

A group of five diverse people (three men and two women) are sitting on a row of wooden chairs against a white brick wall. They are all smiling and engaged in conversation. The man on the far left has a beard and is wearing a red and black plaid shirt. The woman next to him has curly hair and is wearing an orange top. The man in the center is wearing a blue blazer over a light blue shirt. The woman next to him has long brown hair and is wearing a green top. The man on the far right is wearing a red and white plaid shirt and is pointing towards the woman next to him. The overall atmosphere is positive and collaborative.

# BOOSTING ENPS

How to create loyal  
business advocates.





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# INTRODUCTION

This study aims to uncover the main factors that help businesses create employee advocates who will promote their business. We want to help businesses understand their people and locate the factors that make their workers more satisfied at work and loyal to the organisation.

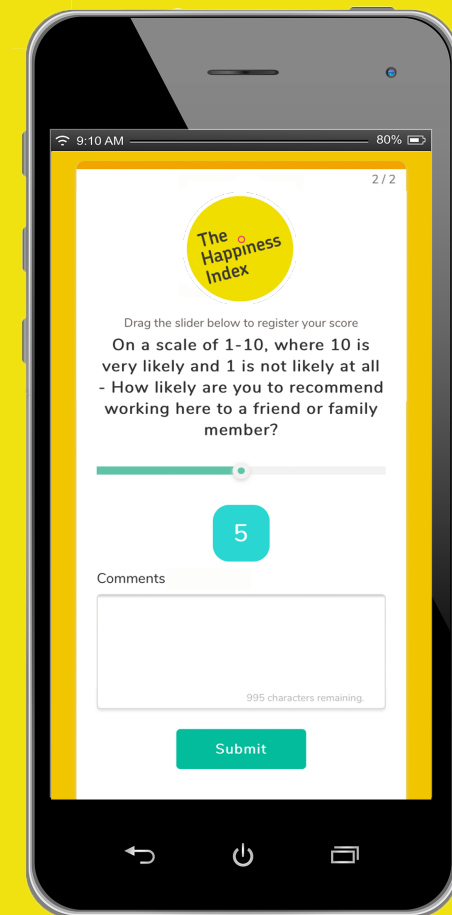
Workers who are engaged and loyal will be more productive and hardworking. Research from The Harvard Business Review's Analytics Services report suggests that 71% of business executives surveyed consider employee engagement as very important to achieving overall organisational success. Therefore, businesses must make efforts to understand staff sentiment to boost engagement and business performance.

An effective way to measure this is by using Employee Net Promoter Scores (eNPS) and asking the employee why they gave that score will give a very good indication of the factors that employers must focus on.

## What we did:

The Happiness Index has been collecting eNPS data from respondents around the globe for the past four years. We used this data to form the basis of our research. The total number of responses we analysed was 11,586, out of which 3,074 identified themselves from the UK and 1,430 from overseas.

We took the data and ran tests to spot trends, draw comparisons and highlight focus areas that businesses can address to ensure high eNPS and ultimately better retention rates.



# eNPS IN A NUTSHELL

The Net Promotor a.k.a. “The universal question” is a globally accepted measurement system for businesses to understand customer loyalty and satisfaction. eNPS is the version that businesses use with their employees.

This is simply measured by asking a variation of the question ‘How likely are you to recommend us as a place to work?’ The theory behind this is that if someone is enthusiastic enough to discuss and recommend their job and company to an acquaintance, then they are engaged and satisfied with their employer. This is measured using a 0-10 scoring system and the scores are split into three groups:

**Promoters (9-10)** are the Holy Grail for businesses. They are most likely to make recommendations and are described as engaged and eager to help with the future development of the business. They will likely stay with your company, refer others to join and become brand advocates.

**Passives (scores 7-8)** include employees that are satisfied with their roles and may recommend the business if asked - but it is unlikely.

**Detractors (scores below 6)** require immediate attention and are highly unlikely to recommend the business if asked or speak positively about it in general. Furthermore, they are the most likely to look for employment elsewhere.

## Calculating the scores:

The eNPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters. Passives are not included, as these scores are considered neutral. Your eNPS can range from -100 to +100, so if you have 50% Promoters and 15% Detractors your eNPS score is 35.

Most research tends to focus on Detractors and Promoters because Passives are left out of the calculation for the eNPS score.

However, it would be a mistake to assume these scores do not bring any meaningful information. Businesses should give equal importance to Passives as they can easily become either Promoters or Detractors. It is unclear whether they will promote the business or not, so it casts a doubt on how they would score if they were to be surveyed again. It’s important to note that these are the easiest scores to convert to

Promoters as they are much closer than Detractors.



