



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

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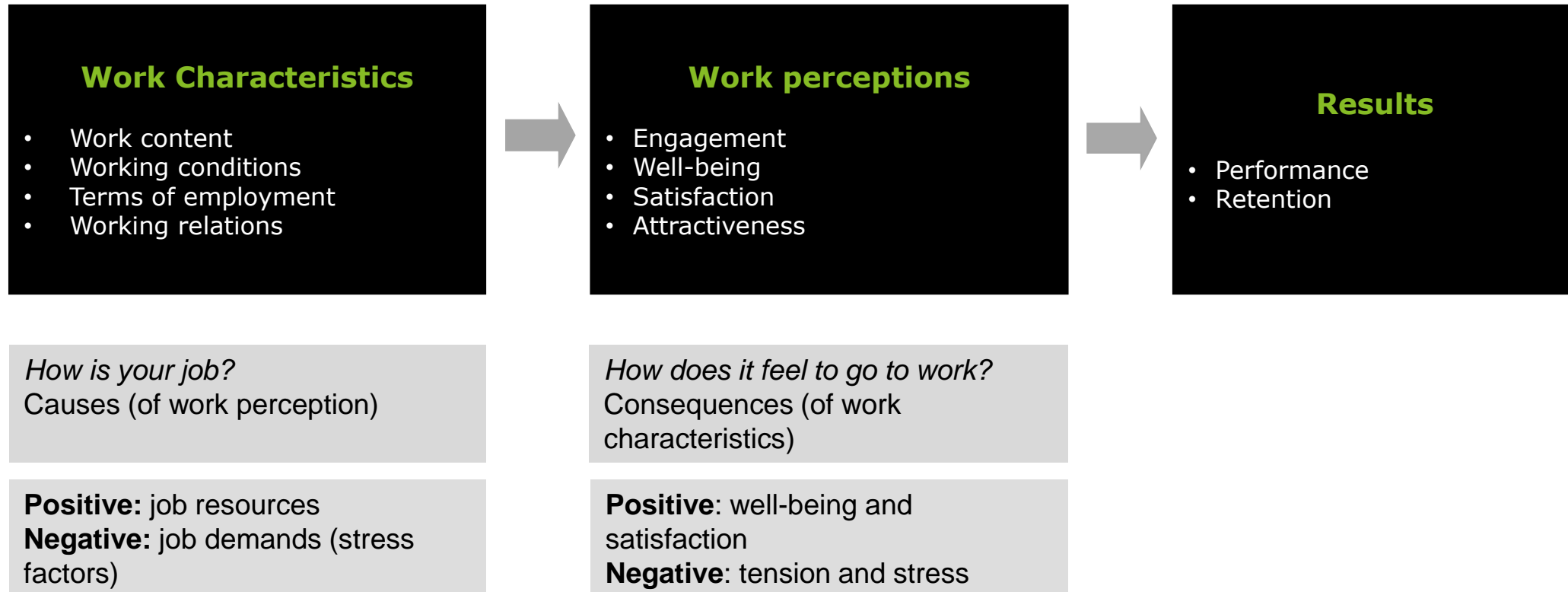
1. The research model
2. Response rate analysis
3. Summary of the results
4. Impact analyses
5. Detailed results
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7. Appendix

# 1. The research model

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

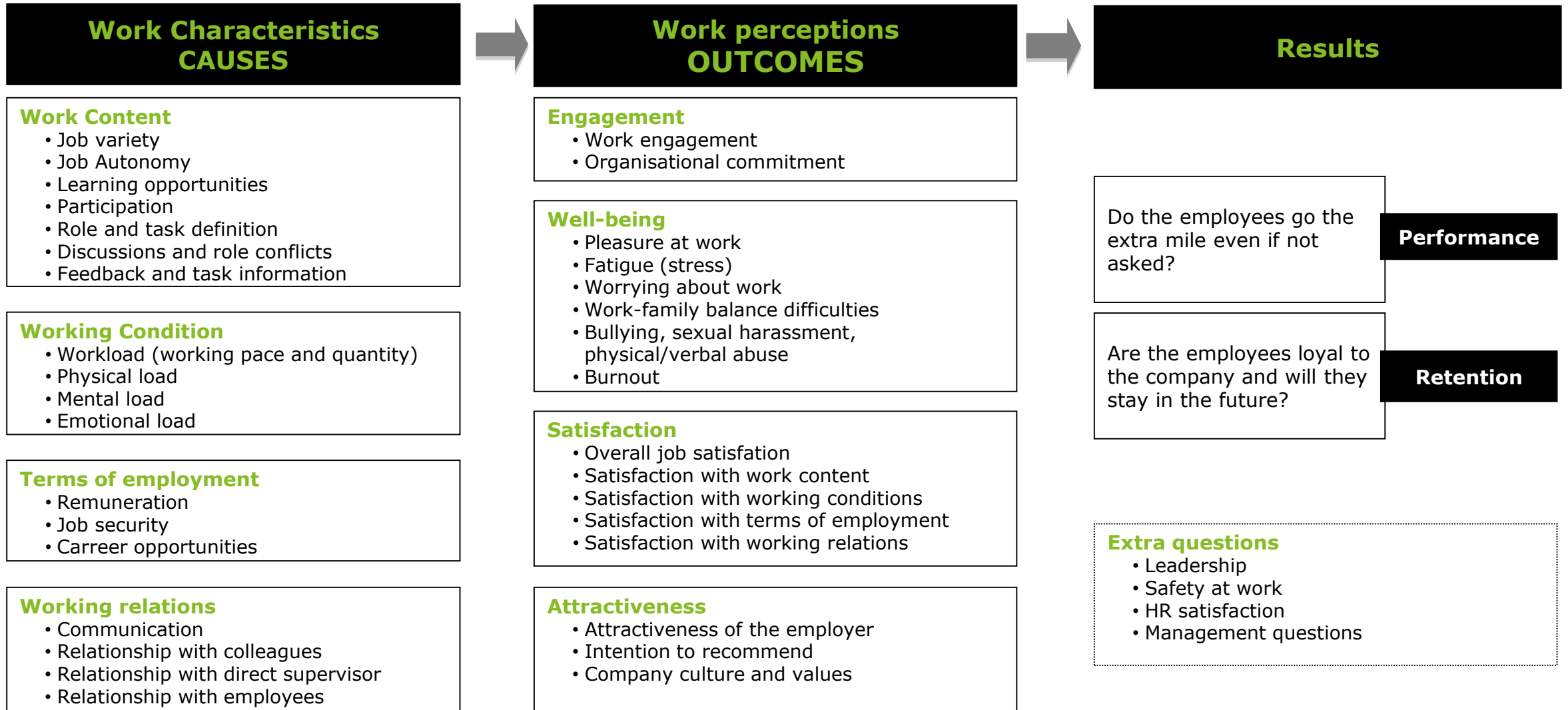
# 1. The research Model

## Three dimensions of the research model



# 1. The research Model

## Components of the research model

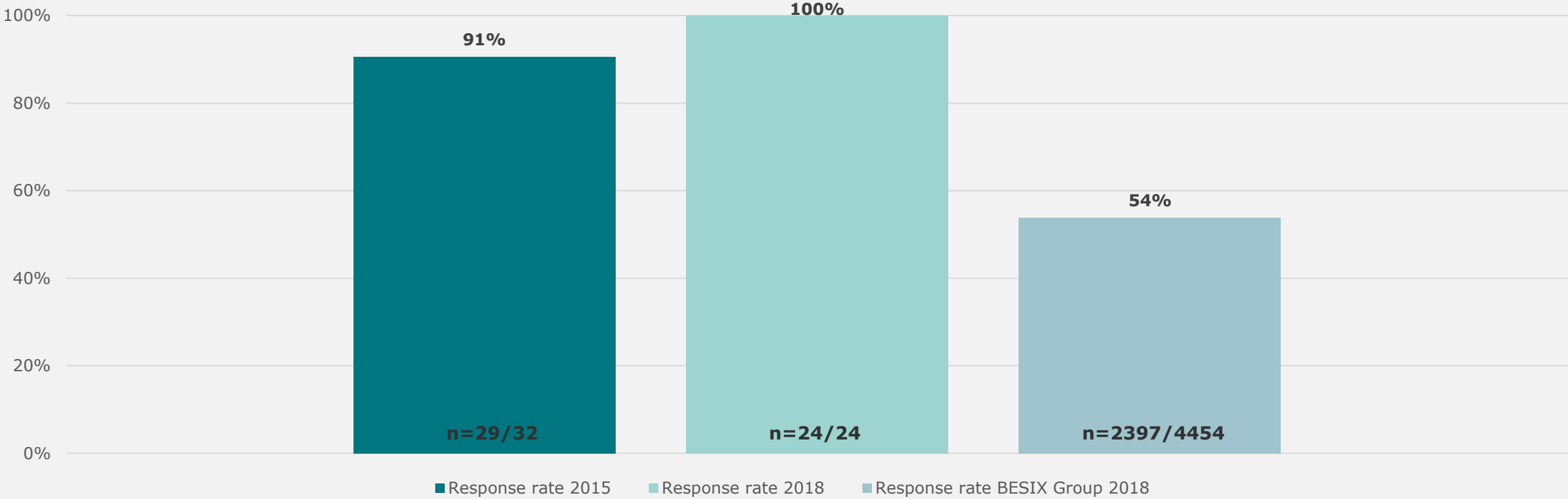


## 2. Response rate analysis

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

# 2. Response rate analysis

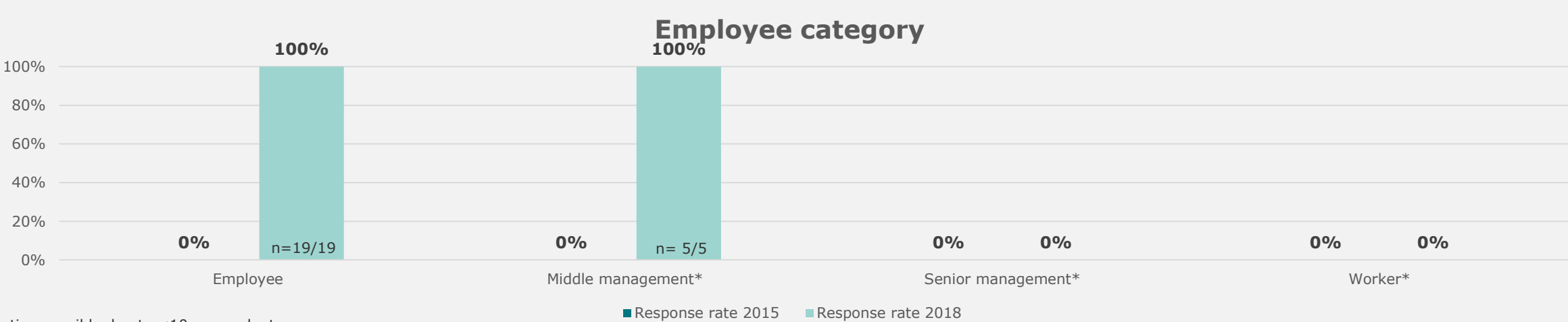
## General response rate of ICT Group



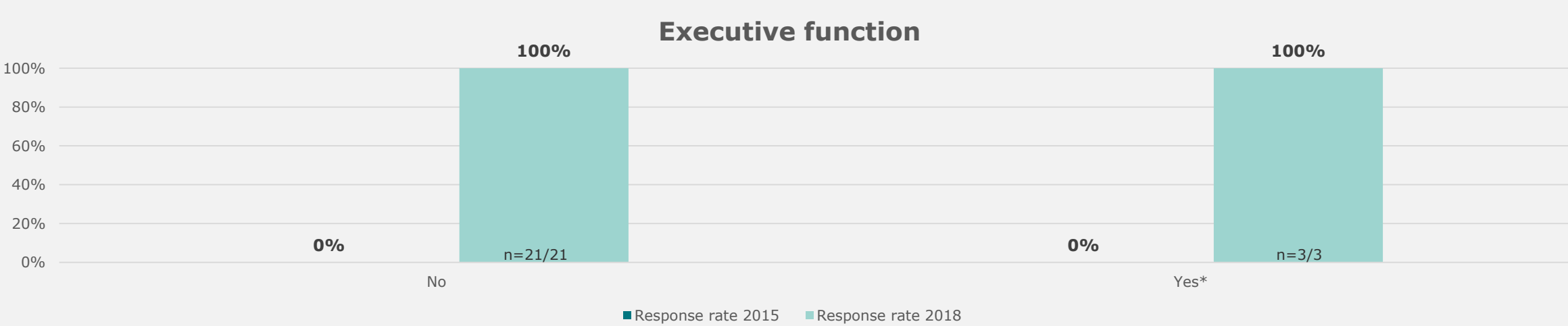
The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

