



THE BEST WAYS TO MEASURE EMPLOYEE HAPPINESS

RESEARCH BACKED KNOWLEDGE, INNOVATIVE MEASURING
METHODS AND A PRACTICAL QUICK SCAN FOR YOUR TEAM

2DAYSMOOD

ABOUT THIS WHITEPAPER

This whitepaper aims to provide clear and useful insights in the best practices for measuring and improving employee happiness.

In collaboration with our partner, Utrecht University, we have researched employee happiness in an extensive study in 2017 and 2018. In a meta-analysis, we compared multiple studies which looked into the motivational factors that influenced people to stay or leave an organization.

Based on this research, we found **15 key drivers of employee engagement and happiness at work** – and a method to measure them. These 15 drivers form the basis of the Employee Happiness Model. This model has been validated by empirical research with employees from over 100 different organizations, varying in industry, size, nation, and culture.

In the second part of this whitepaper we will present several examples of survey questions covering the key topics of employee happiness. Last, but not least, you will find a quick scan to easily measure employee happiness in your team, according to the latest validated HR research.

QUALIFICATIONS & REFERENCES

The research team included Selma Fehrmann (MSc Social & Organizational Psychology, University of Groningen, Organizational Psychologist, 2DAYSMOOD) and Karien Timmerman (Research intern, Social Health and Organizational Psychology, Utrecht University).

To optimize the study, we included research from Martin Seligman's and Deci and Ryan's positive psychology. We also consulted management experts Daniel Pink (best selling author of the book 'Drive' and several other business and behavior books) and Viktor Lipmann (president of Howling Wolf Management Training and publicist at the American 'Forbes' magazine).

Lastly the 2DAYSMOOD team has over 25 years corporate and management experience in the field of HR, Change Management and IT. Best practices and insights from our team members have contributed to this whitepaper as well.





EMPLOYEE HAPPINESS IS A PATHWAY TO BUSINESS SUCCESS

As an employer you have probably come across at least one of the following 'trends' in the labor market: the war on talent, stress and burnouts, brand reputation issues, differences between millennials and baby boomers and the search for purpose in a job. These are all factors (potential) employees take into account when they choose who to work for or commit to. And vice versa, your candidates are ideally selected based on their talent and fit in the organizational culture.

Therefore it is now, more than ever, beneficial for companies to create and maintain positive work environments. Guided by leaders that will contribute to the happiness of their employees.

Traditionally, the positive emotional state of an employee has been viewed as a result of positive business outcomes. However, over the last two decades this assumption is turning around. Employee happiness is being recognized as a critical factor in the pathway to business success. Studies and practices show that organizations with happy employees thrive! (Figure 1)

