

# Employee Satisfaction Surveys

What motivates employees and how loyal are they to the organization they work for? Assessing employees' attitudes and satisfaction towards their workplace correctly requires sophisticated survey methodology.

**CBC** interprets the results of employee surveys based on practical experience. This enables targeted measures to be taken by management. Interactive methods for interpretation and internal communication assure more efficient implementation.

Employee surveys show how employee motivation can be optimized. By way of the so-called "Harvard-Service-Profit Chain", **CBC** explains how employee motivation can be optimized in order to achieve better service quality and more market success.

# Scientific Survey Methodology

Process-Oriented Survey Model	
<b>Processes, Structures:</b> Information Organization Remuneration systems Cooperation, etc.	<b>Loyalty Criteria:</b> Motivation Security Reliability Transparency, etc.
<b>Organization:</b> Home service Personnel management Senior management Administration, etc.	<b>Phases:</b> Expectation Decision Experience, etc.

Results provided by **CBC** employee surveys are particularly close to reality due to the fact that employees are asked in a “process-oriented” way about their everyday working life. A multi-dimensional model ensures that evaluations of employee processes and structures can be attributed to the relevant organizational area. This method helps to locate the causes of motivation or dissatisfaction, and singles out improvements.

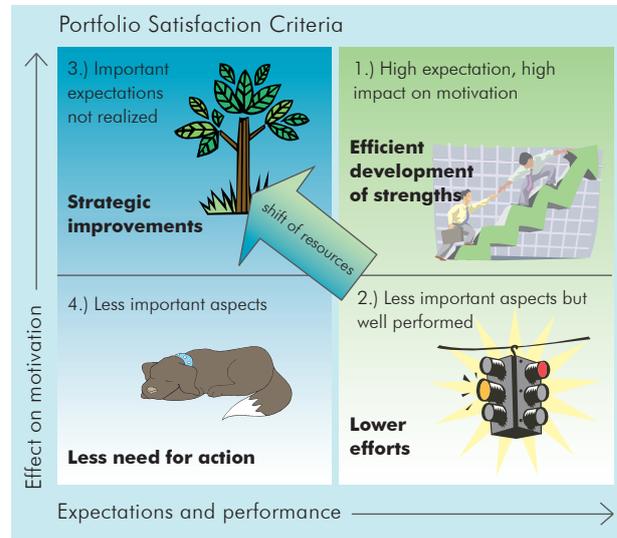
Skillful questioning methodologies and a subtle rating of the working environment, make the difference compared to standardized questionnaires.

Process-oriented conversation structure				
— Conversation psychology —————>				
close – complex – reflective – distant – simple				
— Content —————>				
1a) - Experienced contacts - Actions - Structures	2a) - Expectations / Process assessment - Rating of attributes - Potential for improvement	3) - Reflections on reasons and consequences of the experienced processes and rated attributes, - Reflections on own position	4) - Inclusion of the environment, - situative analysis	5) - Statistics
1b) - Perception of the company and its strategy	2b) - Image			

# Action Priorities

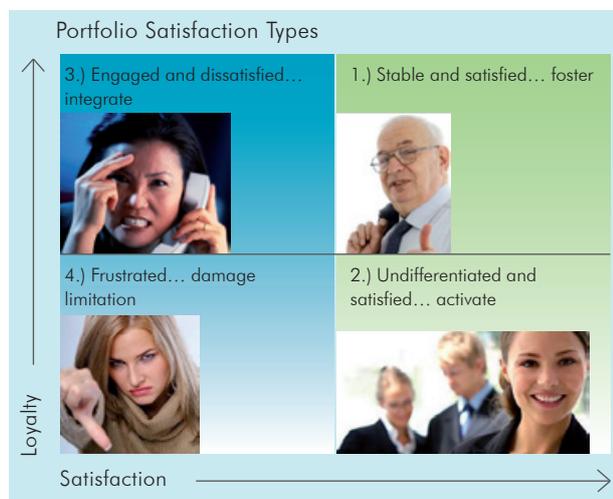
The aspects investigated are illustrated in the 4 quadrants (see diagram opposite). They explain which aspects are important for employee motivation and how these aspects are rated. Considerable potential for optimization lies outside the salary component, because motivation is shaped by soft factors, so-called "motivators": This is in accordance with the motivation theory, which says that, above all, factors such as personal recognition, scope of action and team integration motivate employees to achieve more. These factors are different from the so-called "discontent criteria", such as the salary, which can lead to a de-motivated work attitude only when expected levels are not met.

In the presentation portfolio, features shown in quadrant 1 are classified as strengths in staff motivation, requiring little effort but with a strong effect on even higher motivation. Resources can be withdrawn from virtually all aspects in quadrant 2, in order to implement strategic measures which will improve aspects in quadrant 3.



# Employee Segmentation

CBC's portfolio illustration makes sure that actions are taken in places where the effect on staff motivation can be achieved in the most efficient way. At the same time, the model also allows actions to be focused on specific staff segments.



Employee surveys based on standard satisfaction attributes result in about 80% "satisfaction." Consequently, it is rather difficult to identify the need for action. Online employee surveys seem to provide simple and trouble-free solutions. Written customer surveys cannot express emotional satisfaction or other decisive factors.

In order to analyze results of employee satisfaction surveys, experience and methodology expertise is necessary. It is crucial to detect those "leverage" components in employee motivation which have an impact on customer loyalty. In the end, these loyalty components contribute to sustainable value and profit.

**CBC** offers professional support for qualitative and quantitative surveys: concepts, mystery-shopping and secondary research, focus group moderation, implementation and communication consulting.

**CBC** Marketing Research is a partner of Switzerland-based konso, the institute of consumer and social research, the TQMCenter.com, which is a non-profit organization for business excellence on the basis of EFQM, the European Foundation for Quality Management, and the Swiss Association for Quality (SAQ).

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**Proposed Services**

1. Evaluation workshop: Structure and evaluate existing data about employee satisfaction, evaluation of existing data, interpret results with benchmarks and assess the improvement potential.

Price: starting from EUR 2,350 / USD 3,500 / RMB 23,800

2. Design and execute employee surveys: By phone, the internet or as a structured employee in-person interview. Modules include: briefing workshop, questionnaire compilation, chart analysis, data supply and presentation, analysis, reporting, interactive presentation and implementation guidance.

Price: starting from EUR 6,000 / USD 9,000 / RMB 61,200

3. Communicate and implement results with lasting effects: Workshops offer strategy development and communication guidance. The "Learning Street", a step-by-step approach, helps to analyze and interpret results of employee and customer satisfaction surveys, leads to self-teaching and self-improvement.

Price: starting from EUR 3,350 / USD 5,000 / RMB 34,000

**Learning Alley:**  
Turn feedback into concrete improvements

1.) raw data and models

2.) develop solutions, reach consensus

3.) record results, plan actions

4. Outsourcing: Project execution, administration, consulting and coaching.

Price: starting from EUR 60 / USD 90 / RMB 610 per hour, for 1 to 6 months with a work load of 40% to 70%