## 2. Response rate analysis

### Response rate of ICT Group by Employee Category and Executive Function



\*No reporting possible due to <10 respondents



\*No reporting possible due to <10 respondents



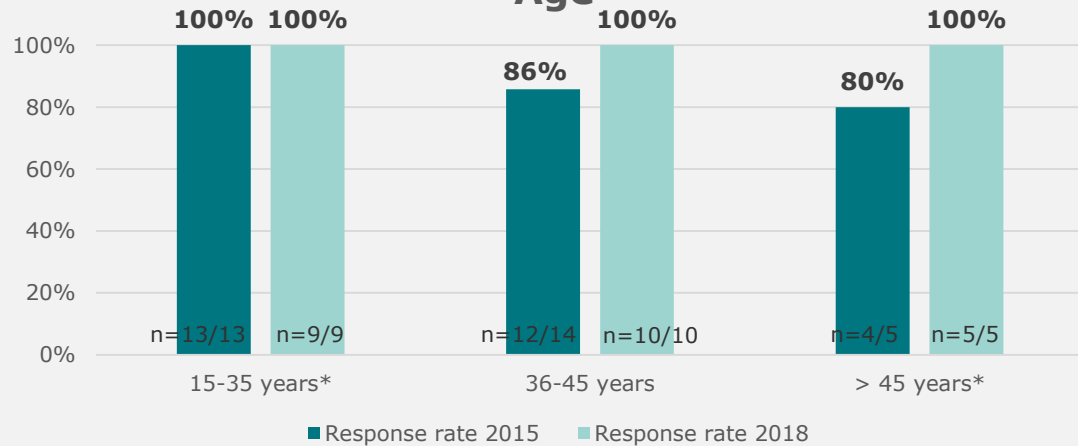
## 2. Response rate analysis

### Response rate of ICT Group by Gender, Age and Seniority

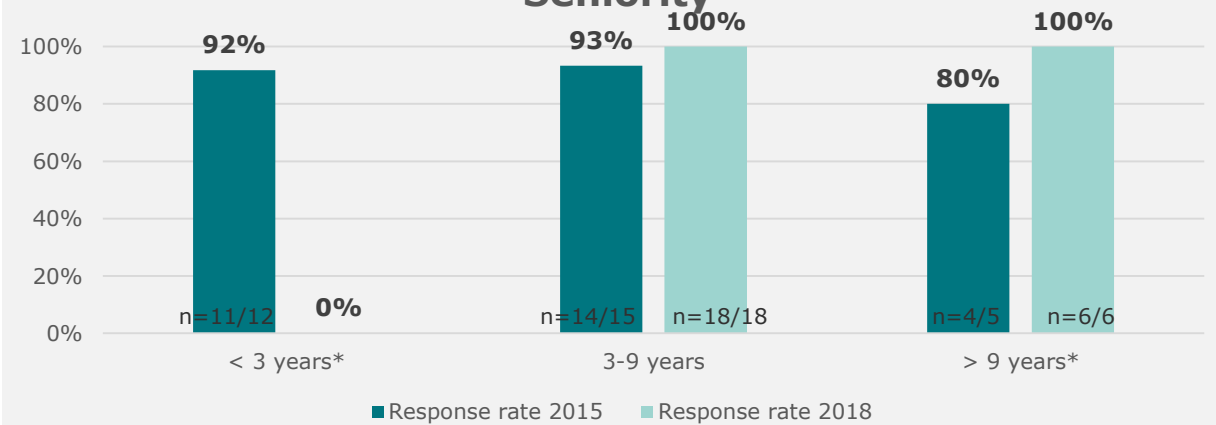
#### Gender



#### Age



#### Seniority



## 3. Summary of the results

# 3. Summary of the results

## ICT Group

### Work characteristics

	2015	2018
<b>Work content</b>	<b>6,57</b>	<b>6,9</b>
Job variety	5,70	6,11
Job autonomy	6,87	7,19
Learning opportunities	5,78	6,48
Participation	6,21	5,94
Role and task definition	6,72	7,64
Discussions and role conflicts*	1,64	1,88
Feedback and task information	6,38	6,81
	<b>2015</b>	<b>2018</b>
<b>Working conditions</b>	<b>6,41</b>	<b>6,13</b>
Workload*	4,55	4,94
Physical load*	0,84	1,44
Mental load*	6,86	6,76
Emotional load*	2,13	2,33
	<b>2015</b>	<b>2018</b>
<b>Terms of employment</b>	<b>5,39</b>	<b>5,18</b>
Remuneration	5,57	5,1
Job security	6,01	5,68
Career opportunities	4,60	4,76
	<b>2015</b>	<b>2018</b>
<b>Working relations</b>	<b>7,10</b>	<b>6,87</b>
Communication	5,89	5,33
Relationship with colleagues	7,73	7,85
Relationship with direct supervisor	7,68	7,42
Relationship with employees**	8,43	-

### Work perceptions

	2015	2018
<b>Engagement</b>	<b>6,36</b>	<b>6,35</b>
Work engagement	6,63	6,60
Organizational commitment	6,09	6,11
	<b>2015</b>	<b>2018</b>
<b>Well-being</b>	<b>6,75</b>	<b>6,71</b>
Pleasure at work	6,41	6,46
Fatigue (work stress)*	3,45	3,58
Worrying about work*	4,38	4,66
Difficulties with work-family balance*	2,87	2,58
Burnout*	1,99	2,06
<b>Undesirable behavior 2018</b>	<b>Witness</b>	<b>Victim</b>
Physical abuse	0%	0%
Verbal abuse	21%	17%
Sexual harassment	0%	0%
Bullying	8%	8%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
	<b>2015</b>	<b>2018</b>
<b>Satisfaction</b>	<b>7,02</b>	<b>6,97</b>
Overall job satisfaction	6,90	7,13
Satisfaction with work content	6,97	7,08
Satisfaction with terms of employment	5,62	5,29
Satisfaction with working conditions	7,53	7,5
Satisfaction with working relations	7,97	8,02
	<b>2015</b>	<b>2018</b>
<b>Attractiveness</b>	<b>6,92</b>	<b>7,23</b>
Attractiveness of the employer	6,70	7,53
Company culture and values	7,48	7,58
Intention to recommend	6,57	6,58

### Results

	2015	2018
<b>Performance</b>		
Going the extra mile even if not asked for	7,76	7,25
	<b>2015</b>	<b>2018</b>
<b>Retention</b>		
Intention to stay working within the organization	7,03	6,43

