Evercrest Services Group:

An End-To-End Workforce Analytics Case Study

Evaluating Employee Experience Trends and Retention Intentions Across Multi-Wave Survey Metrics

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2026 Employee Pulse Study

A Longitudinal Workforce Analytics Case Study

Project Overview

This independent portfolio project examines employee experience trends across three survey waves at Evercrest Services Group, a fictional organization represented through a synthetic employee survey dataset.

The project was designed to demonstrate an end-to-end workforce research process: developing research questions, preparing and analyzing survey data, selecting appropriate statistical methods, interpreting findings, and translating results into practical recommendations for organizational leadership.

The analysis focused on three central questions:

1. Did employees' perceptions of leadership trust change over time?
2. Did employees in higher-pressure departments report different workplace experiences from employees in other departments?
3. How were workplace experiences, particularly workload manageability, career growth, and leadership trust, associated with employees' intentions to stay?

Additional exploratory analyses examined departmental engagement differences and the underlying structure of the employee experience measures.

Data and Methodology

The synthetic dataset represented three employee pulse survey waves conducted in February, June, and October 2026. Each wave had 650 eligible employees, yielding an 80% overall response rate with 1,560 survey responses from 641 unique respondents.

Survey items used five-point response scales to measure employee perceptions across eight core dimensions, including manager support, workload manageability, leadership trust, and intent to stay. The project combined descriptive analysis, repeated-measures testing, employee-level department comparisons, multiple regression, and exploratory factor analysis using jamovi and R, with Power BI used to develop the executive dashboard.

Because respondents could participate in multiple waves, the analyses accounted for the distinction between survey responses and unique employees.

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Finding 1: Leadership Trust Declined Over Time

Average Leadership Trust scores showed a steady downward trend across the eight-month study period:

Survey Wave	Average Leadership Trust
February	3.35
June	3.26
October	3.11

A Friedman test identified a statistically significant difference across the repeated measurements, $\chi^2(2) = 9.80$, $p = .008$.

Holm-adjusted post-hoc comparisons indicated that the difference between the first and final waves was statistically significant (adjusted $p = .003$), the adjacent-wave changes were not.

Interpretation: The findings support investigating a decline in leadership trust across the study period. However, these metrics are observational and do not establish the direct cause of the change. Confidential employee feedback would be needed to pinpoint potential contributing factors and underlying drivers.

Finding 2: Higher-Pressure Departments Reported Less Favorable Experiences

Operations and Customer Services were grouped together as higher-pressure departments and compared with the remaining departments using employee-level averages.

Measure	Higher-Pressure Departments	Other Departments
Workload Manageability	2.71	2.95
Leadership Trust	3.17	3.33
Engagement	4.33	4.44

Wilcoxon rank-sum tests identified statistically significant differences across all three measures after Holm correction. Workload Manageability demonstrated the largest departmental group effect.

Interpretation: These findings highlight workload manageability as a particular area of concern within Operations and Customer Services. A targeted review of staffing, workload distribution, and operational demands may help identify opportunities for improvement.

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Finding 3: Career Growth Was Positively Associated With Intent to Stay

A Spearman correlation identified a positive relationship between Career Growth and an employee's Intent to Stay ($\rho = .302$, $p < .001$).

To examine several workplace factors simultaneously, a multiple regression analysis was conducted using complete Wave 3 responses ($N = 455$) to predict retention intentions.

The model included Workload Manageability, Career Growth, and Leadership Trust as predictors of Intent to Stay.

Predictor	Standardized β
Workload Manageability	.282
Career Growth	.281
Leadership Trust	.226

All three predictors demonstrated statistically significant positive associations with Intent to Stay ($p < .001$). Together, the model explained 25.4% of the observed variance ($R^2 = .254$). Workload Manageability and Career Growth contributed at nearly identical levels.

Interpretation: Employee retention intentions reflect more than any single workplace factor. These findings highlight the value of addressing workload, development opportunities, and leadership perceptions as part of a coordinated workforce strategy. However, the model does not establish causation or predict observed employee turnover.

Additional Exploratory Analyses

Two supplementary analyses were conducted to further examine the dataset.

Departmental engagement: A Welch ANOVA for the October Wave (Wave 3) did not identify a statistically significant difference in Engagement across the six individual departments, $F(5, 162) = 0.683$, $p = .637$. While the earlier analysis found a significant difference between higher-pressure and other departments, this finding was not replicated when examining individual departments within Wave 3. Engagement scores were relatively similar across the six departments, ranging from 4.23 to 4.40.

Employee experience structure: Exploratory factor analysis identified a potential common factor across the seven employee experience measures. However, Engagement showed a substantially stronger relationship with this factor than the remaining items, limiting support for combining them into a single validated scale.

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Integrated Interpretation & Next Steps

Taken together, the findings suggest three areas worth investigating:

- **Leadership trust:** A statistically significant decline between the first and final survey waves warrants follow-up to understand changes in employee perceptions.
- **Workload manageability:** Lower scores within Operations and Customer Services, combined with workload's positive association with Intent to Stay, support a targeted review of workload and resources.
- **Career development:** The positive relationship between Career Growth and Intent to Stay supports exploring whether employees have adequate visibility into development opportunities and potential career pathways.

Recommendations

1. Diagnose Before Choosing Interventions.

Launch a targeted workload and resource review within Operations and Customer Services to examine scheduling and staffing. In parallel, deploy confidential employee feedback channels to uncover the specific root causes behind the company-wide decline in Leadership Trust.

2. Explore a Small-Scale Career Development Initiative.

Pilot an initiative focused on mentorship, skills development, or structured career conversations. During this phase, we will monitor participation rates and collect sentiment data from employees to determine whether the approach is useful and feasible before committing to a broader rollout.

3. Establish a Clear Measurement Plan.

Use a subsequent employee pulse survey to assess changes in the original measures, alongside qualitative feedback and relevant operational indicators. This continued monitoring will help evaluate whether our interventions align with the organization's intended outcomes and inform any necessary adjustments.

Suggested 30–60–90-Day Approach

Period	Priority
Days 1–30	Investigate workload and leadership trust concerns; identify available career development resources.
Days 31–60	Build evidence-based action plans and launch a small-scale career development pilot.
Days 61–90	Review early pilot metrics; collect follow-up feedback; refine the proposed interventions.

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Project Limitations

This project utilizes a synthetic dataset for exploratory purposes and does not represent findings from an actual organization. All findings are associative and observational and should not be interpreted as evidence of causation.

Survey participation declined across waves, and not all respondents participated in every wave. Consequently, our matched longitudinal analysis represents a smaller, distinct subset of respondents compared to the overall wave-level descriptive metrics.

Workplace measures relied on individual five-point survey questions rather than multi-item validated scales. Intent to Stay reflects self-reported employee sentiment, not recorded organizational turnover data.

Project Deliverables

- Two-page executive and analysis dashboard developed in Power BI
- Statistical analysis and validation using jamovi and R
- Written interpretation and evidence-informed organizational recommendations
- Technical appendix documenting methods, results, diagnostics, and limitations

Tools & Technologies:

Power BI · jamovi · R · Workforce Survey Analytics · Statistical Reporting

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