

Examining How Social Media as a Platform for Feedback Provision Shapes the Engagement and Motivation of Employees: A Case Study of L'oreal Australia Pty Limited

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Abstract--- Based in the Australian context, this case study has been motivated by observations that only a third of workforces feel engaged. The main aim of the report has been to advocate for the implementation of enterprise social networking as a feedback platform towards driving employee engagement and motivation. Imperative to highlight is that the target organization is L'oreal Australia Pty Limited. From the findings, major causes of employee disengagement and demotivation at the target firm include the culture of poor leadership style that fails to accommodate the other employees' views, inconsistencies in feedback provision, a lack of people leadership, unrealistic workload, conflict, lack of development opportunities, job insecurity, lack of confidence in the company's senior leadership, and the aspect of employees feeling under-valued. By implementing enterprise social networking as a feedback communication platform, perceived benefits that might accrue at L'oreal Australia Pty Limited include the achievement of a sense of personal value, workplace relationships, a sense of purpose and meaning, and a sense of belief. To avoid resistance to change, the senior leaders and other managers should be role models and walk the talk before allowing team members from the lower levels of the organization hierarchy to emulate them. Overall, an implementation of enterprise social networking in communicating feedback at L'oreal Australia Pty Limited is projected to steer employee engagement and motivation, translating further into improved company performance.

Keywords--- Social Media, Motivation of Employees, Provision Shapes, Social Networking.

I. INTRODUCTION

IN Australia, it has been established that only a third of the workforce feels strongly engaged. Whereas most of the employees exhibit an awareness of the critical role played by employee engagement and motivation in shaping future business success, a yawning gap continues to be reported regarding engagement levels. The need to steer employee engagement has been informed by most of the findings in the past scholarly contributions, which highlight that in situations where employee engagement levels are high, beneficial effects include reductions in quality defects, safety incidents, absenteeism, staff turnover, and improved customer satisfaction, as well as company productivity (Beck, Pahlke and Seebach, 2014). At L'oreal Australia Pty Limited, it has been established that a quarter of the employees indicate that they are engaged with their tasks and roles. Predictors of this dire state of engagement at L'oreal Australia Pty Limited

include staff turnover, frequent sick leaves, reduced productivity, increased levels of fraud, and negative influences on clients or customers (Cilliers, Chinyamurindi&Viljoen, 2017). The latter has been indicated by the manner in which the company's employees tend to alter relationships between customers and the company. From the perspective of compromised motivation at L'oreal Australia Pty Limited, Cleveland (2016) documented that this aspect has been predicted by aspects such as a lack of promotion, job insecurity, poor wages, and a lack of recognition or appreciation (Davison, Ou, Martinsons, Zhao and Du, 2014). This report present some of the scholarly contributions regarding the causes of employee disengagement and the lack of motivation relative to enterprise social networking, upon which feasible solutions will be recommended towards assuring future success at the company.

II. FOCUSING ON L'OREAL AUSTRALIA PTY LIMITED

L'oreal Australia Pty Limited retails, wholesales, and procures cosmetic, perfume, skin care, and hair care products in the context of Australia. During product distribution, the company embraces mass retailing channels that include department stores, salons, drugstores and medi-spas, pharmacies, and supermarkets (Dreher, 2014). Other channels include e-commerce websites, own-brand boutiques, travel retail, and cosmetics stores. Imperative to highlight is that the company is based in Melbourne, Australia, and was founded in 1934. Similarly, the company emerged as a subsidiary of L'Oreal S.A. (El Ouiridi, El Ouiridi, Segers&Pais, 2015)

Causes of Employee Disengagement and Lack of Motivation at L'oreal Australia Pty Limited

