



emergence

***African Employee  
Engagement Outlook  
2021/2022***

The latest in African Employee Engagement

A Research Trends Report by **Emergence Human Capital**

***Africa***

## Strictly Confidential

Copyright and all other intellectual property contained herein rests with Emergence Human Capital. The information contained in this document may not be reproduced in either whole or part without prior written consent of Emergence Human Capital. The information contained in this document may be only used for purposes of evaluating the research data contained herein and may not be communicated to any person for any other purpose without the prior written consent of Emergence Human Capital.

“Employee engagement first.

No company, small or large, can win over the long run without energized employees who believe in the firm's mission and understand how to achieve it. That's why you need to take the measure of employee engagement at least once a year through anonymous Surveys in which people feel completely safe to speak their minds.”

- Jack and Suzy Welch

# WHY EMERGENCE HUMAN CAPITAL?

Emergence is dedicated to providing expert **Human Capital, Reward & Learning Solutions.**

Talk to us about how to unleash performance by better attracting, rewarding, engaging, developing and retaining highly skilled & talented people.

All solutions design & consulting services are based on proven methodologies and a deep set of research & IP. Our extensive network of African offices is underpinned by tools, technologies and skills that allow us to tailor-make lasting and pragmatic solutions for your most complex and pressing HR problems.



emergence  
HUMAN CAPITAL

# TABLE OF CONTENTS

<b>1. INTRODUCTION</b> .....	<b>6</b>
<b>2. PARTICIPATION STATISTICS</b> .....	<b>8</b>
<b>COMPANY PARTICIPATION</b> .....	<b>9</b>
<b>INDUSTRY PARTICIPATION</b> .....	<b>10</b>
<b>PARTICIPATION – GENERAL DEMOGRAPHICS</b> .....	<b>11</b>
<b>3. EHC EMPLOYEE ENGAGEMENT MODEL</b> .....	<b>12</b>
<b>SURVEY QUESTIONNAIRE</b> .....	<b>13</b>
<b>4. RESEARCH APPROACH</b> .....	<b>14</b>
<b>5. AFRICAN EE SCORES – KEY FINDINGS</b> .....	<b>16</b>
<b>KEY FINDING 1 – OVERALL AFRICAN EMPLOYEE ENGAGEMENT SCORE</b> .....	<b>16</b>
<b>KEY FINDING 2 – GLOBAL REGIONAL EMPLOYEE ENGAGEMENT SCORES</b> .....	<b>17</b>
<b>KEY FINDING 3 – AFRICAN REGIONAL EMPLOYEE ENGAGEMENT SCORES</b> .....	<b>18</b>
<b>KEY FINDING 4 – IMPORTANCE OF BENEFITS FROM AN EMPLOYEE PERSPECTIVE</b> .....	<b>20</b>
<b>6. AFRICAN EE SCORES – COUNTRIES &amp; GENERAL DEMOGRAPHICS</b> .....	<b>21</b>
<b>7. SURVEY RESULTS – KEY FINDINGS</b> .....	<b>25</b>
<b>KEY FINDING 5 – TOP 10 HIGHEST / LOWEST SCORING QUESTIONS</b> .....	<b>25</b>
<b>KEY FINDING 6 – POSITIVES / NEGATIVE FACTORS IMPACTING EMPLOYEE ENGAGEMENT</b> .....	<b>26</b>
<b>8. QUESTION CLUSTER – WORK OUTPUTS</b> .....	<b>28</b>

<b>9. QUESTION CLUSTER – SENIOR LEADERSHIP</b> .....	<b>29</b>
<b>10. QUESTION CLUSTER – MANAGER EFFECTIVENESS</b> .....	<b>30</b>
<b>11. QUESTION CLUSTER – EMPLOYEE GROWTH</b> .....	<b>31</b>
<b>12. QUESTION CLUSTER – BUSINESS ALIGNMENT</b> .....	<b>32</b>
<b>13. QUESTION CLUSTER – WELLBEING</b> .....	<b>33</b>
<b>14. QUESTION CLUSTER – REWARD &amp; RECOGNITION</b> .....	<b>34</b>
<b>15. ADDITIONAL ANALYSIS</b> .....	<b>35</b>
<b>KEY FINDING 8 – IMPORTANCE VERSUS SATISFACTION OF BENEFITS</b> .....	<b>35</b>
<b>KEY FINDING 9 – TALENT ATTRACTION GRID</b> .....	<b>36</b>
<b>16. EXECUTIVE SUMMARY</b> .....	<b>37</b>
<b>17. EMPLOYEE ENGAGEMENT, COMPANY CULTURE &amp; VALUES</b> .....	<b>40</b>
<b>18. COMPANY CULTURE &amp; VALUES</b> .....	<b>41</b>
<b>19. WHAT CAN YOUR ORGANISATION DO TO ENCOURAGE EMPLOYEE ENGAGEMENT?</b> .....	<b>44</b>
<b>EHC EXECUTIVE TEAM &amp; RESEARCH LEAD</b> .....	<b>49</b>
<b>20. PROFILE – EMERGENCE SOUTH AFRICA</b> .....	<b>50</b>
<b>21. CONCLUSION</b> .....	<b>52</b>

## 1. Introduction

During the past two years, the global work environment has observed the devastating impact of the coronavirus pandemic and its resulting lockdowns. In response, the HR function has been forced to come up with many innovative solutions with which to combat the enforced restrictions in place, to ensure their ongoing operations, facilitating the move from the office full-time to various Hybrid Work Solutions or even complete remote working! These solutions have had a significant impact on how Organisations conduct their business, creating a knock-on effect on both the consumer and their own employees.



With the above in mind, how these changes are managed and communicated invariably become far more important when considering how this impacts on crucial aspects of the Employee Experience (EX) such as Employee Engagement; Workplace Culture; and Company Values, considering how these elements drive the desired behaviours that create business success.

Increased employee engagement results in reduced turnover, improved productivity, better customer retention, stronger financial health, and most importantly, happier/healthier employees who can in turn benefit from this increase in business performance. Having an effective employee engagement strategy is therefore a key ingredient to the operational and financial success of any Organisation.

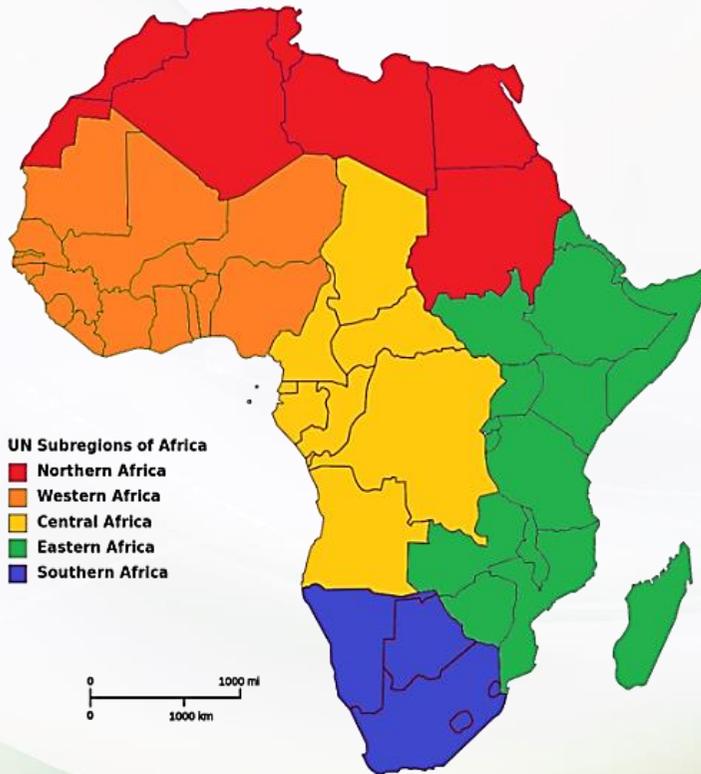
After a decade of running one of the most successful free Employee Engagement Surveys across the African continent, we present to you our tenth edition of this publication, *The African Employee Engagement Outlook 2021/2022*.

Whether your approach to employee experience feedback uses continuous listening or an annual engagement Survey, we hope this report can provide you with additional context as you work to improve employee engagement at your Organisation, and further illustrate how we as Emergence can assist your Organisation in consistently and effectively tracking and correcting perceptions regarding these different Employee Engagement metrics.

Our research includes aggregated feedback from over a thousand Organisations across Africa and is currently regarded as the premier Employee Engagement Survey in Africa. The following table outlines the separation of data for reporting purposes:

Country	2021 Percentage (%)
South Africa*	65.2%
Rest of Africa	34.8%

\*Due to the concentration of responses received in South Africa, we have split the analysis of responses for South Africa & the Rest of Africa.



Although 30 countries participated in the research, 12 countries were not sufficiently valid to report on from a sample size perspective (**Less than 6 Companies**). To achieve a valid data set, countries were grouped into 5 regions as shown in the map.

**\*South Africa has further been separated from Southern Africa, as sample size allowed for this separation.**

More info on the separation of countries can be found at:

▶ [https://en.wikipedia.org/wiki/List\\_of\\_regions\\_of\\_Africa](https://en.wikipedia.org/wiki/List_of_regions_of_Africa)

The continent of Africa is commonly divided into five regions or subregions, four of which are in Sub-Saharan Africa. **These regions are as depicted by the United Nations and should not be confused with the regions depicted by the African Union.**

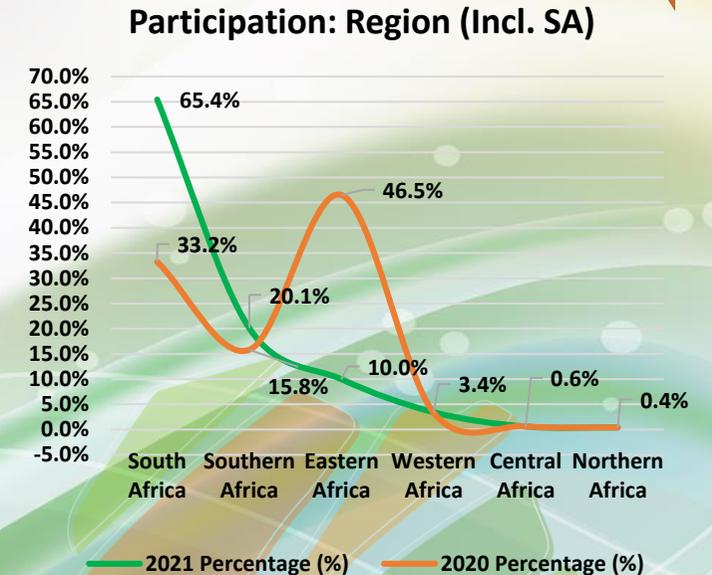
“Courage is not the absence of fear - it is inspiring others to move beyond it.”

- Nelson Mandela

## 2. Participation Statistics

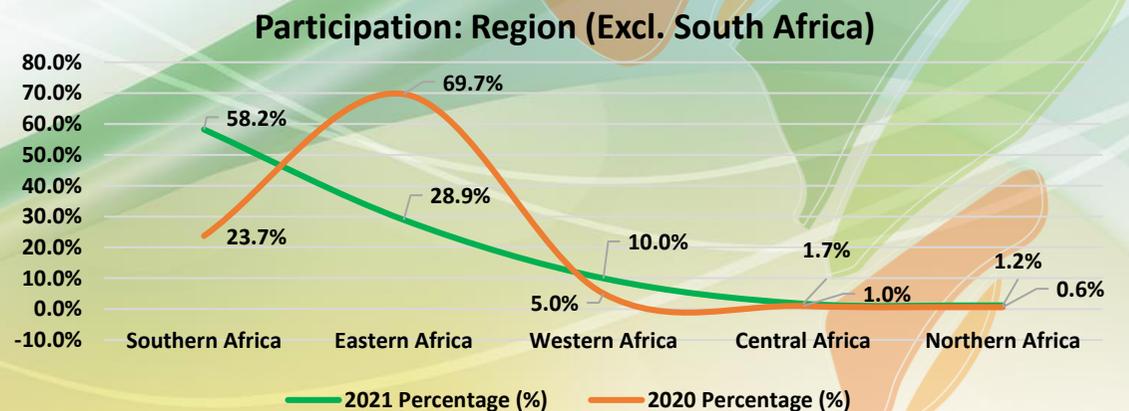
The table below depicts the overall region participation rates across Africa, inclusive of South African respondents, who generally make up a large portion of our responses in previous years. This year’s results mark a marked shift again in the uptake from different regions across the continent, with Southern Africa taking the top spot in terms of number of responses submitted during the survey period:

Region (Incl. South Africa)	2020 Percentage (%)	2021 Percentage (%)
South Africa	33.2%	65.4%
Southern Africa	15.8%	20.1%
Eastern Africa	46.5%	10.0%
Western Africa	3.4%	3.4%
Central Africa	0.6%	0.6%
Northern Africa	0.4%	0.4%



The following table depicts the overall regional participation rates across Africa, exclusive of South Africa:

Region (Excl. South Africa)	2020 Percentage (%)	2021 Percentage (%)
Southern Africa	23.7%	58.2%
Eastern Africa	69.7%	28.9%
Western Africa	5.0%	10.0%
Central Africa	1.0%	1.7%
Northern Africa	0.6%	1.2%



We can observe from the table above, that the concentration of responses does tend to favour more Southern African Countries, with additional uptake in East & West African Regions. Country reports are available on request, where sample size allows.