# THE TOP 5 FACTORS WHICH MOST AFFECT eNPS

Themes	Definition/Description/Key aspects
1. Recognition	Acknowledgement of staff contribution, as well as ensuring everyone feels valued and their efforts aren't going unnoticed.
2. Communication	Speaking with everyone regularly, demonstrating transparency and ensuring all necessary information is distributed to everyone.
3. Job Security/Stability	Providing clarity and assurances during times of organisational change/turmoil. Being open and honest and creating a stable environment where people feel secure.
4. Direction	Providing clarity on the direction the business is heading. Ensuring everyone knows what is expected of them and how to be successful within their roles.
5. Leadership	Ensuring you live the culture, practice what you preach and are empathetic to the needs of everyone within the business.

# THE TOP 5 FACTORS CONTINUED...

**Let's take a closer look to examine the feedback employees left so we can better understand what to work on to create a workforce of loyal brand advocates. Below is a summary of the main themes and topics we gathered from our feedback:**

## Recognition (feeling valued):

- ▶ Employees strongly highlighted the need to be valued and respected for the work done; some have mentioned doing tasks that are beyond their role for years to try and get noticed.
- ▶ Promotions and higher wages were recurring themes, as employees feel as though they have been promised these but have not received them for years - yet more is expected of them when undertaking their roles.
- ▶ Employees feel like their salaries are not enough to cover basic living costs. This results in people working overtime, which affects their quality of life.
- ▶ Verbal recognition was an important factor also as employees feel like they go above and beyond but do not receive enough credit for it.
- ▶ Interestingly, when looking at the feedback provided by the Passives and Promoters, both groups mentioned how they did not feel like management were attentive enough. Their efforts were not acknowledged sufficiently when successfully completing tasks within their job.

## Communication:

- ▶ Employees highly value honesty and openness.
- ▶ Relevant information is not always properly communicated between departments, which leads to misunderstandings.
- ▶ Consistent engagement with the line manager is crucial as employees thought their ideas could bring in new perspectives.
- ▶ Regular ongoing feedback was also a recurring theme and labelled as being essential.
- ▶ Passives and Promoters generally displayed more positive attitudes in their responses regarding communication, but did emphasise the need for additional support from managers.

## Job security:

- ▶ Employees are concerned about how their job is going to progress in the future and worry that the changes to the business will affect career progression and job stability.
- ▶ The concerns originate from the many changes that commonly occur within specific departments, causing employees to worry about the consistency of their future.
- ▶ There were numerous mentions from Passives and Promoters where they were concerned about the rapid growth of their organisations affecting their working environments.



# THE TOP 5 FACTORS CONTINUED...

## Direction:

- ▶ Employees are concerned about how their job is going to progress in the future and worry that the changes to the business will affect career progression and job stability.
- ▶ The concerns originate from the many changes that commonly occur within specific departments, causing employees to worry about the consistency of their future.

## Leadership:

- ▶ Employees mention the need for regular visits from the senior management as they are too infrequent – resulting in employees feeling like they are being ignored or deprived of essential information.
- ▶ Managers treatment of staff can be inhumane (e.g. they are not understood when going through personal situations) and too much is expected from them with little to no reward.
- ▶ Passives mention the need for management to be reliable and consistent in the way they deliver information.
- ▶ Promoters' opinion on leadership shows a difference between the passives and the detractors as a more positive attitude is clearly portrayed through the comments. The sentiment towards management was warm and the feedback suggested the leadership is well-established and competent.



## GENDER DIFFERENCES

The key differences between the themes that most impact the eNPS of men and women.

In this study and our other study into workplace happiness, men scored higher than women (men = 6, women = -6), meaning they are more engaged and satisfied at work.

Men highlighted a need for higher salaries and career development opportunities, whilst women focussed on the need for communication, respect and appreciation for their work. Interestingly, both men and women emphasised the need to feel valued – which has been a recurring theme throughout and has a huge impact on eNPS.

When it comes to salaries, it is worth mentioning that although it is a frequent request, research shows that an increase in salaries is a short-term solution and therefore won't ensure long-term loyalty from employees.

However, promotions and other benefits are encouraged as that will make the employees feel appreciated for the work they do. It also shows that the employer has taken into consideration the improvements requested.

## OVERSEAS VS UK EMPLOYEES

### Workers from overseas were more engaged and satisfied with their jobs than workers from the UK.

Their eNPS score was 17, whereas the UK had a score of -14. The comments given from the overseas sample were generally positive, especially when referring to management and problem-solving. However, clarity was a massive factor for overseas workers which was specified by the majority. Clarity can be used to refer to many factors, e.g. clarification within the job role, company vision and how the individual roles of the staff help achieve the company's objectives.

A consistent theme for the UK feedback was wanting to feel respected and a desire to be treated fairly. Whilst the UK score was not overly positive, some comments praising management were present.

After discovering workers from overseas had considerably higher eNPS on average, we wanted to drill down and examine why workers from the UK had much lower eNPS scores.

We decided to examine if there were any differences between people in the north and south of the UK and whether company size impacts eNPS...

## NORTH VS SOUTH

**When looking at the UK, a split of north and south was used, and this study found in the northern region's employees scored lower (north = -25, south = -7) than the southern regions.**

This indicates people in the south are more likely to be loyal and stick with the business through various changes. Conversely, employees in the north would be less likely to remain loyal and may be prone to 'jumping ship'.

