

A Word About Employee Satisfaction

Author Michael Koscec, Entec Corporation & creator of the Organizational Health and Emotional Wellness Survey™

Over the years researchers have studied and attempted to quantify employee commitment, loyalty, morale and overall employee satisfaction. This gave rise to many types of employee surveys whose purpose was to measure one or all of these components.

Some of the most extensive research in this area has been conducted by the Gallop organization. This research came to the conclusion that overall employee satisfaction is manifest in the level of engagement that employees have in their work. In other words, employee engagement was the ultimate expression of employee commitment, loyalty, morale and overall employee satisfaction. Therefore organizations needed to focus on employee engagement rather than on these other components of employee satisfaction.

Based on their findings Gallop conducted further research, which included over 100,000 employees in America. The research showed that 26% of employees are fully engaged, 55% are not engaged: they are at work physically but not mentally or emotionally, and 19% are actively disengaged and unhappy, spreading discontentment and actively trying to sabotage their organizations. This research clearly pointed out the large gap in employee engagement and the magnitude of the challenge facing most organizations.

These statistics help to shed additional insight into the difference between measuring employee satisfaction and employee engagement. Measuring satisfaction is measuring a passive employee state, while measuring engagement is measuring an active state. For example, an employee that is not engaged at work might very well indicate a high level of satisfaction with their organization. This employee is getting everything they wish: a steady paycheck, benefits, sick leave and paid vacation. Their actual contribution to the well being of the organization in terms of innovation, creativity and productivity is negligible. But they are satisfied.

On the other hand a fully engaged employee that is enthusiastic about their work is creative, innovative and wants to contribute might indicate a lower level of satisfaction with the same organization, as the disengaged employee. When a company measures employee satisfaction are they getting data that provides them with meaningful information that will allow them to improve their competitive advantage and profitability? The simple answer is that they are not. This is why they need to focus on employee engagement and understand the principle components of employee engagement.

Entec Corporation, built upon this knowledge. With its eclectic mix of expertise in strategic management, organizational development, change management, psychiatry and diagnostics, Entec created a model, which focuses on employee engagement. This model brings a comprehensive systems understanding of employee engagement and clearly defines the principle components of employee engagement. Using this model, Entec created the Organizational Health & Emotional Wellness Survey™, which is the definitive diagnostic for measuring employee engagement and providing data that point clearly to intervention.

If you would like to find out more about employee engagement or the Organizational Health and Emotional Wellness Survey™ please contact us.

Leadership Intelligence Inc
Toronto - Vancouver
www.leadershipintelligence.com
416-929-6653 or 604-331-0895