morphii®

Even the Best Places to Work are Missing Out on Valuable Employee Experience Data.

July 7, 2021 - 10 Minute Read

Even the Best Places to Work are Missing Out on Valuable Employee Experience Data.

Innovate Capture & Elevate Insights

By Liz Gurley and Greg Haudek, PhD, Senior Research Advisor
July 7, 2021 - 10 Minute Read

KEY TAKEAWAYS.

Going beyond Consumer Experiences to approach Employee Experiences further confirms that capturing qualitative Experience Types, and quantifying their level of Intensity improves data quality and makes insights more actionable by improving understanding around motivations and making behavior more predictable.

- In general terms, Morphii® data corroborates the eNPS® story, that the majority of employees are reporting a positive experience with their employer, Likelihood to Recommend appears to:
    - Overstate the level of positivity
    - Overlook the risks of an *Indifferent* workforce, and
    - Not account for the Intensity (and subsequent impact) of employees' negative experiences.

- Disparity between employees' positive Overall experience and their waning *Feelings about Career Development and Growth Opportunities* uncovers that the latter requires attention to further improve Employee Experience (EX) and Engagement.

- Morphii's Full Spectrum Experience Capture outperforms its Bi-Directional Response methodology—explaining an average of 5.4x more variance in the Core Experience variables.

- Bi-Directional Scales in this study:
    - Over-report the Intensity of positive responses
    - Under-report the Intensity of negative responses

morphii®

INSPIRATION.

The Morphii® Research Team has been spending a lot of time on customer experience (CX) and consumer behavior … and we decided it was time to revisit some employee experience data (X-Data) to mix things up and remind ourselves, our partners, and readers just how universally applicable and valuable our tool and data are, respectively.
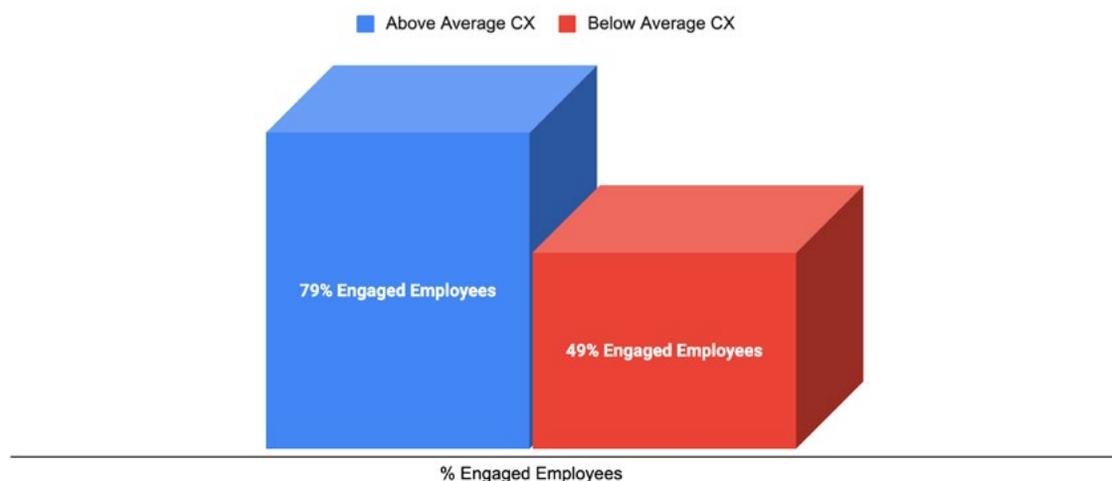
We've learned so much in the last year about Morphii's ability to quantify the qualitative. For example, how going beyond categorizing an experience to also capture its intensity can **improve behavioral predictions by 60%** or more, and **improve understanding around negative behaviors by 50x in comparison to Net Promoter® Ratings.** Or, how the seemingly short and simple mental processes people indulge in when interacting with Morphii **inspire 2-4x more open-ended feedback** from the majority than commonly used sentiment scales like Star Ratings, Likelihood to Recommend, and even Likert inspired Emoji Scales—a boon for organizations looking to drive their CX strategies via Text/Speech Analytics.

> **We decided to look back into our data archives and see how our evolved CX perspective might impact takeaways from earlier work centered around EX and Engagement.**

After all, study after study confirms the linkage between Positive EX, CX, and business performance; and, innovations in EX Capture and Monitoring stand to further improve CX and business outcomes.

