

17 Findings for Engagement and Resilience

Global Workplace Study 2020

Executive Summary

Dr. Mary Hayes, Dr. Frances Chumney, Marcus Buckingham

Executive Summary

The ADP Research Institute (ADPRI) surveyed over 25,000 employees across the globe from 25 countries to understand Engagement, Workplace Resilience, and the impact of COVID-19 on the workplace in 2020.

The study of Engagement takes on new dimensions and new importance during a time of greatly enhanced global stress such as the COVID-19 pandemic.

We found that workers' levels of Engagement remain low but have held steady, and that levels of Workplace Resilience are also low. These phenomena are highly related, but independent. Most surprisingly, individuals' Workplace Resilience increases with direct experience of COVID-19.

This finding has profound implications for senior leaders. If it is true that we demonstrate more Workplace Resilience the more “up close and personal” we get to the reality of COVID-19, we can conclude that sugar-coating that reality is not helpful for anyone. People need facts, not blithe reassurance. Personal experience of the reality of the problem seems to help build resilience, to help people overcome fear and access their capacity. Their wellbeing is preserved, not diminished, when they can see the reality of the situation and respond to it, rather than when it is hidden from them or unknown.

The Study

In June 2020, ADPRI surveyed a stratified random sample of 26,594 full-time and part-time employees across 25 countries. In 2015, we began to understand baseline Engagement across 13 countries. In 2018, we expanded our knowledge of global Engagement to include 19 countries.

This Global Workplace Study, for the first time, combines Engagement Pulse with a new instrument, the ADPRI Workplace Resilience Scale.


With these two instruments, we set out to examine:

- The global level of Engagement in 2020
- The global level of Workplace Resilience in 2020
- The drivers of Engagement and Workplace Resilience
- How workplaces have changed around the world, and how likely those changes are to endure




Sample


 Over **1,000** per country


50.3% male
49.7% female
1.7% non-binary
.7% no response

26,594
participants


50.2%
Over 40
years of age

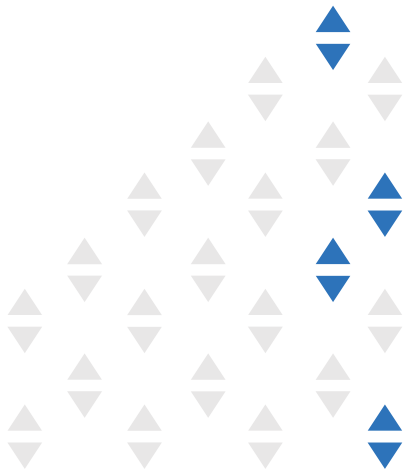

60%
Third generation
residents
(grandparents
immigrated)


80%
Some college education
(some college to
advanced degree)

The Questions

Engagement Pulse

1. I am really enthusiastic about the mission of my company.
2. At work, I clearly understand what is expected of me.
3. In my team, I am surrounded by people who share my values.
4. I have a chance to use my strengths every day at work.
5. My teammates have my back.
6. I know I will be recognized for excellent work.
7. I have great confidence in my company's future.
8. In my work, I am always challenged to grow.



Workplace Resilience Scale

1. I have all the freedom I need to decide how to get my work done.
2. No matter what else is going on around me, I can stay focused on getting my work done.
3. In the last week, I have felt excited to work every day.
4. I always believe that things are going to work out for the best.
5. My team leader tells me what I need to know before I need to know it.
6. I trust my team leader.
7. I am encouraged to take risks.
8. Senior leaders are one step ahead of events.
9. Senior leaders always do what they say they are going to do.
10. I completely trust my company's senior leaders.





