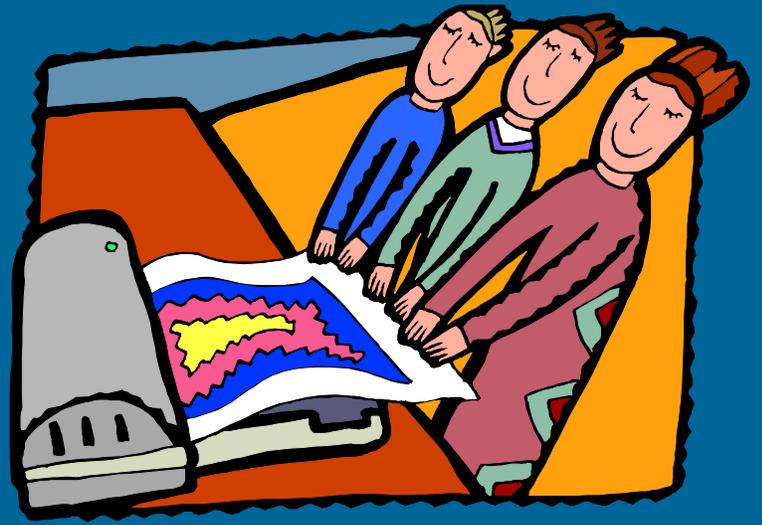


# Creating Job Satisfaction for Your Employees



**E**mployee job satisfaction is plummeting, and pay has very little to do with it. A 2005 TNS survey conducted for the Conference Board, a worldwide business membership and research organization, finds just 50% of respondents reporting satisfaction with their jobs. 25% are just “showing up to collect a paycheck.” Job satisfaction occurs across all income brackets.

*Employees who like their jobs tend to think for themselves and go the extra mile in finding solutions to workplace problems. They also contribute to a more positive work culture by being positive and pleasant to work with.*

*While a certain percentage of employees will always be unhappy with their jobs, there are positive steps that managers can take to raise the rate of job satisfaction in their workplaces.*

## 1 Say Please and Thank You

Employees are happiest when they feel both respected and valued as individuals rather than as faceless, interchangeable cogs.

- Greet employees properly before getting down to business. Occasionally inquire about their personal interests.
- Praise publicly, criticize privately. Be specific, genuine, and quantifiable when giving praise. No generalities!

- Relay organizational successes to employees, making special effort to note the role their efforts play in achieving them.

## 2 Encourage Teamwork

Employees who have good relationships with their coworkers report higher rates of job satisfaction.

- Deal with office bullying and harassment swiftly and decisively. Match complementary personalities when organizing work groups.
- Establish a mentoring system. New employees will benefit from the experience and wisdom of veterans, while the mentors are reassured that their talents are both valued and appreciated by your organization.
- Cross train your employees. Greater understanding of organizational integration encourages cooperation and builds respect.

## 3 Eliminate Monotony

Bored employees eventually tune out. Employees who are challenged think creatively and take initiative.

- Provide ongoing training and opportunities for professional growth. Keep your technology competitive and up to date.
- Give employees ownership over their work by leaving some of the particulars up to them. Guide

rather than steer.

- Encourage and seek employee input. Hold a weekly brainstorming session and occasionally shake up mundane routines. Spontaneously holding a meeting outside on a sunny day can refresh an entire staff.

## 4 Introduce a Work/Life Balance Program

Work and home life are intertwined, and both suffer when one impedes upon the other. By helping employees stay on top of daily demands, you free them to focus on job performance while at work.

- Explore telecommuting options for qualifying employees.
- Consider offering flexible work hours, including the option to take personal time in one-hour increments.
- Negotiate with a local day care provider to provide on-site child care.

As a manager, you have a huge influence on how your employees feel about their jobs, but job satisfaction is a shared responsibility. Talk to each employee about ways in which you can enhance the workplace experience together. The more you can target individual needs, the better you are able to help your employees help *themselves* to attain high levels of job satisfaction.