



Gallup Pakistan HR Newsletter

enhancing performance through
empirical understanding of HR issues

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Welcome

to Gallup Pakistan's 5th edition of a series of HR Newsletters. In this series we principally aim to encourage empirical understanding of HR problems faced by organizations today. **By disseminating international and local research findings, Gallup Pakistan aspires to create a knowledge hub that HR practitioners in Pakistan can benefit from. In this regard, we would be borrowing extensive research from other member countries as well.**

In this edition, we try to provide some practical tips for improving workplace satisfaction and keeping employees happy and productive. These leadership techniques have been used by top HR executives and successful companies all over the world. Our first article is borrowed from **Business News Daily**, which discusses 7 secrets to keeping employees happy when salary is not the driving factor. Our second article is an extract from **The Fast Company** which sheds light on how Google has engineered work place satisfaction to lead to high productivity. Our third article is borrowed from **Forbes**, and provides insight into the techniques used by companies ranked highest in workplace satisfaction.

Don't forget, your valuable suggestions and ideas are much waited for and appreciated. Also, we are open for partnerships with other teams working in similar domain. We look forward to a successful beginning.

Gallup Pakistan Team



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7 Secrets to Keeping Employees Happy! *

Most successful employers know that to attract and retain top talent, assuring employee happiness is the key. However, few people realize that simply offering raises and monetary incentives won't make the company's workers stick around or increase productivity.

Research has shown that employees with high job satisfaction are generally more productive, engaged and loyal to their companies. Hiring managers, HR experts and business leaders weighed in on the best ways to keep employees satisfied when salary isn't the driving factor!

7 SECRETS!

- ➔ **Be Transparent**
- ➔ **Encourage Communication In Common Areas**
- ➔ **Recognize And Reward Employees**
- ➔ **Ask Employees For Their Input**
- ➔ **Cut Back On Emails And Meetings**
- ➔ **Make Employees Part Of The Big Picture**
- ➔ **Keep In Touch**

Be Transparent

"Our 2013 employee engagement survey found that the number one contributor to employee happiness is transparency. Money and promotions are important, but what people want to know is the truth about the state of the company. The cost of improving transparency is almost zero, but it requires an ongoing dialogue between management and staff." – **B.J. Shannon, Manager of Customer Happiness at TINYpulse**

Ask Employees For Their Input

"Companies should consider surveying their own workforce to gauge their satisfaction levels. Insights from employees themselves can point employers in the right direction for shaping a more a positive and creative work environment. By partnering with employees to improve their satisfaction levels, employers will reap business benefits today and tomorrow." – **Sandy Mazur, president of Spherion**

Encourage Communication In Common Areas

"Businesses should take steps to create spaces where employees can easily communicate and share ideas. Casual conversations in the break room can become collaborative conversations. Make it inviting and effective, with nice furniture, tables, and snacks and beverages, if possible." – **Tom Heisroth, Senior Vice President of Staples Advantage**

Recognize And Reward Employees

"Achievement and recognition are high motivators for employees. If they take risks, reward them. Give them a coupon to go out for dinner, an extra day off, tickets to a show, etc. The small stuff adds up." – **Charley Polachi, Managing Partner of Polachi Access Executive Search**

Cut Back On Emails And Meetings

"Many employees feel that a flooded inbox and a constant string of meetings waste time and hinder productivity. Replace some of those emails and meetings with technology that helps them save time and collaborate more efficiently." – **Sydney Sloan, director of customer and social marketing at Jive**

Make Employees Part Of The Big Picture

"The best benefit you can provide to your employees is the opportunity to make a difference through their work and help guide the course of the company. Benefits such as clear and frequent communication on company happenings, individual and department direction, and big-picture company direction, make all the difference in employee happiness." – **Anthony Smith, CEO and founder of Insightly**

Keep In Touch

"A one-on-one conversation with an employee or group dinner goes a long way. Whether it be a private conversation at the start of the day, or taking them out to lunch helps keep that bond. Once you stop 'showing the love,' you begin to lose employees. A small company has to go the extra step." – **Pete Pedone Owner and Founder of Interactive Home**

Not A Happy Accident: How Google Deliberately Designs Workplace Satisfaction *

Over the past few years, the media's coverage of Google has given considerable focus to the incomparable—and seemingly over-the-top—perks the company bestows on its workers. Perhaps because so few of us can relate to Google as an organization, we draw the conclusion that its phenomenal success, not to mention its top ranking on Fortune's "Best Places To Work" list for the past two years, is entirely a result of these seemingly extravagant benefits.