What We Learned

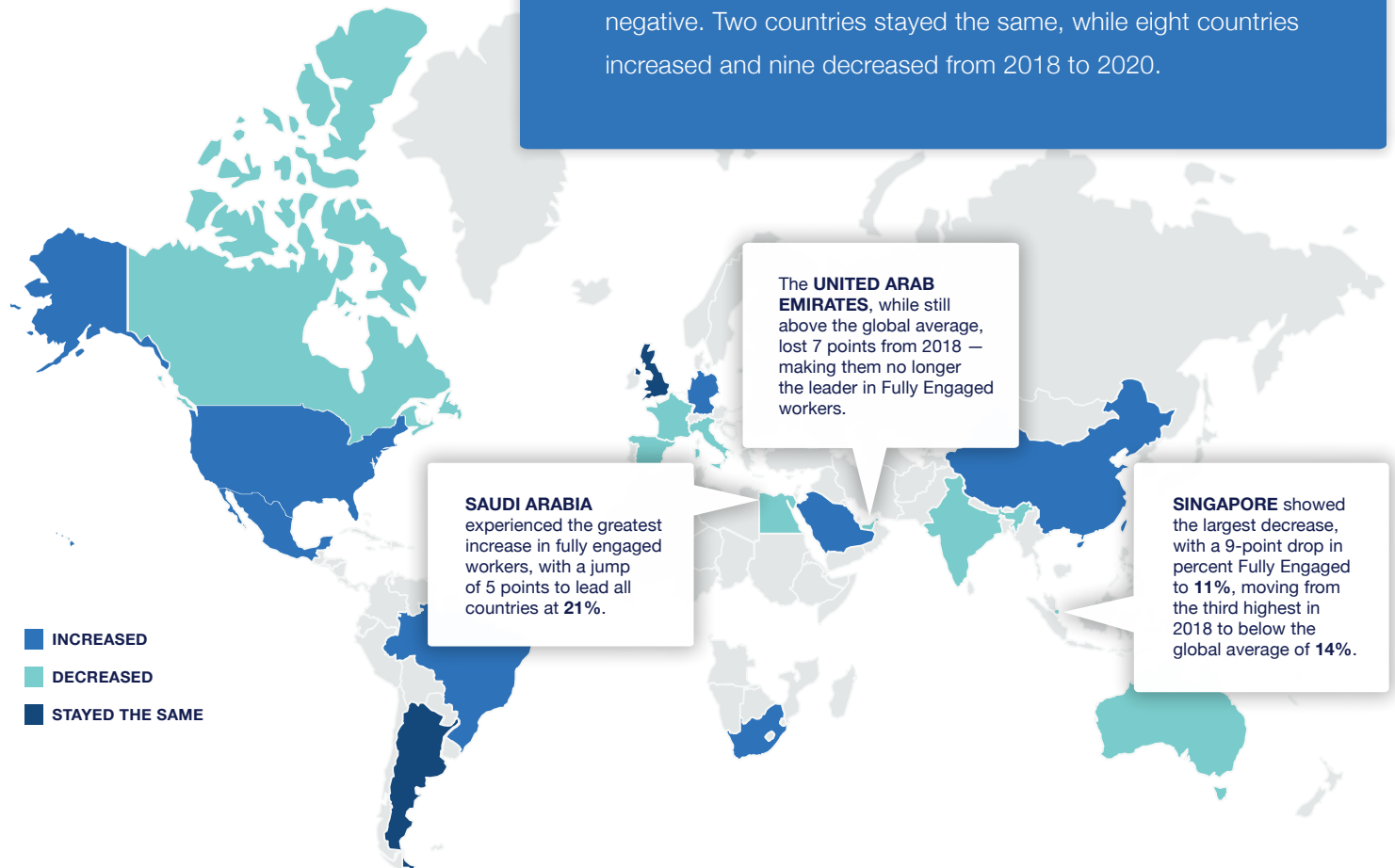
17 Findings for 2020

1

Global Engagement has slightly changed over the last two years, with a drop of 1% globally.

Today 14% of workers are Fully Engaged. This means that 86% of workers are “Just Coming to Work,” instead of contributing all they could to their organizations.

LOCATION MATTERS. While we saw a drop globally, some countries experienced larger jumps — both positive and negative. Two countries stayed the same, while eight countries increased and nine decreased from 2018 to 2020.



