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I Can't Get No Employee Satisfaction

By Martin Day

I'm not happy. The printer has still not been fixed and now my chair is broken. The problem with this place is that it is falling apart. My boss is okay but has no clue what is going on. That new guy that started last week, who no one bothered to introduce, has been given a job that he has no idea how to do; why didn't they just ask me? I could have told them that a new set of drawings have been issued so even if he did know what he was doing the drawings he is using are obsolete anyway. Sometimes I don't know why I bother turning up.

I went for a drink with some of the guys last night after work. No one is happy and Sally from Accounts says that she has just about had enough and is thinking of asking for a rise and if they don't give it to her she is going to quit.

The management here just don't have a clue, we are haemorrhaging money through our inefficiencies and they think that sending out memo's telling us that they are introducing new procedures for claiming expenses is going to make a difference - whoopee do.

I think I'll ask for a pay rise, if Sally from Accounts can get one I can.

And so it goes on.

These are the sort of thoughts that start to play on the minds of individuals when a company loses touch with their employees; the broken chair, the lack of appreciation, the blaming of 'management', even questioning the futility of what they are doing. Minor problems fester and a cynical and destructive mindset develops. Can you be sure that it isn't going on right now in your organisation?

Social events outside the office become nothing more than a forum for complaints and negativity grows among people who feel powerless to effect change. Dissatisfaction will often synthesise into a demand for an increase in remuneration, as though like a cheap fix more money will momentarily lessen the pain.

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Left by management, undiscovered and unaware, the concern's of this employee will inevitable find solace with their colleagues own individual concerns, where the only common demand will be for an increase in remuneration, more paid holidays and a reduction in working hours, all of which will not fix the broken chair, ensure that new personnel are in future properly introduced, trained and managed nor help management identify areas of inefficiency.

Organisations have a habit of compartmentalising people, either physically through offices, cubicles and workstations but also in terms of responsibility. With effective and strong management to support this structure it can be productive, but as an organisation grows, and weak or inappropriate management infiltrates the management chain, it is inevitable that cracks will begin to appear.

From the top down all can appear rosy in the corporate garden as the weak and inappropriate manager reports that all is well in the engine room, oblivious to the fact that their coal stocks might be dwindling.

Experience shows us that relying on a limited number of indicators gives a skewed perspective just like

a person with only one eye has difficulty judging distance. Good management will therefore establish procedures that sample the mood throughout the organisation from different perspectives providing a rounded picture.

The benefits of establishing good, frequent and extensive communication channels are both direct and indirect.

A senior management team that is known to have their ear to the ground will command great respect and will keep middle managers from becoming complacent knowing that they can no longer dismiss the senior managers searching "How is everything going?" question with a glib "Fine"; In my book if someone says "fine" you have to ask if they really know what is going on.

Most principals of organisation will not have the luxury of spending time walking the floor and discussing the issues of individuals but through online surveys they can achieve the same benefits.

Online surveys are the perfect mechanism for establishing effective employer/employee communications. Using a survey hosting service like

www.surveymalaxy.com

they can now be created

and published with ease and speed.

Using the internet and intranet surveys can be deployed in seconds, easily completed by employees and results can be displayed in real time allowing 'problems' and common themes of dissatisfaction to be identified early.

Online employee satisfaction surveys have the ability to get to the heart of an organisation, confirm not

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only that the engine room is working but that there is sufficient coal in the bunker.

The benefits that online surveys bring are considerable, not only are the real issues identified, but employees feel that their voices are being heard and that their views, right or wrong, have a forum.

Online surveys won't in themselves resolve a problem but they will give senior management the opportunity to address the problems and concerns of their employees, at least if people then leave the organisation they will be doing it for the right and not wrong reasons.

The grass will always appear greener on the other side but the underlying reasons for good people leaving an organisation are rarely purely monetary (although it is often cited as the reason) and more often to do with one or more of the following:–

- the workplace environment;
- a lack of fulfilment;
- limited training and feedback;
- lack of career growth;
- over work;
- lack of trust and respect with their senior managers.