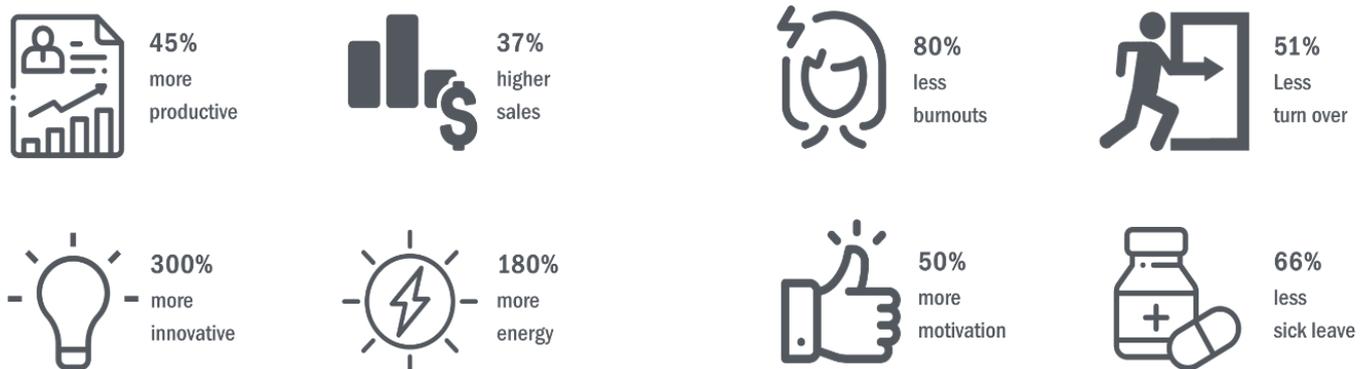


Figure 1: Validated business advantages of high employee happiness

FACTORS TO MEASURE WORK HAPPINESS

To improve the happiness of employees, it is primarily important to know what happiness means and indicates. Our meta-analysis of multiple scientific and HR studies shows that employee happiness can be defined as a combination of four factors. Any accurate measurement of employee happiness should cover these subjects.

1. JOB SATISFACTION

Positive emotional state resulting from one's job or aspects of the job.

2. WORK ENGAGEMENT

Extent to which one devotes cognitive, emotional and physical attention to their profession.

3. ORGANIZATIONAL COMMITMENT

Extent to which one identifies with the organization they work for.

4. POSITIVE MOOD

General positive attitude or mood at work.

15 DRIVERS OF EMPLOYEE HAPPINESS

At 2DAYSMOOD we have embraced these four factors in our innovative realtime measuring method of Employee Happiness. It includes a continuous 15 second survey, which measures moods, the 15 drivers of employee happiness and the employee Net Promoter Score.



Figure 2: Employee Happiness Model, 2DAYSMOOD and Utrecht University (2017)

INTERESTING TO KNOW

According to our research the top 3 most influential drivers of happiness at work are strongly related to the social sphere.

1. SOCIAL VALUES

'Respectful and equal treatment are important for my overall happiness at work.'

2. RELATIONSHIP WITH COLLEAGUES

'The relationship with my colleagues is important for my overall happiness at work.'

3. RELATIONSHIP WITH DIRECT MANAGER

'The relationship with my direct manager is important for my happiness at work.'



HOW TO MEASURE...

SATISFACTION, ENGAGEMENT, COMMITMENT AND MOOD?

First, we want to emphasize that employee happiness is the responsibility of all members in an organization. Getting relevant insight in satisfaction, engagement, commitment and mood levels in teams and the overall organization is the first step towards a positive working climate.

At 2DAYSMOOD we always start with a baseline measurement to determine the status quo of these levels and drivers in your organization. Highlighting where the urgent matters or problem areas are, helps you set priorities and prevents you from solving 'non-existing problems'.

Second, we strongly support the benefits and relevance of a continuous measurement. As research shows, the best intentions of satisfaction or engagement surveys, are often counteracted by the inherent defaults of the traditional, once-in-a-year measurement (Figure 3).

