Net Engagement Score (NES): An Effective Model for Measuring Employee Engagement

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Abstract

The domain of employee engagement measurement has been full of various kinds of approaches, tools, dimensions, themes, lengths and nature of items or questions. This has led to a great amount of confusion and inconsistency in the organizational survey world. The size of the engagement survey tool varies from 10 to 120 items with huge amount of repetition of items or questions resulting in loss of productive hours of participants, survey analysts, human and capital resources. The traditional engagement surveys tend to be complex and time-intensive, resulting in low response rates. The action plans based on these surveys also do not add much value in terms of Employee Value Propositions (EVP) and employee engagement. In the backdrop of such challenges, constraints, and needs, the "Net Engagement Score" has been created as highly efficient, effective, accurate and a new measurement of employee engagement. There is no model or approach developed so far by anyone or any organization to measure the Net Engagement Score (NES) of employees. The Net Engagement Score (NSE) is a simple, purposeful, comprehensive, innovative, and powerful quantitative method to measure the enterprise engagement level.

Employee Engagement as the key determinant of talent retention, organizational performance, productivity, and cost-reduction has gained significant importance in the current business environment. In this rapid cycle economy and hyper-competitive corporate world, business leaders realize that having a high-performing workforce is essential for growth, sustainability, and survival. There are various research and organizational case studies which delineate employee engagement-customer experience-profit chain (HBR, 1998). In other words, it shows a positive correlation between employee engagement and profitability in the organizations. That's why the employee engagement index or score has gained significant importance in high-performing organizations as the Strategic Metric and Key Performance Indicator (KPI) for business leaders performance review. Business leaders or managers have employee engagement score criteria as a critical component of their short term and long-term incentive plans, and they are accountable for engagement scores for their business units or functions.

Net Engagement Score and its business relevance

The Net Engagement Score (NSE) is a simple, purposeful, comprehensive, innovative, and powerful quantitative approach to measure the enterprise engagement level. It can be used at the business unit, function, location, and organizational/job levels. Organizations can take appropriate actions based on the outcome and varying needs of the business entities. The advantage of this framework is that it can be applied to ascertain the engagement level at both "organizational" and "individual employee" levels. This helps individual employees to focus on the various aspects of work and organization to enhance individual and organizational performance.

The Net Engagement Score (NSE) is both Human Resource measurement and management tool. It doesn't only measure organizational and individual engagement levels, but also an effective management tool to enhance job experience, job satisfaction, learning & career opportunities, participative culture, and Individual's & organizational goal alignment to have higher performance, productivity, and organizational growth.

The domain of employee engagement is full of various kinds of measurements, approaches, items or statements in terms of lengths and nature, themes, and dimensions. Even the engagement word has been falsely equated with satisfaction or culture or climate without properly defining the construct "engagement" and this has led to a great amount of confusion and inconsistency in the organizational survey world. The size of the engagement

survey tool also varies from 10 items to 120 items with huge amount of repetition of statements or items resulting in loss of productive hours of participants and survey analysts and other organizational human and capital resources. The traditional engagement surveys tend to be complex and time-consuming resulting in generally poor to low response rates. The action plans based on these traditional surveys also do not add much value in terms of Employer Value Propositions (EVP) and employee engagement. In the backdrop of such challenges, constraints, and needs, the "Net Engagement Score" has been created as a highly efficient, effective, and accurate measure of employee engagement.

Research Design:

The Survey research design has been used to collect data to measure Employee Engagement. The survey contained 32 items and four open-ended questions to obtain both quantitative and qualitative data regarding existing processes & practices in the organization. The survey was conducted with a workforce of 6,040 employees, with about 82% of employees responding.

The multiple regression analysis has been carried out to ascertain these strong predictors of Employee engagement. The engagement has been as a dependent variable whereas the Work/Job experience, Organizational Commitment, Organizational Pride, Managerial Effectiveness, Leadership/Sr. Management, Career Growth & Development, Reward & Recognition are the independent variables.

Multiple Regression Analysis to determine the predictors of employee engagement:

The following regression equation provides the details of strong predictors of employee engagement:

Employee Engagement = 0.89 + 0.10 (b1) (Career Growth and Development) + 0.34 (b2) (Organizational Commitment) - 0.01(b3) (Senior Management) + 0.013 (b4) (Managerial Effectiveness) + 0.44(b5) (Organizational Pride) + 0.01(b6) (Rewards and Recognition) + 0.10 (b7) (Work Culture) + 0.41(b8) (Job Experience), where R^2(Coefficient of Determination) = 91.2%, p(Level of Significance) = 0.01.