CX Performance In Relation to EX/Engagement
Employee Engagement Benchmark Study, Temkin Group, 2017

■ Above Average CX   ■ Below Average CX

79% Engaged Employees
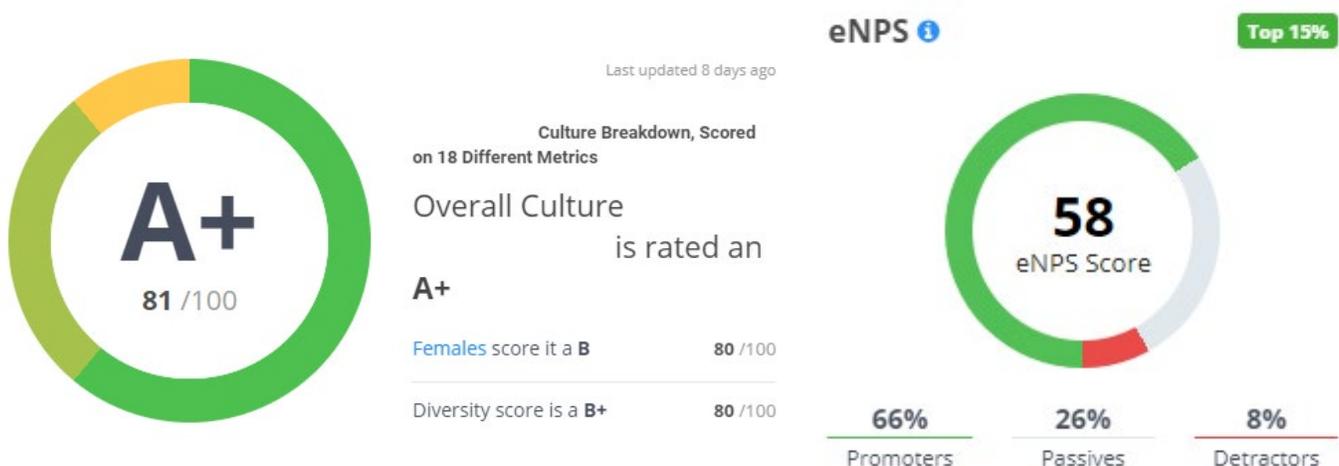
49% Engaged Employees

% Engaged Employees

morphii®

BACKGROUND.

Prior to the pandemic, we partnered with a major player in the realm of Healthcare IT & Services—a provider of learning & performance management systems. Our end-goal was to demonstrate the value of Morphii and help gauge the experiences of people interacting with their learning content, training modules, etc. A pilot study was developed, in the form of an internal employee engagement survey.

For frame of reference, data collected from this organization's employees via Comparably (a platform that provides culture & compensation data for public and private companies) consistently ranks them among the top 15% of companies of their size, and boasts an eNPS® score of 58. If you're new to eNPS, the conventional wisdom about the re-purposed Likelihood to Recommend question dictates that scores between 10 and 30 are "good" and scores of 50 and higher are "excellent;" and, while direct correlations are often made between a company's NPS and eNPS, eNPS scores tend to be higher.

Up to this point, Morphii had repeatedly proven itself as an effective tool to engage and extract valuable X-Data. But, we were nervous; this company had a stellar reputation as an employer—regularly receiving accolades for its culture, its leadership, and so on.

Would a tool built for extracting the nuances of experience types and their intensity have a value-add if nearly everybody grades them as an A+ employer? Could Morphii tell them something that they don't already know?

A+
81 /100

Last updated 8 days ago

Culture Breakdown, Scored on 18 Different Metrics

Overall Culture is rated an

A+

Females score it a **B**   80 /100

Diversity score is a **B+**   80 /100

eNPS ⓘ   Top 15%

58
eNPS Score

66%   26%   8%
Promoters   Passives   Detractors

morphii®

THE STUDY.

Morphii partnered with the company for a pilot study around the experiences of 578 of their employees to understand how these people felt about:

- Working at the company (Overall)
- Being able to express their ideas and opinions at work (Psychological Safety)
- Career growth and development opportunities at the company (Career Development Opportunities)

These questions were answered using a Full Spectrum experience scale intended to capture nuanced experience.