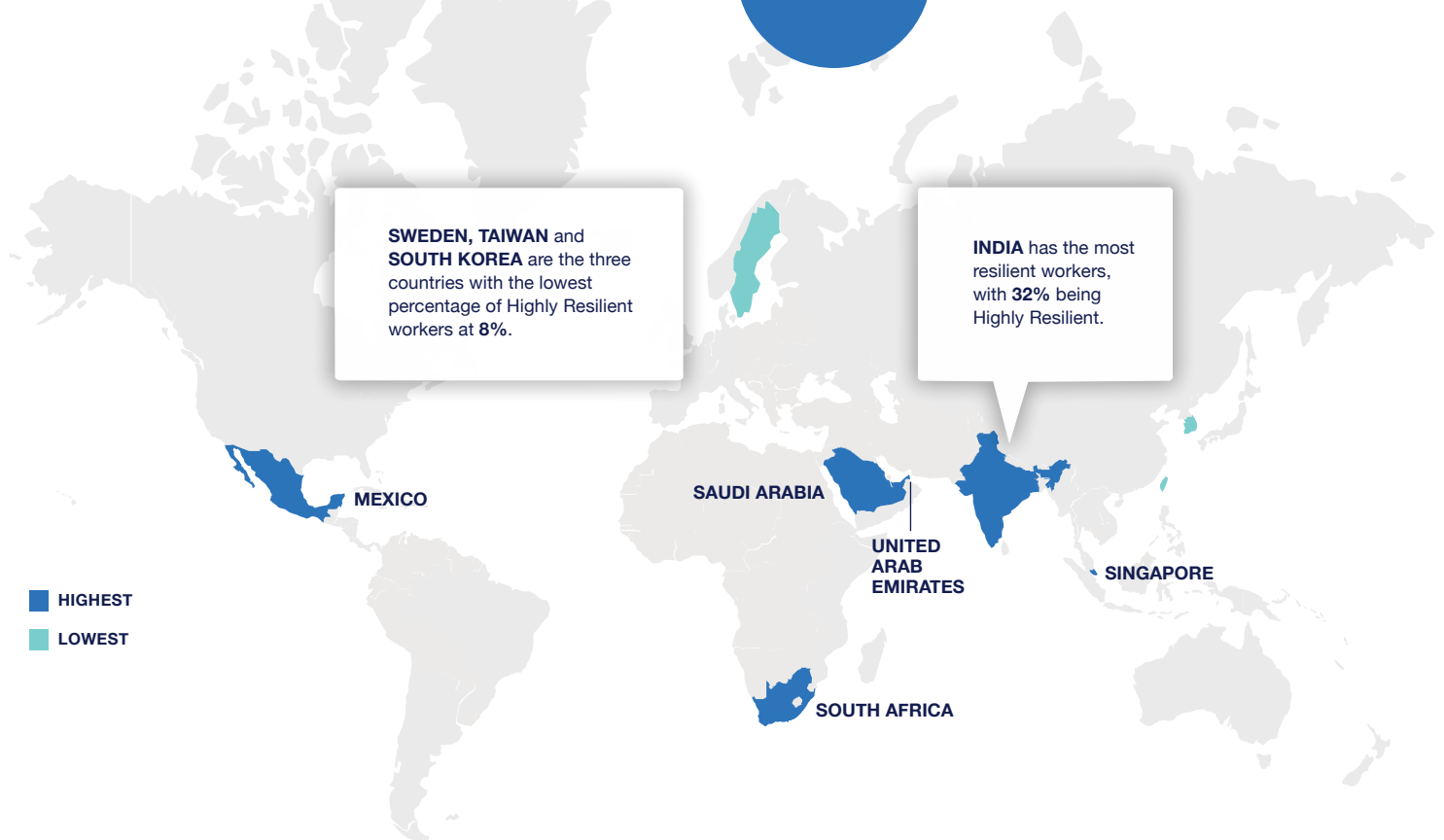
2

Workplace Resilience is also low. Only 15% of workers globally are Highly Resilient.

Like Engagement, Workplace Resilience varies across the 25 countries we studied, as much as

24%

from highest to lowest.



3

Engagement and Workplace Resilience are related. Engagement explains 64% of the variance in Resilience.

5%

of workers are Highly Resilient but “Just Coming to Work.”

10%

of workers are both Fully Engaged and Highly Resilient.



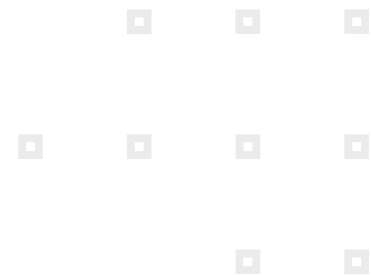
80%

(the majority of workers globally) are “Just Coming to Work” and are Vulnerable.

5%

of workers are Fully Engaged but “Vulnerable” — not Highly Resilient.

It is possible to be **FULLY ENGAGED** but not **HIGHLY RESILIENT**, and vice versa.



4

Workplace Resilience and Engagement don't always align.



