**EMPLOYEE JOB SATISFACTION STUDY: HOW LEADERS CAN
RETAIN TOP-PERFORMING STAFF**

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I WANT TO KNOW ABOUT YOU!

- Name
- Organization name and location
- Position
- *Optional: What are you hoping to gain from this presentation?*

LEARNING OUTCOMES:

1. Understand a research design that can be useful in retrieving employee job satisfaction levels

2. Identify leading factors that positively and negatively impact employee job satisfaction levels

3. Determine an organizational or leadership plan that aims to intentionally reduce turnover rates and increase employee job satisfaction

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Which factor is most important to you in being satisfied with your job?

- Salary
- Health Care benefits
- Paid time off
- Flexible hours and schedule
- Opportunities for advancement
- Support from your supervisor
- Relationship with clients (or students)
- Relationship with your peers/colleagues
- Access to internal/external training opportunities
- Having a manageable workload
- Recognition received from management

Would you stay in your job longer if this factor was improved?

Would you leave your job if this factor was taken away?

WHAT DOES RESEARCH TELL US ABOUT THIS TOPIC?
LITERATURE REVIEW

LITERATURE REVIEW

- 14 research articles were reviewed
- Topics explored: 1) Employee turnover, 2) Retention, and 3) Job satisfaction
- All articles related to social service or direct care professions
- 53 factors that impact job satisfaction were identified within those articles

LITERATURE REVIEW

- Majority of social services organizations see turnover rates between 25% - 35% per year
  - (Bishop et al., 2008; Brannon, Bary, Kemper, Schreiner, & Vasey, 2007; Mor Barak, Nissly, & Levin, 2001; Renner, Porter, & Preister, 2009; & Scannepieco & Connell-Carrick, 2007).
- Impacts of employee turnover to an organization:
  1. Cost to the organization is increased
  2. Morale is diminished
  3. Quality of care is compromised

FACTORS LINKED TO JOB SATISFACTION

1. Strong supervision
2. Commitment to clients
3. training opportunities to increase employee competence
4. Wages
5. Benefits
6. opportunities for advancement
7. manageable workload
8. team spirit and support from peers
9. organization support and/or commitment to the organization
10. employees being able to share in the decision making process
11. employee recognition
12. strong communication within the organization
13. workplace flexibility
14. workplace safety

JOB SATISFACTION STUDY
IN A NUT SHELL

PROBLEM STATEMENT

Research shows that job dissatisfaction results in high employee turnover and negatively impacts both organizations effectiveness and client care (Head, Washington, & Myers, 2013).

- The turnover rate of direct care employees at [agency] in 2013 was 29.89%.
- Strategies that increase employee job satisfaction (therefore decreasing turnover) must be implemented

RESEARCH METHOD

- **Research Design**
  - Mixed-methods study using an online survey tool
- **Research Questions**
  1. Is there a relationship between job satisfaction of employees at [agency] and the length of time they have been employed?
  2. What is the comparison between job satisfaction of employees at [agency] and the division in which they work?
  3. Are there factors that can be identified by employees at [agency] that would increase overall job satisfaction?

RESEARCH METHOD

- **Participants**
  - Direct care employees of [agency]
    - 48 employees worked within two (2) divisions and eight (8) departments
  - Stratified Random Sampling
    - A sample will be selected from each department within each of the two divisions to assure that employees from different areas are equally represented.
  - Population: n=127
  - Sample: N=48

DATA ANALYSIS

- **Quantitative questions:** Data pulled from Qualtrics into an Excel spreadsheet.
  - Multiple choice questions: Percentages
  - Scale questions: Averages (individual and overall)
  - Ranking question: Frequency and percentages
- Statistical methods
  - Correlation: Statistical analysis will show if there is a positive relationship, negative relationship, or no relationship for the two quantitative research questions.
- **Qualitative questions:**
  - Code book will be developed. Frequency of coded items will be used to evaluate themes and pull out potential interventions.

FINDINGS

Quantitative data	Qualitative data
1. Salary	1. Support from my supervisor
2. Flexibility of work hours	2. Flexibility of work hours
3. Support from my supervisor	3. Recognition received from management

APPLICATION TO SOCIAL WORK PRACTICE

"To effectively retain workers, employers must know what factors motivate their employees to stay in the field and what factors cause them to leave. Employers need to understand whether these factors are associated with worker characteristics or with the nature of the work process, over which they may have some control."

(Mor Barak et al., 2001, p. 626)

STEPS THAT YOU CAN TAKE

1. Modify data collection tool so that it is applicable to your organization and team
2. Implement survey
   - Could an intern or neutral party implement this for you?
3. Review and analyze the results
4. Make a commitment to address the factors that are within your control
5. Bring a team together to build an action plan
   - What are some short-term and long-term changes that could be implemented?
   - Value of front-line staff contributing to this process
6. Execute plan and update the full team on progress regularly

"Perceived supervisor support has been shown to be significantly related to perceived organizational support and employee retention."

(Brannon et al., 2007, p. 821)

"Success largely hinges on the quality of the relationship between mentor and mentee, indicating that the training of supervisors is a critical element of the process."

(Guillaume et al., 2013, p. 132).

"High employee turnover… can cause deterioration of rapport and trust, leading to increased client dissatisfaction with agency services."

