

**【wevox】 Research of telework and engagement: the down trend and effective approaches**

~Joint Analysis with Work Switch Consulting, a Telework Expert Organization~

April 20th, 2020

Atrae Inc., a People Tech Company announces a joint analysis on the relation of engagement and telework with the consulting department of Persol Process and Technology Inc., (Persol P&T), a comprehensive human resource company.

From this research, we have concluded that there are 2 patterns of the down trend of Engagement due to continuous telework (trend term in Japan that intends working from home). In addition, we introduces effective approaches to improve the Engagement.

※Engagement is an indicator measuring the condition on whether employees work with vigor and motivation with a sense of active contribution toward the organization and work.

■Research Background

Currently, to prevent spreading the COVID-19, many companies are introducing telework from necessity. However, it seems that there is a fact that many faces some difficulties on practicing telework, such as the online communication, labor management, and the retention of new coming or transferred employees.

For this reason, with the data on telework starting from 2015 by Work Switch Consulting, a work style reform department of Persol P&T, and the Engagement data collected by wevox, an Engagement Analysis Service provided by Atrae, we have conducted a joint analysis on the Relationship between Telework and Engagement.

Now that the world is struggling from a historical crisis all at the same time due to the COVID-19, we strongly hope to contribute helping the situation as much as we can from our field and have decided to announce this research. We are more than glad if this would help many companies considering telework, and furthermore, to be able to handle this unprecedented situation flexibly and in the best way.

■Analysis Abstract

**Target**

20 employees introducing telework from Work Switch Consulting

Group1: A team that has been teleworking and has had transfers of employees in October 2019

Group2: A team that has been teleworking (No transfers in October 2019)

※About half of the members are new graduates joined in April 2019

## Analysis target period

October 2019~March 2020

## Telework implementation status

The target team is teleworking 4-5 times a week

## Engagement Data

Using the Engagement score from wevox during the analysis period of October 2019~March 2020

## Investigation result

- Long term teleworking has a negative impact on the level of empathy towards the organization and teamwork
- When transferring occurs during teleworking, there is a negative impact on the Engagement.
- In both above, there is a possible approach to improve the Engagement.
- In particular, in this research, online 1on1 sessions, clarifying and sharing organizational policies were effective.

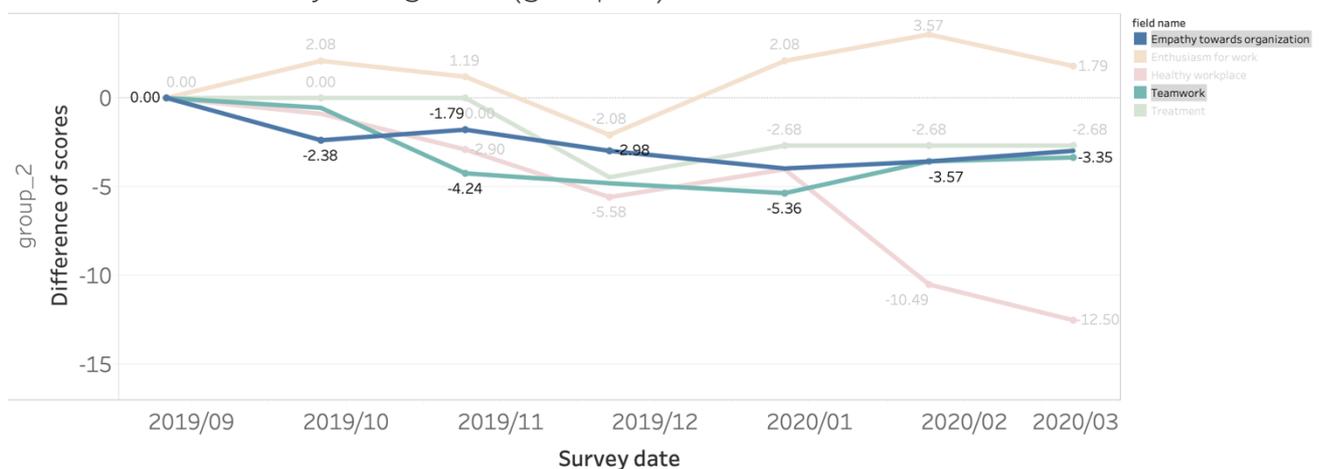
### Details

## ■ Negative Impact on level of empathy towards the organization and teamwork due to Long Term Teleworking

The figure below plots group 2's transition of the 5 factors of the engagement score of wevox.

