



The APAC EMPLOYEE ENGAGEMENT REPORT

Exploring the role of technology in employee engagement through insights from more than 3,000 office workers and 75 IT leaders.

salesforce

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Foreword

The way that we live and work has undergone a seismic shift over recent months. The health and safety of our families, friends, and communities are top-of-mind, but engagement with our teams has also become a priority.

Prior to the COVID-19 pandemic, Salesforce surveyed office workers and IT leaders in Australia, Singapore and India to discover how workers want companies to support them with technology, and how companies use technology to improve engagement.

When the scope of the pandemic became clear, we had to rethink whether this research would still provide value to you. We dissected the survey results again, looking for insights from the 3,000+ responses that applied now more than ever.

We found that nearly half the office workers said their workplace technology did not fully support remote working. But this was just one of the challenges facing information technology (IT) leaders tasked with keeping employees connected, motivated and productive.

IT teams will play a vital role as businesses adjust to new ways of working – whether that's remote work, transitioning back to the office or something in between. This report provides key insights that are critical to IT leaders as their organisations accelerate out of the current crisis. These insights include:

- The business impact of disengaged employees
- The divide between employee expectations and work technology
- IT's priorities for maximising employee engagement

As we continue to adapt to new ways of working, I hope you find the APAC Employee Engagement Report a helpful resource.

Kind Regards,

Cecily Wai Sze Ng
Area Vice President
Salesforce Asia



Executive Summary

Following the sudden shift to new ways of working, businesses need to work hard to keep employees productive and engaged. And having the right technology to support, enable and engage remote workers is now more crucial than ever.¹

Prior to the pandemic, Salesforce surveyed office workers and IT leaders in Australia, India and Singapore to discover how companies can use technology to improve employee engagement.

Among the study's findings: that nearly half the office workers say their workplace technology does not fully support remote working.

The business impact of disengaged employees

Our study shows that technology is vital for employee productivity and engagement. Asia Pacific (APAC) office workers estimate they waste more than six weeks every year on average, due to outdated and inefficient technology.

Our study also establishes a clear link between workplace technology and employee engagement. Three-quarters of office workers feel unhappy and unmotivated when struggling with outdated and inefficient technology – and admit that the quality of their work is affected when they feel this way.



The divide between employee expectations and work technology

APAC IT leaders and office workers differ in their opinions about workplace technology. For example, 64% of IT leaders “strongly agree” that their business’s technology maximises employee engagement.

However, six in 10 office workers say the top issue that negatively affects their engagement at work is when technology fails or doesn’t work as it should. And only 31% of office workers strongly agree that their workplace software apps help them do their job effectively and efficiently.

IT challenged to provide engaging experiences

Despite the importance of improving technology to maximise employee engagement, many IT leaders report significant challenges in doing so. Their biggest problem: lack of staff with the right skills, according to 65% of survey respondents.

Many IT leaders seem to feel disengaged from the rest of the business: 56% say IT is treated like a support function instead of a business partner and 55% say “insufficient alignment with business units” is a challenge.

IT’s priorities for maximising employee engagement

More than seven in 10 IT leaders say the quality of workplace technology has a large impact on employee engagement. To this end, IT leaders intend to implement software apps for several business functions over the next 12 months, ranging from training staff (40%) to messaging or collaboration (31%).

In addition, 69% of IT leaders say they have turned to ‘self-service’ platforms that allow software development in ‘no-code’ or ‘low-code’ environments and enable non-technical staff to create apps.

¹ 'Five Things We're Doing Now to Help Our Employees Navigate Work', Salesforce blog, <https://www.salesforce.com/blog/2020/03/5-things-to-help-our-employees-navigate-work.html>

About This Report

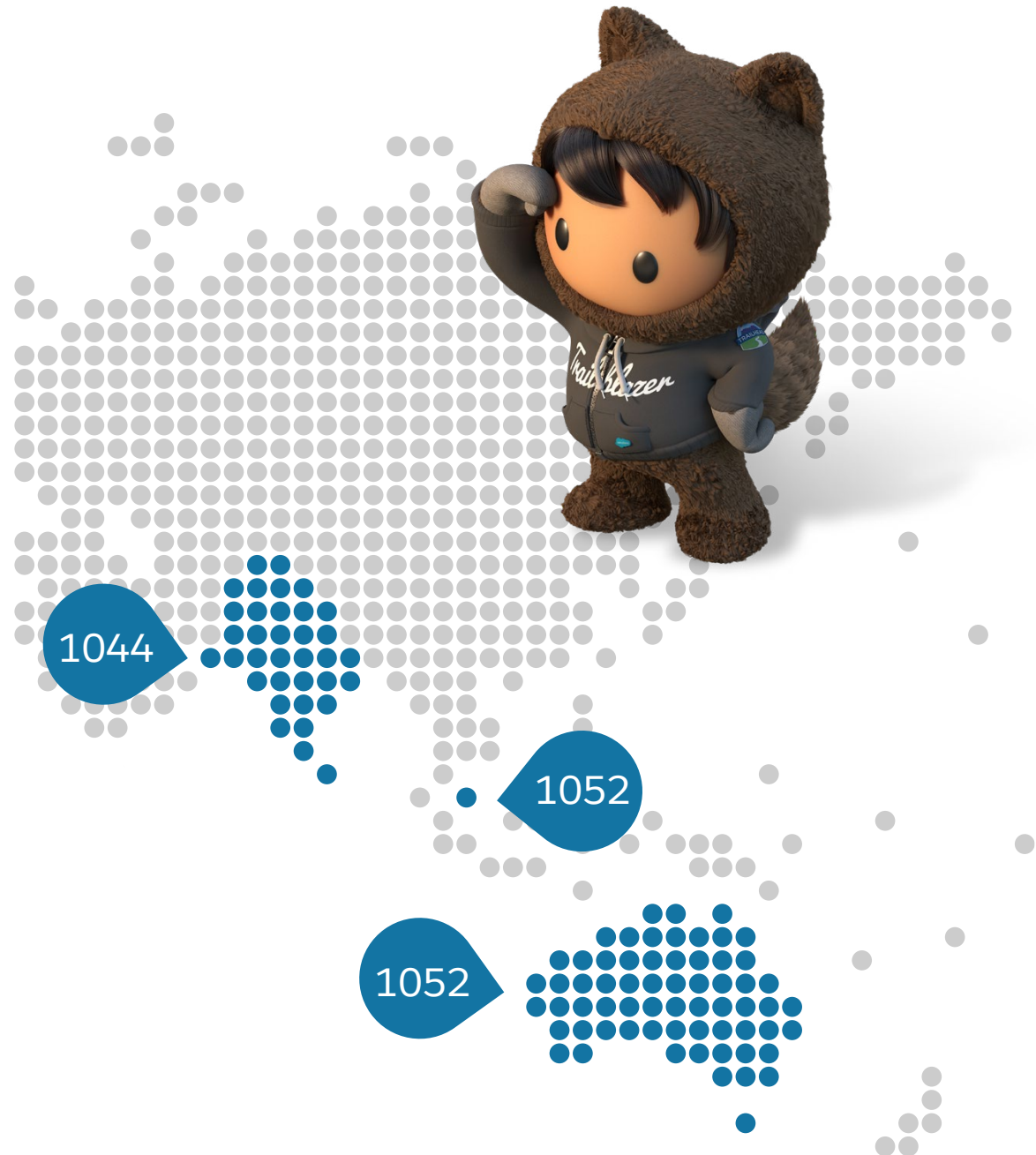
For this APAC Employee Engagement Report, Salesforce engaged YouGov Galaxy to conduct surveys of office workers and IT leaders in Australia, India and Singapore. The surveys aimed to discover:

- How happy, motivated and productive employees are in their workplaces
- The impact technology has on employee engagement
- If the IT leaders' role is changing to encompass employee engagement
- What IT leaders are doing to improve employee engagement.

The survey of office workers was conducted online between 19 July and 30 July 2019. The sample included office workers from businesses with 20 or more employees in Australia (1,052 respondents), Singapore (1,052) and India (1,044).

The survey of IT leaders was conducted using computer-assisted telephone interviewing (CATI) between 19 July and 14 August 2019. The sample comprised Chief Information Officers (CIOs) and other IT decision makers from businesses with more than 50 employees in Australia (25 respondents), Singapore (25) and India (25).

Due to rounding, not all percentage totals in this report equal 100%.



The Business Impact of Disengaged Employees

To be fully engaged, employees should be consistently happy, motivated and productive at work. However, four out of five APAC office workers say there are times when they are not happy or motivated at work – and more than three-quarters admit there are times when they are not productive.

