



Job Satisfaction Survey

Sample report

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1. Introduction

1.1 Survey Objectives

The primary objective of the employee satisfaction survey is to provide ABC with a means to identify key employee concerns that may presently exist within the organisation. More specifically, the objectives of the employee satisfaction survey are:

- To measure employee attitudes across a range of key cultural and performance dimensions,
- To align management and employee expectations in order to facilitate greater productivity within the workplace environment,
- To allow workplace satisfaction to be measured (or benchmarked) over time.

1.2 Survey Process

The employee satisfaction survey posed to all employees 54 questions considered critical to the continual success of ABC.

All employees at ABC were given the opportunity to participate in the survey in March 2007 by completing the questionnaire anonymously. This anonymity ensures that the true concerns of the employees are identified. This is the second full survey of this kind to be undertaken by ABC, with the first being conducted in March 2006.

Data was collected via two different methodologies. An online or electronic version of the survey was available to employees working in the National and State Offices. Employees with no internet access were provided with paper version of the survey, which could be returned in the provided envelope via the internal mail system.

The employee satisfaction survey consists of the following four parts:

Part 1 asked employees to provide some broad information, including in which part of the organisation they work, their employment status, position, and, for the National and State Office surveys, their gender and function.

Part 2 asked employees indicate the extent to which they agree with each statement relating to the company's performance.

Part 3 asked employees about their perceptions regarding the survey process – whether they participated in the previous employee satisfaction survey, heard about the results and believed that there had been any changes made, and whether they believed there that change would be made as a result of this survey.

1.3 Response Statistics

The following tables detail the number of survey forms received from each of the various departments, locations and job levels at ABC. A small number of employees did not specify their demographic information, and these forms have consequently been classified as 'unspecified'.

Employee Satisfaction Survey – March 2007			
	# of respondents	Headcount	% respondents
Total number of responses	213	346	62
Work Function			
Finance / IT & Administration	26	26	100
Other Support Teams	10	59	17
Retail Management	32	34	94
Service	30	68	44
Shopping Centre Store	37	82	45
Strip Mall/Other Store	5	45	11
Superstore	30	12	250
Supply Chain / Inventory / Warehouse	32	8	400
Wholesale / ICS / Vacspare / Valet	11	12	92

Work Location			
Adelaide	16	19	84
Brisbane	21	35	60
Canberra	3	7	43
Melbourne	73	88	83
VIC Regional	6	29	21
Sunshine Coast	2	5	40
Other Queensland	4	12	33
Sydney	50	81	62
NSW Regional	10	18	56
Tasmania	1	7	14
Western Australia	6	18	33
New Zealand	21	27	78
Role			
Employee	140	269	52
Supervisor	44	44	100
Manager	29	33	88
Gender			
Male	159	272	58
Female	54	74	73
Length of Service			
1-5 years	94	235	40
6-10 years	34	51	67
Greater than 10 years	36	60	60
Age			
20 years and under	8	69	12
21-30	63	89	71
31-40	59	81	73
41-49	39	52	75
50 years and over	44	55	80

The overall response rate for March 2007 was 62%. The bulk of these responses were completed online, and the remaining surveys were collected via paper and pencil. ABC had increased its response rate by 23% since the 2006 survey.

2. Detailed Results Interpretation

2.1 How employees feel ABC is performing

The table below reports, in descending order, the 5 issues in different areas ranked highest in performance by ABC employees in 2007.

Top 5 Performance Areas	Category	Mean	% Agree
Management at ABC treat issues of safety seriously and work to solve them	Safety	4.09	77%
I have a clear understanding of what is expected of me	Job / Role Clarity / Work Conditions	4.05	80%
I can go to my supervisor / manager as needed with work problems or concerns	Leadership	3.94	74%
I am empowered to fix safety issues that are within my control	Safety	3.67	64%
ABC has taken appropriate steps to develop a safer work environment	Safety	3.58	59%

As identified in the table above, 3 out of 5 top performance issues relate to safety. This means that safety can be seen as the organisation's strength, with employees identifying it as both important and as performing better than the remaining factors.

When analysing the performance results, it is important to keep in mind that we are dealing with employees' perceptions of ABC's performance. Three of these five issues are performing just below the industry average, namely "I am empowered to fix safety issues that are within my control", "ABC has taken appropriate steps to develop a safer work environment", and "Management at ABC treat issues of safety seriously and work to solve them". The other two of these five issues are performing significantly lower than the industry average.

