

23 employee engagement survey questions every HR leader should ask

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Executive Summary

This article, published by Achievers, addresses the challenge of employee disengagement and positions employee engagement surveys as a primary diagnostic tool for HR leaders. The author argues that well-designed surveys enable organizations to surface honest feedback, track engagement trends, and demonstrate organizational responsiveness to employee concerns. The article presents 23 example survey questions organized across five categories — employee satisfaction, organizational alignment, future orientation, open-ended inquiry, and professional growth — supplemented by guidance on survey design (quantitative vs. qualitative questions), administration best practices, and the use of pulse surveys. Key evidence draws on Gallup's State of the Global Workforce Report, which reports that only 23% of employees globally feel engaged, and the Achievers 2026 State of Recognition Report, which notes only 23% of employees feel supported in their growth. The article concludes by directing readers toward Achievers' own products — Voice of Employee and Pulse surveys — as implementation vehicles, situating the entire content framework within a commercial sales funnel.

Key Insights

1. Gallup's State of the Global Workforce Report indicates only 23% of employees globally identify as engaged, while 62% are not engaged and 15% are actively disengaged, representing a significant organizational challenge.
2. The Achievers 2026 State of Recognition Report cited in the article reports that only 23% of employees surveyed globally feel supported in their professional growth.
3. Survey anonymity is identified as a critical design factor in eliciting candid employee responses, with the article noting that anonymous conditions reduce fear of repercussion and improve feedback quality.

Practical Takeaways

- A combination of quantitative (rating scale) and qualitative (open-ended) questions is presented in the article as a more complete approach to capturing both measurable trends and contextual employee experiences.
- The article identifies six survey administration practices — concise questions, open-ended options, regular frequency, anonymity, workday completion time, and visible follow-up — as factors that affect the quality and volume of employee responses.

Critical Analysis

Strengths: The article provides a structured, accessible taxonomy of 23 survey questions organized by purpose, which offers a practical reference for HR practitioners. It distinguishes between quantitative and qualitative question types, which reflects standard survey methodology. The inclusion of external data from Gallup and the Achievers 2026 State of Recognition Report adds some empirical grounding. **Limitations:** The article is produced by a vendor (Achievers) whose commercial products are promoted throughout and explicitly in the conclusion, creating an inherent promotional bias. The referenced Achievers 2026 State of Recognition Report is a proprietary, self-published source whose methodology is not described. The Gallup statistic is cited without a specific publication year or hyperlink, limiting verifiability. No independent academic or peer-reviewed research is referenced. The content conflates practical guidance with marketing copy, particularly in the final sections, reducing its standing as neutral practitioner guidance. The claim that engagement disengagement costs the global economy \$8.9 trillion annually is attributed without a direct citation in the article text.

Organizational Practice

The article describes organizations using periodic and pulse employee engagement surveys to measure satisfaction, alignment, motivation, career development perceptions, and cultural fit. Survey administration practices described include anonymizing responses, conducting surveys during work hours, and sharing findings with employees alongside action plans.

Strategic Implications

The article reflects a broader industry trend toward higher-frequency employee listening mechanisms, moving away from annual surveys toward continuous pulse-based feedback loops. The data cited — low global engagement rates and limited employee growth support — points to persistent gaps between organizational intent and employee experience. The emphasis on acting on survey results as a trust-building mechanism indicates that feedback collection alone is increasingly viewed as insufficient without visible organizational response.

Validation Status: passed
