

Measuring Satisfaction Study

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GIVEN SITUATION

A company activating in transport services, experienced due to macro-economic situation a series of changes - at the management level, the organization of its business model and also overall restructuring. As a result, there were noticed some clear signs of change regarding the employee satisfaction (their productivity and involvement dropped, as well their morale, being afraid that they may be fired).

In order to increase the productivity and engagement, the motivation and the morale of the employees, it was decided to conduct a study of satisfaction based on which appropriate decisions to be taken.

PERSPECTIVE GROUP'S APPROACH

- Making an analysis of the business environment, the organization's strategic situation, its objectives on medium and long term and its organizational culture, based on which we determined the most appropriate types of questionnaires to be applied;
- Agreeing with the management on the types of questionnaires and way of managing the project;
- Internal communication of the approach and the objectives (to the employees who will be directly involved);
- Semi structured interviews with the top-management, middle-management and other employees of the company;
- Applying customized questionnaires;
- Carrying out in-depth reports aiming to identify the weaknesses, strengths, areas for improvement, suggestions and recommendations in outlining the policy of compensation and benefits, motivation and development;
- Communication of results and feedback meetings;
- Coaching the managers to implement the changes and disseminate the results.



RESULTS

- It was outlined a clear picture of the motivating and frustrating factors, with differences on diverse categories (e.g. departments, experience, age).
- In line with these results, there have been made concrete and realistic proposals for intervention and there have been selected those factors that support direct modifications due to management actions (e.g. improvement of internal communication, more transparency in the communication of the decisions and of the plans on the medium and long term, including restructuring).
- A number of motivating factors were thus reinforced (e.g. communication of the results of the periodic evaluations and feedback, concern for the employees concerns that lead to a poor productivity).
- Some frustrating factors have been reduced and in some cases even eliminated (e.g. the opacity of the rewards and benefits system, the absence of realistic plans for career development for the remaining staff that had potential for development).