At the other end of the scale are the lowest performing factors. This table shows the 5 factors given the lowest rankings by ABC’s employees in the survey. The lowest performing factor appears first on the list.

Lowest 5 Performance Factors	Category	Mean	% Agree
I believe the availability of products we order from the warehouse is managed well	Customer Relations / Machine Servicing / Availability	2.26	15%
I would consider franchising an ABC store	Franchise Opportunities	2.45	22%
I believe that ABC listens to my ideas and suggestions about improving the company and my workplace	Communications	2.88	33%
I have considered leaving ABC in the last 12 months*	Engagement / Recruitment /Retention / Intent to Stay	2.97	44%
I believe I am fairly rewarded for my efforts (my pay, benefits and other incentives)	Reward & Recognition	2.99	34%

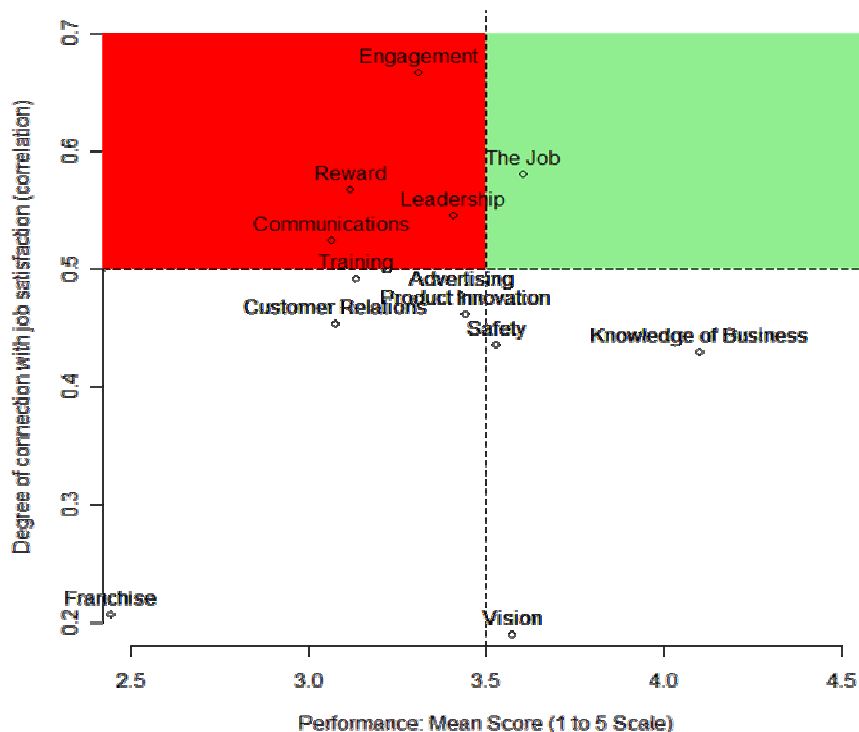
The list has three factors in common with the 2006 survey. The performance rankings of the lowest 5 factors have tended to improve since the last survey. Significant improvements are evident for the factors valuing employees in ABC, with a rise of 35% in performance, keeping skilled employees with a 30% improvement, trust among people in ABC showing an improvement of 27%, and receiving recognition and reward for achieving my goals/targets/objectives, which has registered an increase of 20%.

2.2 Areas Employees Feel ABC Can Improve

Analysis of the statistical relations between the categories and job satisfaction, enabled us to prioritise strategies for improvement in terms of those key performance issues considered in need to significantly improve employees' job satisfaction. For an issue to be of a high priority improvement opportunity it must be a significant contributor to job satisfaction and most employees must consider that it requires management attention.

With this in mind, a review of the survey data has identified the following priority improvement opportunities for ABC:

