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ENGAGED EMPLOYEES = BUSINESS SUCCESS

# How to make the *Employee Journey* count

**motivait**  
INSPIRING ENGAGEMENT

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Jeff Bezos famously told Amazon employees to "wake up terrified," emphasising the importance of staying focused on customer need. However, while urgency can drive short-term results, *long-term success doesn't come from fear, it comes from engagement.* When employees feel motivated, valued and connected to their work, the business benefits from sustained growth and success.

Despite the clear benefits of engagement, most workplaces struggle to achieve it. In fact, **only 23% of employees worldwide are engaged** and this disengagement is costing the global economy a staggering **£7 trillion annually** (Gallup, 2024).

While businesses often obsess over customer experience, we have to ask:

## What about the Employee Experience?

If employees feel undervalued, unmotivated, or unheard, how can they possibly deliver the innovation, productivity and top-tier service that businesses need to thrive?

The data is clear: companies that focus on employee engagement see real, measurable benefits:

**18%**

higher productivity  
-> 23% increase in  
profitability (Gallup)

**40%**

lower staff turnover  
-> greater savings on  
hiring and training  
(Josh Bersin)

**10%**

higher customer  
satisfaction (Gallup)

**20%**

more revenue from  
innovation (Harvard  
Business Review)



**So, what's holding  
companies back? And  
more importantly, *how  
can they fix it?***





01

# What Drives Employee Engagement?

At its core, Employee Engagement is the emotional commitment employees have towards their work and organisation. It goes beyond job satisfaction, it's about feeling motivated, connected and eager to contribute to the company's success.

But engagement isn't static. It's shaped by a dynamic mix of internal and external factors:

## Internal Factors

- **Company Culture** – A strong culture creates a sense of belonging, purpose and commitment.
- **Leadership & Management** – Inspiring leaders and clear communication are key to driving engagement.
- **Career Growth & Recognition** – Employees excel when they can see clear career progression and feel valued.



## External Factors

- **Economic Conditions** – Recessions, inflation and job security concerns directly affect engagement.
- **Technological Shifts** – Advances in AI and automation may create uncertainty but also create new growth opportunities.
- **Flexible Working & Employee Wellbeing** – Employees increasingly seeking flexibility, well-being and alignment with company values.
- **Generational Differences** – Gen Z prioritise flexibility and purpose, while Baby Boomers value job security and stability.
- **Global Events** – Pandemics, political instability and cultural shifts can significantly impact employee well-being and motivation.

To build a truly engaged workforce, organisations must adopt a holistic and adaptive approach that not only prioritises the employee experience but also responds to the rapidly evolving dynamics of the modern workplace.



## 02

### Employee Experience:

# The Key to Unlocking Engagement

The **Employee Experience (EX)** covers every interaction employees have with their organisation, from recruitment and onboarding to career development and even their exit. Each stage offers a chance to influence engagement, motivation and performance.

When businesses invest in creating meaningful employee experiences, they unlock:

- **Higher Retention & Loyalty** – Employees stay longer when they feel valued.
- **Greater Performance & Collaboration** – Engaged teams drive better business outcomes.
- **A Stronger Company Culture** – Positive experiences reinforce alignment with company goals.

At the heart of a successful Employee Experience lies the interplay between thoughts, feelings, behaviours and motivation:

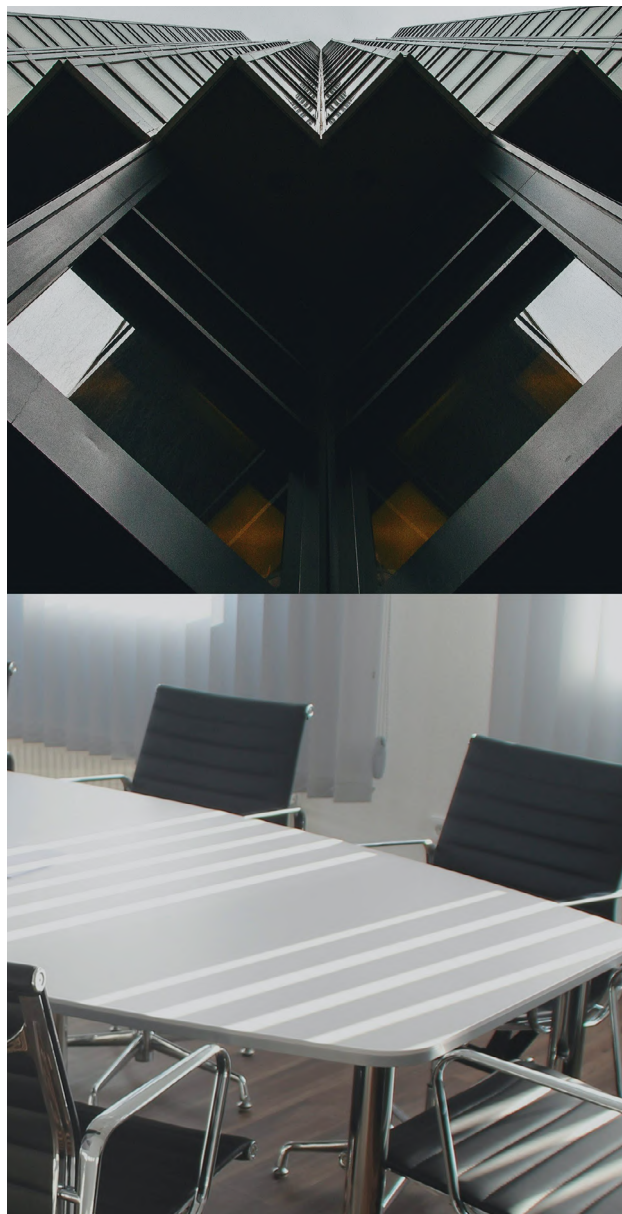
- **Thoughts:** Employees' perceptions of their role, growth and purpose influence engagement.
- **Feelings:** Recognition, inclusion and well-being fuel motivation.
- **Behaviours:** Engaged employees take initiative, collaborate and innovate.
- **Motivation:** When employees see how their work contributes to a bigger mission, they perform at their best.