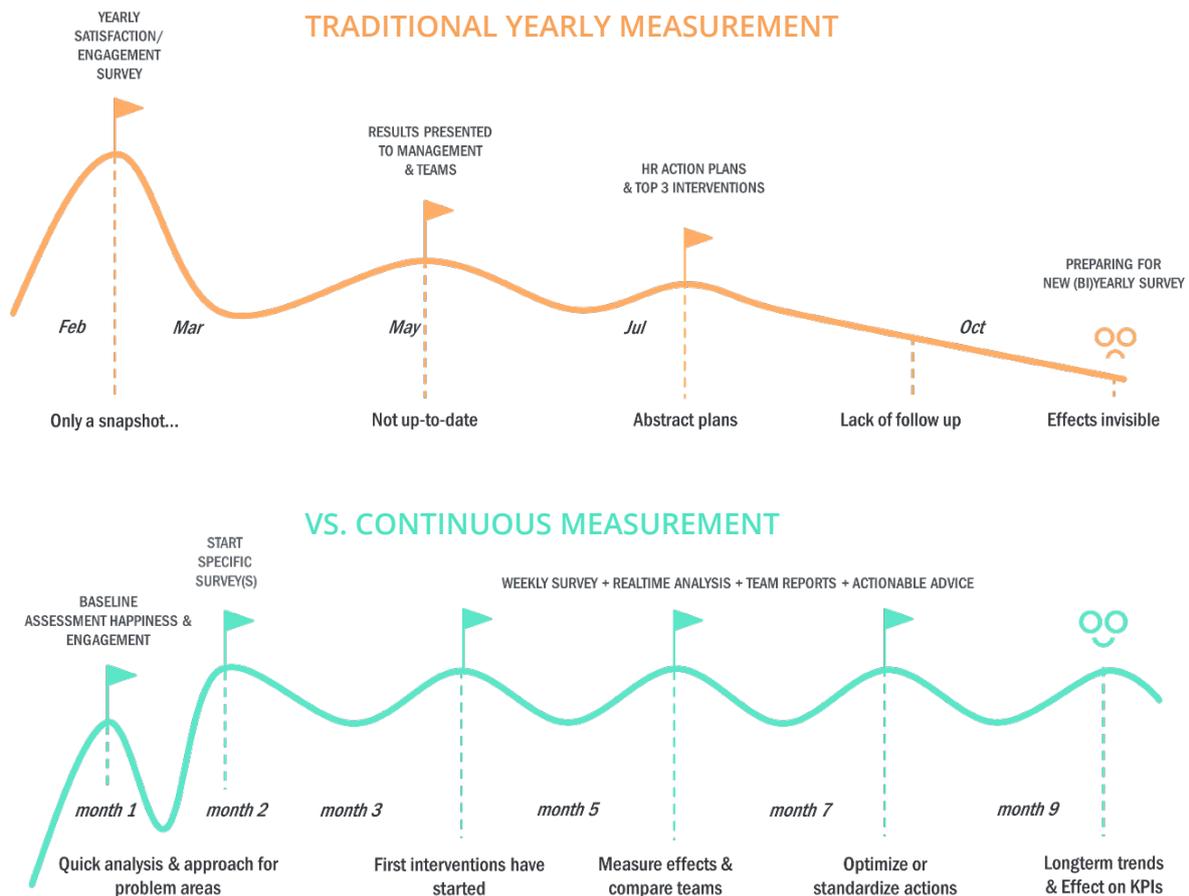


Figure 3: Pros and cons, traditional vs. continuous measurements

In both graphics, the line represents the happiness level in the organization. The flags show how well or poorly representative a survey is. As researched, the pulse survey has a beneficial impact on employee happiness. Continuous measuring (for instance on a weekly basis):

- Gives much more representative results (no snapshots)
- Shows if changes and investments have a long-lasting impact on engagement
- Enables to act sooner to take away frustration and retain talent

INTERESTING TO KNOW

A recent study among managers showed that only 24% of them felt that annual engagement surveys had any value. (Welbourne, 2016) Since employee feedback is essential to steer on positive change, employee surveys need to be innovated and improved.

At this point we have given you insight in *what to measure* in order to improve employee happiness and *in which way* a measurement delivers the most relevant and reliable results. Now let's finish off with some question examples and a practical Employee Happiness Quick Scan.

MEASURING JOB SATISFACTION

Job satisfaction is often measured by letting an employee rate a particular statement on a scale ranging from 'strongly disagree' to 'strongly agree' (Likert scale). The questions typically belong to themes related to job conditions or the working climate. As mentioned, a measurement ideally starts with baseline questions - to determine a status quo of satisfaction and importance of the key happiness drivers in your organization. Additionally, a variety of in-depth statements, open questions, or custom-made questions can give you the qualitative input you need.

