Satisfaction with Work Schedule / Hours

Understanding the Issue

This theme examines employees' perceptions of the level of satisfaction they have with their current work schedules/hours. Ratings of this topic correlate with:

- *Workload is reasonable*
- *Good Place to Work*
- *Job / Role Satisfaction*

The number of hours worked, and scheduling arrangements are key elements that determine whether employees can balance their work conditions with other aspects of their lives. This refers to the days per week and the hours per day that employees are expected to be at their jobs. Work schedules can vary based on the organization and job requirements.

The concept of working time satisfaction is more than a simple comparison of preferred number of hours to current working hours. Whereas the satisfaction with hours worked measures the satisfaction with the length of working time, work schedule satisfaction is more general and can provide additional insight into other dimensions such as location, distribution, work intensity or flexibility.

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Consider Employee's Preferences

Flex-Time, Scheduling Notice, Work from Home (WFH) and Work from Anywhere (WFA) sit atop most employee wish lists these days. When developing a policy for your team, it is important to consider as many options as possible.

2 Embrace Employee Input

Employees that have input into the planning of their shift scheduling have higher satisfaction rates. This underscores the importance of a good work-life balance. Worker-friendly time arrangements are known to reduce stress, insecurity and mental pressure. Furthermore, punitive work arrangements that involve unpaid overtime, weekend shifts and high-pressure environments reduce satisfaction levels.

3 Positive Working Conditions

Ensure a respectful workplace in which teamwork, openness and communication are the priorities. A work environment that prioritizes positive mental health will have employees that are energized coming to work rather than dreading it. Employees that work under these conditions are more efficient and utilize fewer sick days compared to 'tougher' environments.

4 Better Work-Life Balance

Work-life balance has always been a leading point of interest, but following the COVID-19 outbreak, the importance of work-life balance has grown. Many employees have found their work-life balance suffer because they have been unable to break away from work-related tasks. Therefore, it is key for leaders to work with their teams to ensure that employees can maximize the benefits of new workplace practices.

Why is this Important?

Working time satisfaction is a direct measure of the level of contentment employees derive from their current work time arrangements. Dissatisfaction may lead to consequences such as the desire to change jobs, complications participating in outside activities and work-life balance.

When organizations are privy to what makes employees satisfied with their work schedule/hours policies, they can identify measures they can adopt to avoid employee dissatisfaction and negative behavioural consequences.

Employees who are satisfied with the length of their working hours tend to be more satisfied with their jobs in general. Working conditions that contribute to worker satisfaction lead to higher levels of motivation, commitment and productivity.

Factors that Influence

+ Involvement with employees
+ Open communication
+ Working conditions
+ Work-life balance culture

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Pay Satisfaction, Skill-Set & Job Performance

Understanding the Issue

This topic explores employees' perceptions regarding the relationship between their overall skill-sets & job performance and their overall pay.

This question specifically utilizes the terms 'skill-sets' & 'personal performance' to establish a baseline for evaluating pay, rather than solely asking whether, "I am satisfied with my pay".

Perceptions play an integral role in these results. Large salaries or recent pay increases will not lead to strong scores if employees do not perceive their pay to be fair or equitable.

The results for this theme may contrast with that of The Benefits Provided Meet My Expectations.

Factors that Influence

+ clarity surrounding bonuses and incentives
+ the size and structure of the organization
+ local economic conditions and cost of living
+ the tenure of employees

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Bridge the gap between 'Perceptions' and 'Reality'

Employees often have the perception that they are paid below market value. To improve this impression, reset the conversation by clearly communicating current market rates, company pay scales, and future payroll strategies. When employees are on the same page as the organization, it is much easier to start improving perceptions.

2 Practice Transparency

The need to have open and clear communication is important when dealing with this matter. Employees can only be motivated by their current/future pay when they see the relevant details. Ensure that all employees have a complete understanding of how their current pay is calculated as well as what factors impact their future remuneration.

3 Focus on Career Development

Many jobs/roles within an organization are steppingstones for the future. Grow the conversation from a focus on current pay into a conversation about skills and expertise that can be acquired. Creating career plans for employees helps them recognize the opportunities available to them with demonstrated hard work and dedication, on their part.

4 The Value Proposition

Instead of focusing solely on an employee's monetary remuneration, many organizations find it helpful to focus on the overall day-to-day employee experience. Improvements to the work environment, work-life balance, employee recognition programs and increased job security are all ways of improving the value of a job, without adjusting salaries.

Why is this Important?

Perceptions around pay are often one of the lowest scoring areas across all the major themes of an employee engagement survey. As such, this topic can often be the 'elephant in the room' that is often ignored, never discussed and explained away as "no one is ever happy with their pay".

When pay is consistently left unaddressed, employees can start to believe it is a significant issue and become more dissatisfied, as a result. Over time, this can negatively impact motivation, performance and talent retention..

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The Benefits Meet My Expectations

Understanding the Issue

Employee benefits, also known as perks or fringe benefits, are provided to employees over and above salaries and wages.

Employee benefits packages may include elements such as overtime pay, medical, dental & vision insurance, vacation, profit sharing and retirement benefits.

This theme rates the perceptions of employees' beliefs as to the level the benefits provided by their companies meet their expectations.

The results for this theme may contrast with those for Workplace Satisfaction Retaining Employees Satisfied with my Pay.

Factors that Influence

+ Employee Health & Wellness
+ Policies that Promote
  Employee Engagement
+ Creating a Positive
  Workplace Culture
+ Engaging in Bus. Practices

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Open Communication

It is important to be open and transparent with employees about their benefits packages and clearly explain the various components. The biggest obstacle with driving higher satisfaction comes from employees having a comprehensive understanding of their makeup. Providing employees with a benefits statement is a powerful way to enhance this communication.

2 Employee Retention

Offering benefits helps show employees that an organization is invested in their overall health as well as their future. When possible, it is important to consider weighing the costs of additional benefits options. For example, studies have shown that reductions in turnover can more than cover the additional costs associated with retirement savings plans, without even accounting for other intrinsic benefits of a happier, more productive workforce.

3 Outside the Box' Benefit Options

When organizations cannot offer some of the customary benefits, they can consider offering some of the following non-traditional benefits to engage employees: Flex-Time, Additional Time-off, Phone/Internet Reimbursement, Health & Wellness Perks, Scholarships as well as Tuition Reimbursement.

4 Nurture Sense of Being Valued

It is important to show employees that they are appreciated and that companies are willing to meet their expectations. Organizations that provide employees with benefits that meet their expectations reap several positive results – employees are happier, more engaged, have higher levels of workplace morale and are more productive.

Why is this Important?

Benefits that assist employees in resolving personal problems such as marital, financial or emotional problems; family issues; substance/alcohol abuse; have a positive impact on increasing employee morale and performance. Other perks generate a sense of feeling valued and respected.

When employees believe company benefits meet their expectations, it yields a multitude of positive results:
- Reduces HR costs
- Positive impact on
  Employee Referral Prog.
- Boosts productivity
- Increases employee
  retention
- Lowers turnover
- Reduces absenteeism.

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