In this group, in the long-term basis, the down trend is seen in the scores of "Teamwork" and "Empathy towards the organization". This indicates that, as many people are concerned, when there is less face to face communication due to long term teleworking it could lead to weakening the connection between people.

### Score transitions by categories (group\_2)

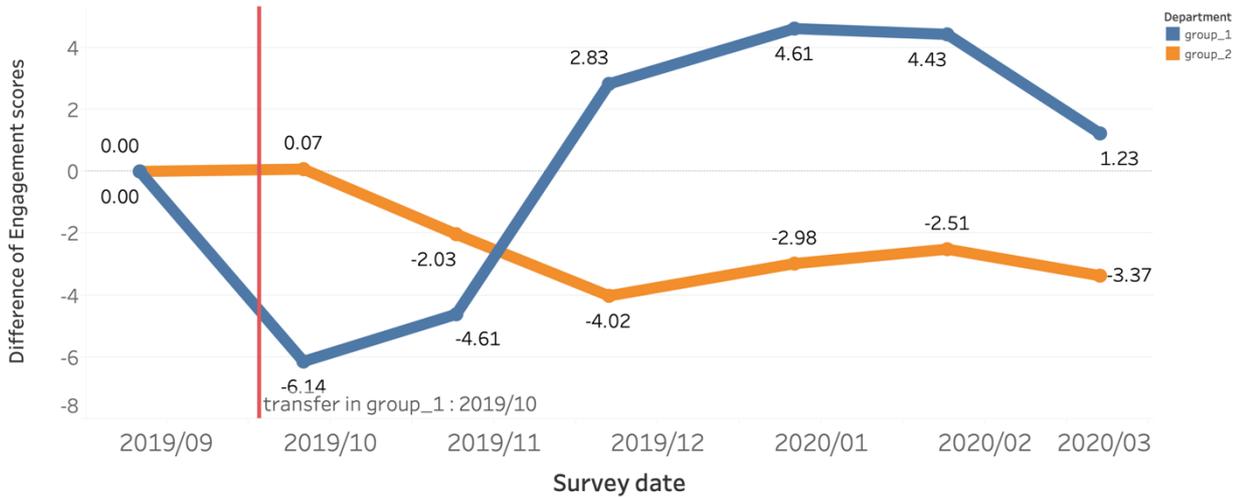


## ■ The down trend in Engagement for new coming and transferred employees

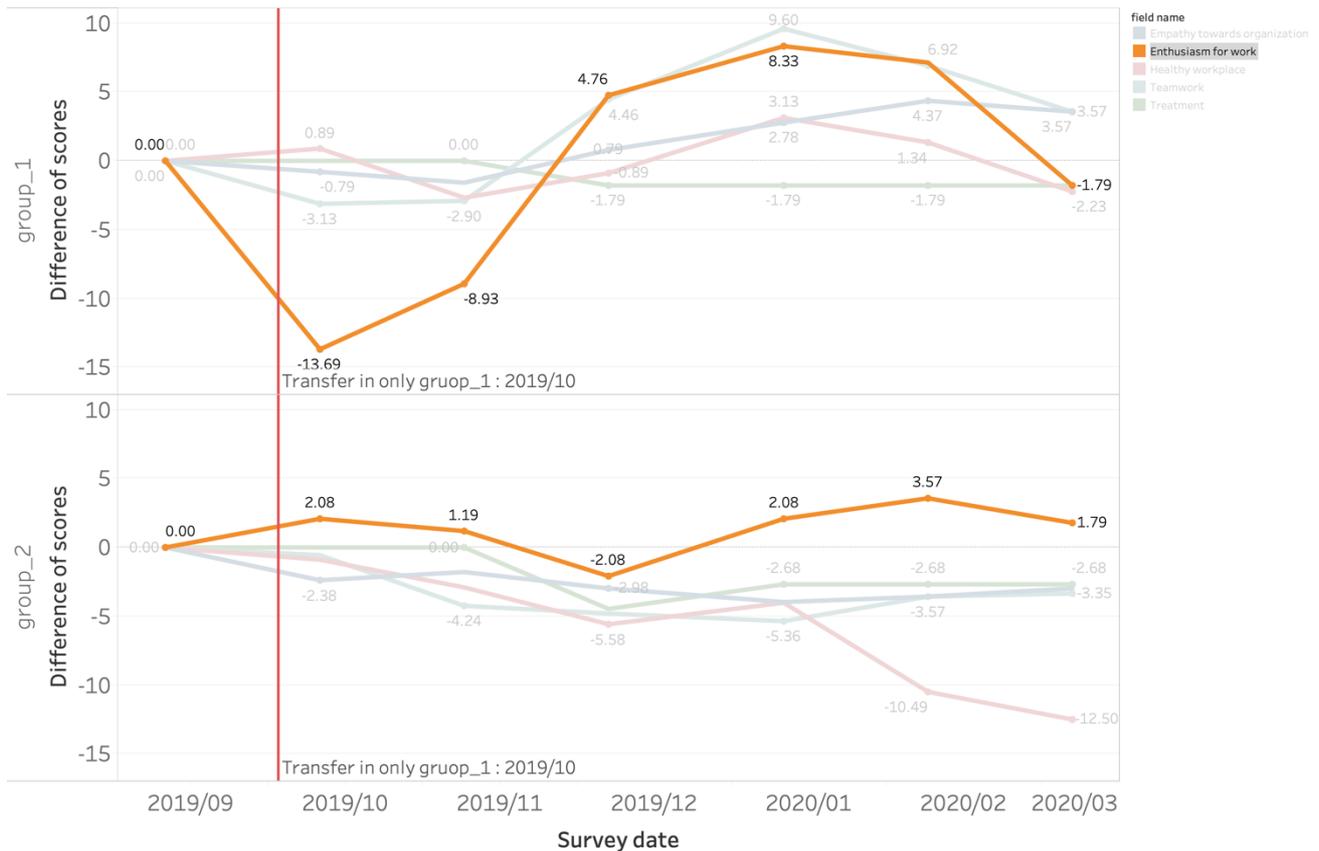
The next graph shows both groups' transition of the engagement score from wevox. A sudden drop is seen in Group 1, which had transfers, around October 2019.

Looking into the details, there is a **decrease in the “Enthusiasm towards work” score** in group 1 only.

Effect of transfer during telework



## Score transitions by categories



From the above, it is shown that **when there is a transfer during teleworking, the enthusiasm towards work decreases.** (※)

It is inferred that there were two things that were difficult to implement due to teleworking.

- To clarify what you need to do in the new task and the significance of it
- To know the personalities of the team members in the new environment

The above could also be said for the new coming new graduates or mid-careers and it is necessary to be dealt in some way.