Based on the above multiple regression equation, the effects of Organizational Pride (b5 = 0.44, p = 0.01), Job/work experience (b8 = 0.41, p = 0.01) and Organizational Commitment (b2 = 0.34, p = 0.01) are found to be significant (significance level at 0.01) and their positive coefficients (0.44, 0.41 and 0.34 respectively) indicate that these dimensions are stronger predictors for employee engagement. The *R^2(Coefficient of Determination)* indicates the proportion of variance in *Employee Engagement (*a dependent variable) that is being explained by the independent variables such as *Career Growth and Development, Organizational Commitment, Senior Management, Managerial Effectiveness, Organizational Pride, Rewards and Recognition, Work Culture and Job Experience in the* regression model.

The above three elements, Job experience, Organizational commitment and Organizational pride have been identified as the best predictors for Engagement based on first level of regression analysis.
Further, second level regression analyses have been done within each of these elements , i.e., Work/job Experience, Organizational Commitment and Organizational Pride to determine most predictable items or statements for employee engagement and these identified items form the foundation of the Net Engagement Score (NES) framework. Similarly, based on the second level of regression analysis, the specific items/statements, *"My job in my current organization constantly provides me opportunities to learn and do meaningful work"*, *"In addition to my regular work, I like/would like to participate in organization wide initiatives/projects so that my company excels"* and **"**I am proud to belong to my organization*"* are found to be the strongest predictors of "Work/Job Experience" , "Organizational Commitment" and "Organizational Pride" respectively. To summarize, the Net Engagement score is based on the following three most critical elements of Employee Engagement:

➢ Job experience score

➢ Organizational commitment score

➢ Organizational pride score

Understanding Employees Perspectives:

Efforts have been made to understand the in-depth meaning, relevance and criticality of Job experience, Organizational commitment and Organizational pride in the context of employment engagement by gathering and analyzing the perspectives of employees across multiple business units, organizational levels, and locations. The interview guides were prepared and Focused Group Discussions (FGDs) were conducted for this purpose. The analysis of qualitative data generated through the interview guides and Focus Group Discussions has been summarized in the following sections.

Employees perspective on Job Experience

The objective was to determine what employees want and need in their jobs and what they like or dislike about the way their jobs are defined, structured, performed, and supported. Greater attention was given to understanding the impact and nature of job experience related to learning and growth opportunity in terms of both on-the-job and off-the-job. Much of the discussions were aligned with the intrinsic work motivation and job characteristics model developed by Hackman and Oldham (1998). In brief, this model focuses on five job characteristics — skill variety, task identity, task significance, autonomy, and feedback — which contribute to the meaningfulness and outcome of the work in both individual and organizational performance context.

The qualitative feedback were critical inputs to define, operationalize and categorize various Job experience i.e., Enriched job experience, Transactional work experience and Degenerative work experience under the Net Engagement Score (NES) model. The key attributes and definitions of Job Experience and their categories such as Enriched Work experience, Transactional work experience and Degenerative work experience have been provided as follows. The critical elements of these definitions have emerged based on the inputs provided by employees on Job experience.

Job Experience: The job or work experience score deals with the extent of meaningfulness and outcome of the work in the context of self and organization. It encompasses role effectiveness, work motivation and attainment of the goals including the super ordinate goal.

- **Enriched Work experience:** The enriched work experience is about high internal work motivation, high sense of satisfaction with the constant growth for self & organization and realization of high positive outcomes which are attributed to own's contribution. It encompasses the sense of empowerment at the workplace.
- **Transactional Work experience:** The transactional work experience is related to low excitement and stimulation generated by the work performed. The job incumbent is not aware of the task significance and how the output of the job impacts the organizational performance.
- **Degenerative Work Experience:** Degenerative work experience is the outcome of lack of learning and growth opportunities, constant stagnation in career growth and underutilization and erosion of acquired knowledge and skills.

