

2DAYS MOOD

# Whitepaper

15 drivers that impact employee engagement and happiness

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



## EMPLOYEE HAPPINESS MODEL

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

A combination of extensive literature research, insight in work and HR trends, and our own experience in positive psychology and HR led to the development of an innovative model based on these drivers - the 2DAYSMOOD Employee Happiness Model®.

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



## THEME INTRODUCTION

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





# 1. INTERNAL COMMUNICATION

## DRIVER INTRODUCTION

Internal communication is the communication between the organization and its employees and between different departments of the organization. Internal communication takes place at all levels within an organization and aims to provide clear information about important topics, changes, values or knowledge sharing.

## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## MAIN STATEMENT

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



## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## 2. VISION AND VALUES

### DRIVER INTRODUCTION

The vision and core values are the guiding principles of an organization. They show how the organization sees itself now and in the future. The vision is about what the organization wants to achieve in the long and short-term. The core values show what a company stands for. Together they are part of the organizational culture.

### WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

### MAIN STATEMENT

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



### WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## 3. STRATEGY AND GOAL ALIGNMENT

### DRIVER INTRODUCTION

Strategy and goal alignment is about the degree of clarity of an organization's overall business strategy and the extent to which it aligns with an employee's individual goals. The clarity and relevance of employees' tasks and how they contribute to the big picture are important in this.

### WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

### MAIN STATEMENT

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



### WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## 4. REPUTATION AND BRAND

### DRIVER INTRODUCTION

Reputation and brand is about the overall impression the organization makes and how people within and outside the organization think about the organization. This impression is based on past and future behavior and actions of the organization.

### MAIN STATEMENT

OVERALL, I AM PROUD TO WORK FOR THE ORGANIZATION.



### WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Delivering an innovative product or service of high quality
- ✓ Customer focus and the way the organization prioritizes customer demands
- ✓ Optimism about the future of the organisation
- ✓ Meaningful social and sustainable initiatives by the organization

### WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- x No distinctive image from competitors
- x Negative customer feedback
- x Delivering products or services with a low value for money



## THEME INTRODUCTION

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





# 5. LEADERSHIP

## DRIVER INTRODUCTION

Leadership refers to the way managers lead, motivate and inspire employees to do their best work. They are responsible for converting the vision, core values, strategy, and goals into understandable actions for employees. In addition, managers act as role models. It has a positive influence when they set a good example.

## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## MAIN STATEMENT

OVERALL, MY DIRECT MANAGER IS AN EXAMPLE FOR ME



## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- x No freedom or suitable culture to make mistakes
- x No communication about changes in the organization and its importance
- x Leadership not “walking the talk”
- x Employees having no trust in the leadership team



## 6. RELATIONSHIP WITH COLLEAGUES

### DRIVER INTRODUCTION

Social relationships at work determine how people and teams work together and achieve goals. This driver examines whether the elements of positive and social interactions are present in the organization. This includes good cooperation, pleasant communication, teamwork, trust, equal dedication, and mutual respect.

### WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



### MAIN STATEMENT

OVERALL, I HAVE A GOOD  
RELATIONSHIP WITH MY COLLEAGUES

### WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## 7. RELATIONSHIP WITH MANAGER

### DRIVER INTRODUCTION

The relationship with the direct manager refers to the social relationship that employees have with their direct manager. Important aspects in this are mutual respect, trust and showing personal interest. In addition to being a role model, it is important that the manager has an idea of how people work and want to work.

### WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

### MAIN STATEMENT

OVERALL, I HAVE A GOOD RELATIONSHIP WITH MY DIRECT MANAGER



### WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## 8. DIVERSITY AND INCLUSION

### DRIVER INTRODUCTION

Diversity and inclusion is about the psychosocial safety in the organization and the extent to which the organization protects the mental health of employees. It's about whether employees dare to show their real personality, talents, motivations, and insecurities and whether they can really be themselves at work.

### WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



### MAIN STATEMENT

OVERALL, I CAN BE MYSELF AT WORK

### WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## THEME INTRODUCTION

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





# 9. SALARY AND REWARD

## DRIVER INTRODUCTION

Salary and reward refers to fair compensation for employees for the work they do. This includes salary, but also other ways of compensation such as leave and/or holidays, pension, travel allowance, and/or a company car.

## MAIN STATEMENT

OVERALL, I FEEL FAIRLY REWARDED FOR THE WORK I DO



## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Transparent salary structure and scales
- ✓ Everybody being able to benefit from the success of the organization (i.e. through a bonus system or variable salary)

## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



# 10. APPRECIATION

## DRIVER INTRODUCTION

Appreciation refers to the appreciation that employees receive for their dedication and hard work from their direct managers, colleagues, and other members of the organization.

## MAIN STATEMENT

OVERALL, I FEEL APPRECIATED  
FOR THE WORK I AM DOING



## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



# 11. LEARNING AND DEVELOPMENT

## DRIVER INTRODUCTION

Learning and development refers to the opportunities that employees are given within the organization to develop and maintain their skills. This includes the possibility of following training courses, personal development plans, or clear promotion guidelines.

## MAIN STATEMENT

OVERALL, THE ORGANIZATION SUPPORTS MY PROFESSIONAL AND PERSONAL GROWTH.



## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

- x Ad-hoc development initiatives or no learning and development strategy
- x Unclear about career growth and career path opportunities
- x Breaking promises about promotions or growth opportunities



# 12. INTRINSIC MOTIVATION

## DRIVER INTRODUCTION

Intrinsic motivation is an internal motivation that someone experiences because they enjoy their work, find it valuable and interesting, and/or because it gives them fulfilment. An employee is not only doing the work because of the salary, other rewards, and/or to avoid negative consequences. Intrinsic motivation is influenced by three factors; being able to determine for yourself how you work (autonomy), feeling capable of carrying out the work because you have the right skills and access to the right resources (mastery) and the opportunity to do things that are meaningful (purpose).



## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## MAIN STATEMENT

OVERALL, I PERFORM MY TASKS WITH JOY AND MOTIVATION

## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## THEME INTRODUCTION

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





# 13. WORKPLACE CONDITIONS

## DRIVER INTRODUCTION

Workplace conditions refers to the physical factors and the environment in which an employee works. These factors affect their well-being. A pleasant and comfortable workplace strongly influences the productivity and effectiveness of employees. Think of a user-friendly workplace, clear safety rules, enough daylight, or a pleasant temperature.

## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

## MAIN STATEMENT

OVERALL, I CAN EXECUTE MY WORK HEALTHILY AND SAFELY



## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## DRIVER INTRODUCTION

Vitality describes the degree to which employees have the energy to deal well with high work pressure and stressful situations. This driver assesses to what extent employees feel physically and mentally energized. A healthy lifestyle can positively influence vitality and other personal energy sources. This includes nutrition, sleep, sports, and mindfulness.

## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



## MAIN STATEMENT

OVERALL, I FEEL ENERGIZED DURING THE DAY (OR WORKSHIFT)

## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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



# 15. WORK-LIFE BALANCE

## DRIVER INTRODUCTION

Work-life balance is about the extent to which employees are supported by their organization to combine their work and private life. This driver measures the extent to which employees experience a healthy balance and how the organization tries to avoid an imbalance. Factors that positively influence work-life balance are life satisfaction, work flexibility, room for personal activities, and social support.



## WHAT POSITIVELY IMPACTS EMPLOYEE ENGAGEMENT

- ✓ Offering flexible work arrangement policies and programs
- ✓ Having time to spend on activities outside of work that give energy
- ✓ Coaching employees and offering them support when they do not receive sufficient social support from their partner, friends, and/or family

## MAIN STATEMENT

OVERALL, MY WORK CONTRIBUTES TO A GOOD WORK-LIFE BALANCE

## WHAT NEGATIVELY IMPACTS EMPLOYEE ENGAGEMENT

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

# 2DAYS MOOD



Moods are  
contagious,  
work with  
positive energy!

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