree Neutral Agree Strongly agree

# 6. Extra questions

## HR satisfaction (2/2)

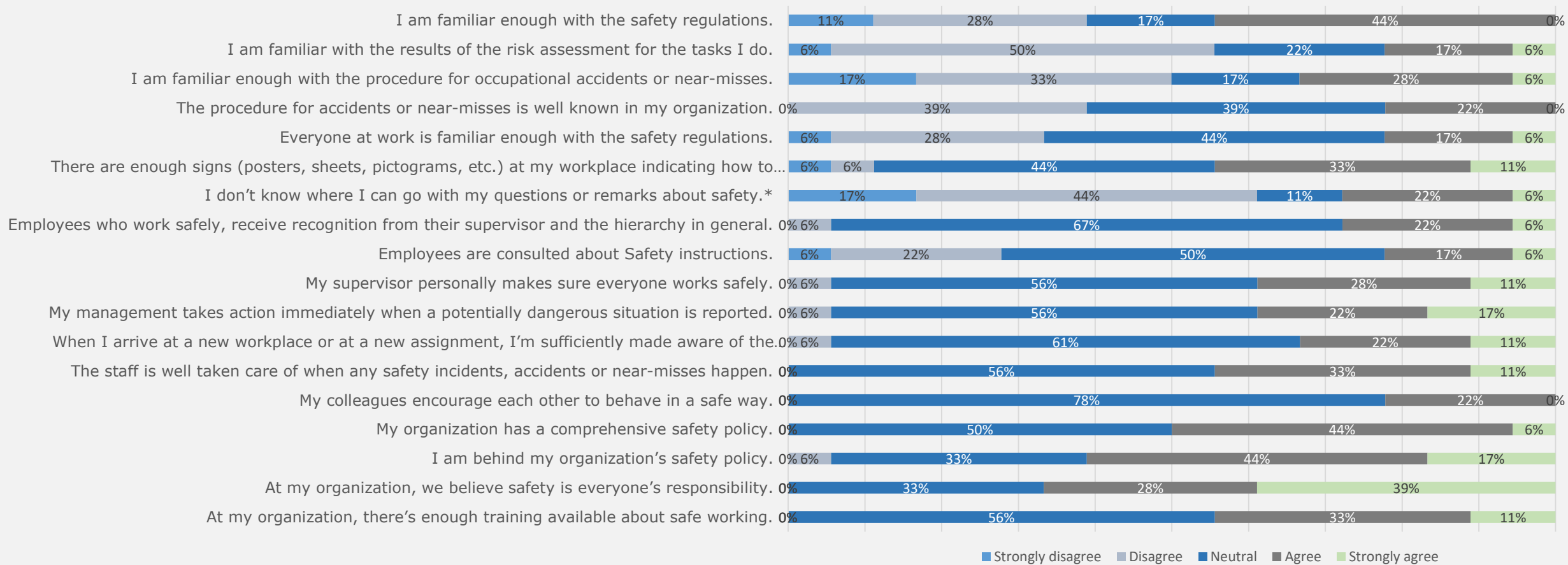


\*Negatively worded item



## 6. Extra questions

