



The Secret to Engage and Retain Your Frontline Workers

Table of contents

1. Introduction
2. **Benefits of great employee engagement**
 - a. The Big Resignation vs Recruitment
3. **How to boost employee engagement**
 - a. Unlock flexible working
 - b. 5 focus areas for effective employee engagement
4. Summary

Intro



“It’s never been more important for employers relying on frontline workers to do all they can to attract, engage and retain employees –by offering greater flexibility, better upskilling opportunities, and developing more attractive and formalized career paths”, says Erik Fjellborg, Quinyx Founder & CEO.

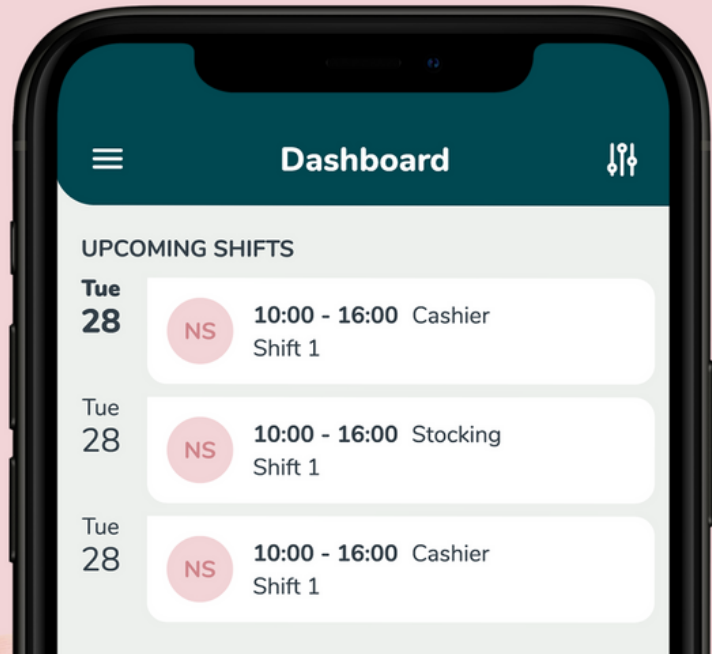
And he's right because attracting and retaining employees is one of the biggest challenges facing 90% of global organizations today.

According to our latest research, 48% of frontline workers have considered quitting their job in the past year, and 70% believe there are a lot of other employment opportunities available to them.

This is why happiness at work matters. Keep your frontline workers happy and they'll be more productive, deliver higher customer satisfaction scores and make your business more profitable. They'll also be more likely to stay.

In this guide you'll learn:

- The advantages of having a happy workforce
- How to retain frontline workers and recruit better
- How to unlock the benefits of flexible working
- Our top tips on creating a happy workforce



Benefits of great employee engagement

Get scheduling right and you'll have delighted customers, engaged employees, and a thriving business. Get it wrong and you'll be dealing with frustrated customers, trying to stem the tide of employees quitting, and a business spiraling out of control.

BENEFITS OF GREAT EMPLOYEE ENGAGEMENT

A 2016 Gallup study drew the connection between consistently low engagement and team performance and suggested that when an employee's engagement needs are not met, there is a higher likelihood of turnover — which can cost an employer 1.5 times the employee's original salary.

The same study found that engaged teams have lower turnover, 21% greater profitability, 17% higher productivity and 10% higher customer ratings than disengaged teams.

But that's not all... engaged employees also go the extra mile in terms of customer service, giving businesses with a happy workforce the edge on their competitors who don't focus on engaging their employees.

The moral of this story?

Make employee engagement and happiness a priority. If you do, you'll become more successful because your employees will deliver a better customer experience.

BENEFITS OF GREAT EMPLOYEE ENGAGEMENT

The Big Resignation vs Recruitment

2021 was defined by The Great Resignation, a global phenomenon that saw record numbers of employees saying: "I quit".

In September 2021 alone, more than 4.4 million Americans quit their jobs. But it's not just any employees; the movement is led by frontline workers (many on low wages and from minority groups), who feel their employers are not meeting their needs. The industries that see the highest quit rates rely heavily on these workers – and you can see why in our Trend Guide.

But from our research, we know employees would prefer to stay longer within their companies. 47% of employees said they planned on staying long-term (up to 2 years) in their jobs. While others stated that the inability to move forward in their job was a major reason they considered quitting.

But, to climb the career ladder, they need the support of their managers to help guide them in their jobs. They need to understand how their role helps the company, and how their particular skill sets fit into the organization's success.

Did you know?

Poor retention rates have soaring costs associated with them. For example, employee retention is 3x worse in retail than in other industries, costing an average of \$1,500 per employee to replace.

