

# Employee Satisfaction

## Introduction:

As businesses grow in size and revenue, they face the inevitable challenge of breakdowns in communication – between departments and between managers and employees. The lack of consistent communication creates a “silo effect” between departments, and creates formidable stratification between managers and their team members. Typically, such organizations fall prey to a culture of bureaucratic top-down communication; while this worked in smaller companies (where much of this communication was face-to-face), today’s organizations must discover ways to convert this one-way communication into a bidirectional channel for employees to provide their feedback to management.



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In order to execute well-informed business decisions, managers need more than a ledger of numbers to understand what is really taking place “on the front line.” The employees who work day to day with the customers can provide invaluable feedback drawn upon first-hand experience. Encouraging bidirectional communications in this matter can create an organizational culture that breaks down silos and fosters teamwork between management and their staff.

This type of employee-centric culture has an effect that extends beyond the internal sphere of an organization – it can actually affect a company’s bottom line with a direct and noticeable impact on profits. Take, for instance, the average annual turnover rate in the United States. Depending on the industry, this can range from 15-40%. With that in mind, consider also that it costs **10 times more to hire and train a new employee than it does to retain one.**

Furthermore, extensive research has shown that motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction. **Satisfaction is infectious** – and it indeed permeates across the employee-customer boundary, where revenue and brand image are continuously at stake.

This white paper will demonstrate the significance of employee feedback and how companies can successfully implement a program to positively impact both organizational culture and ultimately bottom line profits.

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### **Why Employee Feedback Matters**

Feedback plays a critical role in helping an organization increase employee retention. Creating and implementing a feedback process that encourages employees to engage in continued dialogue creates a common voice for the employees. **This shared voice can help negate an employee’s perception of being an interchangeable part and emphasizes his or her role as a vital component of a collective body that has a say in shaping the organization.**

Organizations that perform regular online employee satisfaction surveys and then take action on that feedback take this a step further by promoting a true sense of influence to go with the shared voice. This sense of influence can be a very critical element to nurturing employee satisfaction. When the employees believe that they have a voice that carries influence, it deepens their commitment to the organization and encourages a continuous, positive dialogue. This dialogue ensures that even when issues arise, the impact on employee satisfaction is dramatically reduced because the employees sense that their feelings and needs are being heard and therefore considered.

Assuming employee satisfaction is a dangerous management pitfall; without opening channels for feedback, one can never be certain about employee sentiments. To attain an accurate pulse of employee morale levels and other important dimensions of job satisfaction, surveys must be used tactically and appropriately. This means using anonymous surveys to protect those providing feedback from any type of reciprocity or negative action.



By doing so, you are able to elicit the most honest and considerate feedback possible; it is important to receive organizational buy-in at all levels in order to promote a culture of utilizing the anonymous “drop-box” to ensure that everyone’s voice is heard in all the decisions being made by management.

### Maximizing ROI: A Return On Employee Satisfaction

One of the biggest investments a company makes is in its employees; promoting employee satisfaction ensures a maximum return on this investment.

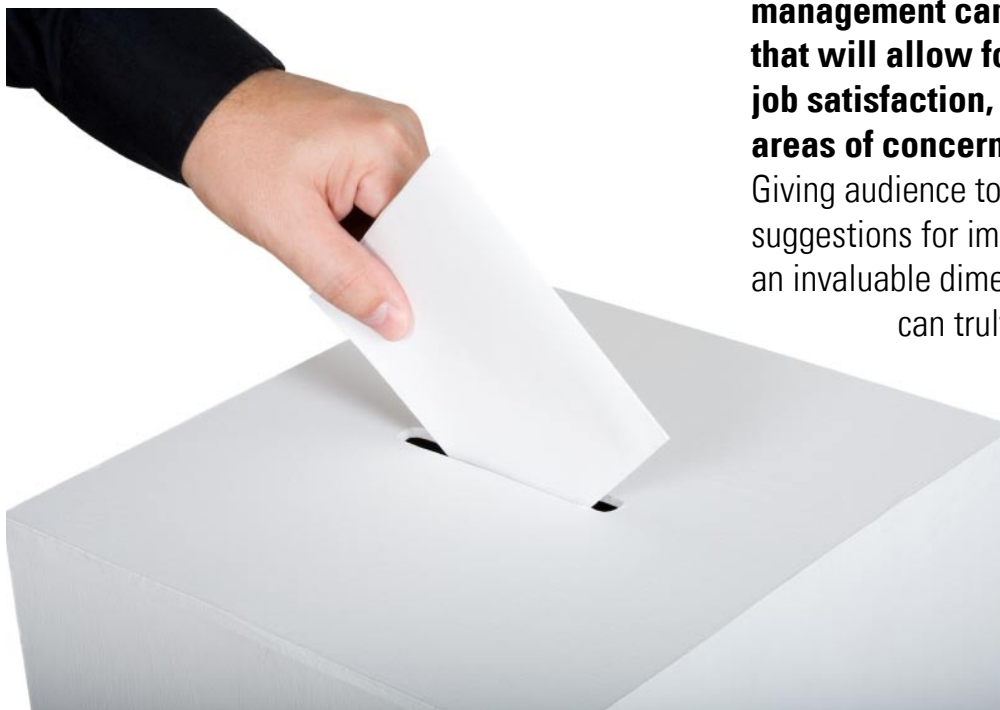
Making sure employees are happy and satisfied with their jobs is more than a kind gesture. Quality employee engagement has a very significant impact on an organization’s bottom line. Content employees are not only generally more productive, but they also **facilitate higher customer satisfaction and increased profits.**