The meaningfulness of work has become imperative from the Talent management and retention perspectives. "People who find meaning in their work are happier, more productive, and more engaged. At a time when many companies are engineering jarring transformational changes to become more agile, digitally enabled, and proactive competitors, it is more important than ever that employees find meaningfulness in their work. Traditional rewards systems and career ladders are disappearing, so workers need new reasons to believe in their companies" (Cable and Vermeulen, 2018).

Employees need to make the connection between their work and the company's vision themselves. The current analysis confirms that employees are more motivated, productive, and persistent when they think about why they are doing something instead of only what they are doing. When employees understand the bigger picture and believe in the reasons behind their actions, they display a greater sense of job satisfaction, motivation, resilience, and empowerment.

Employees' perspective on Organizational Commitment

Similarly, the efforts were made to understand the driving and inhibiting factors to build organizational commitment. Based on questionnaire and focus-group interviews with employees across the levels, two key factors, first, participation in organization wide initiative and second, strong desire for organizational

development and growth emerged as the critical ingredients of organizational commitment. These two factors reinforced their inclusion in the Net Engagement Score framework.

A deeper analysis of employee participation and involvement delineates that the participatory culture provides the foundation of employee commitment. The participatory culture creates an environment in which employees fully apply and leverage their capabilities, participate in the decision-making process, and feel an integral part of the organization. This participative environment ensures information flow and network within the organization, incorporates experience and knowledge of employees into decision-making processes, and eventually builds employee commitments.

The driving and inhibiting factors to organizational commitment are the basis of the categorization of Organizational Commitment in terms of Participative, Passive and Inert. The key attributes and operational definitions of Participative, Passive and Inert categories of Organizational Commitment have been provided as follows. The critical elements of these definitions have emerged based on the inputs provided by employees on Organizational commitment during the Interviews and Focused Group Discussions.

Organizational Commitment: The Organizational Commitment shows the degree associated with readiness and willingness to support and participate in organization wide initiatives. It is the strong desire to be an integral part of the organization and the individuals with high commitment actively maintain and enhance organizational loyalty and membership.

- **Participative:** Participative is about high involvement, self-initiative, and willingness by employees to participate in various activities in the organization to attain common goals. It goes much beyond the assigned tasks and responsibilities.
- **Passive:** Passive behavior is primarily confined to delegated responsibility without having a true concern and desire for organizational growth and development.
- **Inert:** The inert is about derailing behavior which becomes impediment for organizational sustenance and growth.

Employees perspective on Organizational Pride

Organizational pride measures an employee's emotional connection to the organization and its core values, vision, and mission. Like understanding job experience and organizational commitment, efforts were made to understand what constitutes Organizational pride and what are the factors help and hinder organizational pride in the organization. Some of the key constituents of organizational pride were confidence, excitement, self-esteem, and sense of purpose in delivering something meaningful to society and eco-system by considering organizational purpose, values, mission and vision as catalysts. The key factors that positively influenced organizational pride were found to be mission & vision, brand, prestige, reputation, recognition, and social responsibility of the organization.

There are numerous advantages of organizational pride reported by the employees during the study and these are highly relevant for the employees and the organization development. The desire to work harder for self and organization, contributions to individual and organizational Performance, stronger customer relationships and reduction in employee attrition are found to be the outcome of organizational pride.

Like previous two elements of Employee Engagement, the contributing and hindering factors to organizational pride are the basis of the categorization of Organizational pride in terms of Sense of Fulfillment, Indifferent and Discontentment. The key attributes and operational definitions of Organizational pride, Sense of Fulfillment, Indifferent and Discontentment categories of Organizational pride have been provided as follows. The critical elements of these definitions have emerged based on the inputs provided by employees on Organizational pride during the Interviews and Focused Group Discussions.

Organizational Pride: Organizational Pride delineates the extent to which the employees feel proud of their association with the organization and resonate with its core values, vision, and mission.

- **Sense of Fulfillment:** The sense of fulfillment is about achieving the core desire and superordinate goals as outcome of association with organization. It is about the complete alignment of personal and organizational goals.

- **Indifferent:** It shows lack of concern for the organizational goals, mission, and vision. It deals with the types of employees who dissociate themselves from Organizational values, image, and contributions.
- **Discontentment:** The discontentment is about the negative perception about the organization. It shows the cynical attitude and poor esteem for the organization.

Measurement and emergence of Net Engagement Score Framework

The varying degrees of scores on Job Experience, Organizational Commitment and Organizational Pride firm the basis of measurement and emergence of Net Engagement Score model.