BENEFITS OF GREAT EMPLOYEE ENGAGEMENT



"it's incredibly important that our employees know we truly respect their role and value the work they do. If we care for them, they will care for our customers and everything becomes that little bit easier. We have to pay competitively, we need good benefits but it has to do with the way we engage with and the level of respect with which we approach everything about the role of our employees and the work they do." – Marie Robinson, EVP & Chief Supply Chain Officer at Fortune 500 company Sysco

The same goes for recruitment. Because there's a massive labor shortage across the globe, frontline workers know they hold all the cards... and it's a deck stacked with aces.

The fact is that employers now need frontline workers far more than their workers need them. The frontline workforce is well aware of this change in power dynamic and is demanding more from their employers — making recruitment even more challenging amidst the ever-present labor shortage.

Companies who are regularly hiring and who are willing to change, digitalize, and acknowledge this shift in the workforce, have the unique opportunity to position themselves as an employer who cares about their workers. And implementing a culture that really puts the frontline workers first and listens to what they want naturally makes recruitment far easier.



How to boost employee engagement

Staying ahead of the competition is only possible by having the right people, in the right place, at the right time. But to fully succeed, your employees need to be enabled and empowered.

By embracing flexible working, and improving and delivering on the five focus areas (keep reading to see what there are), you'll be on your way to create that magical employee experience that will make everyone want to stay.

HOW TO BOOST EMPLOYEE ENGAGEMENT

Unlock flexible working

Giving your frontline workers control over when they work is a great way of enabling and empowering them – even if they, historically, haven't had the option to choose when and how they work.

Flexibility means different things to different people but, at its heart, it's a way of working where you give your employees more choice and control over when and how they work. Some workers will crave predictability, some will want more hours, some will want less.

As an employer, you need to be the one embracing flexible working. We know that the idea is often met with a groan and a roll of the eyes. In particular, business leaders and managers fear logistical headaches and wasted hours spent wrestling over spreadsheets. It's all too often equated with lower productivity and increased costs.

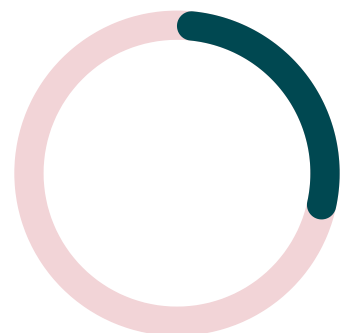
But with the right tools and technology in place, flexible scheduling can help save time, reduce costs, improve productivity and employee retention, and boost employee engagement. It's what your frontline workers want, and it helps your managers to get more work done.

Talk to your team to find out what works for them.

Our research found

30%

say they have no control over their work schedule.



HOW TO BOOST EMPLOYEE ENGAGEMENT

"Employees don't have standard 9 to 5 jobs here, but we can make schedules that incorporate certain wishes and still meet demand well. Just an example is that we've been able to offer shorter and longer shifts than your typical 7 to 8 hour day in some areas, which allowed employees to combine their schedules with their lives better. The general feedback of employees has been hugely positive."

- Iain Thomson, Operations Planning Manager at Roadchef

Did you know?

Flexibility ranked as top three of things frontline workers value the most in a job.

A young man with dark hair, wearing a black baseball cap backwards, a black and white striped t-shirt, and a dark apron, is smiling broadly at the camera. He is standing against a solid light pink background. His arms are crossed, and he is wearing black gloves on his hands.

5 focus areas for effective employee engagement

When was the last time you gave something to your employees that wasn't their paycheck? It's a tough question to answer. Whether you're in HR, operations, or even finance, the life of a manager is hard. You're usually spinning plates, fighting fires and frantically paddling to keep your head above water..

HOW TO BOOST EMPLOYEE ENGAGEMENT

With all this going on, you can easily forget about your employees. That's rarely good, and can in the long run affect their engagement and performance. Before you know it your business and customers are going downhill.

When this happens, it's time to remember Vanilla Ice – the little known employee engagement expert – and the musical masterpiece Ice Ice Baby:

"All right. Stop. Collaborate. And Listen."

If there was ever a mantra for nailing employee engagement this is it. So stop, take a minute, listen to your employees and give them what they really want. After all, it's in your best interest, so here's our 5 focus areas for more effective employee engagement .

1. Rewards & Recognition

We'll let you into a little secret ... the one thing your frontline workers want more than anything else is enjoyment at work. They want to smile and be happy. And what's one of the easiest, simplest ways to slap a huge, ear-to-ear grin on someone's face?

Recognition.

We all love it when we're recognized for the work we do. Words like "Well done," "Great work," "Way to go champ!" can have a huge difference on how your employees feel about work.

Still, 33% of frontline workers don't feel valued at work and 40% feel disposable. We believe better recognition can send this number plummeting..

It's why the best WFM apps have engagement and recognition features built into them. From awarding badges for special achievements to using gamification as a way to reward and recognize employees, the latest tech is changing the game and making it far easier to keep your employees engaged, motivated, and on board.