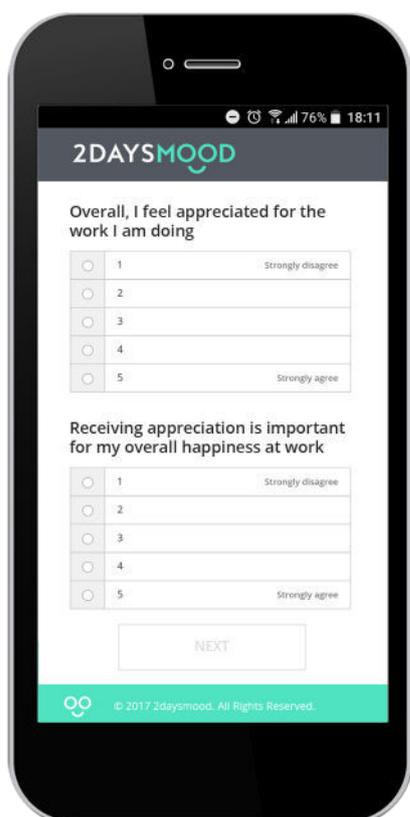


Figure 4: Setting a status quo of drivers based on satisfaction and importance

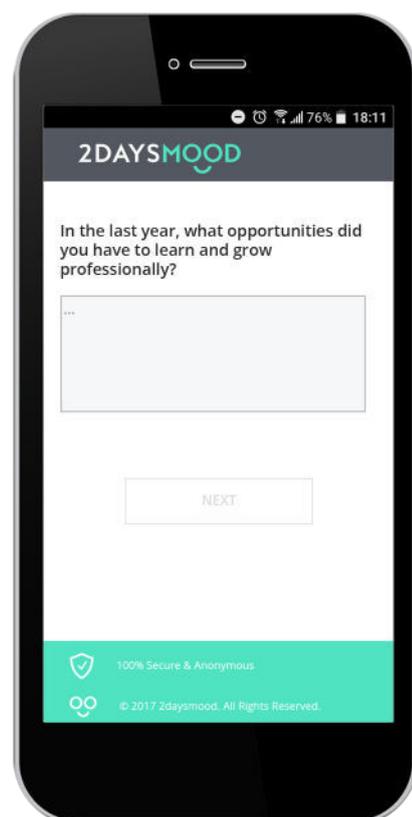


Figure 5: Example question. Rating the driver 'Learning and Development'

INTERESTING TO KNOW

Teresa Amabile, professor at Harvard Business School, has researched engagement at work for several years. In one of her studies she had professionals capture the moments that gave them energy during the work day. The results showed that not the feeling of joy but the feeling of purpose had the most impact. *Working together towards a meaningful goal has a strong positive impact on people's work engagement.*

MEASURING WORK ENGAGEMENT

Work engagement is strongly related to subjects concerning people's personal drive, purpose, or values. If these internal motivators are aligned with the organization, its culture and people, this will most likely result in the highly engaged and productive employees we all want! Within the employee happiness model, drivers such as *Vision and Values*, *Strategy and Goal alignment*, *Brand and Reputation* and *Intrinsic Motivation* contain questions to measure work engagement.

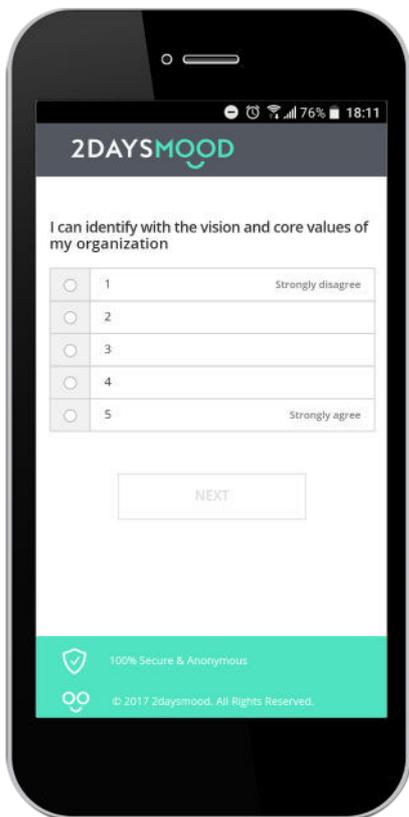


Figure 6: Example question. Rating the driver 'Vision and Values'

