Employee Engagement & The Hybrid Workplace Report 2022

Trends, Challenges, & Best Practices

Leena AI

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The Big Picture

Employee engagement isn't a new topic. While a lot has been written about it, not enough has been done.

For the longest time, employee engagement was treated as an annual practice - data was collected, mostly for benchmarking. Data remained in a pile of stack, gathering dust at the HR's desk and never seeing the light of day. It was never meant for anything more, anything actionable.

However, with the advent of the instant-feedback age - the age of social media, of Glassdoors, and Facebooks, of Instagrams, Snapchats and Tik-Toks, of five-star service ratings - we got addicted to receiving instant feedback and validation on everything. But the workplace seemed far behind. **In the workplace, we were still talking about annual appraisal numbers, annual survey participation numbers, and the like. And then, the world changed. The Covid-19 pandemic devoided us of social interactions, which was in a way, giving us our daily dose of validation and feedback.**

Our bedrooms became our offices, water cooler chats turned to zoom meetings, but annual performance reviews held their ground. **With minimal face-to-face interactions and continuously working in silos, the annual feedback model started showing cracks.** Casually walking up to our managers and peers to give and get instantaneous feedback or ask for help on our projects was no longer an option.

The pandemic gave way to the great resignation phase, and organizations ran to retain the employees who stuck around, rediscovering employee engagement as the way to go. Ever since then, there's been an underlined focus on employee engagement.
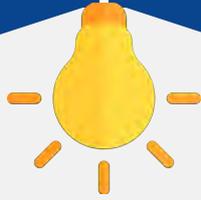
With the hybrid work model (somewhat reluctantly, somewhat forcefully) becoming the new normal, employee engagement became ever so important but ever so challenging.

Organizations around the globe realized that a year-old data just wouldn't cut it anymore, that hybrid workplaces needed more immediate data to derive actionable insights from it and implement them before more people were lost to the great resignation or the pandemic-induced existential crisis.

It wasn't the first time that organizations started using pulse surveys, but it was probably the time **organizations realized the power of feedback and continuous listening**. Employee engagement became the talk of the town, and LinkedIn feeds became full of employees sharing horror stories about their employers, or, in some cases, instances of organizations going out of their way to ensure employee well-being. Employees spoke in favor of and against the hybrid work model, there was no winning this war. Amidst the chaos, social media got flooded with pictures of virtual coffee catch-ups which became the new friday evening rigmarole

Now, we'd all want to believe that organizations are doing everything in their power to better engage their employees, but that's as far from ground reality as it can be. **Organizations continue to rely on annual surveys while simultaneously wondering what went wrong when a string of resignations hit their desk.**

With this report, we hope to make a dent in the employee engagement space and ask hard-hitting questions about the actual roadblocks that employee engagement initiatives meet within a hybridly operating organization, the tools being used, the activities being carried out, and lastly the impact its creating, and whether that is enough.

The importance of employee engagement has skyrocketed with changing needs of employees and workplaces - the hybrid work model requires organizations to adopt employee engagement tools and practices in-line with this evolution.

Leena AI has been in the market for a few years now, interacting with multiple organizations and their CHROs, and supporting them in their digital transformation journey, while trying to make them understand the power of data-backed insights, especially in a hybrid work model. Based on our interactions, observations, and understanding of the market, as well as the 250+ responses to this survey research, we will briefly talk about the trends and best practices we have gathered in the hope that it might help whoever is reading this to take the first informed step towards a successful employee engagement strategy in the challenging hybrid work model.

> **"**
> *For so long, we have thought about employee engagement only when the need arises. Moving forward, it will be a norm, as employees are treated better and accountability and social responsibility rise. At the end of the day, the business is only as good as its employees. If they are happy and productive, the business flourishes. It's as simple as that.*
> **"**
>
> **- Phil Strazzulla, Founder, SelectSoftware.**

Key Findings

60%

of participating organizations said that employee engagement is part of business planning and not an ad hoc initiative.

Yet, only **3%**

of participants said that their employees are actively engaged.

One is intrinsically drawn to believe that most of these organizations **aren't doing employee engagement the right way,** they are either **not using the right tools and technologies** to effectively implement employee engagement or their **strategy is not properly defined** to help them reach the desired results.

Among the organizations surveyed, it is interesting to note that **60% of medium-sized organizations treat employee engagement as part of a larger business strategy.** But for **more than 60% of small businesses and more than 50% of large businesses, employee engagement was an adhoc initiative and not a part of their business strategy.**

Presently, more than half of the participating organizations continue to rely on the **age-old practice of annual surveys** to measure employee engagement, a case in point for the low engagement levels among employees mentioned earlier. When the world we work in is moving rapidly and we are constantly surrounded by instant feedback on digital media, **annual surveys seem outdated and far less impactful.** No employee is going to stick around for an entire year to give their employer a chance to resolve their issues.

For more than **40%** of organizations, employee engagement is a means to **attract and retain quality talent.** With the post-pandemic and great resignation hangover still lurking in India, organizations are struggling to find the right people and decrease the employee churn.

Almost **half of the organizations rely on rewards and recognition** to keep their employees engaged in the hybrid work setting, which remains one of the most easily executed yet high-impact strategies in the employee engagement realm.

More than **50%** of the respondents said they use simple surveys and feedback forms to gauge employee engagement and gather feedback,

while **25%** **of the organizations don't use any tools and rely on manual means.**

A slightly hard insight to digest, especially when we are surrounded by digital transformation on all sides and technology has seeped into every aspect of our life, yet organizations are still relying on simplistic tools and manual analysis for this undertaking.

More than **40%** of the organizations said the biggest reason why their employee engagement initiatives are failing is because of a **shortage of people who can devote time to employee engagement.** In the hybrid workplace, HRs are constantly overworked to strike a balance.

Other roadblocks to effective employee engagement initiatives include

31% **Tool and measurement barrier**

a lack of knowledge about which tools to use, how to use them when employees are constantly in and out of office, what to measure, and how to calculate its ROI.

27% **Goal barrier**

a lack of clear goals and definition of employee engagement due to disinterested leadership.

All participating organizations reported having seen benefits of employee engagement, with almost

50% **seeing an improvement in employee satisfaction and productivity.**
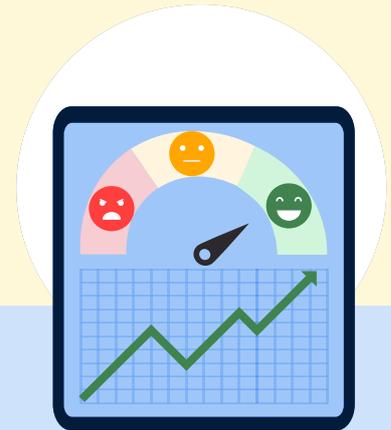
Organizations around the world are looking forward to the right technological tool to help them improve their employee engagement strategy in the new normal.

25% of respondents want employee engagement technology to help them **identify employees at the risk of leaving,** and

30% of respondents want clear insights about **improvement areas and employee sentiments.**

What Is Employee Engagement & Why Is It Important?

Employee engagement is a workplace approach aimed at bettering the work environment while keeping the best interests of employees as well as organizations in mind. Employee engagement is the meeting point between employee expectations and organizational efforts.

Through employee engagement, organizations empower employees with the right conditions - including but not limited to work that challenges and inspires them, a culture that appreciates them and includes them in critical business decisions, a culture of trust and communication, a support system with the right tools, peers, and mentors, and work-life balance - to put their best foot forward and contribute to organizational success in their own way.

Employee engagement is based on the principle of two-way communication between the organization and its employees. It is touted to have a positive impact on employee performance, productivity, and overall well-being, along with increasing the chances of business success.

With the far-reaching benefits of employee engagement, it is not surprising that organizations today are paying significant attention to it.

Lower attrition rates

Better work culture

Lower absenteeism

Happier and healthier employees

Productivity-led impact on profitability

Improved innovation and creativity

Saved costs on hiring and onboarding

Employee engagement is a continuous process, not a sporadic one. It is equal parts science and equal parts art.

"

Employee engagement has always been and will remain significant to a well-functioning business. A cohesive community makes work more efficient, and goals are achieved faster. It also implies an environment that encourages dynamic growth and high levels of creativity. Therefore, the future of work will also put a lot of emphasis on its rate.

"

- Bartek Boniecki, Head of People at Passport-Photo Online.

The Present State of Employee Engagement in Hybrid Workplaces

The Why, What, & How?

Close to 75% employees are not engaged in the workplace.

