

## ***Employee Satisfaction Survey***

Research shows that satisfied, motivated employees facilitate higher customer satisfaction and, in turn, positively influence organizational performance. Organizations that invest in measuring employee opinions and attitudes, by incorporating Employee Satisfaction Surveys into their existing HR processes, can develop such a workforce.

Presented are questions that organizations may consider when conducting a Survey to identify departments that are strongest and weakest with a goal to build a culture for sustaining change. I have also tried to present a use case and actions that will help decision making.

Used Case: The HR department analyses Technology Development, Technology Operations, Human Resources, Marketing, Sales and Delivery department using a survey to understand their problems and make decisions that will help the company to evolve and succeed.

### ***Survey Questions:***

#### ***1. Employee Satisfaction Survey***

- i. ***Overall Job Satisfaction*** – Employees were asked whether they were satisfied with their job roles and whether job responsibilities were adequately defined
- ii. ***Pay and Benefits Satisfaction*** - Employees were asked if they were satisfied with their salaries and other benefits offered by the company
- iii. ***Career Advancement*** - Employees were asked if the senior management helped them create a career development plan and if there were adequate mentoring sessions to help them future their career aspirations
- iv. ***Communication*** – Employees were asked if there were adequate communication channels within their departments and with senior management
- v. ***Training and Development*** – Employees were asked whether the training initiatives implemented were adequate for their job roles and whether they required additional training
- vi. ***Physical Working Conditions*** - Employees were asked whether the infrastructure such as computer, desks, chairs, printers, and so on provided by the company was adequate and whether they were satisfied with the working conditions.
- vii. ***Strategy and Mission*** - Employees were asked if they were aware of the strategy adopted by the company and if they identified with the Vision, Mission, and Value of the company

## **Employee Satisfaction Survey**

viii. **Job Stress** – Employees were asked if they experienced stress while fulfilling their job responsibilities

### **Employee Satisfaction Survey Summary Results**

Criterion	Employee Satisfaction Levels by Department (%)				
	Technology Development	Technology Operations	Human Resources	Marketing	Sales and Delivery
Overall Job Satisfaction	70	64	68	53	51
Pay and Benefits Satisfaction	76	68	66	54	52
Career Advancement	65	62	69	55	51
Supervisory Promotion of Teamwork and Participation	74	79	76	52	53
Communication	68	66	73	53	56
Training and Development	68	65	70	52	57
Physical Working Conditions	74	68	75	60	61
Strategy and Mission	78	76	84	71	76
Job Stress	53	65	63	68	75

## **2. Climate Survey**

i. **Security** – Employees were asked if they had job security and if they were satisfied with their job roles and responsibilities

ii. **Leadership** - Employees were asked if the seniors displayed a participative style of leadership, if the senior encouraged them to lead their respective teams by setting good examples, and whether they were encouraged by the seniors to resolved work-related problems

iii. **Communication** - Employees were asked whether there were adequate channels of communication within and across departments

iv. **Motivation** - Employees were asked if there were enough motivation in their jobs and if seniors implemented activities to promote motivation

v. **Senior Management Accessibility** - Employees were asked if they could approach the seniors without fear to resolve conflicts

vi. **Teamwork** - Employees were asked if seniors encouraged teamwork and promoted coordination among different teams to increase productivity and efficiency

vii. **Conflict Resolution** - Employees were asked if their concerns were addressed adequately and if there was a formal forum to air their grievances

viii. **Rewards and Recognition** - Employees were asked if the company rewarded and recognized their achievements in their area of expertise.

# Employee Satisfaction Survey

## Climate Survey Summary Results

Criterion	Climate Survey by Departments (%)				
	Technology Development	Technology Operations	Human Resources	Marketing	Sales and Delivery
Security	68	66	65	53	51
Leadership	77	73	72	54	51
Communication	65	63	73	51	55
Motivation	74	69	67	54	53
Senior Management Accessibility	64	68	67	56	58
Teamwork	65	72	63	60	58
Conflict Resolution	73	71	72	65	66
Rewards and Recognition	68	65	67	63	62

## List of Activities to Build a Culture for Sustaining Change

### 1. Leading by Examples

**i. Initiate employee participation in problem solving** – Senior Management will actively involve subordinates in problem solving activities. This will increase interaction between the seniors and subordinates. Subordinates will be able to observe their seniors handle problems and issues proactively. As a result, Senior Management will be able to lead teams effectively, increase communication with subordinates, and help subordinates learn about problem solving tactics.