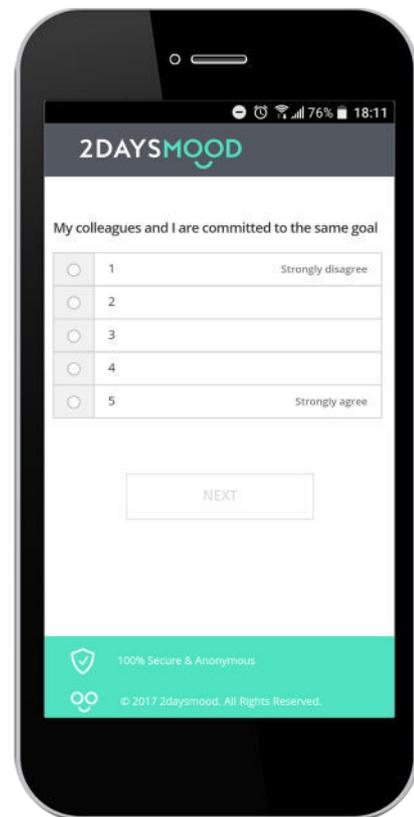


Figure 7: Example question. Rating the driver 'Strategy & Goal Alignment'

MEASURING ORGANIZATIONAL COMMITMENT

The eNPS (employee Net Promoter Score) is an internationally validated formula to measure employee loyalty and commitment to the organization. Respondents are asked How likely they are to recommend their organization to others as a good employer.

Employees respond with an answer between 0-10. Responses are summarized into three groups:

- **Detractors:** people who answer 0-6
- **Passives:** people who answer 7-8
- **Promoters:** people who answer 9-10

The eNPS score is then calculated by deducting the percentage of *detractors* (employees who are likely to speak negative about the organization in public) from the percentage *promoters* (employees who are ambassadors for the organization). The score can range from -100 to +100.

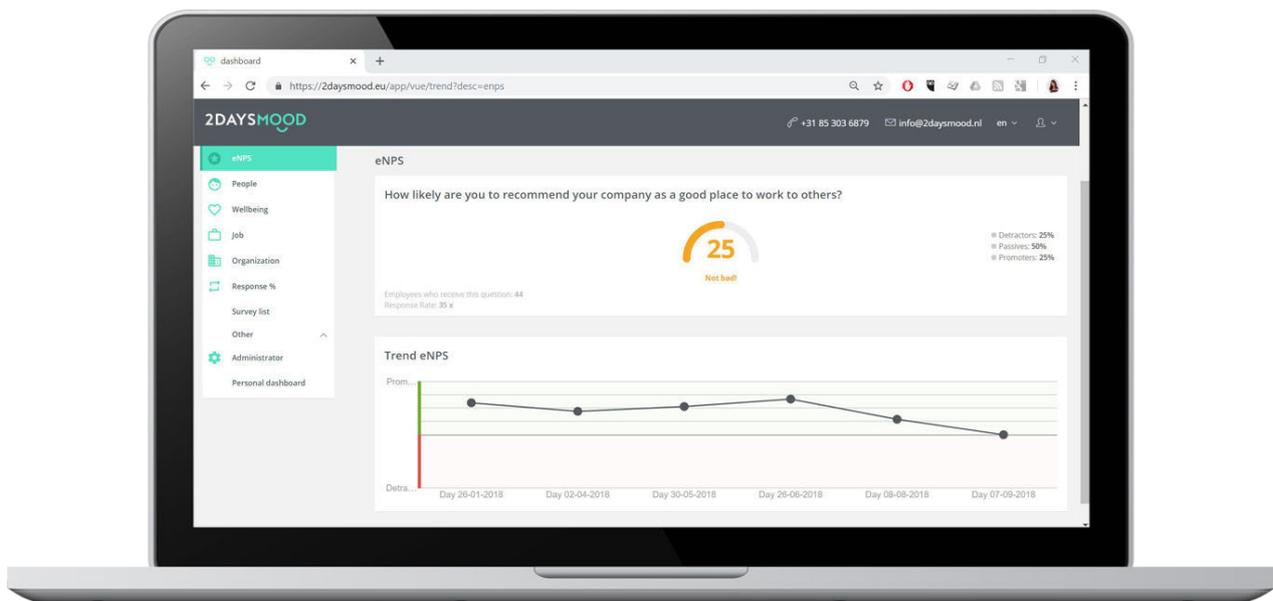


Figure 8: Outcome of multiple eNPS measurements over time, presented in a smart dashboard

