



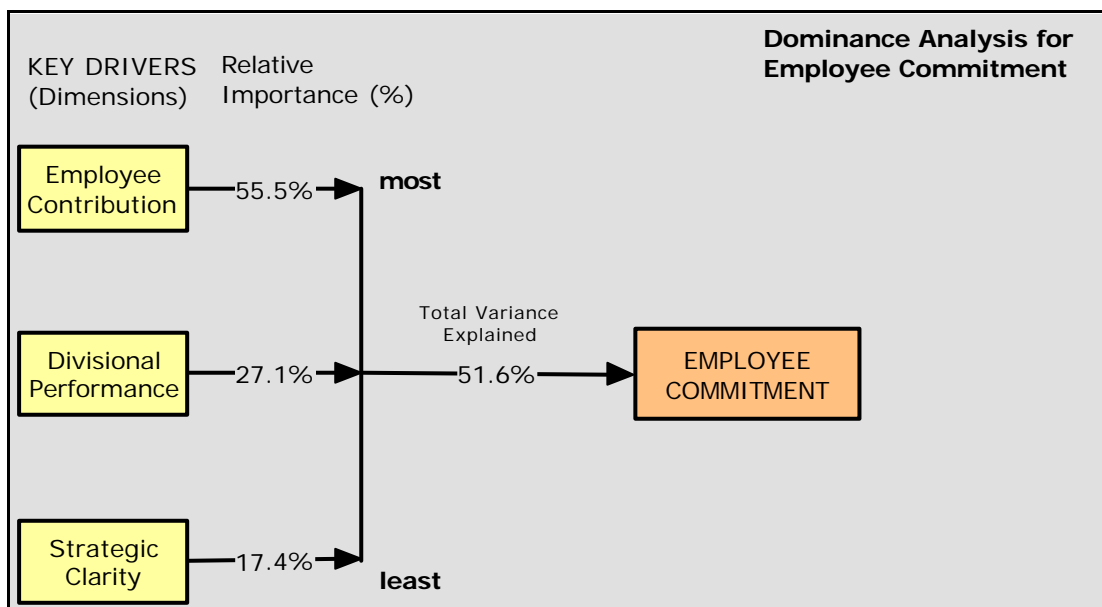
Case Study No. 002 Building Employee Commitment (Heavy Industry)

Statistical analysis of employee satisfaction surveys can often be used to inform people management practices in an organization.

A European industrial company had conducted an employee satisfaction survey, and wanted to know how to increase levels of employee commitment. Analysis of the survey data showed that in addition to commitment, there were four main dimensions of organizational climate:

Climate Dimension	Description
Employee Contribution	Encouragement of employees to innovate and challenge management
Strategic Clarity	Clarity and communication of divisional strategy
Industry Pacemaker	Development of market-driven new technologies
Divisional Performance	Divisional success and financial performance

A statistical analysis showed there were strong relationships between three of these dimensions (the 'key drivers') and levels of commitment (the desired outcome). Next, the relative importance of the key drivers was assessed using a recently developed technique called Dominance Analysis. The results showed that Employee Contribution was the most important driver of Commitment (see below).



Because Employee Contribution and Strategic Clarity were the factors that could be most easily manipulated at line management level, it was recommended that the most effective way for the company to develop high levels of Commitment was for divisional line managers to:

- Foster a culture that encourages employees to challenge and contribute new ideas
- Clarify the communication of strategic objectives