74%

23%

3%

Actively Disengaged

Not Engaged

Actively Engaged
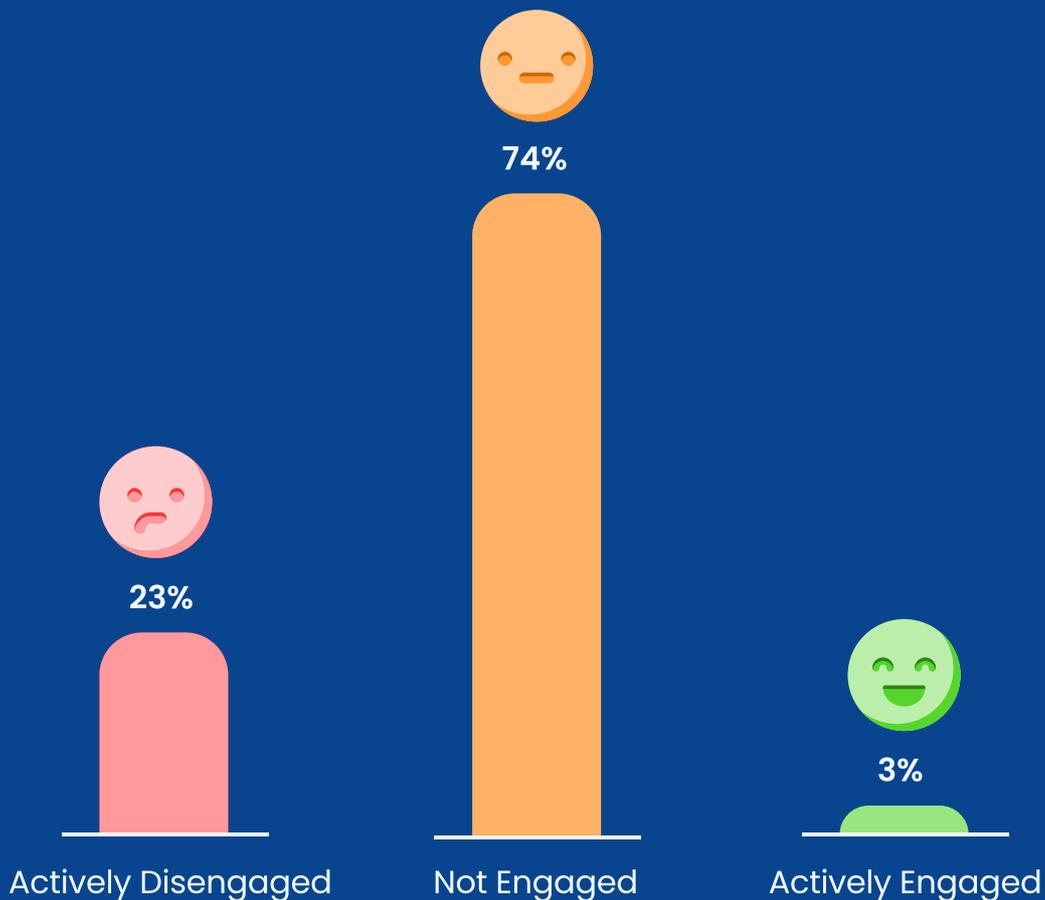
Figure 1: The level of employee engagement in organizations

With the world of work entering an all-new era, post the pandemic and the Great Resignation phase, organizations around the world are trying to change their age-old ways and adapt to the new normal - the hybrid model of work.

While most organizations know the significance of employee engagement, both for employees and the business, not many can engage their employees to the required level. The survey data is a clear indicator that almost all organizations acknowledge a lack of effective employee engagement practices.

Close to **75%** of organizations said that their employees were not engaged in the workplace.
Only a small percentage, **3%** of respondents, categorized their employees as actively engaged.

Disengaged employees can be highly detrimental to your organization, having both quantitative and qualitative impacts, while engaged employees can be the ones to put you ahead of your competitors. In the absence of rules for engaging employees in a hybrid setting, organizations continue to experiment, some have stopped trying, while others are still looking for the secret sauce.

Small   Medium   Large

39%   60%   47%   61%   53%   40%

Employee engagement is
treated as business strategy

Employee engagement is
an adhoc initiative
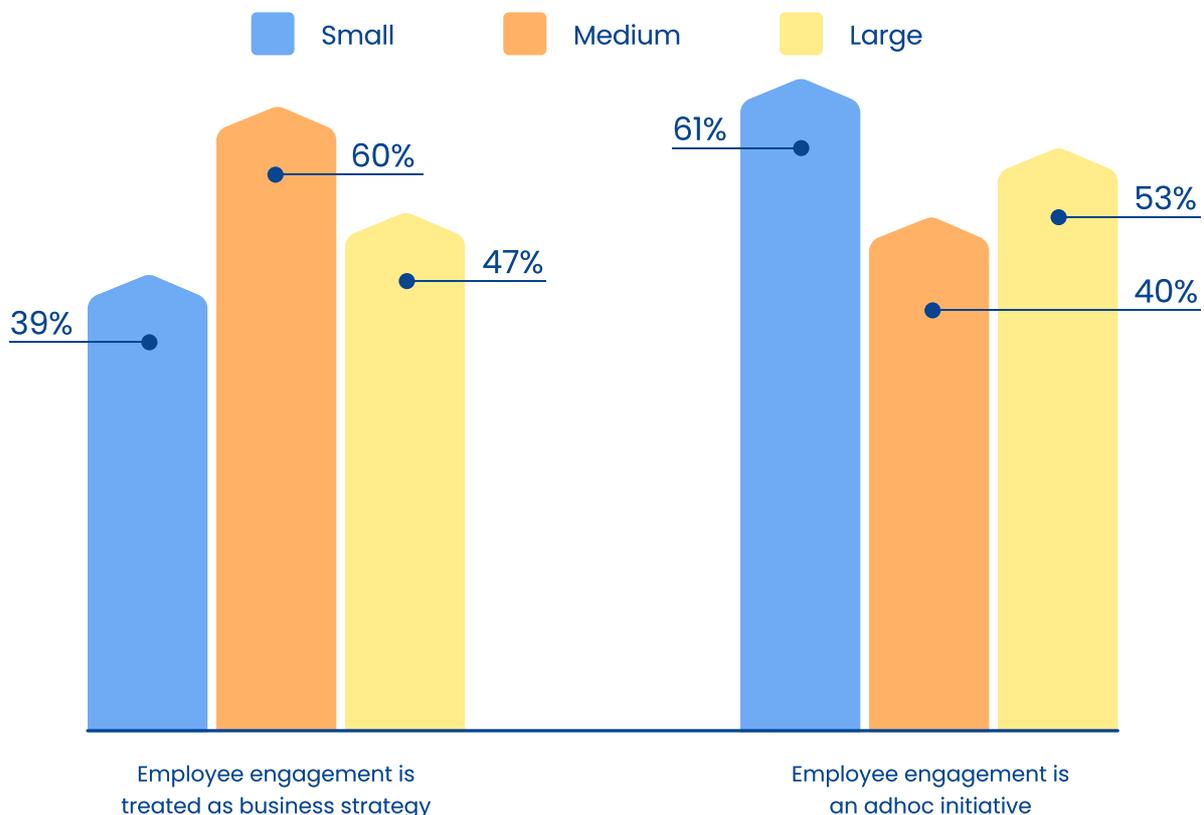
Figure 2: Company size versus formal employee engagement strategy

It is interesting to note that **60% of medium-sized organizations consider employee engagement as an important business strategy,** while for more than **60% of small businesses and more than 50% of large businesses, employee engagement was an adhoc initiative and not part of business planning.**

Many of these medium-sized businesses are agile, backed with the right resources and technologies to focus on employee engagement. However, larger organizations need to step up their employee engagement initiatives especially in a market that is already fraught with talent shortages.

This is the age of empowered employees. Employee engagement will most likely affect businesses of all kinds, resulting in a transformative shift in human resource management.

Why Are Organizations Undertaking Employee Engagement?

> " *The pandemic and its economic consequences have shook many organizations to their core, revealing incredible humanity and resilience as well as deep fissures that must be addressed. No one knows what will happen next, but the long-standing relationship between employee engagement and organizational health is a clear indication that focusing on engagement can help companies navigate the uncertain future. Employee engagement is critical for retaining valuable talent and is an important piece of the employee satisfaction puzzle, as disengaged employees are more likely to quit.* "
>
> **- Tracy Acker, CEO & Recruiter, GetPaydayLoan.co.uk.**

43% of organizations undertake employee engagement to attract and retain talent

Promoting diversity, equity, & inclusion (DE&I)
18%

Creating an employer brand
10%

Improving employee experience
29%

Attracting and retaining quality talent
43%
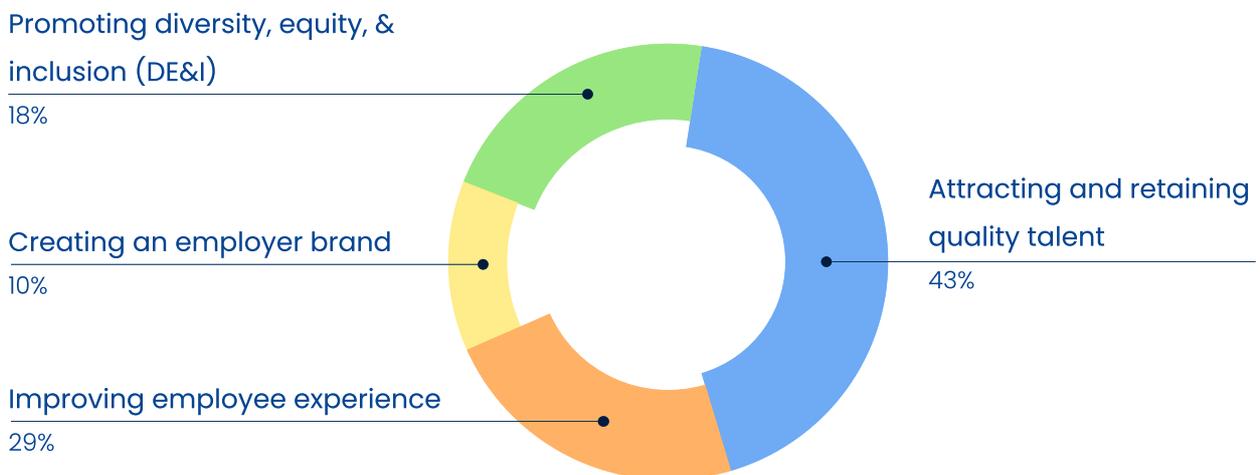
Figure 3: Reasons for undertaking employee engagement

Attracting and Retaining Quality Talent

For **43%** of organizations, the one problem area they are trying to conquer through employee engagement is attracting and retaining quality talent to stop further attrition.