**ii. Create urgency through specific objectives** - Senior Management will set specific performance objectives for all the teams, including them. This will create a sense of urgency in the team to meet the specific objectives. It will also help the Senior Management lead the employees effectively by meeting their own objectives.

**iii. Change core competencies into rational actions** - Senior Management will implement training initiatives to help subordinates change core competencies into rational action. As a result, Senior Management will be able to lead teams effectively, increase communication with subordinates, and help subordinates increase competencies.

### 2. Employee and Senior Communication

**i. Constantly communicate and listen to employees** - Senior Management will initiate activities and create forums to constantly communicate and listen to employees. This is a direct tactic that requires Senior Management to be proactive in their respective teams.

## ***Employee Satisfaction Survey***

***ii. Overtly express appreciation of high performance*** - Senior Management will overtly express their appreciation of employees with good performance. This will give a boost to employee performance and increase communication between the seniors and subordinates.

***iii. Implement "U-Air"***- Senior Management will implement "U-Air," a program to help subordinates air work-related concerns and issues on a regular basis. This will help subordinates communicate their issues and concerns without fear.

### ***3. Empowering Teams***

***i. Encourage team undertake self-training*** – Teams will analyze their strengths and weaknesses and undertake training to address gaps. This will increase employee awareness of their performance, encouraging them to improve their competencies to increase productivity.

***ii. Empower team members to make decisions*** – Team members will be given the freedom to make decisions in their area of expertise without consulting seniors. This will increase employee confidence in decision-making.

***iii. Encourage teams to decide on target and leaders*** – Team members will be given the freedom to appoint leaders and set targets for specific projects. This will increase team coordination, communication, and rapport.

### ***4. Risk-Taking***

***i. Encourage tough decision-making*** - Senior Management will be encouraged to make tough decisions favorable to the company, even if those decisions are unpopular with the subordinates and the customers. This will increase Senior Management's risk-taking capability.

***ii. Allow increased customer contact*** – Team members will be allowed to interact and communicate with customers. This will help them analyze situations from the perspective of the company as well as the customers.

***iii. Encourage creative thinking*** – Teams will be encouraged to follow principles of creative thinking to evolve innovative solutions. Encouraging a culture of creative thinking and innovation increases the team's risk-taking capabilities.

### ***5. Resolving Conflicts***

## ***Employee Satisfaction Survey***

***i. Implement a conflict resolution process*** – Subordinates will be encouraged to contact respective managers to resolve issues. This will create a formal process for resolving work-related and personal issues.

***ii. Create conflict resolution forum*** - Senior Management will create a forum for unbiased representation of the conflict before arriving at a resolution. This will increase employee confidence in unbiased conflict resolution.

***iii. Hold regular meetings to air employee grievances*** - Senior Management will hold regular meetings with the subordinates to air grievances and issues. This will create a formal process for resolving work-related and personal issues.

### **6. Mentoring Session**

***i. Implement a “One on One” coaching program*** - Senior Management and experts will train slow learners at an individual level after considering learning styles and speeds. This will ensure that slow learners come up to speed with their coworkers.

***ii. Create a training calendar and appoint mentors*** - Senior Management will create a monthly training calendar to address training needs. Each subordinate will also have a mentor to help in problem solving. This will help the employees to increase competencies.

***iii. Emphasize on individual interest during training*** - Senior Management will consider individual interest during training programs. This will help the employees increase competencies.

## Employee Satisfaction Survey

### Activities you may consider to strengthen the weak departments.

Behavioral Parameter	Marketing Department	Sales and Delivery Department
Leading by Example	Create urgency through specific objectives	Initiate employee participation in problem solving
Employee and Senior Communication	Constantly communicate and listen to employees	Implement "U-Air"
Empowering Teams	Encourage teams to decide on targets and leaders	Empower team members to make decisions
Risk Taking	Allow increased customer contact	Encourage creative thinking
Resolving Conflicts	Create conflict resolution forum	Implement a conflict resolution process
Mentoring Sessions	Create a training calendar and appoint mentors	Create a training calendar and appoint mentors

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