



# Keep your people engaged

## Energize and make your people engaged: your culture makes your difference

There are universal factors which enable you to understand the engagement of your employees, but alone they are not sufficient. Our research shows that the most important factors of employee engagement are mainly linked to the culture of your company.

### Introduction

Since its creation in 2000, Qualintra has been fully committed to allow companies to better understand employee engagement factors. Thereby meaning, within a given environment, what makes employees feel like contributing the maximum of their skills and their energy toward the company's objectives.

Here are the results of our study based on numerous engagement surveys which we have run with our clients throughout Europe over the past years. The detailed results will be published in a White Paper i.



## 1 Six universal factors which favor engagement

These factors have a significant impact on engagement in all the organizations with which we have worked. They are:

- **Organizational and management efficiency:** the way the organization is managed and functions to serve clients optimally, create value and innovate plays an essential role in engagement. This dimension varies however according to the type of activity and the culture of the company.
- **Direct management :** the role of the direct manager in mobilizing the team, his capacity to be committed toward clear objectives and his sense of being personally developed, valued and recognized are important everywhere. This is even more so in companies where production processes are not dominant.
- **Empowerment:** the extent to which employees feel responsible, have autonomy and feel at ease in their role is also present everywhere, but clearly with very important differences according to sectors and cultures.
- **Commitment:** The affective link to the organization has a decisive influence on loyalty.

## Keep your people engaged

- **Team work:** variable according to the work, the company is no less a human organization in which individuals gather and spend a lot of their time. The importance given to team work and the capacity to solve problems together are also deterrent factors which we encounter everywhere. Team work often adds to the dynamic, but could also be a refuge!
- **Salary:** it is obvious that everywhere the sense of being recognized and valued fairly plays a significant role (with respect to benefits, the colleagues and the market). The importance of the salary varies with the level of frustration, but decreases with the level of empowerment.

### 1. Your culture makes your strength and your difference

These 6 universal dimensions give us some useful benchmarks. But that is not what is essential, because employees do not feel like being like others. They particularly care about being part of a winning team, wherein they feel good; a team which asserts its difference and whose culture they can identify with. What's essential – and this is confirmed by our scientific measures – is the quest to be different, to join forces, to achieve something great together.

### 2. Loyalty guarantees commitment and presenteeism, not engagement

Most survey models used by large consulting groups to increase motivation at work lean on the notion of loyalty. The correlation with engagement does exist, but does not exceed 0.55 according to our research. Indeed loyalty is an affective attachment which we find in all companies. Unfortunately, between 10 to 30% of people who are affectively attached to their company are disappointed; they do not leave, but they don't commit themselves either. We are therefore more in a situation of presenteeism and job surviving mechanisms than in active engagement. Failing to see this nuance could prove costly !

### 3. Managers and talents are not necessarily more engaged

In most companies managers are happy to work more than 50 hours per week because they like it and they feel like contributing generously to the success of the company. But this is not always the case. We notice that in many companies the engagement of managers and talents is even lower than that of other employees. In such conditions, how can one hope to successfully energize the teams or to successfully implement changes? Here also one can understand precisely what really motivates talents based on their level of seniority and length of service. Some points come in common, such as the possibility to progress and reach important challenges; others are more specific to the cultures of the company.

## Keep your people engaged

### 4. More and more remuneration policies lead into a brick wall

The more the company emphasizes on remuneration as being the main factor of motivation, the more the sense of equity toward motivation collapses and negatively impacts engagement. It favors mercenary attitudes and disengagement, as well as a feeling of not wanting to do anything that is not materially rewarded. A fine understanding of these elements enables one to inverse the tendency while remaining compatible with the market, where this is a general problem.

### 5. Are your employees afraid ?

Fear is rarely a topic, yet it is present. Fear of losing ones' job, fear of reprisals when expressing an opinion openly and transparently or when proposing new ideas. Fear clearly appears as a hindering factor. What's interesting is that we come across this phenomenon especially when there is something to lose, even if objectively there's no risk. We also come across it in cultures where the unspoken overrules clear and constructive feedback. One can only actively fight fear through a real policy of self-management, as the one Qualintra helps its clients to implement.

### Do you want to find out more ?

You will learn more by reading our «White Paper ». Yet it would not replace a fine understanding of your own engagement factors.

Contact Qualintra for your feedback projects

- Measuring engagement,
- 360° feedback,
- Evaluation of the quality of services of internal functions,
- Measuring the training impact.

To get a copy of our « White Paper », please register here :

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