Some countries have higher Resilience than Engagement

Such a pattern implies that the workers in these countries are able to stoically withstand challenging times, but are not set up to contribute their very best.



Singapore has almost twice as many Highly Resilient as Fully Engaged workers (**19%** vs **11%**).



China has a third more Highly Resilient than Fully Engaged workers (**11%** vs **8%**).



Some countries have higher Engagement than Resilience

This pattern implies that although workers might be well set up for productivity today, they are more vulnerable should setbacks occur tomorrow.

% Highly Resilient minus % Highly Engaged



Israel: **-4%**



United Kingdom: **-2%**



United States: **-3%**



Sweden: **-3%**

5

Trust in team leaders is still the foundation of Engagement.

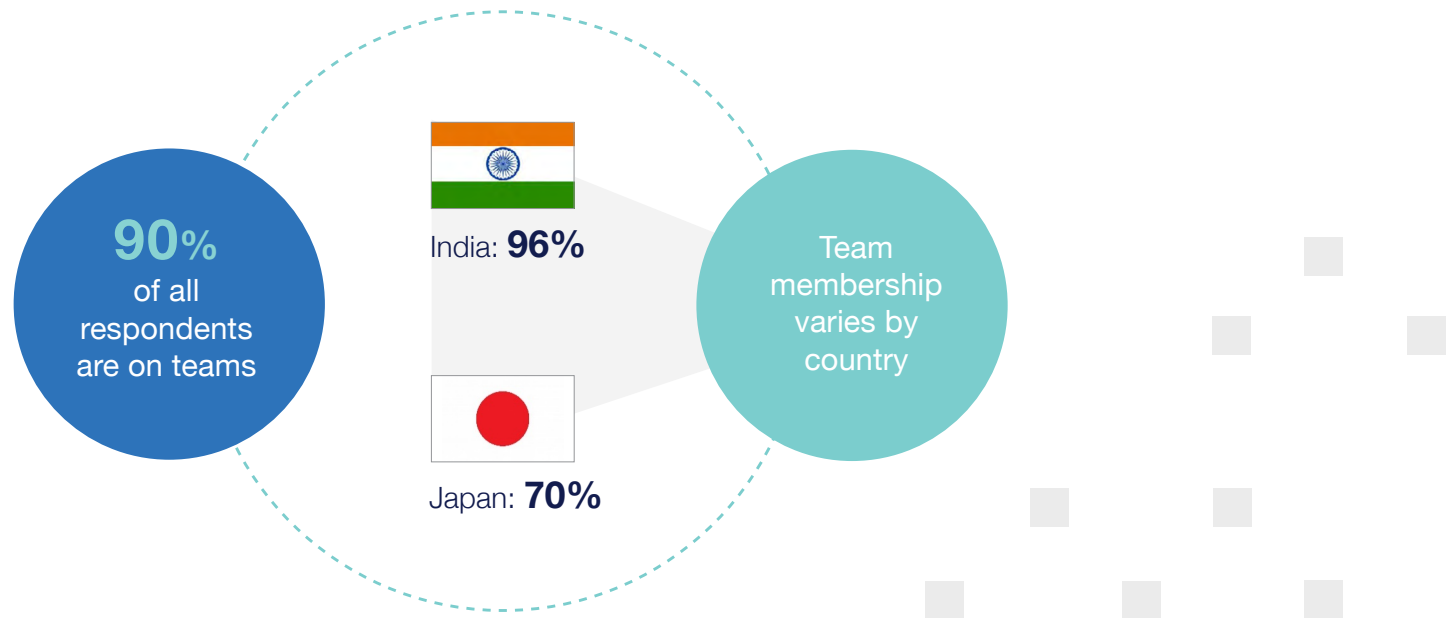
45%

of those who strongly agree that they **TRUST THEIR TEAM LEADER** are Fully Engaged.

A worker is **14x** more likely to be Fully Engaged if he or she **TRUSTS** the team leader.

