

# Satrix Solutions EBook



Fundamental Ingredients for  
Cultivating Engaged Employees.



# What's missing in your employee engagement strategy?

## Introduction: The Importance of Measuring Employee Engagement.

It has been said that to win in the marketplace, you must first win in the workplace.

Research has already established that strong employee engagement is crucial due to its relation to reducing the costs of employee churn, as well as driving strong customer loyalty. The term is commonly referenced, and the mandate to improve “employee engagement” is the call heard around global C-suites.

Appreciating the true nature of what it means to be engaged starts with an appropriate diagnostic, measurement, and tracking tools to baseline your efforts, implement employee-related initiatives as necessary, and monitor aspects related to employee sentiment and loyalty over time.

What is the payoff when employee engagement grows stronger? Along with increased trust, pride, and camaraderie among employees, companies experience stronger financial performance, increased innovation, increased customer loyalty, lower absenteeism, and higher retention of top talent.

But for this goal to be successful, you'll need to define it, and then ensure the organization is dedicated to planning for the necessary training, coaching, and rewarding of employees on a habitual basis.

## Defining Employee Engagement

There is often confusion about how to define employee engagement. Is it ping-pong tables, care-free dress codes, and open kitchens with fridges stocked with favorite beers and snacks? No. But you'd be surprised by how often that interpretation comes to mind.

Nor is the definition simply ensuring that employees are content with their jobs, their compensation, and their work-life balance. Many employees are satisfied with these aspects of their employment and will happily put in their forty hours to meet the base requirements of their jobs in return for these necessities, but that certainly doesn't qualify them as “engaged.”

Most employee engagement experts agree, it's the “emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work-related activities.”



*“Satrix Solutions has sharpened Parchment’s ability to absorb, respond, and react to employee sentiment. In transitioning our employee feedback survey from an in-house activity, we have experienced tangible improvements, especially in the area of analytics and reporting.” - Matthew Pittinsky, CEO Parchment*

In other words, an engaged employee isn't just in it for the pay package or career stature, but they actually care about the organization and its goals, and thus will choose to go above and beyond their job requirements in order to see the organization succeed.

### What are the Drivers of Employee Engagement?

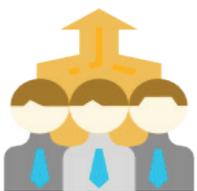
An engaged employee is an emotionally vested one. Therefore, making a conscious effort to understand what drives employee engagement and satisfaction is a critical component for organizational success.

Surveys are often an ideal tool to help management understand what drives satisfaction by providing a window into key drivers that impact the employee's satisfaction with their employer.

Rapport with supervisor, trust in leadership, pride in the organization - these drivers all affect the employee's perception that senior leadership will be open to their ideas and concerns.

### Five Characteristics Typically Exhibited by Your Most Engaged Employees

#### 1. Engaged employees possess a sense of pride, belonging, and purpose.



Employees want to be proud of the company they work for, feel connected to the people they work with, and care about the company's overall purpose and mission.

Furthermore, they seek self-esteem through responsibility and means of achieving personal success and enhancing their reputation.

Engaged employees align themselves to the company's mission, realize how they can uniquely contribute to it, and recognize that the mission holds promise for their own personal future.

And they are best able to do this when they are inspired by their personal relationships with their

direct manager and co-workers. Employees are loyal to people, not companies – thus, disengagement at the top can have tremendous ripple effects throughout an organization.

At all levels, disengaged managers, or managers with poor leadership skills in general, will likely neglect to enlighten, inspire, and coach, which is a surefire way to hamper loyalty.

Conversely, skilled and engaged managers are adept at motivating employees by assuring them that their ideas, opinions, and efforts have meaning and impact, and at reinforcing the conviction that everyone's personal efforts are connected to the overall success of the company.

#### 2. They feel a strong personal fit.



Employees want to gain a sense of personal accomplishment from their work – they want to be stimulated, challenged, and feel as though they are constantly learning – but not at the expense of their self-esteem. If

they are in the wrong role given their skill set, the challenges will be insurmountable and demoralizing, which is particularly debilitating for naturally competitive employees.

Thus, when considering an employee's performance and how to position an employee for success, it is incumbent on managers to ensure that first and foremost, employees are in roles that are well-aligned with their skills and abilities.

When managers maintain a strong connection with employees, and work closely to ensure a strong personal fit between the role itself and the employee, stronger engagement ensues.

#### 3. They have confidence in leadership.

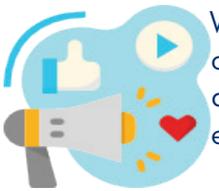


To support the sense of pride, belonging, and purpose that is necessary for engagement is the foundation of a strong leadership

team, one which earns the respect and loyalty of employees through its integrity, acumen, transparency, and example-setting. Alignment on core values is paramount.

Engaged employees have faith that the company is being well-managed, are inspired by the behavior of executives, and believe that leadership endeavors to make well-informed decisions. When cracks start to form in this foundation, the support for strong employee engagement can start to erode rapidly.

#### 4. They feel rewarded and recognized.



While employees seek to earn fair compensation, compensation alone does not drive stronger employee engagement.

From the start, employees have an expectation that the organization will match pay to performance because ultimately that's what employees seek most - overall compensation that recognizes performance and is determined fairly.