**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

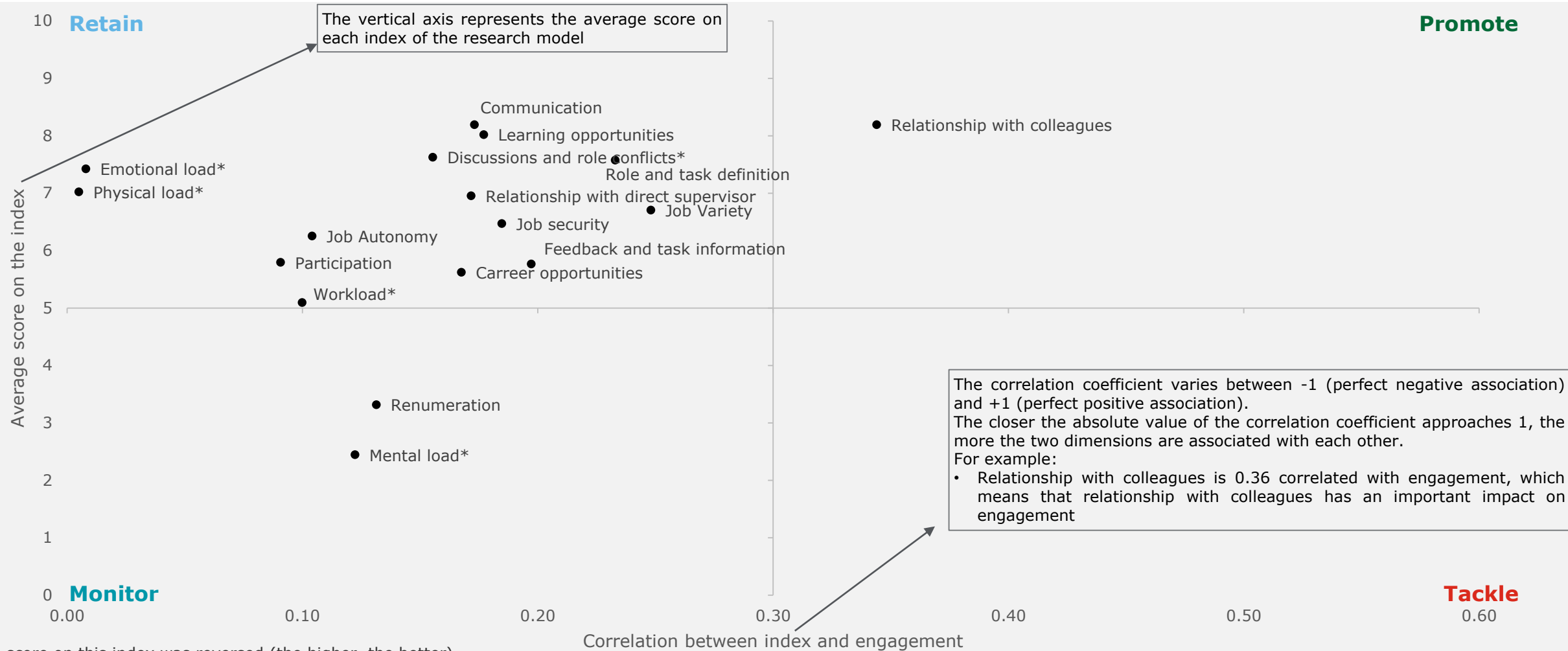
Mean score >5/10

\*\*No reporting due to < 10 respondents

## 4. Impact analyses

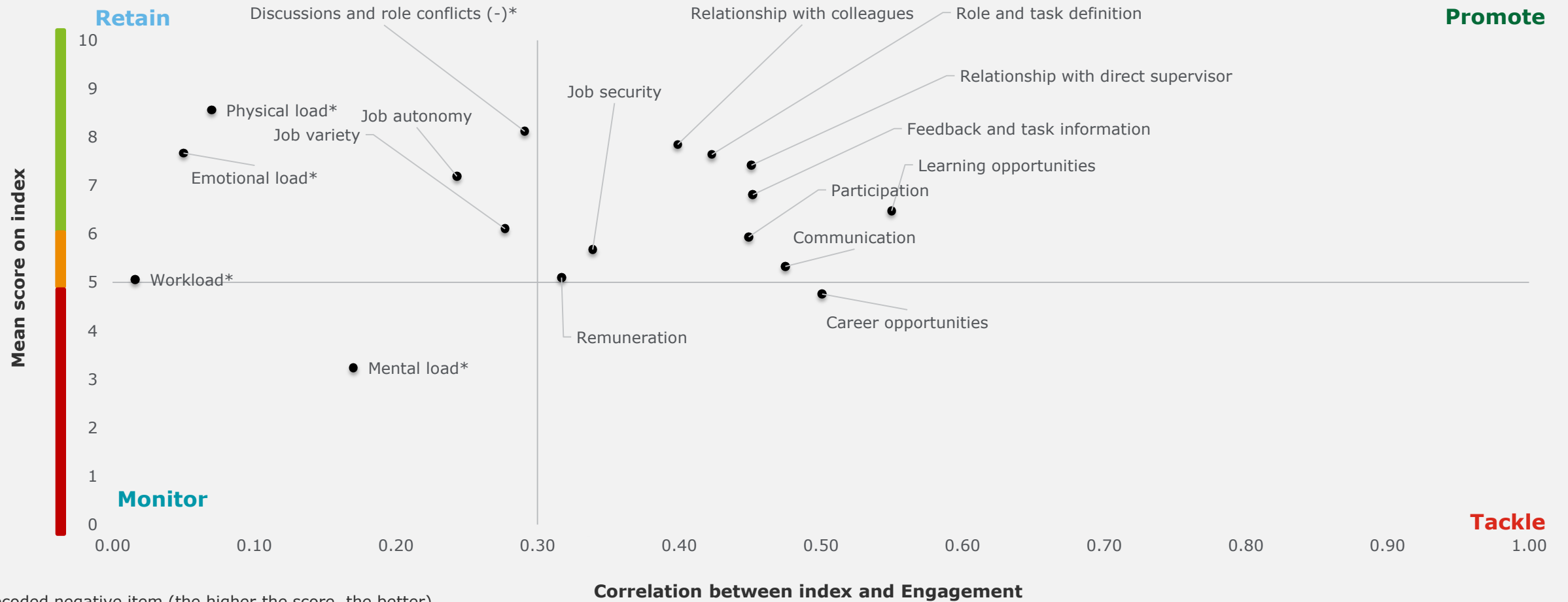
# 4. Detailed results

## Interpretation slide: impact analysis engagement



# 4. Impact analyses

## Engagement

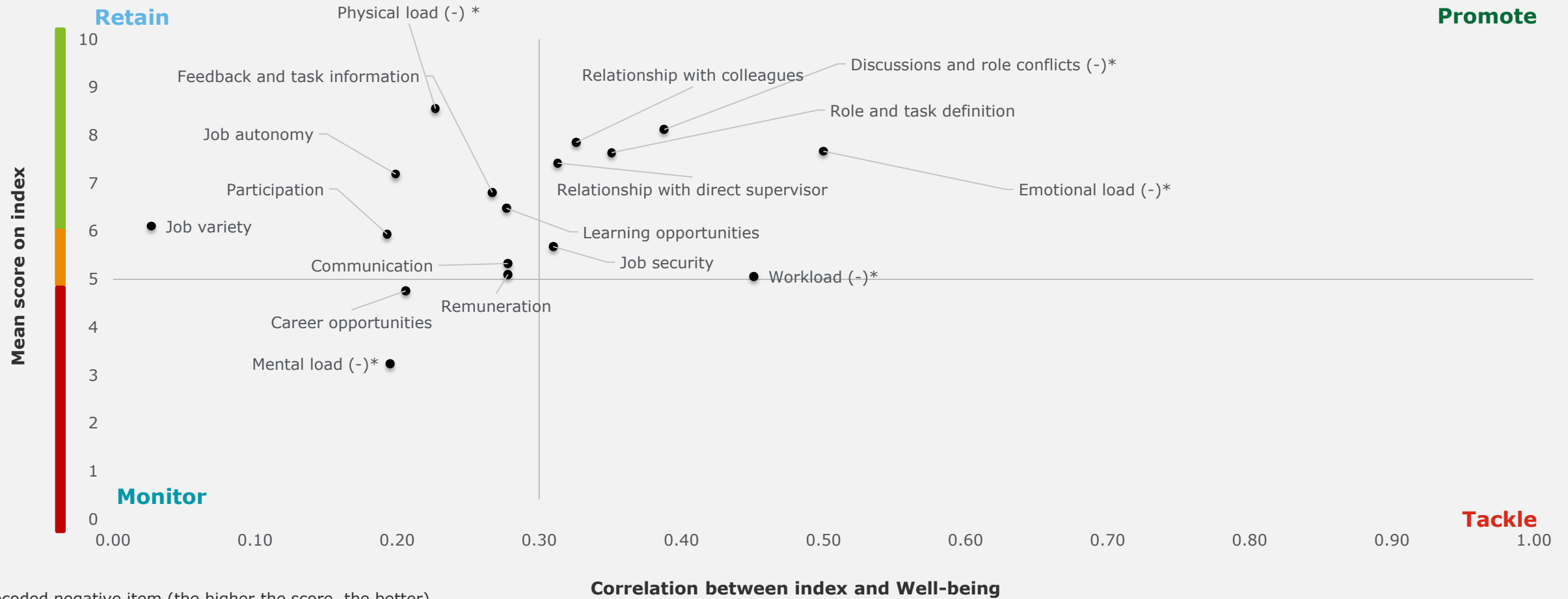


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Well-being

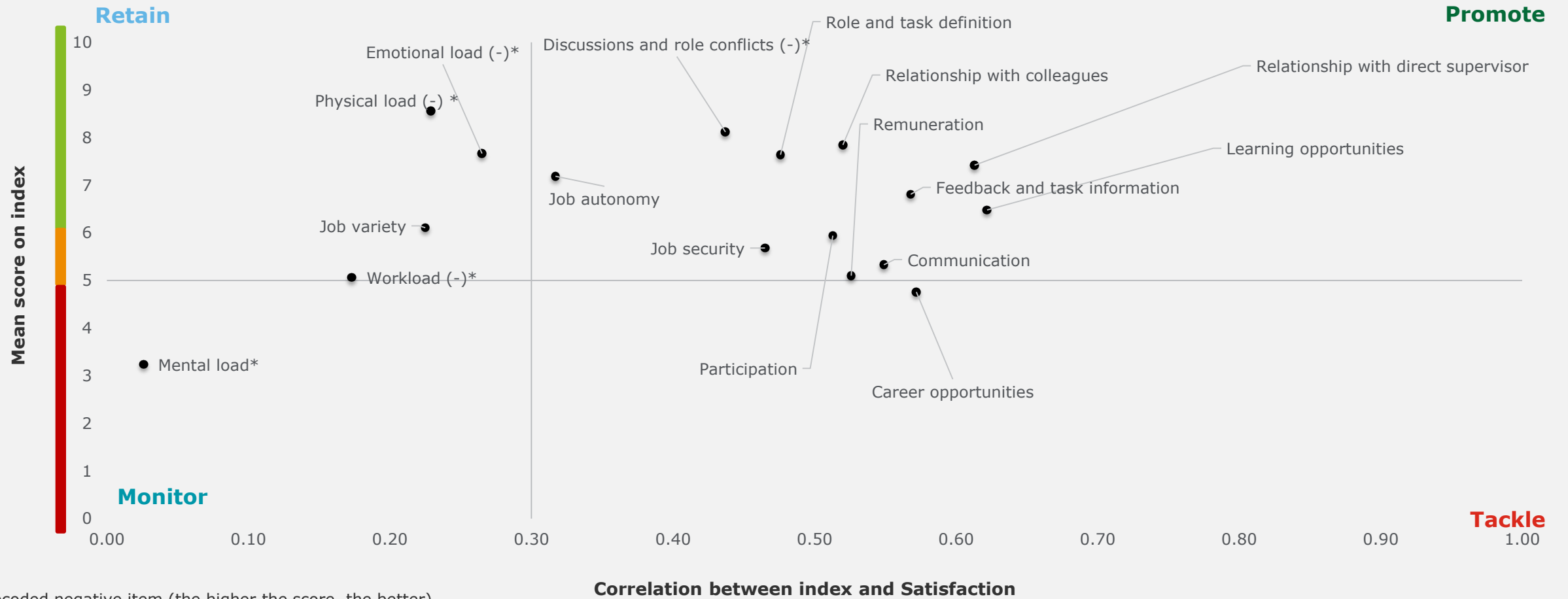


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Satisfaction



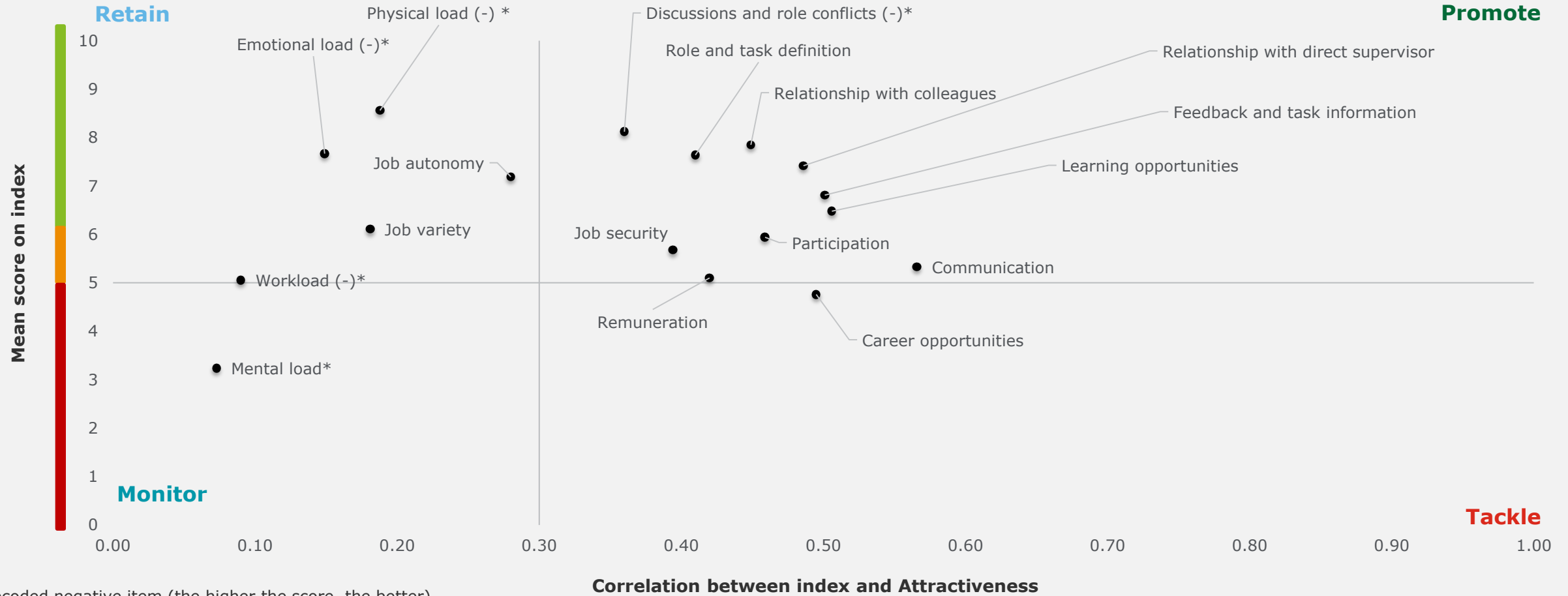
\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension



# 4. Impact analyses

## Attractiveness

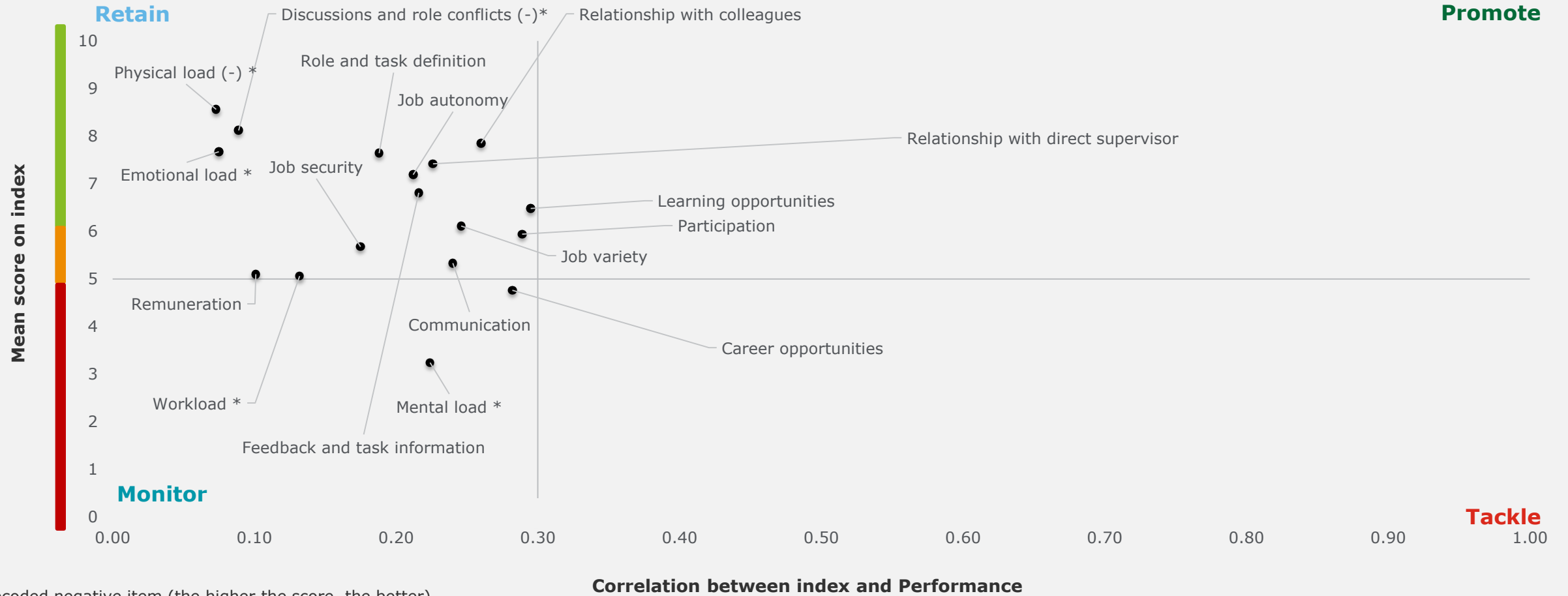


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Performance

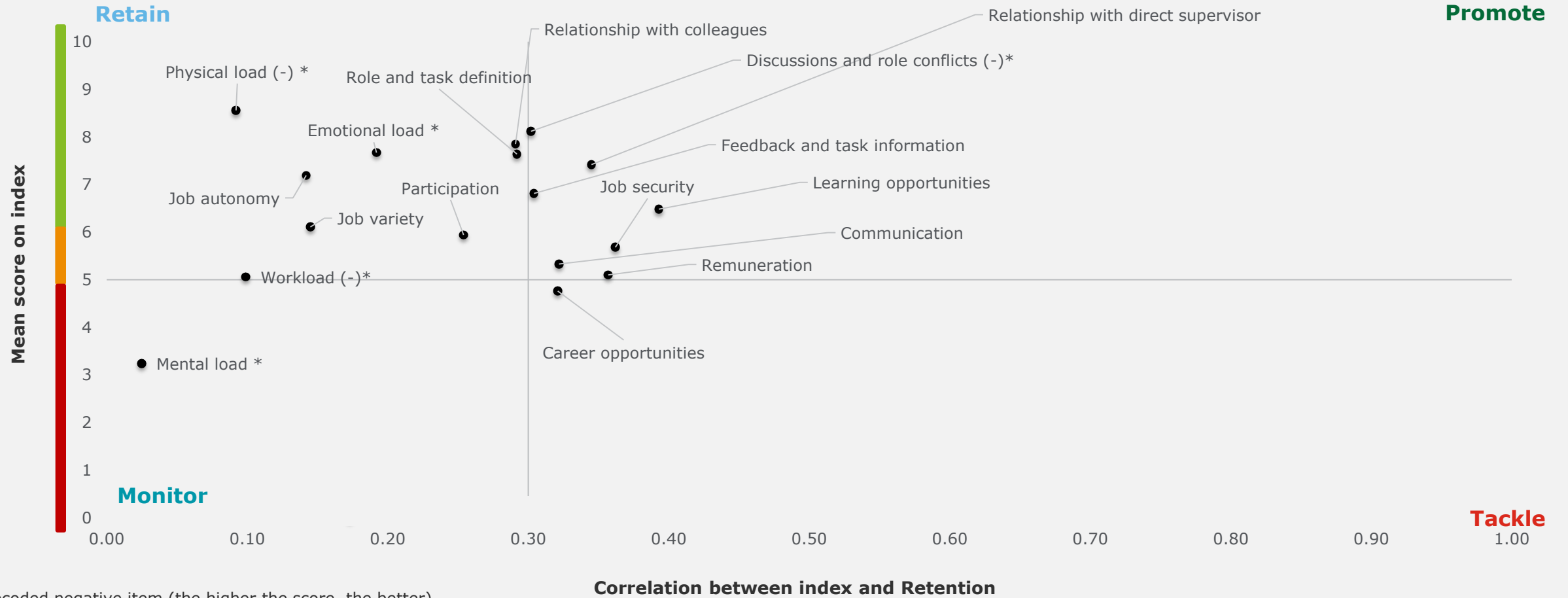


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Retention



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

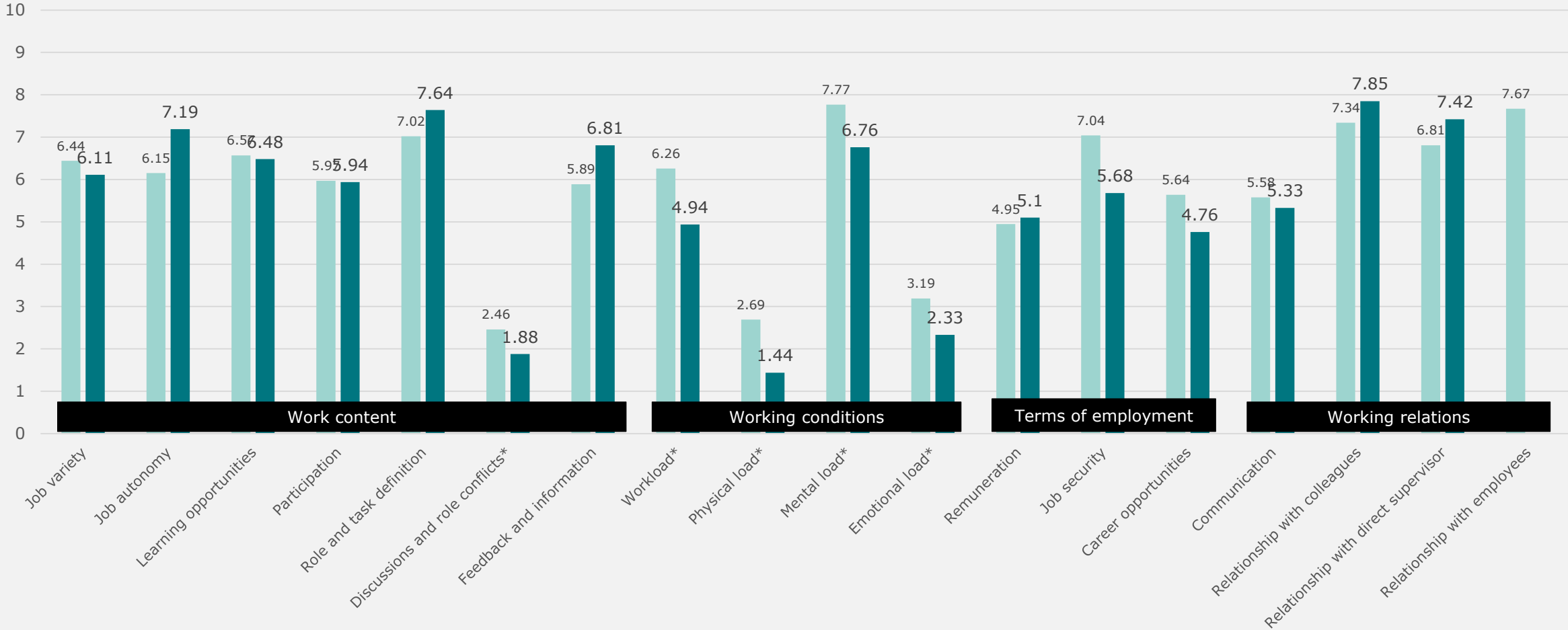
(-): negative correlation with dimension

## 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)

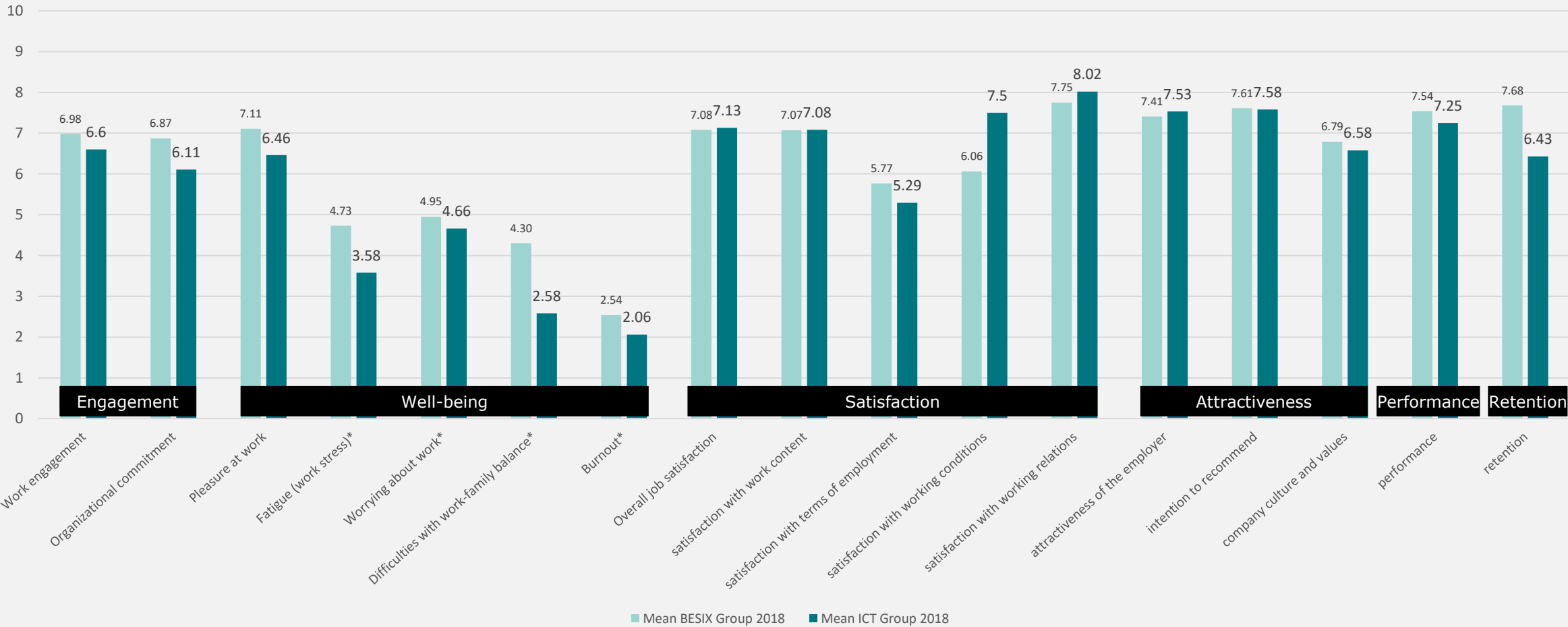


\*Negatively worded items: the lower the score, the better

■ Mean BESIX Group 2018 ■ Mean ICT Group 2018

# 5. Detailed results

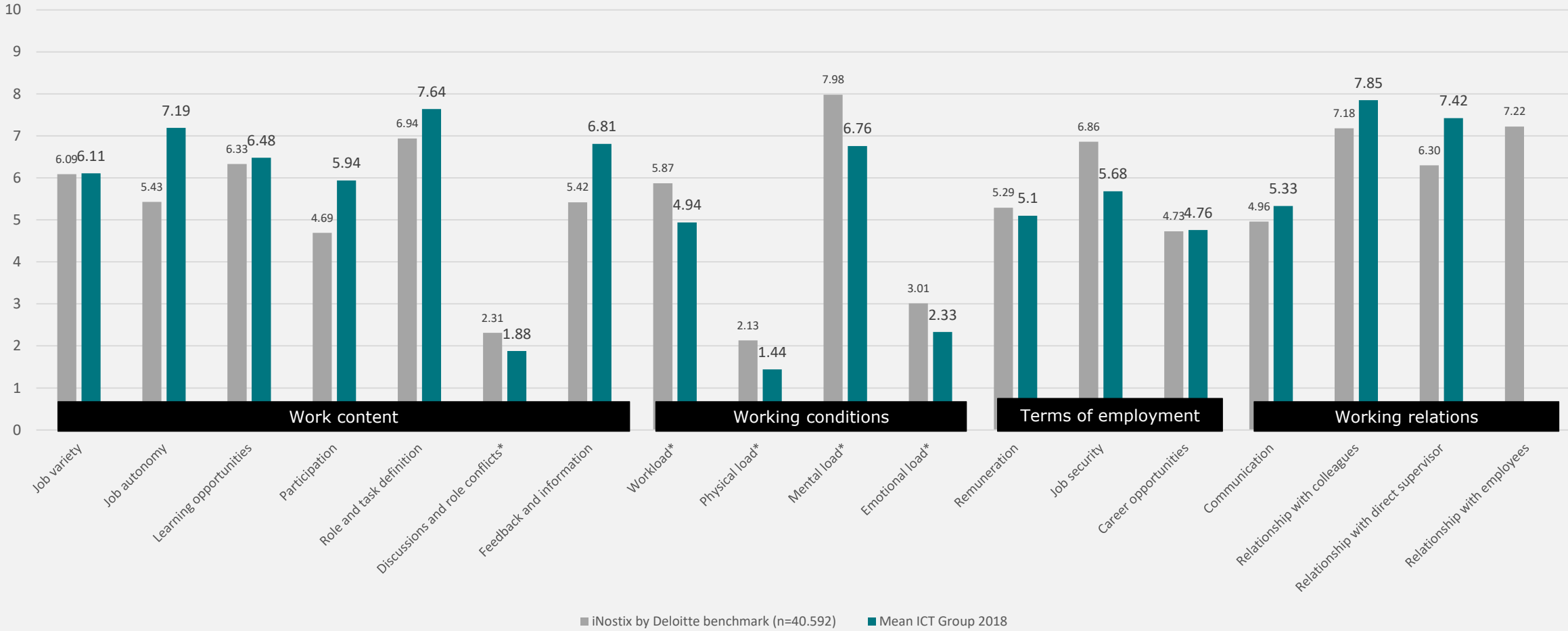
## Comparing the indices with the BESIX Group results (2/2)



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

# 5. Detailed results

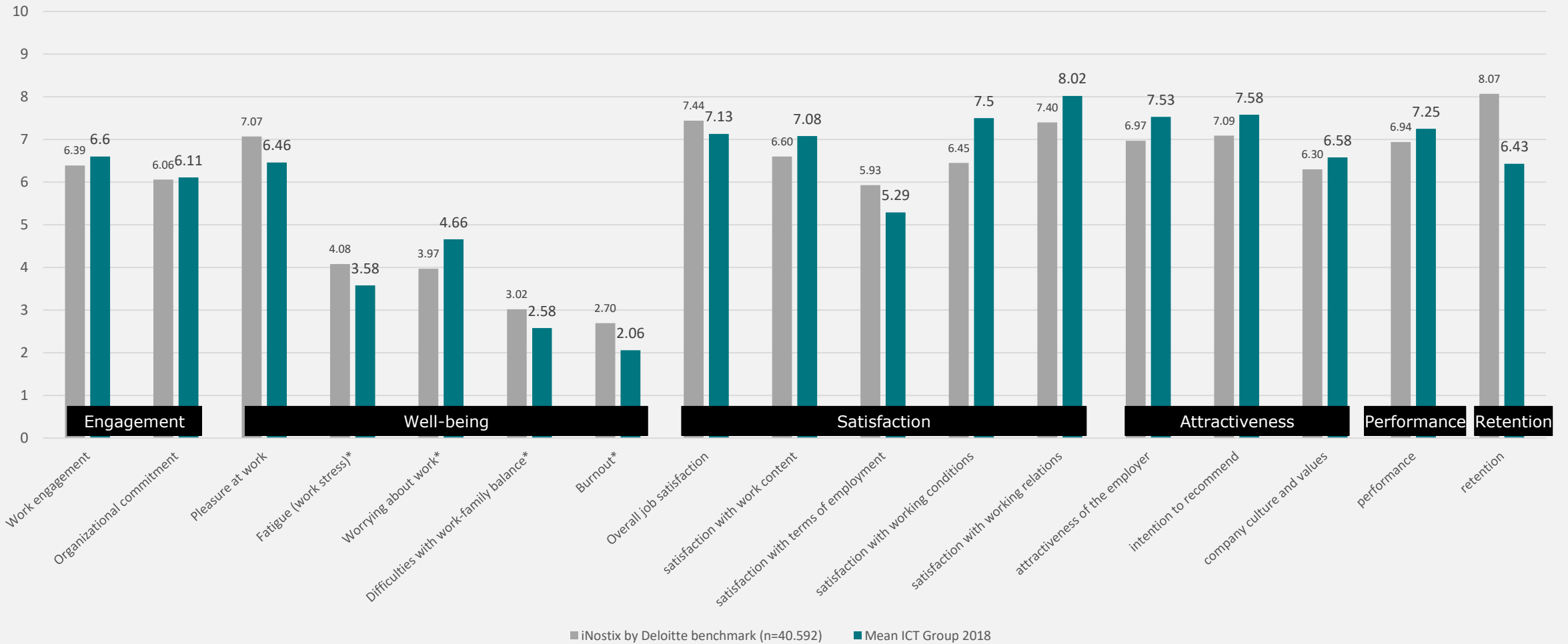
## Comparing the indices with the benchmark (1/2)