Interestingly, employees from the north mostly emphasised the need for more honest communication and job security, which highlights a lack of transparency; causing the employees to worry about the future of their role within the business.

Job security was mentioned a lot more in the north than the south – suggesting businesses in these areas should focus on creating initiatives to help their people feel more appreciated and valued if they want to improve eNPS and staff loyalty.

Employees from the south mentioned the need for career development opportunities more than any other factor. Both north and south employees strongly highlighted their need for support in general, which can be from leadership, other colleagues within their team or other departments.

## IS BIGGER BETTER?



**When looking at the results for company size, they align with our previous study into workplace happiness which found that smaller and medium-sized businesses (SMEs) score higher and have happier workers.**

In this study, our results suggest workers from SMEs (1-1000) have higher eNPS scores than workers from large companies (1000+) - implying bigger **isn't** always better...

In this study, we are happy to report that both groups scored positively. The SMEs had an eNPS score of 8 and the large companies had a score of 2.

SMEs gave a lot of positive feedback, highlighting how much enjoyment comes as a result of a diverse culture and how all colleagues get along - therefore highlighting a good working environment. Large businesses focused on mentioning how flexible work hours (e.g. being able to work from home occasionally) would help as a motivator for employees.

The lower eNPS score for large companies could be explained by the lack of communication between departments resulting in workers feeling siloed and isolated. Some employees feel like they are 'invisible' and that they wished they knew how their work adds value to the business.



## CONCLUSION

# How to improve your eNPS scores effectively.

### Focus on all the feedback!

Reviewing the feedback from detractors is very important, as the factors outlined by these respondents highlight the major areas for improvement. However, it is crucial the views of the Promoters are not ignored.

Their high scores indicate they are happy, though certain comments clearly highlight areas that require attention. It's important that employers take those into account and don't 'rest on their laurels'. Businesses should not just focus on making sure their Detractors become Promoters but also that Promoters do not slip through the groups and end up as Passives, or even worse... Detractors!

### Don't ignore your Passives:

Their views fall somewhere between Detractors and Promoters and if they feel like no action is being made, they can easily become Detractors. It is important to know their views are usually positive and are more inclined towards the views of the Promoters.

Therefore businesses could easily work on converting passives to Promoters. By listening to them, creating action plans and communicating those plans, you can start to turn them into Promoters.

### Respond to all feedback:

It's essential to respond to both positive and negative feedback and make sure employees have well-rounded knowledge regarding the conclusions drawn from their feedback.

This will ensure they feel like they are part of the decision-making process and will ensure they feel valued. It will also ensure people keep providing essential and actionable insights via their feedback.

## CONCLUSION CONTINUED

### Know exactly what is important to your employees!

Communication and recognition (feeling valued) are the themes that recurred the most. This indicates businesses need to focus on these areas and create initiatives to ensure neither is overlooked.

As part of improving communication, it's critical employees feel that their views are important and are being reviewed, so even though the action plan is not executed immediately employees know they have been heard. This can be done simply, through emails or meetings in which employees feel like it was not a waste of time to provide their feedback and are made aware of the future changes taking place. This will boost engagement and ensure staff continue to provide their valuable feedback. Both are essential if you want to receive feedback that will help you create positive organisational change.

Recognition can also be linked to communication because if management maintains strong relationships with their employees and are aware of the tasks they are completing it makes it easier to know who deserves to be praised. Some employees will appreciate verbal acknowledgement, but promotions and other material benefits should not be overlooked.





# CONCLUSION CONTINUED

## Improving your scores is like a chain reaction:

When feedback is done correctly it creates a domino effect with high programme engagement and organisational performance being achieved. This ultimately leads to organisational success:



## Improvements come from the acknowledgement of something needing to change.

Thus the most important factor that will help businesses increase eNPS is communicating what they are going to change and proposing action plans. This will ensure everyone becomes more engaged.

You will gather intel into the key metrics we have identified and many more that could be unique to your organisation and your people. Essentially from one simple question we generate a wealth of information that helps improve all aspects of business.

### This includes:

- Organisational performance
- Culture
- Leadership
- Staff retention
- Client retention/satisfaction
- Employer branding
- Recruitment
- Engagement

By focussing on eNPS you will gain powerful insight into staff sentiment. By using this insight you can create initiatives that will combat concerns, build on successes and boost your bottom line. All you have to do is ask the question, analyse the results and start implementing the changes your business and your people need to thrive.



# Want **The Happiness Index** for your organisation?

## Here's how:

Our data highlights how important it is to create a workforce that consists of satisfied and loyal brand ambassadors.

If you'd like to know how you can boost eNPS via our real-time feedback technology, then give The Happiness Index a call to discuss the results in more detail.

Find out how we can help you to boost eNPS, staff engagement and ultimately your profits!

## Contact us:

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