03

# Why This Matters



Employee engagement isn't just an HR initiative, it's a business imperative. When organisations get it right, they create a workforce that is motivated, productive and committed to driving success.

What if, tomorrow, you discovered that three out of four employees at your company are disengaged, merely going through their routine and disconnected from their everyday work?

In this report, we'll explore how to harness Employee Engagement at every stage of the Employee Journey, turning it into a competitive advantage that fuels growth, innovation and long-term business success.

## Let's begin.



## 04

### The Employee Journey:

# Where are you Enhancing Employee Engagement?

The **Employee Journey** breaks down Employee Engagement into key stages, from attraction to exit. At each stage, employees have thoughts and feelings that shape how connected they feel to their work and the company. By improving the employee experience at every stage, organisations can boost engagement, leading to better behaviours and attitudes that drive performance and business success.

A thoughtfully crafted employee experience should fulfil essential employee needs at each stage. Here's how organisations can build meaningful engagement throughout the journey.

The goal is to create an experience that connects with employees both emotionally and professionally, encouraging greater commitment and motivation.



# Harnessing Technology to Drive Engagement

Building on the key drivers we've discussed; technology now plays a crucial role in boosting Employee Engagement. By integrating digital solutions with personal interactions, organisations can:

## Create Personalised Experiences

Technology allows companies to customise engagement, ensuring each employee's needs and preferences are met. This makes their experience more relevant and impactful.

## Ensure Consistency and Scalability

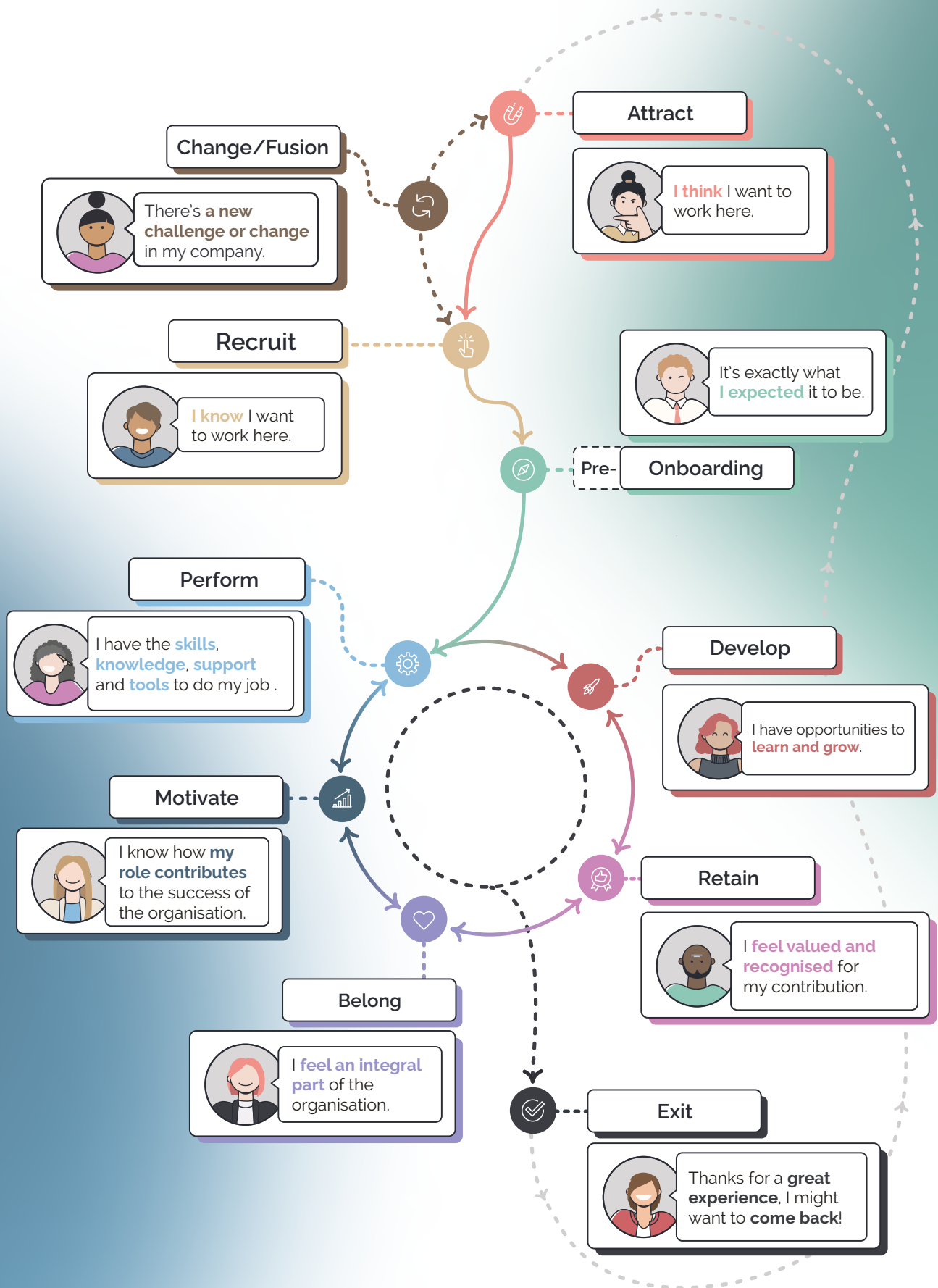
With digital engagement solutions, companies can ensure that every employee, no matter the size of the organisation, has a consistent experience aligned with the company's values, culture, and goals.