INTERESTING TO KNOW

The average eNPS in the Netherlands and Europe in 2018 were:



-4



-9.6

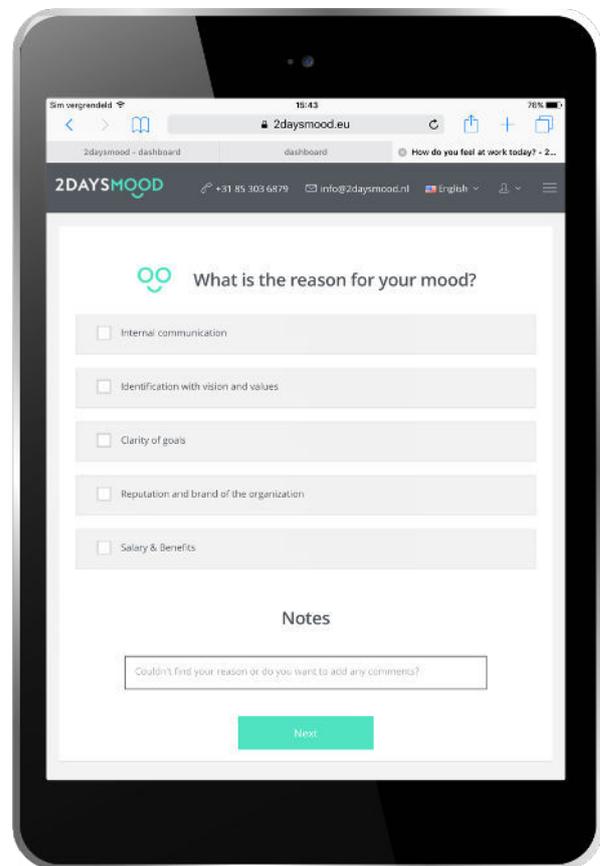
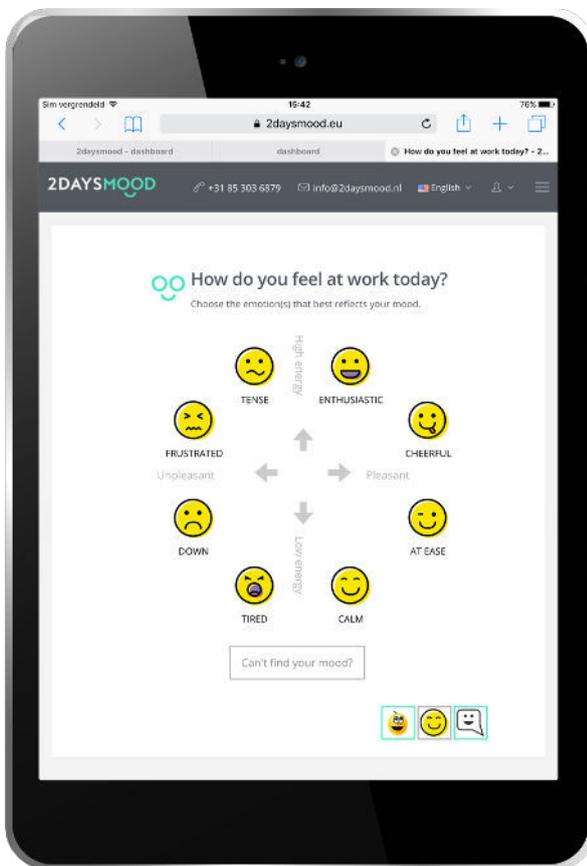
Research shows that people who experience more happiness at work are more likely to become promoters. (Happiness Bureau, 2018)

MEASURING MOOD

In our extensive study with Utrecht University, we asked respondents from different countries what moods they typically experience at work. This resulted in 8 universal and spectrum covering moods at work. They are divided in four quadrants with axes energy and pleasantness.

