

workhuman®

# The Facts Behind Feelings

LIFTING MOODS – AND ENGAGEMENT SCORES





Your people have had a difficult time. In our [“One Year Into COVID”](#) report – the result of a Workhuman® survey of more than 1,000 U.S. adults of various industries, departments, and titles – more than one in four respondents (27%) said it has been very difficult or difficult to adjust to a new way of working.

[Gallup’s database](#), which analyzes the engagement and performance of 35 million global workers, indicates a causal relationship between engagement and productivity. Further, employees who are not engaged cost their company the equivalent of 18% of their annual salary.

All your employees are going through a pandemic, so some level of dissatisfaction is difficult to avoid. But if you don’t solve for engagement, the price tag – as it relates to productivity and retention – is extraordinarily high.

# What is engagement?

“When we’re talking about engagement, we’re not just talking about satisfaction,” says Dr. Meisha-ann Martin, director of people analytics at Workhuman. “We’re talking about people personally connecting to their work and being enthusiastic and energetic around it. Engagement is the outcome of the different aspects of the overall employee experience.”

As Dr. Martin explains it, job satisfaction doesn’t predict performance as consistently as researchers would like – but engagement does.

How people feel affects what they do. It impacts their every choice as they move through their lives, at work and at home. What levers can HR and organizational leaders pull to help people find that enthusiasm and energy, leading them to more deeply engage with their work, colleagues, and organization?

They all start with human connection.

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**Recognition has been  
found to be a pretty  
consistent lever of  
employee engagement.**

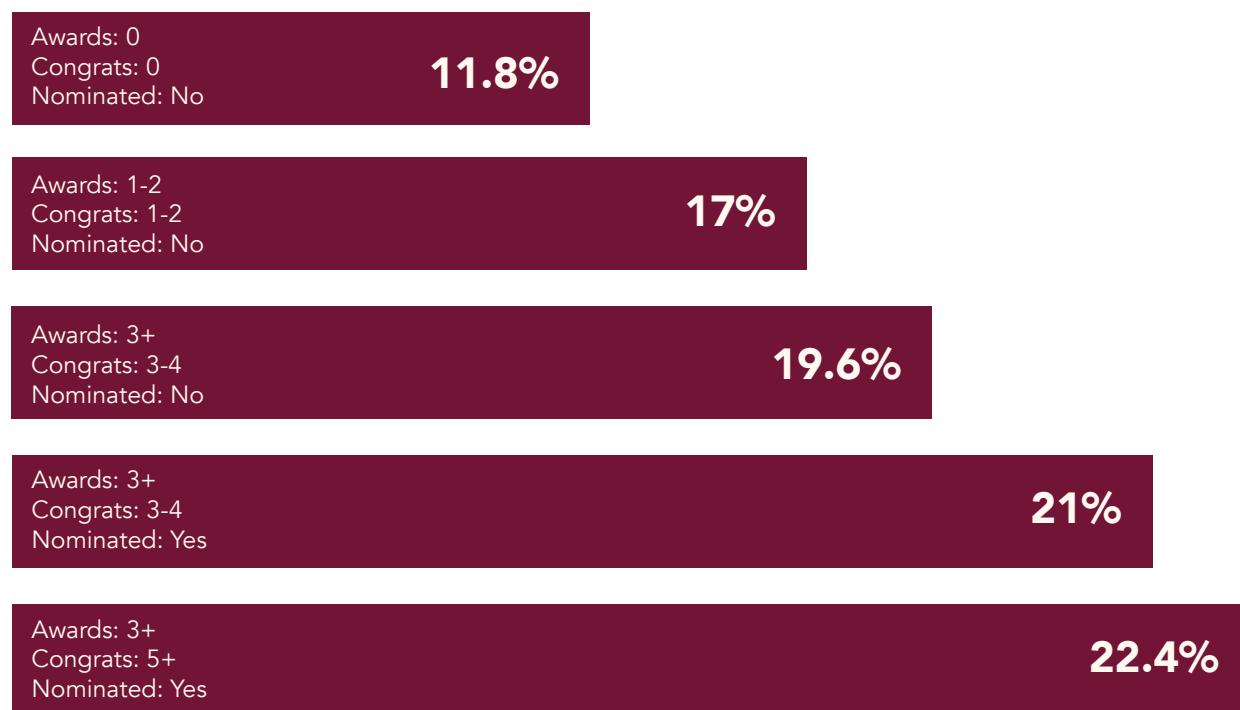
**DR. MEISHA-ANN MARTIN**  
Director of People Analytics  
Workhuman



# The impact of peer-to-peer recognition

According to data from the Workhuman research team, employees who receive frequent recognition and congratulations in Social Recognition<sup>®</sup> see their performance rating rise year over year.

As this graph shows, employees at a large pharmaceutical company who receive at least five awards and three congratulations on those awards, and nominate at least one peer for an award, are nearly 2x more likely to increase their performance than those who don't interact with the peer-to-peer recognition program.



### **Predicted proportion of YoY performance increase**

When an employee is recognized, they receive both a rush of gratitude and a model of what good work looks like. These feelings compound as they give and receive recognition and celebrate with their colleagues, leading to a more empowered, connected, and productive employee experience over their tenure at the organization.



# What is engagement?

People who are at the center of their own development are significantly more engaged than their peers. And when they feel that their workplace encourages and empowers them with ongoing check-ins, feedback, and priorities – rather than just an annual performance review that looks back, not forward – they are more likely to build trust with their manager and team, strengthen their connections with peers, and recommend their company as a great place to work.

Workhuman data from two 2020 surveys of about 3,000 employees who use Conversations<sup>®</sup>, a continuous performance management solution as part of Workhuman Cloud<sup>®</sup>, shows that workers who:

- Checked in with their manager daily or weekly reported significantly higher levels of psychological safety
- Checked in with their manager monthly responded 8% more favorably to “I am not seriously considering leaving my company”
- Received feedback quarterly responded 14% more favorably to “I have the opportunity to advance my skills and grow my career”
- Both checked in with their manager monthly and set priorities quarterly responded 17% more favorably to both “I would recommend my company as a good place to work” and “I am not seriously considering leaving my company”

This new research shows that people are eager for their employers to adopt strategies that make it easy for them to engage with their work by centering on belonging, achievement, and happiness.

When you combine the power of human connection with the capabilities of peer-to-peer social recognition and continuous performance management, you create a productive and engaged workforce that can adjust to changes and continue to drive your organization toward success.

**Reach out today to learn more about how Workhuman Cloud can improve engagement scores.**



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