## Gain Actionable Insights

Engagement platforms collect valuable data, offering companies insights into employee sentiment, trends and areas for improvement. This helps organisations fine-tune their strategies and make data-driven decisions.







# Change/Fusion

## Successfully Adapting to a *Company Change*

Throughout their employee journey, employees not only encounter the familiar milestones of joining or leaving a company, but also key transitions within the organisation itself. The Change/Fusion stage recognises these internal shifts, such as **moving from one department to another or stepping into a new role**, as significant moments that can reshape the employee experience. Whether transitioning from a technical role to a commercial one, or taking on responsibilities in a new business unit, these changes often require employees to adjust to new teams, workflows, expectations and ways of working.

Such transitions call for intentional support from the organisation to ensure that employees feel equipped, valued and confident as they navigate their new environment. In global companies, this becomes even more critical.

A move from one country to another, for example, can mean adapting to entirely different operational processes, leadership styles and workplace cultures. According to a McKinsey study, **70% of organisational change initiatives fail**, in part due to insufficient attention to the human side of change.

**By acknowledging the importance of this stage, organisations can provide structured guidance, clear communication and practical resources to smooth the transition. If done well, this not only reduces uncertainty and stress but also reinforces engagement, agility and long-term commitment among employees.**



# Attraction:

## Making a *Strong First Impression*





## HOW TO MAKE THE EMPLOYEE JOURNEY COUNT

Engagement starts long before the hiring process commences. How your company presents itself influences who applies and their initial commitment to your organisation.

To effectively engage candidates early on, it's important to **go beyond traditional job postings**. Focus on creating **a strong employer brand** that reflects your culture, values and mission. Use your website, social media and employee channels to showcase your company's identity. When candidates understand who you are, they can assess if they align with your values before applying.

Your **Employee Value Proposition (EVP)** is key. It should highlight career growth, a supportive and flexible work environment and meaningful work. Today's candidates are increasingly prioritising purpose-driven companies that match their values. A strong EVP demonstrates how your company supports both professional development and personal well-being, making it more attractive to potential employees.

**Transparency builds trust.** Clear communication about job expectations, career progression and the hiring process ensures candidates are informed and confident in applying. This openness not only fosters enthusiasm but also sets the stage for long-term engagement, as candidates feel welcomed and valued from the start.

By presenting a **genuine, transparent brand**, you can attract candidates who are not only qualified but also motivated to contribute to your company's success.



# Recruitment:

## Creating a *Positive, Welcoming Experience*



Recruitment is not just about filling a position; it's about creating an experience that shapes their perception of your organisation. Remember, candidates have a choice too and how they feel during the hiring process influences their decisions and future engagement.

To create a positive, welcoming experience, consider the following:

## Consistency Matters

**Reinforce the impression that encouraged them** to apply, ensuring your company's purpose, culture and values are clear in every interaction.