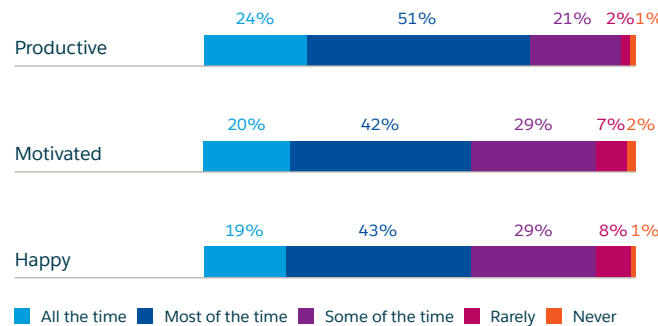
Employee engagement also has a big impact on staff retention and corporate reputation. For example, disengaged office workers¹ are three times more likely to have considered leaving their current place of work in the past week than engaged office workers.² By contrast, engaged office workers are three times more likely to have never considered leaving their workplace than disengaged office workers.

Fifty-one percent of engaged office workers are very likely to recommend their company to a friend looking for a job, compared to just 5% of disengaged office workers.

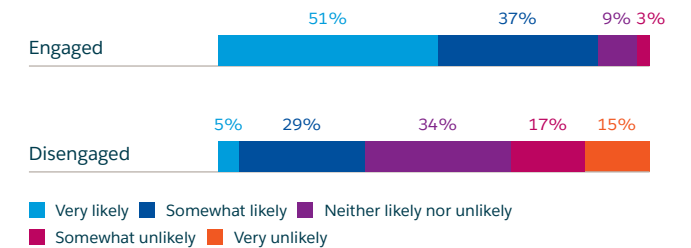
50% of APAC office workers admit to taking a sick day when feeling unhappy or lacking motivation.

How employee engagement affects staff retention, productivity and company reputation

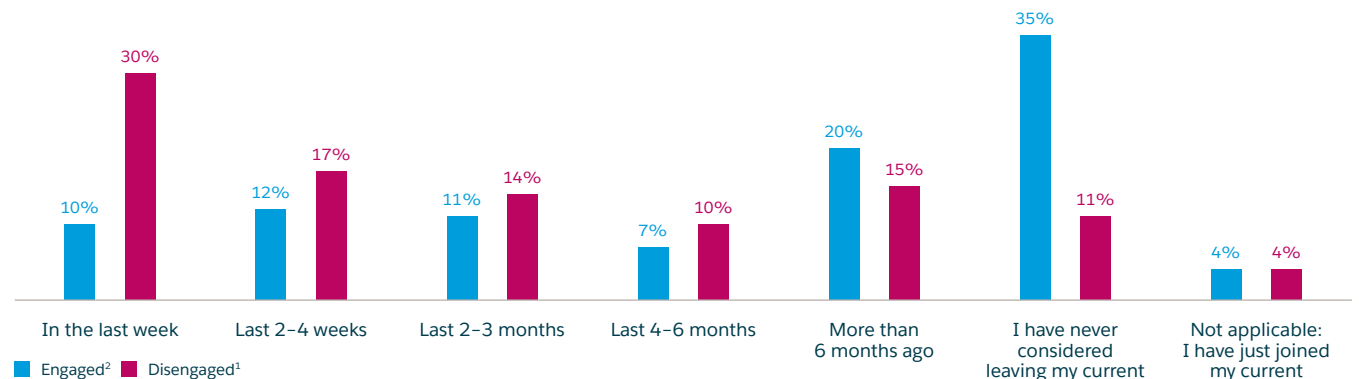
How often do you feel productive, motivated and happy at work?



How likely would you be to recommend your current place of work to a friend?



When was the last time that you considered leaving your current workplace?



¹ Disengaged office workers are defined as those who in our survey said they were not happy and motivated most or all of the time at work.
² Engaged office workers are defined as those who in our survey said they were happy and motivated most or all of the time at work.

The Business Impact of Disengaged Employees

The quality of workplace technology has a significant impact on employee engagement and productivity. Three-quarters of APAC office workers feel unhappy and unmotivated when struggling with outdated and inefficient technology – and admit that the quality of their work is affected when they feel this way.

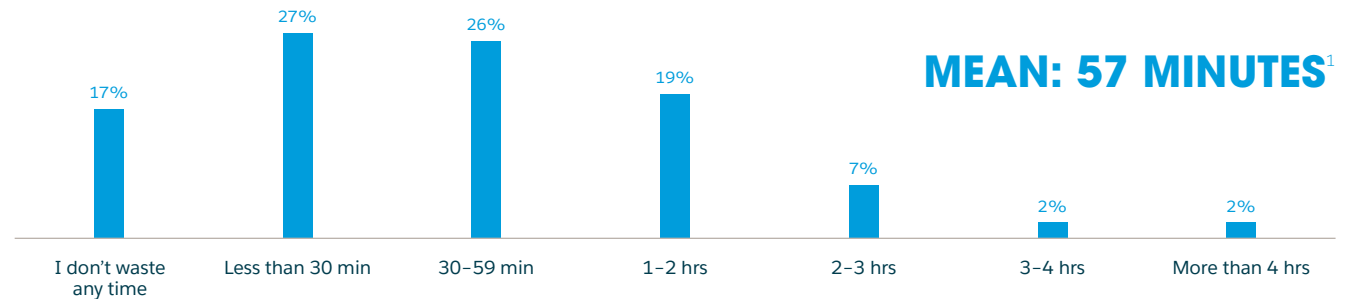
APAC office workers estimate they waste 57 minutes per day on average due to outdated and inefficient technology.¹ This equates to more than six weeks each year in lost productivity for a full-time employee.

This is a quantifiable cost to businesses. By our calculations, for example, it's costing Australian companies the equivalent of about A\$8,300 (US\$5,690) per year in lost productivity for every office worker they employ.²

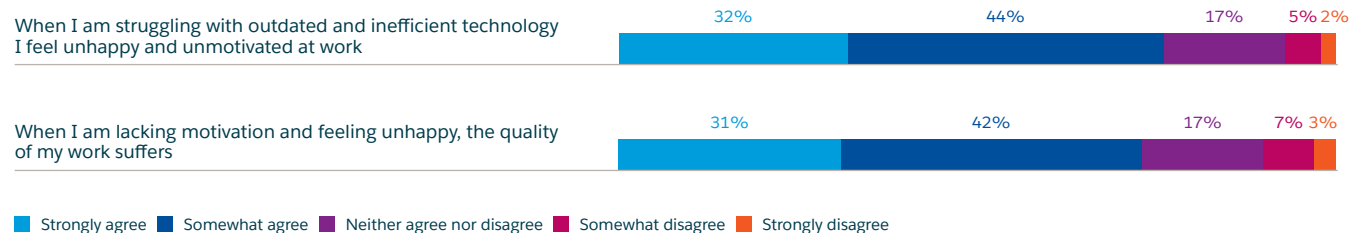
Only **39%** of APAC office workers strongly agree that their workplace technology helps them do their job effectively and efficiently.

The cost of outdated and inefficient workplace technology

How much time do you waste each day due to outdated and inefficient workplace technology?



To what extent would you agree or disagree with the following statements?



¹ The average or mean time wasted per day was calculated using the percentages of office workers who selected seven timespan options (and the midpoint of each timespan) when answering the question, "How much time do you waste each day due to outdated and inefficient workplace technology?"

² The cost to Australian companies in lost productivity was calculated using the mean time Australian office workers said they wasted due to outdated and inefficient technology (47 minutes per day), a 40-hour working week and average wage data from the Australian Bureau of Statistics.

The Divide Between Employee Expectations and Work Technology

There are big differences between the technology employees need and what many companies provide – and differing opinions about the quality of that technology.