The Net Engagement Score (NES) is a valid, comprehensive, and more precise employee engagement measurement score than commonly used engagement scores which are based on percentage of employee favorability ratings. The precision of NES is attributed to the following:

a. Inclusion of best predictors of Employee Engagement, i.e., Job Experience, Organizational Commitment and Organization Pride

b. The calculation of Net Engagement Score is contingent upon both the higher ratings (9,10) and lower ratings (1,2,3,4,5) provided to these identified predictors of employee engagement *(Refer NES Framework, Figure-1)*

The following three specific items/statements are used in the survey tool and 1-10-point rating scale has been used to measure Employee Engagement.

1. *My job in my current organization constantly provides me opportunities to learn and do meaningful work.*
2. *In addition to my regular work, I like/would like to participate in organization wide initiatives/projects/task forces so that my company excels.*
3. *I am proud to belong to my organization.*

The Net Engagement Score range varies from –100 to +100 depending upon the incidence of responses or ratings provided by the employees. The higher NSE indicates higher organizational Engagement Level and vice versa.
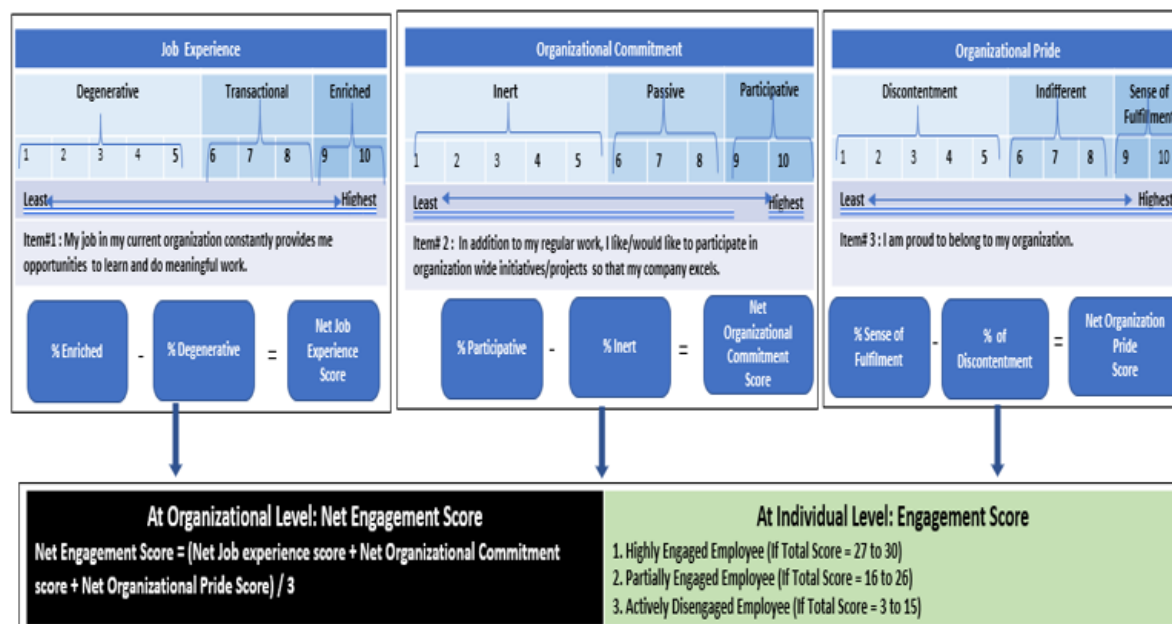
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Figure-1 **Net Engagement Score Framework**

Application of Net Engagement Score Framework:

The Net Engagement Score Framework has been used to determine the Net Engagement Score of the organization, ABC, under study. Around 12,000 employees participated in this survey. The following three specific items/statements are in the survey tool which has 1-10-point scale.   Table: 1 shows percentage details of ratings associated with the three fundamental Items/Statements. Table 2 shows the Net Engagement Score of the organization, ABC.