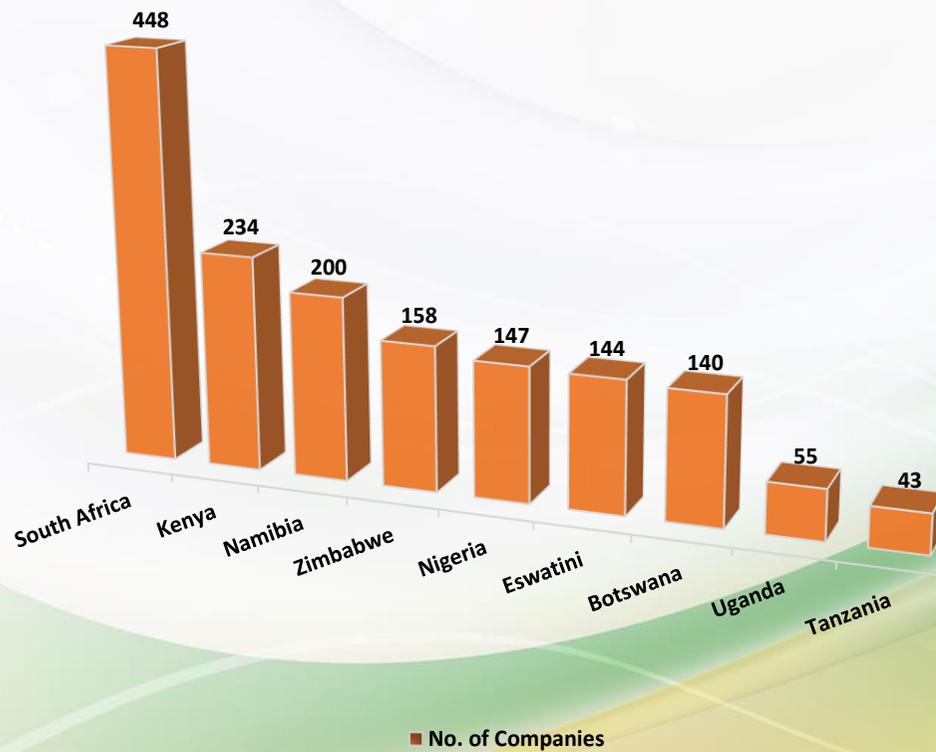
Although response rates were low within the rest of the regions, we shall endeavour to provide country scores and additional information in the countries within Central & North Africa, where minimum sample size rules are met.

### Company Participation

The following sections highlights the key demographic participation rates, as received from respondents, and shows the depth of data collected during the survey period. Employees from over 1,500 companies participated throughout Africa during the survey period which is a vast improvement from last year.

The graph below shows the Top 10 countries with the largest number of Organisations that participated in the survey, whereas the table on the right depicts all the companies from which we received responses:

**Top 10 Countries - Company Participation**



Country	Region	No. of Companies
South Africa	South Africa	448
Kenya	Eastern Africa	234
Namibia	Southern Africa	200
Zimbabwe	Eastern Africa	158
Nigeria	Western Africa	147
Eswatini	Southern Africa	144
Botswana	Southern Africa	140
Uganda	Eastern Africa	55
Tanzania	Eastern Africa	43
Ghana	Western Africa	32
Mozambique	Eastern Africa	23
Malawi	Eastern Africa	23
Lesotho	Southern Africa	23
Mauritius	Eastern Africa	18
Ethiopia	Eastern Africa	11
Egypt	Northern Africa	9
Angola	Central Africa	9
Cameroon	Central Africa	9
Sudan	Northern Africa	6
Algeria	Northern Africa	4
Democratic Republic of the Congo	Central Africa	4
Sierra Leone	Western Africa	4
Zambia	Eastern Africa	2
Benin	Western Africa	2
Ceuta	Northern Africa	2
Djibouti	Eastern Africa	2
Liberia	Western Africa	2
Republic of Cabo Verde	Western Africa	2
Rwanda	Eastern Africa	2
Togo	Western Africa	2

## Industry Participation

The following tables outlines the industry participation received in 2020 and 2021 for the whole of Africa. Previously, we categorised industries in such a manner that public Organisations were consolidated as part of the Industries displayed. This has now been collapsed into two parts to first focus on the Organisation's primary purpose in the market, then further break down these industries by their sector category, as illustrated below:

### 2020 - Industry

Industry	2020 Percentage (%)
Professional Business Services - Banking, financial services, insurance, IT, real estate, accounting, consulting, legal, and professional service Organisations.	46.0%
Community & Social Services - Education, welfare and religious services, non-profit Organisations.	16.9%
Government & Public Sector - Government, regulators, and scheduled Organisations.	13.1%
Media, Hospitality & Communications - Hospitality, telecommunication, media and advertising.	9.1%
Manufacturing & FMCG - Manufacture and sales (food, textiles, metal, electrical, machinery, chemicals, automobile manufacture, and miscellaneous manufacture).	4.3%
Extractive & Transformative - Agriculture, forestry and paper, mining, oil, gas, utilities and energy.	3.2%
Retail & Logistics - Transportation and logistics, wholesale, retail.	2.9%
Health Care - Medical and health services, medical equipment & supplies, pharmaceutical.	2.7%
Engineering and Construction - Construction, building and engineering.	1.8%

### 2021 - Industry

Industry	2021 Percentage (%)
Professional Business Services - Banking, financial services, insurance, IT, real estate, accounting, consulting, legal, and professional service organisations.	37.4%
Health Care - Medical and health services	27.0%
Retail & Logistics - Transportation and logistics, wholesale, retail.	12.5%
Extractive & Transformative - Agriculture, forestry and paper, mining, oil, gas, utilities and energy.	9.2%
Media, Hospitality & Communications - Hospitality, telecommunication, media and advertising.	6.5%
Community, Social & Personal Services - Education, welfare and religious services, postal services and regulators.	4.9%
Engineering and Construction - Construction, building and engineering.	1.7%
Manufacturing & FMCG - Manufacture and sales (food, textiles, metal, electrical, machinery, chemicals, pharmaceutical, automobile manufacture, miscellaneous manufacture).	0.8%

### 2021 - Sector

Sector	2021 Percentage (%)
Public Sector/State Owned Enterprise/Government	56.4%
Private Sector	42.9%
Non-Profit	0.7%

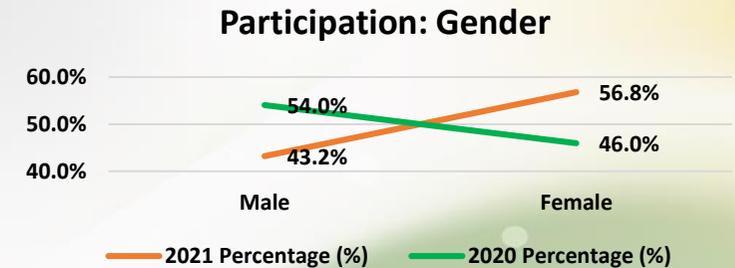
## Participation – General Demographics

The following tables depict the participation by each specific sub-categories defined per the demographic questions asked within the survey:

### Gender

Gender	2020 Percentage (%)	2021 Percentage (%)
Male	54.0%	43.2%
Female	46.0%	56.8%

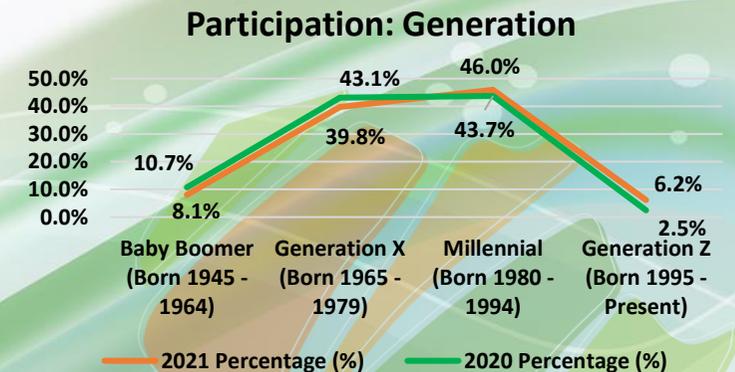
As illustrated above, we had a higher turnout of female employees during this year than in previous years.



### Generation

Generation	2020 Percentage (%)	2021 Percentage (%)
Baby Boomer (Born 1945 - 1964)	10.7%	8.1%
Generation X (Born 1965 - 1979)	43.1%	39.8%
Millennial (Born 1980 - 1994)	43.7%	46.0%
Generation Z (Born 1995 - Present)	2.5%	6.2%

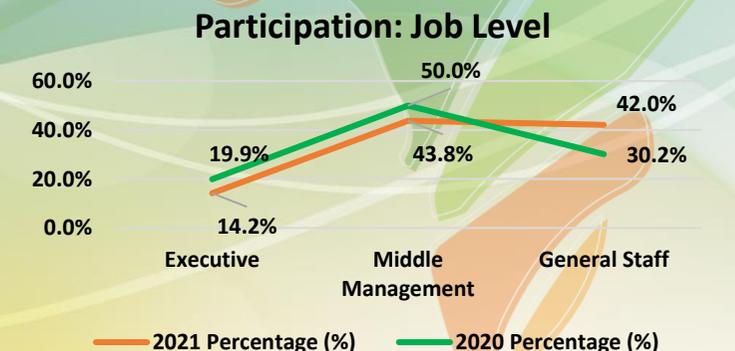
When considering the table above, we can see that there have not been a significant changes in the participation rates for all categories, except Gen Z, with more employees coming into the market, we can expect to see a greater influx of response in the coming years



### Job level

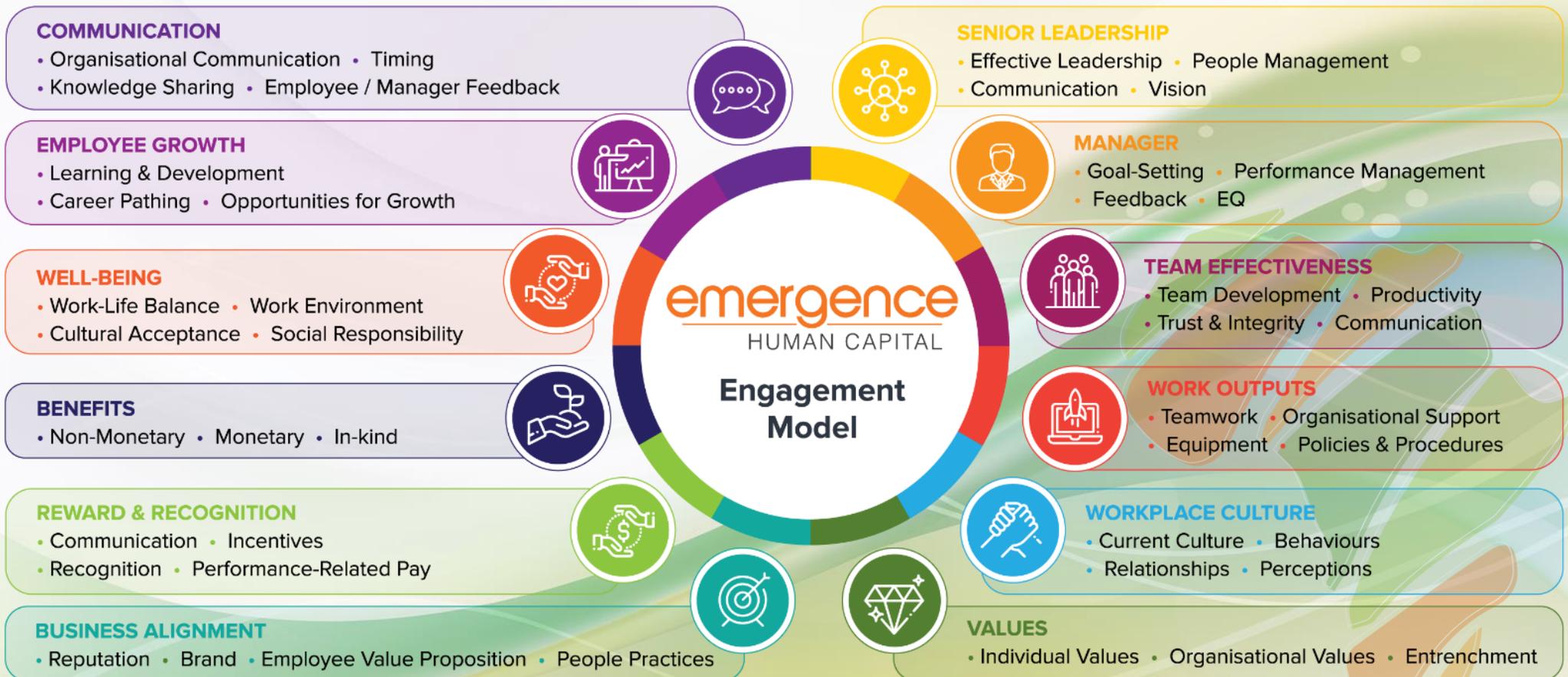
Job Level	2020 Percentage (%)	2021 Percentage (%)
Executive	19.9%	14.2%
Middle Management	50.0%	43.8%
General Staff	30.2%	42.0%

We have seen greater uptake by the General Staff category during 2021, and a comparative decrease in more senior positions.



### 3. EHC Employee Engagement Model

The value of any survey data lies with the validity of its underpinning model and approach to what is being surveyed. This engagement survey is based on Emergence Human Capital’s engagement model, which has been validated over 10 years, across over 7,000 Organisations throughout Africa. Through consistent research and client interaction, we have revised our engagement model to include further elements that we have deemed valuable and crucial to the overall Employee Experience (EX), such as Workplace Culture & Company Values. These elements can be explored in more detail later in this report.



## Survey Questionnaire

This year's survey questionnaire has been designed to be "fit-for-purpose", providing insight into the perceptions held by employees across the continent, for each question cluster surveyed. The following key areas (Question Clusters) are covered in the survey:

- ▶ Senior Leadership
- ▶ Manager
- ▶ Work Outputs
- ▶ Business Alignment
- ▶ Reward & Recognition
- ▶ Benefits
- ▶ Wellbeing
- ▶ Employee Growth

The above topics are part of our targeted strategy to measure and portray benchmarks scores in key elements of the Employee Experience, enabling Organisations in measuring and comparing the results of their own Surveys, versus our Continental and National Survey Benchmark Data. Other topics such as Team Effectiveness, Effectiveness of Communication, Workplace Culture, Values, etc. require more intimate & direct surveying within a particular Organisation to establish the intricacies that influence the overall experience that employees are subjected to while employed there. It also requires direct

knowledge of the HR Policies & overall strategy to understand the mission, vision and values that drives the Organisation.

Engaging with employees through various forms of data capture and communication, can assist Organisations in realising the needs of their employees and providing targeted reforms to assist in driving both a positive Employee Experience, and reaping the benefits of this resulting improved business performance which is generally associated with a happy and engaged workforce.