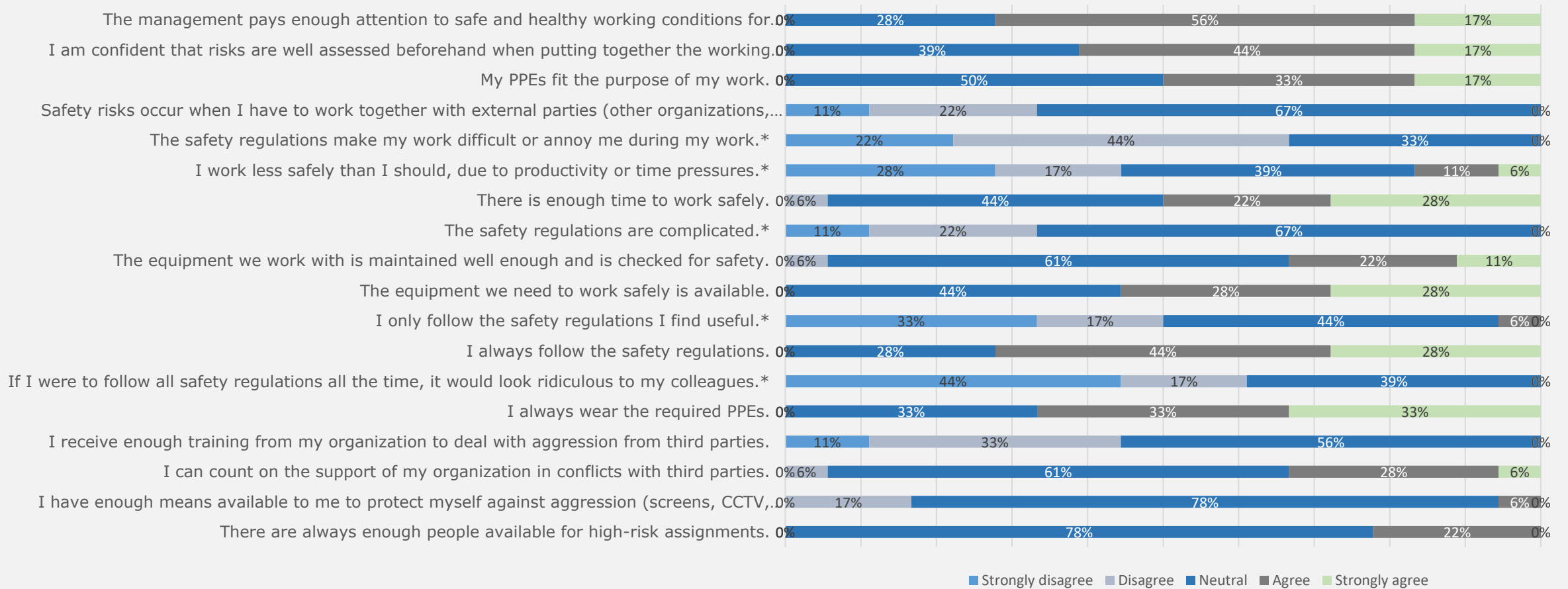
### Safety at work (1/3)



\*Negatively worded item

## 6. Extra questions

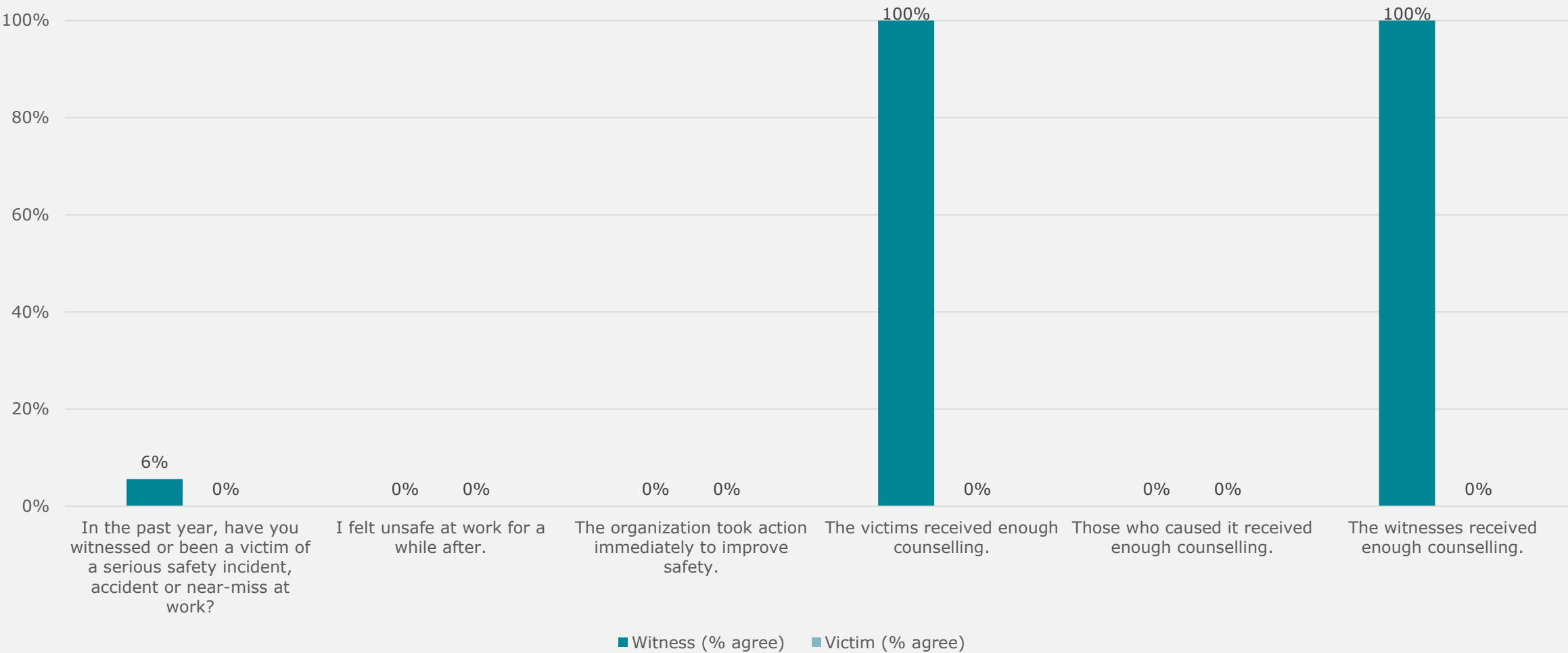
### Safety at work (2/3)



