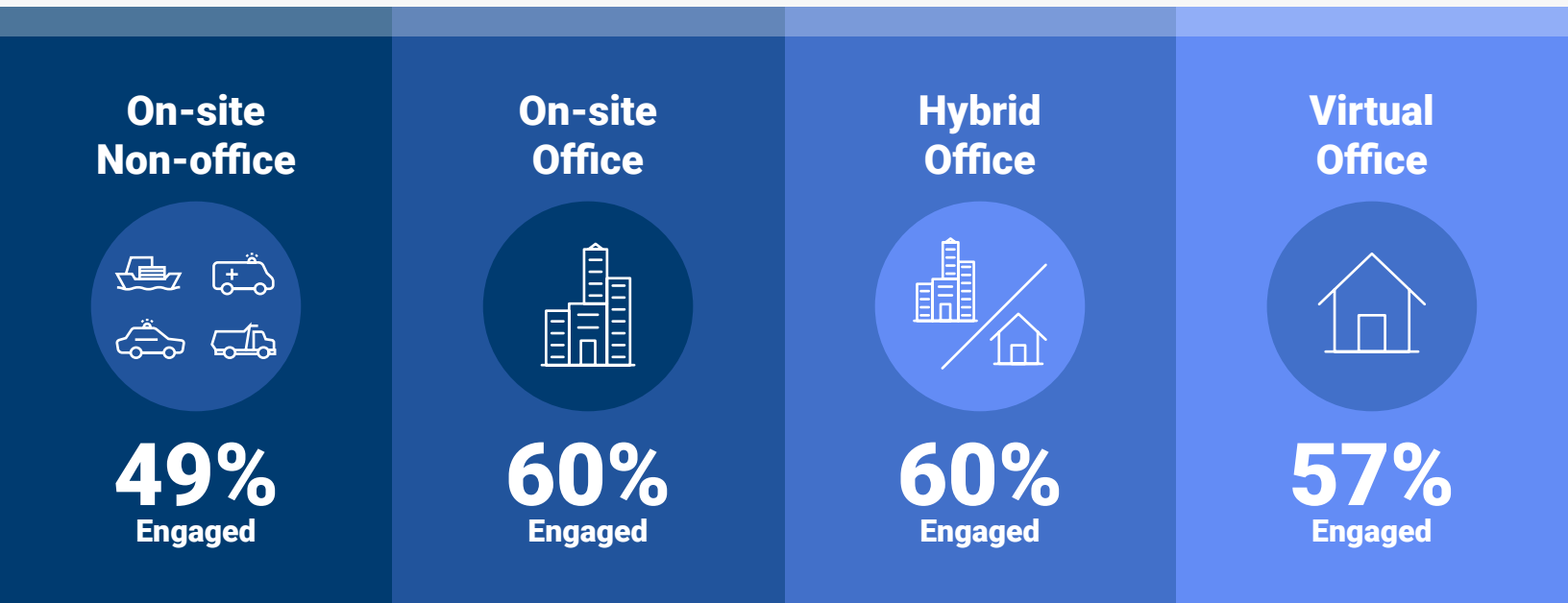


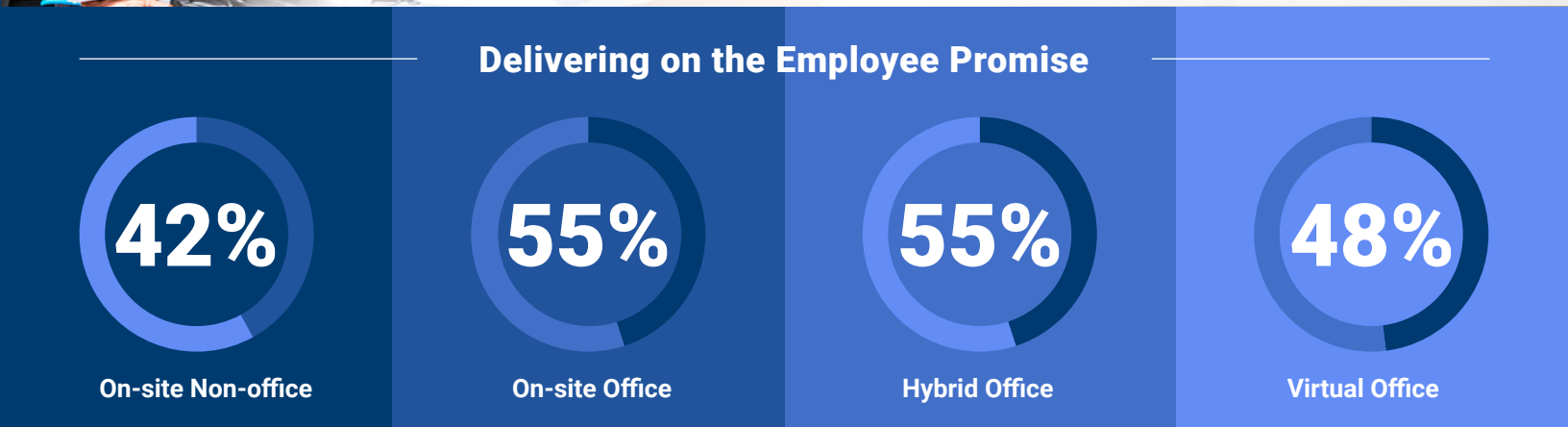
# Is Your Work Setting Keeping or Breaking Your Employee Promise?

