



# The Enthusiastic Employee: How Companies Profit by Giving Workers What They Want

*David Sirota, Louis A. Mischkind, Michael Irwin Meltzer*

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Enthusiastic employees far out-produce and outperform the average workforce: they step up to do the hard, even 'impossible' jobs. Most people are enthusiastic when they're hired: hopeful, ready to work hard, eager to contribute. What happens? **Management**, that's what. The authors tell you what managers do wrong, and what they need to do instead. It's about giving workers what they want most, summarized in the Three-Factor Theory: to be treated fairly; to feel proud of their work and organizations; and to experience camaraderie. Sounds simple, but every manager knows how tough it can be. Nostrums, fads, and quick and easy solutions have abounded in the management literature, but swiftly go out of style when they fail to meet the test in the workplace. The authors provide research-grounded answers to crucial questions such as: Which leadership and management practices can have the greatest positive performance impact? What does employee satisfaction really mean? What's the relationship between employee satisfaction, customer loyalty, and profit? Sirota and his colleagues detail exactly how to create an environment where enthusiasm flourishes and businesses grow.

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