It is no secret that retaining and recruiting employees is mission-critical to the success of an organization because employee talent is what brings success. Additionally, attrition brings a series of attached costs with it, such as hiring and onboarding costs, along with time spent on these activities by various people - HRs, business heads, managers, etc. Some of these opportunity costs can cause a big dent in the overall growth of the organization and bring your numbers down.

The era of Great Resignation has resulted in a worldwide talent shortage, having consequences on business growth. It has pushed organizations towards a vicious circle of hiring and trying to retain these employees, but with very little success.

Even though remote and hybrid work models have removed geographical and physical constraints for employers, employees continue to be picky about who they work for and what they work on. The pandemic has been an eye-opener and has stirred a fresh new resolve for many employees who are now seeking flexibility, learning, and more purposeful work.

To slow down the attrition rate and recruit quality talent, organizations are now turning to employee engagement action plans to foster deeper connections between employees and the organization, giving them a sense of purpose, a goal, a cause, that they can identify with.

Improving Employee Experience in the Hybrid Workplace

Almost **30%** of organizations are looking at improving employee experience in the hybrid workplace through employee engagement initiatives.

With many organizations having gone through tumultuous times during the pandemic, ensuring that employees have the right motivation and resources to work to their full potential and productivity amidst the disruption comes a close second.

In this day and age, organizations need a novel approach that focuses on the employee experience holistically, while first ticking all the boxes of employee engagement - cultural and leadership alignment, work satisfaction, effective communication, tools and resources, health and wellness, etc.

Employee experience can be defined as the sum of the cultural factors, physical environment, and technological support of an organization. Employee experience and employee engagement are inextricably linked, with one impacting the other.

An employee who is engaged and has a positive employee experience is likely to return the favor by committing themselves to their work and furthering the organization's interests and brand value. A disengaged employee, however good the employee experience might be, is unlikely to give 100% to their work and the organization.

Each facet of employee experience is responsible for engagement and vice-versa. If an employee is not given the right tools and technologies to be effective at their jobs, they will get frustrated, eventually leading to disengagement.

Employee engagement is one of the bigger pieces in the employee experience puzzle, with engagement necessary at all touchpoints throughout the employee lifecycle.

Promoting Diversity, Equity, & Inclusion (DE&I)

Close to **20%** of organizations think that employee engagement is the key to an accomplishable DE&I strategy.

Your employee engagement and diversity, equity, and inclusion strategy are closely related because the premise for both of them is a sense of belonging. While many organizations have taken up the mantle of implementing DE&I programs, not many have been able to see its results.

Increasing diversity in the workplace, treating employees fairly and equitably, and including them in important milestones are all good intentions, but if your employees don't feel like they belong there, none of your efforts will bear results. When employees feel connected to the organization, that's when DE&I becomes a reality.

At the heart of it all, lies the age-old employee engagement, with just a new set of goals to accomplish. **Belongingness is an important driver of employee engagement - a critical aspect that many organizations miss measuring as part of their employee engagement surveys and plans.** In addition to a successful DE&I strategy, it also lays down the foundation for other benefits that accompany employee engagement - employee retention, synergetic teamwork, and healthy work culture.

Creating an Employer Brand

10% of organizations see employee engagement as a means to create a brand entity and awareness.

Employee engagement is a great route to take to build an employer brand. With your employees leading the way to brand awareness, your organization becomes synonymous with not just a great place to work but a place that produces great work - establishing itself as a great employer and a great service provider for its customers.

Having your brand be synonymous with a great place to work can significantly result in a better talent pool to choose from, and decrease the chances of churn. In today's competitive market, where organizations are tied for the best talent and customers, creating an employer brand is a salient activity to undertake that can take a lot of dedicated resources, time, effort, and money. However, a simpler and more efficient way to do it is by making your employees flag bearers of your brand.

Your employee engagement initiatives need to be designed in a way that aligns your employees with your brand values and mission - your employees should know what the brand stands for and what are its unique value propositions. This requires a clearly articulated employee engagement strategy with buy-in from the leadership.
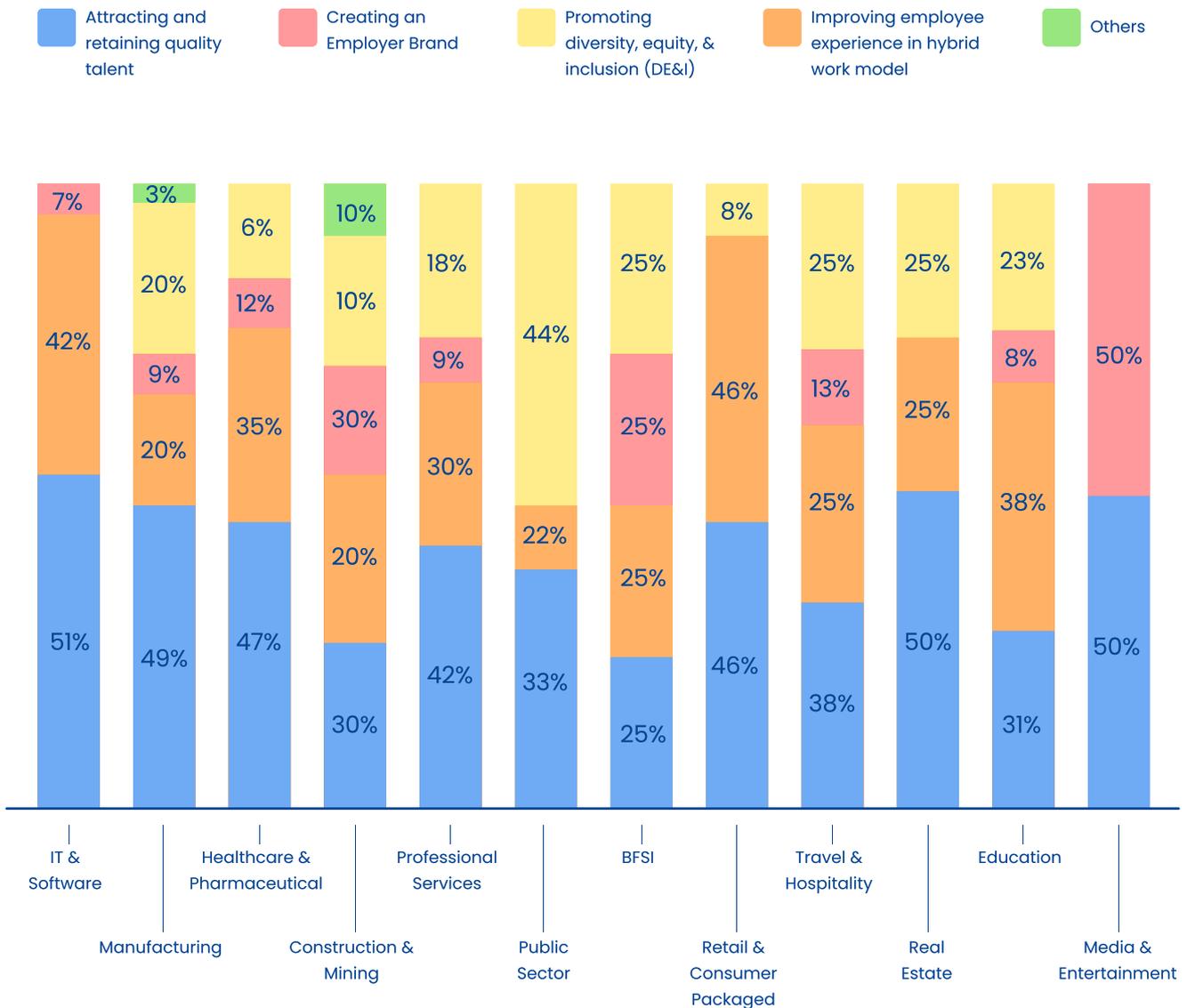
Figure 4: Industry versus employee engagement objectives

Organizations across different industries are aware of what employee engagement can do for them - from getting access to better talent to retaining them. Their goals might be different but their destination is the same. Employee engagement, with its unequivocal benefits, is taking the future of work by storm, and organizations that don't jump on the bandwagon might be left behind.