On average, it has been established that L'oreal Australia Pty Limited's employees take about nine days unscheduled absence from work in every year. From the perspective of the company's senior leaders and managers, the main cause of absenteeism entails employee disengagement. According to El Ouiridi, El Ouiridi, Segers and Pais(2016), the company's dire state of employee engagement is linked to the culture of poor leadership style that fails to accommodate the views of team members in the lower levels of the organizational hierarchy, suggesting that poor communication forms the root cause of disengagement among members of the team. It has also been established that inconsistencies in feedback provision contribute to employee disengagement at L'oreal Australia Pty Limited. Specifically, the lack of personal expression has translated into most of the company's employee perceptions that the senior leaders lack genuine interest in their opinions and that the managers fail to give constructive and useful feedback (Henderson & Johnson, 2012). Apart from the lack of adequate feedback provision as a leading cause of the company's employee disengagement, it has been documented that L'oreal Australia Pty Limited is marred by a lack of people leadership. Madsen (2016) asserted that the inadequate focus on the people management essentials has led to the lack of accountability, coaching, and clarity, yet these attributes are key towards driving optimal results. Lack of respect and trust at L'oreal Australia Pty Limited forms another cause of employee disengagement. As the senior leadership loses confidence in the competence or character of the company's employees, aspects of motivation and commitment on the part of workforces have been undermined significantly (Mantymaki&Riemer, 2016). Overall, major causes of employee demotivation and disengagement at L'oreal Australia Pty Limited include unrealistic workload, conflict, lack of development opportunities, job insecurity, lack of confidence in the company's senior leadership, and the aspect of employees feeling under-valued. From these results, it is evident that the key driver of employee motivation and engagement at L'oreal Australia Pty Limited lies in the establishment of healthy workplace relationships. In this case, the need for enterprise

social networking or the use of social media as a feedback platform towards steering employee engagement and motivation is deemed paramount.

Perceived Benefits of Enterprise Social Networking at L'oreal Australia Pty Limited

According to Sonnentag, Reinecke, Mata and Vorderer(2017), enterprise social network drives a sense of personal value. At L'oreal Australia Pty Limited, it is predicted that the decision to embrace social media as a feedback platform will yield improved motivation and engagement by energizing and draining the employees' spirit. As affirmed by Beck, Pahlke and Seebach(2014), employees who feel successful, capable, qualified, and valued are likely to be energized, a quality that drives engagement. Hence, the company's implementation of enterprise social networking is likely to influence the workforces to feel valued and wanted in the workplace, upon which they might remain connected with the company and their job. It has also been established that through enterprise social networking, relationships tend to be established in the workplace. Cilliers, Chinyamurindi and Viljoen(2017) documented that workplace relationships form a key predictor of employee engagement and motivation. A similar observation was made by Cleveland (2016) who documented that the manner in which employees feel about being at work is shaped by the quality of their relationships with service providers, clients, staff, colleagues, and senior leaders or managers. As the employees respect and trust other members of the team, they are more likely to be engaged, with L'oreal Australia Pty Limited unexceptional. Thus, it can be inferred that social media forms a catalyst responsible for the establishment of relationships in the workplace, with the high degree of connectedness yielding engagement and motivation among the work forces.

At L'oreal Australia Pty Limited, enterprise social networking is also predicted to give the employees a sense of purpose and meaning. According to Dreher(2014), social media in the workplace determines the manner in which employees perceive their contribution and that of the organization to the society. Through feedback provision on social media, the workforces tend to realize that they are engaged in tasks that have altruistic purposes and, in turn, end up being energized (El Ouiridi, El Ouiridi, Segers&Pais, 2015). Thus, it is evident that enterprise social networking at L'oreal Australia Pty Limited is likely to offer a sense of purpose and meaning via the establishment of harmony between value of the company and those of the employees. With feedback provision via social media prompting the employees to contribute to the success of the company, it is projected that the levels of engagement and promotion will improve significantly. A sense of belief, which is associated with employee engagement and motivation (Henderson & Johnson, 2012), is also projected to be achieved at L'oreal Australia Pty Limited (after adopting enterprise social networking as a platform for providing feedback to its employees). As observed by Madsen (2016), enterprise social networking determines the strength of workforce belief and

this trend is reflected in the manner in which employees feel about the future of the organization and their ability to influence the respective future outcomes. With feelings of empowerment, confidence, optimism, and hope associated with regular feedback provision via social media (Mantymaki&Riemer, 2016), it remains inferable that L'oreal Australia Pty Limited will be unexceptional.