\*Negatively worded item

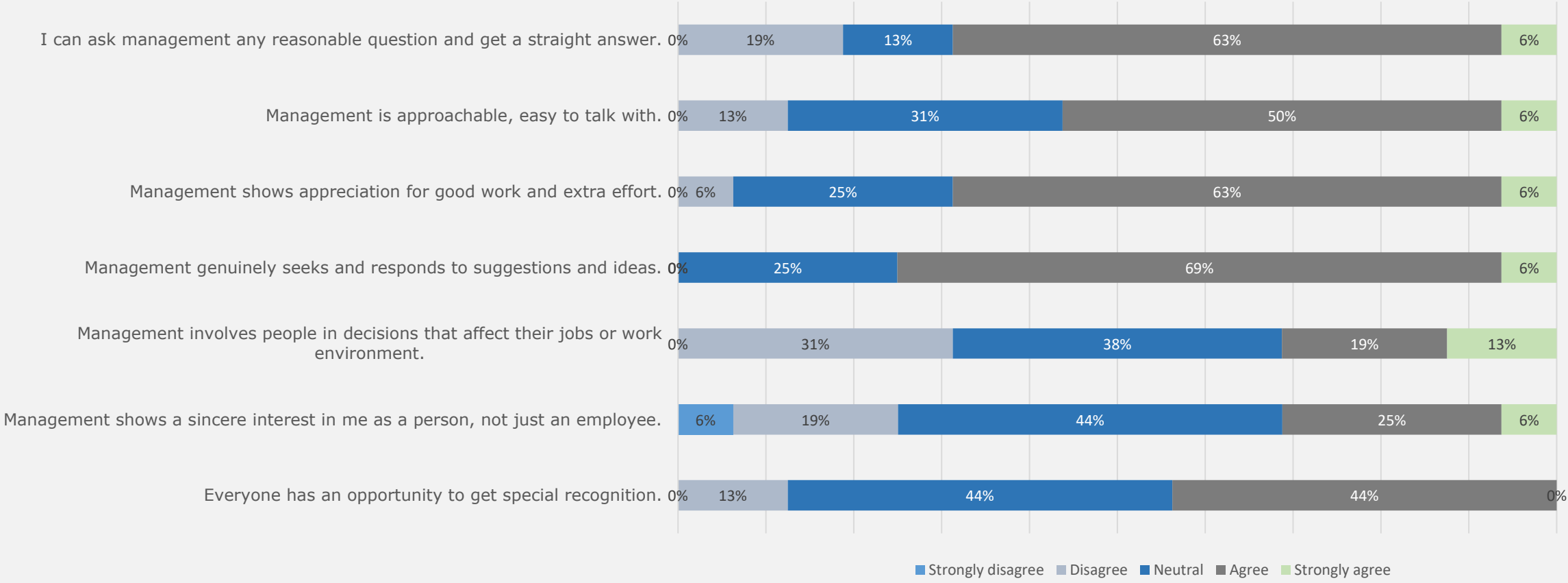
# 6. Extra questions

## Safety at work (3/3)



# 6. Extra questions

## Management questions



# 7. Appendix

## 7. Appendix

### **Excel report:**

- Response by population (tab: Response Rate)
- Analysis of variance (tab: Analysis of variance)
- Item analysis (tabs: Items)



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