While organizations are undertaking employee engagement initiatives, not many are getting the desired results. Let's further understand what can be some roadblocks coming in the way of successful employee engagement initiatives.

What Are Some Organizational Challenges in Implementing Employee Engagement Initiatives in a Hybrid Work Model?

41% of the organizations have a shortage of resources (people and time) to devote time to employee engagement.

Goal barrier — 27%

Tool & measurement barrier — 31%

Resource barrier — 41%
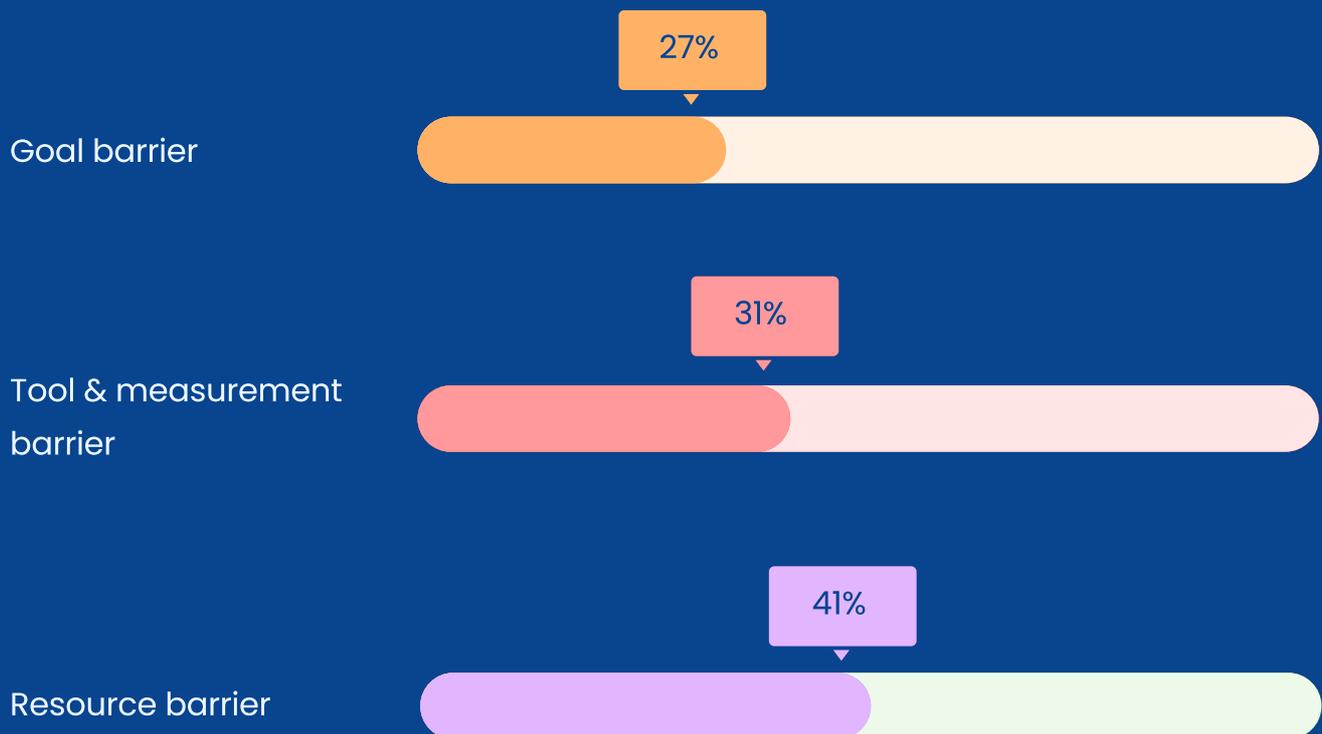
Figure 5: Roadblocks to implementing employee engagement initiatives

Strategic & Goal Barriers

27% of organizations said that there was an inherent lack of interest from the leadership towards employee engagement initiatives, and thus no clear goals were set out for its strategy.

Strategic barriers to employee engagement can mean a lack of clear goals and definition of engagement - it is bound to happen when leaders don't fully understand the importance of employee engagement and don't prioritize it as a business practice.

The recent transformations in the world of work has shifted the focus of many leaders, from employees to the business, however it is during these times that leaders need to remind themselves that employees are at the heart of the business.

Many organizations don't understand what employee engagement means, while others confuse it with employee satisfaction. An unclear definition of employee engagement, what it means to an organization, and where it fits in the overall business strategy, is one of the first roadblocks that prevent the effective implementation of employee engagement strategies.

Every business strategy trickles down from the larger company goals and objectives, and employee engagement is no different. Goal setting helps give direction to employee engagement strategies for better design, planning, and execution.

Without a clear definition of what engagement means to your organization, and it can mean different things - an improved eNPS score, better team productivity, an increased zeal for innovation - without its foundation, an employee engagement strategy is doomed to fail, or worse, never picked up in the first place.

A strategic barrier translates to issues at every step of the employee engagement process - what to ask, what to measure, or how to calculate its ROI. Goal setting is the foundation on which the right expectations from the employee engagement initiatives are built.

Identifying the focus or goal of your employee engagement plan, including what questions to ask, how often, and how to use the data, gives a clear direction to your employee engagement initiatives.

Tool & Measurement Barriers

31% of organizations said they lacked knowledge about which tool would be the best to measure employee engagement and help them determine the ROI of their engagement strategy.

With technology disrupting every aspect of business, the HR industry is enjoying its fair share of technology too, with a variety of tools to choose from. And sometimes, that becomes a roadblock.

What tools are organizations using to gauge employee engagement?

25% of organizations don't use any tools and rely on manual means to implement and measure employee engagement.

Manual analysis without any tool
25%

AI powered/automated tool
2%

People analytics tool
7%

Goal tracking tool
14%

Survey & feedback forms
52%
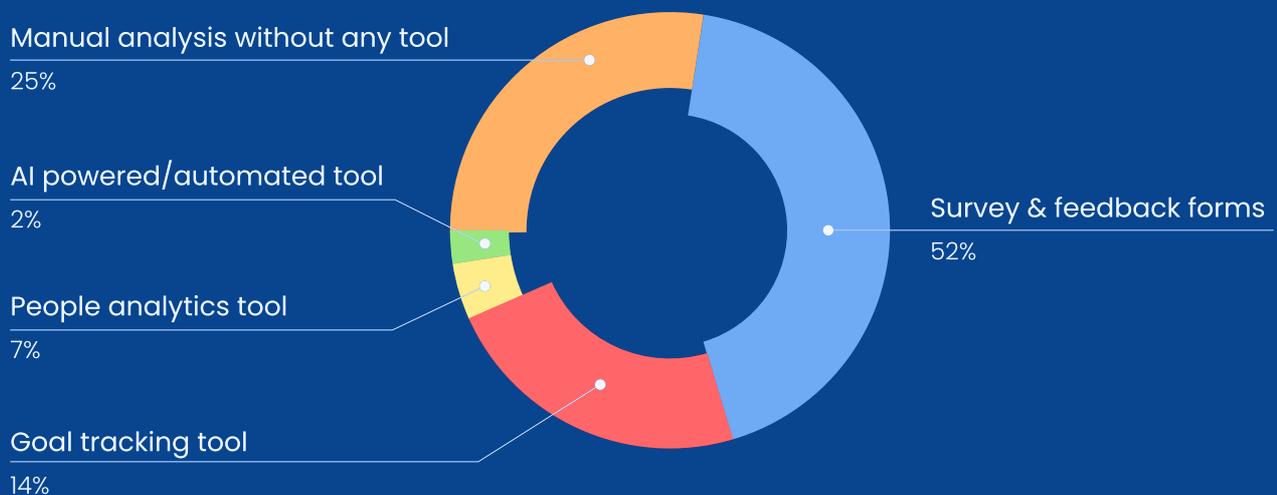
Figure 6: Tools used for implementing and gauging employee engagement

The HR tech industry is experiencing a giant boom across the globe, but are the HR professionals able to catch up with that pace?

A quarter of the organizations we surveyed don't use any tools or technologies and rely on manual analysis, while more than **50%** of the respondents use traditional feedback and survey forms.

If your organization has had an employee engagement plan, chances are it's being done on Google Forms, Spreadsheets, etc. and your HR team has a folder with all these archived somewhere.

While HRs already consider employee engagement a tedious task, implementing it in a hybrid workplace without the proper tools and technologies can be even more grueling.

Having the right tool streamlines every step of the employee engagement process, benefitting all stakeholders - right from handling endless documentation to presenting it in an insightful format.

Resolve employee issues automatically and instantly, with a game-changing employee engagement tool!