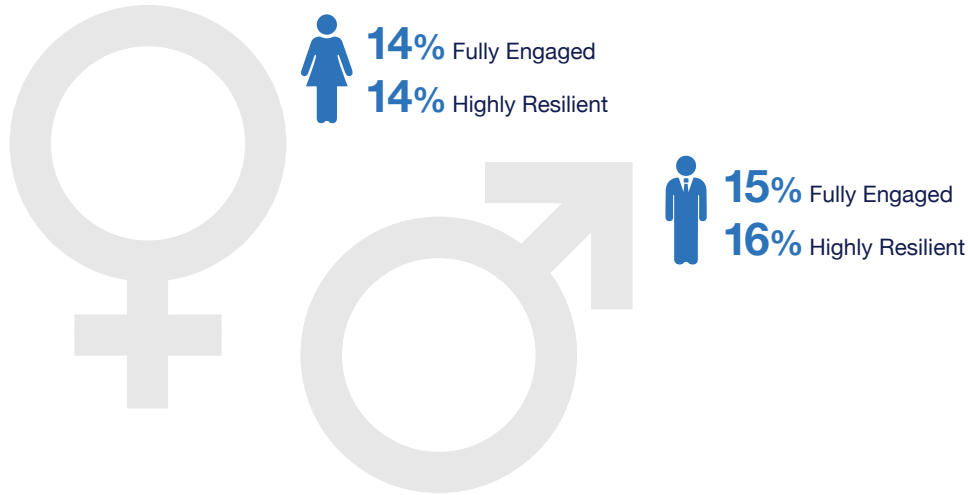
6

Being on a team still impacts Engagement.



7

Gender and age do not predict Engagement or Resilience.



20-39 YEAR OLDS
15% Fully Engaged
16% Highly Resilient

55-74 YEAR OLDS
15% Fully Engaged
12% Highly Resilient



18-19 YEAR OLDS
13% Fully Engaged
13% Highly Resilient



40-54 YEAR OLDS
12% Fully Engaged
14% Highly Resilient



75+ YEAR OLDS
18% Fully Engaged
16% Highly Resilient

8

Higher Engagement still happens virtually.

Pre-COVID-19

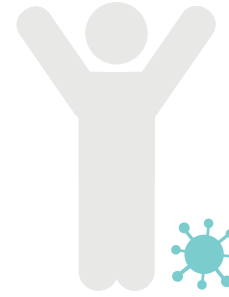


VIRTUAL
23% Fully Engaged
23% Highly Resilient



OFFICE-BASED
12% Fully Engaged
11% Highly Resilient

During COVID-19



VIRTUAL
20% Fully Engaged
18% Highly Resilient



OFFICE-BASED
11% Fully Engaged
9% Highly Resilient

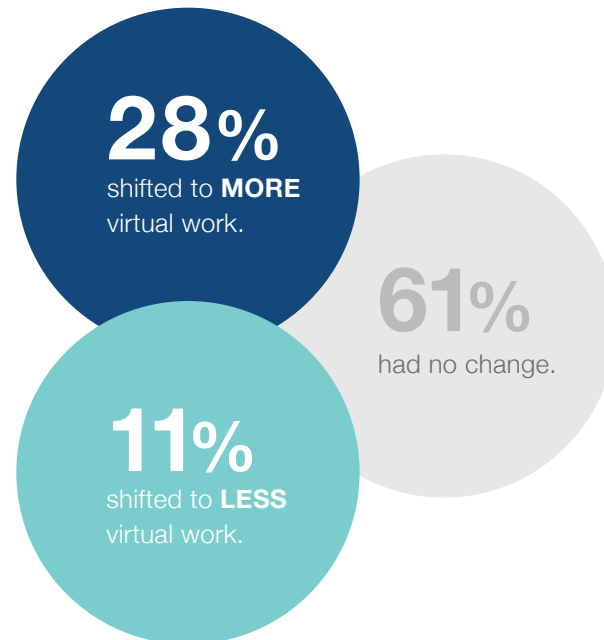
There are significant differences between **VIRTUAL** and **OFFICE-BASED** workers.

9

Where the work happens did not shift as expected.

In 2018, we learned that working remotely helped with Engagement if you were a member of a team. The same can be said about Workplace Resilience.

In the global study, the respondents shared how their jobs have changed, with about **39%** of workers indicating that they have shifted the way they work.



Even with this shift, those who work from home 100% of the time **are still more engaged and resilient** than those who do not work remotely.



