

Chapter 6- Employee Satisfaction

Definition-

- Employee satisfaction is the term used to describe whether employees are happy and fulfilling their desires and needs at work.
- Employee satisfaction is a key point that can help to determine the overall health of an organization. A high satisfaction level indicates that employees are happy with how their employer treats them.

Factors affecting employee satisfaction:

- Recognition
- Respect
- Employee empowerment
- Benefits & compensation
- Perks
- Positive & encouraging management

Ways to Improve Employee Satisfaction-

- Give Employees More Control -Happiness is affected by [employee's] sense of control over their lives.
- Ease Commuting Stress
- Stop Wasting Time
- Encourage Social Connections
- Create an Atmosphere of Growth
- Break Up Routines
- Promote Good Health

Training:

The TQM principles demand that the organization should regularly reviews the training and development needs of all employees. Takes action to train and develop individuals on recruitment and throughout their employment and evaluates the investment in training and development to assess achievement and improve future effectiveness. The process to achieve this follows the quality principle of plan, do, check, act. It necessitates that an organisation must identify its goals and objectives and translates these into departmental, team and individual objectives. It then requires the company to determine whether the employees have the right skills and abilities to achieve the goals. This results in organisations setting up means, if they do not already exist to achieve these requirements. Any training and development interventions must then be evaluated against the criteria set. The focus therefore is on knowing what your organisation is trying to achieve and appropriately gearing the human resources to be able to deliver it. Implicit in the requirements is the need for effective organisational communication and managerial competence.

Porter and Parker identify four characteristic features to ensure successful training:

- (1) Training must be viewed as a continuous process.
- (2) Training must be focused so that people receive appropriate courses at the appropriate level of their needs.
- (3) Training must be planned for the future to include the development of total quality skills and techniques.
- (4) Training materials must be made customized to suit the particular organisation.

It is recommended that outside consultants should be used to train the people inside the organization who will eventually be responsible for TQM training and education throughout the organization.

Contents of the TQM training programme

Clinton *et al.* (1994, p. 13) believe that employees require three basic areas of training namely in the principles of TQM, the use of TQM tools and problem-solving techniques. Most employees spend most of their time during the TQM training programme on:

- a) communication skills;
- b) problem-solving techniques;
- c) quality service to customers.

Contents of a TQM training programme will differ from organisation to organisation. The contents of the training programme should however always be in line with the objectives of the overall TQM programme, which is actually aimed at improving business processes. Quality

training programmes should therefore centre round the basic principles of understanding the different processes in the organisation, the relationship between different processes and eventually the improvement of these processes.

Importance of Training

Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.

Training is given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarize them with the organizational mission, vision, rules and regulations and the working conditions.
2. The existing employees are trained to refresh and enhance their knowledge.
3. If any updations and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing a new equipment, changes in technique of production, computer implantment. The employees are trained about use of new equipments and work methods.
4. When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

The benefits of training can be summed up as:

1. **Improves morale of employees-** Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.
2. **Less supervision-** A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.
3. **Fewer accidents-** Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.
4. **Chances of promotion-** Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.
5. **Increased productivity-** Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

Employee survey-

- An employee survey is defined as a type of survey questionnaire to obtain opinions and reviews and evaluate employee mood and morale, a degree of engagement, and also monitor employee achievements.
- Employee surveys are integral employee feedback mediums to get perspective on factors such as work culture, direct managers, and elements that motivate or demotivate employees at the workplace. An employee survey can bear productive results only when designed tactfully .50-75% of organizations are determined to use employee surveys and implement changes suggested by employees to keep them engaged regularly and ultimately succeed.

Employee satisfaction survey-

- Also known as employee morale survey, this survey is used to gather opinions that the management and HR can use to build a positive environment for the employees. This can be done by understanding multiple employee perspectives, such as:
 - Assessment of the human resource department
 - Contentment in regards to the salary and other perks
 - Overall job satisfaction
 - Reasons to stay or leave the job
 - Assessment of company policies

These surveys include questions that are crucial for the growth of an organization, such as employee loyalty, aspects of the organization that motivate them, and the scope of growth or training opportunities. Due to this, these employee surveys are usually lengthy, spanning across 60-120 survey questions. The feedback received from employees is summarized and evaluated by the management to make amends in the way they function accordingly. The employee satisfaction survey is best used to get a thorough idea of what makes an employee stay or get retained by an organization's management.

Tips for designing the perfect employee survey-

1. Identify what you want to cover in a survey

Even before you finalize the survey design, it is important to think about what is the objective of deploying a survey. Identify what you want to cover in your employee survey and make sure the topic is clear at once.

2. Put questions that are necessary

When you are building a survey, to collect important insights, every question in the employee survey, should be there for a reason. It is a good idea to first plan your survey by identifying the data outcomes you need from it and then plan out what questions need to be in the survey.

Keep it short and simple

Employees may get irritated and less likely to complete the survey if a topic is not clear and tend to bounce back and forth. Therefore, it is good to make sure that a logical order is followed in placing the questions and to stick to a certain topic. If the survey is too lengthy, respondents might not be interested in filling out the entire survey, and survey results might get compromised. Hence, keep it short and simple.

4. Ask one question at a time

Branching questions or asking more than one question at a time can confuse employees, and they might not be able to choose correct option/options from the list of answer options provided to them. Therefore, it is advisable to ask one question at a time, to give clarity to the respondents.

