

Employee Satisfaction Survey as HRM Audit Method – Case Study Based on X Firm

Agata Borowska-Pietrzak

Personnel Management Department, University of Gdansk

Abstract

The article discusses an analysis of employee survey results in the context of the objectives of the personnel function in an organisation. In the introduction there are presented theoretical assumptions concerning the approach to the evaluation process relating to the personnel audit. This is the approach used in employee satisfaction assessment programs. The example of such an approach is the one presented in the text, the annual program of the analysis of expectations, motivation and employee satisfaction for huge Scandinavian trade network. Findings described in the text refer to the impact of employee opinions on personnel practices undertaken to enhance the effectiveness of HRM in the studied company. The main conclusions (priorities for managers) of such an audit include actions to improve efficiency in terms of: working conditions, leadership, and promoted values, and job content and development.

Key words: personnel audit, employee opinion survey, job satisfaction, employee motivation, classification of types of workers.

Introduction

Employee Satisfaction Survey as a method of HRM audit can be used as a very important source of information for improvement of real personnel practices. The paper focuses on the employee opinion survey concerning one empirical example of such research. In the first part of the text there is a short introduction related to theoretical and model approaches. The second part is a synthetic presentation of findings, results and conclusions of employees satisfaction survey of X Firm – Scandinavian trade network. In the end there are practical focus areas for managers to improve and to develop their activities within HRM methods.

Personnel audit as a tool of personnel information system

The effectiveness of human resource management is dependent on the validity of personnel decisions, and their proper implementation. The accuracy of decisions depends on the useful information and on the efficiency of processing of that data¹. Employee opinion survey is one of the forms of control, execution of specific personnel audit function by targeting key information related to the attitudes and expectations of employees. Significance and interest in such human resources management tool derives from the increasing importance of human capital as a factor in the competitiveness of enterprises in terms of the new economy². Human capital model is based on the optimal use of reinvestment in human potential. To ensure the viability of such a process, you must first make sure – in the context of personal marketing approach³ to identify factors for the support, commitment and employee satisfaction. These are activities associated with strategic anticipation of social changes⁴, which rely on the diagnosis and study of environmental factors relevant to the organisation and internal resources, particularly in the context of the increasing complexity of management. This process involves providing managers with often ambiguous, distributed data set. Therefore, it becomes an important requirement for construction of the data collection and processing to be combined into one integrated process personal information system⁵. In light of the concept of human capital, a key issue is to have knowledge about the potential and opportunities to optimize their capital investment. Thus, an integral part of the SIP is the employee opinion survey based on an assessment of the personnel function according to effectiveness criteria, in this case – according to the criterion of contentment, satisfaction, commitment and expectations of the most precious of resources, a man in the organisation.

Referring to the definition of personnel audit as an advisory and monitoring activity, which involves a systematic, independent and methodical examination and assessment of human resources and personnel functions of the system,

¹ S. Kowalczyk, *System informacji personalnej*, In: *Zarządzanie kadrami*, Ed. T. Listwan, Wydawnictwo C.H. Beck, Warszawa 2010, p. 353.

² A. Poczowski, *Zarządzanie zasobami ludzkimi, Strategie – procesy – metody*, PWN, Warszawa 2007, p. 414.

³ M. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna a Wolters Kluwer business, Kraków 2007, p. 69.

⁴ S. Kowalczyk, *System informacji...*, op. cit., p. 353.

⁵ Ibidem, p. 356.

aiming at their improvement by examining the current state of compliance with accepted standards or benchmark⁶, it can be concluded that the concept and the process of employee surveys is one of the key components of audit activities of HRM. Obtaining primary information from a direct source as answers of employees, in the context of the human capital approach, determines a key, strategic resource for information allowing improve HR processes within the organisation⁷. The purpose of the employee survey is to learn their opinions and assessments about the wider-ranging issues related to their needs, their work, work environment and the company as such⁸.

The purposes of organisational and HRM surveys

The main reasons in a context of HRM improvement, for conducting organisational surveys are⁹: feedback function, diagnosis area, communication needs, and for training and development purposes. They are closely integrated to human capital philosophy with needs to gain efficient relationships between individual and organisation. Similar approach is representing by A. Poczowski. He indicated following configuration of HRM audit: surveys related to determinants of personnel processes, to realization of these processes, and their effects, understood mostly as a employee satisfaction survey, organisational climate survey, and commitment to in work survey¹⁰. If we take feedback function, one of the most important for audit perspective – surveys can provide management with knowledge about the organisation that is not available by other means¹¹. The feedback function is especially important for executives of global, multinational decentralized companies, because it is virtually impossible for them to have any current knowledge of how HRM processes are being accepted by employees. In this perspective surveys are analogous to the audit function. This information gained by employee opinion surveys can appear invaluable for organisational planning and can often reduce some ambiguity involved in making management decision. The use of systematic

⁶ A. Poczowski, *Zarządzanie zasobami ludzkimi...*, op. cit., p. 414.