Disgusted   Frustrated   Worried   Disappointed   Meh   Satisfied   Delighted

*Note: There were 7 morphii options included in this study, although most studies use 5 or fewer choices.*

morphii®

THE STUDY CONT.

We also asked two very similar questions with varying response values in order to flesh out any data loss associated with a Bi-Directional disposition scale in comparison to a Full Spectrum experience scale.

- a Bi-Directional Morphii with 2 morphiis (*Frustrated* and *Delighted*) to capture the intensity or neutrality of negative and positive experiences.
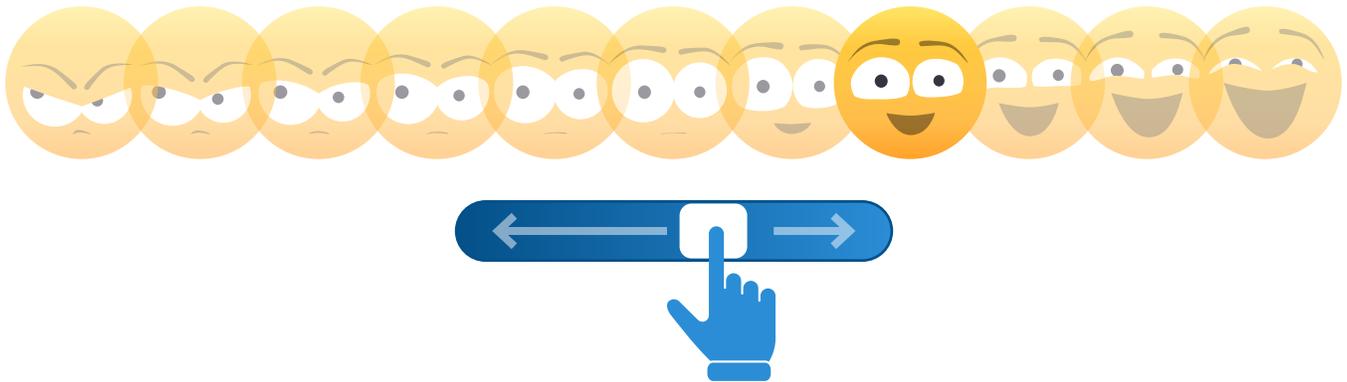
- a Full Spectrum experience scale intended to capture nuanced experiences and their intensity value

Disgusted   Frustrated   Worried   Disappointed   Meh   Delighted

Satisfied
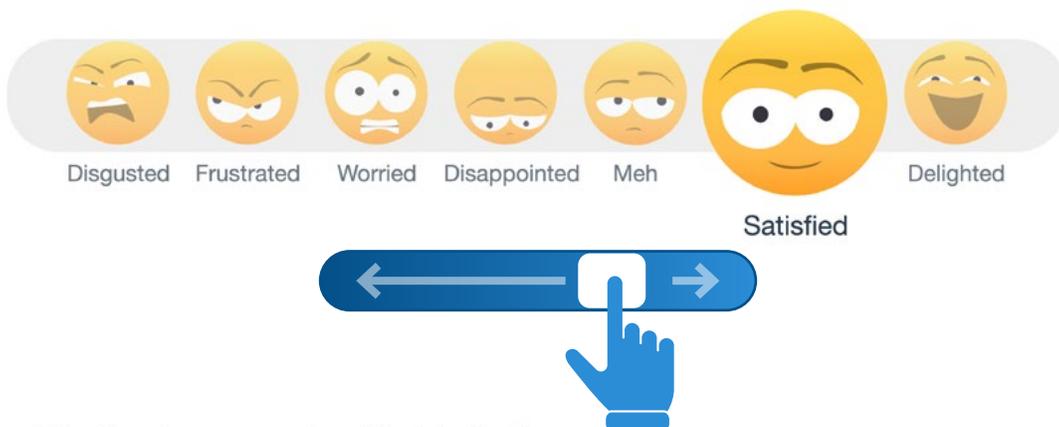
Want to share more about that feeling?

Mandatory training ... nothing to write home about...

FINDINGS.

CORE EXPERIENCE QUESTIONS.