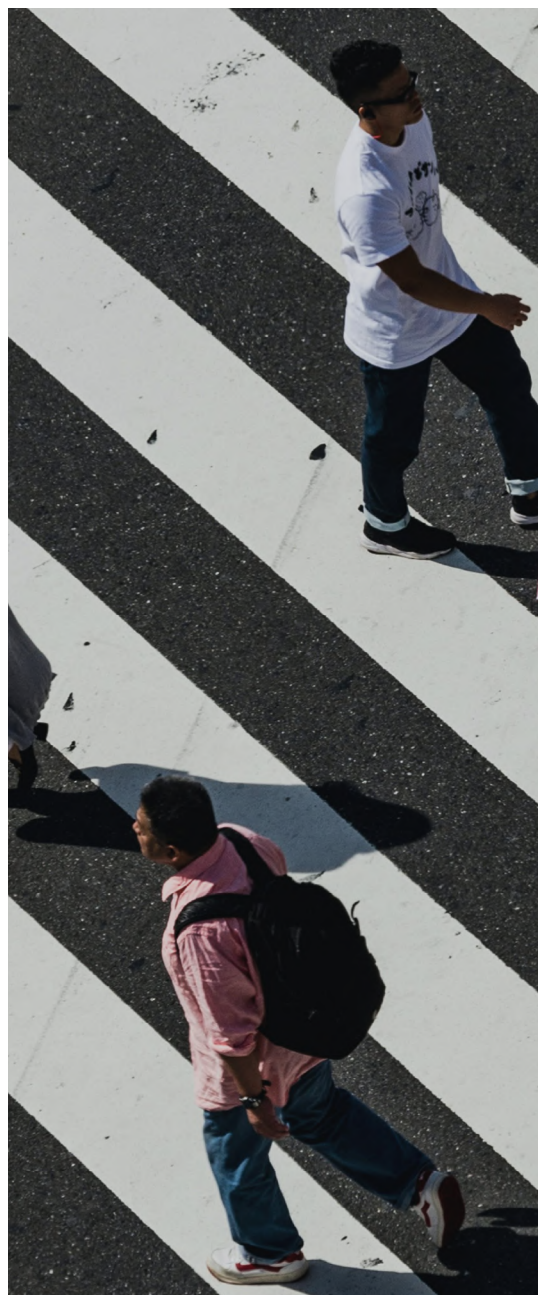
## Communication is Key

**Keep candidates informed with timely updates** and clear next steps. Transparency builds trust and respect.

## Be Realistic

During interviews, **offer a true picture of the work environment** and assess both their fit with the job and alignment with your company's values. Even if they're not hired, ensure they leave with a positive experience. They may reapply, refer others or become advocates for your company.

Treat recruitment as an opportunity to showcase your organisation's values, respect for candidates and commitment to transparency. **Doing so will help you attract, secure and retaining top talent.**





# Onboarding:

## Helping New Hires *Feel Part of the Team*



## HOW TO MAKE THE EMPLOYEE JOURNEY COUNT

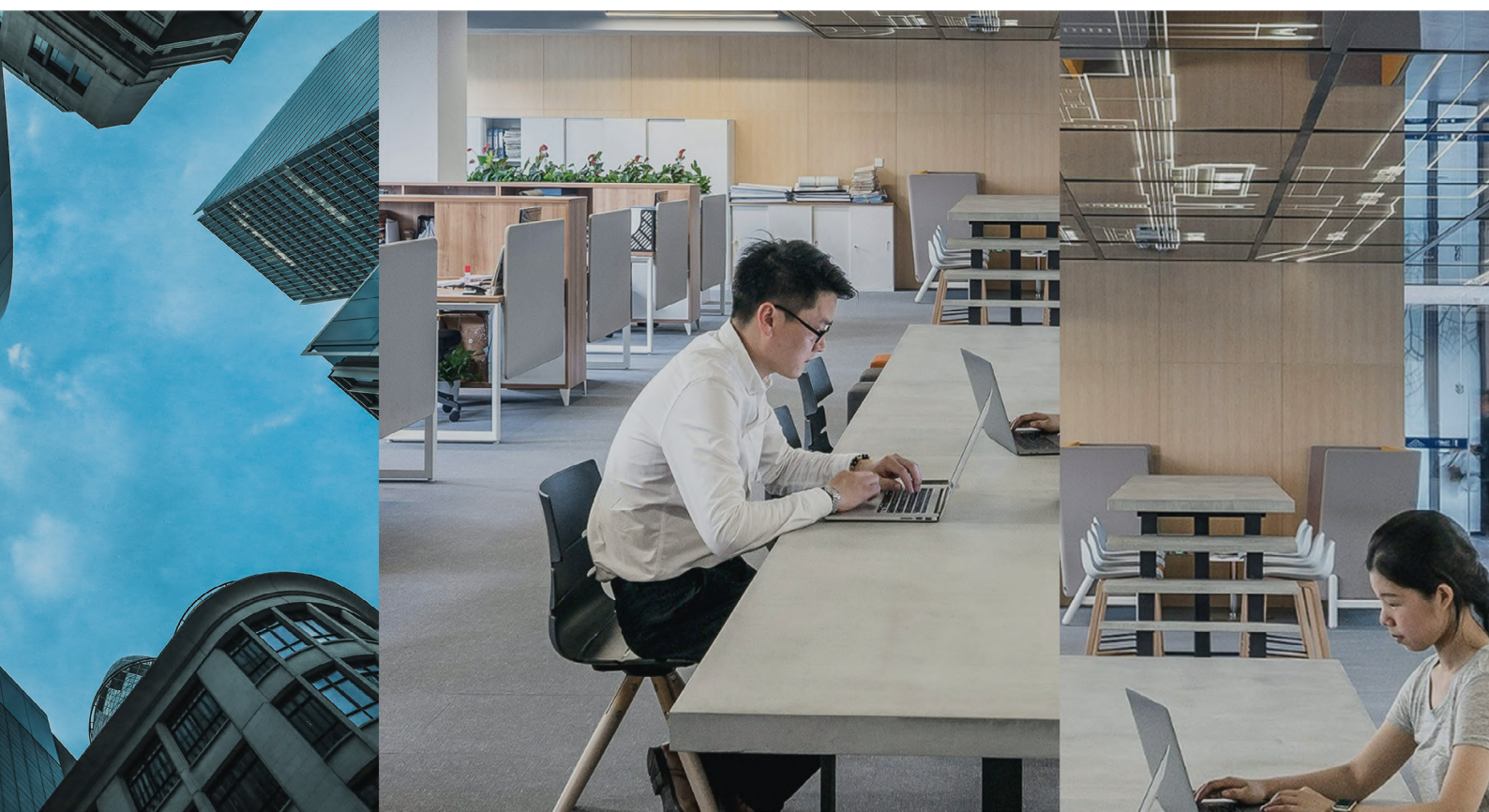
Onboarding is a crucial stage in the employee journey, setting the foundation for a new hire's success and integration into the company. A great onboarding experience validates their decision to join, making them feel welcomed, informed and ready to contribute from the start.