⁷ J. Marciniak, *Audyty funkcji personalnej w przedsiębiorstwie*, Oficyna Ekonomiczna, Kraków 2005, p. 13.

⁸ Poczowski, *Zarządzanie zasobami ludzkimi...*, op. cit., p. 427.

⁹ R. B. Dunham, F. J. Smith, *Organizational Surveys, An Internal Assessment of Organizational Health*, Scott, Foresman and Company, United States of America 1979, p. 36.

¹⁰ A. Poczowski, *Zarządzanie zasobami ludzkimi...*, op. cit., pp. 418–427.

¹¹ R.B. Dunham, F.J. Smith, *Organizational Surveys...*, op. cit., p. 37.

surveys can sensitize the area of HRM to changes in employee preferences. Generally a survey as an audit device is used to examine the relative level of satisfaction with different facets and to determine which of the individual, job, and organisational environment variables were related to these satisfaction levels. In this perspective it can be defined a survey to assess organisational and HRM changes.

Surveys can also serve an important diagnostic function for management and organisation. The results of that are going to explain or predict critical organisational events such as turnover, absenteeism, decrease in performance, or productivity¹². Mostly it provides an overview of the research on the relationship between satisfaction and collection of critical organisation events.

In case of communication application for employee opinion surveys, it can be said that surveys guarantee anonymity to respondents, workers should feel free to communicate information that would not normally be expressed directly to management. In the field of HRM it provides a background for effective relationship and communication management. Deepening this purpose of surveys for HRM strategy, we can state that training function of employee opinion research is one of the most pragmatic gained by these surveys. Especially for managers these goals are very important. The involvement of managers in the survey procedures can be high-skilled experience for them and can provide both an opportunity for development of skills and for important insights¹³. They can also – through participating in that – learn how to isolate critical incidents and how to phrase relevant questions in a language appropriate to their subordinates.

Concluding, it should be stressed that the main goal of employee opinion survey in a context of HRM audit is to recognize satisfaction and commitment level¹⁴. So, now it is worth describing briefly the significance and meaning of commitment. It will be a proper introduction to the empirical part of this paper, where there is a presentation of the results and conclusions of commitment and satisfaction survey.

¹² Ibidem, p. 43.

¹³ Ibidem, p. 55.

¹⁴ G. Bartkowiak, *Człowiek w pracy. Od stresu do sukcesu w organizacji*, PWE, Warszawa 2009, p. 103.

Commitment as a result of effective HRM

The interest in the study of job satisfaction stems from the positive impact of a sense of human unit's satisfaction from his/her work on the effectiveness of this work. Often, the research undertaken in this regard is to calculate the job description index measuring the level of satisfaction of such dimensions as: the level of salaries, promotion, management style, content of work, and relationships with colleagues¹⁵. Other factors that are taken into account diagnosing the level of satisfaction include: working conditions, work organisation, management system, self-esteem and image of the company¹⁶. All these activities aim at establishing a significant factor in HRM process efficiency, i.e. the level of commitment.

Organisational commitment is reflected in employee willingness to put a considerable effort into the organisation¹⁷, which is in line with, the concept of commitment defined by LW Porter. According to the author commitment is the degree of employee identification with the organisation and involvement in its affairs¹⁸. In his view, organisational commitment is based on acceptance and the faith of employees in organisational goals, their willingness to insert a significant effort for the good of the organisation and strong desire to be a member of the organisation. In turn, M. Juchnowicz brings closer definitions of commitment by some selected authors. For example, A.M. Saks defines commitment as an intellectual and emotional dedication to the organisation, or the amount of effort used in operation (work) by the employee. By contrast, according M.L. Ballery and M.L. Morris' commitment is a condition in which the employee shall be engaged for a job, and he/she has positive attitude and feels happy with the job¹⁹. M. Armstrong claims that commitment is related to the identification of goals and values of employees with the objectives and values of the organisation and to the need of belonging to the organisation and willingness to work for its good²⁰. B. Buchanan emphasizes the emotional aspect of organisational commitment. In his view, it is the involvement of the

¹⁵ A. Poczowski, *Zarządzanie zasobami ludzkimi...*, op. cit., p. 428.

¹⁶ Ibidem.

¹⁷ I. Marzec, *Zaangażowanie organizacyjne polskich pracowników – aspekty funkcjonalne i dysfunkcyjne*, in: *Dysfunkcje i patologie w sferze zarządzania zasobami ludzkimi*, Ed. Z. Janowska, Wydawnictwo UŁ, Łódź, 2011, p. 281.