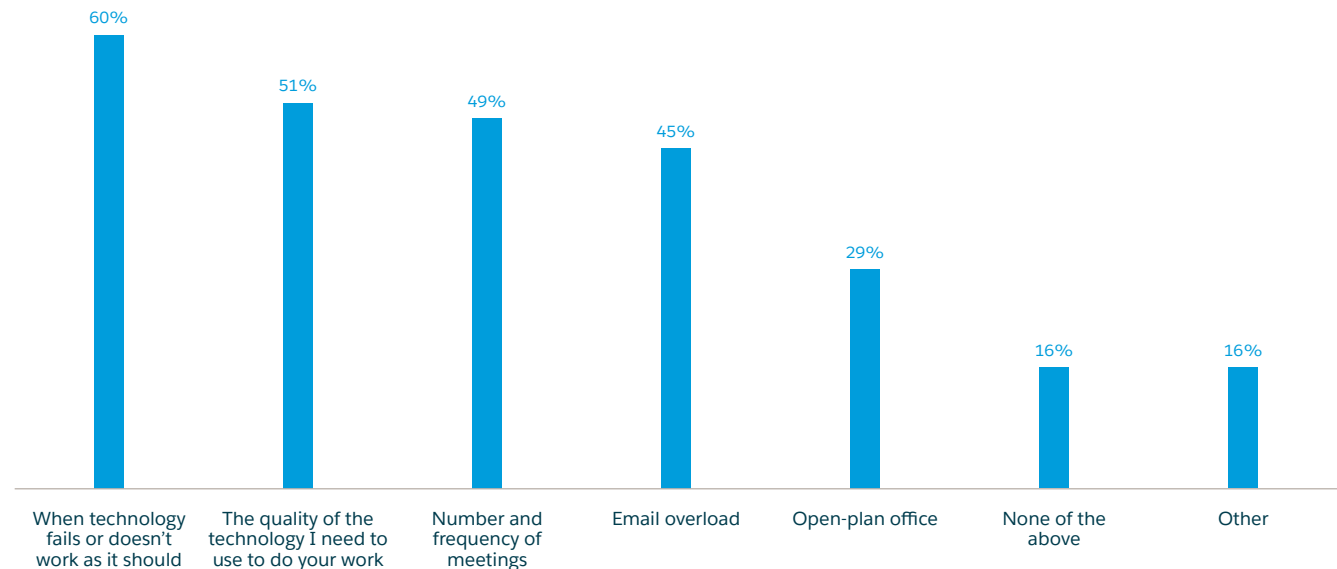
Sixty-four percent of APAC IT leaders “strongly agree” that their business’s technology maximises employee engagement. But many employees do not seem to agree. When office workers were asked to nominate the issues that negatively affect their engagement at work, the top two were technology-related: when it fails or doesn’t work as it should (60%) and the quality of the technology (51%).

At the same time, employees’ expectations of workplace technology are rising due to the quality of the technology they experience as a consumer.

92% of APAC office workers say their expectations of workplace technology have increased due to the quality of the technology they use as a consumer.

Office workers and IT leaders have different views on workplace technology

Which of the following issues negatively affect your engagement at work?



Base: office workers.

To what extent would you agree or disagree with the following statement?



Base: IT leaders.

The Divide Between Employee Expectations and Work Technology

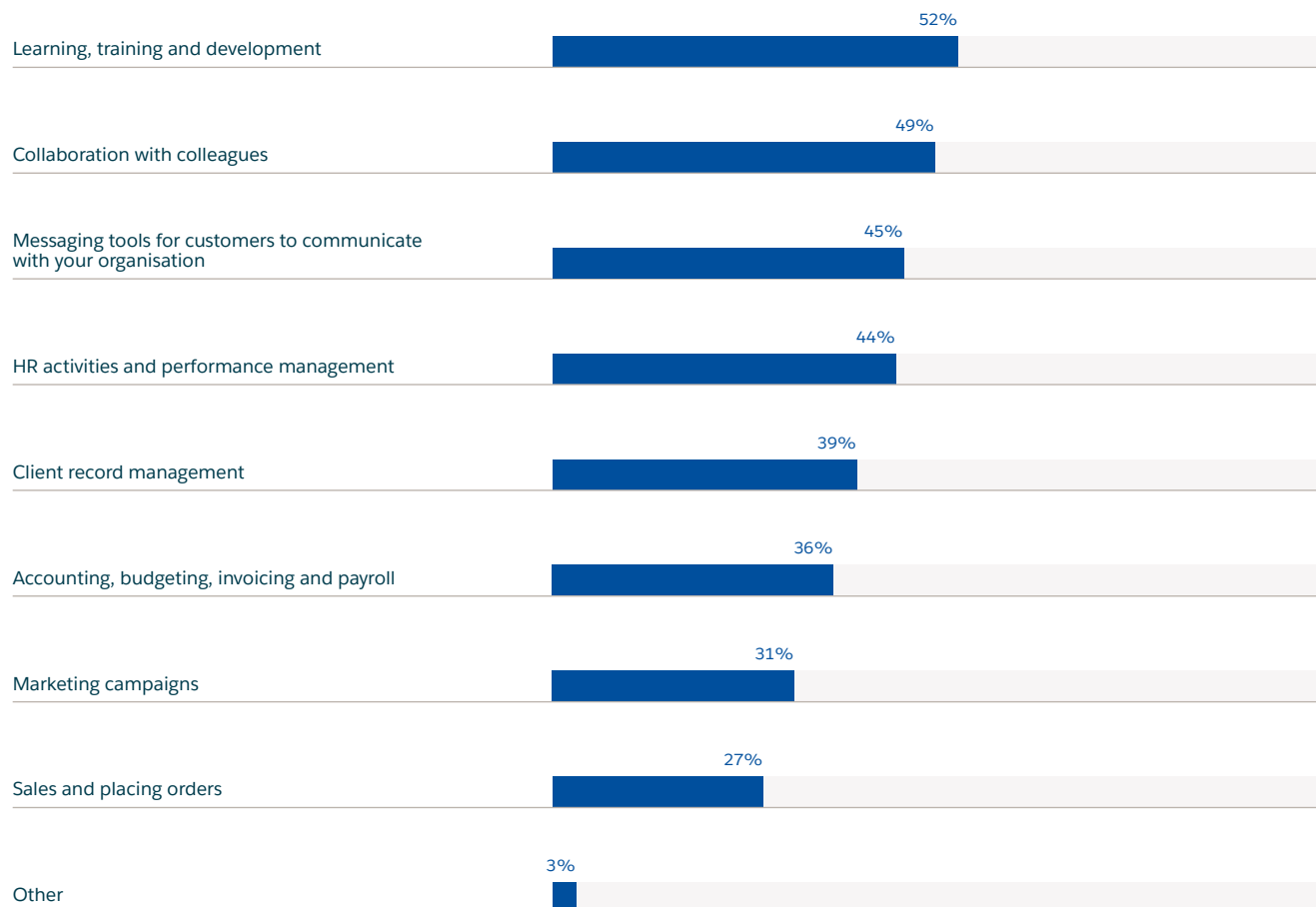
Software apps are an important technology in many workplaces, but our survey suggests many of these apps have room for improvement. Only 31% of office workers strongly agree that their workplace apps help them do their job effectively and efficiently. In addition, just 30% of office workers strongly agree that apps help them deliver great service to clients.

Office workers say their workplace experience could be improved with new or enhanced apps for a variety of business tasks – particularly learning, training and development (52%), messaging or collaboration (49%), customer or client communications (45%) and client record management (39%).

91% of APAC IT leaders say that employees' expectations of software apps are being driven by their experiences as consumers.

Office workers' app wishlist

In which areas could apps be introduced or used more effectively to improve your experience at work?



IT Challenged to Provide Engaging Experiences

Despite the importance of improving technology to maximise employee engagement, many APAC IT leaders report significant challenges in doing so. The biggest issue, according to 65% of survey respondents, was “lack of staff with the right skills”.

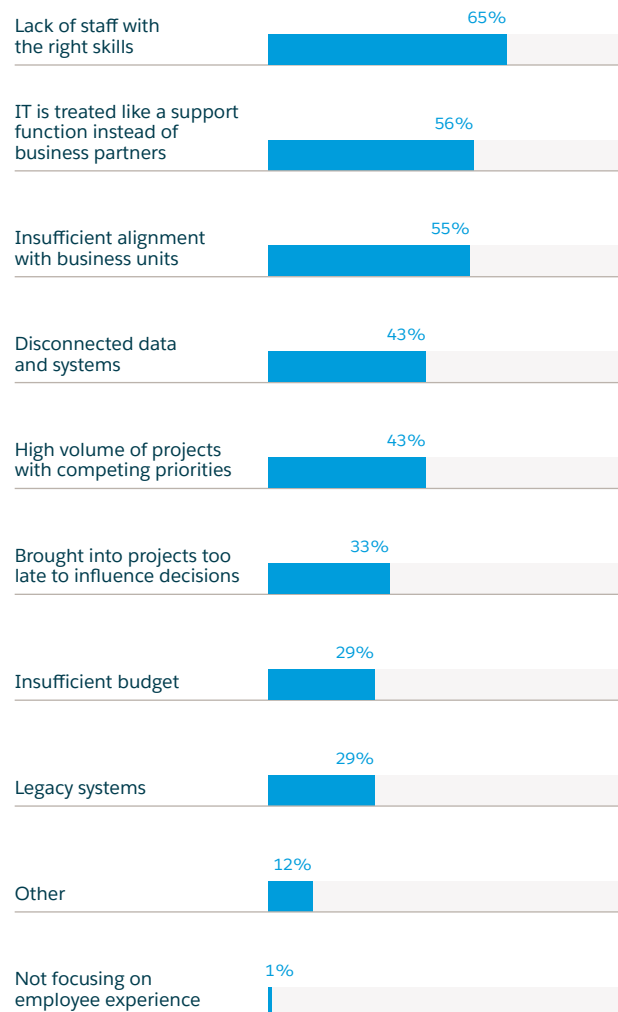
IT leaders also appear to feel disengaged from the rest of the business. The second and third biggest challenges were IT being “treated like a support function instead of business partners” (56%) and “insufficient alignment with business units” (55%).

