

Organising an employee feedback questionnaire

The Salary Information Agency (OÜ Tark tööandja)

The Salary Information Agency (OÜ Tark tööandja) is an independent, private survey agency established in 2013 and we offer labour related analyses and consultations to both organisations and employees.

We carry out large-scale employer and employee surveys in Estonia twice a year – in the spring and in the autumn.

Our surveys have the **largest participant pool** of any similar surveys in Estonia – our employee surveys usually attract 10,000+ participants and our employer surveys include more than 500 organisations. We also organise specialist surveys and organisational surveys. We develop our questionnaires in cooperation with various **professional partners** and scientists. Our main partners are the oldest university in Estonia – [University of Tartu](#) and the largest job portal in Estonia [CVKeskus.ee](#).

Our surveys cover **various aspects of the working life**: remuneration and benefits, salary satisfaction and its factors, work organisation, incl. employee independence and organisation of teleworking, labour market behaviour and push and pull factors in changing jobs, loyalty factors, emotions and motivation, perceived engagement, stress factors and their prevalence, expectations of the employer and the immediate supervisor, assessment of the quality of management, etc.

Our regular surveys with large respondent numbers form the basis for our **organisational surveys**. Our questionnaires have been repeatedly tested on a large number of employees, which ensures their unambiguity. We have also analysed relationships between different factors (e.g. satisfaction and loyalty, employer recommendation, etc.) in repeat surveys to confirm their applicability.

Organising a survey will undoubtedly impact employees' attitude towards their organisation and the management. A survey that is not well organised may make employees feel dissatisfied and provide false results, as well as waste time and money. We test our questionnaires beforehand to ensure they are convenient to complete and contain no ambiguity, to avoid causing any added stress to employees.

We have a client base of more than 500 companies and organisations, and more than 70,000 employees have taken part in our surveys over the years.

Employee feedback survey methodology

The Salary Information Agency's surveys study employee satisfaction, motivation, organisational commitment and job involvement and the impact of these factors on the organisational behaviour, such as performance and absences, but also on the labour market behaviour and loyalty.

Employees' **behaviour in the organisation and in the labour market** is influenced by their attitudes towards their job and organisation. Employees with a positive attitude, for example, put in more effort to achieve better results, are more open to initiatives and change, have less absences and are loyal.

Whereas employees with a **negative attitude** are at best passive and at worst work against the employer's goals. They tend to have frequent absences, avoid doing work and are negligent in completing their tasks. Dissatisfied employees with a negative attitude are also more likely to change jobs.

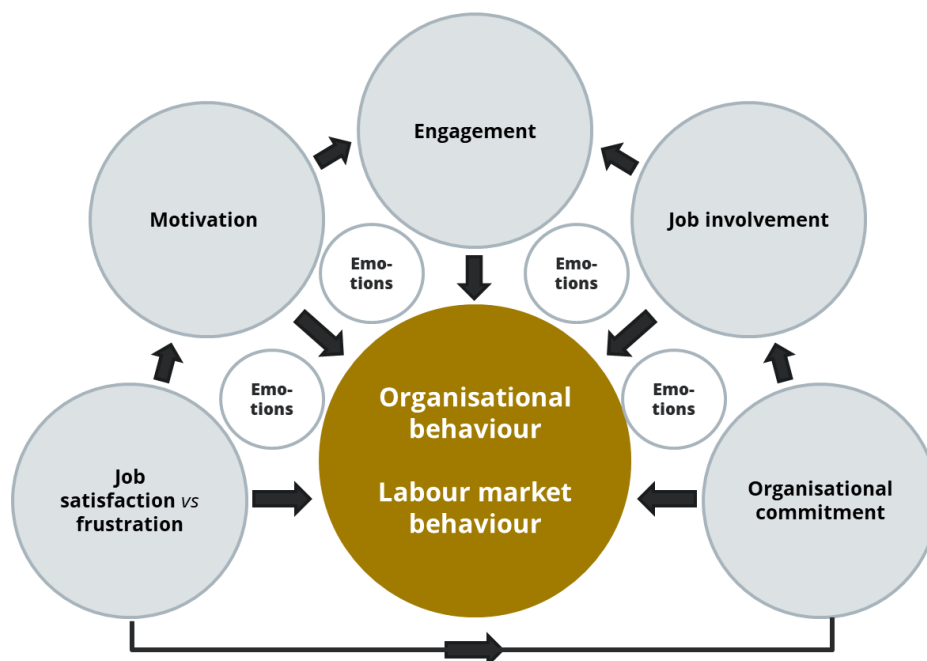
Attitudes towards a job and the organisation are linked to employees' personal characteristics, but also to the working environment, work organisation, management and other such aspects that employees **face in their every-day work**. Attitudes develop through the emotions employees experience at work and these impact employees' behaviour – wishing to repeat positive emotions and trying to avoid the negative ones.