¹⁸ M. Armstrong, *Zarządzanie...*, op. cit. p. 223.

¹⁹ M. Juchnowicz M., *Zarządzanie przez zaangażowanie. Koncepcje, Kontrowersje, Aplikacje*. Polskie Wydawnictwo Ekonomiczne, Warszawa 2010, p. 35.

²⁰ M. Armstrong, *Zarządzanie...*, op. cit, p. 31.

affective organisational commitment to the goals and values of the organisation, to one's role in these goals and values and to the organisation²¹. Described above the willingness to put efforts into the job, willingness to act and engage in the affairs of the organisation and a strong sense of being a member of the organisation are rooted in the employees' perception of both internal and external motivations. This, in turn should transform into positive business results organisation. If we wanted to influence effectively this relationship, we would need to identify the real state of positive feelings of people in relation to their organisation.

Summing up, the purpose of this paper is to present an empirical process and the results of very interesting employee survey oriented on assessment of satisfaction and commitment of the staff on the example of a major European commercial network operating in Poland. In this light, summarizing the theoretical introduction, we can say that a key objective of the personnel audit based on employee opinion survey is a feedback based on diagnosing the current state of implementation of the personnel function. Analysing the data given during the employee opinion survey, we obtain the same basis for the verification of adopted personnel strategy, which through appropriate HR practices and processes should effectively influence the level of motivation, commitment and satisfaction of employees.

Case study of employee satisfaction survey 2010 conducted in X firm

Introduction

The 2010 conducted survey as usual used a web-based data collection in an organisation²². Such a method addressed the request of Board of the researched organisation. For needs of this paper it is called X organisation. X is a Scandinavian trade network operating in several countries in Europe. The survey has been conducted within 1–14 February 2010 by the professional research company from the country of origin of X organisation. At X level the firm has distributed 5,101 passwords to employees who had the possibility to

²¹ B. Buchanan, *Building organisational commitment: The socialization of managers in work organisations*, "Administrative Science Quarterly" 1974, No. 19.

²² All the presented data, results, tables, graphs come from the official publication of Report Employee Satisfaction Survey 2010 research by Firm X.

participate in the survey – 4,605 did, which means that 90% participated. This is an excellent result, as compared to the participation level in last two surveys:

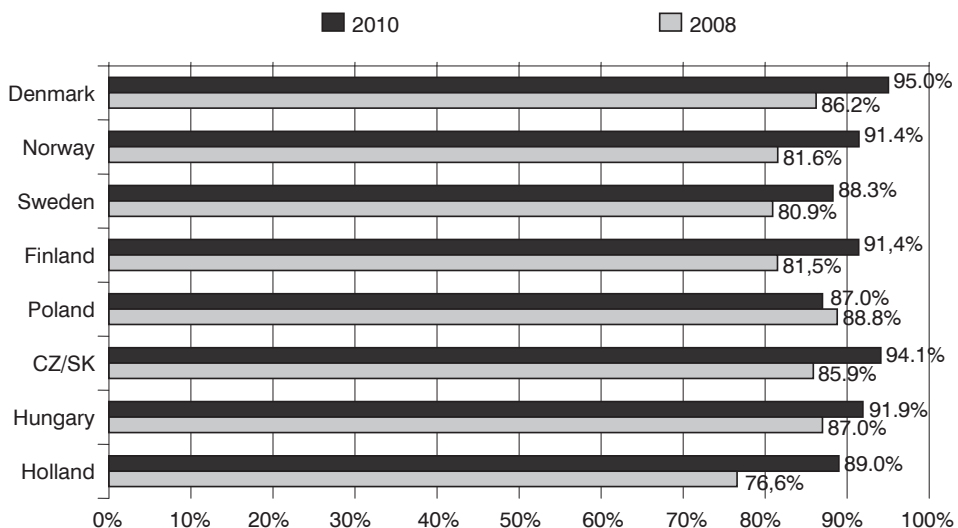
- In 2008, 87% participated
- In 2007, 83% participated

The questions used in the survey were exactly the same as in the survey of 2008. Therefore, it was possible to make a correct benchmark with the 2008 survey on the overall issues and all specific issues. The results presented in the following graphs are described in the scale of the examined phenomenon of value-response (0 – negative ratio, 100 – a very positive attitude).

Participation

In the first part of the audit there was compared the results of the percentage of answers to the questions in surveys. As we can see from the Chart 1, the participation of Polish workers in the study is the lowest in Europe (87%). What's most interesting, in the research of 2008, the percentage participating in the study was the highest in Europe. The results show a negative effect of decreased the motivation of employees to express their opinion on the whole X network in Europe. The indicated trend is taking place only in Poland.