But this simply isn't the case

What few in business know is that Google has devoted the same level of intellectual firepower it used to create self-

driving cars to **discovering, refining, and implementing leadership practices that optimize human performance in the workplace.** Mark C. Crowley writes in great detail about his interaction with Google's executives about their leadership ideology.

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1. BEING A GREAT PLACE TO WORK IS IN GOOGLE'S DNA.
 2. GOOGLE ENSURES PEOPLE HAVE INSPIRING WORK.
 3. GOOGLE IS A DEMOCRACY.
 4. EMPLOYEES HAVE CONTROL OVER THEIR TIME

* This article has been extracted from :
<http://www.fastcompany.com/3007268/where-are-they-now/not-happy-accident-how-google-deliberately-designs-workplace-satisfactions>

1. BEING A GREAT PLACE TO WORK IS IN GOOGLE'S DNA.

Right from the start, Larry Page and Sergey Brin set their sights on making Google a truly great place to work. But in setting its sights on making employees contented, Google wasn't seeking a competitive advantage as much as it was trying to ensure its own sustainable success.

According to Karen May, VP of people development, "it's less about the aspiration to be number one in the world, and more that we want our employees and future employees to love it here, because that's what's going to make us successful." **Google takes it on face value that employee satisfaction is a profound driver of performance.**

Prasad Setty, VP of people analytics and compensation, told me: "No one has ever asked us why we should invest in our people. Our leaders just assume it's the right thing to do."

2. GOOGLE ENSURES PEOPLE HAVE INSPIRING WORK.

Recently, the Conference Board discovered that the single greatest reason U.S. workers have grown so unhappy and disengaged in their jobs is because **routine and repetitive work that affords little opportunity for growth and personal fulfillment dulls employee spirits.**

But not at Google. For years, company leaders have given every employee—regardless of job title or pay level—the opportunity to devote up to 20% of their workweek to a project of their choice. Typically, Googlers choose to help out on some other company venture, but the pursuit is ultimately up to each employee.

3. GOOGLE IS A DEMOCRACY

The firm solicits employee feedback on everything. Every Friday without fail, company leaders, including Page and Brin, conduct employee forums and respond to the top 20 most-asked questions. But the transparency goes even deeper. Employees are given extraordinary access to company information, along with the trust that they'll always use it for good. When the firm formally surveys its workers each year, not only do 90% of them participate, but they ultimately see not just their own group's results, they see everyone else's (though privacy is protected). And **when the firm takes action on the feedback employees collectively provide, they share all of that too.**



4. EMPLOYEES HAVE CONTROL OVER THEIR TIME

“One of the tenets we strongly believe in,” says Setty, “is if you give people freedom, they will amaze you.” But Google also is highly selective in its hiring, and purposely recruits ambitious people with proven track records of high achievement. “That means we’re harnessing energy rather than coaxing it out of people,” says Setty.

But, at Google, all that autonomy comes with true accountability and **employees routinely exceed management's expectations for producing exceptional work.**

The Best Companies To Work For In 2014 *

Online jobs and career community Glassdoor unveiled the latest Employees' Choice Awards in its annual series, which is a list of the 50 best places to work in 2014. The ranking of the top companies was determined by taking cumulative average ratings from the half-million employees who responded to the 18-question survey. The survey asks employees to rate their satisfaction with their company overall and key workplace factors, such as career opportunities, compensation and benefits, work-life balance, senior management, culture and values. The three top ranked companies were:



The following tips have been extracted from the comments given by the employees of these companies about what makes their work environment better:

- **Challenging Work**
- **Communication and Collaboration**
- **Talented Colleagues**

“There is rarely a boring day, much less a boring project.”

Employees of all three companies appreciated the challenge in their work. By giving their employees interesting and impactful work, these companies assure that they remain engaged and inspired. Employees felt that their work not only made a difference to the company, but also gave them room for “professional growth” and “career transformation”.

“...raucous weekly all-hands meetings where tough questions are asked and answered because we maintain a culture of openness and trust from the inside out.”

Employees appreciated the environment of openness and consistent communication. This culture of constant back-and-forth feedback and collaboration was part of the trust building within these companies. They were careful to ensure that employees were aware of the direction in which the company was headed and how their individual work contributed to that purpose.

“The people make the fantastic culture, provide wonderful professional development and coaching opportunities and make the job fun.”

The Glassdoor survey revealed that having talented employees is among the biggest attractions that a company can offer to potential recruits. Employees at the three top-ranked companies enthused about their creative and talented colleagues, who created a collaborative work environment conducive to learning. These employees felt “inspired” by those around them and were motivated to achieve more.

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