

# THE EXTRA POINT

BY JERRY ROBERTS



## # 1671 Employee Misconceptions 1: It's About the Money

On Friday, we talked about the misconception among managers that most workers care only about their paycheck? Some obviously do, but while money is definitely important, once the compensation covers a worker's financial obligations, other factors become key to job satisfaction and the likelihood that someone will stay with you. I'm Jerry Roberts, and today we'll flip the script to see how workers view their employer on the money issue. That's next on the Extra Point.

Employee Misconception #1. Management cares about nothing but profit. They say that workers are important, but all they talk about is cutting costs.

If you ask almost any leader to name his/her organization's most important resource, or the key to their success, you are going to hear a non-stop chorus of "Our people...our people are our most important resource."

I don't think anybody will go with, "Well, it doesn't hurt that we're the only company who sells our product line in Guam"...and I doubt they'll tell you, "We've had the largest market share for years, and frankly, most of our competitors are just inferior." Nope, they'll stay with the value of their human resources.

Given that Guam has lost a lot of qualified workers to the mainland, to go along with a healthy slice of young workers and graduates, the local talent pool isn't deep. We've talked many times about the challenges facing HR departments to fill their open positions.

I think the leadership in every organization likely recognizes the problem, and they agree with how critical good hiring is, and how difficult employee retention has become.

So, if that's true, then why would employees often see things differently, that their managers are solely focused on profits, neglecting their well-being and not doing more to ensure job satisfaction?

Maybe you're a manager and you're saying, "Wait a minute, nobody's complaining to me about job satisfaction."

That's right, you probably don't hear it. And because you don't get those complaints, it's a good bet you don't think it's an issue for you.

Your HR manager may have another view on the topic, as they may catch a negative sentiment in exit interviews of workers who quit to take other jobs.

I've heard plenty on this matter for years. Managers have told me they constantly get pushed on the numbers by their bosses. If they do have a clear picture about unmet employee needs and ways to improve overall satisfaction, it would be a tough battle between delivering for the workers or maximizing the profitability.

Why am I focused so much on managers? It's simple. Leaders can say how critical people are, and HR can do the same. However, the ones who have to make workers believe it are your managers and supervisors. That's where this game is won or lost.

Leadership expert Simon Sinek has said, "Customers will never love a company until the employees love it first."

This quote underscores the importance of employee satisfaction in driving organizational success. When managers show genuine concern for their employees, it creates a sense of belonging and purpose that translates into higher productivity and morale.

To address this misconception, managers should actively communicate their commitment to employee welfare. Regularly engaging in conversations that matter to workers is a key to this, then asking for and getting feedback.

(Con't.)

You can tell workers how important they are until you're blue in the face. They'll believe it when actions match the words.

Is your compensation above the market, at the market, or below the market?

Are bonuses paid to executives, while pay for the general workforce is more or less frozen?

Is there a written growth plan for employees, so they can see that management has ideas for their future if they stick with you?

Are managers trained to have the right kind of relationships with workers — relationships that make a difference in retention?

I think the majority of leaders, in organizations large and small, care about their workers. The disconnect is caused because the right kind of conversations aren't taking place, followed by the necessary actions.

That's the Extra Point. Be responsible and make something good happen today. For 93.3FM, the Ray Gibson Show, and First Hawaiian Bank, I'm Jerry Roberts.

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