Chart 1. How many employees answered the questionnaire in the eight countries?

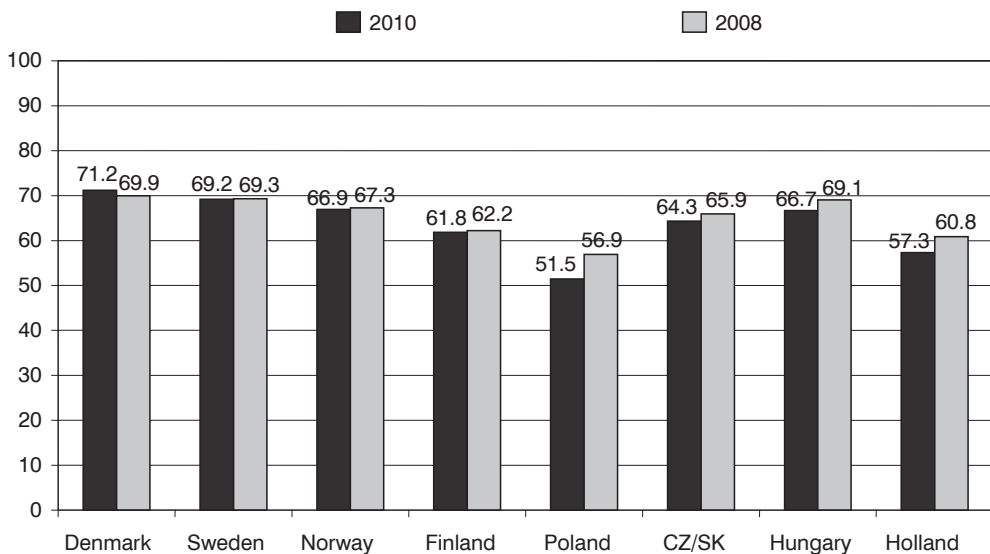


Source: Report of EES in X 2011

Overall results benchmarking satisfaction level in countries

The consequence of the above dependencies is the lowest registered level of commitment among the countries where the studies were conducted. The level of satisfaction in Poland in the scale of a hundred-point reaches just over half of the scale. In addition, there is also a downward trend compared to 2008. The results show very important critical conclusions regarding the organisation's management. From the perspective of human capital theory, it can be assumed that this is a situation requiring immediate intervention in the area of the personnel function.

Chart 2. Overall Results Benchmarking Satisfaction Level in Countries

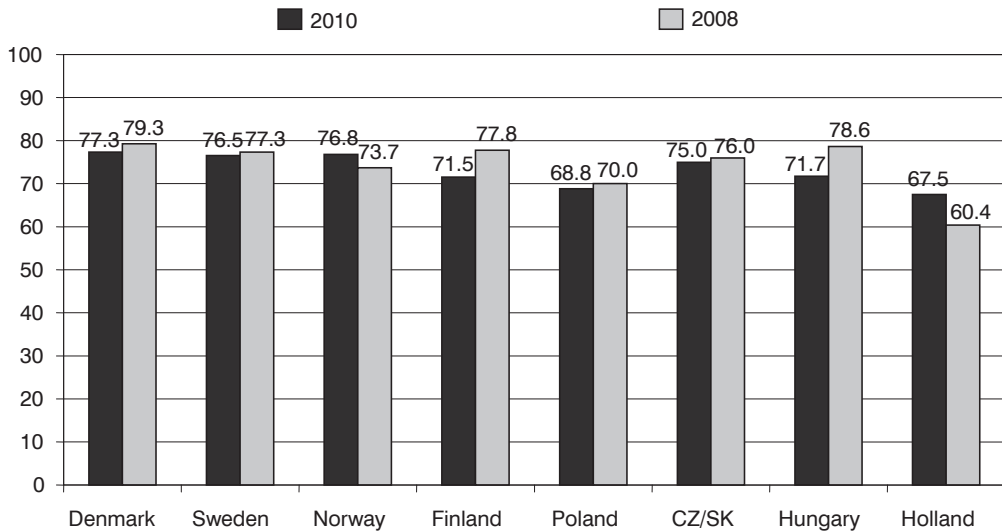


Source: Report of EES in X organisation 2011

Satisfaction level in head offices

A similar trend as noted recorded above is witnessed in case of managers. The difference is that, at first, there is identified a higher level of satisfaction in relation to the average in the company – the difference is 17 percentage points. Secondly, the lowest level of satisfaction was obtained among Dutch managers. Nevertheless, the results obtained in Poland are still one of the lowest results among managers working in Europe.