Many IT leaders (43%) are also battling to complete a high volume of projects with competing priorities. They’re now charged with several critical business responsibilities, including implementing technology to drive business transformation (91%), supporting innovative work processes (89%) and implementing technology to improve employee engagement (95%).

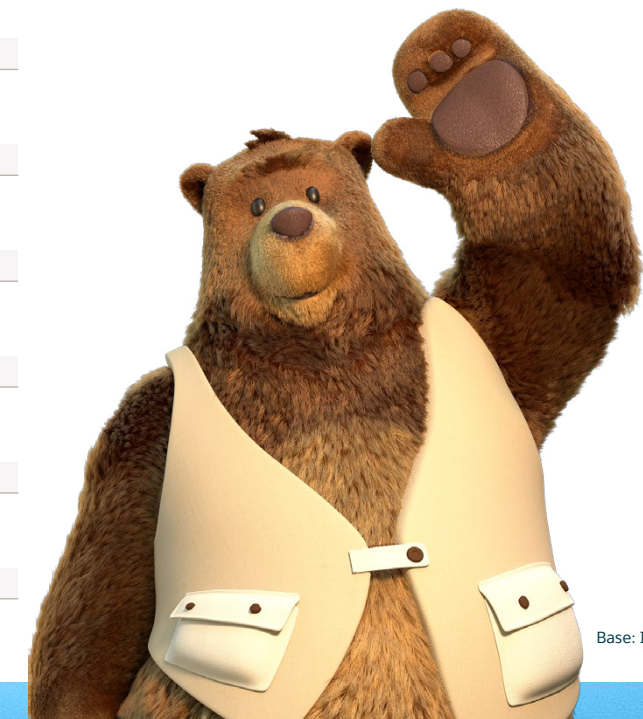
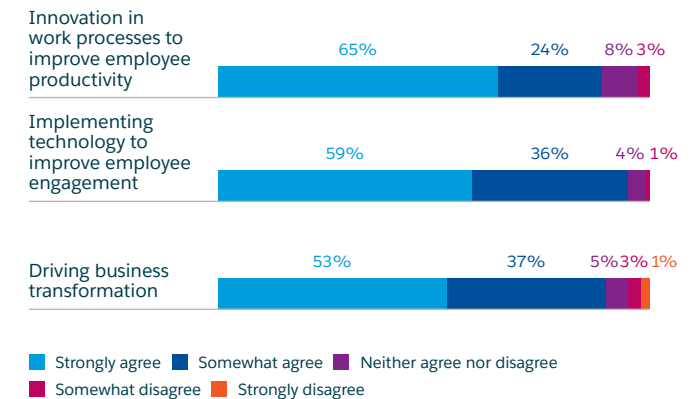
57% of IT leaders believe they are largely responsible for employee engagement.

IT teams feel disengaged from the rest of the business

What are the biggest IT-related, employee experience challenges in your business?



To what extent do you agree or disagree that CIOs and IT managers are increasingly being asked to take responsibility for the following?



Base: IT leaders.

Spotlight

REMOTE WORK AND EMPLOYEE ADVOCACY

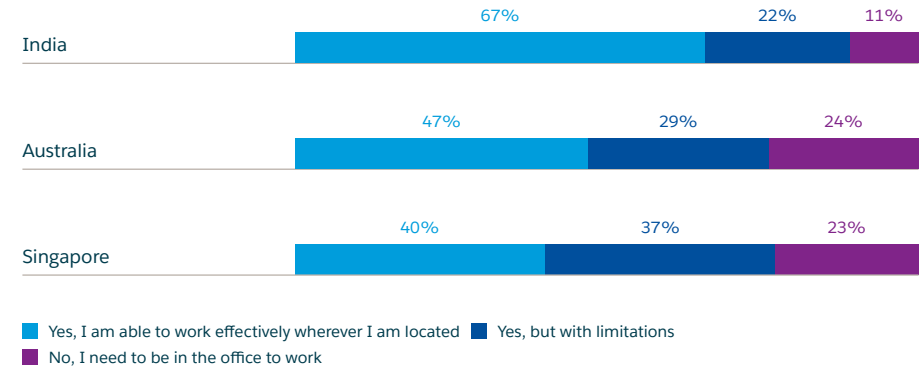
Before the pandemic, 51% of APAC office workers reported that their workplace technology enabled them to work effectively wherever they are located. Another 29% said they were able to work remotely but with limitations.

Office workers from different APAC countries report varying technological capabilities for remote work, with 67% of Indian office workers, 47% of Australian workers and 40% of Singaporean workers saying their workplace technology supports flexible work arrangements.

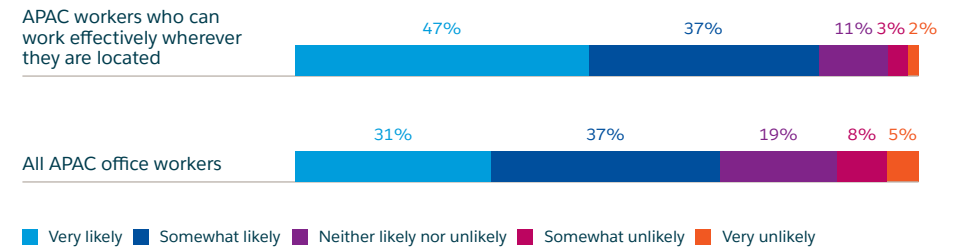
The ability to work remotely appears to have a positive impact on how employees view their workplace. Less than a third (31%) of all APAC office workers are very likely to recommend their current place of work to a friend, but that figure jumps to 47% among workers with flexible work arrangements.



Does your workplace technology support flexible work arrangements, including the ability to work from home or on the go?



How likely would you be to recommend your current place of work to a friend?



IT's Priorities for Maximising Employee Engagement

Only 53% of APAC IT leaders say they place a high priority on employee experience when selecting technology.

However, most IT leaders appear to understand the connection: 72% say the quality of workplace technology has a large impact on employee engagement. And when we asked them in an open-ended question about the most important actions they could take over the next five years to improve employee engagement, three common themes were:

- Improving collaboration tools
- Providing better training for employees
- Offering more guidance to help employees to achieve their goals.

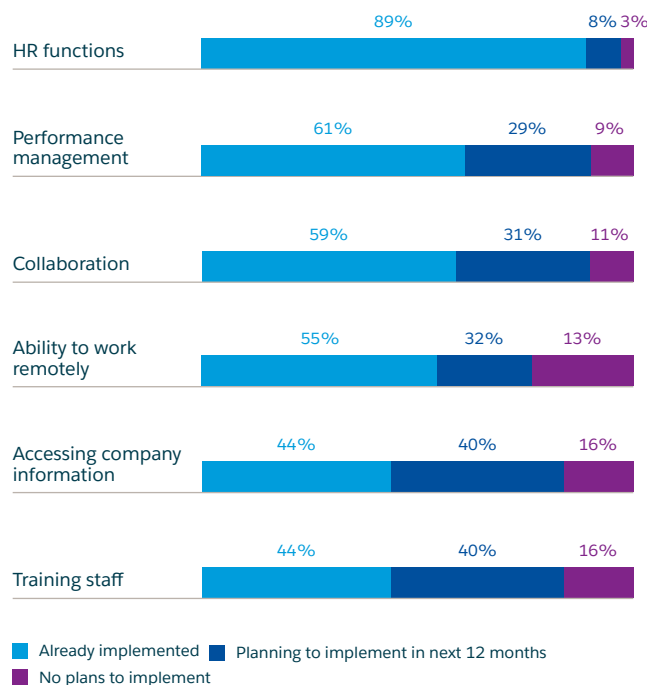
These actions align with three of the top five business functions for which IT leaders intend to implement apps over the next 12 months: training staff (40%), messaging or collaboration (31%) and performance management (29%).

Two of these actions align with office workers' most requested new apps: collaboration (49%) and training (52%).