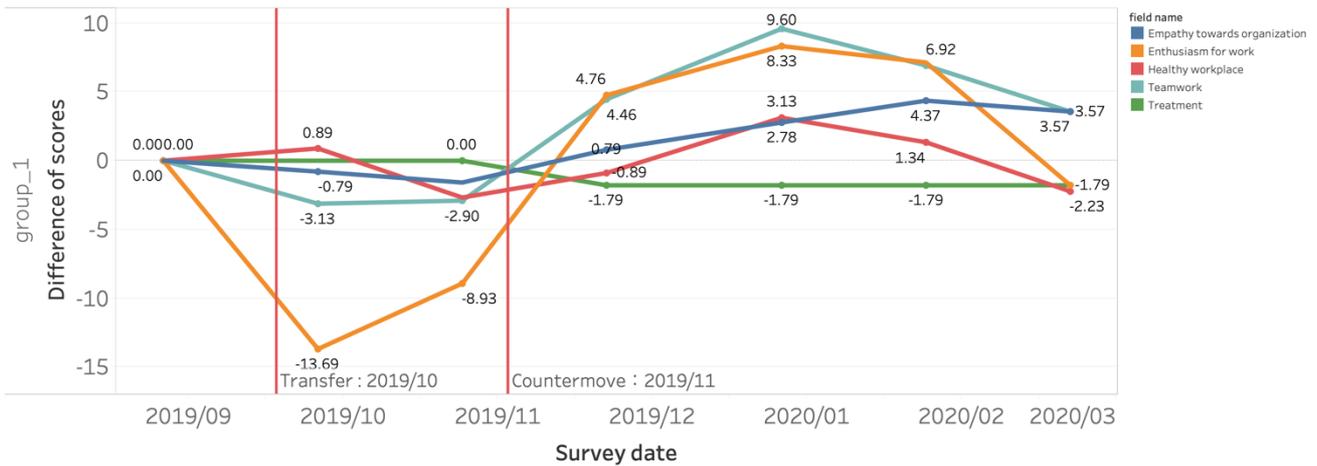
※In the same period, group 2 did not have a change in the scores, which indicates that the impact was not from a company-wide factor but from the transfer which was done only in group 1.

Next, we will introduce the effective approaches found in this joint analysis.

### ■ Approaches for decreased engagement due to telework

In group 1, not only the enthusiasm towards work but also other categories improved after November 2019.

## Score transitions by categories (group\_1)



It is considered that some of the practices introduced in Work Switch Consulting were the factor of the uptrend.

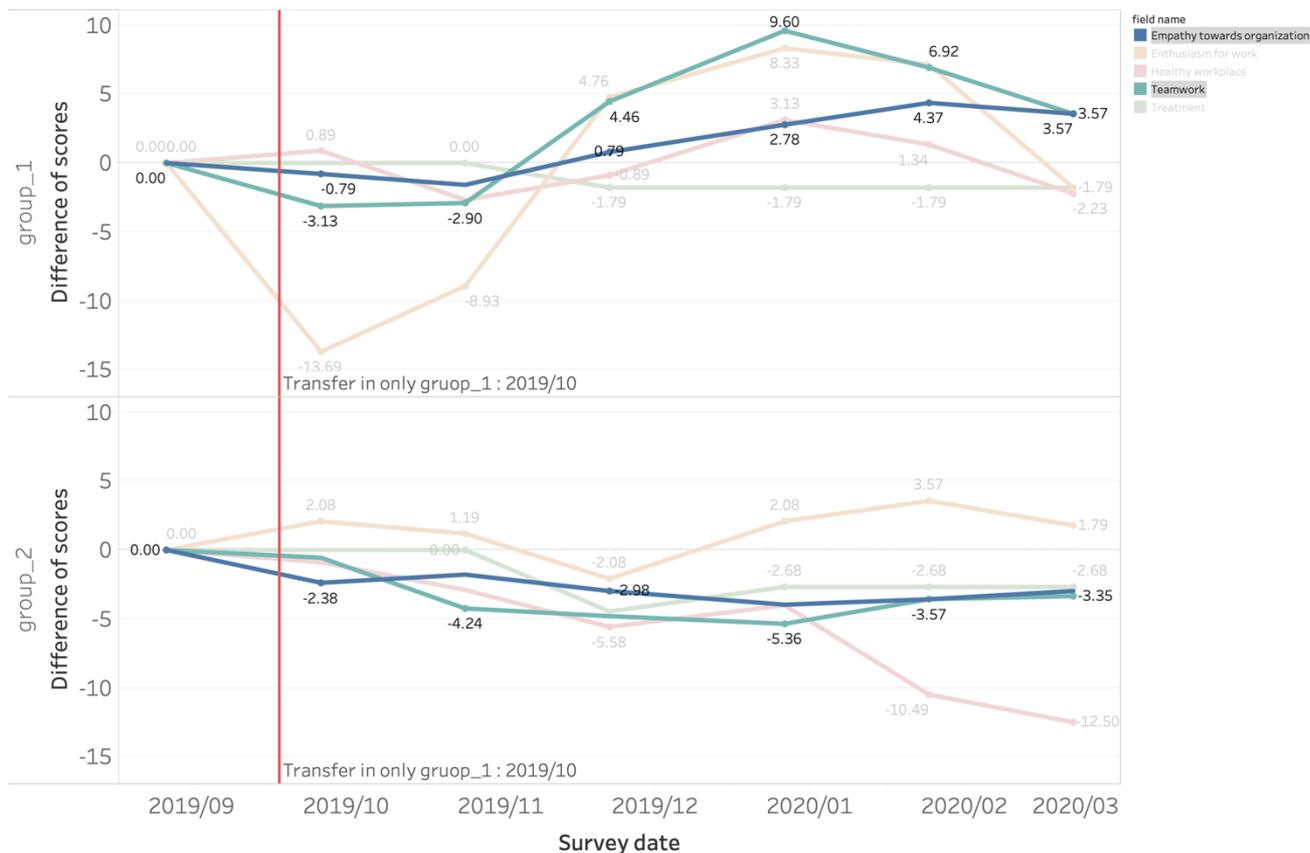
They have closely shared their organization policies by;