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

# 5. Detailed results

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

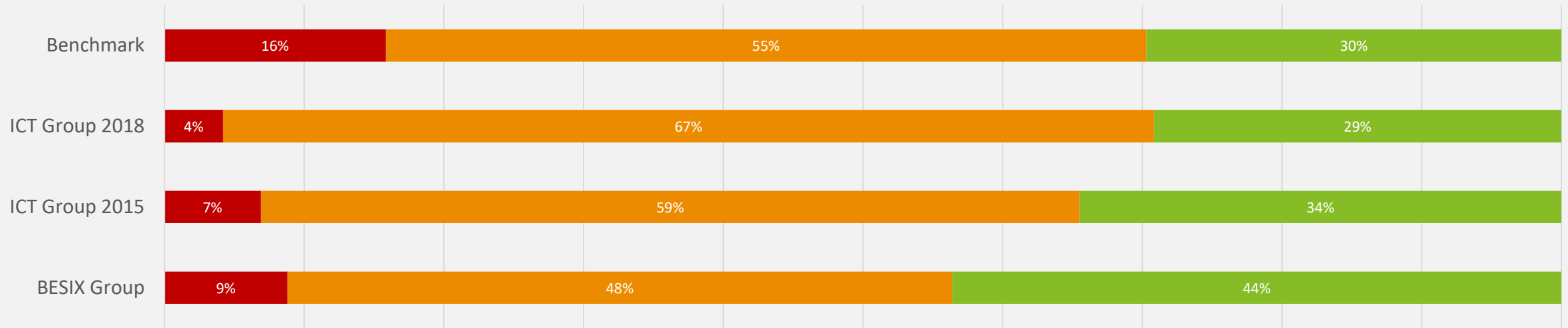


\*Negatively worded items: the lower the score, the better



# 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

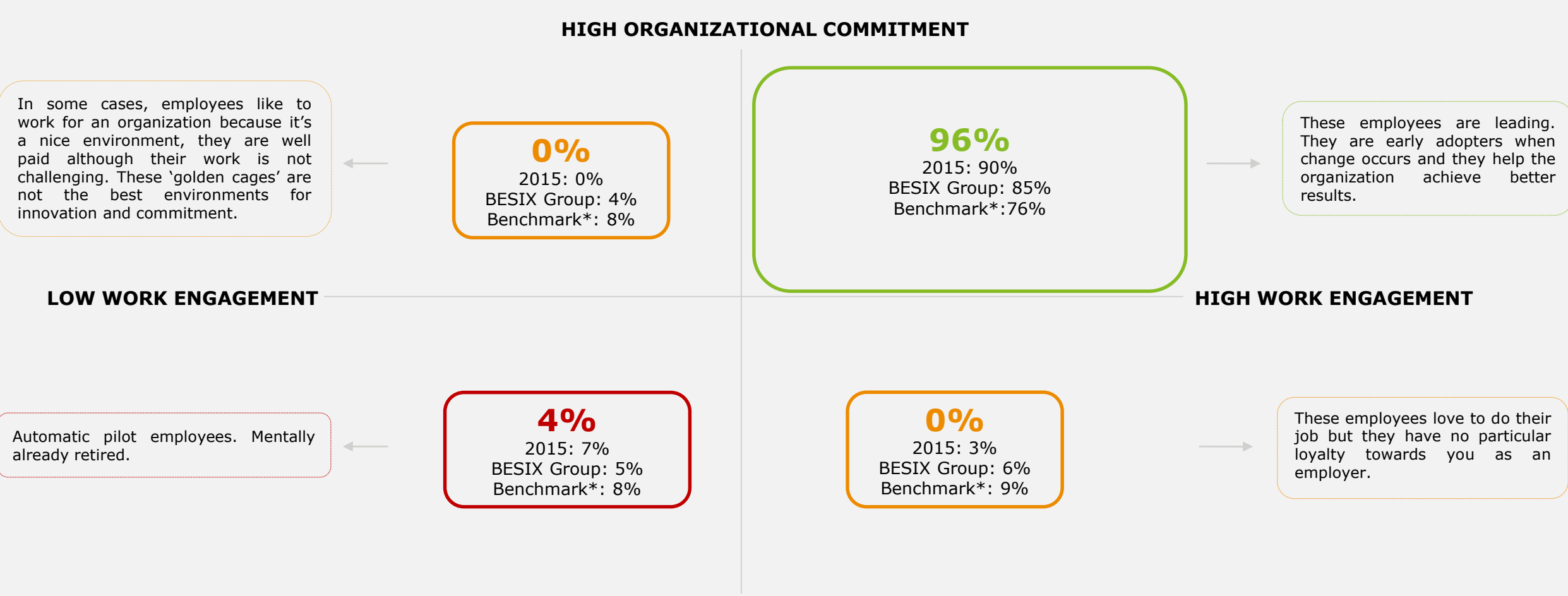
**Highly engaged (>7,5/10)**  
*High level of engagement*

- 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

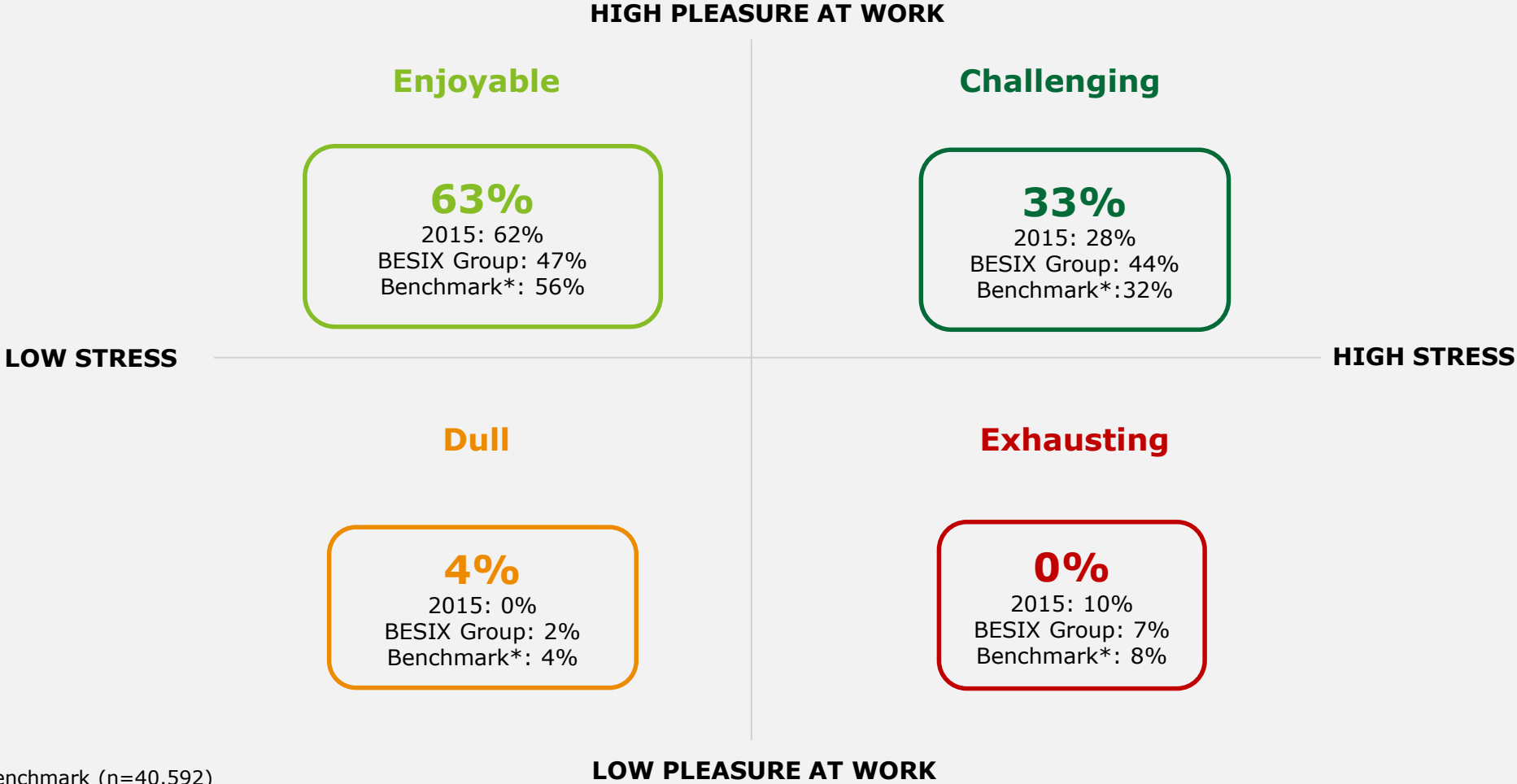
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

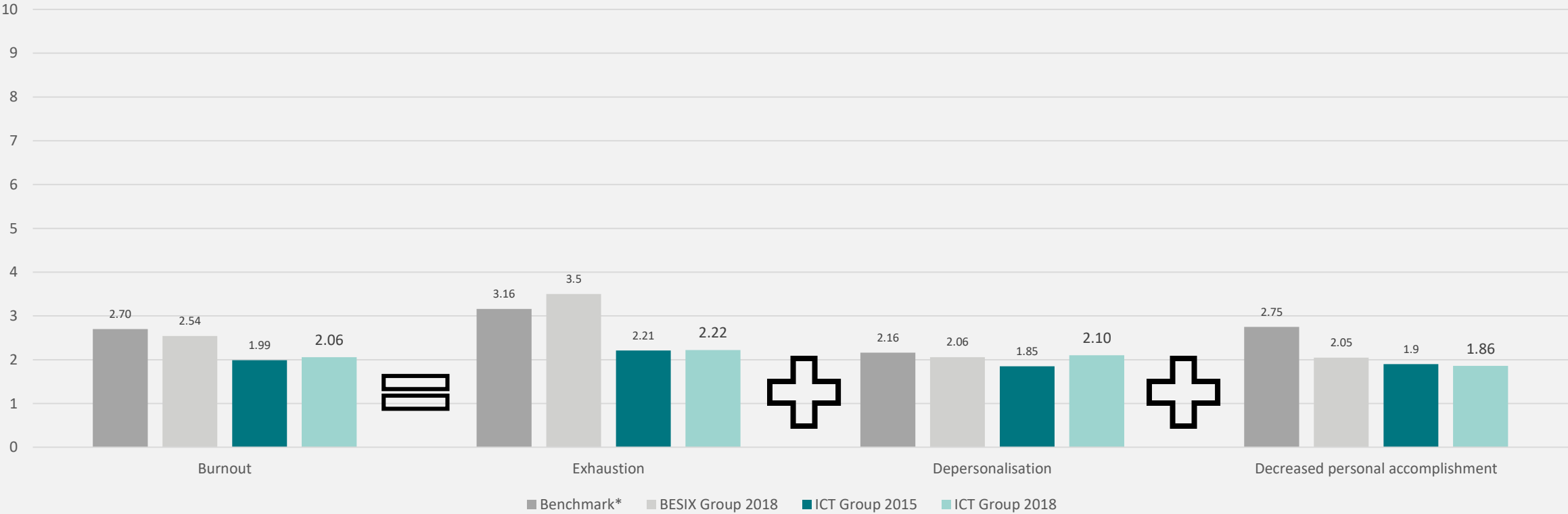
## Analysis of commitment



\*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

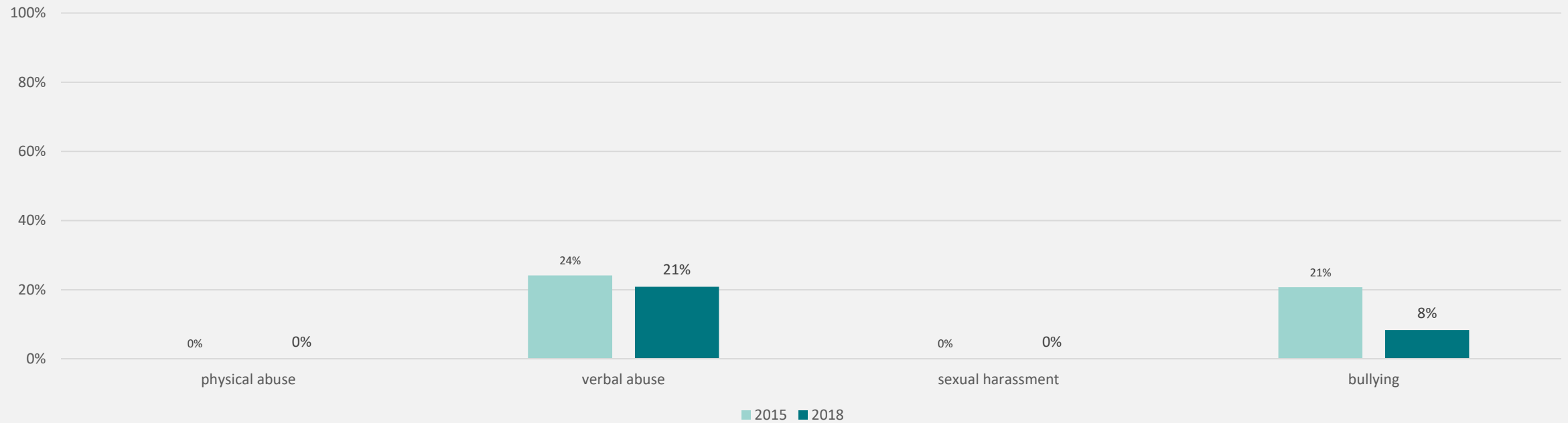


*The higher the scores, the higher the risk of burnout*  
*Burnout = (exhaustion + depersonalisation + personal accomplishment)/3*