Figure 1

Thinking back on the organization's eNPS score of 58, what we see in these 3 response breakdowns is that, while the majority of employees do indicate a positive experience with their employer, eNPS may: overstate their level of positivity, overlook the risks of an Indifferent workforce, and underestimate the Intensity (and subsequent impact) of employees' negative experiences.

Of the issues addressed in the questionnaire (Figure 1), *Feelings about Career Growth & Development* seemed to deviate most from the Overall (*Feeling about Working Here*)— an indication that this is an area requiring attention and follow-through to improve the employee experience.

Where extracting experience types yields an opportunity for real-time, empathy-driven improvements to fill experience gaps, Intensity data further guides understanding regarding the level of motivation beneath employee behaviors.

This enhanced knowledge can clarify strategic opportunities for risk management planning and EX initiative prioritization to make employers more efficient. Insights derived by this employer included improving communication around job descriptions; clarifying and revisiting career tracks and role-based continuing education recommendations; and, invigorating mentor/mentee relationships.
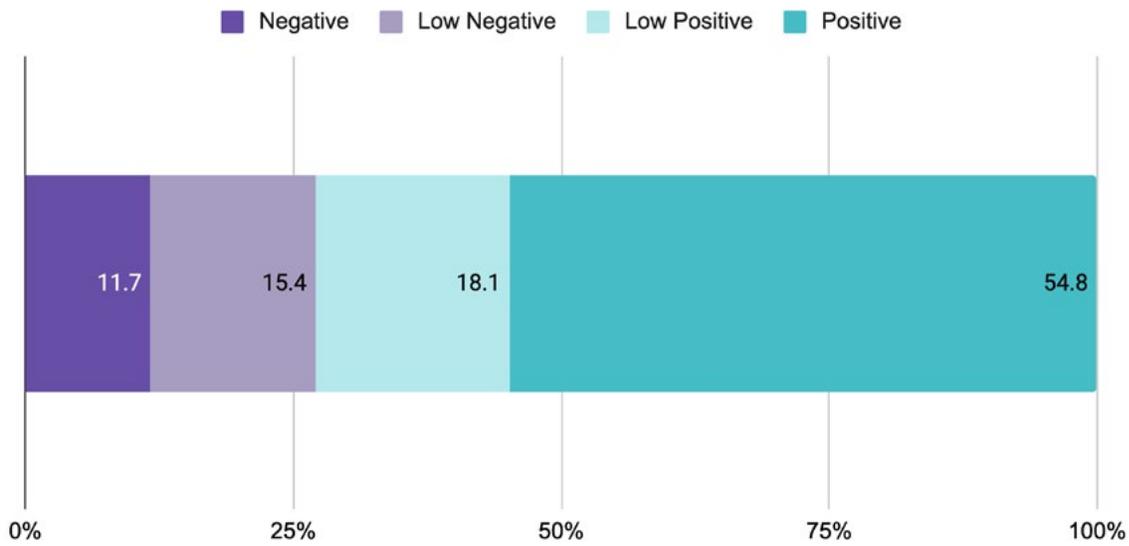
morphii®

FINDINGS.

BI-DIRECTIONAL VS. FULL SPECTRUM METHODOLOGY COMPARISON.

