

Reading: Work-Life Analysis

Employee Satisfaction Factors

Employees are committed, satisfied, and perform well when they:

- Have opportunities to satisfy important personal needs through the work itself.
- Are rewarded for learning, putting forth effort, taking moderate risks, and using good judgment.
- Have opportunities to participate in decisions that affect them, such as scheduling work and deciding how to accomplish tasks.
- Get adequate information in order to work autonomously.
- Experience a sense of teamwork, cooperation, and belonging.

The same is true of employees when the job:

- Is challenging and requires a variety of skills.
- Involves doing assignments from beginning to end with a visible outcome.
- Makes a recognizable impact on the organization or its stakeholders.

Examine Work Life

Management experts stress the importance of taking time to examine employees' expectations, desires, and needs in terms of the following:

- Autonomy
- Skill variety
- Task variety
- Feedback from others
- Mutual support and respect
- Meaningfulness/significance
- Feedback from the job
- Responsibility for work
- Desirable future
- Seeing the whole product or service

Source: Pasmore, Fitz, and Frank, Fast Cycle Full Participation Work Systems Designs (pp. 61-62).