\*iNostix by Deloitte benchmark (n=40.592)

## 5. Detailed results

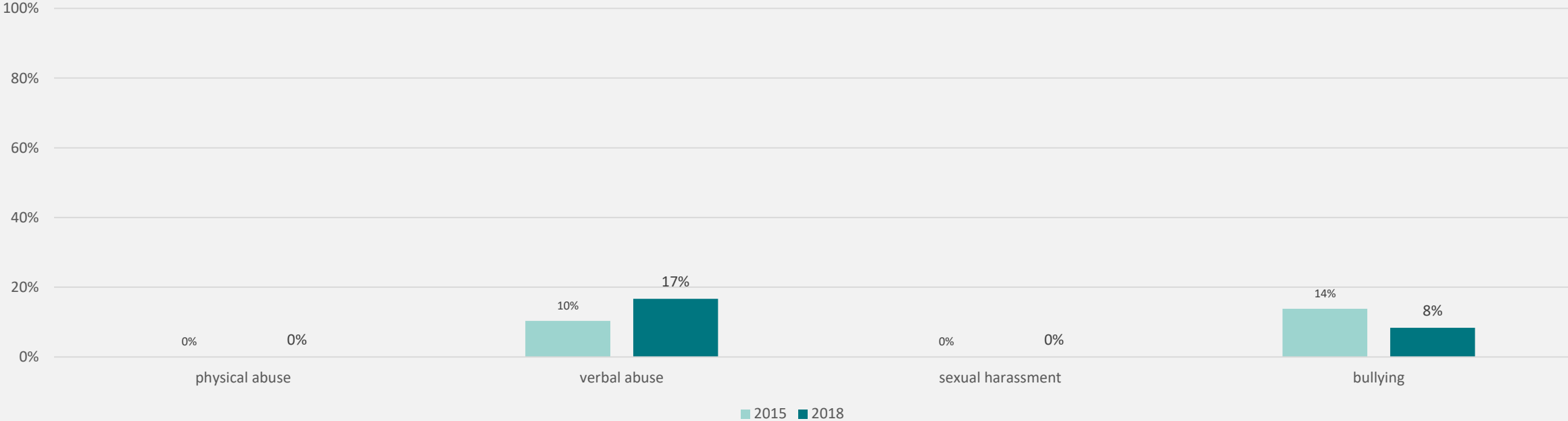
### Undesirable behaviour: witness



Undesirable behavior	Witness 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	0	0%	N/A
verbal abuse	7	24%	29%	5	21%	50%
sexual harassment	0	0%	N/A	0	0%	N/A
bullying	6	21%	17%	2	8%	67%

# 5. Detailed results

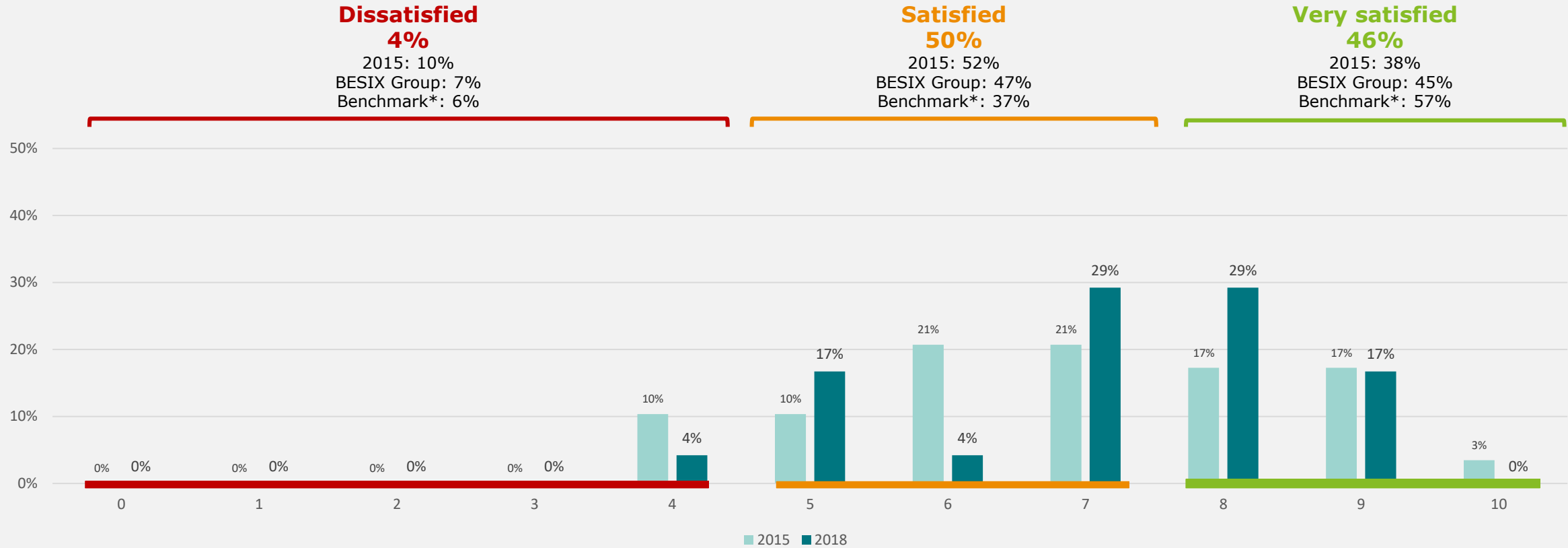
## Undesirable behaviour: victim



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	3	10%	33%	4	17%	60%
sexual harassment	0	0%	N/A	0	0%	N/A
bullying	4	14%	0%	2	8%	67%

# 5. Detailed results

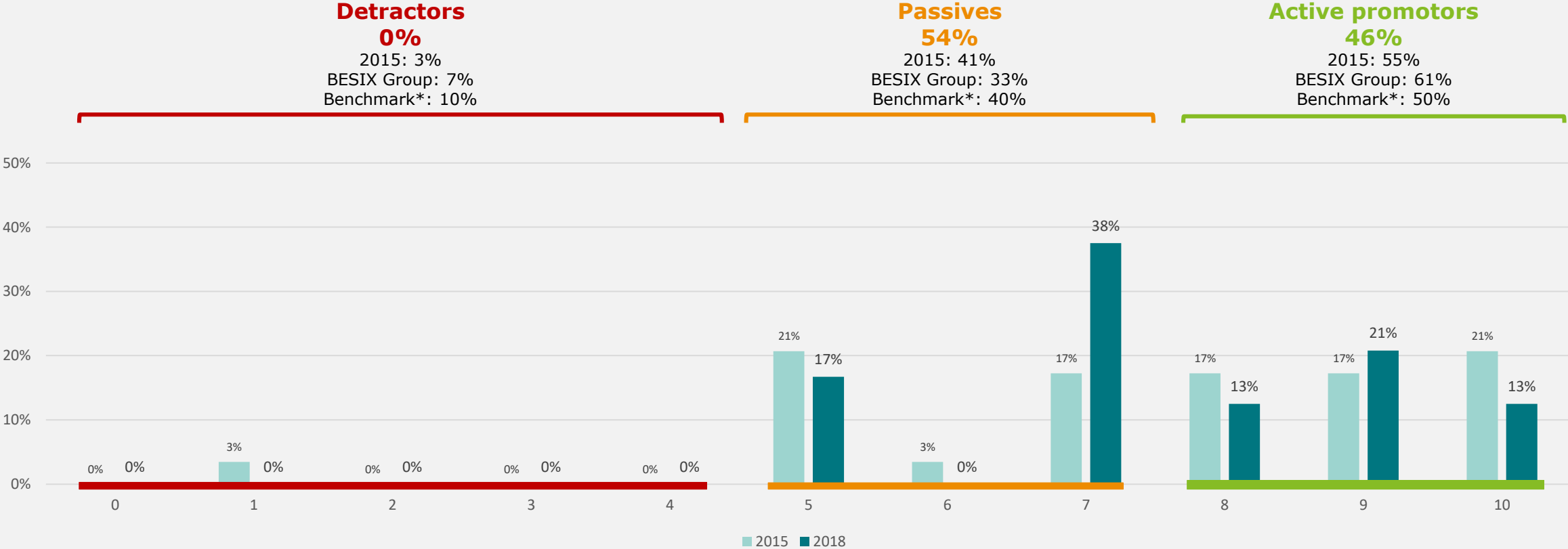
## Overall job satisfaction



\*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

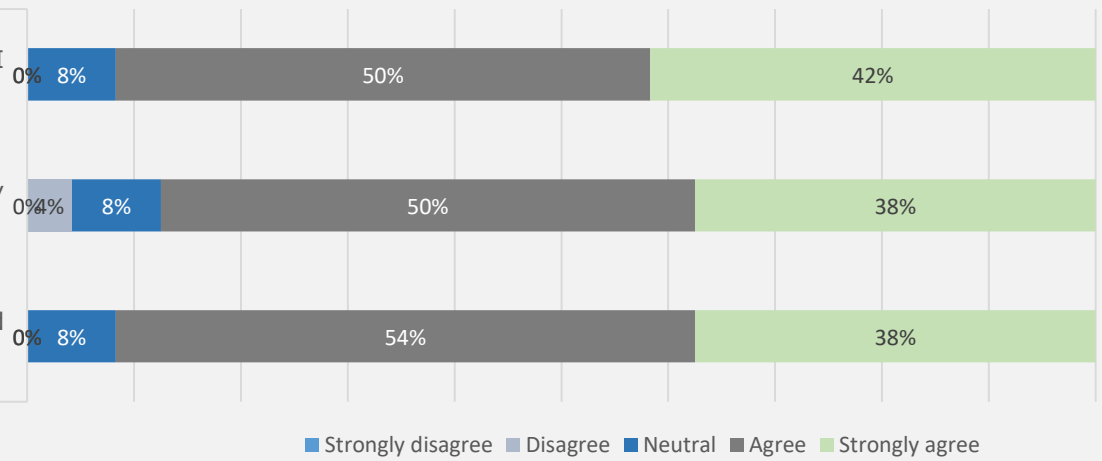
## Leadership questions (1/3)

Trust in supervisor

If my direct supervisor asked why a problem happened, I would speak freely even if I were partly to blame.

I would share my opinion about sensitive issues with my direct supervisor even if my opinion were unpopular.

I would tell my direct supervisor about mistakes I've made on the job, even if they could damage my reputation.



**8,19**

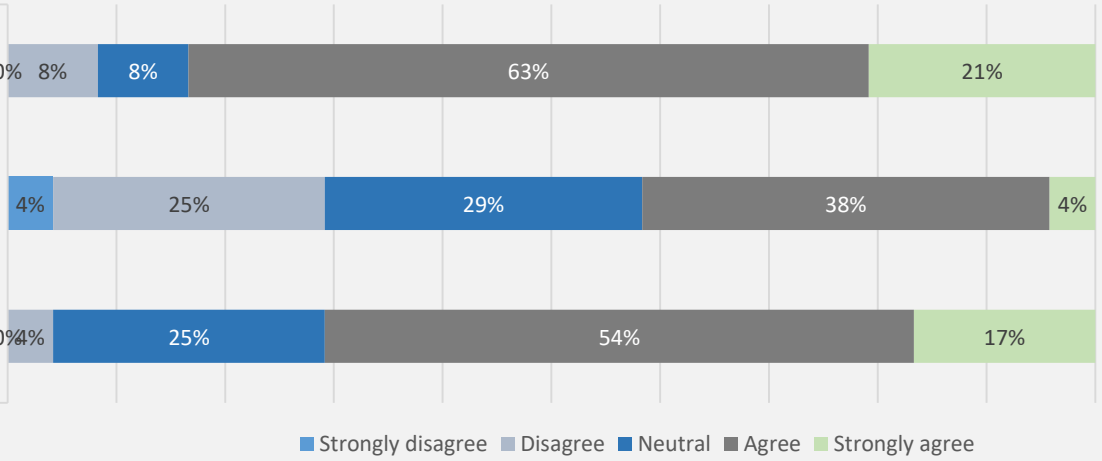
BESIX Group: 8,21

Loyalty from supervisor

My direct supervisor would come to my defense if I were 'attacked' by others.

My direct supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.

My direct supervisor would defend me to others in the organization if I made an honest mistake.