LEARN MORE

Resource Barrier

More than **41%** of organizations said they had a resource, time, or budget crunch that came in the way of employee engagement initiatives.

The hybrid workplace has put unwarranted pressure on HR teams. Keeping employees engaged when everyone is in the same place is already a sizable task, doing that when employees are dispersed or working hybridly adds significantly to the complication.

Resource barrier primarily stems from a lack of leadership alignment, clear goals, and proper tools. While a strategic barrier discourages organizations to devote time and budget to employee engagement, a lack of efficient tools takes up more than the necessary time for your HRs and stakeholders to understand the data points.

Since engagement is not a one-time cost and has to be a continuous process, many organizations put this at the bottom of their priority list because they feel they will not be able to quantify the ROI of the time their employees spend on employee engagement activities and the money they spend on it.

How Are Organizations Currently Conducting Employee Engagement?

How Often Do Organizations Measure Employee Engagement?

**55% of organizations conduct employee engagement surveys annually.**

8% 25% 12% 55%

Monthly Quarterly Half-yearly Annually
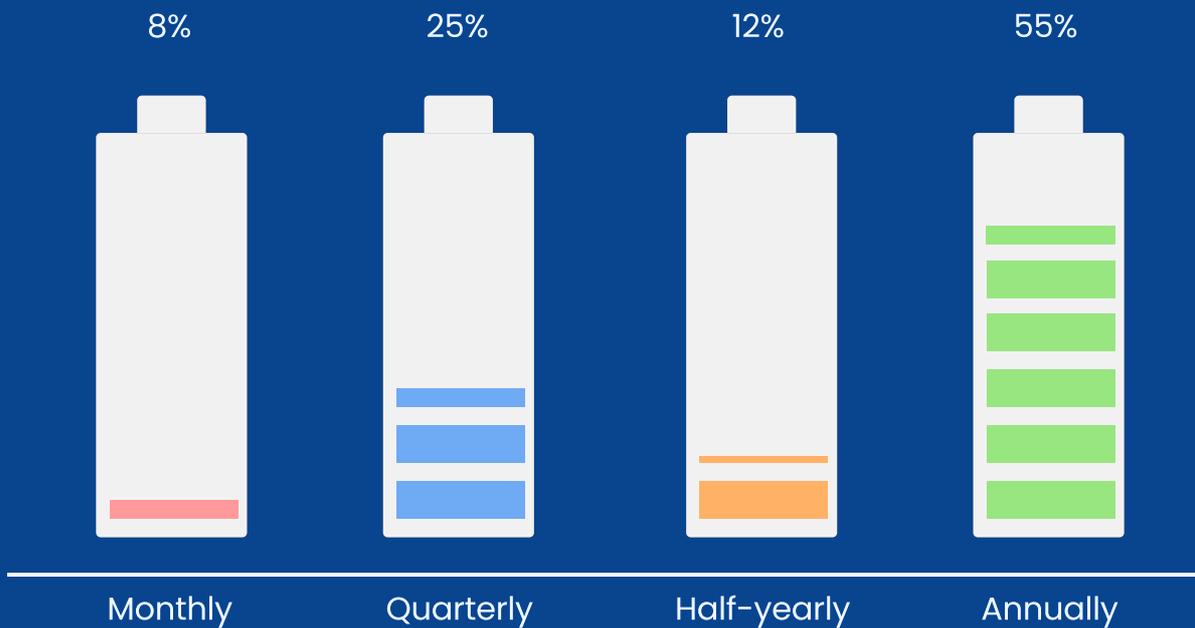
Figure 7: Frequency of measuring employee engagement

More than **50%** of organizations are still conducting and relying on the age-old concept of annual employee engagement surveys. There is a steady shift, **25%**, towards quarterly engagement initiatives. But monthly employee engagement initiatives are still a far-fetched idea with only **8%** of respondents following it.

But the question really is if annual employee engagement data is enough in a world that demands instant gratification?

Annual employee engagement initiatives often lose value because employees don't wait for a year to get their issues resolved. Long feedback and action cycles simply make employees lose interest in the process leading to superficial data and no actionables. Organizations that carry out annual employee engagement surveys are often doing it as a formality.

While annual employee engagement surveys have been the gold standard for many years, digital transformation can truly realize itself with employees continuously contributing to the organization. Organizations today need to reach an optimal frequency for their employee engagement activities, suitable for the hybrid workplace setting, that don't come in the way of work yet don't miss any opportunity to gain effective feedback.

The post-pandemic shift toward a human-centric approach to employee engagement requires more frequent, more actionable data that annual surveys alone can't provide. Technology has not only enabled us to gauge employee engagement more frequently, but also to reorient our strategy around people's needs in real-time.

Organizations worldwide are now moving towards an active listening model and shorter and focused pulse surveys that take no longer than a few minutes to answer 5-7 questions. In a hybrid work model where employees are often interspersed, continuous listening becomes paramount.

More frequent feedback and activities aimed at employee engagement not only show employees that their organization values them, but also tell employers of any impending issues of employees. However, frequency alone can't solve anything, unless feedback is regularly implemented in the workplace.

"

Measuring engagement should be ongoing and be composed of a variety of methods. Efforts to understand levels of engagement should include quarterly pulse surveys, bi-annual stay interviews, and yearly engagement surveys. Additionally, all people leaders should check in monthly with team members and report their informal findings around levels of engagement to HR leaders.

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- Jay Guilford, Founder and Managing Partner, CoWorks Leadership Strategists.

Who Owns Employee Engagement Initiatives?

Mid-level managers
8%

Senior leadership
22%
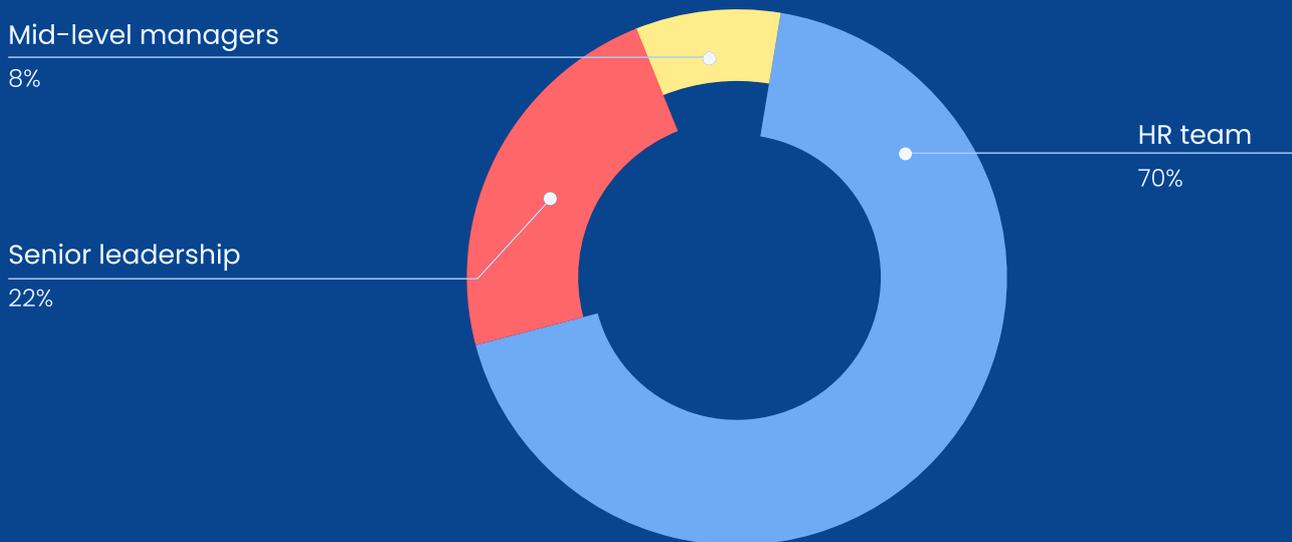
HR team
70%

Figure 8: Ownership of employee engagement

> **70%** of organizations said that employee engagement initiatives are owned by the HR team, while only **8%** of organizations concurred with the involvement of mid-level managers.

While the HR department plays an indispensable role in shaping a company's culture, it alone can't be held accountable for employee engagement. Right now, employee engagement efforts are siloed in most organizations. It should start from the top, with senior leaders laying the groundwork, rolling down to the managers who can create an environment where employees can thrive.

Involving managers has a significant impact on employee motivation. They are the links between leadership and employees, and the ones who will bring about the changes where it's most important. Since managers have a closer relationship with employees than HRs and senior leaders, they understand their day-to-day work and responsibilities, making it very important to involve them in the employee engagement process.