Chart 3. Satisfaction Level in Head Offices



Source: Report of EES in X organisation 2011

Classification of employees – benchmark of 2010 and 2008 surveys

Another very interesting presentation of described results is a typology of internal classification of employees. This concept implies (in terms of matrix) identifying the level of two dimensions: commitment and attitude (relation – esprit de corps) of employees to the company. Following the submission of these dimensions four groups of workers were identified: the first group are employees with a low degree of commitment and a low sense of belonging to the company (SCOUT). The second group are people with a high degree of commitment and a low sense of belonging to the company (ZAPPER), the third group comprises employees with low level of commitment and high level of sense of belonging to the company (SLEEPER) and the last group is the group of employees with a high degree of commitment and high sense of belonging to the company (THE REAL DEAL). The first group includes workers who want to leave the company, looking for a new job and have a negative attitude to the company. The second group are the challenges waiting staff, but not caring about where they work. The third group are the employees who enjoy working for a company, but do not want to go beyond the scope of their duties. The last group are employees who are representatives of the company, called “ambassadors”, they

take additional responsibilities, and identify with the mission and corporate values. The table below shows the distribution of the results of classification of employees (in percentage of the total employed in the X company Poland) in survey from 2008 and 2010. Based on the results, there can be clearly seen negative trends particularly in two key groups of workers. In the SCOUT group there was an negative increase (from 16% to 20%) of workers with low level of commitment and a low sense of belonging and also negative decrease (from 58% to 56%) in group THE REAL DEAL, characterized by a high degree of commitment and high sense of belonging. Maintaining the trend described in the above groups of workers can lead to serious personnel problems (lack of reserve personnel, high turnover).

Table 1. Classification of employees in firm X

COMMITMENT ↑ ↓	ZAPPER		THE REAL DEAL	
	Wants challenges but doesn't care where he/she works.		The X ambassador. Always wants to help with extra work. Serious defender of the X concept.	
	2010	2008	2010	2008
	11%	13%	56%	58%
	SCOUT		SLEEPER	
	Wants to leave the company. Is looking for a new job. Has mentally already left X. Negative feelings about the company.		Likes to work for X but doesn't want to deal with new changes. Has a low commitment regarding how to improve the job.	
2010	2008	2010	2008	
20%	16%	13%	13%	
← RELATION TO X →				

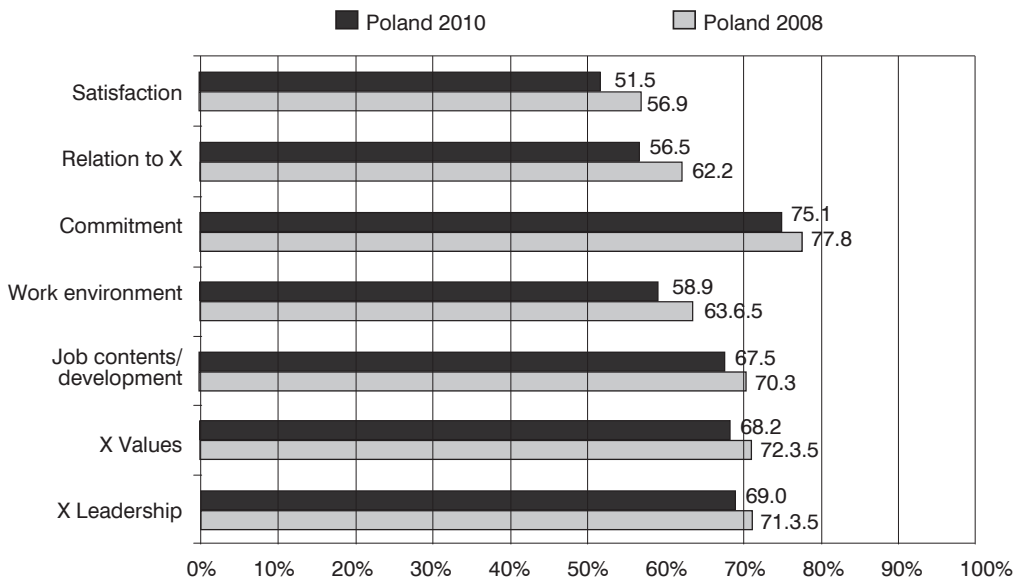
Source: own study based on Report of EES in X organisation 2011.