## 4. Research Approach

The following steps outline the process used in creating and managing the survey process:

### Design Questionnaire

- ▶ Following customisation of the question set, the survey is built on our web-survey platform. Accessibility is ensured through the use of our trusted survey platform, allowing participants to access the survey from both smartphone and computer.



### Securing Participation

- ▶ Emergence Human Capital contacted Organisations across Africa to participate in this research. Marketing activities were also conducted through various social media platforms and via our newsletter. A summary report is provided, in exchange for the participation of individual employees, situated in Africa.

### Data Input

- ▶ The engagement model used in defining and developing the employee engagement questionnaire is based on the Emergence Human Capital's Engagement model; The EHC EE Model and research approach has been validated globally by leading global universities;
- ▶ Individual responses are captured via a web-based platform;
- ▶ Each participating company was sent an individualised link, to be shared with employees within their Organisation only; and
- ▶ Individuals within participating Organisations completed an online questionnaire and submitted responses to be included in the aggregated results.



### Data Validation

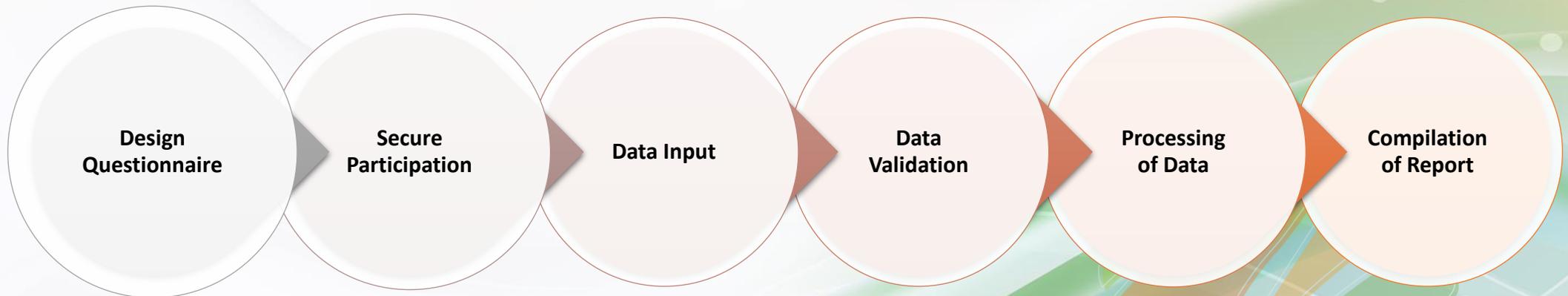
- ▶ Each individual response was reviewed, and partially completed responses were removed from the research analysis; and
- ▶ The aim of the data validation process is to ensure consistency in data modelling and accurate representation of the data.

### Processing of data and compilation of report

- ▶ The research data was analysed using statistical analysis methodologies;
- ▶ Qualitative and Quantitative data received was considered and analysed; and
- ▶ A final report was compiled with the findings.

Additional Country reports have been generated where sample size allowed, and these reports are available to purchase on request.

### Represented Diagrammatically:



## 5. African EE Scores – Key Findings

The following sections shall illustrate key findings such as the overall Employee Engagement Scores for Africa, and additional analysis on demographical data, which is as follows:

### Key Finding 1 – Overall African Employee Engagement Score



\*This Engaged score is approximately 0.6% lower than last year. This continues the continent's downward trend from a high of 70% Engaged, in 2016, and 72% in 2014.

Overall Employee Engagement Score	Engaged	Not Engaged	Disengaged
Overall Africa EE Score 2021/2022	61.4%	28.9%	9.7%
Overall Africa EE Score 2020/2021	62.0%	31.0%	7.0%
<b>Difference</b>	<b>-0.6%</b>	<b>1.9%</b>	<b>2.7%</b>

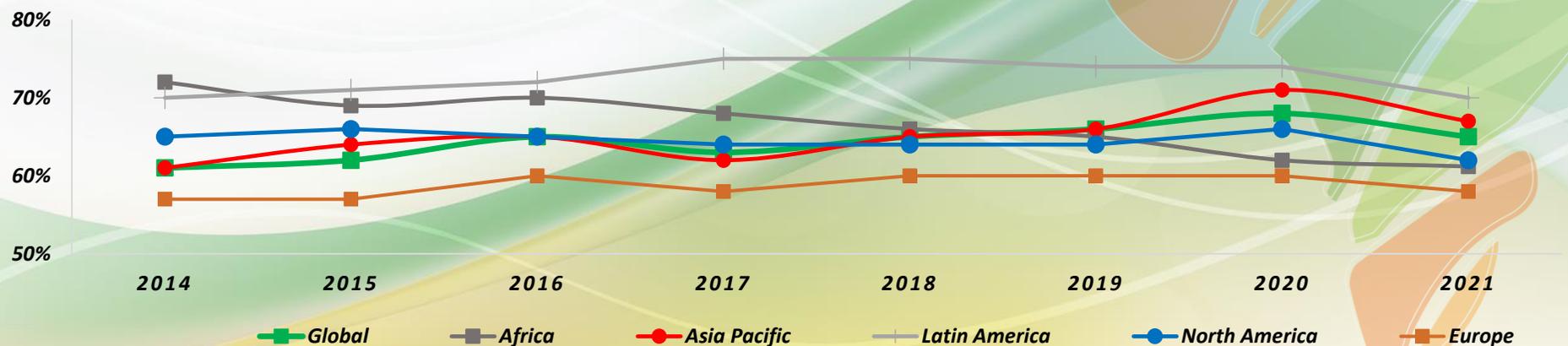
The above table indicates the movements made over the last year, based on perceptions of employees across the continent.

## Key Finding 2 – Global Regional Employee Engagement Scores

Employee engagement scores differ across the Globe, according to factors that influence Employee sentiment. In previous reports, we stated that Africa scores broadly correlated with the Asia Pacific region. In the past two years, this trend seems to have fallen away as Asia Pacific sits above the African Engagement score by 5.8% reducing the gap slightly compared to 2020, while Africa experienced a slight 0.8% decrease, continuing a general downtrend that has been occurring since 2016. Typically, Emerging Markets tend to have higher employee engagement scores overall (Latin America, Asia Pacific, Africa, etc.), due to employee loyalty in areas where job markets are tight and have experienced minimal growth, or even possible regression due to the Coronavirus pandemic. This does not seem to be the general case looking at the progression of Africa’s scores over the past six years falling from a high of 72% in 2014.

Global Region	Employee Engagement Scores Per Year							
	2014	2015	2016	2017	2018	2019	2020	2021
Global	61%	62%	65%	63%	65%	66%	68%	65%
Africa	72%	69%	70%	68%	66%	65%	62%	61.2%
Asia Pacific	61%	64%	65%	62%	65%	66%	71%	67%
Latin America	70%	71%	72%	75%	75%	74%	74%	70%
North America	65%	66%	65%	64%	64%	64%	66%	62%
Europe	57%	57%	60%	58%	60%	60%	60%	57%

GLOBAL REGIONS - ENGAGEMENT SCORES (2014-2021)



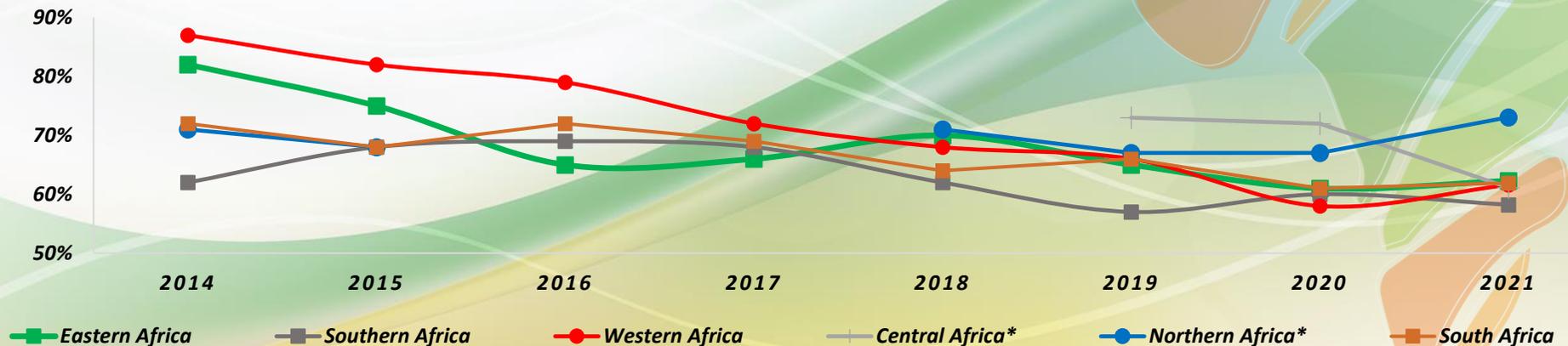
### Key Finding 3 – African Regional Employee Engagement Scores

Considering the table and graph above, the downturn in employee sentiment across Africa has led to a gradual decline in some industries and regions across the continent, affecting growth within the various African economies. While significant challenges lie ahead, there is still positive sentiment regarding the potential of the continent in the next two decades, so tapping into that potential and creating a policy environment in which Africans can be successful is very important, within the context of the global economy. The next table indicates the various regional difference that exist within Africa, considering the differences in economic development across the continent:

African Regions	Employee Engagement Scores Per Year							
	2014	2015	2016	2017	2018	2019	2020	2021
Eastern Africa	82%	75%	65%	66%	70%	65%	61%	63%
Southern Africa	62%	68%	69%	68%	62%	57%	60%	58%
Western Africa	87%	82%	79%	72%	68%	66%	58%	62%
Central Africa*	-	-	-	-	-	73%	72%	72%
Northern Africa*	71%	68%	-	-	71%	67%	67%	73%
South Africa	72%	68%	72%	69%	64%	66%	61%	62%

\* Due to insufficient data or the introduction of new categories (Central Africa), we were unable to report on engagement for certain years/regions.

AFRICAN REGIONS - ENGAGEMENT SCORES (2014-2021)



In terms of the potential for growth on the African Continent, some African economies are already embracing policies that are beginning to show signs of growth, showing appetite for growth, albeit slowly. Due to Covid-19 and the related lockdowns that were experienced globally, unemployment rates were expected to increase in regions across the world. This new reality led to a downturn in many sectors of the global economy, effectively forcing the global workforce to a complete standstill while measures were put in place to combat the deadly pandemic. Although significant, the damage appears to be limited as latest reports indicate a resurgence in investor confidence as organisations adapt in this ever-changing global environment, delivering their product more efficiently in the wake of supply chain disruptions.

This evolving development landscape – with its emerging opportunities, shocks and vulnerabilities– makes it imperative for Africa to accelerate the advancement of sustainable and equitable human development. This can be achieved by building economic, social and environmental resilience for women and men, enhancing their productivity, and accelerating the pace of structural economic transformation in the region.

In reviewing and improving Business performance, employers should take measures to correct potential engagement issues within their Organisation by improving internal communications, and overall employee confidence in their senior leaders. In implementing these solutions, the issue of Hybrid Work solutions and Remote Working shall provide further challenges for organisations in ensuring Engagement from their employees, due to the perceived lack of oversight for employees working away from their managers. Therefore, ensuring a good balance between the different needs of Management and General Staff is crucial.



Now, well into the pandemic, the limitations and the benefits of remote work are clearer. Many people are returning to the workplace on a full-time basis, embracing the Remote Work option or have implemented a hybrid solution to stagger the number of employees at the office at one time, allowing companies to implement cost saving measures or even consider downscaling their existing infrastructure in the absence of its full workforce at the office at any one time. The Covid-19 pandemic, and the resulting global lockdowns have broken through cultural and technological barriers that prevented remote work in the past, setting in motion a structural shift in where work takes place.

### Key Finding 4 – Importance of Benefits from an Employee perspective

Each aspect of total rewards attracts a differentiated level of importance and satisfaction in employee engagement. There are the main aspects that are prevalent in most companies and affect employees directly in terms of their financial well-being, such as increases/bonuses and/or employee development through training. Other niche elements such as maternity/paternity leave are aimed at improving the lives have certain groups of employees, reducing their prevalence across the entire sample.