Which Segment of Employees Are Being Targeted Through Employee Engagement Initiatives?
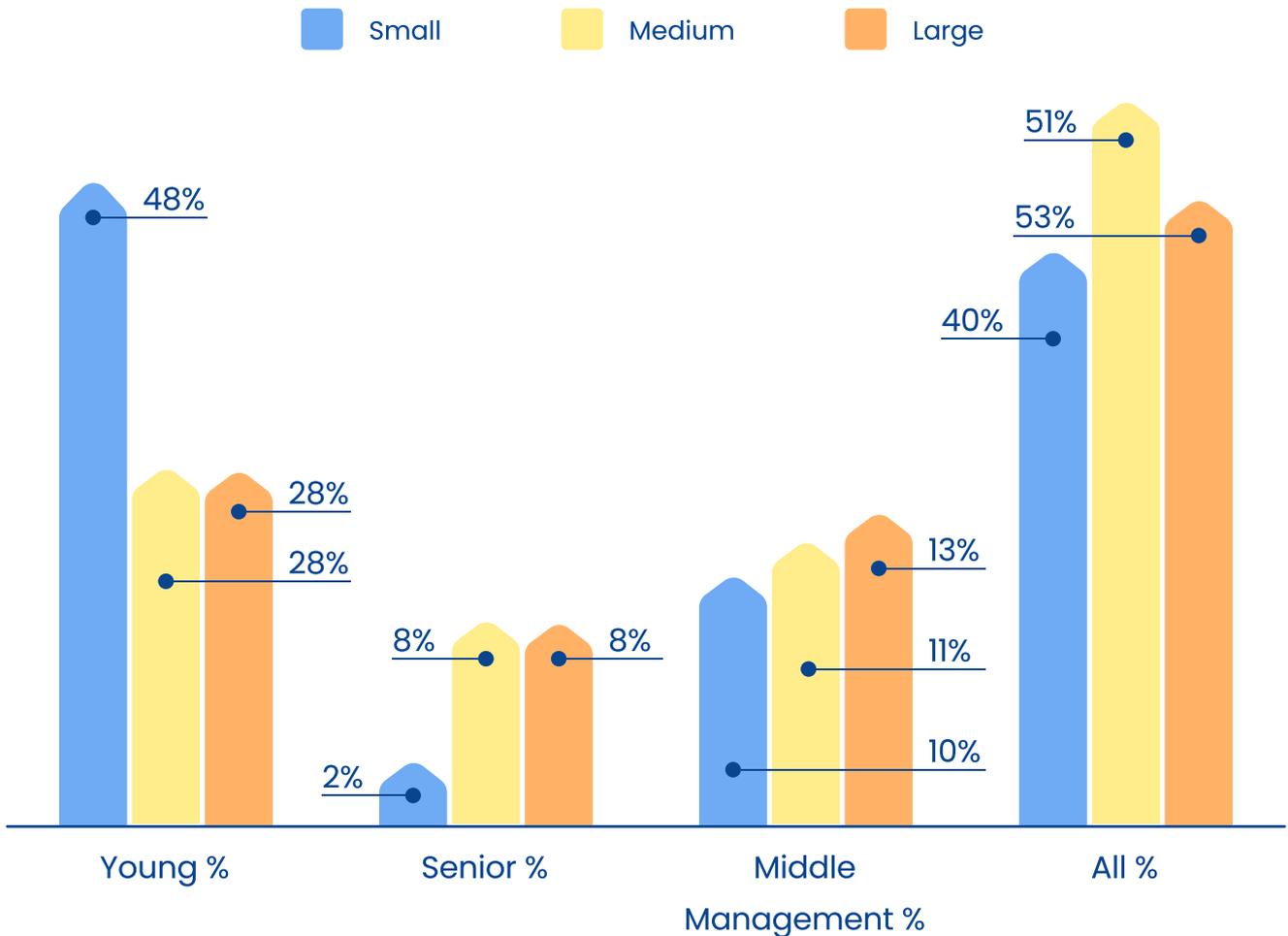
Figure 9: Size versus target employee segment

Gone are the days when organizations would only be concerned about their senior most or most experienced employees. Organizations today are recognizing the needs of employees of all levels and segments and working towards engaging them in order to enjoy a long-term association.

What Are Some Effective Employee Engagement Activities?

For 48% of organizations, rewards and recognitions have proven to be most effective for engaging employees.

48%

17%

15%

7%

3%

10%

A well-thought-out onboarding experience

Rewards, recognition, moments that matter

Health and wellness intitiatives

Fun outings

Events and workshops

Making employees part of the decision-making process
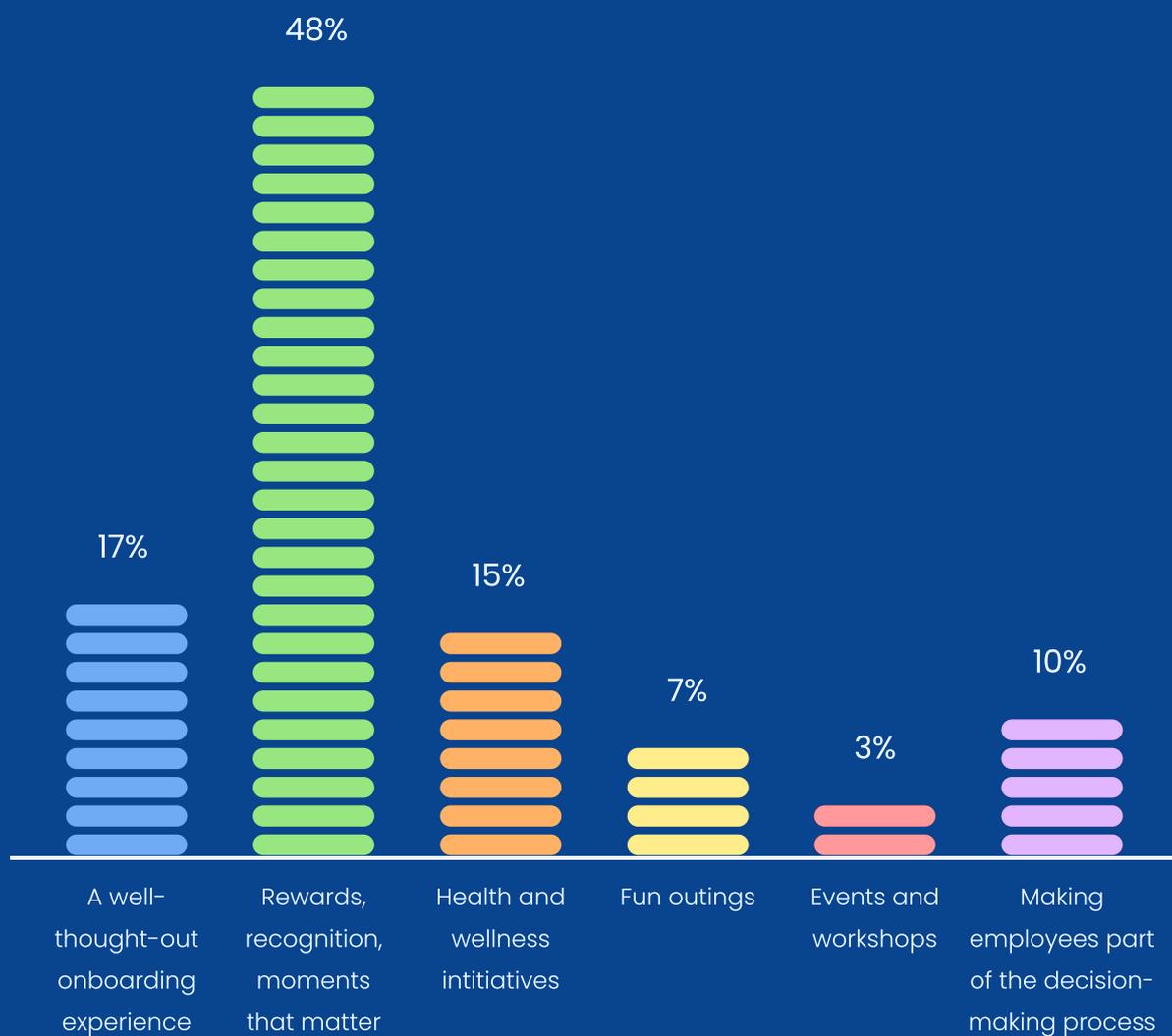
Figure 10: Effective employee engagement activities

It is absolutely no surprise that almost **50%** of organizations rely on rewards, recognition, and moments that matter to keep their employees engaged. However, it is surprising to see that only **10%** of respondents believe in making employees feel part of the decision-making process as a means to engage them.

There is also an increasing need being realized by employers to give employees an onboarding experience that engages them right from the start in a hybrid setting, when employees often don't meet their immediate team members in person. **Close to 20% of organizations have implemented a well-thought-out onboarding process** that aligns new employees to the company mission, vision, and culture and sets the tone for the rest of their tenure.

What Has Changed the Most as a Result of Employee Engagement Initiatives?