Comparing Bi-Directional (Figure 2) to Full Spectrum Responses (Figure 3) immediately signaled that the two methods were not eliciting congruent responses.
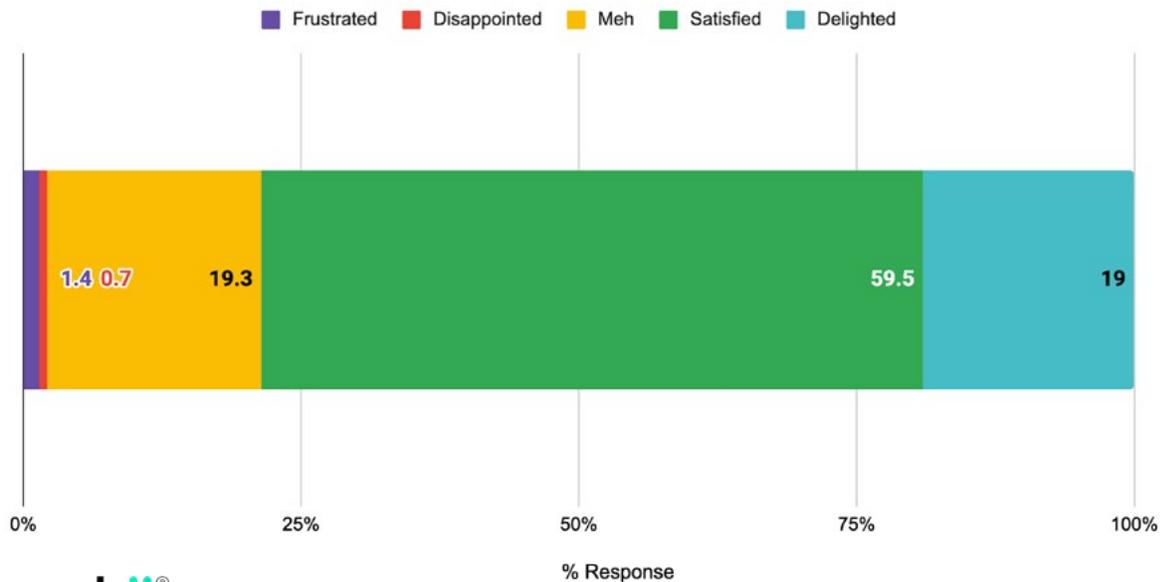
Bi-Directional Response to Training
Figure 2

Legend: ■ Negative ■ Low Negative ■ Low Positive ■ Positive

Negative	Low Negative	Low Positive	Positive
11.7	15.4	18.1	54.8

0% 25% 50% 75% 100%

Full Spectrum Experience Response to Training
Figure 3

Legend: ■ Frustrated ■ Disappointed ■ Meh ■ Satisfied ■ Delighted

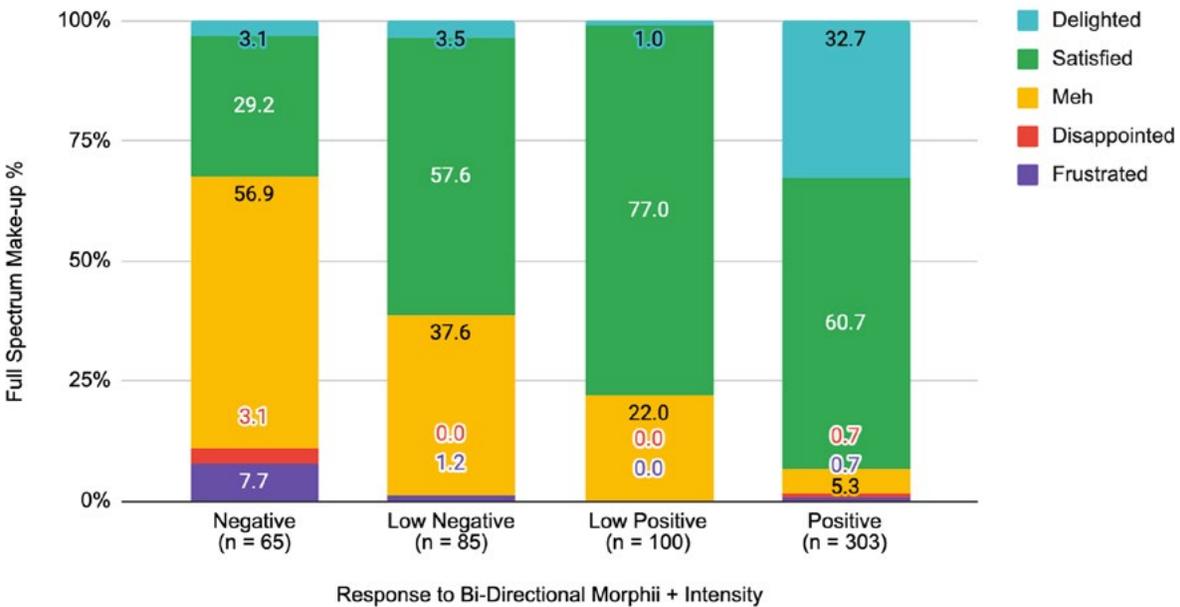| Meh	Satisfied	Delighted
1.4 0.7 19.3	59.5	19

0% 25% 50% 75% 100%

% Response

morphii®

FINDINGS CONT.

People routinely demonstrated mis-alignment—suggesting that one of these two methods is collecting more accurate information than its counterpart.