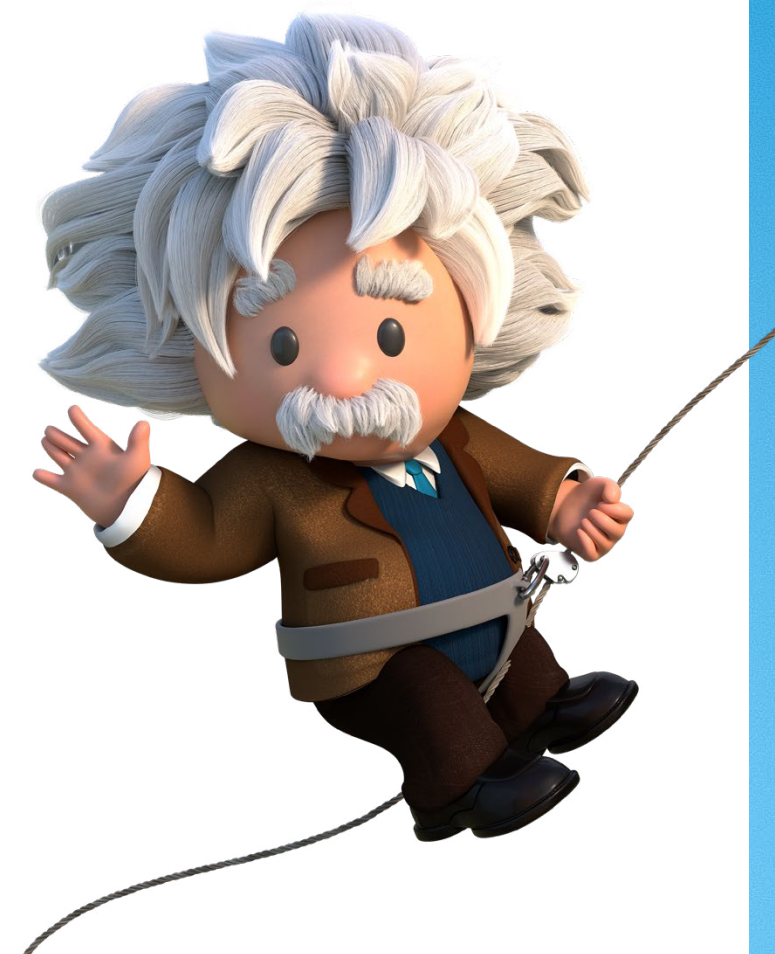
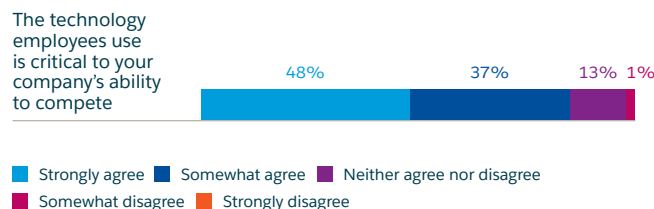
55% of IT leaders say their organisations have implemented remote access apps. Another 32% plan to implement them over the next 12 months.

App priorities and business competitiveness

Has your business implemented or is it planning to implement software apps for the following functions in order to improve the employee experience?



To what extent would you agree or disagree with the following statement?



IT's Priorities for Maximising Employee Engagement

With new technologies and greater line-of-business demands causing a serious skills shortage in IT, it's no surprise that IT leaders identify lack of skilled staff (65%) as the biggest challenge in delivering technology to improve employee experience.

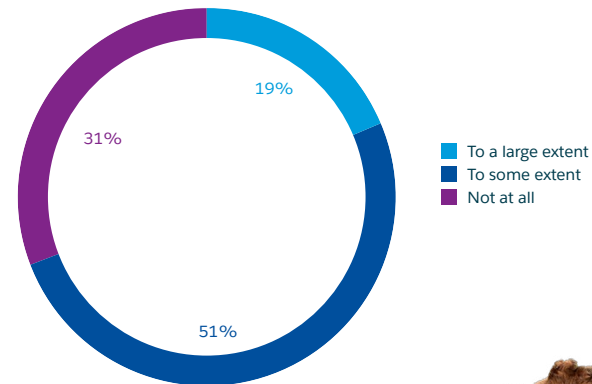
Self-service platforms with no-code or low-code software development environments are designed to enable non-programmers to create apps. This can help alleviate the skills shortage and improve the viability of software development projects.

In fact, 69% of the surveyed IT leaders have adopted self-service platforms to some degree. However, it appears many are near the start of their journey in rolling out this relatively new way of delivering business apps. Only 19% have adopted these platforms "to a large extent".

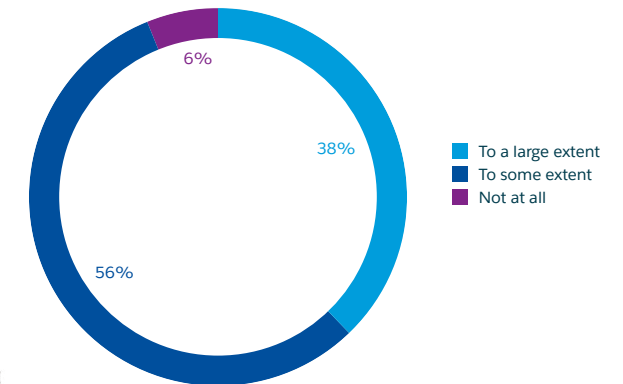
94% of IT leaders with a self-service platform say it has improved their IT team's productivity.

Self-service platforms increase the productivity of IT teams

To what extent do you use self-service platforms with no-code or low-code environments?



To what extent have self-service platforms increased the productivity of your IT team?¹



¹ Base: IT leaders using self-service platforms with no-code or low-code environments.



Australia Profile

72% of office workers in Australia say they feel unhappy and unmotivated when struggling with outdated and inefficient technology – and 67% admit this affects the quality of their work.

In fact, Australian office workers estimate they waste on average 47 minutes per day – or more than five weeks every year – due to outdated and inefficient technology.¹

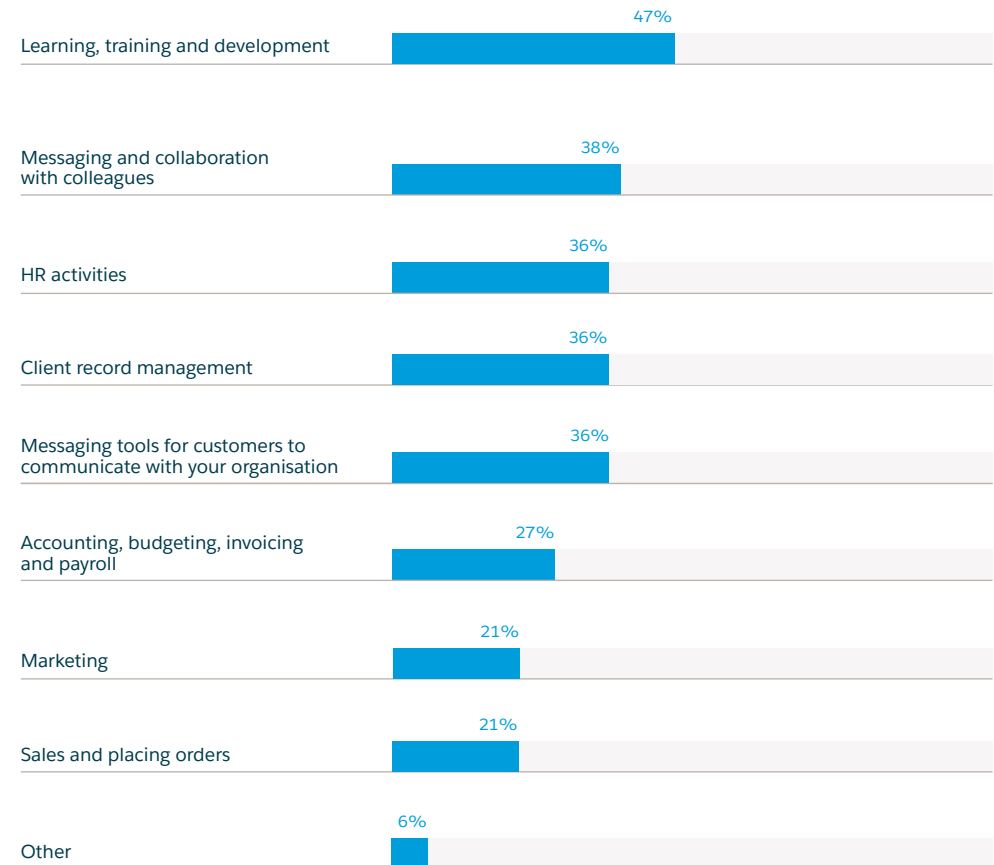
Five out of six office workers say there are times when they are not happy or motivated at work. This has a big impact on employee retention and business reputation. For example:

- Engaged office workers are three times more likely than disengaged office workers to have never considered leaving their workplace (33% compared with 9%).²
- Forty-three percent of engaged office workers are very likely to recommend their company to a friend looking for a job, compared with just 5% of disengaged office workers.