While employees continue to demand hybrid or remote work options, many organizations expect work to be performed on-site and in-person. Consequently, leaders today struggle to determine the work setting that will unlock the full potential of their people and teams. Understanding how employee experiences and engagement levels vary in these different constructs – as well as how they can be enhanced for every employee – may provide the insights needed to shape better leadership decisions.

Let's begin by reviewing how engagement differs across various work settings. Utilizing insights from our global panel study of more than 9,000 employees, we found that engagement – which is a key outcome of the EX – is generally similar across different work settings, with the exception of on-site workers in non-office settings (e.g., restaurants, hospitals, manufacturing), who exhibit notably lower engagement. Remote office workers also show slightly lower engagement compared to hybrid or on-site office workers.



In each setting, engagement levels depend upon the organization's ability to deliver on the **employee promise** – with only about half of employees feeling their organization is providing the employee experience (EX) they were promised. While there are slight differences by setting, overall, organizations have room for improvement in delivering on their employee promise, and no single setting emerges as significantly more advantageous than another in this regard.



Delivering on this promise requires a balance between **foundational elements** that employees desire as part of their day-to-day experience. These include:

- Senior leadership that is caring, trustworthy, transparent and inspiring
- Fair career development opportunities and recognition/pay
- Retention of the people needed for the organization to be successful
- Work processes, resources and information necessary to do the job well

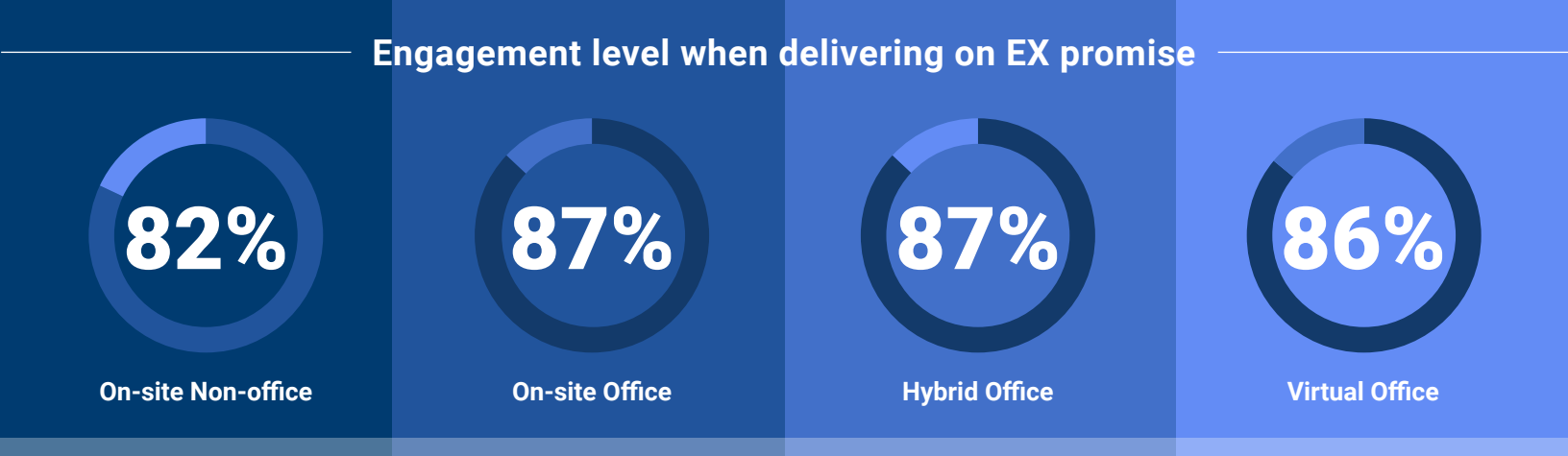
Employees expect these elements to be part of the EX, regardless of the setting.

Beyond the foundational elements, however, there are specific EX factors that employees expect – and these elements differ by work setting. These differences suggest the EX should be personalized to meet the unique needs/expectations of employees in each work setting.

Keep in mind that while these elements are valued to some degree in each work setting, they carry a higher value/weight for employees in these specific settings.



Work Setting	Key Expectations
On-site Non-office	employees want to <b>feel supported</b> to meet the demands of the job
On-site Office	employees want to trust they will be <b>recognized for their efforts</b>
Hybrid	workers want <b>autonomy and empowerment</b> in how they work
Virtual	workers want <b>development and collaboration</b> to ensure they are connected and involved



When unique EX expectations and needs are consistently met, differences in engagement by work setting are mitigated – indicating that no one setting holds a definitive advantage over another, as long as both the foundational elements and unique expectations are met.

Differences in engagement may reflect how well talent processes and leadership capabilities are adjusted to different settings (and job roles). No one size fits all – but leaders need to be intentionally sensitive to unique needs while balancing global expectations and creating consistency in executing and sustaining that experience. By doing this, organizations will make the most of any work setting they offer to their people and help drive their organization's success.

If you have any questions, please feel free to [contact us](#). To receive communication and content from us in the future, please [subscribe to our mailing list](#).

Contact

**Jeff Jolton, Ph.D.**  
Research & Insights, Managing Director  
[jeff.jolton@kincentric.com](mailto:jeff.jolton@kincentric.com)