WHY YOU NEED GREAT SCHEDULING

2. Purpose & Culture

Having a strong foundation in place with a clear purpose and a strong culture makes the job of creating a happy workforce a much easier one. Employees form the groundswell of support which will define how successful a corporate culture is. This means they have to be involved in creating it as well as owning it. To do this, you need to listen to their wants, their needs, and give them a voice.

Having a strong culture and prioritizing employee engagement are critical in both attracting the right people and then making sure they stay with you. Your employees should know what they are working for, as well as understanding your company's purpose. It doesn't have to be elaborate or complicated, in fact, simple statements of purpose are often the most powerful.

With the influx of Millennials and Gen Z into the workplace, having a clear purpose is more important than ever.

- 76% say they would take a pay cut to work for a socially responsible company.
- 2/3 wouldn't take a job if the employer doesn't have strong CSR (Corporate Social Responsibility) practices.

"Pay, perks and bonuses are one off and not very sustainable ways to build employee experience or engagement. Employee experience is about flexibility and agency over their work, career growth opportunities, communication channels, trust, and the tools your employees need to do their job."

"It's much smarter to invest in strategy and tools that reinforce your culture and establish a relationship with your workers. Ask them what they need from the company to stay engaged and productive and then take action. You have to know where you are in order to figure out where you need to go," says Betsy Summers, Principal Analyst on the Future of Work at Forrester in our webinar.

HOW TO BOOST EMPLOYEE ENGAGEMENT

3. Health & Wellbeing

Whether you encourage employees to practice mindfulness and get regular exercise or simply have an open door policy where employees know they have someone to talk to if times are tough, they will all help improve wellbeing at work.

While Baby Boomers and Gen X were consumed with climbing the ladder, Millennials have other priorities, with the quality of their work life being top among them. Autonomy, empowerment and giving them control are all ways to help give them better work life balance.

There are countless different ways to promote health and wellbeing in the workplace – find what works for you and your employees. Not only will this reduce stress and create a positive working environment, it can be the catalyst for increased happiness, engagement, and performance..

More than



75%

of employees believe 'workplace wellbeing' is the secret to employee happiness.

More than



53%

of Millennials would take a paycut if it meant they were more fulfilled at work.

WHY YOU NEED GREAT SCHEDULING

4. Communication

With the technology we have at our fingertips, there's no reason for employers to be poor at communicating with employees. It's here technology can have a huge impact.

Frontline workers want to feel they can communicate more freely with upper management and receive feedback on how they can grow in their respective roles – something many feel they can't do and don't get.

Workers need to feel confident that their managers will be responsive and acknowledge their concerns. Our report - State of the Deskless Workforce - found this still isn't happening and it's why championing open, transparent and easy communication should be a top priority.

- 62% of frontline workers feel they can't speak to their manager about scheduling issues that impact their personal life.
- 70% feel uncomfortable discussing a pay rise.
- 37% say employers don't listen to feedback.

Did you know?

With Quinyx Pulse, you can quickly survey your workforce on any topic you choose, such as asking them how they're feeling, what they think about a new policy, what theme they'd like the next team building to take - the list goes on. This allows you to get live feedback from your workforce and helps drive engagement across your organization.

HOW TO BOOST EMPLOYEE ENGAGEMENT

5. Technology

Technology is your friend! There are any number of tools out there (not just workforce management solutions) designed to make your life – and the lives of your employees – easier. On the workforce management front, using technology to offer greater flexibility or help staff navigate unsocial hours can be cost-effective and easy to implement.

Your frontline workforce can often be large and disparate, meaning that traditional methods of staff engagement – face-to-face team meetings, training sessions or socials – can be difficult to execute.

Your employees want to know when they are working, they want to be paid on time, they want to be able to swap shifts if they need to, and they want simple ways to communicate. Whether it's a fully integrated workforce management solution or just an automated scheduling solution, there are tools out there to help empower your workers to be more productive and efficient. WFM apps are part of the technology that can help.

With a WFM app, your employee engagement doesn't just have lift off, it's heading into orbit. Don't believe us? Just listen to Fredrik Moser, Chief Human Resources Officer at NSP (the largest franchisee of Burger King in Nordic countries):

"Everybody is on their phone, 24/7. So engaging with employees here is a really modern way of keeping in touch with their feelings and wellbeing. It's a fast and efficient way to connect with them. And because our employees are already using the WFM app to check their schedule or apply for days off, it's a great thing to be able to push communication and surveys through the same system."

HOW TO BOOST EMPLOYEE ENGAGEMENT

Summary

Smart businesses have realized, by making the employee experience a top priority, they'll have happy employees who turbocharge their business success and deliver fantastic customer service.

But you'll need the right tools and technology in place.

Get that and things like flexible scheduling will help save time, reduce costs, and improve productivity. A WFM app will also help you to give recognition to your valuable frontline, which in turn will improve your employee retention and boost employee engagement.

It's what your frontline workers want – and it will help all your managers to get more work done.

WFM tools like Quinyx can help you.

Discover how today!



Want to help your workforce?

For more insights visit quinyx.com