Figure 4

Note: Morphii's Intensity scale spans from 0 to 1, with .2 representing the average Intensity level where an expression becomes recognizable as the intended experience from a neutral state. In order to explore the difference in the data from the Bi-Directional in comparison to Full Spectrum, we segmented the data into 4 groups of Bi-Directional data (.2 or less Intensity of the Negative is classified as "Low Negative" and .2 or less of Positive is classified as "Low Positive").

A closer look at the data revealed that:

- **Only 32%** of people who were highly positive on the Bi-Directional scale reported feeling *Delighted* when using a Full Spectrum of morphiis; and,
- **Over 90%** of people who indicated a highly negative response using the Bi-Directional scale actually reported feeling *Meh* or *Satisfied* when using a Full Spectrum of morphiis.

morphii®

FINDINGS.

CORRELATIONS WITH CORE ENGAGEMENT OUTCOMES.

Both the Bi-Directional and Full Spectrum methods are designed to understand employee response to mandatory Training; so, if they are equally accurate measures, they should explain similar amounts of variance in Core Experience Responses.

To determine which method (Bi-Directional or Full Spectrum) is providing the most accurate data, responses to the two Training questions were used to predict how people would respond to the Core Experience Questions.

Correlations between Bi-Directional and Full Spectrum with Core Experience Responses

Figure 5
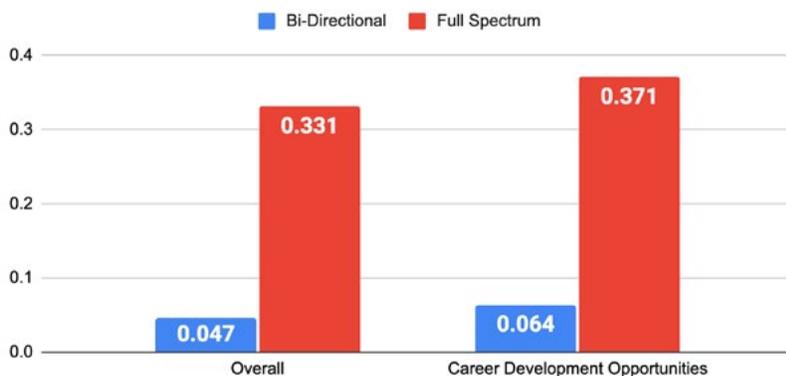
(I.e., .047 is the amount of variance in Overall *Feeling about Working Here* that is explained by employees' Bi-Directional response to Training)

While the Bi-Directional method simplifies user experiences (UX) and provides an engaging scale for discerning general disposition, it does not provide the same level of predictive or explanatory power as the Full Spectrum of experiences.

Full Spectrum Responses explain an average of 5.4x more variance in the Core variables than Bi-Directional Responses.

More plainly, by allowing people to select from a nuanced spectrum of experiences and reflect the intensity of that specific emotional response, more accurate information was captured.

morphii®

FINDINGS.

OBSERVING CONSISTENCY & INTENSITY ACROSS RESPONSES & METHODS.