The following were identified as the top five most important total rewards elements for Africa, versus employee’s satisfaction of the same:

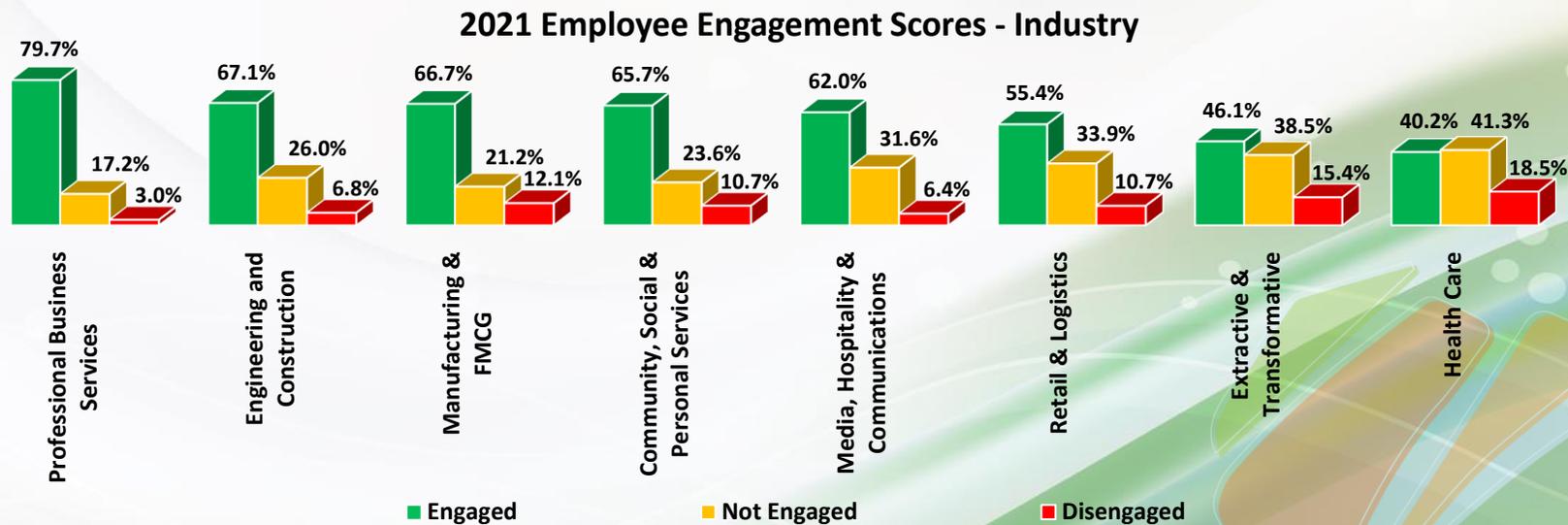
<i>Reward Element</i>	<i>Importance</i>	<i>Satisfaction</i>	<i>Difference</i>
<i>Paternity Benefits</i>	100%	57%	43%
<i>Maternity Benefits</i>	99%	67%	32%
<i>Study Assistance</i>	98%	54%	45%
<i>Family Responsibility / Compassionate Leave</i>	98%	78%	21%
<i>Long Service Awards</i>	98%	50%	48%

It is quite common to see a desire for more money when asking employees about their desired reward elements, however it is notable that some of the most common elements of a remuneration package, i.e. Performance Bonuses/Increases, Salary, Medical Aid/Healthcare, etc. across various levels within Organisations, did **NOT** score the highest in terms of importance, unlike what was observed in past iterations of this report. Employees placed high importance on that of family responsibility / compassionate leave, and other soft Reward Elements, showing that empathy on the part of the employer goes a long way to generating the desired level of loyalty from individual employees to their teams and/or the Organisation. Where possible, employers should seek to improve their leave offering, in order to promote a well-rounded EVP (EX) and give employees a sense that the Organisation cares about their perceptions and desires.

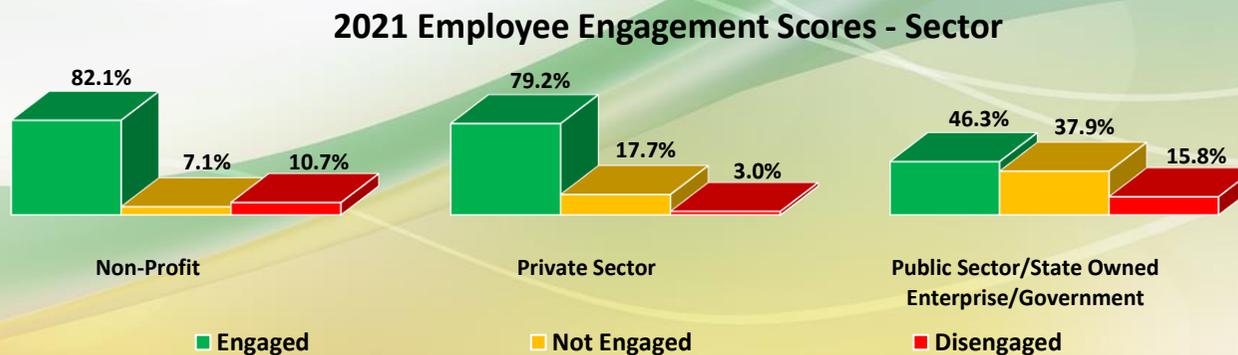
## 6. African EE Scores – Countries & General Demographics

The following graphs and tables indicate the individual Employee Engagement scores achieved by each specific category, considering the general demographics requested within the Survey, aimed at providing benchmark scores to compare your organisation against. These general demographic Employee Engagement benchmark scores are outlined below, per section:

### African Industry EE Benchmark Scores



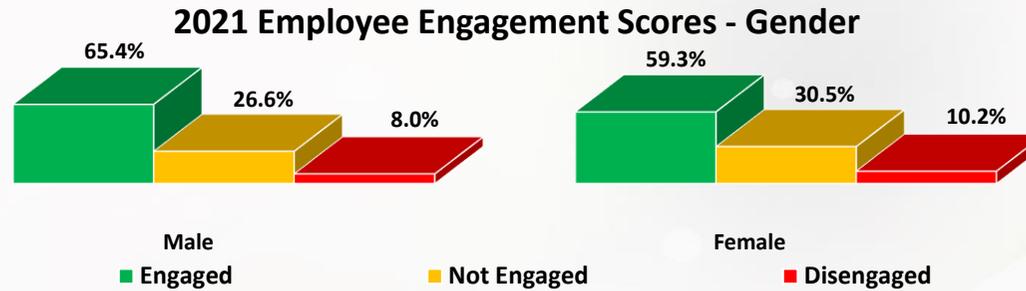
### African Sector EE Benchmark Scores



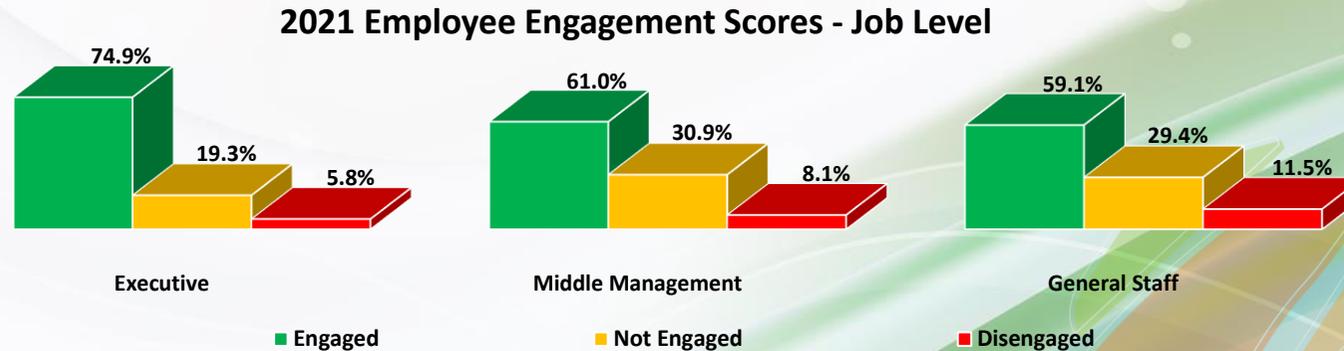
### African Country EE Benchmark Scores

Country	2020/2021 Engagement Scores			2021/2022 Engagement Scores			Gap (%)
	Engaged	Not Engaged	Disengaged	Engaged	Not Engaged	Disengaged	
Cameroon	100.0%	0.0%	0.0%	75.0%	18.8%	6.3%	-25.0%
Egypt	80.0%	20.0%	0.0%	72.7%	18.2%	9.1%	-7.3%
Malawi	70.0%	30.0%	0.0%	72.7%	27.3%	0.0%	2.7%
Angola	71.4%	28.6%	0.0%	71.4%	28.6%	0.0%	0.0%
Tanzania	68.2%	22.7%	9.1%	70.2%	21.3%	8.5%	2.0%
Mauritius	87.5%	12.5%	0.0%	68.4%	26.3%	5.3%	-19.1%
Sierra Leone	100.0%	0.0%	0.0%	66.7%	16.7%	16.7%	-33.3%
Eswatini	66.3%	26.5%	7.2%	66.3%	25.4%	8.3%	0.1%
Nigeria	60.0%	36.9%	3.1%	63.2%	34.0%	2.8%	3.2%
Zimbabwe	63.2%	25.0%	11.8%	62.7%	24.2%	13.0%	-0.4%
Sudan	100.0%	0.0%	0.0%	62.5%	25.0%	12.5%	-37.5%
Ghana	64.3%	35.7%	0.0%	62.5%	37.5%	0.0%	-1.8%
South Africa	61.0%	30.4%	8.6%	62.1%	28.3%	9.6%	1.1%
Mozambique	60.0%	40.0%	0.0%	61.5%	38.5%	0.0%	1.5%
Lesotho	62.5%	25.0%	12.5%	61.1%	22.2%	16.7%	-1.4%
Kenya	60.7%	29.5%	9.8%	60.6%	29.9%	9.4%	0.0%
Namibia	59.5%	30.2%	10.3%	58.9%	30.9%	10.2%	-0.5%
Uganda	57.1%	33.3%	9.5%	58.7%	32.6%	8.7%	1.6%
Botswana	65.9%	26.7%	7.3%	55.7%	31.7%	12.6%	-10.2%
Ethiopia	60.0%	40.0%	0.0%	54.5%	45.5%	0.0%	-5.5%
Zambia	55.8%	40.1%	4.0%	-	-	-	-

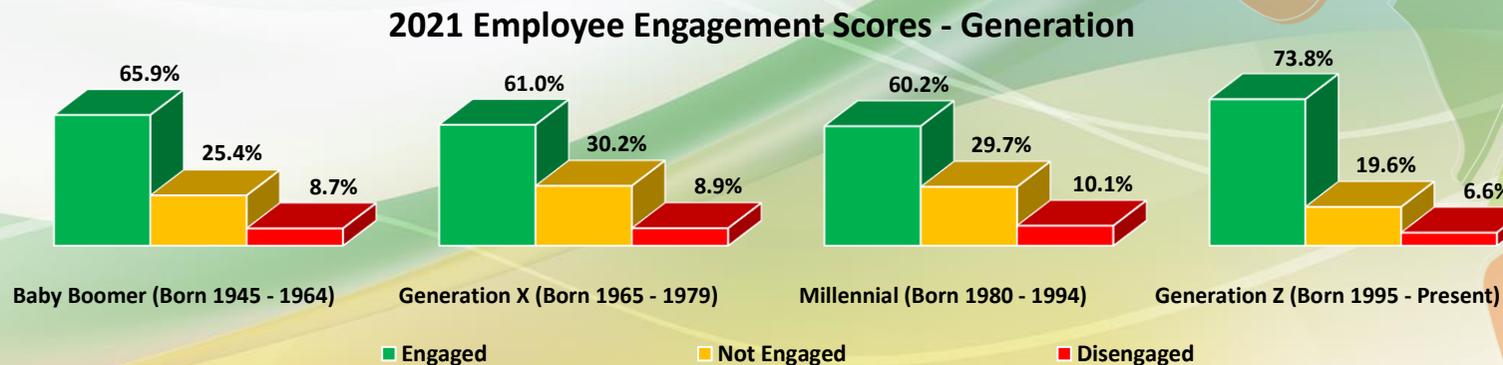
**African Gender EE Benchmark Scores**



**African Job Level EE Benchmark Scores**



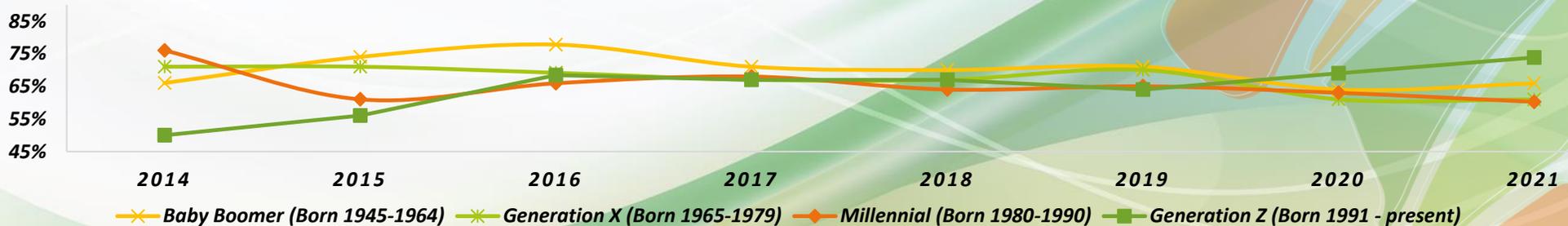
**African Generational EE Benchmark Scores**



The stark difference in scores between the older generations versus younger generations is apparent and likely a reason for concern, as older employees feel more alienated as the amount of technology required for remote working becomes increasingly important, and may be more than they would have been willing or able to use before lockdown. Another reason could be due to less tech-savvy Baby Boomers & Generation X employees who were unable to work during implemented lockdowns, due to issues in set-up for working from home. As Organisations evolve through the various stages of Organisational maturity, it is important to remain aware of the differences and possible reasons for differing levels of engagement, especially at a generational level. With the influx of Millennials and Generation Z into the workforce, a modern style of management needs to be adopted by Organisations. This modern style of management (adaptive and collaborative) will mitigate Millennials and Generation Z from becoming disengaged.

Whilst it is important to understand what drives the success of an Organisation, it is equally important from an engagement perspective to understand where the biggest business gains can be made in terms of engagement. With unemployment levels high throughout Africa, Generation Z may often be grateful for having a job, and most likely only in their first or second year of employment. This could give rise to “false” perceptions of engagement. Conversely, Baby Boomers and Generation X’s have had to adapt to the requirements of Remote Working. Working from home, or “Remote Working”, has forced many individuals to adapt to new ways of working, such as hybrid schedules to minimise the amount of people that are in the office at any given time, or full-time at home.

### GENERATIONAL ENGAGEMENT SCORES - YEAR ON YEAR ANALYSIS



“Employee Engagement is a catalyst for success and sustainability that cannot be ignored.”