Recommendations — How L'oreal Australia Pty Limited Should Implement Enterprise Social Networking

At L'oreal Australia Pty Limited, an implementation of enterprise social networking should begin with the establishment of goals. The feedback platform strategy should ensure that clear connections or goals to the business' overall strategy are established; ensuring that the firm chooses enterprise social networks based on what will help the employees to do the job better, rather than choose the networks based on technical features. Given that the goal is to encourage collaboration in L'oreal Australia Pty Limited's perceivably non-collaborative culture, this report recommends that the company adopts a phased-in approach. The next stage should entail understanding the context of L'oreal Australia Pty Limited to ensure that the new system (enterprise social network) is embedded while assessing the existing level of collaboration, transparency, and engagement. In so doing, the senior leadership will be well placed to determine the appropriate facilitation required towards achieving new offline and online behaviors. From the assessment stage, the senior leadership should proceed to choose the right tool. With the existence of provisions such as searchable and interactive profiles and document sharing, outcomes from the assessment process should inform the selection of the right tool. Demonstrating the executive buy-in should be the next step while seeking to steer employee engagement and motivation via enterprise social networking at L'oreal Australia Pty Limited. In the anticipation of the launching of an internal social platform, managers and leaders should be role models by using the platform enthusiastically, upon which resistance to change (among the employees) might be curbed. Specific approaches should include coaching the executive groups to use enterprise social networking in a manner that is deemed to model behavior, as well as the introduction of small private groups that could collaborate relative to critical business subjects with other members of the team. In turn, it is projected that the rest of the employees will be motivated to join the platform in a quest to discover beneficial outcomes; a trend that will translate into engagement and motivation.

To instill the enterprise social networking culture, there is a further need to identify champions across the subsidiary and task them with the role of behavior modeling and community creation. However, it is recommended that L'oreal Australia Pty Limited embraces new forms of leadership to achieve success in its quest for enterprise social networking while seeking to reap from employee engagement and motivation. According to Sonnentag, Reinecke, Mata and Vorderer (2017), creativity and innovation relative to social

media as a feedback platform do not take place in a vacuum. Rather, the leaders and managers need the wisdom of crowds, inclusive of suppliers, partners, stakeholders, customers, and employees. In situations where the employees received little or no redress to their comments, the degree of engagement is likely to be compromised (Beck, Pahlke and Seebach, 2014). At L'oreal Australia Pty Limited, there is a need to embrace a culture of openness in which, through enterprise social networking, the employees not only share ideas and raise views but also have their leaders emerge as authentic listeners who are highly committed to responding timely and proportionately.

III. CONCLUSION

In summary, the need to achieve employee engagement and motivation has been informed by findings established in most of the existing scholarly contributions, which state that there is a direct relationship between company achievement of engaged and motivated employees and improved firm productivity, as well as increased profitability. Similar to the majority of businesses in the Australian context, L'oreal Australia Pty Limited continues to suffer from the presence of a significant number of disengaged and demotivated employees. To address this adversity, this report advocates for the adoption and implementation of social media or enterprise social networking as a platform for providing feedback to the employees. The report's quest to steer engagement and motivation at L'oreal Australia Pty Limited is informed by the various benefits associated with enterprise social networks. However, the implementation of this strategy should be done in such a way that senior leaders and other managers champion the process to model behavior while ensuring that the potential employee resistance to change is shunned. Specific benefits that are expected to accrue from the use of enterprise social networking as a feedback platform (that steers motivation and engagement) include the achievement of a sense of personal value, workplace relationships, a sense of purpose and meaning, and a sense of belief. Overall, it is projected that the implementation of enterprise social networking at L'oreal Australia Pty Limited will stretch beyond the achievement of employee engagement and motivation to secure a competitive advantage in the Australian context, yielding an increase in profitability and improved productivity among the company's workforces.

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