

From an Employees' Concept of Satisfaction to the Construction of a Measurement

Rémy GAUTIER, Stéphanie IBANEZ, David OUAHNOUNA

Maître de Conférence, HDR, LCPI, ENSAM Paris; Doctorante, LCPI, ENSAM, Paris; Docteur, thèse soutenue en 2004, LCPI, ENSAM, Paris

Abstract

Because employees' satisfaction is as critical for the development of a company as is the satisfaction of the shareholders and customers, it is essential to take the temperature of the social body and follow its evolution. The BSI is a monthly enquiry, connected to the EFQM, to the PFQ and to the 2000 version of ISO 9000, carried out by persons specialised in human resources, on a representative sampling of the personnel and realised over a number of years. This paper analyses the use of BSI, which is a modular and proven tool, easy and fast to put into place which favours observation, measurement and prospecting. It permits an employees' satisfaction measurement to be made in numerous companies in the field of Quality or Total Quality Management where this aspect is today often missing. Constructed with scientific rigour, respecting sociological rules, it reflects in an objective and precise way, the opinions of the personnel, and especially it quantifies these opinions on the basis of a human science methodology. Management can thus use the results to establish a system of hierarchy among the problems and determine which of them must be solved first. It also offers the possibility of developing a social benchmarking permitting a comparison to be made with respect to other units of the group and other companies. The BSI expresses management's wish to promote social dialogue in order to optimise performance. It is a means of listening to the voice of the employees, of better understanding their motivations and relationships with the management, to verify their comprehension and their sharing of the stakes in order to work more efficiently. It valorises and permits the development of their involvement and contribution. Its follow up over a period of time constitutes a true data base and facilitates the piloting of the social and managerial indicators in the field of employees' satisfaction. Using Engager the BSI, means functioning with a completely novel approach.

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