Key elements of an engaging onboarding experience include:

- **Clear introductions** to the company's purpose, culture, values, leadership and team to foster an immediate connection.
- **Comprehensive orientation** that covers job responsibilities, key milestones and resources to ensure they're prepared to succeed.
- **Access to tools and platforms**, enabling a smooth transition to productivity.
- **Mentorship or buddy systems** that provide guidance and support, helping new hires feel more integrated and confident in their role.
- **Regular check-ins and feedback** to address questions or concerns early and keep new hires on track.

Technology can play a pivotal role in optimising the onboarding process. Digital and interactive platforms can streamline administrative tasks, provide tailored learning modules and create immersive experiences that foster a strong connection between the employee and the company from day one. These solutions not only **enhance efficiency** but also make the process **more dynamic and engaging**.

Similarly, the period before they officially join, sometimes referred to as pre-boarding, can make a significant difference in the employee's perception. Sending a welcome email, providing access to key materials, or introducing them to the company culture creates a positive first impression and helps reduce uncertainty before their first day. While pre-boarding sets the stage, **a well-structured onboarding process strengthens the employee's connection with the company**, laying the foundation for long-term engagement and retention.



# Performance:

## Clear *Expectations and Growth*

Setting clear expectations, providing ongoing support and recognising achievements are essential for keeping employees motivated and engaged.

## Establish Clear Expectations from the Start

Employees need a clear understanding of their roles and how their work aligns with the company's goals. This gives them purpose and direction from day one.

## Ongoing Performance Conversations

Rather than relying solely on annual reviews, regular check-ins are key to maintaining open dialogue. These discussions address challenges, celebrate progress and allow for timely adjustments, building stronger relationship between employees and managers.

## Constructive Feedback for Growth

Performance feedback should be specific and focused on growth, highlighting both strengths and areas for improvement. When employees understand where they excel and where they can improve, they are empowered to take ownership of their development.

## Recognition to Fuel Motivation

Regular recognition, whether through formal awards or informal praise, reinforces employees' value and keeps them motivated. Acknowledging hard work boosts morale, fosters a culture of appreciation and encourages excellence.

By establishing clear expectations, **maintaining consistent communication, offering constructive feedback and providing recognition**, organisations can create an environment that encourages continuous growth, motivation and high performance.





