



Employee Engagement

More than just a work
relationship

 Whitepaper



Why invest in engagement ?

Let's start with the basics. What is employee engagement, in concrete terms?

Employee engagement is a state of functioning in an organization, in which employees are motivated to contribute to the company's success. They give their best and make additional efforts to accomplish important tasks in order to reach objectives.

With this in mind, we can roughly categorize collaborators into **three types**:

- **Engaged collaborators.** They are very enthusiastic about their situation and their employer. They consistently give their best and make significant efforts.
- **Non-engaged collaborators.** They show poor emotional allegiance. They contribute to the company, but in at a minimum level.
- **Disengaged collaborators.** They are not at all invested in their work. Sometimes, they even actively work against their company. This set shows a much higher rate of absenteeism.

One immediate conclusion is that there is a clear link between engagement and contribution. But does engagement really have such a big impact?

According to a Gallup poll, **51% of the American workforce is not engaged, versus 33% for engaged employees.**

(Gallup, 2017)

This means one in two American workers is not invested in their company's success. Think of the productivity loss!

Link between engagement and performance

Disengaged employees cost the US between \$483 and \$605 billion each year in productivity loss.

(Gallup, 2017)

Here are some advantages when companies successfully manage engagement versus those plagued with non-engaged employees:

- Absenteeism: **41% lower**
- Turnover: **59% lower**
- Employee safety incident: **70% fewer**
- Productivity: **17% higher**
- Sales: **20% higher**
- Profitability: **21% higher**

Companies with engaged employees outperform the competition by as much as 202%!

(Gallup, 2017)

High engagement measures also have great impact on:

- Creativity and innovation
- Quality for products and services
- Image and reputation
- Talent retention
- Motivation
- Team spirit
- Consumer Relationship
- Employee well-being



What's certain is that your employees' well-being is directly related to your company's financial results. Should you decide to invest in employee engagement, aiming for just a 10% increase, your profits could jump to **\$2400 per employee per year!** (Workplace 2014)

How to encourage commitment

Commitment occurs naturally once needs are fulfilled. To engage your employees, you first have to respond to their needs, so they have all the ingredients to be 100% focused.

Your employees need...

Recognition

Recognition is a strong vector for engagement and contribution.

78% of employees say being recognized motivates them in their job.
(Officevibe, January 14, 2015)

This is not new: recognition and validation are in the top needs within a company. Recognition gives employees indications that they are doing the right thing. When they feel understood and supported, it makes their work legitimate and pushes them to excel.

Recognition is the number one satisfaction factor for employees!

Introduce gamification aspects into the collaboration process, by rewarding valuable contributions for example, which will encourage employees to share. You can also celebrate staff birthdays and team accomplishments.

Efficient tools

To give their best performance, employees need to have efficient and easy-to-use tools.

Among the many options available, consider investing in technology for a complete and cutting-edge intranet. It should be the perfect digital workplace.

A good intranet will answer multiple employee needs and open channels for engagement. Choose one with features to set communication guidelines, give your employees a voice and encourage knowledge sharing. It should also allow your employees to share feedback through features like surveys and communities.

Furthermore, a unique and mutual digital office environment will help employees be more focused. As such, the intranet can be an essential facilitator of engagement.

A relatable company culture

Every organization needs an efficient tool to spread their vision and values. Indeed, your employees are far more likely to enjoy their time at work if they find your values are in coherence with theirs.

Here are a few universal values employees seek from their employers:

- **Respect.** It has to come from management but also be enforced between collaborators. Respect enhances collaboration and considerably reduces conflicts.
- **Reciprocity.** Employees obviously create value and receive a financial compensation for their work. Try to reward them in other ways, such as with information, recognition, mentoring and training, so they can meet more needs.
- **Open dialogue.** Most people need to express themselves. Make sure you provide opportunities for dialogue with your employees.



Build a communications strategy to spread company culture. This will ensure better relationships between your employees and increase their willingness to fully engage.

Well-being

The first step to engage your employees begins with their arrival in the organization. The onboarding should include a mentor, so they have a reference person to facilitate their arrival. More than taking in information, newcomers also need to create friendships.

It is sometimes considered a waste of time to implement sharing moments and encourage networking. However, it directly benefits your company:

A Globoforce report shows that among employees without friends, only 28% are engaged. This percentage triples for employees who have over 25 friends.

(Mood tracker report, 2014)

Management should show a sincere interest for employees' wellness. It is the higher levels' responsibility to organize team lunch, team building activities and invest in the physical work space. A poor office environment can repel collaborators and develop negative emotions.