(Mor Barak et al., 2001, p. 627)

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Employee Satisfaction Survey

Section I: Descriptive questions

(section I allows you to classify the employees into sub-groups if this is needed. This would only be recommended for larger teams to assure anonymity)

1. In which division do you work?
   a.
   b.

2. In which department do you work?
   a.
   b.
   c.
   d.

3. Are you a full-time or part-time employee?
   a. Full-time
   b. Part-time

4. How many years have you been with [agency]? (please round to the nearest ½ year using "0.5")
   a.

5. What is your current position?
   a.
   b.
   c.
   d.
   e. Other: _____

6. Have you worked in more than one position since you started working for [agency]?
   a. Yes
   b. No

7. If yes, what other positions have you held? Check all that apply.
   a.
   b.
   c.
   d.
   e. Other: _____

Section II: Overall Job Satisfaction

8. Overall, how satisfied are you working for [agency]?
   a. Very Dissatisfied
   b. Dissatisfied
   c. Somewhat Dissatisfied
   d. Somewhat Satisfied
   e. Satisfied
   f. Very Satisfied

9. Please indicate the extent to which you agree with the following statements:						
	Disagree Completely	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree Completely
(a) My job gives me the opportunity to learn.	☐	☐	☐	☐	☐	☐
(b) I have the tools and resources I need to do my job.	☐	☐	☐	☐	☐	☐
(c) I have the training I need to do my job.	☐	☐	☐	☐	☐	☐
(d) I receive the right amount of recognition for my work.	☐	☐	☐	☐	☐	☐
(e) There are advancement opportunities that exist for me.	☐	☐	☐	☐	☐	☐
(f) My job makes good use of my skills and abilities.	☐	☐	☐	☐	☐	☐
(g) The amount of work expected of me is reasonable.	☐	☐	☐	☐	☐	☐
(h) My job offers flexible work hours.	☐	☐	☐	☐	☐	☐

	Disagree Completely	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree Completely
(i) The morale in my department is high.	☐	☐	☐	☐	☐	☐
(j) People in my department communicate sufficiently with one another.	☐	☐	☐	☐	☐	☐

10. Which of the above factors <u>most strongly</u> affects your satisfaction with your work? List one, and indicate why this factor impacts your job satisfaction.

Section III: Company Investment

11. Please indicate the extent to which you agree with the following statements:						
	Disagree Completely	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree Completely
(a) [agency] clearly conveys its mission to its employees.	☐	☐	☐	☐	☐	☐
(b) [agency] clearly conveys the mission to its clients.	☐	☐	☐	☐	☐	☐
(c) I agree with [agency's] overall mission.	☐	☐	☐	☐	☐	☐
(d) I understand how my job aligns with [agency's] mission.	☐	☐	☐	☐	☐	☐
(e) I feel like I am a part of [agency].	☐	☐	☐	☐	☐	☐
(f) There is good communication from employees to administrators.	☐	☐	☐	☐	☐	☐

	Disagree Completely	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree Completely
(g) There is good Communication from administrators to employees.	☐	☐	☐	☐	☐	☐
(h) I would recommend [agency] as a good place to work.	☐	☐	☐	☐	☐	☐

12. Are there other factors about [agency] (as a company) not listed that affect your job satisfaction? If yes, please list them and indicate whether or not the additional factors affect your job satisfaction positively or negatively.

Section IV: Supervision

13. Please indicate the extent to which you agree with the following statements:						
	Disagree Completely	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree Completely
(a) Overall, I am satisfied with the support I received from my supervisor.	☐	☐	☐	☐	☐	☐
(b) My supervisor actively listens to my suggestions.	☐	☐	☐	☐	☐	☐
(c) My supervisor enables me to perform at my best.	☐	☐	☐	☐	☐	☐
(d) My supervisor promotes an atmosphere of teamwork.	☐	☐	☐	☐	☐	☐
(e) It is clear to me what my supervisor expects of me	☐	☐	☐	☐	☐	☐

regarding my job performance.					
(f) My supervisor evaluates my work performance on a regular basis.	☐	☐	☐	☐	☐	☐
(g) My supervisor provides me with actionable suggestions on what I can do to improve.	☐	☐	☐	☐	☐	☐
(h) When I have questions or concerns, my supervisor is able to address them.	☐	☐	☐	☐	☐	☐

14. Are there other factors about your supervisor not listed that affect your job satisfaction? If yes, please list them and indicate whether or not the additional factors affect your job satisfaction positively or negatively.

Section V: Factors Leading to Job Satisfaction

15. The following factors are the most important to me in being satisfied with my job: (Please rank from most important [1] to least important [12]).
    1. Salary
    2. Health Care benefits
    3. Paid time off benefits
    4. Flexibility of work hours
    5. Opportunity for advancement
    6. Support from my supervisor
    7. Relationship with my clients
    8. Relationship with my peers
    9. Internal training provided at [agency]
    10. Access to external training and seminars
    11. Having a manageable workload
    12. Recognition received from management

16. Are there any other factors that are important to you in achieving high job satisfaction that are not listed? If yes, please list them below.

17. Are there areas of support that you would like to receive, but are not currently receiving?
    a. Yes
    b. No

18. If yes, please list them in the space provided below.