- Irene Becker

## 7. Survey Results – Key Findings

### Key Finding 5 – Top 10 Highest / Lowest Scoring Questions

The following tables outline the best and worst scoring questions of this year's survey, according to employees:

#### Best Scoring Questions

Top 10 Highest Scoring Questions	Question Cluster	2020		2021		Gap (Agree)
		Agree	Disagree	Agree	Disagree	
<i>I understand how my performance goals relate to the organisation's goals</i>	Manager Effectiveness	91.72%	8.28%	87.25%	12.75%	-4.48%
<i>My co-workers work together to achieve our organisation's goals</i>	Work Outputs	82.87%	17.13%	79.67%	20.33%	-3.20%
<i>My manager values my opinion</i>	Manager Effectiveness	81.14%	18.86%	79.20%	20.80%	-1.94%
<i>My organisation is socially and environmentally responsible</i>	Wellbeing	81.66%	18.34%	78.62%	21.38%	-3.04%
<i>I can clearly explain what distinguishes the employment experience at my organisation from other organisations</i>	Business Alignment	85.67%	14.33%	77.99%	22.01%	-7.69%
<i>My manager sets clear expectations and goals with me</i>	Manager Effectiveness	80.98%	19.02%	77.95%	22.05%	-3.03%
<i>We have a work environment that is open and accepts individual differences</i>	Wellbeing	73.78%	26.22%	76.03%	23.97%	2.25%
<i>My manager provides appropriate feedback to help me improve my performance</i>	Manager Effectiveness	78.67%	21.33%	75.53%	24.47%	-3.14%
<i>The balance between my work and personal commitments is right for me</i>	Wellbeing	79.10%	20.90%	75.38%	24.62%	-3.72%
<i>My organisation has an excellent reputation</i>	Business Alignment	84.33%	15.67%	75.20%	24.80%	-9.13%

#### Lowest Scoring Questions

Top 10 Lowest Scoring Questions	Question Cluster	2020		2021		Gap (Agree)
		Agree	Disagree	Agree	Disagree	
<i>My organisation's people/HR practices create a positive and effective work environment</i>	Business Alignment	65.63%	34.38%	67.69%	32.31%	2.06%
<i>My organisation provides the support I need to develop ideas that will help make it more successful</i>	Work Outputs	69.47%	30.53%	67.14%	32.86%	-2.33%
<i>Our senior leaders provide clear direction for the future</i>	Senior Leadership	68.69%	31.31%	65.90%	34.10%	-2.79%
<i>Our senior leaders are comfortable and honest in communication</i>	Senior Leadership	59.36%	40.64%	64.19%	35.81%	4.83%
<i>My organisation offers good career opportunities to employees who are strong performers</i>	Employee Growth	58.61%	41.39%	63.43%	36.57%	4.82%
<i>Our senior leaders treat employees as the organisation's most valued asset</i>	Senior Leadership	58.79%	41.21%	63.38%	36.62%	4.59%
<i>My organisation communicates its Pay (Compensation, Reward, etc.) offering effectively</i>	Reward & Recognition	58.76%	41.24%	59.18%	40.82%	0.42%
<i>I am paid fairly for the contributions I make</i>	Reward & Recognition	61.65%	38.35%	56.88%	43.12%	-4.77%
<i>My organisation recognizes and rewards employees that go the extra mile</i>	Reward & Recognition	48.22%	51.78%	54.18%	45.82%	5.96%
<i>The incentives here motivate me to perform at a higher level</i>	Reward & Recognition	51.60%	48.40%	52.05%	47.95%	0.44%

### Key Finding 6 – Positives / Negative Factors impacting Employee Engagement

Considering the information provided to us by respondents, we can then establish broad themes in relation to the drivers of employee engagement and identify challenges that have an adverse effect on the Employee Experience in Africa, impacting individual Organisations and their employees often in unique ways. The diagrams below indicate these main drivers and challenges in summary:

#### Engagement Drivers

- Manager Effectiveness
- Work Outputs & Employee Expectations
- Increased Focus on Wellbeing
- A positive, productive, diverse Workplace Culture
- Continuous, Effective Feedback on Performance

#### Engagement Challenges

- Reward & Recognition
- Senior Leadership Perceptions
- Career Growth / Pathing
- Learning & Development Opportunities
- Communication Effectiveness
- Barriers to innovation (More prevalent in the Public Sector)

“There are only three measurements that tell you nearly everything you need to know about your Organisation’s overall performance: Employee Engagement, Customer Satisfaction, and Cash Flow”

- Jack Welch (Ex-CEO, General Electric)

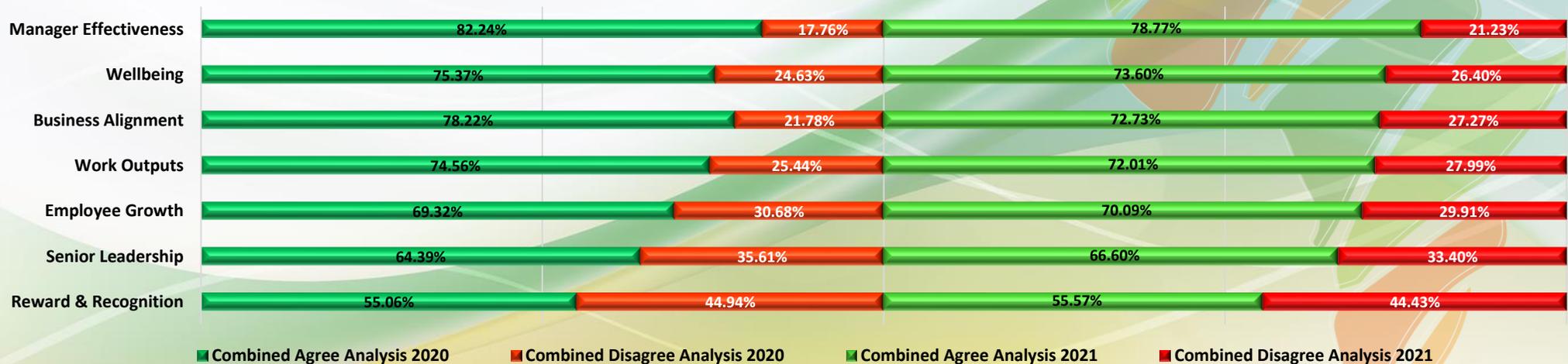
### Key Finding 7 – Summary of Results – Question Cluster Comparisons

The following table depicts the difference in scores from 2020 to 2021 in relation to each question cluster measured, as listed below:

Question Cluster Average Comparison	Combined Agree Analysis 2020	Combined Disagree Analysis 2020	Combined Agree Analysis 2021	Combined Disagree Analysis 2021	Agree Diff. % (2020 - 2021)
Manager Effectiveness	82.24%	17.76%	78.77%	21.23%	-3.47%
Wellbeing	75.37%	24.63%	73.60%	26.40%	-1.77%
Business Alignment	78.22%	21.78%	72.73%	27.27%	-5.49%
Work Outputs	74.56%	25.44%	72.01%	27.99%	-2.55%
Employee Growth	69.32%	30.68%	70.09%	29.91%	0.77%
Senior Leadership	64.39%	35.61%	66.60%	33.40%	2.20%
Reward & Recognition	55.06%	44.94%	55.57%	44.43%	0.51%
<b>Question Cluster Average</b>	<b>71.31%</b>	<b>28.69%</b>	<b>69.91%</b>	<b>30.09%</b>	<b>-1.40%</b>

It is evident from the table above that there have been minor movements throughout the question clusters, with an overall average reduction of 1.40%, mirroring the decrease in employee engagement over the same period.

#### Question Cluster Average Comparison - 2020 / 2021



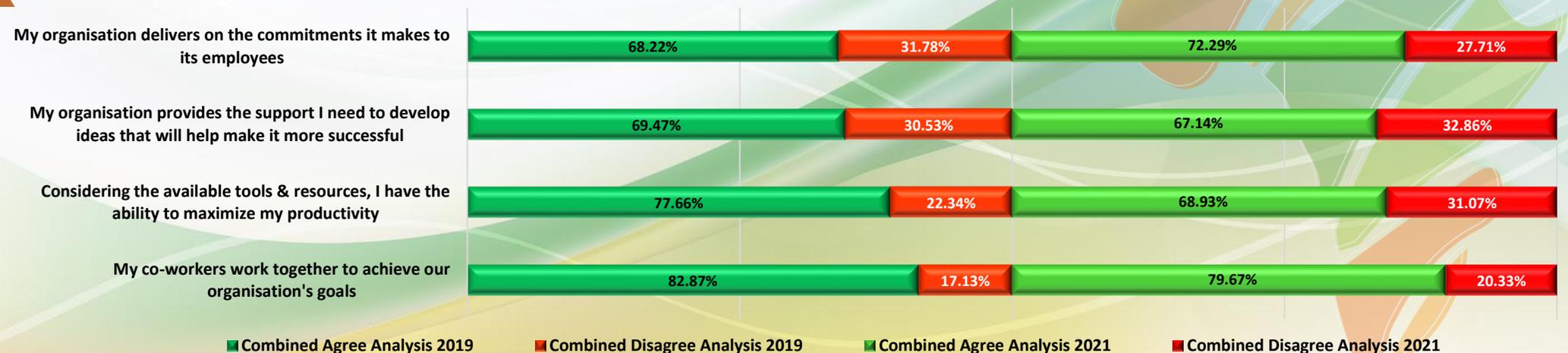
## 8. Question Cluster – Work Outputs

“Work Outputs” covers employees’ perceptions on the working dynamics that they experience within their individual teams. The specific question elements for each question cluster are defined in the table and graph below, along with aggregated scores:

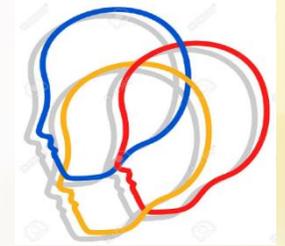
Work Outputs	Combined Agree Analysis 2020	Combined Disagree Analysis 2020	Combined Agree Analysis 2021	Combined Disagree Analysis 2021	Agree Diff. % (2020-2021)
<i>My co-workers work together to achieve our organisation's goals</i>	82.87%	17.13%	79.67%	20.33%	-3.20%
<i>My organisation delivers on the commitments it makes to its employees</i>	68.22%	31.78%	72.29%	27.71%	4.07%
<i>Considering the available tools &amp; resources, I have the ability to maximize my productivity</i>	77.66%	22.34%	68.93%	31.07%	-8.73%
<i>My organisation provides the support I need to develop ideas that will help make it more successful</i>	69.47%	30.53%	67.14%	32.86%	-2.33%
<b>Question Cluster Average</b>	<b>74.56%</b>	<b>25.44%</b>	<b>72.01%</b>	<b>27.99%</b>	<b>-2.55%</b>

It’s highly likely that if people are engaged at work, they’re going to invest more discretionary effort, in order to help the Organisation reach its goals and vice versa. This will lead to higher performance, happier customers, higher profits, and happier shareholders/stakeholders.

### Work Outputs - 2020 / 2021



## 9. Question Cluster – Senior Leadership

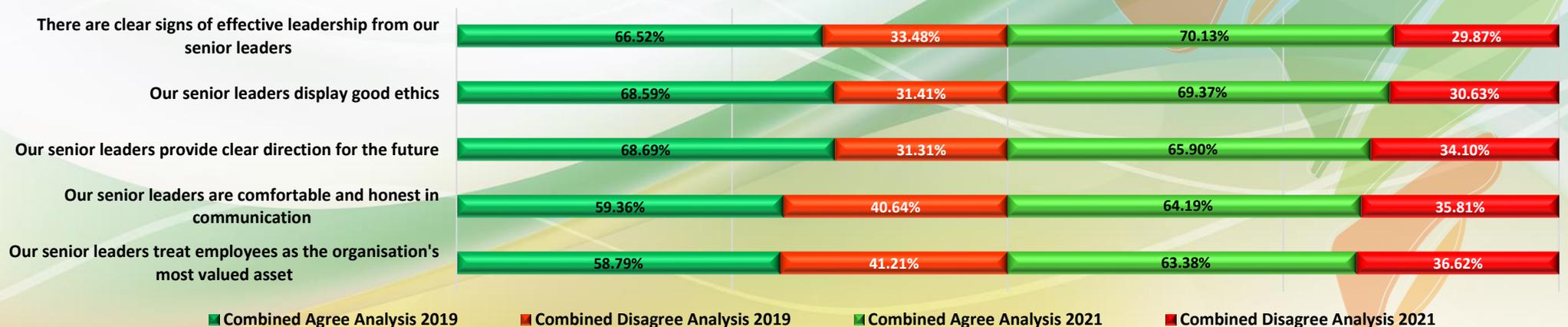


The perception of Senior Leadership from the employees’ point of view. In order for an incumbent to be more engaged in their role, there needs to be a satisfactory level of trust and communication between an employee and their team as well as their reporting manager and senior leadership team:

Senior Leadership	Combined Agree Analysis 2020	Combined Disagree Analysis 2020	Combined Agree Analysis 2021	Combined Disagree Analysis 2021	Agree Diff. % (2020-2021)
<i>There are clear signs of effective leadership from our senior leaders</i>	66.52%	33.48%	70.13%	29.87%	3.61%
<i>Our senior leaders display good ethics</i>	68.59%	31.41%	69.37%	30.63%	0.78%
<i>Our senior leaders provide clear direction for the future</i>	68.69%	31.31%	65.90%	34.10%	-2.79%
<i>Our senior leaders are comfortable and honest in communication</i>	59.36%	40.64%	64.19%	35.81%	4.83%
<i>Our senior leaders treat employees as the organisation's most valued asset</i>	58.79%	41.21%	63.38%	36.62%	4.59%
<b>Question Cluster Average</b>	<b>64.39%</b>	<b>35.61%</b>	<b>66.60%</b>	<b>33.40%</b>	<b>2.20%</b>

One thing is certain, traditional leadership practices have produced the enemy that is low engagement. To succeed, we must have the courage of our convictions and reject many of our archaic practices, and adopt ones known to have the greatest impact on enhancing human performance in the workplace.