10

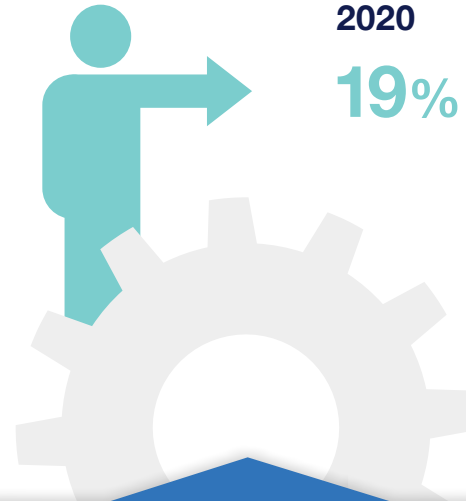
Work status: flight to security.

Most engaged work status

2018

25% Fully Engaged

1 Full-Time Job
AND
1 Part-Time Job



2020

19% Fully Engaged

2 Full-Time Jobs
OR
1 Full-Time Job and
Full Time as Gig Worker

People with a part-time or part-time contingent job are **50% LESS LIKELY** to be Fully Engaged than those with only full-time jobs.

11

Tenure: no more honeymoon effect.

TENURE	% FULLY ENGAGED
Less than one year (I secured this job before COVID-19)	14%
Less than one year (I had to find new employment due to COVID-19)	8%
1-2 Years	11%
3-4 Years	15%
5-8 Years	16%
More than 8 Years	16%

This effect is most pronounced when people have had to take new roles specifically because of the pandemic.

Likely many people are “settling” for jobs and roles that they do not find as fulfilling during this time, and the effects show up in Engagement levels. Even among those who have new jobs they secured before COVID-19 emerged, the positive effects of being new to a job have vanished.

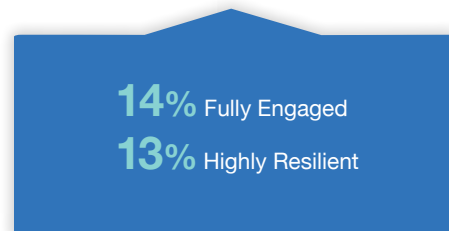
Workers who have had to take on new roles during this pandemic are **42%** less likely to be Fully Engaged than others.

12

COVID-19 macro effects.

A country's level of COVID-19 Impact (average cases and deaths per million, and average unemployment) had no effect on Workplace Resilience.

High COVID-19 Impact



Moderate COVID-19 Impact



Low COVID-19 Impact



The COVID-19 and unemployment statistics are from July 2020.
COVID-19 statistics in real time are available at [Worldometers](https://www.worldometers.info/).
The global unemployment data came from the [International Monetary Fund \(IMF\)](https://www.imf.org/).

13

COVID-19 micro effects.

Individuals with greater levels of personal experience with COVID-19 demonstrated much higher levels of Workplace Resilience.



41%

of the entire global sample has had personal experience of COVID-19.

4% had COVID-19 themselves

7% had a family member with COVID-19

12% had a work colleague with COVID-19

18% knew non-work acquaintances with COVID-19

Workers with higher personal connection to COVID-19 are **3.8x** more likely to be Highly Resilient.

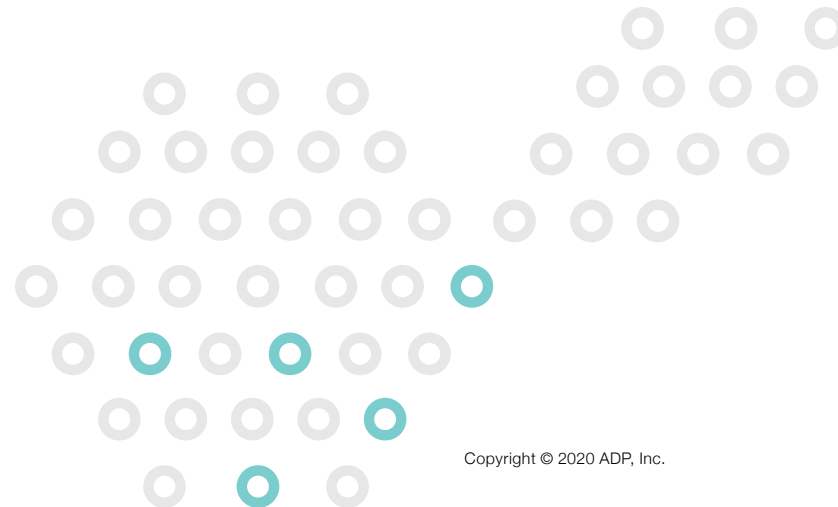
14

Overall, 97% of workers had experienced one or more of these changes.