Overall results of satisfaction level for Poland

One of the key areas identified in the described research is the analysis of the factors affecting the overall level of employee satisfaction in the X company. These factors included following items: satisfaction, relation to X, commitment, work environment, job contents/development, X values, X leadership. As can be noticed – in typology of notions for ESS in X – in this survey there is definitely a distinction between satisfaction and commitment. The low level (the lowest in all European branches) of satisfaction does not correspond to high level of commitment. It shows that it could be to some extent independent relationship between commitment and job satisfaction. The main hypothesis is that the commitment is not directly made by creating factors of satisfaction. There is

also another perspective resulting from distribution of presented results, tools for developing satisfaction are not the same as these influencing commitment. This is very strong relation that the lower level of compensation, the lower level of satisfaction, but, on the other hand it is known that the higher level of commitment does not indicate higher level of wages for work (i.e. Herzberg theory)²³. The commitment is also the highest indicator among all presented in the survey, and the satisfaction is the lowest one. The most striking conclusion of presented results is overall collapse of all analysed indicators level in the survey in benchmark of 2008 and 2010. One of the synthetic explanation to that is eventual serious internal problem related to HRM areas.

Chart 4 Presentation of the key drivers for overall results satisfaction level in Poland in X



Source: Report of EES in X organisation 2011

This part of paper where it shows a particular, detailed results of employee satisfaction the survey. All the following results in tables are presented in the percentage share of surveyed employees' answer.

²³ T. Kawka, T. Listwan, *Motywowanie pracowników*, in: *Zarządzanie kadrami*, Ed. T. Listwan, Warszawa CH Beck 2010.

Table 2. The benchmark of overall generic scores results

GENERIC SCORES	Poland 2010	Poland 2008
Satisfaction	51.5	56.9
Relation to X	56.5	62.2
Commitment	75.1	77.8
Work environment	58.9	63.6
Job contents / development	67.5	70.3
X Values	68.2	71.3
X Leadership	69.0	71.3

Source: Report of EES in X organisation 2011

Results distributed – seniority

Many interesting information is provided in an analytical summary of these findings with regard to seniority of employees. The working group in the shortest period achieved the highest levels of satisfaction and commitment to work. The longer the period of employment with the company, a sense of belonging and job satisfaction, slightly but steadily declines. This is a clear signal for management that the implementation of HR strategy the X firm does not provide at present goals related to retention strategy. This situation is underlined by the further decline in all indicators examined in relation to the findings of 2008. Top-rated component of the sense of job satisfaction in the X company, regardless of the level of seniority – is the commitment to work. It should, however, be noted that despite falling rates of satisfaction and a sense of belonging (especially those employed for over 3 years), commitment and identification with the values of X is at a relatively high level (around 70 points). This is a situation in which it is worth considering improvement of the quality factors (drivers) making a level of satisfaction. This should cause an increase in greater sense of involvement.

Table 3. The benchmark of 2008 and 2010 surveys according to a level of seniority

GENERIC SCORES	Less than a year		1–3 years		More than 3 years	
	2010	2008	2010	2008	2010	2008
Satisfaction	55.1	60.5	50.8	56.4	48.2	56.5
Relation to X	60.6	65.8	55.2	61.8	52.7	62.0

Commitment	79.5	80.3	75.3	77.5	71.4	78.1
Work environment	63.8	66.7	58.4	62.9	56.5	64.0
Job contents / development	67.2	70.7	67.4	70.9	69.0	73.7
X Values	73.1	74.2	69.4	73.4	68.3	73.8
X Leadership	77.1	75.9	69.4	73.0	67.4	71.4

Source: Report of EES in X organisation 2011

A similar trend could be seen in the presentation of research results for managers. General decline in rates has been reported in relation to 2008. Nevertheless, it is noted that the level of positive answers in the opinion of managers is a few percentage points higher compared to the overall performance for X, in each category of drivers. The largest difference is in the job content and development opportunities – the difference is about plus 6.5 pp. on managers' side.

Table 4. The benchmark of 2008 and 2010 surveys – generic scores in managers' opinion

GENERIC SCORES	Manager – 2010	Manager – 2008
Satisfaction	55.3	60.9
Relation to X	60.3	67.6
Commitment	76.3	81.1
Work environment	62.3	67.1
Job contents / development	74.0	76.4
X Values	72.9	76.0
X Leadership	70.9	72.6

Source: Report of EES in X organisation 2011

Benchmark of 2010 and 2008 surveys – specific issues analysed in survey

The confirmation of presented above general considerations will be synthetic interpretation of selected detailed results on satisfaction and loyalty of employees in the X company. First of all there is a noticeable decrease in positive attitude with regard to aspects such as: job satisfaction, expectations arising from the work undertaken in the X company, or images of an ideal for jobs offered by the X company. No significant intervention in area of HRM in the near future

by the company may aggravate the unfavourable trends. There is a huge and striking collapse between 2008 and 2010 in a sense of satisfaction of employees in X. The ratio of 42% of these workers who imagine the ideal job as job in X – is rather very poor indicator. Without this increase in such a driving factor, there is no possibility to intensify the level of loyalty.