# Development:

## Supporting Continuous *Learning* and *Aspirations*



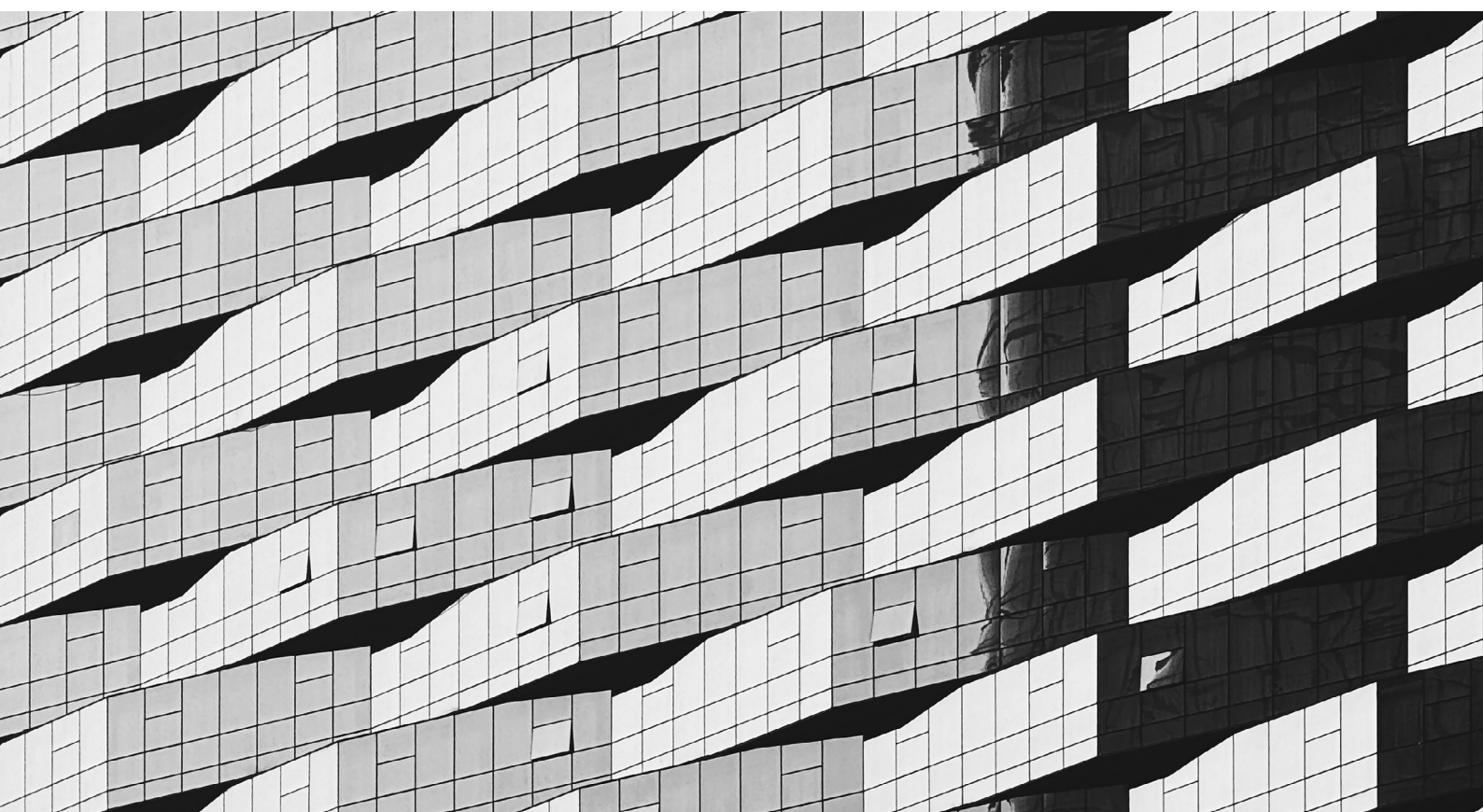
**Providing growth and career advancement opportunities** is essential for maintaining employee motivation and loyalty. Access to training programmes, mentorship and cross-department projects helps employees develop new skills and understand their potential within the company. This approach demonstrates the organisation's commitment to their growth, not just filling a role.

By investing in their long-term success, companies help employees see a clear path, which ignites purpose and encourages engagement. Clearly defined paths foster a forward-looking mindset, where employees believe their hard work and dedication will lead to growth opportunities.

Investing in development strengthens employees' emotional connection to the organisation. As they take on new responsibilities and challenges, they remain excited and engaged. Ongoing learning opportunities and challenges beyond their current skills keep employees engaged eager to contribute and committed to their development.

In the long run, **focusing on development not only boosts engagement but also enhances retention.**

Employees who feel supported in their growth are more likely to remain loyal and invested in the company's success.



# Motivation:

## *Engaging and Inspiring Employees*





## HOW TO MAKE THE EMPLOYEE JOURNEY COUNT

**Motivated employees are more productive, creative and loyal.** To foster motivation, it's crucial to align employees' work with what matters most to them. When employees find purpose and fulfilment in their tasks, intrinsic motivation naturally emerges. While recognitions and bonuses remain important for reinforcing positive behaviours, **intrinsic motivation** is often more powerful than external rewards.

Empowering employees with ownership over their projects also boosts motivation. When they can make decisions and solve problems, they feel more responsible and engaged. This autonomy not only increases motivation but also drives personal and professional growth.



**Enable decision-making and problem-solving in their roles.**

**Trust them to choose how they tackle their work**

**Recognise and celebrate achievements to reinforce ownership and engagement.**



When employees' personal goals are aligned with organisational objectives, they are more driven and perform at their best. By cultivating **both intrinsic motivation and offering external rewards**, companies can ensure that **employees remain inspired**, leading to improved performance, greater innovation and long-term loyalty.