	Job Experience	**Organizational Commitment**	**Organizational Pride**
Ratings (1-10) point scale	% of employees (Item related Job Experience): *My job in my current organization constantly provides me opportunities to learn and do meaningful work.*	% of employees (Item related Organizational Commitment): *In addition to my regular work, I like/would like to participate in organization wide initiatives/projects/task forces so that my company excels.*	% of employees (Item related Organizational Pride): I am proud to belong to my organization.
1, 2, 3, 4, 5	3.0%	3.1%	1.6%
6, 7, 8	78.9%	77.6%	73.5%
9, 10	18.1%	19.3%	24.9%
	Net Job Experience Score: (18.1-3.0) =15.1	**Net Organizational Commitment Score: (19.3-3.1) =16.2**	**Net Organizational Pride Score: (24.9%-1.6%) =23.3**

Table 1: Dimension wise Net Score

Net %: Dimension wise	**Percentage**
Net Job Experience Score:	18.1-3.0= 15.1%
Net Organizational Commitment Score:	19.3-3.1= 16.2%
Net Organizational Pride Score:	24.9-1.6= 23.3%
Net Engagement Score	(Net Job Experience Score + Net Org. Commitment Score + Net Org. Pride Score + +)/3= (15.1+16.2+23.3)/3= **18.2**

Table 2: Net Engagement Score

Norm Analysis for measuring Net Engagement Score at the Individual Level:

In order to measure the Net Engagement Score at the Individual Level, a norm has been defined based on levels of Individual Engagement Scores. The Individual Engagement has been categorized into three levels such as Highly Engaged employees, Partially Engaged employees and Actively Disengaged employees on the basis of scores as described in Table 3.

Net Engagement Score at the Individual Level:

Individual Engagement Score	**Individual Engagement Category**
27-30	**Highly Engaged Employee**
16-26	**Partially Engaged Employee**
<15	**Actively Disengaged Employee**

Table 3: Net Engagement Score at the Individual Level

The operating Model for Net Engagement Score

The operating model of the Net Engagement Score has been enumerated in Figure 2 which provides the critical steps for the implementation of Net Engagement Model.
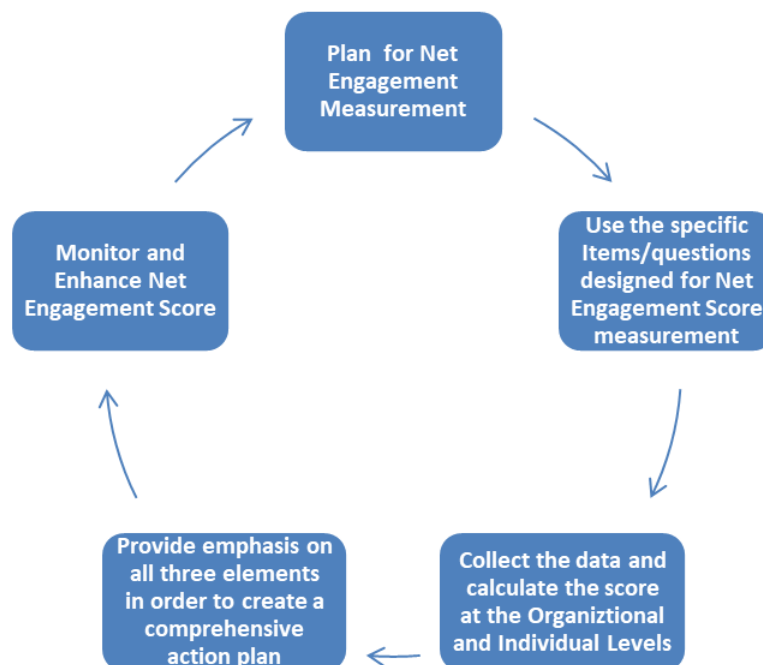
Figure: 2 Critical steps for the implementation of Net Engagement Model

Step 1: Plan for Net Engagement Measurement

A well-structured plan for Net engagement measurement and engagement enhancement is the first step for the implementation of NES framework. As mentioned before, the NES is not only a measurement tool, but also a management tool, thus it becomes imperative to have a concrete and comprehensive action plan. After measurement, involvement of critical stakeholders in the implementation of actions plans becomes important to have enriched job experience, higher organizational commitment, and sense of pride among the employees. The critical components of plan encompass pre, during and post engagement data collection and survey activities like communication plan, balanced representation of employees as survey participants using various employee segments, demographics, organizational levels, employee tenure, diversity and so on. The organizations need to clearly define the objectives and decide the assessment focus in terms of organizational level or business units or functions or locations etc. Post engagement survey entails NES analysis, communication plan, formulation, and implementation of robust action plan in the areas of job experience, organizational commitment and organization pride, constant monitoring of action plans and effectiveness measurement in terms of business value proposition i.e., talent retention, organizational performance, productivity, and cost-reduction.

