

A probabilistic approach to evaluate the factors effectiveness of employee satisfaction

李友錚, Li-Hsing Ho, Chii-Hwa Liang, Shih-Ching Yang

Industrial Engineering and System Management

Management

ycl@chu.edu.tw

Abstract

Employee satisfaction, been found to be a key component impact the organization' s productivity and customer satisfaction, has become one of the critical issues in human resources management in recent years. A number of literatures and researches, based on conventional questionnaire and performance evaluation, studied what and how the factors to influence employee satisfaction, nevertheless Kano' s model has been proven to be a useful approach.

Kano' s model, which divide the quality elements into five categories, they are must-be, one-dimensional, attractive, indifferent and reverse attribute, is originated from the study of product quality, and hence implemented in many other areas such as services. Most literatures and researches of Kano' s model are based on the deterministic assumption which define the judgments of respondents are certain.

In this paper, a probabilistic approach based on Kano' s model is proposed to assess the effectiveness of factors' functionality provided by organization. Some companies located in Hsinchu Science Based Park in Taiwan are investigated and compared each other by this methodology in the final section. Corrective and preventive actions for each company are suggested by the authors such that employee satisfaction can be improved.

Keyword : Employee satisfaction, Kano' s model, Quality experts