Average Intensity on Bi-Directional vs. Full Spectrum by Consistency of Response

Figure 6
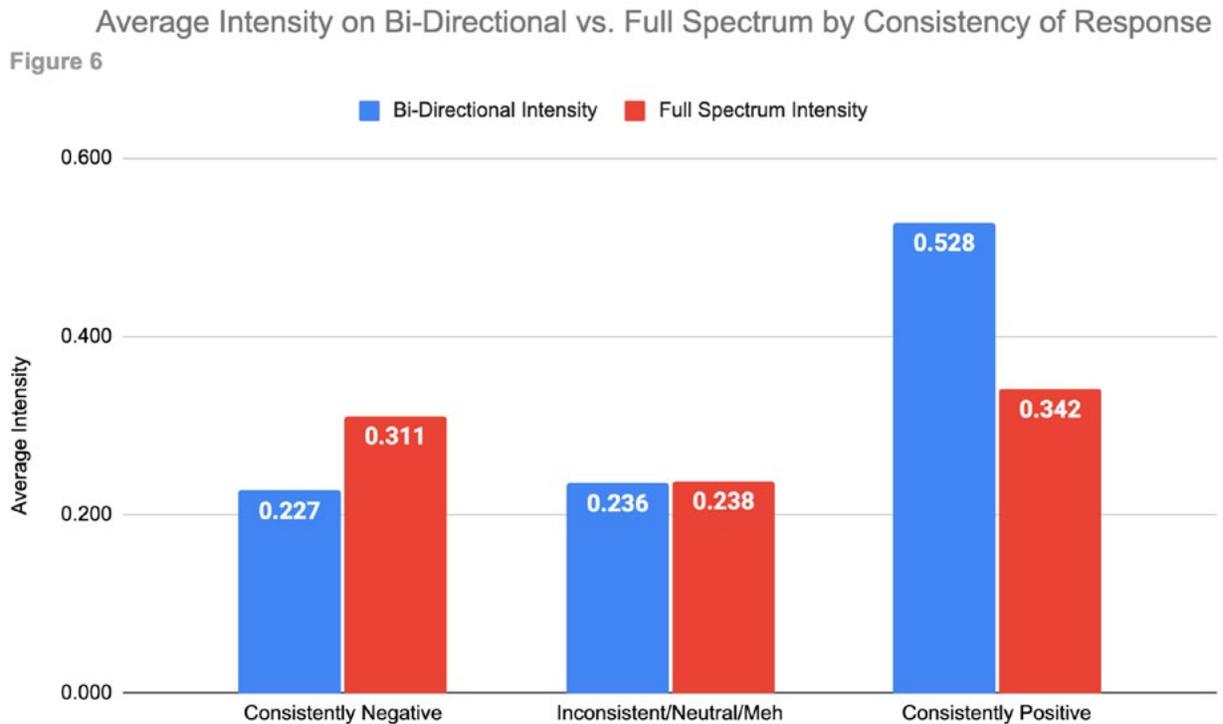
Ultimately, Intensity provides valuable insight among consistent responses—further highlighting the differences in data quality between the two approaches:

Where respondents were consistently positive, the Intensity of Bi-Directional Disposition over-reports the Type and Intensity of their positivity; and,

Where respondents were consistently negative, the Intensity of Bi-Directional Disposition under-reports the Type and Intensity of their negativity. *Note: this segment of the population is quite small, and additional research regarding the negative end of the Bi-Directional scale is certainly warranted.*

morphii®

FINDINGS CONT.

It's also noteworthy that when people shared inconsistent responses or they reported more Neutral (low intensity on the Bi-Directional scale)/Indifferent *(Meh)* experiences, Intensity levels were curiously consistent across measures. Without collecting additional data, it's ill-advised to draw hard conclusions, but it does beg some important questions. E.g., *Does consistency of Intensity despite inconsistent response types indicate intentionality or expose random responses? Are employees less engaged with the question(s)/stimuli or the organization? What implications might inconsistency or Indifference have on the ability to Retain and Apply Training?* Given what we've learned about intensity as a critical predictive indicator of behavior, it does suggest an experience gap where diminishing motivation could link to downturns in productivity and performance.

Considering the relationships we've seen between Morphii and NPS, the company's consistent eNPS results and the variance in response to our Overall question about *how people tend to feel about working for the company* are remarkable. *Are "Promoters" overstating their advocacy? Are there more "Passives" than the metric accounts for*? Can more nuanced capture efficiently inform actions to convert more Promoters?

All signs point to yes!

Across different groups of people (Consumers, Employees, etc.), it remains clear that capturing the qualitative Experience Type, and quantifying the level of Intensity with Morphii provides higher quality data that better explains human motivations to better predict behavior and yield more actionable insights.

morphii®

BONUS Q&A

IMPROVING THE FEEDBACK EXPERIENCE.

As part of this pilot initiative, the company also took the opportunity to ask employees for their candid feedback regarding their experience using Morphii. Here's a sample of what they had to say:

I wish we offered something this nice to our customers :(

I suggest adopting this method in the Employee Engagement Survey...

I'm visual so having these graphics helps better identify my thoughts.

Very happy to see this option as opposed to the more "scripted" options that have been available in the past.

As an aging person (aren't we all) I resisted lol, emojis, etc. as long as I could, but you have to embrace new stuff ... it appears we are moving to primarily communicating through acronyms and emojis at this point in human history. ... A picture is worth a thousand words, an emoji is worth about five (even though technically you could argue it's a picture) so that's still better than what one word is worth.

morphii®

OPPORTUNITY.

