

## Chapter 10: Groups and teams

### OB in focus

#### *Few employees have a 'good' job*

Despite the hype about improved quality of work arising from the growth of team working, it is reported that 'only 39 per cent of workers think that their job is "good", according to new research from the Chartered Institute of Personnel and Development (CIPD)'. 'Good' roles are defined as 'exciting but not too stressful', according to a new report from the UK institute, *Reflections on Employee Well-Being and the Psychological Contract*.

The research explored how employees felt about their job and their relationships with managers and colleagues. It concluded that employers should make jobs more appealing and interesting to improve commitment from employees. 'Most jobs can be made interesting or even exciting if they are well managed,' Mike Emmott, CIPD employee relations adviser, said. An interesting and exciting job was one with variety and security, and where the role of the employee was clear. Many workers did not believe that their job had these qualities. A fifth of respondents thought that the demands of their job were unrealistic, and the same proportion found their jobs either very or extremely stressful.

Nic Marks, head of well-being research at the New Economics Foundation and co-author of the report, said that interest and excitement were key elements in the psychological contract between employers and employees. 'If employees don't feel their role is exciting, this will be reflected in underperformance and their lack of commitment and satisfaction,' he said.

Source: adapted from Julie Griffiths, 'Only 39 per cent of employees have a "good" job', *People Management Online*, August 9, 2005.