A well planned employer/employee communications programme that can identify the individual and common concerns of employees will give senior management the opportunity to address root problems and not just the symptoms of employee dissatisfaction, allowing them to demonstrate to their employees that they are not viewed simply as interchangeable parts that can be used for any job at hand.

Employee surveys need to be customised so they are relevant for each individual organisation. I invite you to put yourself in the place of an employee and complete the short Sample Employee Satisfaction Survey so you will get a flavour for what is possible;

http://www.surveygalex.com/surPublishes.asp?survey_id=1163

Now view the summary results of the survey and think of the benefits to management being able to measure the level of employee satisfaction.

http://www.surveygalex.com/surPublishResults.asp?survey_id=1163

Martin Day is a Director of Survey Galaxy a web site that allows anyone to create, design and publish online surveys. For more information please visit

Employee Retention – Building Commitment

By Trevor Marshall

A committed employee is extraordinarily valuable. You can gain staff commitment by meeting people's key needs: paying attention to people at all levels; trusting and being trusted; tolerating individuality; and creating a blame-free, can-do culture. But why go through all these? What is the importance of gaining trust and commitment? It all goes down to the fact that when a company gains the trust and commitment of their employees they establish employee retention. And employee retention is vital in establishing a firm foundation as the company proliferates and achieves their goals.

1. What Is Employee Retention?

Basically, employee retention is all about encouraging the people to commit themselves throughout in the company. Through employee retention, the company is able to lessen the additional expenses of hiring and training new people and at the same time build trust and commitment within coworkers, the result of which is happier, harder working employees.

2. The Basics Of Gaining Trust

The quality and style of leadership are major factors in gaining employees' trust and commitment, thereby, initiating employee retention in the long run. Clear decision-making should be coupled with a mutual and emphatic approach. This entails taking people into your confidence and clearly and honestly valuing their contributions. In turn, you gain employee retention.

As the boss, you should also

– Make yourself as visible as possible – Show yourself to be approachable – Always be willing to listen to others – Never ask an employee to do something you would not be willing to do yourself – Learn to trust those who work for you – trust is a two-way street

3. Sense Of Ownership In The Organization

A company can gain trust and commitment and expand their shareholders at the same time by offering employees the opportunity to purchase shares in the company, or better yet, implement a rewards program where shares in the company are offered instead of monies. By letting them feel that they will realize that the success of the company is their success as well, and its downfall is their failure too.

4. Pride

If your employee takes pride in being a part of the organization or the company, chances are that

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employee will surely stay for good. Employee retention is achievable when the employee feels good about the work, loves the company, knows that they are in good hands, and takes pride in their work.

3. Willingness To Work Long Hours

If you are able to encourage your employees to work long hours without having to mandate them or push them, chances are you are establishing a good sense of employee retention. This just goes to

show that the employee is more than willing to commit longer hours of work not because of the overtime pay but the fulfilment that he or she wants to achieve.

4. Holding Personal Values Consistent With The Organization

If your employees continue to take part in the company's values and moral standards and incorporate these things within their own system, this goes to show that they are committed to the company and that they are willing to be a part of the group for as long as it exists. That is a clear manifestation of employee retention.

5. Creating A Strong Sense Of Team Spirit

Employee retention can be achieved if you know how to foster a sense of team spirit. If this is achieved, you can be assured that your employees will serve best for the interest of the group and their individual satisfaction as well. Corporate events and challenges between departments (or even between store locations) are examples of how you can foster team spirit.

6. Commitment

Commitment is the highest form of employee retention. If your employee is already committed to the company by expressing his or her desire to uplift the status of the organization, to boost productivity, and to refurbish mistakes and failures then you can be sure that the employee will stay for good.

Keep in mind that when employee retention is achieved, the company should, in turn, keep that retention as well by remunerating effectively and expressing appreciation through employee recognition. If this is all incorporated, then, a harmonious relationship between the employee and the company is at hand.

For more great employee retention related articles and resources check out

<http://retention.hrhaven.com>



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