# Belonging:

## Fostering an *Inclusive Environment*



Employees who **feel a sense of belonging** are more likely to collaborate, stay committed and contribute meaningfully. A strong sense of belonging builds trust and loyalty, which ultimately boosts engagement and performance. To cultivate this, organisations must prioritise diversity, equality and inclusion initiatives that promote equal opportunities for all employees.

Creating a safe environment where employees can **express themselves and contribute ideas** is key. Open communication and inclusivity empower employees to bring their whole selves to work, which strengthens creativity and problem-solving. When employees know their voices matter, they are more likely to engage fully in their work and collaborate effectively with their colleagues.

Additionally, promoting **teamwork across departments** and offering **social activities** outside of work can further solidify these connections. Activities that bring teams together, such as team-building events or casual meetups, allow employees to build relationships on a personal level, which enhances trust and cohesion. When employees feel valued, respected and connected to both their peers and the company, their loyalty and investment in the organisation deepens.



**By building a culture of belonging, organisations not only create a more inclusive and supportive work environment but also significantly enhance Employee Engagement and long-term retention.**

# Retention:

## Keeping *Talent* Engaged



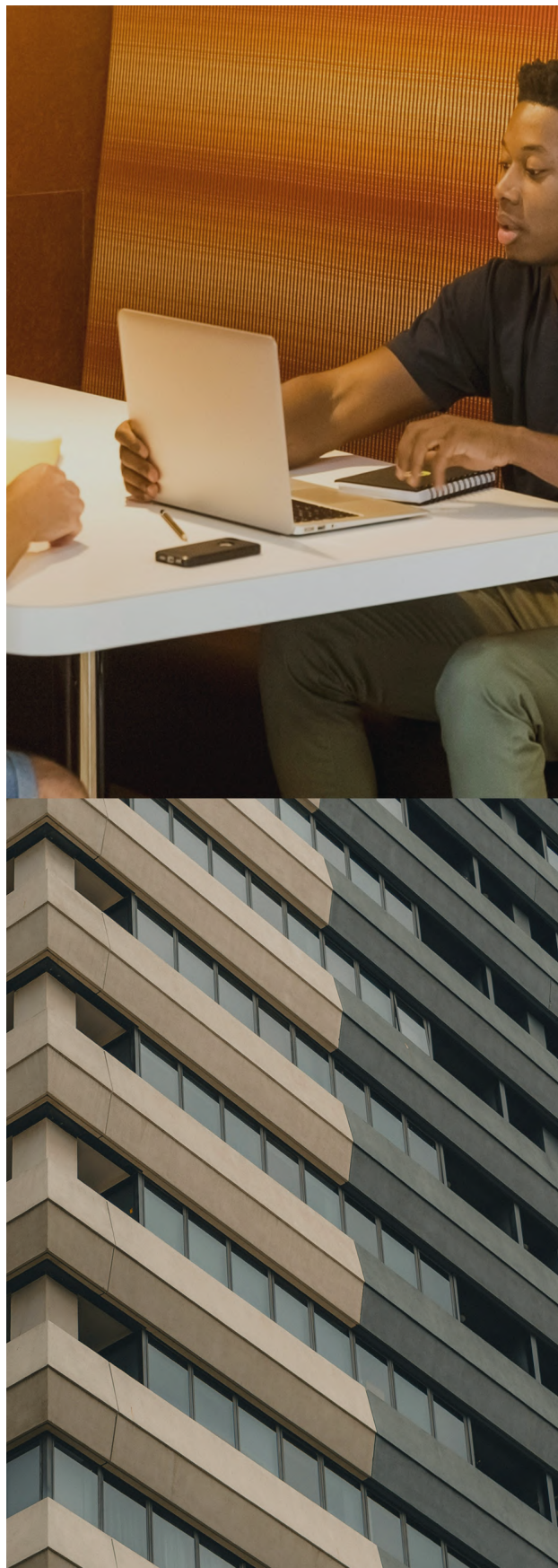


## HOW TO MAKE THE EMPLOYEE JOURNEY COUNT

Retaining top talent is essential for maintaining a stable and motivated workforce. To keep employees engaged, organisations must provide a combination of **competitive compensation, career growth opportunities and a positive work environment**. When employees feel that they are fairly rewarded for their work, it fosters a sense of value and appreciation that encourages them to stay committed.

In addition to offering competitive salaries and benefits, it's important to recognise and celebrate employees' contributions regularly. Taking the time to **check in on their job satisfaction**, career goals and overall well-being helps ensure that employees feel heard and understood. By **actively listening to their needs**, organisations can align the work experience with employees' personal and professional aspirations, which boosts engagement and reduces the risk of turnover.

By prioritising retention strategies that focus on growth, recognition and alignment with employees' goals, organisations can ensure long-term engagement and success.