Table 5. The benchmark of overall satisfaction and loyalty results

SATISFACTION AND LOYALTY	Poland 2010	Poland 2008
How satisfied are you with your job?	60.0	65.6
To what extent have your expectations to the job been fulfilled?	51.8	56.4
If you imagine the ideal job for you – how close to this ideal will you place your present job?	42.8	48.2
How probable is it that you will still be working in this company 12 months from now?	69.8	70.3

Source: Report of EES in X organisation 2011

Similar trends are shaped while determining the level of sense of belonging. The last two years diagnosed in the employee opinion survey shows negative trends in the behaviours and attitudes as loyal employees. As example, it may be seen a significant drop (over 10%) of the number of employees who are proud of the work in the X company, or those who are recommending a with in the X company to other people.

Table 6. The benchmark of overall relation to X and commitment results

RELATION TO X AND COMMITMENT	Poland 2010	Poland 2008
I wish to work with for X in the future	60.8	64.6
I rarely think about changing job	54.8	58.3
I would recommend others to apply for employment at X	54.3	62.5
I am proud of working at X	56.3	63.5
I will make an extra effort if necessary	72.3	75.0
I value to do my work as well as possible	85.8	85.8
I am very motivated to do my job	62.5	68.9
I am very committed to reaching our goals	79.8	81.6

Source: Report of EES in X organisation 2011

Other detailed distributions of the results of presented research questions in the analysed areas confirm the downturn in the level of positive feelings and relationships in the area of employee satisfaction and motivation to work. Assessment of the impact of environmental factors on the level of job satisfaction

and commitment also shows a downward trend in 2010 against the 2008 survey. The only factor not showing a downward trend is the understanding by employees of their daily, on-going tasks in the workplace (76%). But on the other hand, we must admit that it is a very slight change.

Table 7. The benchmark of overall work environment results

WORK ENVIRONMENT	Poland 2010	Poland 2008
X is working to create a good work environment	57.8	65.1
I think X is a good employer to work for	61.8	67.8
I have sufficient time to do my daily tasks	46.5	49.2
I have enough variation in my job	63.3	66.7
I always know which tasks to do during the day	76.8	76.5
I have enough responsibility in my job	75.8	76.9
I have an interesting and stimulating job	62.3	67.1
I have experienced X provides enough support to the employees in peak periods	41.8	47.8
I have great influence on the character of my work	59.8	64.8
I feel appreciated as an employee at X	43.5	53.8

Source: Report of EES in X organisation 2011

Closer interpretations are obtained in results of the ESS area based on the job content and work development. There is no surprise that the year 2010 brought a slight deterioration of the results. This is probably a consequence of dependence between the evaluation of the work environment (described in Table 7) and the impact on this appraisal in such areas as opportunities to raise the competence, making training projects, or work challenges. On the other hand it must be recognized that the absolute levels of the achieved results in the ESS are quite high (most fall between 60 and 80 points).

Table 8. The benchmark of overall job contents / development results

JOB CONTENTS / DEVELOPMENT	Poland 2010	Poland 2008
I have the sufficient professional knowledge to do my job satisfactory	78.8	79.2
I have good opportunities for further training & education at X	60.8	63.8
There are good opportunities for me to get interesting and new challenges at X	59.5	64.9
Generally I have the opportunity to use what I have learned at my job	70.3	73.4
X is good at informing about career opportunities in the company	68.3	70.0

Source: Report of EES in X organisation 2011

The following table describes the subjective feeling of X's employees in relation to the factors leading to satisfaction. In other words, we can say that this is an attempt of evaluation of the effectiveness offered by non-material incentives of motivation. Employees are the most satisfied with the relation to colleagues, and the same trend occurred in the research two years ago. Interestingly, this is the only indicator that has been positively recognized in the current study in 2010 (an increase of almost 10 percentage points). This may indicate a high level of correct relationships between employees. Both in 2008 and 2010, employees evaluated as the weakest, in the view of sense of satisfaction – the process of communication management from the organisation. This, in turn, may result from relatively hierarchical commercial organisational culture. Operating Divisions (shops) in the opinion of managers* are implementing “just selling” rule. So, what is the need to communicate it?