Senior Leadership - 2020 / 2021



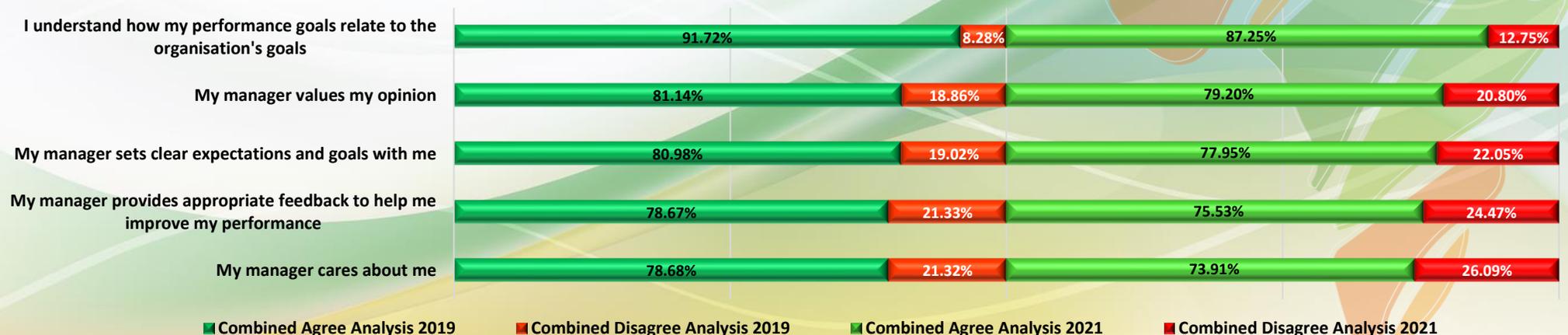
## 10. Question Cluster – Manager Effectiveness

The relationship between an employee and their immediate manager. The graph below represents the overall level of satisfaction within Organisations, with regard to the effectiveness of an employee’s direct line manager:

Manager Effectiveness	Combined Agree Analysis 2020	Combined Disagree Analysis 2020	Combined Agree Analysis 2021	Combined Disagree Analysis 2021	Agree Diff. % (2020-2021)
<i>My manager sets clear expectations and goals with me</i>	80.98%	19.02%	77.95%	22.05%	-3.03%
<i>I understand how my performance goals relate to the organisation's goals</i>	91.72%	8.28%	87.25%	12.75%	-4.48%
<i>My manager provides appropriate feedback to help me improve my performance</i>	78.67%	21.33%	75.53%	24.47%	-3.14%
<i>My manager values my opinion</i>	81.14%	18.86%	79.20%	20.80%	-1.94%
<i>My manager cares about me</i>	78.68%	21.32%	73.91%	26.09%	-4.77%
<b>Question Cluster Average</b>	<b>82.24%</b>	<b>17.76%</b>	<b>78.77%</b>	<b>21.23%</b>	<b>-3.47%</b>

Ongoing feedback is an important factor in the workplace. Managers need to continue to provide guidance and insight into their subordinate’s talents and development areas. As the age demographics of the workforce change, managers may need to replace traditional forms of guidance to a coaching approach.

Manager Effectiveness - 2020 / 2021



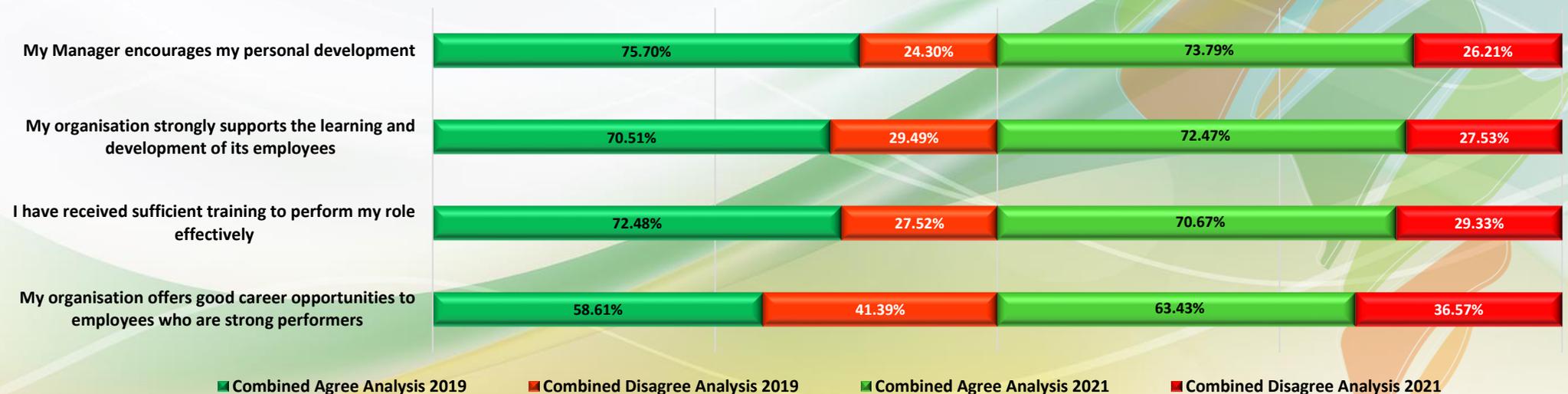
## 11. Question Cluster – Employee Growth

Employee Growth refers to career development, training and succession planning within an Organisation. The graph below represents the overall level of satisfaction with regard to opportunities that exist within Organisations researched:

<i>Employee Growth</i>	<i>Combined Agree Analysis 2020</i>	<i>Combined Disagree Analysis 2020</i>	<i>Combined Agree Analysis 2021</i>	<i>Combined Disagree Analysis 2021</i>	<i>Agree Diff. % (2020-2021)</i>
<i>My Manager encourages my personal development</i>	75.70%	24.30%	73.79%	26.21%	-1.91%
<i>My organisation strongly supports the learning and development of its employees</i>	70.51%	29.49%	72.47%	27.53%	1.95%
<i>I have received sufficient training to perform my role effectively</i>	72.48%	27.52%	70.67%	29.33%	-1.80%
<i>My organisation offers good career opportunities to employees who are strong performers</i>	58.61%	41.39%	63.43%	36.57%	4.82%
<b>Question Cluster Average</b>	<b>69.32%</b>	<b>30.68%</b>	<b>70.09%</b>	<b>29.91%</b>	<b>0.77%</b>

Organisations who fail to provide career growth opportunities run the risk of lower employee engagement. By failing to implement initiatives, such as Coaching & Personal Development Plans, Organisations risk losing high-performing talent and critical skills.

### Employee Growth - 2020 / 2021



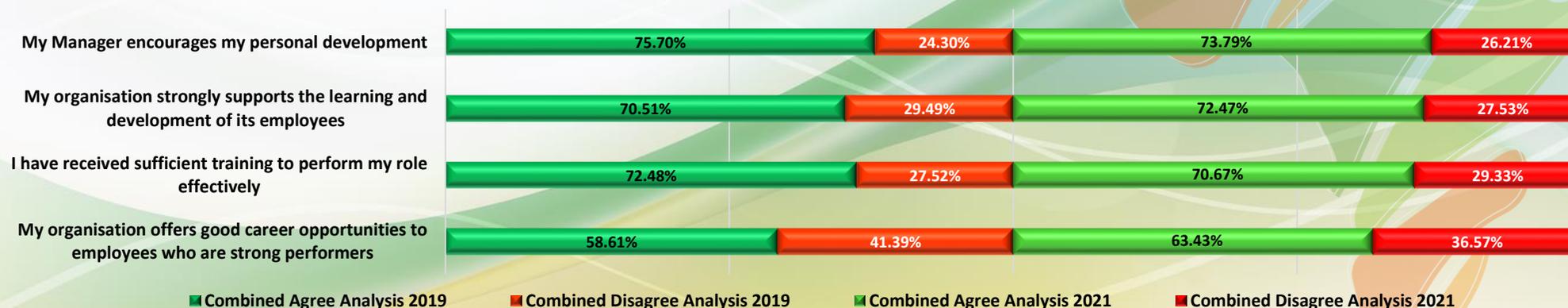
## 12. Question Cluster – Business Alignment

Business alignment refers to how committed employees are to the policies, procedures and processes Organisations have in place, as well as the level of commitment of employees to furthering the goals of their Organisation:

<b>Business Alignment</b>	<b>Combined Agree Analysis 2020</b>	<b>Combined Disagree Analysis 2020</b>	<b>Combined Agree Analysis 2021</b>	<b>Combined Disagree Analysis 2021</b>	<b>Agree Diff. % (2020-2021)</b>
<i>I can clearly explain what distinguishes the employment experience at my organisation from other organisations</i>	85.67%	14.33%	77.99%	22.01%	-7.69%
<i>My organisation has an excellent reputation</i>	84.33%	15.67%	75.20%	24.80%	-9.13%
<i>My organisation is considered one of the best places to work for someone with my skills and experience</i>	77.26%	22.74%	70.06%	29.94%	-7.21%
<i>My organisation's people/HR practices create a positive and effective work environment</i>	65.63%	34.38%	67.69%	32.31%	2.06%
<b>Question Cluster Average</b>	<b>78.22%</b>	<b>21.78%</b>	<b>72.73%</b>	<b>27.27%</b>	<b>-5.49%</b>

Technology enables talented candidates to research Organisations that seek to employ them. This enables them to assess the brand and reputation of these Organisations. A significant number of employees do not believe that Organisations are utilising their talents effectively. This is also reflected by a partly negative view of HR practices, particularly with regard to an effective work environment.

**Business Alignment - 2020 / 2021**



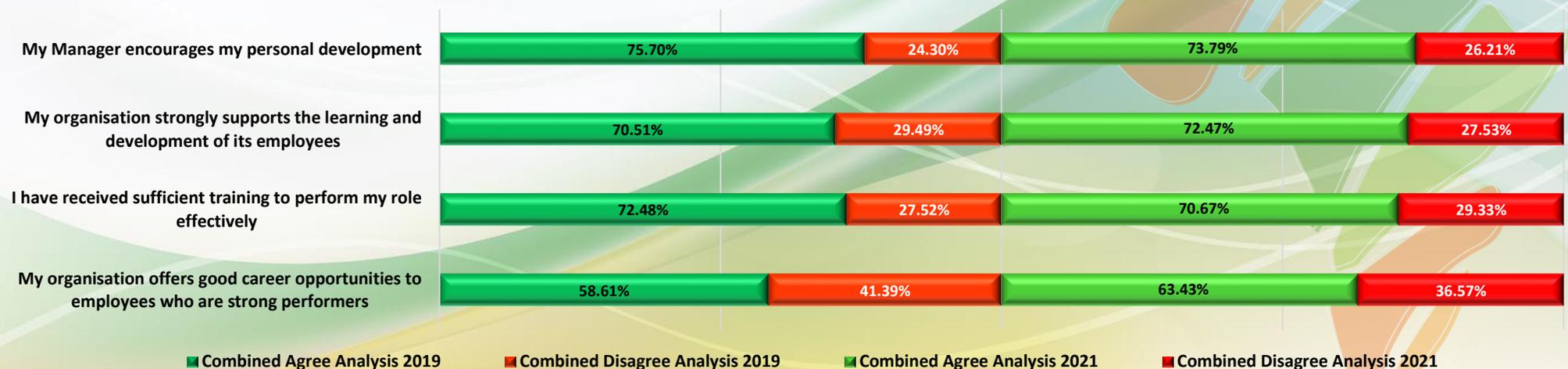
### 13. Question Cluster – Wellbeing

Wellbeing deals with employee perceptions of the Organisation’s work environment, wellness programs, and work/life balance within Organisations. The graph below represents the overall work environment within Africa:

Wellbeing	Combined Agree Analysis 2020	Combined Disagree Analysis 2020	Combined Agree Analysis 2021	Combined Disagree Analysis 2021	Agree Diff. % (2020-2021)
<i>My organisation is socially and environmentally responsible</i>	81.66%	18.34%	78.62%	21.38%	-3.04%
<i>We have a work environment that is open and accepts individual differences</i>	73.78%	26.22%	76.03%	23.97%	2.25%
<i>The balance between my work and personal commitments is right for me</i>	79.10%	20.90%	75.38%	24.62%	-3.72%
<i>I work in a trustworthy environment</i>	72.12%	27.88%	69.37%	30.63%	-2.75%
<i>My organisation has an effective wellness program</i>	70.21%	29.79%	68.61%	31.39%	-1.60%
<b>Question Cluster Average</b>	<b>75.37%</b>	<b>24.63%</b>	<b>73.60%</b>	<b>26.40%</b>	<b>-1.77%</b>

It is important for Organisations to consider how they treat their employees, and make an effort to create a positive work environment, as this has a direct impact on Employee Engagement.

Wellbeing - 2020 / 2021



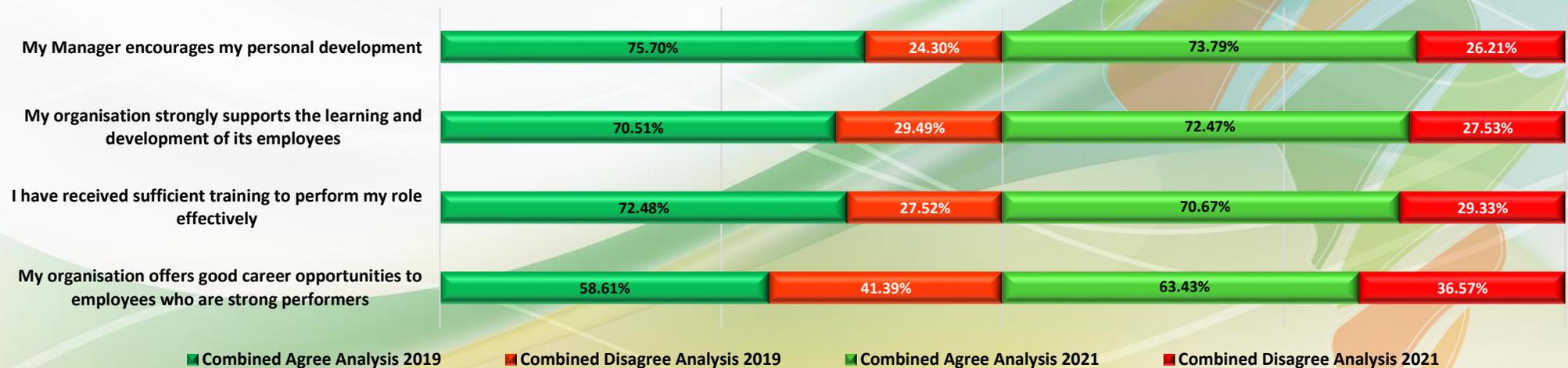
## 14. Question Cluster – Reward & Recognition

Total Reward (Reward & Recognition) comprises all elements of pay, benefits and incentives utilized by an Organisation. These elements are essentially used to remunerate employees related to skill, market stance and job level:

Reward & Recognition	Combined Agree Analysis 2020	Combined Disagree Analysis 2020	Combined Agree Analysis 2021	Combined Disagree Analysis 2021	Agree Diff. % (2020-2021)
My organisation communicates its Pay (Compensation, Reward, etc.) offering effectively	58.76%	41.24%	59.18%	40.82%	0.42%
I am paid fairly for the contributions I make	61.65%	38.35%	56.88%	43.12%	-4.77%
My organisation recognizes and rewards employees that go the extra mile	48.22%	51.78%	54.18%	45.82%	5.96%
The incentives here motivate me to perform at a higher level	51.60%	48.40%	52.05%	47.95%	0.44%
<b>Question Cluster Average</b>	<b>55.06%</b>	<b>44.94%</b>	<b>55.57%</b>	<b>44.43%</b>	<b>0.51%</b>

A significant number of employees throughout Africa continue to believe that they are not adequately compensated/incentivised for their contribution to their Organisations.