By differentiating between attitudes and their impact on employees' behaviour, the **management can focus on the shortcomings**. Performance, for example, can be improved by boosting intrinsic motivation and engagement, which, in turn, can be complicated if employees are frustrated by constantly failing equipment and stoppages.

Employees' loyalty is mostly linked to their organisational commitment. Commitment can be enhanced by providing the working conditions and benefits the employee expects, but even more so by the quality of management.

The graph below helps to explain the Agency's approach to different work and organisation related factors based on various theories.

Connections between employee attitudes and behaviours



Conducting a feedback questionnaire

1. Technical preparation and set-up

Our agency organises its online surveys with the help of **LimeSurvey software**, which allows designing different types of questions, creating links between questions, administering respondents and so on.

The software helps to guarantee the respondents' anonymity and it can send out reminders to only those participants who haven't yet completed the questionnaire.

The organiser will send us a list of employees and their email addresses, which we will then import into the survey environment and every employee will be allocated their personal identity code, which is linked to their email address. None of the responses are linked to the identity code, which means that the administrator is not able to see how somebody replies.

Employees will receive an invitation to complete the questionnaire with a personalised link to their email address. Reminders will be sent out only to those employees who have not yet completed.

We have a sample questionnaire and sample invitation and reminder texts available in three languages: **Estonian, English and Russian**. Respondents will receive an invitation and reminders, as well as the questionnaire in their preferred language. Language can also be changed on the questionnaire page.

[See and test our sample questionnaire here](#)

The organiser will receive regular progress reports on how many employees have responded and how many are yet to respond.

In addition, the Salary Information Agency has great experience in conducting **paper surveys**. In such case, the questionnaire is specifically designed to be printed and handed out. The questionnaires are then returned in sealed envelopes. If required, the Agency can provide specialist sealed questionnaire collection boxes.

Guaranteed anonymity

The Salary Information Agency guarantees respondents' anonymity with a technical solution and the responses will be passed on to the feedback questionnaire organiser in a format that will not allow for the identification of respondents.

If, as a result of grouping respondents by their background data, there are less than three respondents in any one group, the responses database will be passed on to the organiser by each background characteristic, e.g. separate databases by years of service, by structural unit, etc.

Any comments in the open-ended questions that make a respondent identifiable, will be edited in a way to make them anonymous. How and whether hardcopy questionnaires are passed on to the organiser will have to be agreed separately, as handwriting can also be used to identify respondents.

2. Analysis of results

The questionnaire results will be presented as slides by topic (PowerPoint) and the database and statistical analysis as Excel spreadsheets. If required, the Agency can also compile a report of the results and deliver a presentation for the organiser at their premises.

Graphs show the responses by choice answer in **percentages**.

The variations in responses are analysed by structural unit or other background characteristic by way of **statistical average**.

A separate analysis looks at who failed to respond and possible reasons for it.

Open-ended questions are systematised by questionnaire topic and most commented topics are highlighted.

If required, the results from the questionnaire can be compared to those of the Agency's latest large-scale employee survey. In order to do that a comparison sample with similar background characteristics is compiled from the respondents of the large-scale survey.

Additional information:

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