5. Avoid using jargon

For employees to respond to a survey, avoid using jargon. Using a language that is easily understood by respondents will help them understand and respond to surveys better.

6. Open-ended questions or closed-ended question

This is always the tricky part, whether to ask open-ended questions or closed-ended questions? The trick here is, balance out both these options. Try and include descriptive and objective questions to balance the survey. Again question types should be carefully sorted as it defines the tone and importance of asking a question in the first place.

7. Spend time to design your survey

Now that there is clarity on what should be included in a survey, it is also important to spend some time designing a survey and make it presentable. The survey needs to create brand awareness with respondents. For this, the survey creator can use the brand language (brand logo and brand color). so respondents can correlate with it.

8. Analyze the responses after collecting

Once you've sent out the survey, collect all the responses, and maintain a document or excel sheet for the collected responses. This excel sheet should have all the mentioned classifications of the survey so that you have all the data in place. You need to make sure you follow this step and categorize data into Behaviour, Psychographics, and Demographics. For any researcher, it's extremely important to have organized data so that analyzing, predicting outcomes, and writing reports become easy.

9. Put a summary report together

After collecting responses and analyzing it, share your analysis with your customers. You should have all the data gathered from surveys in a particular format by this stage. The readers should get a clear picture of your goal, i.e., what were you trying to attain from the survey? Make sure you cover questions such as do users prefer/use a particular product or service? Which product do the users prefer? Any comment?

10. Conclude your plan of action

Prepare your final action plan on the basis of your goal, responses put together, and draw conclusions. Mend your final plan and start executing the changes



Designing the perfect Employee Survey

Advantages of an employee survey-

- Employee surveys will give organization opportunities to focus on aspects such as workplace culture attracting new employees, retaining the current ones, and constantly focusing on keeping employees content.
- Efforts can be made toward improving employee productivity.
- An organization's management can make efforts to address the various concerns employees face every day and eventually improve the entire process of solving employee complaints efficiently.
- Streamline communication with employees so that they do not shy away from sharing their issues with an organization's management.
- Employee performance, as evaluated by team members and managers, can be evaluated continually. Every improvement tracked can be appreciated, and every reported flaw can be worked on.
- Get inputs about what can be done differently to improve business and uncover issues that may cause loss to the business according to the workforce.

Employee empowerment:

Employee empowerment is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities. This can include having a voice in process improvement, helping to create and manage new systems and tactics, and running smaller departments with less oversight from higher-level management.

A key principle of employee empowerment is providing employees the means for making important decisions and helping ensure those decisions are correct. When deployed properly, this should result in heightened productivity and a better quality of employee work and work life.

HOW DOES EMPLOYEE EMPOWERMENT WORK?

Employee empowerment varies based on an organization's culture and work design. However, empowerment is based on the concepts of job enlargement and job enrichment. Job enlargement differs from job enrichment in that job enlargement is horizontal expansion and job enrichment is considered vertical.

- **Job enlargement:** Changing the scope of the job to include a greater portion of the horizontal process.
 - Example: A bank teller not only handles deposits and disbursement, but also distributes traveler's checks and sells certificates of deposit.
- **Job enrichment:** Increasing the depth of the job to include responsibilities that have traditionally been carried out at higher levels of the organization.
 - Example: The teller also has the authority to help a client fill out a loan application, and to determine whether or not to approve the loan.

As these examples show, employee empowerment requires:

- Training in the skills necessary to carry out the additional responsibilities
- Access to information on which decisions can be made
- Initiative and confidence on the part of the employee to take on greater responsibility

Employee empowerment also means giving up some of the power traditionally held by management, which means managers also must take on new roles, knowledge, and responsibilities. However, this does not mean that management relinquishes all authority, delegates all decision-making, and allows operations to run without accountability. It requires a significant investment of time and effort, especially from management, to develop mutual trust, assess and add to individuals' capabilities, and develop clear agreements about roles, responsibilities, risk taking, and boundaries.

The benefits of employee empowerment-

Employee empowerment can instill greater trust in leadership, encourage employee motivation, lead to greater creativity, and improve employee retention — all of which ultimately results in a better bottom line.

Motivated employees

Empowering employees through greater autonomy has been directly linked to increased employee motivation. Experts agree that employees who have more control over how, when, and where they do their job will work harder and find their work more engaging. And given the chance to show off what they can do, employees will put their best foot forward and feel more satisfied at the end of the day.

Greater trust in leadership

A meta analysis published in Harvard Business Review states that leaders who empower their employees are more likely to be trusted by their subordinates compared to leaders who do not empower their employees. This is not to say that empowering employees involves pushing work onto underlings that managers don't feel like doing themselves. Leaders who empower their employees act as coaches, pushing their employees to do their best work and supporting them along the way. Empowered employees felt that their leaders would not take advantage of their hard work — instead, they would recognize and celebrate their wins.

Improved creativity

In the same Harvard meta analysis, leaders who were perceived as empowering had direct reports who were more likely to be rated by their colleagues as being highly creative.

Unsurprisingly, subordinates who allowed their employees to think for themselves and collaborate across teams generated more novel ideas. Not only that, direct reports who felt empowered were more likely to volunteer for extra assignments and support their organizations outside of their day-to-day job function. Psychologists suspected that empowered individuals were more committed to meaningful goals, and used their creativity to achieve them.

A stronger bottom line

At the end of the day, companies that promote employee empowerment are simply performing better than those that don't. Businesses with highly motivated workers are 21 percent more profitable.

