

Leading retailers create a 'great place to work'.

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Our study found that many managers and staff consider their workplace a good place to work. This belief appeared to underpin their decision to stay with their current employer.

"A good place to work" meant different things to different people. Some referred to 'culture' or 'a good feeling'. Many likened it to being a member of a family. The overwhelming majority of people talked about people.

Other important factors (covered elsewhere in this report) included:

- branding and community involvement
- rewards – monetary and non-monetary
- career and personal development opportunities, and
- flexible working arrangements.

Fellow employees, customers, the community and managers all have a significant impact on whether or not a workplace is a good place to work.

AWIRS 95

Fifty seven per cent of retail employees think that their workplace is a good place to work (Morehead).

Seventy per cent of people working in 'accommodation, cafes, and restaurants' believe their workplace is a good place to work.

International comparisons

A USA survey (Ranstad Review) based on 2600 interviews found:

- 91 per cent of employees define true success as being trusted to get a job done, surpassing fulfilment from money or job title
- 67 per cent of people ranked flexibility as part of their definition of workplace success
- 75 per cent of employees said that finding a company where they want to work for a long time is important, and
- 60 per cent find satisfaction with an employer when career development and training are provided.

Job satisfaction

Research by Frontline Retail identified the following key factors in job satisfaction:

- training and development
- opportunity for advancement
- work environment
- professional challenge
- working conditions, and
- job security

'Working conditions' has steadily

increased its ranking over the past three years.
(http://www.frontlinetail.com.au/Job_Satisfaction.htm)

A friendly workplace

In our society the workplace plays a key social role. The more satisfaction an employee gains in this respect, the more likely they are to rate their workplace as being a good place to work.

Retailers can play an active role in fostering good personal relationships.

- **Regular meetings** allow ideas to be shared.
- **Good induction programs** enable new recruits to be introduced to other staff.
- **Shared spaces** such as tearooms give employees a common area to meet.
- **Organised social activities** such as morning teas or workplace celebrations facilitate staff involvement.
- **Working in teams** builds employee relationships.
- **Training courses** give a shared purpose and enable staff to meet other staff.
- **Formal networking opportunities** such as employee representative groups or women's groups introduce employees to each other.
- **Sporting or other clubs** give staff a chance to interact outside work hours.
- **A strong ethos of equal employment opportunity** fosters an environment of mutual respect.

Australian stories

A **Spotlight** staff survey in 1999 found that 74.2 per cent of staff were "happy at work", and 68.7 per cent agreed they had adequate career development opportunities.

“ Not all people are interested in career progression, but it's still really important to engage them in the company. We do this by making it a great place to work, and by giving them enough flexibility to enjoy their lives outside work. ”

Manager, Spotlight

Calstores has regular social events where staff are encouraged to involve their families. It also strives to create a team environment where "staff know they can rely on each other".

“ Our stores operate best when there's a bit of fun and laughter in the place, and where there is also a professionalism about our operations. ”

Manager, Calstores

Bakers Delight holds an annual Bakers Delight Stakeholder's Ball for franchisees and staff, which is fun for participants and also raises money for local charities.

“ This company is a great company to work for. My sister recommended it to me, and I've made many friends since being here. ”

Employee, Baristas Coffee Shop

“ The people make the workplace. Everybody relies on each other – you don't want to let the team down. There's definitely a 'family feel' around the store. ”

Employee, Lowes

“ We need to know our people, need to know who we are working with – a little bit about them. I don't feel it's just work, you do it, then you go home ... it's all about working as at team. ”

Manager, Esprit