Consider the following statistics from a recent Harris Interactive survey on American job satisfaction:

- 45% of workers say they are either satisfied or extremely satisfied with their jobs
- Only 20% feel very passionate about their jobs
- 33% believe they have reached a dead end in their career
- 21% are eager to change careers
- Job security, health care coverage and professional development **are valued above additional compensation**

Keeping in mind that a company's most valuable resource (in terms of money and time invested) is the employee, it is alarming that across America, fewer than half of workers surveyed state they are satisfied with their jobs. Furthermore, the **statistics show that a very significant percentage of employees want to change careers or feel lackluster toward their current jobs.**

With this in mind, it should be a company's first priority to accurately gauge the true sentiment of the employee body so that strategic and tactical changes can be put into motion as to promote employee satisfaction. Employee satisfaction, in turn, translates directly into added value in terms of performance, customer relations, and profitability.



## A Solution: Employee Surveys

Employee surveys are an essential and widely accepted tool that businesses use to solicit internal feedback. **Requesting the opinion of employees through company surveys is an ideal way of boosting morale** to those who might not have other opportunities to confidentially express their views and suggest ideas about the organization.

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**By opening up channels for feedback and assessing employee satisfaction, management can make informed decisions that will allow for increased productivity, job satisfaction, and loyalty by targeting key areas of concern.**

Giving audience to employee insights and suggestions for improvement gives an organization an invaluable dimension of information that can truly be acted upon to increase workplace satisfaction and improve business processes. Finally, surveys can be used to gain feedback from new employees and those leaving the organization through entrance and exit interviews.

## Use Sophisticated Technology To Promote Maximum Employee Satisfaction

Many companies can provide a range of services to assist with the implementation of a customer satisfaction program. Choosing the right supplier is crucial to ensuring that such an initiative is carried out with business value objectives in primary focus. The right supplier should not only provide the technology, but they should also have a keen understanding of HR-specific processes and solutions. A quality internal survey solution should be able to streamline the integration of many of the aforementioned best practices into your current business processes. Some things to look for:

- An actual **database** of employee knowledge that dynamically serves as a central repository for all your employee information (survey history, performance history, etc.)
- **Anonymous surveying** capability to protect employees from any fear of repercussion from management and coworkers
- **Real-time email alerts** to address critical employee complaints immediately
- **Question scoring** to use variable weighting on different dimensions of employee satisfaction
- An easy-to-use interface with a manageable learning curve
- Pre-survey consultation with real consultants and survey experts – not just software – that will ensure your deployment is on the right track

## About Cvent

Cvent delivers the commercial-grade survey software solutions and services that organizations and human resource departments need to cost-efficiently implement a comprehensive employee feedback program. Established in 1999, Cvent is the largest strategic meetings management and site selection company in the U.S., with over 400 employees worldwide. More than 10,000 professionals use Cvent per year to create over 100,000 internal and external surveys, events, and marketing campaigns. Cvent's users have sent over 175 million invitations and have processed over 5 million registrations and survey responses. Over \$20 million in research and development has been invested into Cvent's proven technology solution and services.

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