

WHITEPAPER

15 Drivers that impact employee engagement and happiness

With insights and tips to make
your work environment more
positive and productive.





EMPLOYEE HAPPINESS MODEL

2DAYSMOOD has identified 15 drivers that have a proven impact on the happiness and engagement of employees in their jobs.

These drivers are the blueprint of our unique and innovative 2DAYSMOOD Employee Happiness Model®. This model was designed from extensive literature research, insight in work trends and our own experience in positive psychology, HR and change management.

Gaining insights in the 15 drivers and people's moods at work, will help you increase a positive and productive working climate.

So read this whitepaper to find out how each of the drivers can have a positive or negative impact on engagement and happiness.



THEME INTRODUCTION

This theme refers to the core of the organization and how the organization aims to demonstrate the same message to all its internal and external stakeholders. This message should be coherent, credible and represent the company's ethic. Four drivers are important indicators within this theme; internal communication, strategy & goal alignment, vision & values and reputation & brand. They reflect the extent to which stakeholders are linked to and identify with the organization.

How does your team or organization score on these drivers? Find out on the next pages.





1. INTERNAL COMMUNICATION

DRIVER INTRODUCTION

Internal communication is the communication between the organization and its employees or between parts of the organization. It takes place across all levels and between teams of an organization with the purpose of creating a shared understanding and meaning.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Clear and consistent messages from management
- ✓ Professional change- and crisis communication
- ✓ Clear and understandable vision, mission & values
- ✓ Clear organizational and team strategy
- ✓ Possibilities for employees to directly speak to senior managers

MAIN STATEMENT

OVERALL, I FEEL THAT THE ORGANIZATION SUFFICIENTLY INFORMS ME ABOUT IMPORTANT MATTERS AND CHANGES.



WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Limited or no change- and crisis communication
- ✓ No internal communication strategy
- ✓ No proper approach and method to send out messages or interact



DRIVER INTRODUCTION

Vision and values are the leading principles of an organization. They define how the organization views itself now and in the future. A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the mid- or long term. Values describe the desired culture.

MAIN STATEMENT

I CAN IDENTIFY MYSELF WITH THE VISION AND CORE VALUES OF MY ORGANIZATION.



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Understanding vision & values
- ✓ Identification with values
- ✓ Behaviour that is in line with values gets acknowledged

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ No clear vision
- ✓ (Senior) management that does not live up to the core values of the organization
- ✓ No consequences when values are breached
- ✓ New hires that clearly don't live up to the values



3. STRATEGY & GOAL ALIGNMENT

DRIVER INTRODUCTION

Strategy and goal alignment refer to the clarity of the overall organizational strategy and to which degree individual employee goals are aligned with the general strategic course. Role transparency and the understanding of how individual work can make an impact are critical components of engagement driver.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Alignment of individual employee goals with the overall strategy of the organization
- ✓ Employees knowing how their work can make an impact on the overall success of the organization
- ✓ Clarity regarding role requirements
- ✓ Employees feeling confident that they are doing their jobs right

MAIN STATEMENT

I UNDERSTAND HOW MY WORK SUPPORTS THE ORGANIZATION IN ACHIEVING ITS GOALS.



WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ No clear division of tasks & roles (role ambiguity)
- ✓ Unclear strategy
- ✓ Organization that fails to cascade the organizational strategy to their individual employees



DRIVER INTRODUCTION

Organizational reputation is the overall impression of a company by its internal and external stakeholders, based on its past actions and probability of future behaviour. Through their brand, an organization creates an image that is associated with a level of credibility, quality, and customer satisfaction.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ General identification with the brand
- ✓ Customer focus and the way the organization prioritizes customer demands
- ✓ Professional recruitment process
- ✓ Meaningful social and sustainable initiatives by the organization
- ✓ External reputation and appearance in social media



MAIN STATEMENT

OVERALL, I AM AN AMBASSADOR FOR MY JOB, I AM PROUD TO WORK FOR THIS ORGANIZATION.

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Negative press releases
- ✓ Negative customer feedback
- ✓ Negative feedback from applicants
- ✓ Colleagues talking negatively about the organization

THEME INTRODUCTION

This theme refers to all people in the organization as they are essential to the organization's success. They provide inspiration, creativity, vision and motivation that keeps an organization alive on all levels. Good leadership, positive relationships with managers and colleagues, and a safe environment where employees can express their true selves are important contributors to a positive working climate.

How does your team or organization score on these drivers? Find out on the next pages.