### Wellbeing - 2020 / 2021



## 15. Additional Analysis

### Key Finding 8 – Importance versus Satisfaction of Benefits

The following table highlights the importance of benefits to employees, and the satisfaction thereof:

Reward Element	Importance	Satisfaction	Difference
<i>Paternity Benefits</i>	100%	57%	43%
<i>Maternity Benefits</i>	99%	67%	32%
<i>Study Assistance</i>	98%	54%	45%
<i>Family Responsibility / Compassionate Leave</i>	98%	78%	21%
<i>Long Service Awards</i>	98%	50%	48%
<i>Performance Related Increases</i>	94%	41%	53%
<i>Car / Travel Allowance</i>	93%	39%	54%
<i>Token Gifts (T-Shirts, Coffee Mugs, etc.)</i>	93%	43%	50%
<i>Wellness / Employee Assistance Program</i>	93%	63%	30%
<i>Life / Funeral Cover</i>	91%	63%	28%
<i>Mobile Data Connectivity</i>	90%	53%	37%
<i>Cellphone Allowance</i>	86%	49%	37%
<i>Salary</i>	78%	67%	12%
<i>Retirement Fund</i>	78%	70%	8%
<i>Performance Bonuses / Incentives</i>	71%	46%	24%
<i>Medical Aid / Healthcare</i>	68%	70%	-2%

Various themes are evident regarding disparity between importance and satisfaction of pay and Employee Benefits elements currently offered in Organisations. The largest gap is the Car Travel Allowance (54%). Performance Related increases were also reported as being unsatisfactory (with a gap of 53%). The third and fourth highest gaps are associated with Paternity Benefits (43%) and Long Service Awards (48%). Salary perceptions have moved down significantly in the rankings, with a gap of only 12%, showing that some progress is being made in terms of differentiating pay based on performance.

By implementing Pay for Performance Plans and by providing employees regular feedback on their performance, Organisations achieve improved engagement levels which leads to improved performance. This in turn leads to improved customer service as a consequence, improved profit. Organisations should regularly benchmark their compensation and benefits packages against the market to ensure they stay competitive.

### Key Finding 9 – Talent Attraction Grid

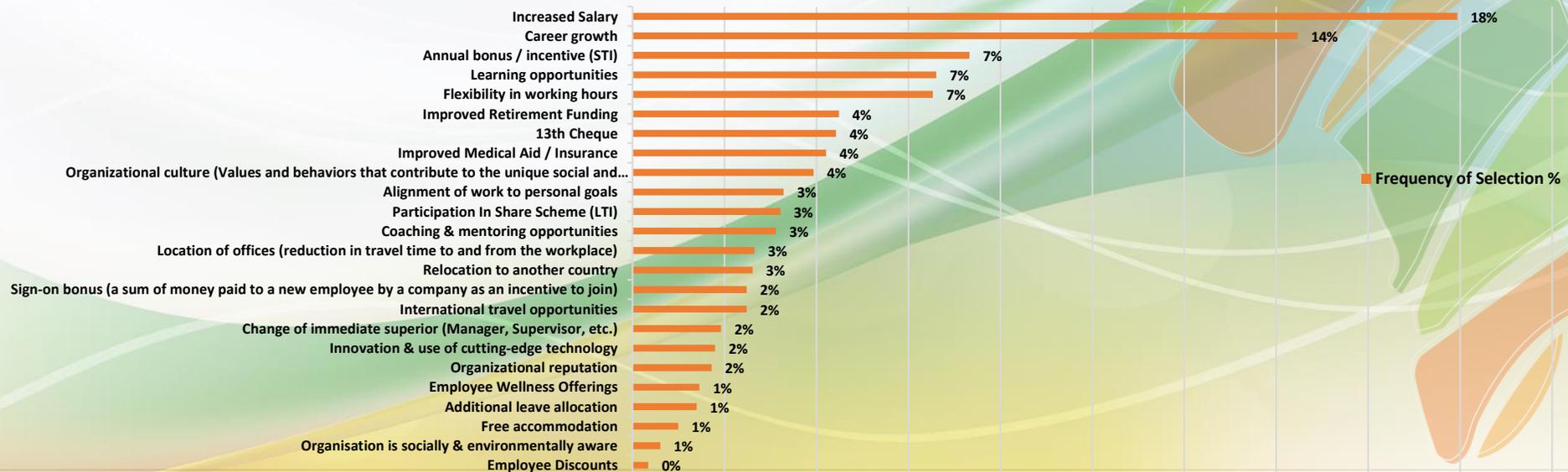
The grid below outlines those factors that are most important to employees, differentiated between each combined Job Level and Generation, where possible.

“Increased Salary” has been excluded from the table, due to the frequency of selection made for the option:

Generation / Job Level	Executive	Middle Management	General Staff
<b>Baby Boomer (Born 1945 - 1965)</b>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Participation In Share Scheme (LTI)</li> <li>- Flexibility in working hours</li> </ul>	<ul style="list-style-type: none"> <li>- Annual bonus / incentive (STI)</li> <li>- Flexibility in working hours</li> <li>- Career growth</li> </ul>	<ul style="list-style-type: none"> <li>- Improved Retirement Funding</li> <li>- Career growth</li> <li>- Annual bonus / incentive (STI)</li> </ul>
<b>Generation X (Born 1965 - 1979)</b>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Annual bonus / incentive (STI)</li> <li>- Flexibility in working hours</li> </ul>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Annual bonus / incentive (STI)</li> <li>- Flexibility in working hours</li> </ul>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Improved Retirement Funding</li> <li>- Improved Medical Aid / Insurance</li> </ul>
<b>Millennial (Born 1980 - 1994)</b>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Annual bonus / incentive (STI)</li> <li>- Learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Annual bonus / incentive (STI)</li> <li>- Learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Learning opportunities</li> <li>- Annual bonus / incentive (STI)</li> </ul>
<b>Generation Z (Born 1995 - Present)</b>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Annual bonus / incentive</li> <li>- Improved Employee Benefits</li> </ul>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Learning opportunities</li> <li>- International travel opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Career growth</li> <li>- Learning opportunities</li> <li>- Flexibility in working hours</li> </ul>

The graph below provides the frequency in selections made by employees in Africa, based on the provided benefits / pay elements / conditions that they feel would improve their work lives most:

**TAG Questions - Employee Selection (%)**



## 16. Executive Summary

### Keeping remote employees motivated and engaged.

The COVID-19 pandemic has changed how companies operate – many have put in place remote working policies, providing flexible working hours and appropriate tools and remote communication tools.

While it is not easy to keep jaded teams engaged and productive when working from home during uncertain times, there are ways to enhance good team dynamics. With minor adjustments to leadership styles and the way they collaborate with their team, you can be there for everyone and keep your employees motivated and focused to support improved remote management.



### Do not try to control everything

Managers have a key role in leading team members to embrace the changes while remaining motivated and committed to their work.

Everything starts with the manager. Look at yourself and the way you do things to make the necessary changes to become a better leader. Focus on providing solutions rather than focusing on issues. Use a positive approach to show understanding, effective and flexible solutions to any challenges your Organisation might face. This will help you build positive relationships with your co-workers. Such an attitude fosters creativity and encourages transparency and inclusion, which, in turn, supports motivation and productivity.

### Focus on well-being

To work with engaged and motivated employees, you need to show that you care about them and their well-being. Let them know that you are here for them if they need anything to help deal with any situation. Knowing you can provide a well-being support program helps them feel more comfortable and supported.

Also, you should be ready to give your team members the freedom and flexibility they need to better deal with uncertainty. Try to facilitate informal socialising and connection between team members and encourage teamwork.

### *Provide an efficient virtual working environment*

For your team to remain engaged, motivated and productive at work, they need rely on a structured virtual workplace with all the tools they need. From communication to task management, provide professional and comprehensive set of tools for your team with which to communicate efficiently.

Remote working necessitated that many companies start using conference call services, but just any conferencing solution is not ideal, as you need to find the right one for your business size and requirements.

### *Alternative remote work.*

Harry Potter author JK Rowling wrote from local cafés and, eventually, at a five-star hotel. She found that working from home had too many distractions, including child-care responsibilities. Instead, she simply needed a quiet and simulating place to work that was free of distractions and allowed her to be productive. Remote work has resulted in many employees working from home to struggle for a variety of reasons, just as Rowling did. Perhaps it's time to rethink the concept of working from home versus remote working from anywhere safely.

The vast majority of employees want to go back to the office, with safety measures in place. Having a dedicated, distraction-free working environment can keep workers focused and foster deeper cognitive processing. It can also help draw boundaries between work hours from non-work hours.

Nonetheless, returning to the office is not a likely option since many Organisations may remain closed well into 2021, or some will move permanently to a remote working model. Meanwhile, the hotel industry has been severely impacted by the lockdowns. Many hotels are on the brink of collapse.

A solution may be within reach that solves both problems...

Similar to “shop local”, working remotely from a nearby hotel or guesthouse could be a solution that benefits both remote workers and local hotels.

### The negative side of remote working



Remote working has left some workers feeling isolated, depressed and disengaged. While there are many benefits associated with remote working, emotional exhaustion levels of workers increase when working from home extensively.

The blurring of personal and professional space causes employees to struggle switching off from work. This reduces cognitive well-being and may negatively affect sleep patterns. People working in a home crowded with family members also suffer from a “time elasticity illusion.” That happens when others assume the worker can spend time on household tasks without it having an impact on the amount of time spent on paid work. This involuntary overlap of household and work commitments leads to fatigue.

There is a spill over effect of that fatigue. End-of-day work exhaustion leads to difficulties starting work and staying focused the following day. This can become a difficult cycle to break. Workers who focus on finding dedicated, distraction-free workspaces during peak efficiency hours are more productive and less stressed.

Some people also thrive on the structure in the workplace. Parents who want to get away from the distractions of their children’s home schooling see the mundane routines of everyday working life like getting ready, eating breakfast, and commuting as a buffer between personal and professional time.

While hotels traditionally provide overnight accommodation, they can attract different clients by marketing themselves as safe, distraction-free, dedicated places to work for those who work from home and need to break the cycle of exhaustion, so the use of hotel space by remote workers, even temporarily, can create a dual benefit at a time of uncertainty.

And according to the World Health Organisation, working from a hotel is safe if basic Covid-19 precautions are followed. These include washing hands frequently, wearing masks and maintaining a safe distance from others.

## 17. Employee Engagement, Company Culture & Values

When considering Employee Engagement, it is understood that there is a plethora of factors that form part of and influence the Employee Experience (EX). The quality of that experience then influences the level of employee commitment to your Organisation. Looking back over the past year, our Surveys team has observed some interesting unique environments in

which these varying factors affect the lives of everyday employees and form significant challenges in improving business performance. These factors can influence every aspect of the HR spectrum (Learning & Development, Reward and Recognition, Career Pathing, Change Management and Communication Effectiveness, etc.) and all have a significant impact on how your Company Culture and Leadership is perceived by your workforce. Negative sentiment can



lead to a downturn in engagement by employees and affect the level of output that these employees are willing to give.

To get the best overview of what Employee Engagement looks like within an Organisation, it is important to consider the environment in which employees are expected to work, not only from an operational and procedural level (Organisational Design), but also from a social and HR focused perspective. Are the HR Policies conducive to a productive, friendly environment? Does the relationship between general staff and management aid in forming high performance teams that

feel valued by their line managers? Is there misalignment in the perception of staff around pay levels versus business performance and the broader market?

To answer these questions, we must first gather the information that illustrates the real-world perceptions of employees and management, and then manage the expectations of the full population through the identification of issues that contribute to negative sentiment. We can do this by reviewing various aspects of the environment, such as the Company Culture(s) that are prevalent within an Organisation, the overlying Company Values that define an Organisation's ideal culture, Vision and the Behaviours that are expected from Employees and Senior Leadership to make this a realisation.

**To support the building of an Organisations desired culture and the improvement of employee perception, there are various interventions that can be implemented by employers to ensure that they cover all aspects of the Engagement and Culture spectrum, as illustrated by the (EHC) Employee Engagement**

**Model on page 13.**



Crucially, in undertaking a concentrated effort to improve Employee Engagement within your Organisation, consider that some of the most important factors in implementation are the creation of a Change Management and Communication plan to support the transitional process and manage the expectations of all stakeholders in the process.

## 18. Company Culture & Values



A deeper look is sometimes required to ensure that there is a full understanding of the factors that make up the commitment level of an employee to its Organisation. We can delve deeper into the issues through targeted data gathering exercises pertaining to Company Culture & Values, for all levels of leadership, employees and stakeholders throughout the Organisation, ensuring full consultation to deliver optimised solutions to fix issues within the Organisation on a broad scale.

A vibrant, productive, trusting workplace culture is commonly cited as the largest contributor to Organisational success. Never has the demand been so high for the implementation of cultural elements, such as diversity and inclusion, health and well-being, flexibility, workspace design, enhanced collaboration, and innovation. Organisations and their

leadership teams cannot be passive in their approach to their ideal culture, and the implementation thereof. While certain methods may have provided a short-term improvement, they've avoided long-term sustainability. As we proceed into 2022, the emphasis has become more urgent in looking at how Organisations institute more consistent, more impactful interventions to combat and manage toxic issues that spread negativity throughout the work environment, to ensure that the Organisation remains a going concern.