- 1on1 session using an online service
- Weekly online meetings within the group
- Monthly workshops

Particularly, when the score of the “enthusiasm towards work” was decreasing, they focused on target setting through 1on1 session which led to the improvement of the score after December 2019 up to or even higher than before the transfer. The effectiveness of this approach has been verified through Persol P&T’s consulting business and verified afresh within the company through the case above.

Furthermore, improvement in “empathy towards organization” and “Teamwork” was also seen in group 2 where the downtrend was identified. This indicates that keeping/strengthening the empathy towards organization and teamwork is possible through communication such as 1on1 session even in non-face-to-face situations like teleworking.

## Score transitions by categories



We announce that the result from this joint analysis is significant because it indicated that even in an urgent situation, by contriving communication such as using online services, it is possible to prevent the decrease of engagement and working enthusiastically.

### ■ In closing

Human beings have been experiencing crisis such as climate change, plague, and world wars, and in any case, we have created inventive ideas and put indomitable effort to overcome them.

The damage of COVID-19 has been extremely severe and yet to known when it will end, but we believe that we will overcome it and rise again.

In the business scenes, we are facing the difficulties of the implementation of telework and tackling organizational problems, but we insist that through this joint analysis, we have revealed that we are capable to overcome the difficulties through various ideas.

We will continuously research and spread information on approaches to overcome this world-wide crisis from our field.

Specialized wevox COVID-19 page : [https://wevox.io/lp/dont\\_stop\\_your\\_business](https://wevox.io/lp/dont_stop_your_business)  
 #今だからこそ対話をしよう

■ Work Switch Consulting <<https://www.persol-pt.co.jp/ws/>>

Work Switch Consulting is a venture organization of Persol Process & Technology Inc. which is an expert on productivity improvement. With the concept “Convert workstyle of people and company”, together we think, practice, and succeed in facing the future problems by approaching towards “duties”, “technology”, and “project management”.

■ Atrae Inc. <<https://atrae.co.jp/>>

With the vision, “Create the company which attracts people in the world.” we do the best that we can to stay as an attractive company for everyone who has been involved with us by focusing on creating both the team and business that our employees are proud of. Then we will become the global leading company in Japan which is needed by millions of people around the world.