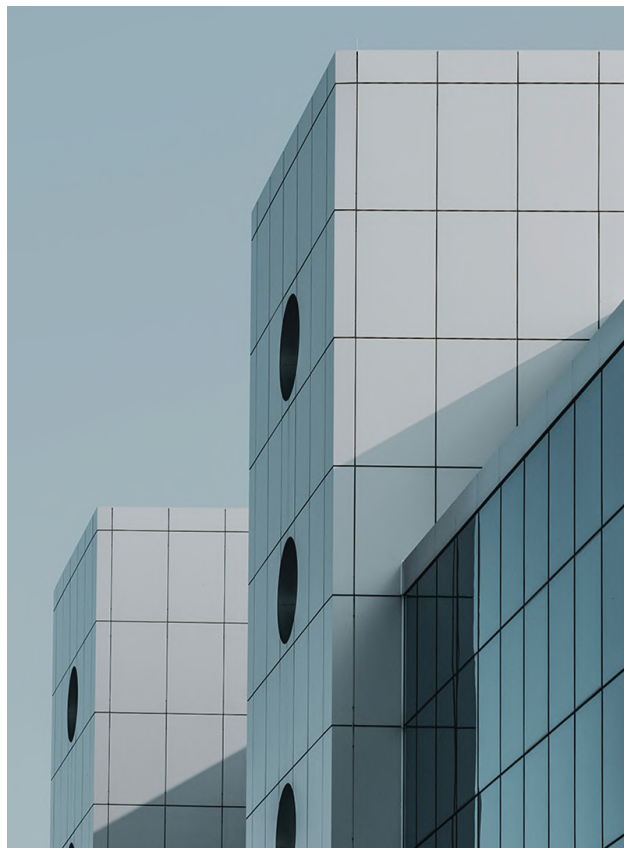
# Exit:

## Turning *Departures* into *Opportunities*

## HOW TO MAKE THE EMPLOYEE JOURNEY COUNT

While the exit stage marks the end of an employee's journey with an organisation, it doesn't have to be the end of the relationship. Departures are a natural part of working life, driven by new opportunities, changing circumstances or simply the need for a fresh start. However, how organisations handle these goodbyes can leave a lasting impression. A **thoughtful and compassionate exit** ensures that employees can leave feeling valued and respected which in turn shapes their lasting perception of the company.

**Genuine, open exit conversations** provide more than just data, they provide insights into the real employee experience. When people feel safe to share honest reflections about their time with the organisation, it creates an opportunity for meaningful learning. Understanding why someone chooses to leave, whether due to growth limitations, management challenges, or cultural fit, can reveal patterns that influence future engagement plans and initiatives.



But meaningful exits go beyond the final interview. When managers regularly check in with their teams and foster open dialogue, it creates space for employees to voice concerns or aspirations early on. This ongoing connection strengthens trust and can highlight early warning signs, giving leaders the chance to support and retain talent before employees decide to walk out the door.

Finally, treating departing employees with dignity and transparency leaves the door open for future possibilities. Whether through alumni networks, referrals or even boomerang hires, former employees can become valuable advocates. **When people leave with a sense of appreciation and goodwill, they're more likely to recommend the company or even return later with fresh skills and enhanced perspectives.** Handled with empathy and care, exits can become more than just a departure, they can become bridges to future opportunities, growth and a stronger employer brand.





## 14

# Key Drivers of Engagement for Leaders

As we've discussed, Employee Engagement is a key factor in driving organisational success. But for it to go from just a buzzword to a real competitive advantage, leaders need to focus on a few crucial areas. **Effective Employee Engagement starts at the top**, with leaders and managers playing a pivotal role in shaping and sustaining a culture where employees feel valued, motivated and committed.

Rather than viewing engagement as an HR-led initiative, forward-thinking leaders recognise it as a strategic business enabler, one that directly impacts productivity, retention and overall performance.

By prioritising engagement as a long-term investment rather than a discretionary cost, they demonstrate its importance in driving business success. This means **actively fostering open communication, recognising contributions and creating opportunities for growth**. Crucially, leaders who embed engagement into the fabric of their organisation, not as a 'nice to have' but as a core business priority, unlock higher levels of discretionary effort, innovation and loyalty from their people.

**Great leaders set the tone through their own behaviours, modelling the values, attitudes and standards they expect from their teams.**

15

# The Future of Employee Engagement

It is obvious that there is real value to be gained from organisations focusing on engaging their employees. The benefits are clear: **higher productivity, stronger retention, improved customer satisfaction and ultimately, greater business success.** To exploit these benefits, Employee Engagement needs to be viewed as a vital business enabler and not just another HR activity. The future of Employee Engagement lies in the ability of organisations to create authentic, relevant and memorable employee experiences and move beyond traditional engagement initiatives. Introducing technology to deliver personalised, dynamic and data-driven experiences that genuinely resonate with their people will be a game changer.



Now is the time to **reimagine Employee Engagement** not as a periodic initiative, but as a continuous, technology enabled journey that inspires loyalty, motivation and long-term business impact.



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