IT leaders and office workers differ in their opinions about workplace technology. For example:

- 52% of Australian IT leaders “strongly agree” that their business’s technology maximises employee engagement. But according to 59% of office workers, the top issue that negatively affects their engagement at work is when technology fails or doesn’t work as it should.
- Only 23% of office workers strongly agree that their workplace software apps help them to do their job effectively and efficiently.

In which areas could software apps be introduced or used more effectively to improve your workplace experience?

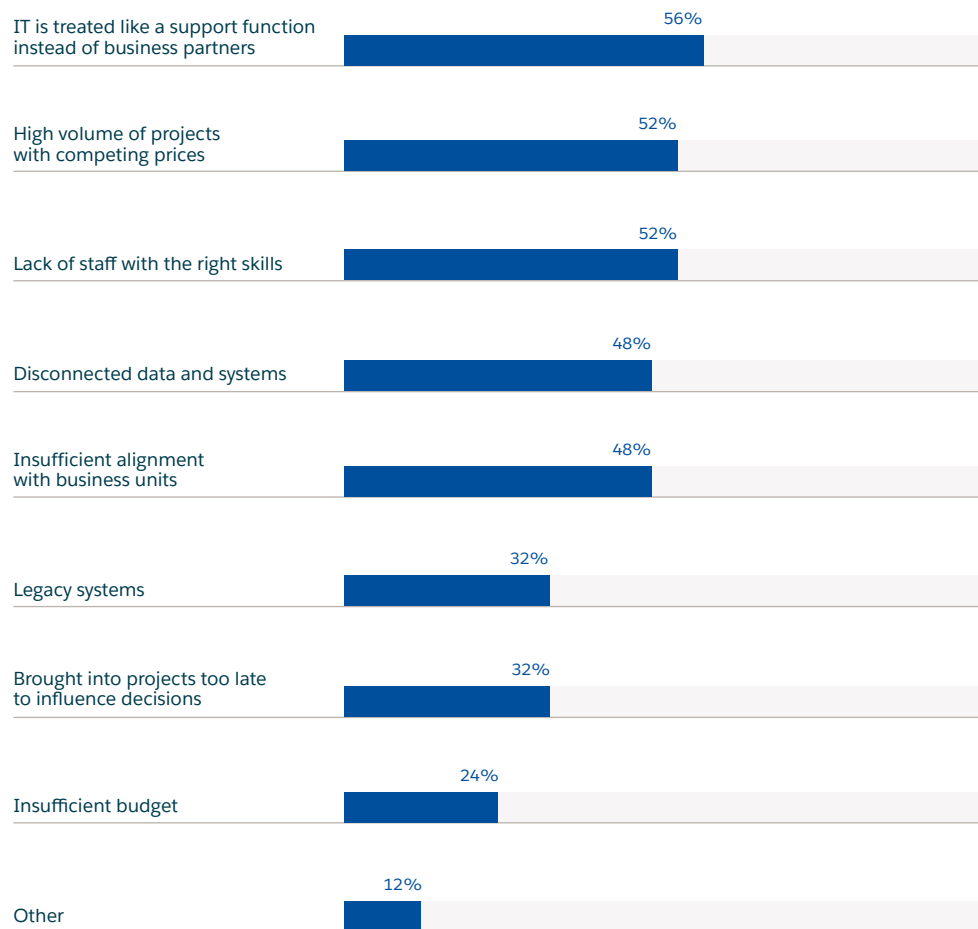


¹ The average time wasted per day was calculated using the percentages of office workers who selected seven timespan options (and the midpoint of each timespan) when answering the question, “How much time do you waste each day due to outdated and inefficient workplace technology?”

² Engaged office workers are defined as those who in our survey said they were happy and motivated most or all of the time at work. Disengaged office workers are defined as those who in our survey said they were not happy and motivated most or all of the time at work.

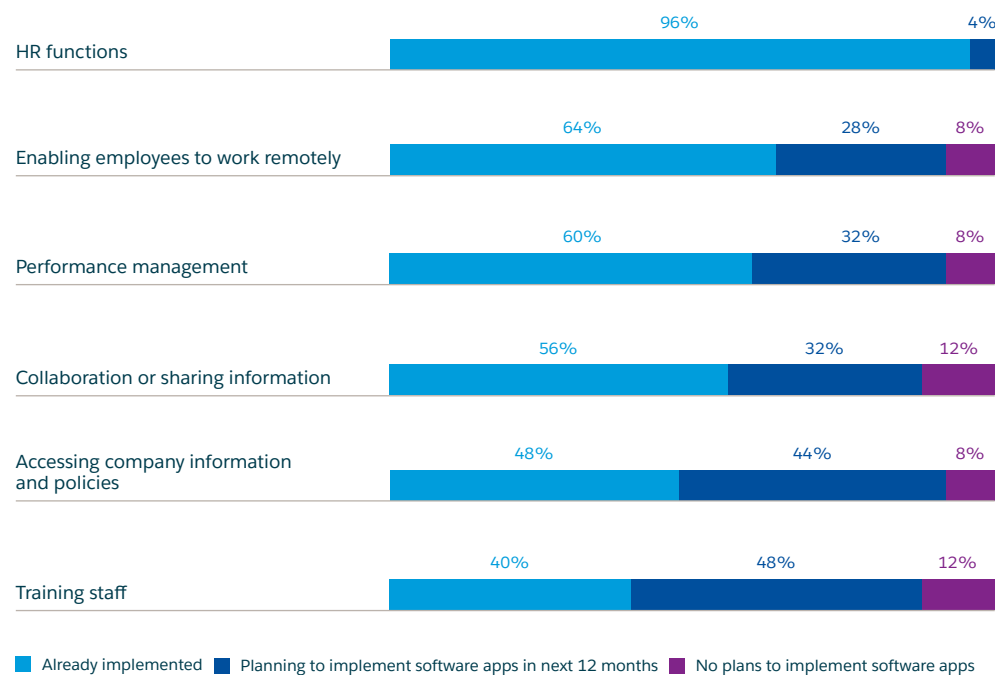
Australia Profile

What are the biggest IT-related, employee experience challenges in your business?



64% of IT leaders say they are using self-service 'no-code' or 'low-code' software development platforms to some degree. However, only 16% have adopted these platforms "to a large extent".

Has your business implemented or is it planning to implement software apps for the following functions to improve the employee experience?



Singapore Profile

71% of office workers in Singapore say they feel unhappy and unmotivated when struggling with outdated and inefficient technology – and 71% admit this affects the quality of their work.

In fact, Singaporean office workers estimate they waste 70 minutes per day on average – or more than seven weeks every year – due to outdated and inefficient technology.¹

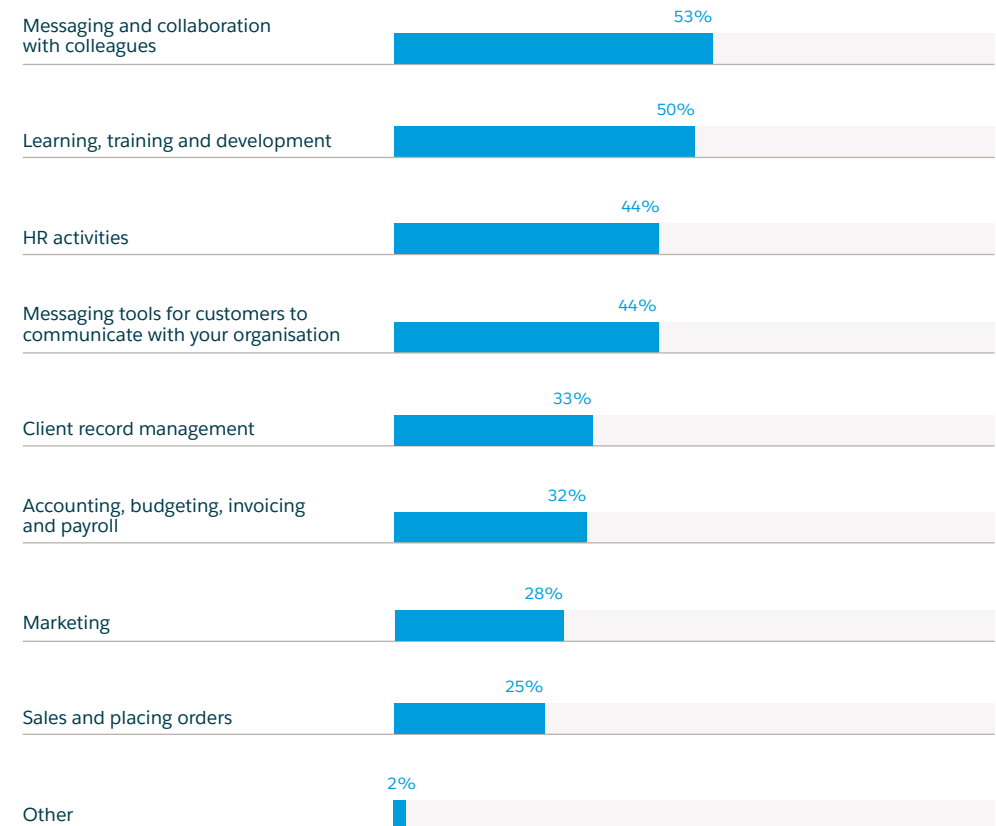
Eighty-nine percent of office workers say there are times when they are not happy or motivated at work. This has an impact on employee retention and business reputation. For example:

- Engaged office workers are three times more likely than disengaged office workers to have never considered leaving their workplace (41% compared to 12%).²
- Twenty-four percent of office workers are very likely to recommend their company to a friend looking for a job, compared to just 4% of disengaged office workers.