- ✓ Promotions placed on hold
- ✓ Encouraged to take vacation time
- ✓ Onetime payment from workplace to help with unexpected hardships
- ✓ Layoffs (termination of employment)
- ✓ Employees have been furloughed (a temporary layoff from work)

Workers who experienced at least 5 changes at work are **13.2x** more likely to be Highly Resilient.

- ✓ Increased use of technology
- ✓ More work hours
- ✓ Fewer work hours
- ✓ Job changed to be mostly virtual
- ✓ Physical office space closed
- ✓ Sheltered in place due to governmental restrictions



15

Personal COVID-19 Experience varied within the sample by country and industry.



62% Egypt



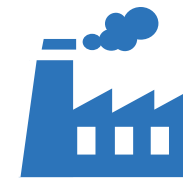
82% Healthcare

Personal COVID-19 experience varied **by country**. Egypt reported significantly higher incidence of connection with COVID-19 than Taiwan.

Across industries, the connection to COVID-19 varied as well. Healthcare workers had the highest personal connection — approximately 3.6x more likely to have a COVID-19 connection.



5% Taiwan



37% Manufacturing

16

Tough choices in the gig economy.



Non-gig worker

14%

Fully Engaged

14%

Highly Resilient

Higher Disruptions

63% more layoffs

Reduction in hours worked



Gig worker

14%

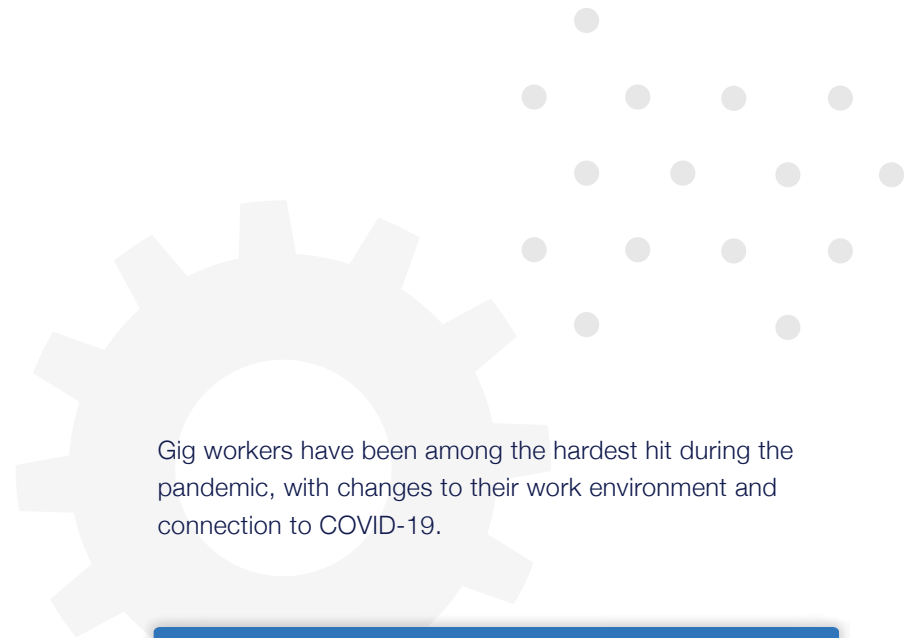
Fully Engaged

15%

Highly Resilient

Experienced more personal connection to COVID-19:

81% to 54%




Gig workers have been among the hardest hit during the pandemic, with changes to their work environment and connection to COVID-19.

Even with these changes, gig workers have **SIMILAR LEVELS** of Workplace Resilience to those who are not contingent workers.

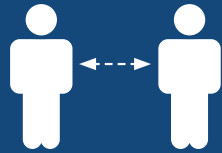
17

Workers who experienced a higher average number of changes were more likely to expect such changes to be long-lasting.

The changes most predicted to stay permanent were:



Social distancing
in the office



PPE wearing
in the office



Remaining
virtual





About ADP

Powerful technology plus a human touch. Companies of all types and sizes around the world rely on ADP's cloud software and expert insights to help unlock the potential of their people. HR. Talent. Benefits. Payroll. Compliance. Working together to build a better workforce. For more information, visit [ADP.com](https://www.adp.com).

About the ADP Research Institute®

The ADP Research Institute provides insights to leaders in both the private and public sectors regarding issues in human capital management, employment trends, and workforce strategy. [ADPRI.org](https://www.adpri.org)