The quadrants represent: **EXCITEMENT** **SATISFACTION** **DISSATISFACTION** **STRESS**

On a personal level it is often worthwhile to capture the reason for one's mood. Either in a multiple choice or open question. This insight (over time), encourages employees to take accountability for their own happiness. The data can also be useful in feedback or performance appraisals.



INTERESTING TO KNOW

The most reported positive moods at work are:

CHEERFUL

ENTHUSIASTIC

RELAXED

EMPLOYEE HAPPINESS QUICK SCAN

If you want to start working with your team on their happiness at work, you first need to find out what it is that drives their happiness.

This quick scan will help you to identify the key drivers for your team and prioritize the topics that you need to take action on to achieve positive change. There is no 'one-size-fits-all' for employee happiness. Every department, team and individual, will have its own drivers that contribute to an overall feeling of wellbeing, energy and a positivity at work.

- GOAL:** Assessing the drivers of happiness at work in your team and setting priorities
HOW: Through a quick scan, team discussion & brainstorm
TIME: 1-2 hours exercise, then further implementation
MATERIAL: You could consult the [2DAYSMOOD whitepaper](#) elaborating on the 15 drivers

1 WHAT DRIVERS ARE IMPORTANT FOR YOUR OVERALL WELLBEING, HAPPINESS AND ENGAGEMENT AT WORK?

Individually rate the 15 proven drivers of happiness at work from 1 (= most important), to 15 (= least important). Discuss the individual results in your team and collectively create a top 5.

ORGANIZATION

- Internal Communication
- Vision and Values
- Strategy and Goal alignment
- Reputation and Brand

JOB

- Salary and Benefits
- Appreciation
- Learning and Development
- Intrinsic Motivation

PEOPLE

- Leadership
- Relationship with Colleagues
- Relationship with Manager
- Social Values

WELLBEING

- Workplace Conditions
- Vitality
- Work-life Balance



2 HOW ARE THE MAIN DRIVERS OF YOUR TEAM MEMBERS RATED WITHIN THE ORGANIZATION?

Rate your satisfaction level of every of the top 5 drivers in your team on a scale from: 1 (= not at all satisfied) to 5 (= very satisfied)

	1	2	3	4	5
Driver 1 _____	<input type="checkbox"/>				
Driver 2 _____	<input type="checkbox"/>				
Driver 3 _____	<input type="checkbox"/>				
Driver 4 _____	<input type="checkbox"/>				
Driver 5 _____	<input type="checkbox"/>				

3 DISCUSS THE RESULTS IN YOUR TEAM AND THINK OF ACTIONS!

What can you do to improve satisfaction levels for the drivers that weren't rated well? What can you do to maintain high satisfaction levels? Together, agree on 1-3 actions to take for the driver with the lowest satisfaction level.

Three actions to improve driver x

START MEASURING **HAPPINESS AT WORK**

2DAYSMOOD transforms your traditional (yearly) employee satisfaction survey into fun weekly feedback moments! Getting continuous insight in the work happiness of teams, departments and the organization, offers you a data driven approach to create a positive and productive working climate.

How does it work?

Our user-friendly tool sends out a weekly anonymous 15 second survey to employees throughout the whole organization. It gathers realtime data on how people feel at work and why. In addition you can measure how your employees rate the 15 key drivers of employee happiness. For instance, leadership, work-life balance, and internal communication.

Constant insight in feedback

With an average response rate of 75%, you will create a relevant continuous feedback loop with your teams. The results are instantly available in smart online dashboards and are sent to teams you in weekly mood reports. These tools allow you to easily analyze scores, trends and problem areas regarding stress, employee happiness, and engagement.

Taking action for more happiness at work

We want everyone to take accountability for his or her happiness at work! Therefore, we offer actionable tips and academic knowledge in an E-learning environment for all users. This content is created by our HR expert and Organizational Psychologist.

GET IN TOUCH

Request a free demo!

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