IT leaders and office workers differ in their opinions about workplace technology. For example:

- 64% of Singapore IT leaders “strongly agree” that their business’s technology maximises employee engagement. But according to 59% of office workers, the top issue that negatively affects their engagement at work is when technology fails or doesn’t work as it should.
- Just 14% of office workers strongly agree that their workplace software apps help them to do their job effectively and efficiently.

In which areas could software apps be introduced or used more effectively to improve your workplace experience?

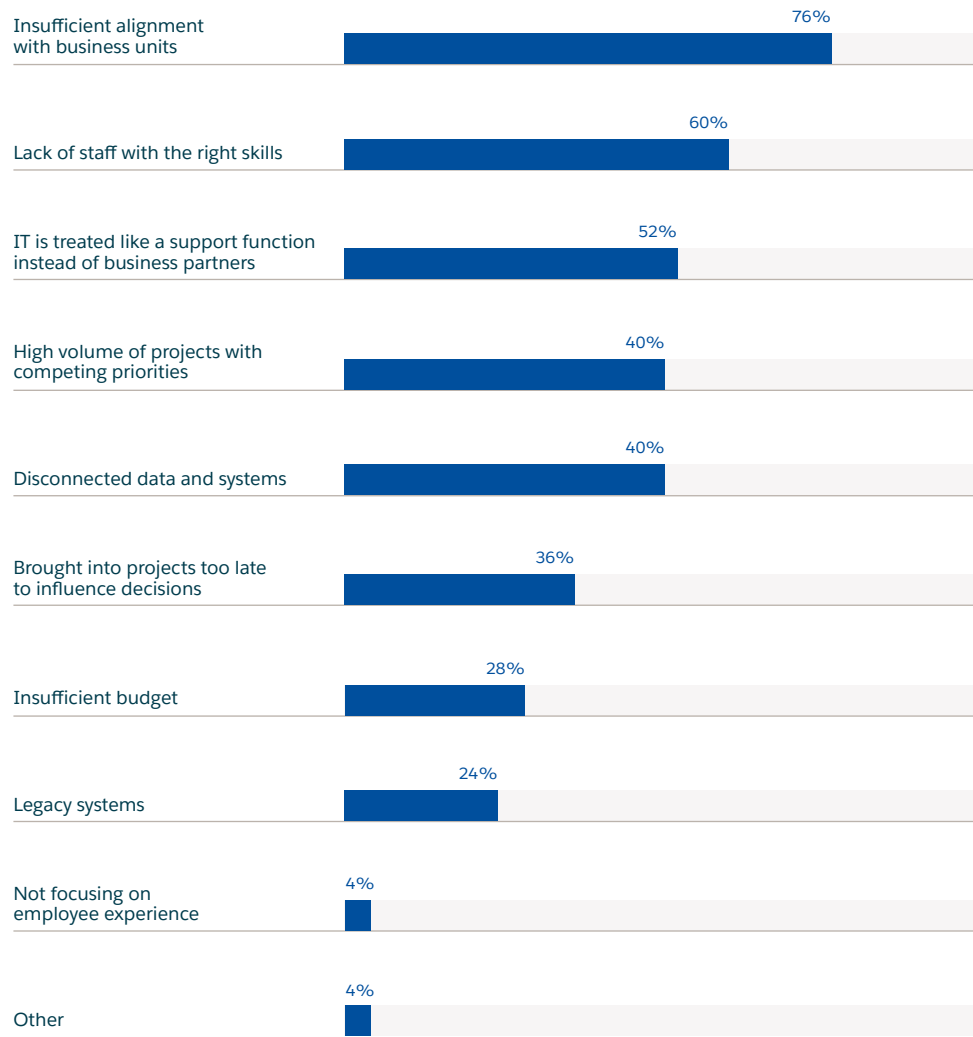


¹ The average time wasted per day was calculated using the percentages of office workers who selected seven timespan options (and the midpoint of each timespan) when answering the question, “How much time do you waste each day due to outdated and inefficient workplace technology?”

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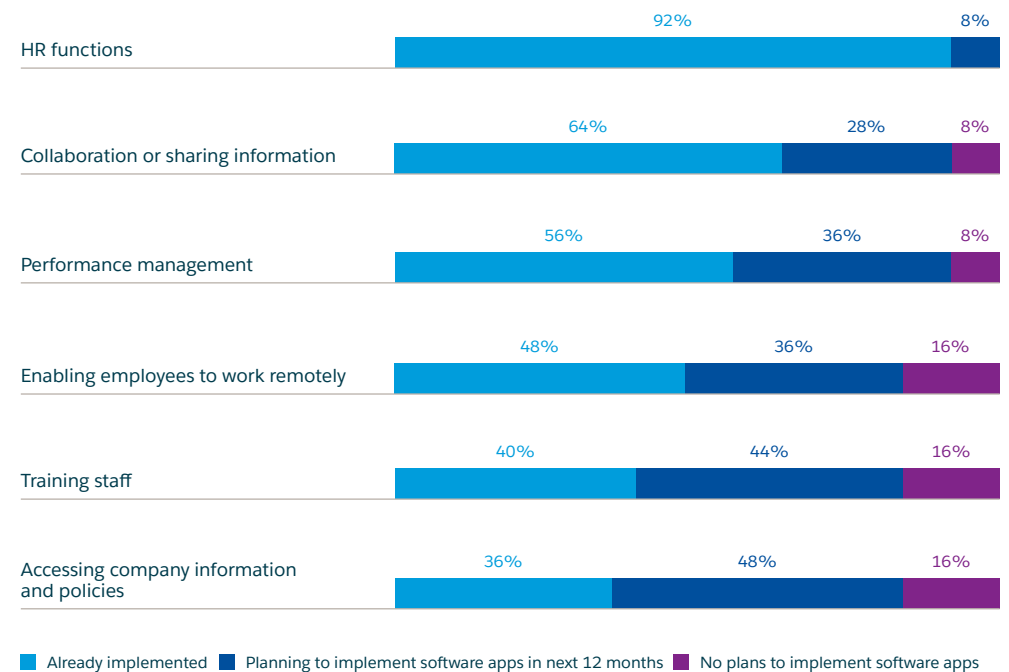
Singapore Profile

What are the biggest IT-related, employee experience challenges in your business?



76% of IT leaders say they are using self-service 'no-code' or 'low-code' software development platforms to some degree. However, only 24% have adopted these platforms "to a large extent".

Has your business implemented or is it planning to implement software apps for the following functions in order to improve the employee experience?



India Profile

85% of office workers in India say they feel unhappy and unmotivated when struggling with outdated and inefficient technology – and 82% admit this affects the quality of their work.