28% of organizations witnessed an increase in employee satisfaction as a result of employee engagement initiatives.

| 9% | 12% | 28% | 18% | 9% | 6% | 14% | 5% |

- Employee net promoter score (eNPS) has increased
- Employee attrition rate has gone down
- Employee satisfaction has increased
- Emploee productivity has improved
- Employee absenteeism has decreased
- Growth in topline
- Increase in innovation and creativity
- No change/ haven't been able to identify the changes
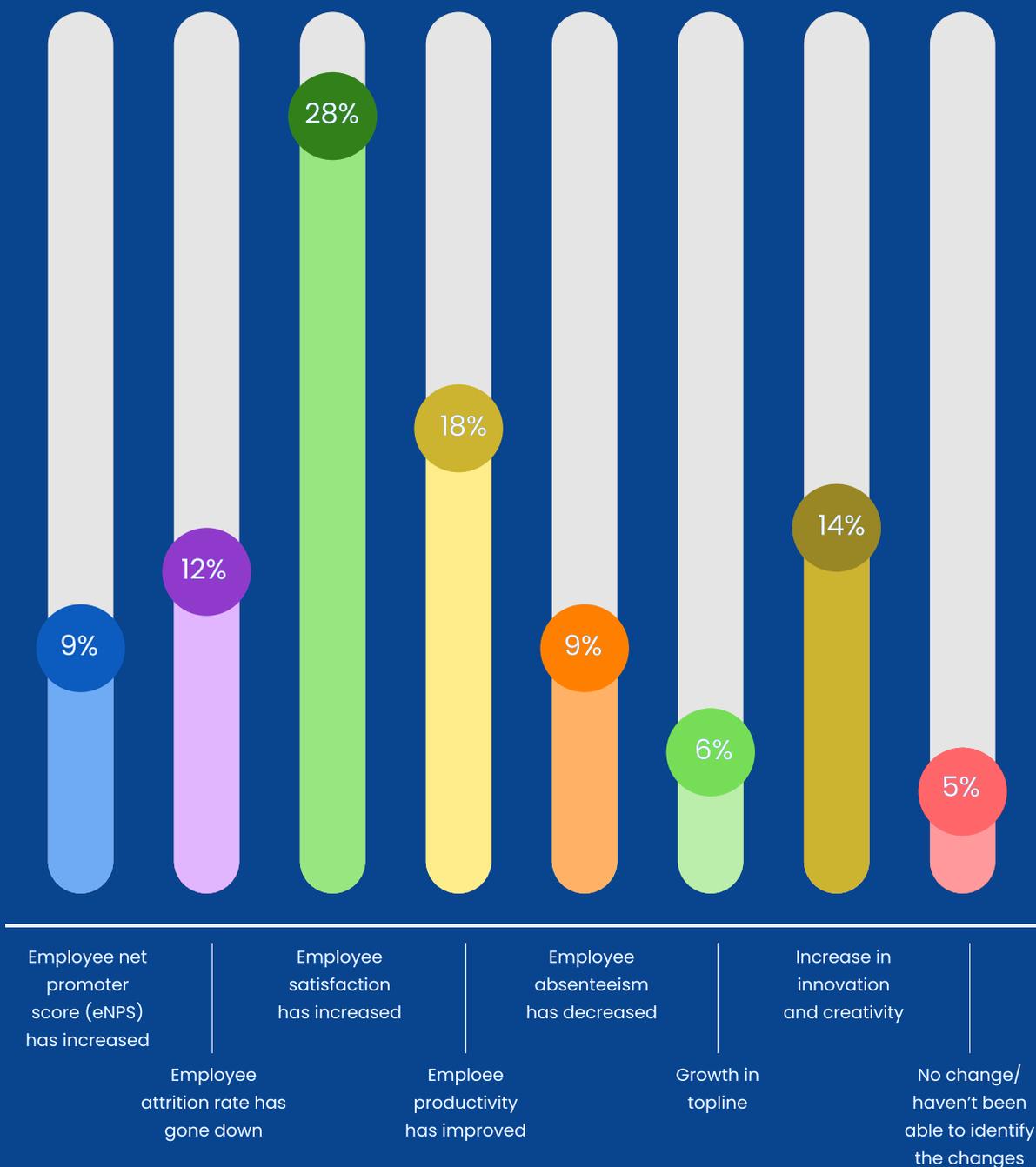
Figure 11: Impact of employee engagement

Organizations that have invested in employee engagement initiatives have seen 360-degree benefits. Employee engagement has impacted some of the most fundamental business indicators, such as employee attrition, employee productivity, employee absenteeism, employee satisfaction, eNPS, revenue, and more.

It is no surprise that employee engagement can have far-reaching benefits on all aspects of business because **when you empower your employees, they empower your business in return**.

Close to **30%** of organizations have witnessed an increase in employee satisfaction as a result of their employee engagement efforts. Close to **20%** of organizations report an improvement in employee productivity. More than **10%** of organizations said that the attrition rate in their organization has gone down as a result of their employee engagement efforts. Close to 10% of organizations said that employee absenteeism has decreased.

While many organizations struggle to find the ROI of employee engagement initiatives, these numbers tell a different story. All these indicators have a direct bearing on the growth and revenue of an organization and even a **1%** impact can lead to a difference of millions.

The Role of Technology & the Future of Employee Engagement

25% of organizations want a tool to help them identify employees at the risk of leaving.

25%	20%	30%	25%
Identify employees at the risk of leaving	Automate sending surveys and follow up reminders	Indicate improvement areas and possible actions	Discover trends by analyzing employee sentiments
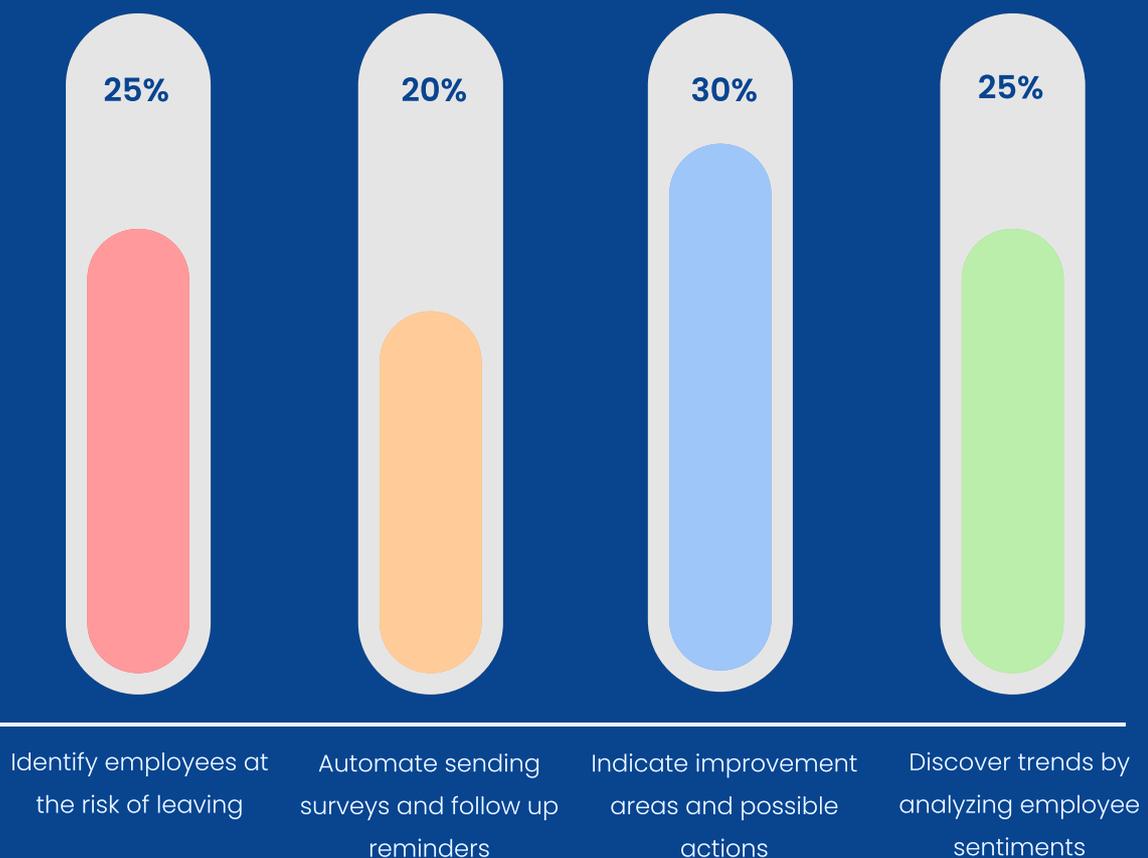
Figure 12: Technological expectations from employee engagement tools

In a digital age suffused with emerging technologies and hybrid work models, there is a very thin line between the physical and digital workspace. Technology has paved the way for the future of work and how organizations and their employees interact.

It is evident that employee engagement is critical to driving organizational success. It is no longer a luxury but a necessity for organizations. There's never been a better time to relook at employee engagement strategies in your organization.

Here's what our research respondents expect technology to help them within their employee engagement strategies:

Indicate improvement areas and possible actions

30% of organizations want technology to help them find the answer to what employees want, where they'd like to see the improvements, and what possible actions organizations can take to address this.

You don't want your employee engagement initiatives to be an experiment where you get the results but nobody acts on them. Insights help derive actionables, and organizations need technology to help them reach these insights in a simple and systematic way, without having to go through multiple forms and sheets.

