

**Causality between employee
engagement and the customer
experience within the context of
organisational climate and culture**

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INTRODUCTION

- Employee Engagement defined
- Business outcomes of an Engaged Environment
- Customer Experience defined
- Causality between Employee Engagement and Customer Centricity
- Integrated Systemic Customer Centricity Framework
- Pre-requisites of Employee Engagement and Customer Centricity
- Grounded Theory Methodology

RESEARCH OBJECTIVES

The research objectives are:

- Explore the pre-requisites for improved employee engagement
- Explore the pre-requisites for a changed customer experience
- Determine the causality between employee engagement and customer experience

METHODOLOGY

Grounded Theory

- Themes emerged through literature study
- Emergent Theory
- Build Framework
- Meta Insights

ENGAGEMENT

Viljoen (2009) defined engaged commitment as:

“the trait of sincere and steadfast fixity of purpose, a man of energy and commitment”
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ENGAGEMENT

- Only 29% of employees are actively engaged in their jobs (Leadership Council, 2004).
- A total of 84% highly engaged employees believe they can positively impact the quality of their organisation's products, compared with only 31% of the disengaged.
- 72% of highly engaged employees believe they can positively affect customer service, versus 27% of the disengaged.
- 68% of highly engaged employees believe they can positively impact costs in their job or unit, compared with just 19% of the disengaged.
- It is clear that in employee engagement has positive impacts on business results such as customer service.

Engagement through Inclusivity

Inclusivity is:

“A radical organisational transformational methodology which aligns the doing and the being side of the organisation around commonly defined principles and values, co-created by all.”

Viljoen, 2009

Customer experience defined

- Organisations that apply total customer experience principles have the following features in common:
 - » Anticipating and fulfilling customer needs and wants better than competitors do.
 - » Providing real customer experiences.
 - » Providing a real emotional experience.
 - » Providing experience as a distinct market offering.
 - » Utilising experiences as interaction.
 - » Changing experiences into engaging memories.

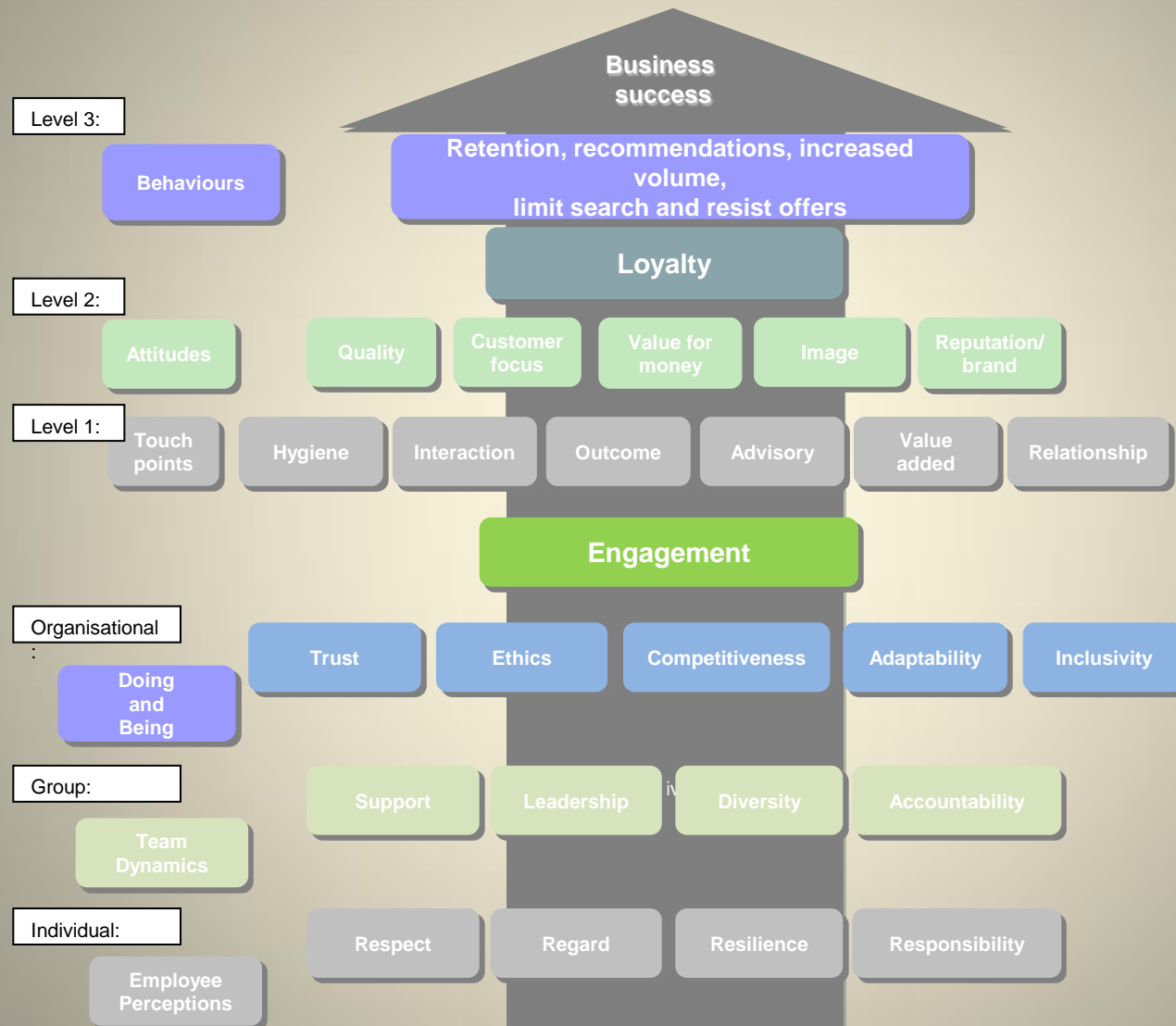
(Mascarenhas, et al., 2006:398-399)

Customer experience defined

“A total customer experience is a consistent representation and flawless execution, across distribution channels and interaction points, of the emotional connection and relationship you want your customers to have with your brand”

- Seybold (2002)

Integrated Model



Meta Insights Gained

- Culture, climate and customer experience should be studied simultaneously and systemically in order to gain a better understanding of causalities between these dynamics.
- An understanding of the external environment (in this case the world of the customer) may assist in creating insights, reawakening instincts and cultivating organisational change.
- Leadership in the global community should acquire the skill to translate strategy which include customer experience focuses (the Doing) and the values of the organisation (the Being) through a process of Inclusivity.
- Customer experience can be optimised by optimising employee engagement. The enhanced customer experience will directly impact on business success.

Implications for management

- Organisations need to create a space in which the wisdom, insights and gifts – the skills for which the individual was employed in the first place – are brought to the organisational table in order to create an environment in which diverse views.
- The task of leadership is to make sense of the nonsense, to make music out of the noise, and to facilitate growth in individuals, in groups and, ultimately, in organisations by enhancing the wisdom and unleashing the potential contained in the workforce.
- Customers will experience this energy through behaviour of the employees when interacting with an organisation. Ultimately, it will lead to a real emotional, mutually satisfying, experience for both the employee and the customer.
- If management can get insight into the causality between employee engagement and customer experience, their effort to optimise both the internal and the external world can be simplified.