Step 2: Use the specific Items/statements designed for Net Engagement Score measurement

The three specific items/statements have been identified based on both extensive quantitative and qualitative research to measure the Net Engagement Score (NES). These three items/statements, *My job in my current organization constantly provides me opportunities to learn and do meaningful work*, *In addition to my regular work, I like/would like to participate in organization wide initiatives/projects so that my company excels and I am proud to belong to my organization* are associated with three critical elements of engagement, i.e., Job experience, Organizational commitment and Organizational pride and these specific items have high predictability in measuring these elements which are the foundations for Net Engagement Score model. The advantage of this model is that it considers both high and low ratings and provides equal emphasis on the ratings

9 & 10 as one category and the ratings 1,2,3,4 and 5 as a separate category. The difference between these two categories forms the basis of Net Engagement Score. This approach clearly differentiates NES model from the conventional approach of focus on only favorability scores as mentioned before. It is highly recommended that these three specific items/statements should not be altered or changed to measure the Net Engagement Score so that the scientific nature of the model can be maintained.

Step 3: Collect the data and calculate the score at the Organizational and Individual Levels

After having proper plan for engagement measurement and using the suggested specific items/statements, the next phase is data collection. Data needs to be collected from the target population as desired by the organization. It is advisable to have minimum 70% of the participation. As mentioned in Table 1, the % distribution and Net scores should be calculated first for the dimensions of Job experience, Organizational commitment, and Organizational Pride. Further, as suggested in Table 2, then Net Engagement score (NES) should be calculated based on the average of net scores of dimensions Job experience, Organizational commitment, and Organizational pride. The Overall Net Engagement score and Net scores specific to each dimension can be calculated both at the organizational level.

Step 4: Provide emphasis on all three elements to create comprehensive action plan

The major advantage of the Net Engagement model is to provide clear directions to which specific dimension to focus on based on the relative net scores of each element i.e., Job experience, Organizational commitment, and Organizational pride. As the NES model provides equal emphasis on all three elements, it becomes critical to provide greater emphasis on the element which has the lowest score while efforts should be made to sustain the scores on the other two elements. Thus, there is a need for the comprehensive action plan with well-defined goals, sponsorship, creation of taskforce and implementation of action plans. The key to Net Engagement lies with the proper implementation of the action plans both at the organizational and individual levels.

Step 5: Monitor and Enhance Net Engagement Score

The quarterly monitoring and review of comprehensive action plan is the recipe for the success of Net Engagement Score model. Roles and responsibilities of sponsors and taskforce are important to attain the goals defined at the comprehensive action plan stage. It is also recommended to have continuous pulse checks from the employees to understand the effectiveness of actions.
Organizations can take additional actions to enhance Job Experience, Organizational Commitment, and Organizational Pride based on the NES results. This would further strengthen the practical applicability of the model.

Organizations can take the following specific actions to enhance Job Experience in the areas of five job characteristics such as skill variety, task identity, task significance, autonomy, and feedback as mentioned above on page 6. Here are some specific interventions organizations can embark upon in order to enhance work motivation and a sense of satisfaction among the employees:

- **Job rotation:** Job Rotation is the planned movement of employees between positions both

functionally and geographically. This could be both With-function or Cross functional. Within-function job rotation refers to rotation between roles with similar levels of responsibility and in the same functional area. Within-function rotation is used to increase motivation level, organizational experience and develop new competencies among the employees. Cross-functional rotation refers to movement between positions in different parts of the organization and involves a sequence of enhanced scope and responsibility. Cross functional rotation is used to enhance the knowledge and skills of the individual for leadership development and career advancement.

- Vertical loading: Vertical loading refers to giving employees additional responsibilities and tasks traditionally reserved for higher-level positions, thus significantly increasing autonomy and accountability. Through vertical job loading, employees feel challenged and empowered by their work, it leads to increased job satisfaction. This is an effective way of job enrichment in the organizations.
- Horizontal loading: Horizontal loading is also referred to as job enlargement where job duties are increased by extending the range of job responsibilities. Contrary to vertical loading, where the degree of control is increased, job enlargement focuses on simply adding duties to the job without necessarily increasing

autonomy. Job enlargement thus enables an employee to do more, have a wider range of activities, and increase their skill variety. The prime goal here is to provide a wider range of tasks within the same job level, potentially reducing boredom and increasing engagement.