In fact, Indian office workers estimate they waste 53 minutes per day on average – or nearly six weeks every year – due to outdated and inefficient technology.¹

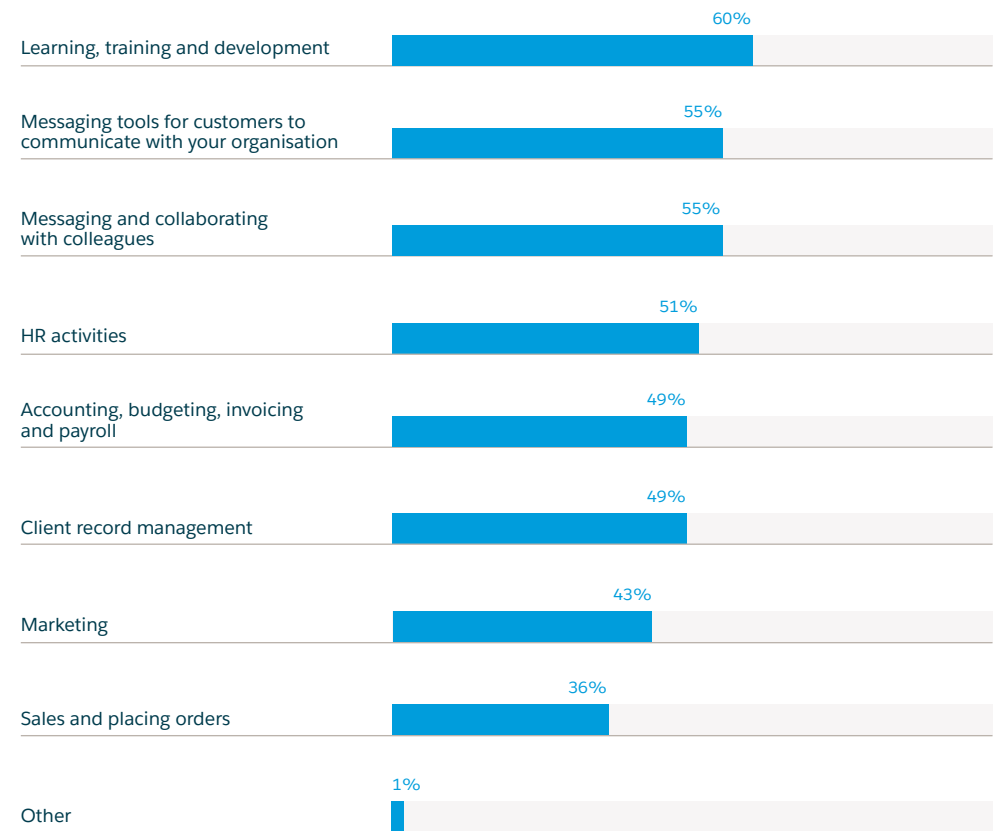
Six out of 10 office workers say there are times when they are not happy or motivated at work. This has an impact on employee retention and business reputation. For example:

- Engaged office workers are four times more likely than disengaged office workers to have never considered leaving their workplace (35% compared to 9%).²
- Sixty-nine percent of engaged office workers are very likely to recommend their company to a friend looking for a job, compared to just 9% of disengaged office workers.

IT leaders and office workers differ in their opinions about workplace technology. For example, 76% of Indian IT leaders “strongly agree” that their business’s technology maximises employee engagement. But according to 61% of office workers, the top issue that negatively affects their engagement at work is when technology fails or doesn’t work as it should.

Most Indian office workers (56%) strongly agree that their workplace apps help them to do their job effectively and efficiently. However, Indians also say their workplace experience could be enhanced with new or improved apps.

In which areas could software apps be introduced or used more effectively to improve your workplace experience?

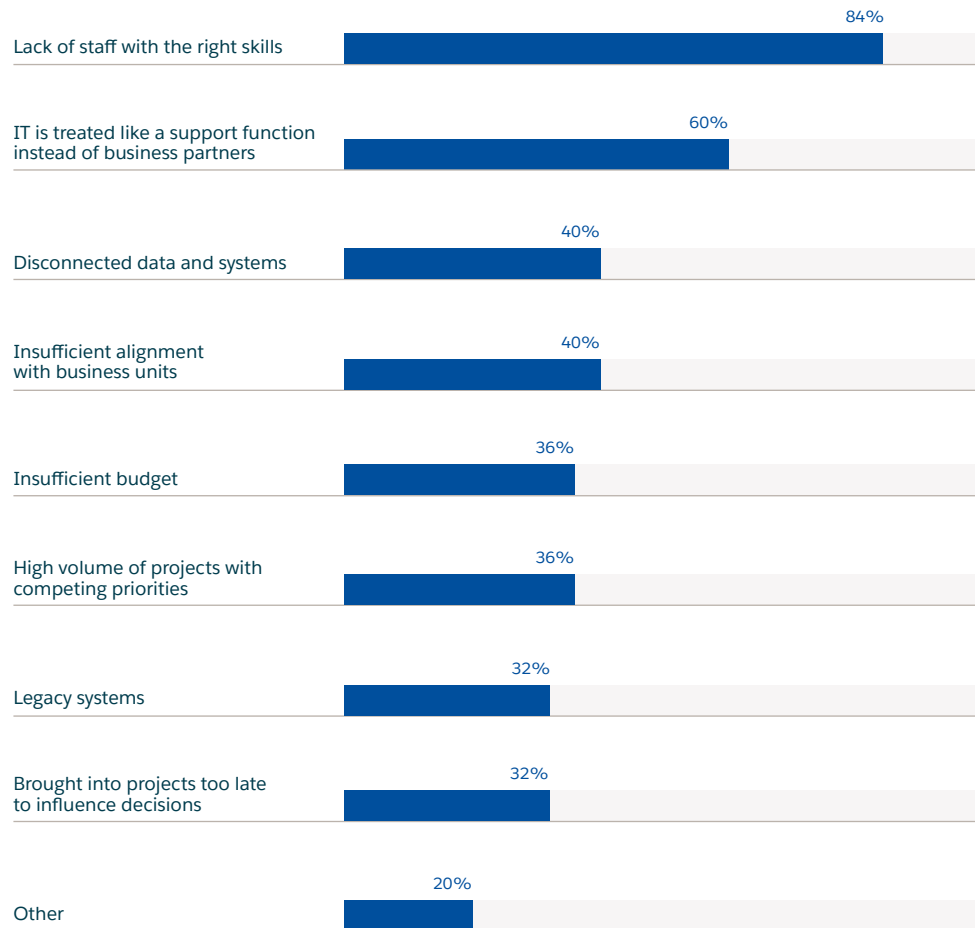


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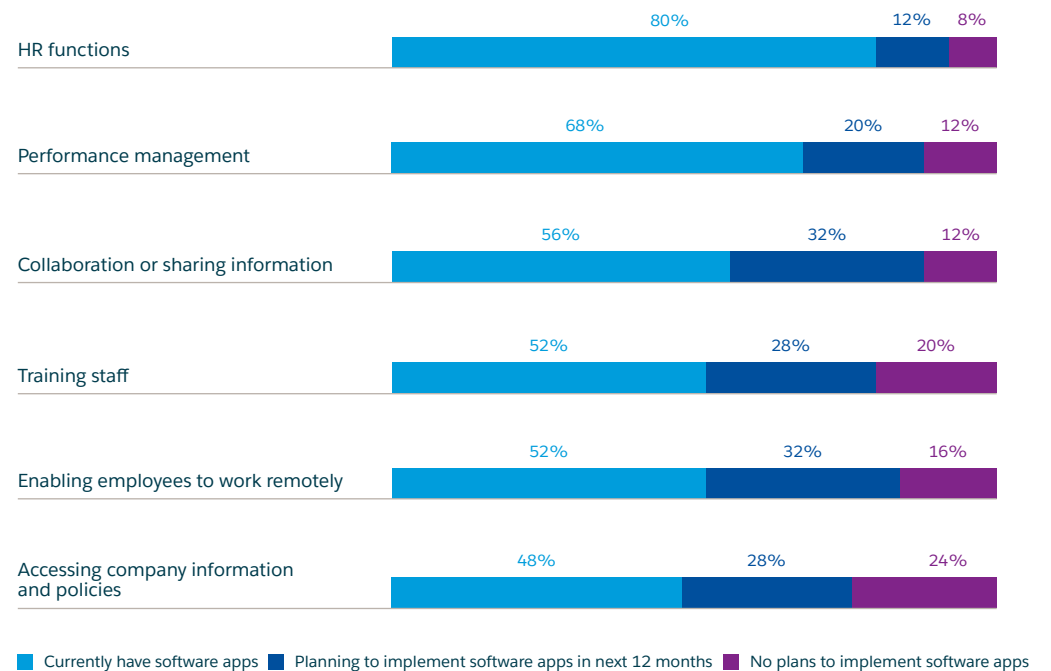
India Profile

What are the biggest IT-related, employee experience challenges in your business?



68% of IT leaders say they are using self-service 'no-code' or 'low-code' software development platforms to some degree. However, only 16% have adopted these platforms "to a large extent".

Has your business implemented or is it planning to implement software apps for the following functions in order to improve the employee experience?



About Salesforce

Salesforce is the #1 CRM, bringing companies and customers together in the digital age. Founded in 1999, Salesforce enables companies of every size and industry to take advantage of powerful technologies—cloud, mobile, social, blockchain, voice and artificial intelligence—to connect to their customers in a whole new way.

The Salesforce Customer 360 is an integrated CRM platform that unites marketing, sales, commerce, service and IT departments. The company is a leader on Fortune's World's Best Workplaces list and Forbes has ranked the company one of the world's most innovative companies for nine years in a row.

For information, please visit www.salesforce.com.