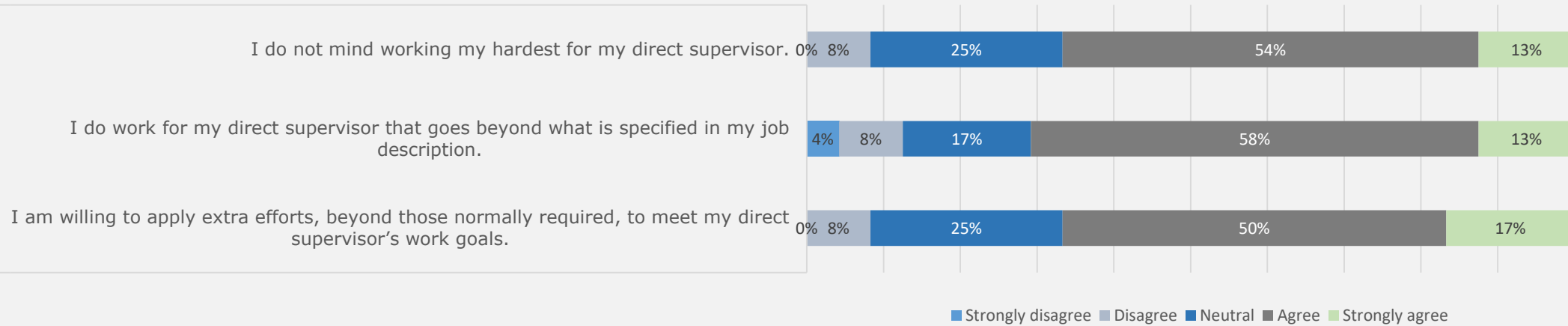
**6,60**

BESIX Group: 6,41

## 6. Extra questions

### Leadership questions (2/3)

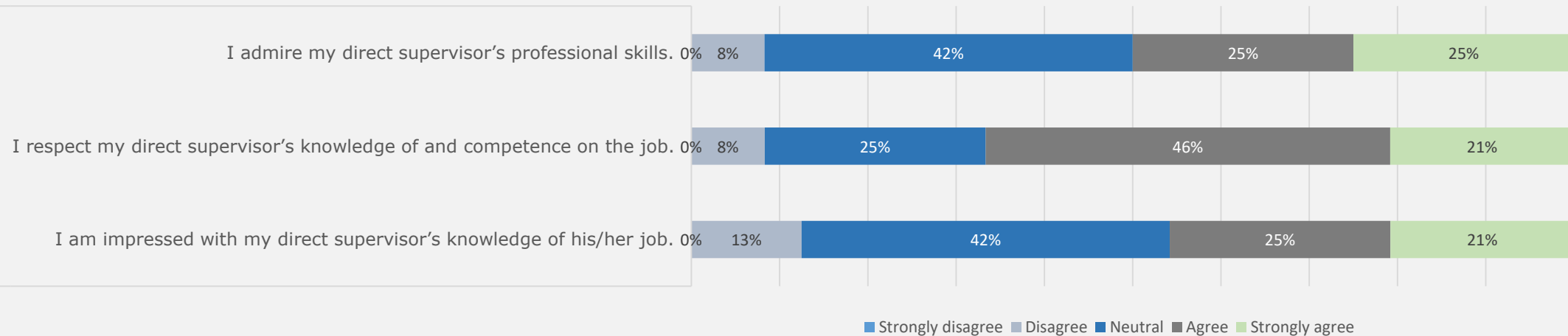
Going the extra mile for supervisor



**6,77**

BESIX Group:  
7,02

Respect for supervisor

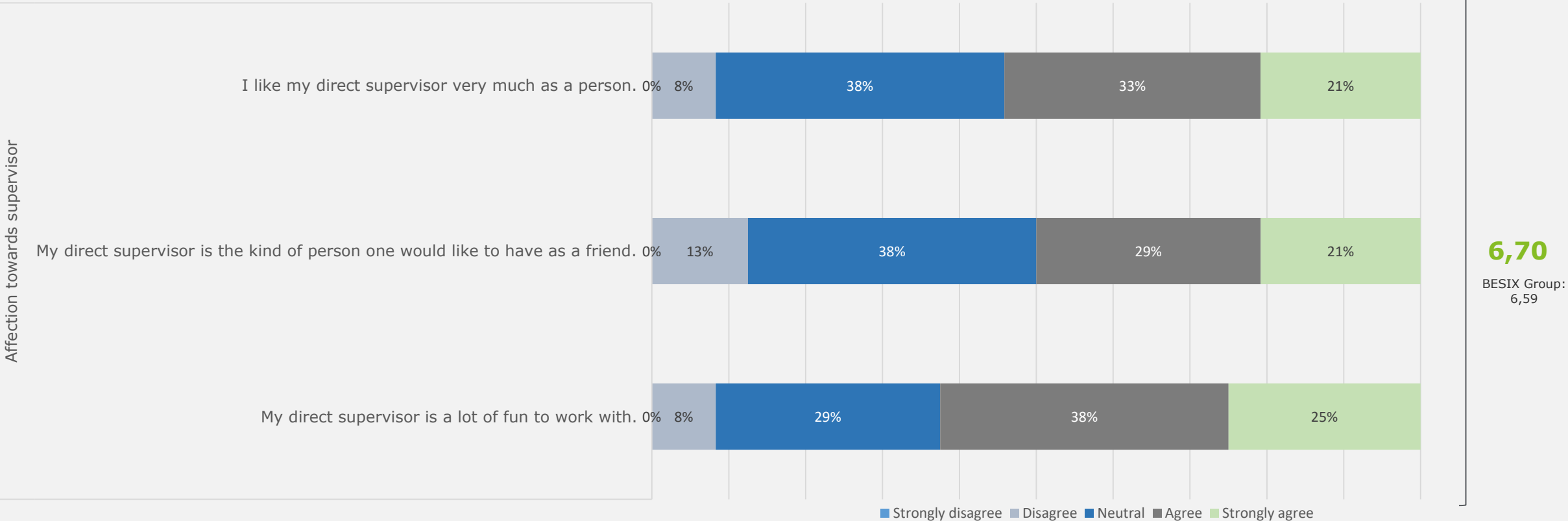


**6,67**

BESIX Group:  
7,02

# 6. Extra questions

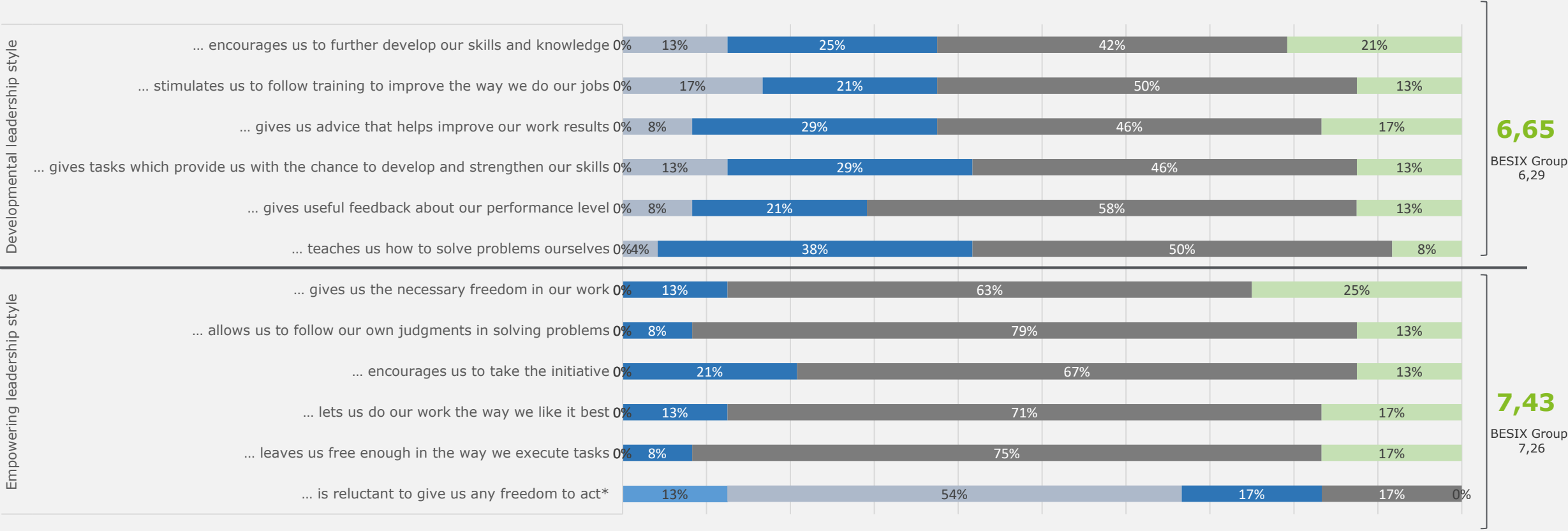
## Leadership questions (3/3)



# 6. Extra questions

## Leadership style (1/2)

My direct supervisor...



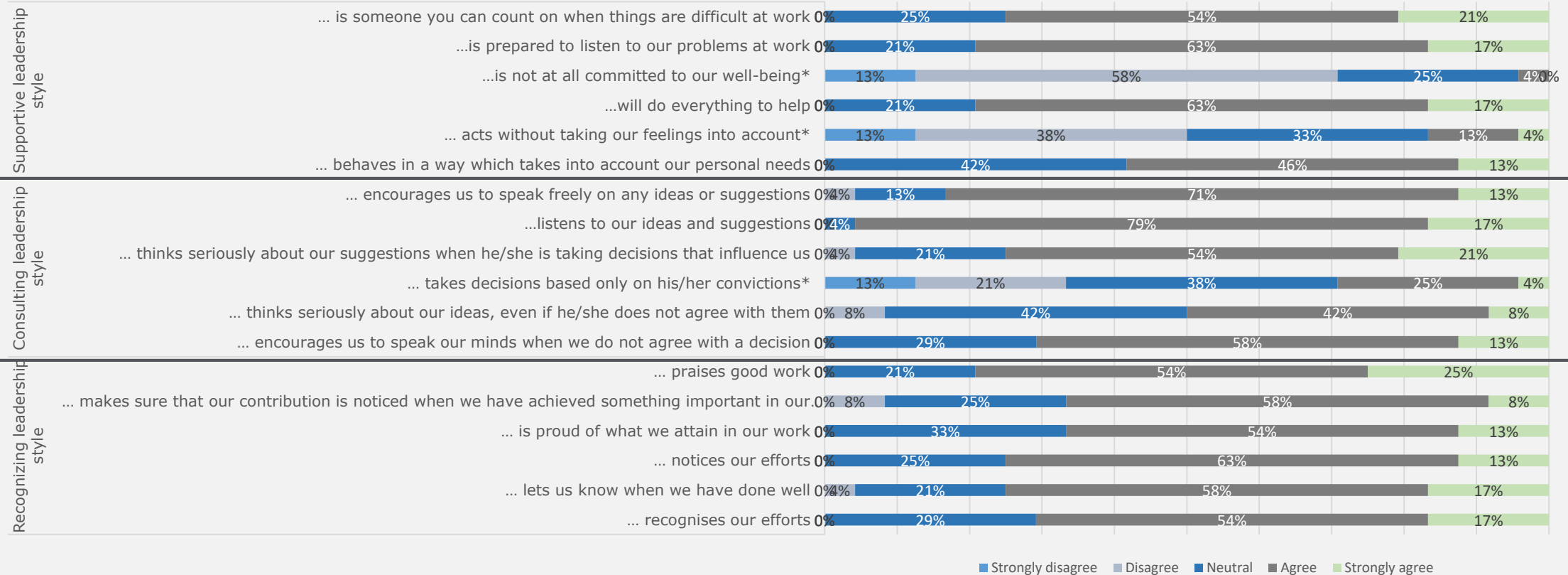
\*Negatively worded item

Legend: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

# 6. Extra questions

## Leadership style (2/2)

My direct supervisor...