Table 9. The benchmark of overall most pleased factors results

WHAT ARE YOU MOST PLEASED WITH AT X?	Poland 2010	Poland 2008
My colleagues	70.8	61.1
My manager	30.0	28.0
The team spirit at X	33.5	42.7
My tasks	28.9	25.7
Work environment	29.8	32.6
Social activities at X	17.8	16.9
The communication from X	9.0	10.8
Training opportunities	23.9	26.0
Career opportunities	23.3	28.8

Source: Report of EES in X organisation 2011

Conclusion and focus areas

At the end of the paper the main conclusion and focus areas resulting from the conducted surveys need to be indicated. Compared to 2008, Poland has shown a minor decrease in the share of answers (87% in the 2010 survey compared to 88.8% in the 2008 survey). The satisfaction level in Poland has decreased dramatically since 2008, while Poland again has the lowest satisfaction level in all European structure of X. It could be found out that Store Operation in Poland also scores much lower than in 2008 (significant), but the

Head Office in Poland are showing results almost similar to 2008, in terms of satisfaction. In Poland, the distribution centre has increased the satisfaction level – even though the level is low, the increase is significant (very good). The loyalty level in Poland is very poor. The level in the share of ambassadors has decreased since 2008 – this is also the case concerning the level of scouts (increasing – negative development). In Poland the negative development concerns both managers and staff in general. According to above conclusions there are priorities which influence where to focus efforts.

The presented research pinpoints a priority list to improve, which has the strongest impact on future satisfaction and loyalty in the X firm. The list below indicates how to prioritize future CMT (Country Managers Team) efforts in order to improve employee behaviours and competence. The list is based on a statistical method analysing the relationship between all answers across X Poland to pinpoint what the drivers to increase the satisfaction level in the future are. Like in the 2008 survey, working environment was the area, with the lowest scores on in average compared to the other generic focus areas. In this analysis in Poland, there has been identified a very strong relationship between working environment and satisfaction. In the list specified – we can find the specific questions to improve in the future with the highest impact on Employee Satisfaction in Poland. Even though X Poland has improved some of the specific questions in the specified list, – X Poland has to improve those areas even more in the future – because the impact on satisfaction will be strong.

Overall CMT priorities

1. Work environment
2. Values
3. Leadership
4. Job content & Development

That all has key impact on level of satisfaction

Focus areas to improve for Poland 2010:

A) Work Environment

1. I feel appreciated as an employee at X
2. I have experienced X provides enough support to the employees in peak periods
3. X is working to create a good work environment
4. I think X is a good employer to work for
5. I have an interesting and stimulating job

B) Values

1. I find that X treats the employees fair considering the X values

2. At X you have an open dialogue about the X values

C) Leadership

1. My closest manager motivates me through clear and constructive communication
2. My closest manager “shows the way” by being a good example
3. My closest manager explains the “how” and “why” behind decisions and actions
4. My closest manager is professionally competent
5. My closest manager takes responsibility
6. My closest manager takes action in due time

D) Job content & Development

7. There are good opportunities for me to get interesting and new challenges at X
8. I have good opportunities for further training & education at X

Recapitulation

It should be emphasized that the obtained conclusions and goals for the future are the nature of the audit. The conclusions obtained by means of the Employee Satisfaction Surveys are actions to improve overall management of the organisation and HRM X in firm X at all. A need to know what is the most dysfunctional area is the first step to create a proper improvement program. Such perspective is the main objective of the personnel audit. Sometimes it is knowledge which is very critical and hard to be accepted and received by managers. The board of the X firm was not afraid to take this challenge. Thanks to that, the HRM system can be improved and consequently could facilitate making optimal decisions on personnel functioning in the future. The question for now is if that obtained knowledge is further efficiently used to make real improvement. We will find it out while the next stage of audit is launched, and the results of ESS 2012 are released.

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Резюме

Исследование мнения сотрудников как метод аудита управления человеческими ресурсами – кейс стади на примере фирмы X

В статье описаны результаты исследования мнения сотрудников в контексте реализации целей социальной функции организации. В начале представлены теоретические положения, касающиеся эвалюационного подхода к процессу персонального аудита. Этот подход используется в программах оценки удовлетворения сотрудников. Примером такого подхода является представленная в тексте ежегодная программа анализа ожиданий, мотивации и удовлетворения сотудников большой скандинавской торговой сети. Описанные в тексте выводы касаются влияния мнения сотрудников на предпринимаемые кадровые действия, имеющие своей целью повышение эффективности УЧР в исследованной фирме. К главным выводам (приоритетам для менеджерскиж кадров) так проведенного анализа относятся действия, повышающие эффективность в области: условий труда, лидерства, продвигаемых ценностей, а также глубины сущности и развития на работе.

Ключевые слова: персональный аудит, исследование мнения сотрудников, удовлетворение от работы, мотивация сотрудника, классификация типов сотрудников.

Agata Borowska-Pietrzak, Ph.D.

The author is a lecturer in Personnel Management Department in Organisation and Management Institute of University of Gdansk in Sopot. The main scope of interest is focused on performance and appraisal systems, nonmaterial motivation systems, methods of shaping the commitment, and empirical surveys in the area of HRM. The author is also cooperating with University of Economics in Wrocław, and WSB School of Banking in Gdańsk in area of postgraduate studies.