"Be flexible" is the new mantra for the coming generation! As such, it is also important to allow employees to take time off for personal activities and development. The balance between personal and professional life is one of the main challenges organizations face today.

Investing in your collaborators' happiness is a real lever for engagement and performance.

A happy employee should be 12% more productive (University of Warwick, 2014), thanks to positive emotions that reduce stress and feed the success.

A stimulating environment

To be truly engaged, employees need to know that they can access work opportunities and work their way up. For instance, they find motivation in knowing that they can improve their capacities and skills.

Thus, as a leader you have to encourage innovative minds. Give your employees the option to participate in new projects, bringing them out of their work routine. Allow collaborators to gain new responsibilities and skills.

In fact, 84% of employees say they love tasks that challenge them and allow them to widen their skill set.

(Towers Perrin, 2003)

The more people are given the opportunity to do what they are best at, the more they increase their performance level. Remember to give employees autonomy and trust, and help them move forward in their career.

Social responsibility

A report from Aberdeen (June 2015) shows that 28% of companies think lack of transparency and communication around internal decision-making is a key factor to employees leaving the organization.

In fact, a company's reputation around social responsibility can lead to success. It strongly impacts talent attraction, retention and consumer opinion.

If you want your employees to engage in their work, it is necessary to let them find satisfaction. This satisfaction comes through job security, transparency, equity, open communication and a shared vision. Indeed, giving your employees a voice and more power ensures loyalty, and will create a strong reputation for employee advocacy.

A say in running things

Engagement can come through words. The organization needs to assign a **space for employees to express themselves**, a place where they can exchange viewpoints and discuss decisions made about their department. On their side, managers should get involved alongside employees, to understand how they perceive and feel changes. Managers need to pay attention when employees request it.

Creating a space where your employees can share opinions, such as a specific community in your intranet, can only benefit the company. It is a great way for you to retrieve feedback and for your employees to feel recognized.



Indeed, companies that practice regular feedback sessions see a **14,9% drop in turnover.**

(Officevibe, 2014)

A good relationship with leaders

Pleasant management relationships are essential for employees. According to OfficeVibe (2014), **75% of people leave a manager, not their job.**

So, what makes a great manager? A superior manager shows strong capacities for attentiveness and communication. They can create and maintain team spirit. They are capable of managing conflicts. They communicate an optimistic and contagious vision. But they also have the good sense to know when to delegate, to trust his or her employees and give them responsibilities.

The manager is a mentor: **84% of what employees think is conveyed by their direct manager.**

(Dale Carnegie)

Furthermore, a manager is not just a good leader who supervises employees, he or she has to build trust and transparency, be open and accessible. Employees should not be afraid to communicate, ask questions, suggest changes and recommend improvements.

Employees whose managers show interest in their personal life show **three times more engagement than average.**

(Dale Carnegie)

Some easy tips to start

To finish, here are a few recap lists to help you foster engagement.

How to avoid negative feelings and foster positive ones:

- Define realistic, clear and reachable **goals**
- Show a **positive attitude** towards managers and employees
- Ensure that teams understand their **role** in the company's success
- Build a **trusting climate** and encourage managers to show interest in their employees' personal lives
- Make sure that each employee's **personal motivations** are in tune with the company's goals
- **Publicly congratulate, privately reprimand** and individually help people who feel disengaged

4 feelings that encourage commitment:

- Enthusiasm
- Motivation
- Autonomy
- Trust

According to Dale Carnegie, **95% of employees who feel 3 out of 4 of these show engagement.**

The happiness recipe

The PERMA recipe, 5 ingredients for blooming and sustainable joy:

P - positive feelings
E - engagement
R - relation
M - meaning
A - accomplishment

In Conclusion

Fostering employee engagement is an organic and socially responsible way to boost productivity. A win-win solution, it benefits everyone, for all types of organization hierarchies.

Employee engagement starts with high level decision-making. C-level executives and managers must adopt policies that will encourage engagement. This means not only implementing the right tools and processes, but actively participating in a company-wide cultural change.

Sit back and watch as your happy employees shift focus, from meeting their needs to improving their work!



About LumApps

LumApps is an award-winning social intranet that creates a holistic workspace, fully integrated with your collaborative suite and business apps. This employee Hub equips organizations to break down internal barriers and streamline corporate communication, while providing users with all corporate content, enterprise tools and social features in one place.

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