Companies can further take the following actions to enhance Organizational Commitment, and Organizational Pride based on the NES results.

- Foster transparency and clear communication: Organizations can regularly share company updates, goals, and strategic plans with employees to ensure everyone understands the direction of the organization. Employees should be encouraged to participate in the company's growth which helps make employees feel more invested and a part of the overall mission of the organization. It creates a sense of ownership among the employees towards the organization. When an organization does this, it helps build trust, employees feel valued and rewarded, and their performance and productivity are more likely to increase.

- Involvement of employees in Work Design/Redesign process: Embedding employee**'s** perspectives in work design/redesign is important to enhance employee commitment. Organizations should capture what employees want and need in their jobs and what they like or dislike about the way their jobs are defined, structured, performed and supported.

- Promote an inclusive environment at work: Without a sense of belonging, employees are less likely to be committed, engaged and happy in their roles and committed to the organization. In contrast, when employees feel included, respected, and heard, they are much more likely to thrive at work and be committed.

- **Align Individual Goals with Company Vision:** Organizations should clearly articulate how individual roles contribute to the overall company goals to create a sense of shared purpose and commitment among the employees

Potential limitations of the NES Model:

While the Net Engagement Score (NES) model is innovative and effective, it also has certain limitations and organizations should be aware of these limitations in the implementation process. It is highly recommended that three specific items/statements "*My job in my current organization constantly provides me opportunities to learn and do meaningful work"*, *"In addition to my regular work, I like/would like to participate in organization wide initiatives/projects so that my company excels" and "I am proud to belong to my organization"* should be used in totality. Organizations are advised not to use only one or two of these items or statements to measure Net Engagement Score. Further, these items should not be altered or changed to measure the Net Engagement Score in order to maintain the scientific nature of the model.

At the high level, it may appear that the Net Engagement Score (NES) provides a simplistic view of employee sentiments or engagement by offering only a single number as the average of Net Job Experience, Net Organizational Commitment and Net Organization Pride without ascertaining the reasons of specific Net Engagement Score that ranges from –100 to +100. That's why it is imperative to follow all critical steps for the implementation of the Net Engagement Model as mentioned in figure 2 of the operating Model. This will help organizations understand the reasons or causative factors of specific NES and take appropriate actions to enhance the New Engagement Score.

Areas for suggested future research on Net Engagement Score Model:

Future research on Net Engagement Score (NES) should examine how to integrate NES with other employee engagement and experience metrics for a more comprehensive understanding of employee commitment, pride and behavior. Organizations should formulate a cohesive Employee listening Strategy and channels of employee listening including surveys where NES can play a significant role. The Job experience, Organizational commitment and Organizational pride could be key elements of organizational culture as the driving force for employee engagement.

Once organizations start adopting NES to measure employee engagement, the initial NES score could become the baseline, and this baseline would be the criteria to evaluate the progress and changes in the level of employee engagement in the organizations. Based on these changes, companies can take necessary actions to enhance the NES score which eventually will have desired impact on employee retention, performance, productivity, and organizational growth. In future, there will be a need to have industry NES benchmarks in order to have a better comparison between companies within the same industry.

In terms of Technological advancements in near future, there would be a requirement to use AI-powered analysis and machine learning techniques to identify patterns and trends within NES data to gain deeper

insights. Organizations are advised to explore real-time NES data gathering through digital channels for faster response and action.

Conclusion:

Based on the quantitative and qualitative analysis, it can be concluded that the specific three items or statements *My job in my current organization constantly provides me opportunities to learn and do meaningful work*, *In addition to my regular work, I like/would like to participate in organization wide initiatives/projects so that my company excels and I am proud to belong to my organization are* the strongest predictors for the measuring *"Employee Engagement".* The Net Engagement Score model which uses these three specific items with the 1-10-point rating scale is the most efficient, effective, innovative, and true measure of engagement at both organizational and individual levels.

To reap maximum benefits of Net Engagement Score Model, organizations and business leaders are advised to follow the Net Engagement score model in totality. The suggested operating model provides critical steps to measure Net Engagement score and effectively manage and enhance employee engagement in the organizations.

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