5. LEADERSHIP

DRIVER INTRODUCTION

Leadership refers to all executives and people managers who are responsible for effectively managing the resources within the organization. They should inspire others to do their best work and cultivate a successful organizational culture. They are also responsible for translating 'Vision and Values' and 'Strategy and Goal Alignment' into understandable actions for employees.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Leadership team being a role model and setting a good example
- ✓ Leadership team is encouraging a shared vision
- ✓ Employees are being empowered and involved in decisions
- ✓ Leadership team is open for new ideas and therefore embracing change and innovation

MAIN STATEMENT

OVERALL, THE ORGANIZATION IS MANAGED BY ROLE MODELS THAT LIVE UP TO THE ORGANIZATIONAL VALUES.



WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ No freedom or safe culture to make mistakes
- ✓ No communication about changes in the organization and its importance
- ✓ Leadership is not "walking the talk"
- ✓ Employees have no trust in the leadership team



6. RELATIONSHIP WITH COLLEAGUES

DRIVER INTRODUCTION

The interpersonal relations at work, influence the way people and teams collaborate with each other and achieve goals. This driver measures the extent to which the elements of positive interpersonal interactions, such as pleasant communication, trust, mutual respect and equal commitment, are present in the organization.

MAIN STATEMENT

I ENJOY WORKING
WITH MY
COLLEAGUES ON
A DAILY BASIS.



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Having positive relationships or even friendships with colleagues
- ✓ Good collaboration, communication and teamwork
- ✓ Being able to show your emotions at work and talk about them
- ✓ Trustful relationships with colleagues
- ✓ Having social bonding activities with colleagues

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Team members or colleagues not showing the same commitment to deliver quality
- ✓ Conflicts between colleagues being left unsolved
- ✓ Showing no respect for your colleagues
- ✓ Gossiping



7. RELATIONSHIP WITH MANAGER

DRIVER INTRODUCTION

This driver refers to the relationship between a direct manager and his or her employees. It is important for a manager not only to be a role model, but also to have a sense of how and why people work the way they do. Managers that show personal interest and trust their employees are essential to achieve high levels of engagement and improved performances.



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ A caring manager that shows interest in their employees' personal lives, cares about how they feel and supports their health and well-being
- ✓ Mutual trust between direct manager and employee
- ✓ Being a good coach as a manager

MAIN STATEMENT

OVERALL, I HAVE A GOOD RELATIONSHIP AND OPEN COMMUNICATION WITH MY MANAGER.

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Managers showing no respect for their employees
- ✓ Manager support is perceived as unsatisfactory
- ✓ Managers not equally treating their employees



DRIVER INTRODUCTION

This driver refers to the psychosocial safety in the organization and measures the degree to which the organization safeguards the psychological health of its employees. It involves making sure that employees feel safe in the organization to express their true personality, talents, motivations and insecurities.

MAIN STATEMENT

I FEEL COMFORTABLE
AND CAN EXPRESS
MY TRUE SELF
AT WORK.



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Encouraging diversity in the organization and within teams
- ✓ Feeling the freedom to express your opinion
- ✓ Treating everybody equally, fairly and with respect
- ✓ Having policies and procedures in place to discourage acts like sexual harassment, racial discrimination, and retaliation against whistleblowing claims

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Discriminating about ethnicity, sexual orientation and/or personal characteristics
- ✓ Not discouraging and penalizing dysfunctional behavior like sexual harassment, violence, aggression
- ✓ Not incorporating or communicating which behaviors are (not) acceptable to managers and employees
- ✓ Bullying, and not respecting the rights of the accused and the accuser of dysfunctional behavior



THEME INTRODUCTION

This theme refers to all the aspects of what an organization gives to an employee in return for the employee's work and effort that contributes to the overall organizational performance. These aspects range from intrinsic (e.g. appreciation) to extrinsic (e.g. monetary) motivators.

How does your team or organization score on these drivers? Find out on the next pages.





9. SALARY AND BENEFITS

DRIVER INTRODUCTION

Salary is the monetary compensation provided to employees. Employee benefits include various types of non-cash compensation in addition to normal salary. Some benefits might be mandated by law, others are dependent upon region, industry and organization. Think of travel reimbursements, lunch coupons, etc.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Transparent salary structure & scales
- ✓ Everybody can participate in the success of the organization (i.e. through a bonus system or variable salary)



MAIN STATEMENT

OVERALL,
I FEEL FAIRLY
COMPENSATED FOR
THE WORK I DO.

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Lack of salary- and benefits guidelines
- ✓ Special benefits for executive managers and/or functions in the organization
- ✓ Positive discrimination in the distribution of benefits



10. APPRECIATION

DRIVER INTRODUCTION

This driver refers to the recognition that people get for their effort and work from their direct manager, colleagues and other members of the organization. Appreciation is non-monetary and concerns the complete employee lifecycle. It should start when an employee joins the organization, achieves development and eventually leaves the organization



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Good work and extra efforts are being acknowledged and appreciated
- ✓ Professional on- and offboarding practices
- ✓ Appreciation of opinions and taking them into account when making decisions and improvements

MAIN STATEMENT

OVERALL,
I FEEL APPRECIATED
FOR THE WORK
I AM DOING.