**7,00**  
BESIX Group: 6,66

**6,84**  
BESIX Group: 6,50

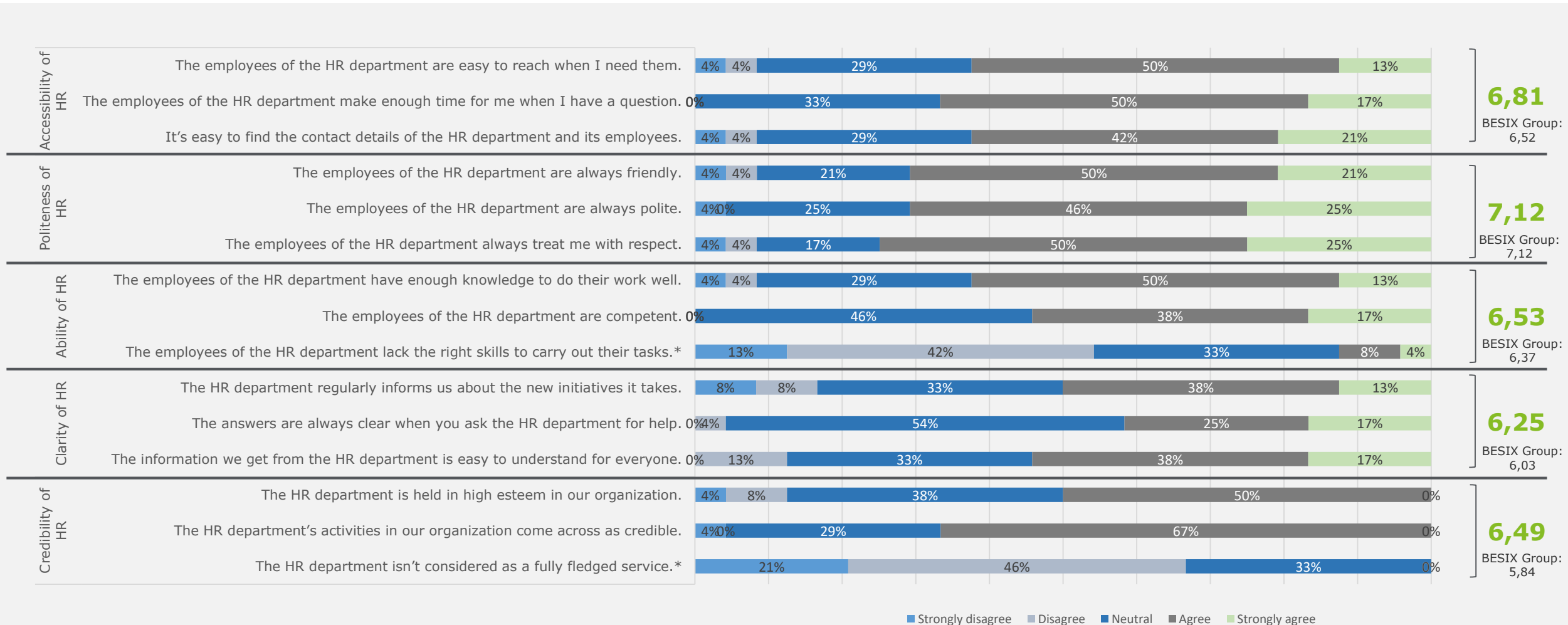
**7,14**  
BESIX Group: 6,51

■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

\*Negatively worded item

## 6. Extra questions

### HR satisfaction (1/2)

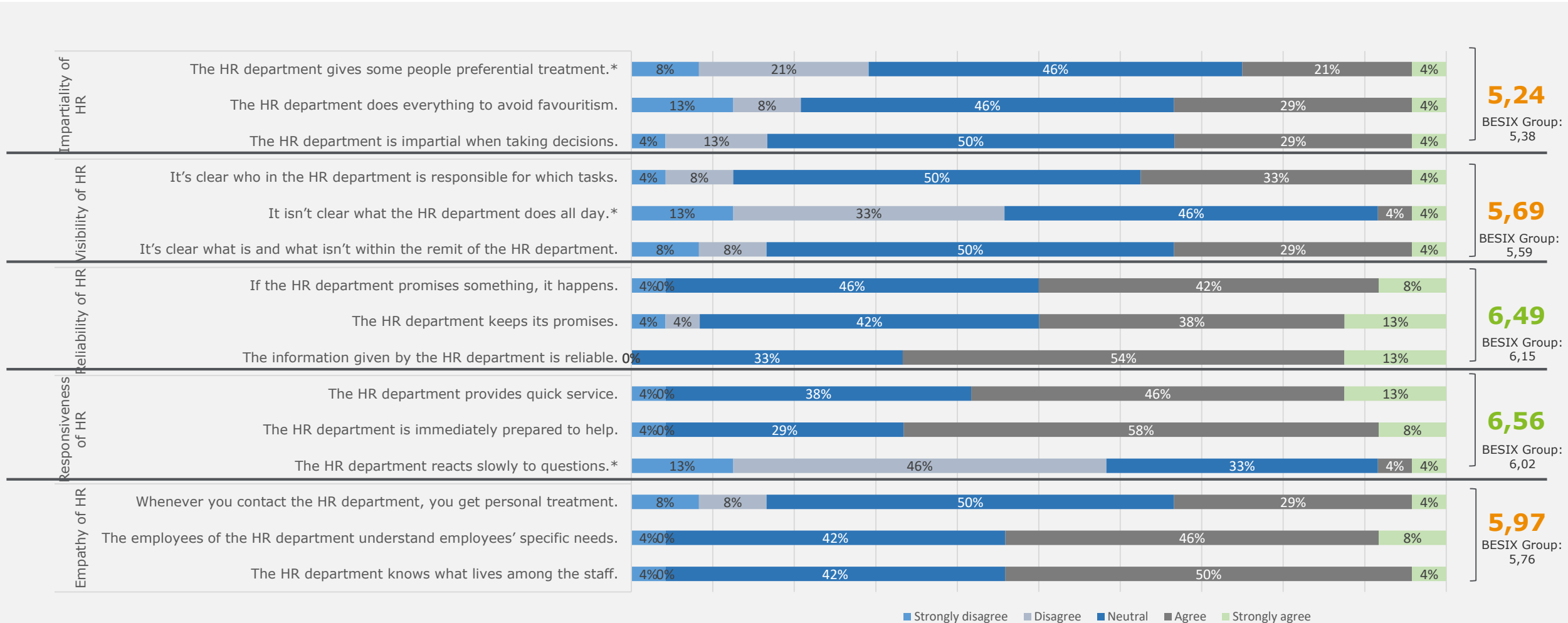


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

\*Negatively worded item

# 6. Extra questions

## HR satisfaction (2/2)



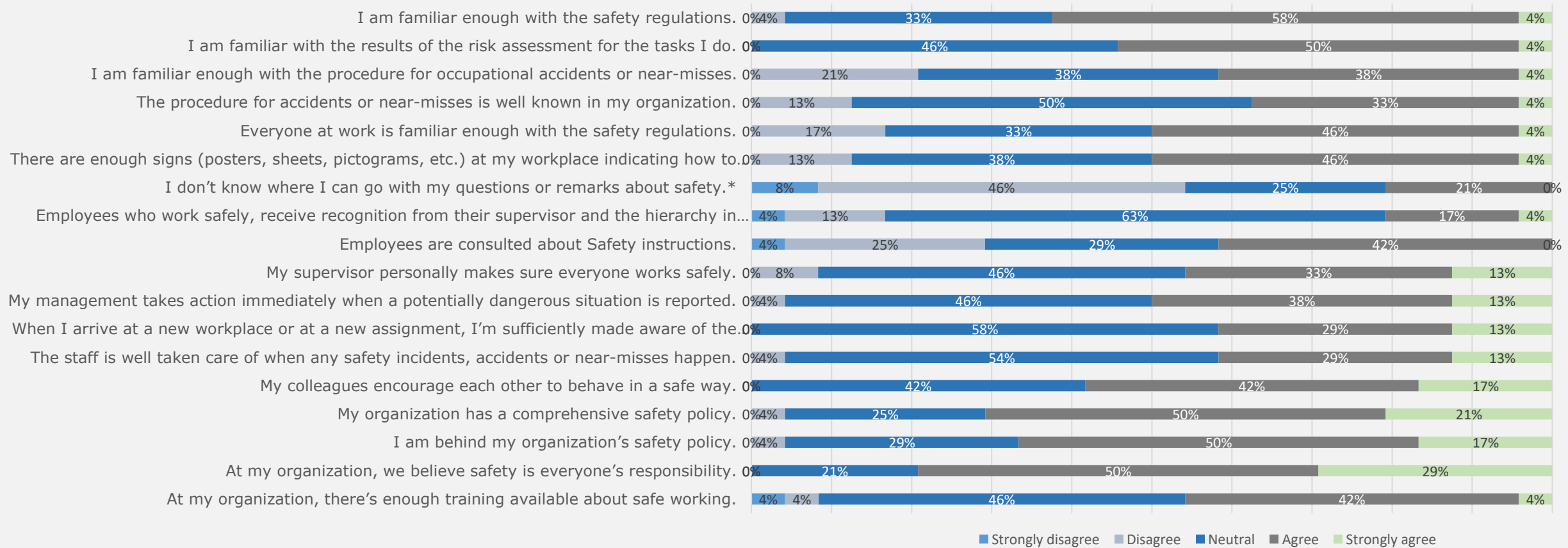
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

\*Negatively worded item



## 6. Extra questions

### Safety at work (1/2)

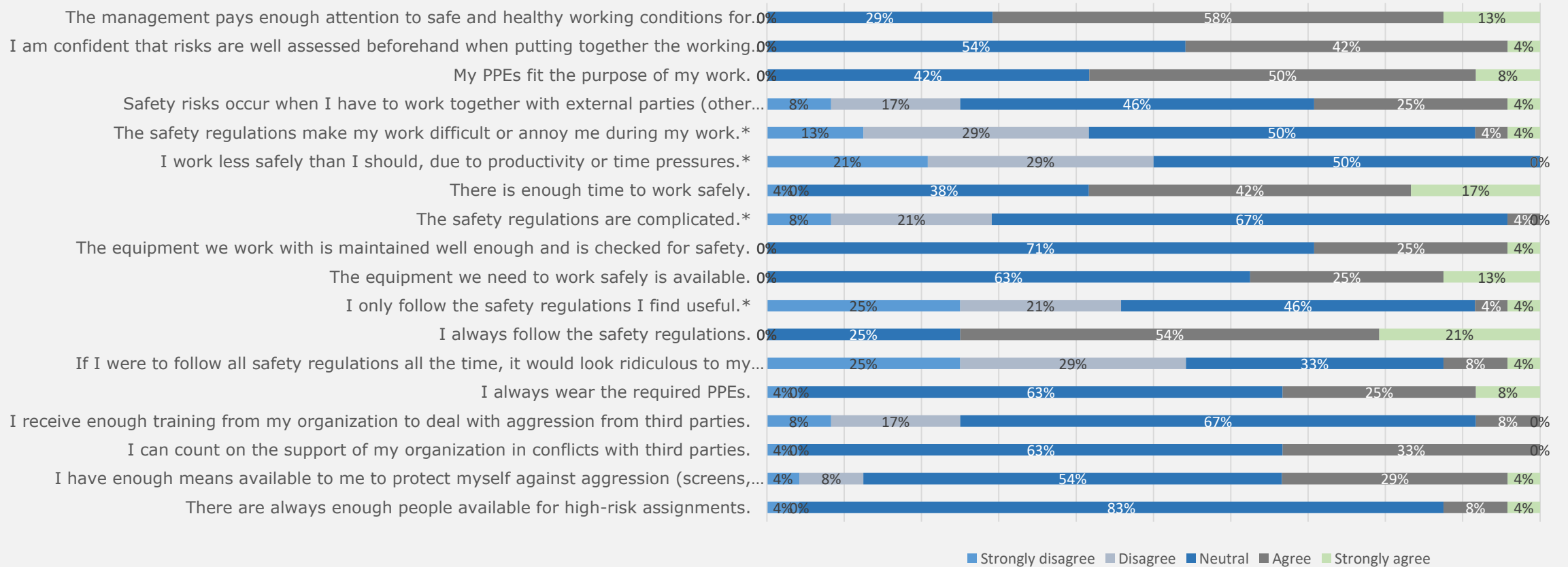


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

\*Negatively worded item

## 6. Extra questions

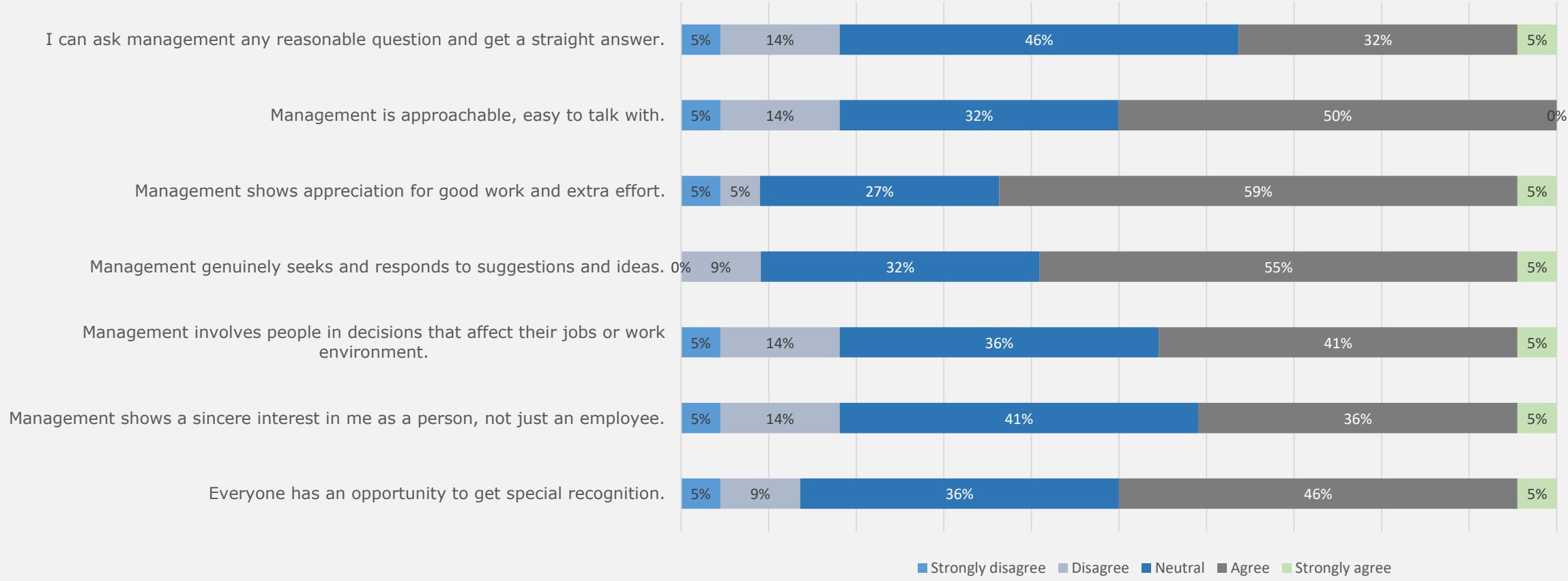
### Safety at work (2/2)



\*Negatively worded item

# 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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