Discover trends by analyzing employee sentiments

25% of organizations want to understand the trend of engagement scores over a period of time, what is trending in employee feedback, and what are employees talking about most.

Identify employees at the risk of leaving

For **25%** of organizations, it is time for technology to aid them to retain their best employees and reduce attrition.

For so many organizations that are already facing a big challenge in terms of recruiting and retaining talent, employee engagement plays a crucial role. It is, thus, not surprising to see almost one-fourth of respondents expecting technology to help them in this critical business area.

Automate sending surveys and follow up reminders

25% of organizations want technology to take over the manual processes of employee engagement and help in the efficient usage of resources.

Since many organizations are already facing a resource shortage, it is only expected that automation should step in and take the load off, saving HR hours which they can then dedicate to taking actions that have a greater impact on employee engagement.

The desired future state would be one where organizations adopt a continuous and proactive listening model. The role of technology and the future of employee engagement should come together in a solution that can:

1 **Listen** to employee issues proactively, at an organizational level.

2 Discern and analyze data in the most **efficient** and **simple** way possible.

3 Identify the **issues** that are distressing employees, and deep-dive to further dissect the data at a micro-level, such as by teams, geographies, etc.

4 Take proactive steps to **mitigate** those issues and build **better processes**.

5 Measure **outcomes** of those steps and continue to **build a great culture**.

Experts Speak on the Future of Employee Engagement

The fast pace at which workplace dynamics are changing requires a smarter approach to employee engagement. As automation becomes mainstream, organizations need new-age solutions and tools to design an effective employee engagement strategy, especially when it directly affects business outcomes. Therefore, organizations have already started to look for solutions that make their processes efficient and provide them with the ideal combination of analytics and automation to rewrite the rules of employee engagement for effective hybrid working.

Here's what industry experts are saying about the future of employee engagement and the role technology plays in it:

> "
> *New technology has made engagement easier to track. That was one significant hurdle many companies faced both in improving engagement and getting buy-in for engagement initiatives in the past, so in that sense technology has had a positive impact on engagement. The advances in analytical tools and broader use of tools and surveys to collect employee data has clarified the link between engagement and important business metrics like retention and productivity. This makes it easier for HR leaders to make a business case for engagement programs and get upper leadership buy-in, as well as driving more of those leaders to prioritize engagement of their own accord*
> "
>
> **- Matt Erhard, Managing Partner, Summit Search Group.**

Human Resources have become more intelligent now than ever. I have worked with companies that employ Business Intelligence (BI) systems that use predictive analytics to affect their decisions in coming up with Employee Engagement strategies. And AI has provided actionable data for the organization that is close to reality. For example, you can set goals in your system where you can predict a percentage of attrition for a specific period. The prerequisite for this to be more accurate is, of course, data. The AI's work is to make sense of this big chunk of data to provide you with a good forecast.

- Tracy Acker, CEO & Recruiter, GetPaydayLoan.co.uk.

AI for employee engagement can help handle repetitive tasks throughout the company to focus on intricate problem solving, impactful tasks and solutions. Predictive assessment will ramp up the intervention process and mitigate engagement issues in real-time. AI can assist management in comprehending what's working and what's not. By assessing employee communication in real-time, organizations can execute sentiment analysis to know an employee's state of mind. This is how AI can help solve engagement issues, lower the attrition rate, and increase productivity.

- Cindy Corpis, CEO, SearchPeopleFree.net.

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Artificially intelligent chatbots can transform employee engagement. If you're looking for a new way to engage with your employees and drive business performance, then chatbots are an excellent option. Automation of tasks has become ubiquitous in the workplace. While some may view this trend as a threat to jobs, it can also be an opportunity for more effective engagement. Employee engagement can no longer be ignored. Fortune 1000 companies report a negative impact on their bottom line due to employee disengagement. This is why tools like Slack and Trello have been so successful in their adoption, but it's time for the next level of employee engagement to enter the workforce.

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- Marilyn Gaskell, Founder & Hiring Manager, TruePeopleSearch.

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Employee engagement depends on effective communication. I think chatbots offer the advantage to engage in a more conversational and informal manner. Chatbots, when implemented correctly, may make employee discussions far more dynamic and collaborative. Chatbots integrated into the organization's communication infrastructure will also help performance management.

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- Alex Bryce, Co- founder, WeInvoice.

The Way Forward

Employee engagement has been gaining significant business importance since the pandemic transformed the world of work. Numerous HR teams today are trying to find the right way to implement, analyze and act on employee engagement in the hybrid workplace, which will in turn help their organization meet larger business goals.

Leena AI's *Employee Engagement & The Hybrid Workplace Report 2022*: *Trends, Challenges, and Best Practices* is a step in that direction - to understand the present state and challenges in implementing employee engagement in a hybrid workplace setting in your organization, and come up with best practices that can help you better harness employee engagement to reach your full potential through new-age tools and technologies.

Employee Engagement:
The Leena AI Way

Leena AI's Employee Engagement Solution is an intelligent voice of the employee (VoE) and employee engagement software that empowers organizations to listen to their employees in the most non-intrusive manner and take corrective actions.

Leena AI's mission is to empower organizations to build a culture that delights employees, one where they feel heard and engaged. For HR leaders and managers, we aim to be the one source of truth regarding employee engagement in the organization.

Current Employee Engagement Challenges	How Does Leena AI Solve Them?
Unclear definition and goals for employee engagement strategy	The subject matter experts of Leena AI spend time understanding your organizational challenges and dynamics, based on which they recommend what drivers to gauge and what survey questions to use.
Lack of knowledge of which tool to use	Leena AI's one-stop-shop employee engagement platform is the only tool you will need to carry out employee engagement initiatives. From sentiment analysis to topical analysis, from pulse surveys to open-ended feedback, from action pinning to action planning - the Leena AI Employee Engagement Software simplifies the task at every step of the process. With Leena AI's Employee Engagement Solution, less is more: it can integrate into your existing channels, ensuring that you don't have to manage additional tools.
Lack of knowledge of how to measure the ROI of employee engagement	Leena AI defines tangible and intangible metrics on which the ROI of employee engagement programs can be gauged, such as attrition, productivity, absenteeism, opportunity cost, etc.
Lack of resources to devote time to employee engagement	Leena AI's automated dashboards, conversational interface, and intelligent analytics require minimal human intervention. It reduces the time HRs spend on manual and repetitive tasks.

With advanced conversational analytics, Leena AI's Employee Engagement Solution

01 Tells you how your employees are feeling, why they are not happy, and what their area of concern is.

02 Helps you reduce attrition by identifying employees at the risk of leaving.

03 Empowers all your stakeholders to identify and track problem areas and take data-backed actions, before it's too late.

04 Guides you to be the pioneer in category-defining organizational culture.

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To grow constantly, it is very important to have a **happy and engaging team** that is working in tandem with the company's goal and mission. In such a fast-changing environment, we felt the need to keep in constant touch with our people as they are spread across the country. **Leena AI came as a big-time solution for taking our engagement to the next level** as it was an AI-based adaptive engagement tool. Leena AI's tool has given us the **real-time pulse** of our team members, which further helps us to understand what is working well in our system and what requires improvement. This helped us take proactive actions in areas having a **direct or indirect impact on the performances of our team members**. It continues to act as a bridge between the on-ground team and senior management. This is just the start of our journey, and we are sure that we will see many more benefits of this platform in the coming times.

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- Bimla Bambha, Senior Vice President HR, Bajaj Capital Ltd

Methodology & Participant Profile

A total of 250 respondents globally participated in this research.

Size of Organization	Designation	Geography	Job Function	Industry
49% Enterprises With 2000+ employees	**38%** C-suite executives	APAC	**72%** Human resources	**20%** IT and software
31% Medium-sized With 500-2000 employees	**44%** Senior management	MEA	**10%** Business operations and management	**13%** Manufacturing
20% Small-size With less than 500 employees	**18%** Middle management	Europe	**10%** Product and technology	**12%** Healthcare & pharmaceutical
		North America	All others less than 5%	**12%** Professional services
		Latin America		**5%** Education
				5% Retail & CPG
				All other industries less than 5% each

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About Us

Leena AI is a next generation virtual assistant that empowers organizations to create digital-first employee experiences. Leena AI resolves employee queries and requests instantly and automatically using conversational AI. With Leena AI, companies can eliminate the need for employee-centric teams to work on tasks such as answering policy-related questions, knowledge management, generating employee documents on demand, and managing employee tickets so they can focus on high-value activities.

Leena AI plays well with 100+ plus platforms, including SAP SuccessFactors, ADP, Oracle, Workday and Microsoft Office 365, and over 250+ customers in 100+ countries, including companies like Nestle, Puma, AirAsia, Coca-Cola, Lafarge Holcim and Abbott with millions of employees worldwide relying on the platform. Leena AI was founded in 2018, and presently supports 60+ languages.

EXPLORE LEENA AI ⊘

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Discover how Leena AI can help you transform your employee experience.

TALK TO OUR EXPERTS ⊘