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Not feeling respected for work efforts and output
- ✓ Leadership is not giving compliments and/or thanking employees
- ✓ Lack of interest in tasks & projects that an employee is working on



DRIVER INTRODUCTION

Learning and development helps organizations build and maintain internal capabilities, so they can successfully execute their strategies and future plans. It includes all initiatives that encourage members of the organization to grow in their roles and/or in the organization and maximize their performance.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Fair distribution of training budget
- ✓ Individual development plans that are regularly revised
- ✓ Strength based development
- ✓ Clear promotion guidelines



MAIN STATEMENT

OVERALL, THE ORGANIZATION IS SUPPORTING MY PROFESSIONAL AND PERSONAL GROWTH.

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Ad hoc development initiatives, no Learning & Development strategy
- ✓ Unclear about career growth & career path
- ✓ Breaking promises about promotions or growth opportunities

12. INTRINSIC MOTIVATION



DRIVER INTRODUCTION

This driver refers to the extent to which an employee perceives his or her work as being meaningful. Intrinsic motivation is a drive that comes from within and is influenced by a few essential factors; the flexibility to decide how a job gets done (autonomy), the opportunity for continuous self-improvement (mastery) and the possibility to do things that matter (purpose).

MAIN STATEMENT

OVERALL,
I BELIEVE
MY WORK IS
MEANINGFUL.



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Organizations that understand the importance of intrinsic motivation
- ✓ Trust that employees will deliver if they get freedom to decide how their job gets done
- ✓ Managers who support employees in practising autonomy, mastery and purpose

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ The idea that fixed office hours and attendance in an office are essential indicators for high performance
- ✓ Not enough communication about the trust managers have in their employees



THEME INTRODUCTION

Wellbeing can refer to physical as well as psychological health of employees. Physical and mental employee wellbeing can be supported through the promotion of good workplace conditions (e.g. natural daylight, temperature control, safety regulations), healthy lifestyle initiatives (e.g. healthy food & drinks, exercise programs) and a work-life balance. Focusing on employees' wellbeing can facilitate an efficient, productive workforce.

How does your team or organization score on these drivers? Find out on the next pages.





13. WORKPLACE CONDITIONS

DRIVER INTRODUCTION

Workplace conditions refer to the physical and environmental factors of the workplace that may affect employee wellbeing. The degree to which the workplace is perceived as being pleasant and comfortable has a great effect on the overall productivity and effectiveness of employees.

MAIN STATEMENT

OVERALL,
I HAVE A
PLEASANT WORK
ENVIRONMENT.



WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Clear and transparent safety regulations and procedures
- ✓ Providing employees with the right facilities and equipment to do their job well
- ✓ Supporting adjustments to individual work places if needed
- ✓ Having plants and greenery in the workplace

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ No natural light and/or poor lightning
- ✓ Poor ventilation or temperature control
- ✓ No place to have privacy or do focused work
- ✓ No ergonomic work spaces



DRIVER INTRODUCTION

Vitality refers to employees' levels of willingness and readiness to deal with workload and stressful situations in their jobs. A healthy lifestyle, including themes such as nutrition, sleep, sports and mindfulness, can positively impact vitality and personal energy resources.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Having an area in which employees can take breaks from work
- ✓ Flexible office hours
- ✓ Health initiatives offered by the organization (e.g. gym membership, healthy foods in the canteen)
- ✓ (Strengths-) Coaching for employees who don't feel confident and/or stressed



MAIN STATEMENT

I FEEL
ACTIVE AND
ENERGIZED
DURING THE DAY.

WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ No healthy snack opportunities
- ✓ Stressful office environment
- ✓ No area to take breaks



15. WORK-LIFE BALANCE

DRIVER INTRODUCTION

Work-life balance concerns the extent to which employees are supported by their organizations, to balance their work and non-work life. This driver measures the perceived work-life balance by employees and the organizational efforts to minimize work-life conflicts through factors such as life satisfaction, work flexibility, time for personal activities and social support.

WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Offering flexible work arrangement policies and programs
- ✓ Having time to spend on activities outside of work that give energy
- ✓ Coaching employees and offering them support when they receive no social support from their partner, friends and family

MAIN STATEMENT

MY ORGANIZATION
ENABLES ME TO
MAINTAIN A GOOD
WORK-LIFE BALANCE.



WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Not being able to mentally detach from work during free time
- ✓ Having no time to relax and self-reflect



Do you want to know the status of these drivers and employee happiness in your team or organization? With 2DAYSMOOD you can create a continuous feedback loop with realtime insights in 15 seconds a week.

Get in touch
for a free [demo](#) or
download our [brochure](#).



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contagious,
work with
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