Employees want more than just good compensation packages, however. They want to have faith that higher compensation and promotions are generally given to the most deserving employees - that the playing field is fair and that the game isn't rigged.

They also want to be valued for their contributions to the organization, appreciated for their collaborative behavior, and acknowledged for a job well done.

Quite simply, they want to participate in the growth they work so hard to create. Thus, not compensation alone, but overall recognition and reward practices, is a key driver of stronger employee engagement.

And to be effective, such practices should be personal, relevant, timely, and unpredictable. And they should comprise a mix of both personal and public forums.

Employees that feel appropriately rewarded and recognized, and witness the same of their co-

workers, are more apt to consistently out-perform and produce results above expectations.

#### 5. They see career growth opportunities for themselves.



Personal growth and fulfillment are important to all individuals and employment is one of many important avenues to satisfy this need. If employees feel that their

future with the company is destined to be stagnant, so then will be their effort.

Visibly attainable career paths, and the consistent and direct support of management in developing its people to their full potential, are vital components of building a vibrant and engaged workforce.

When employees trust that leadership is committed to retaining its most talented people and grooming the next generation of talent for future leadership roles, an extremely strong and loyal bond is formed.

#### Tools for Measuring Employee Engagement and Satisfaction

A key step in shaping a high-performance culture for improved business outcomes requires a formalized process with actionable and trustworthy data.

Let's look at a few programs that can be valuable to an organization looking to understand what drives employee engagement.

**The Employee Engagement Survey** identifies the true factors behind employee engagement as well as monitors employee sentiment and loyalty over time. Companies rely on this survey to take a deeper look at if managers are effective, if employees believe they are challenged with their work, if employees have a sense of pride for the organization, and more.

**The Employee Satisfaction Survey** seeks to understand employee morale, satisfaction, and how invested they are with the company. More specifically, this survey is used to uncover how

satisfied employees are with their work environment, career development, benefits offered, etc.

### **The Employee Net Promoter Score Survey**

measures a person's likelihood to recommend your company as a place to work and offers high-level insight into the factors impacting the employee experience.

**The Employee Opinion Survey** uncovers operational obstacles employees believe inhibit them from delivering an exceptional service experience.

**The Employee Pulse Survey** is a shorter, more frequent feedback mechanism used to measure specific topics, such as feedback on a new organizational initiative or insight into employee morale.

Which survey is right for your organization? As a leading employee engagement consulting firm, we have extensive experience in survey design and execution, statistical analysis, interpretation, and recommendations - which when combined ensure that all stages of the process set your team up for success.

Importantly, as an independent third party, we protect anonymity and provide assurance to your employees that their feedback will be kept confidential and will also lead to improvements in the workplace.

### **Evaluating Your Employee Engagement Strategy**

Running an employee engagement program can seem deceptively simple - appoint an internal resource to manage the process, sign up for a free software tool, write the survey questionnaire, administer the survey, and finally analyze the results. Is that all it really takes?

Sure, there are countless how-to-guides available to help you execute an employee engagement initiative (just like this guide), but how does one know if they are being truly successful in their efforts?

For a quick assessment of your program, answer these four questions:

- Do employees trust the survey process?
- Is the company confident that the survey data is reliable and actionable?
- Are employees confident the feedback won't be wasted - that the company will take action?
- Is your company able to quantify a clear return on investment (ROI) from your efforts?

Given how important employee engagement is to your business, there should be some concern if you can't confidently answer in the affirmative. However, if you believe your company can improve in any of the areas above, it might be time to consider bring in an expert.

Many companies find that in-house survey programs often fall victim to logistics of the survey design, deployment, interpretation, and reporting. What's lost, then, is the timeliness of action. Hence, a meaningful return on investment (ROI) is lost as well. When you work with an expert, you can avoid some of the most common pitfalls of in-house efforts: bias, low response rates, unreliable data, poor follow-up, minimal reporting, and more.

When companies shift the burden to an external expert such as Satrix Solutions, and focus their resources on active listening and rigorous follow-up, they experience a demonstrable ROI.

Handing over your program to a trusted 3rd party can be the turning point for your organization, for many reasons. If you are interested in learning more about the services we offer or would like to discuss alternative solutions for evaluating employee engagement, please contact us today.

## ABOUT

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Supported by expert practitioners of voice of the customer and employee engagement programs, Satrix Solutions is a consultancy dedicated to revealing actionable insights that boost loyalty, retention, and growth.

Customized partnerships are executed with a clear vision – to cultivate companies people want to buy from and work for™ – and are underwritten by flawless execution of customer and employee feedback initiatives, trustworthy data, robust reporting, and objective recommendations that guide continuous improvement.

Benefitting from the firm's deep analytical capabilities and unrelenting dedication to service excellence, clients experience greater cultural adoption along with increased satisfaction, retention, expansion, and referrals. These powerful outcomes drive profitable revenue, which lead to higher valuations in the public and private markets.

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## SATRIX SOLUTIONS' PORTFOLIO OF SERVICES

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- Net Promoter Score (NPS) Survey
- Customer Satisfaction Survey
- Onboarding / Implementation Survey
- Customer Advisory Board
- Customer Defection Analysis
- Customer Perception Audit
- Customer Journey Map
- Sales Win Loss Analysis
- Employee Net Promoter Score (eNPS) Survey
- Employee Engagement Survey
- Employee Opinion Survey
- Interdepartmental Survey