### The Importance of Culture

Culture pervades everything that happens in an Organisation on a day-to-day basis, from the behaviour of senior leaders in large global companies to the way that younger players are treated on sports teams. It dictates where people sit in a classroom, how meetings are run in an office, how decisions are made on a

ship, how construction projects are delivered, how orchestras play together and how clothes are marketed online. Every Organisation has a culture, and it belongs to every one of its employees.

According to Gallup's 2017 "State of the American Workplace" report, when Organisations enable employees to define what a vibrant culture looks like, it can produce the following benefits:

- ▶ Increased productivity;
- ▶ Higher sales;
- ▶ Improved safety;
- ▶ Higher engagement;
- ▶ Reduced operating costs; and
- ▶ Faster time to market.



When they don't undertake this important culture work, Organisation's risk stagnation, and stagnant cultures, according to Gallup, cost U.S. businesses alone over \$500 billion per year.

### *The Six Pillars of Culture*

Organisations often avoid culture change work because of its perceived complexity or because of the unknown risks associated with a change of this nature. Yet cultures evolve on a day-to-day basis either way, so it's important to declare it a priority and begin identifying areas in which the Organisation can improve, using the following pillars as anchor points:

**1. Personality and Communication:** The way into any culture is its people and the way that they communicate with each other. Personality Surveys can be an effective mechanism for improving empathy and communication; however, all too often, they put people in boxes and create only short-term interest rather than improved self-awareness.

**2. Vision:** At the heart of a vibrant culture is an aspirational statement of the future — a short but powerful statement that inspires both the people who work within the Organisation and the talent outside it. It's achievable at a stretch and sets the tone for the strategic intent.

**3. Values:** Values can be an asset to an Organisation, but it's important that they're not used as a weapon. Identifying and defining them is an important exercise and staying true to them requires courage and determination.

**4. Behaviour:** It's crucial that everyone knows and understands the behaviours expected of him or her, because only then can the Organisation hold people to them. Diversity and inclusion, performance management, and recognition and rewards are important tools for upholding what the Organisation has agreed on.

**5. Collaboration:** The word "collaboration" is used frequently in cultures all around the world, but all too often, it seems to mean "meeting." When done well, collaboration makes good use of technology, encourages streamlined process, and provides workspaces where everyone can do their best work.

**6. Innovation:** Without employees who provide new ideas and challenge existing cultural norms, many Organisation's risk becoming the next Kodak. Innovation doesn't belong in a special hub with special people; it lives inside everyone. All employee's need is the time to use data to be creative and learn quickly from failure.

### **Making It Stick**

Cultural evolution involves a systemic change of almost everything within an Organisation, but with the right level of commitment and determination from senior managers and employees, it's achievable. By ensuring that each of the six pillars are addressed by everyone who is part of the culture, and by modelling the behaviours expected of them, senior managers can send a message that the employee experience is important. With a continual focus on culture, Organisations will ensure that they never have to run a culture program or implement the latest method ever again.

Source: <https://trainingindustry.com/articles/strategy-alignment-and-planning/6-pillars-supporting-Organisational-culture/>

## 19. What can your Organisation do to Encourage Employee Engagement?

The first step to determining which initiatives an Organisation should focus on is to compare your Organisation to the general market. There are many “fly-by-night” surveys in the market that claim to be engagement surveys. The risk of using these is that if they are not validated and have no index against which to compare, they could give distorted results which creates a false sense of “**Engagement Complacency**”.

### LEADERSHIP

One thing is certain, “old fashioned” leadership practices have produced the enemy that is low engagement. To succeed, we must have the courage to reject many of our archaic practices and adopt those known to have the greatest impact on enhancing human performance in the workplace. An Organisation with a great Organisational culture and a workforce full of enthusiastic, engaged employees is more likely to be able to retain talent. Research has established a strong correlation between engagement and staff turnover. If the majority of employees are devoted to their work and don’t just get by in order to get their monthly pay, but genuinely love what they’re doing, they are far more likely to stay with the Organisation and invest their efforts there. A recent survey revealed that 76% of CEO’s believe they are the most important employee in their Organisation. Large egos are a barrier to admitting things are bad, as this is perceived to be an admission of their poor leadership skills. In his address at Davos, the President of South Africa has admitted that there has been mismanagement of state-owned enterprises. A large portion of the South African population and some global investors believe that he will now do something to correct the situation. According to the global engagement expert, Jill Christensen, “if your leader has the confidence to admit that things are not where they need to be, but they are going to champion an initiative to change it, employees will be grateful and will begin to trust the CEO, which is a major element of engagement.”



### GREAT CUSTOMER SERVICE LEADS TO GREAT PERFORMANCE AND GREAT PROFITS

According to Sir Richard Branson, there is no better sales person than one who loves their job and sings its praises. By putting employees first, the customer effectively comes first by default, and in the end, the shareholder comes first by default as well. Disengagement therefore goes beyond customer satisfaction, company profitability and decreased productivity.

## PERFORMANCE

It's fairly certain that if people are engaged at work, they're going to put in more discretionary effort. This will lead to higher performance, happier customers, higher profits and happier shareholders/stakeholders. Research shows that Organisations with engaged employees have higher rates of productivity, and that highly engaged employees take less days off sick, the effect that engagement has on people's performance becomes clear. It's not limited to those inside the Organisation, either. Engagement also largely influences factors like customer satisfaction. It's clear to customers when they are speaking with someone who really believes in and values the Organisation and its aims, it will impact how enthused they feel about doing business with the Organisation.



## A SUCCESSFUL ORGANISATION

Having an Organisation full of engaged employees who are openly passionate about their work also builds its reputation as a great place to work; something that is becoming more and more important to the employee and prospective talent. Branding your Organisation as a workplace which maintains a great Organisation culture, combined with a team of employees who love what they do, makes it incredibly appealing to the best new talent available in the market. This of course also means you have a high-performing team who put in discretionary effort, build successful team and customer relationships, and make great profits or deliver great service. Employee engagement isn't just an Human Resources fad, it's a key part of running a great Organisation, and, when people are really engaged in the workplace, it works in everyone's favour.

## HOW CAN MANAGERS INCREASE EMPLOYEE ENGAGEMENT?

Since a relatively low percentage of employees really know what is expected of them at work, setting clear expectations is a good way to drive employee engagement in the short term.

**Collaborate.** "Be a good listener. Encourage others to talk about themselves." This underlines that it is critical for companies to get workers' input regarding role expectations. This approach makes employees feel valued and increases the likelihood of their succeeding. Having the opportunity to offer opinions makes them feel respected, and discussing the role's expectations sets them up for success because they clearly understand what is expected of them.

**Aim higher.** Think about what inspires you to go above and beyond both in your personal and professional life. Employees aren't inspired by average goals; rather they are inspired when they are motivated to achieve a superior goal. Managers who lead by example in terms of performance and productivity, and those who reveal what top performers do differently, set a high standard. When they set high standards and clear expectations, employees understand what they need to do differently to emulate leaders' and top performers. The critical "DREAM" factors that ensure employee engagement by influencing the willingness of employees to remain engaged and applying discretionary effort:

- ▶ **Develop a Charter of Shared Values** – align employee's personal values with the Organisation's stated values;
- ▶ **Relate to and communicate effectively with employees** – request input and opinions from employees to earn trust and respect;
- ▶ **Engender a positive working relationship with co-workers** – promote teamwork and customer service;
- ▶ **Align recognition and reward systems to performance** – elicit recognition from the employee's manager in addition to commensurate rewards for superior performance; and
- ▶ **Make ongoing performance feedback part of the DNA** – Make ongoing performance discussions that focus on what the employee is doing well, part of your management development programmes.

## **MANAGING GENERATIONS**

Many Organisations believe that millennials are mercenaries, always looking for a new and better deal. Research shows what they're really looking for is a compelling reason to stay with their Organisations. When Gen-X workers were at the same stage of life as where most Millennials are today, they moved jobs more frequently. But at some point they made a final commitment to one Organisation – a decision many millennials themselves are getting ready to make. Where talented Millennials end up will be in response to how your Organisation chooses to lead.

Employee engagement is essential and yet it is floundering. It's a perilous chasm, and HR is often left trying to fill that void. But needless to say, HR can't fix engagement on its own. In fact, some of the biggest engagement drivers — relationships with managers, trust and belief in company leaders, having a feeling of personal accomplishment at work are often out of HR's control.

The trick for strategic HR professionals is to create the environment that allow the Organisation and employee engagement to flourish. While every company is different and requires its own engagement approach, there are critical areas every company should focus on.

### REQUIREMENTS FOR ENGAGEMENT DRIVEN MANAGERS:

- ▶ Competent communicators;
- ▶ Employee coaches;
- ▶ Enablers and proponents of collaborative management; and
- ▶ Interested in employee's development.

### EMPLOYEE VALUE PROPOSITION (EVP) – EMPLOYEE EXPERIENCE (EX)?



Globally, the demographics of workforces across all Organisations has changed. Millennials, as of 2020, now make up 50% of the global workforce – this is true for Africa as well. Millennials are no longer interested in a pre-set menu from which they can choose. The new norm that is about to replace the Employee Value Proposition is “Employee Experience (EX)”. The EVP (Employee Value Proposition or Employee Experience (EX)), is a set of values, conditions of employment, benefits, and work environment (career and culture) that Organisations offer to employees in order to attract and retain workforces.

Too often, employers offer employees and prospective employees what they think may appeal to them. A number of Organisations offer incredible benefits but are either unable to articulate these benefits or think they may be unimportant. The model below outlines possible benefits that employers could consider. This list is not all-encompassing and could be used as a starting point. The EVP/EX should not just be used as an onboarding process, but as part of an on-going

communication to employees (not less than quarterly) – just to remind your employees what a great Organisation they are working for, and what they would be losing out on if they were to jump ship, for whatever reason.

The following diagram outlines the different pillars that should make up part of your Employee Experience:



## EHC Executive Team & Research Lead



Dr. Pat Smythe  
**Executive Chairman**

Dr Patrick Smythe is the **Executive Chairman** of Emergence Human Capital. He has consulted to over 1500 Organisations both nationally and internationally. Pat has 40 years of HR experience, having held board positions for over 35 years. Pat was inducted into Africa's HR Hall of Fame in 2012 and in 2014 received the Africa HR Lifetime Achievement Award. He has served as an advisor to numerous Remuneration Committees and Boards of both Private Sector and Public Sector Organisations.

Raun Smythe is the **CEO** of Emergence Human Capital. He has consulted to over 1200 Organisations throughout Africa and internationally to numerous multinationals. He is considered one of Africa's leading HR & Reward professionals and has given keynote addresses in numerous African countries. He is a Gallup Certified Coach trainer. He also facilitates the Certified Global Compensation Professional (CGCP) and Certificate in Compensation Management (CCM) certifications on behalf of the Institute of HR Management Education.



Raun Smythe  
**Chief Executive Officer**



James Ferguson  
**Reward Analyst**

James Ferguson is a Reward Analyst at Emergence Human Capital. He has consulted to over 100 organisations in African countries and has been employed at Emergence for nearly 5 years. James is responsible for all client employee engagement/culture review surveys, assists closely in building customised surveys and the collation of related analysis and reporting thereof, for the organisation. As the **Research Lead**, James is responsible for collating the information received during our annual survey research period, taking into account the global, continental and local environment each year for the past 5 years. This is his 5<sup>th</sup> iteration of the African Employee Engagement Outlook report.

## Confidentiality of Data

It is Emergence Human Capital's policy that all detailed survey information submitted by employees of the various Organisations' who participated in this survey will always be regarded as confidential and only for use in surveys in a format that will sufficiently prevent identification of any individual sources. These surveys are regarded as being of a highly sensitive nature and are treated as such.

## 20. Profile – Emergence South Africa



● Office | Full Service | Data    ● Data | Fly-In

Emergence South Africa is a specialist Human Capital, Reward & Learning solutions provider. We specialise in enabling greater performance by assisting Organizations to better attract, reward, engage, develop and retain highly talented people. We base our solutions design on a deep set of research and IP within various areas of expertise. Strengthened by a network of offices across Africa and underpinned by appropriate skills, tools, technology and resources, we offer lasting and pragmatic solutions for your most complex and pressing HR problems.

We understand the importance of getting the right people in the right place at the right time – a critical part of our success is matching the skills of our consultants to the requirements of each client, for each component of work, in every project. Our services are summarised on the next page:

Emergence Growth South Africa is a level 2 B-BBEE

Contributor.

CSD Registration Number: MAAA0392839



We are members of the following associations:



As an independent third party, we are able to present an objective and unbiased standpoint without fear of pressure for promotion of a particular solution / outcome.

**Strategic Partnerships**

Our partners include a number of highly regarded global consulting, reward, legal and learning solutions providers.

These partnerships give us unsurpassed reach, capacity and capability in the most remote countries. Together, we provide access to specialised market intelligence in over 180 countries.

## 21. Conclusion

Employee development initiatives and the talent pipeline will provide the key to economic growth. Crucial to this is the engagement strength that an organization fosters. Today's organizations compete on the strength of their leadership and talent pipelines. Success in these areas is critical if organizations want to secure a competitive advantage.

We sincerely hope that leadership teams and HR Professionals throughout the continent are in some way better informed regarding their organizations' employee engagement levels, areas for focus and self – reflection. In years ahead, Emergence Human Capital will continue to provide information on Africa's engagement trends, particularly as new generations start to penetrate the leadership ranks.

We would like to thank all our participants for allowing us to be part of their Employee Engagement journey.

A research report by Emergence Human Capital & The EHC Surveys Team:

A handwritten signature in black ink, appearing to read 'Patrick Smythe'.

[Dr. Patrick Smythe](#)

**Executive Chairman**

A handwritten signature in black ink, appearing to read 'Raun Smythe'.

[Raun Smythe](#)

**Chief Executive Officer**

A handwritten signature in black ink, appearing to read 'Gary Madden'.

[Gary Madden](#)

**General Manager: Reward**

A handwritten signature in black ink, appearing to read 'James Ferguson'.

[James Ferguson](#)

**Reward Analyst / Research Lead**