To say that a lot has changed since this survey was in the field is a massive understatement. The world of EX and Engagement had plenty of pre-pandemic flaws, when most had daily face-to-face time with colleagues, and leadership could lean on instincts derived from in-person interactions. Since then, many-a-workforce went from predominantly in-person, to entirely remote; and, while some employers are calling folks back to the office full time, many are experimenting with hybrid models, and more still are embracing the advantages of remote work.

With digital communications replacing in-person channels almost overnight, capturing the most accurate and digestible X-Data in real-time has never been more important. Workforce Engagement and HCM platforms have been laboring furiously to fill new and pre-existing EX and Engagement gaps with innovative and versatile applications—offering employee "pulse" monitoring, NLP for contextualized open-feedback, AI for predicting retention, and so on.

What's concerning is that even with all of the emphasis on understanding and improving EX with flexible solutions, organizations are still being fed insights based on blunt sentiment and interpreted data that are difficult to trust, let alone action.

Morphii provides the nuance and agility needed to:
• **Capture a new class of self-reported, Experience+Intensity data for enhanced predictive power;**
• **Augment/Affirm interpreted qualitative data for more contextualized insight;**
• **Fundamentally improve the experience of providing X-Data and the quality of the data captured.**

The good news is that Morphii was developed using JavaScript and HTML for seamless integration, and it is not dependent on any external libraries (like jQuery). Today, the widget can be deployed to capture X-Data within platforms like *Qualtrics, Dynata, Alchemer, IntelliSurvey, FocusVision/Decipher, ConfirmIt, InMoment*, and others; but, it can also live on web sites (as seen on Morphii.com) and within open-source application frameworks (like React Native).

It won't be long until Morphii is a market differentiator for some EX Platform Solution. Why not help make it yours?
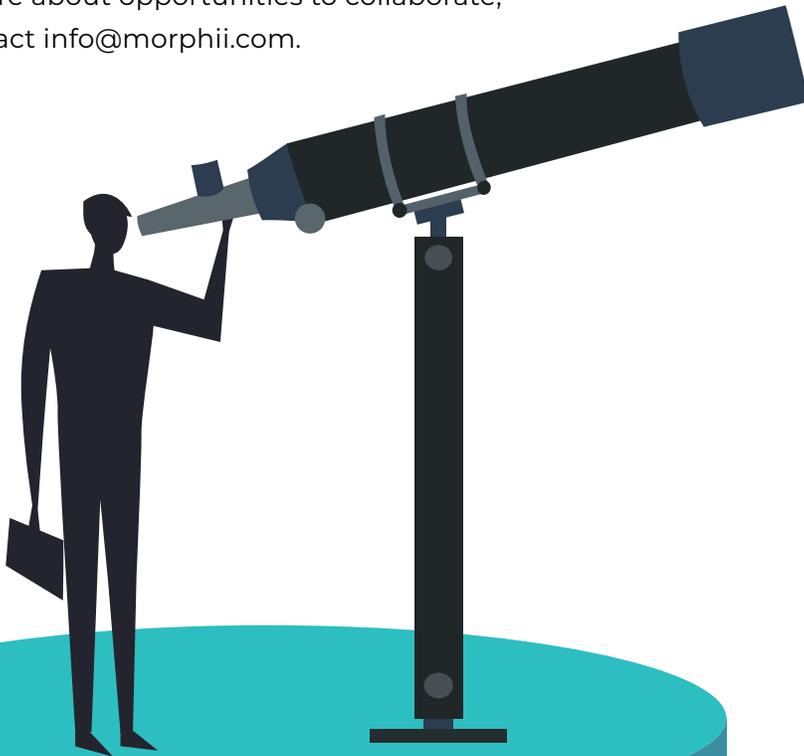
morphii®

LOOKING FORWARD.

This study culminated in clear evidence that supports a move away from generic disposition towards more nuanced Experience+Intensity capture, particularly given the undisputed correlation between positive Employee Experience, and positive Customer Experience.

We're gearing up for new Employee Research projects, and we're always looking for partners who are willing to participate and provide their workforce as a sample.

To learn more about opportunities to collaborate,
please contact info@morphii.com.

morphii®

morphii®