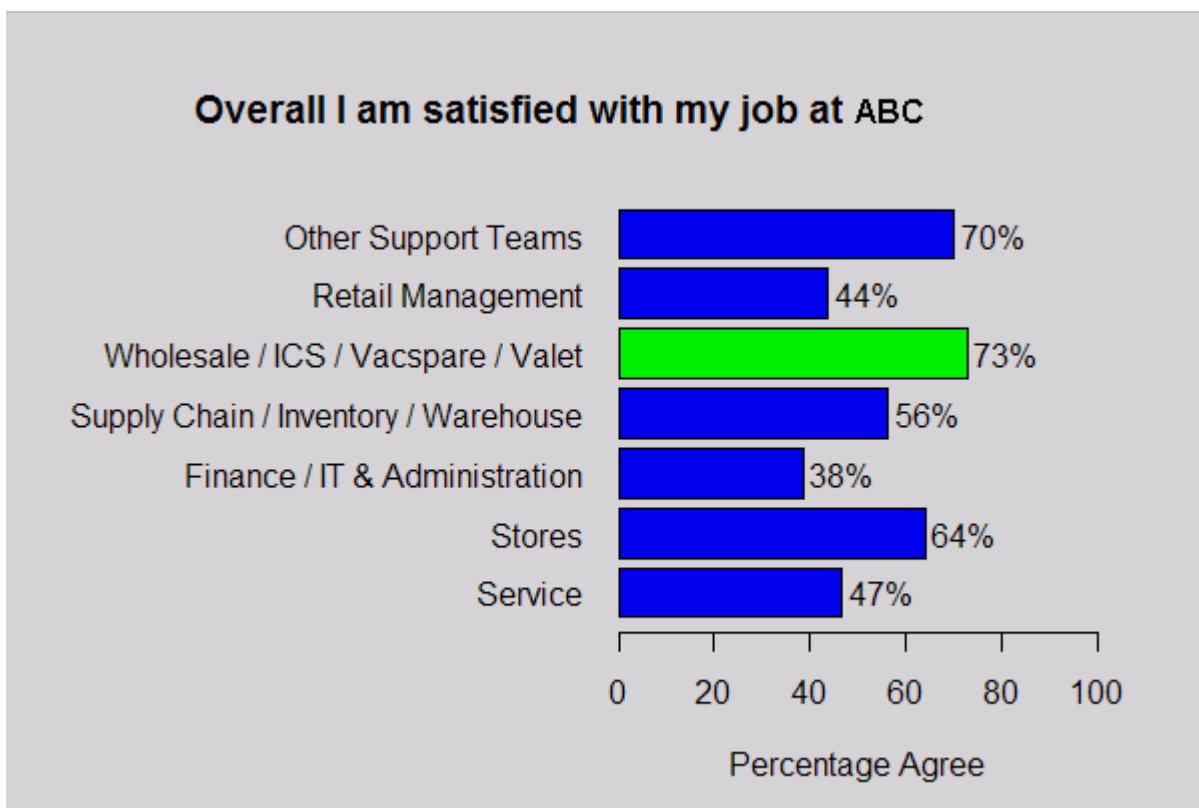
- Engagement / Recruitment / Retention/ Intent to stay,
- Reward & recognition,
- Communication,
- Leadership.



The above graph shows how all categories impact job satisfaction. The improvement opportunities are the categories in the top left of the quadrant.

2.3 Overall Satisfaction

After the 13 categories, the survey asked employees in ABC to consider their overall satisfaction with their job using the same five-point scale as for the rest of the survey. The result of this variable equates to the overall satisfaction mean and percentile, presented on the graphs below. Overall satisfaction is an important measure in employee surveys. A strong result in this area is a positive goal as it provides a foundation from which to move forward and create improvement in an organisation. High overall satisfaction is also a positive indicator of employee commitment, and has a strong relationship with the values of the business, pride in the company, lower absenteeism and desire to remain in ABC.



3. Review of Issues and Recommendations

Overall, ABC's performance across the combined survey variables is below average and places the organisation in the bottom 25% of organisations in the industry. Of positive note, however, is the significant improvement evident since the previous survey that was held in 2006. Furthermore, the number of issues or concerns has declined significantly as a result of the improvement in perceptions regarding performance. These performance improvements in areas previously identified as concerns suggest that improvement initiatives undertaken since the previous survey have been effective. A review of the written comments also highlighted perceived improvements in a number of areas since the 2006 survey. These areas include the safety focus, communication in general, and the overall vision of the company.

Within the field of leadership and direction, substantial improvements in perceptions of performance are evident across the pivotal areas of senior management listening, leadership and change guidance, organisational structure, encouraging innovation and being competitive in the marketplace. Personally focussed areas that have also registered dramatic improvement include employees' sense of value, trust among employees and cooperation between management and staff. All these areas are to be celebrated, as they reflect the successful implementation of change over the past 12 months.

A small number of improvement opportunities have been identified in employees' comments, such as being respected and acknowledged by management, recognition and incentives and ensuring adequate training. Employees also raised a number of concerns in their comments, including recognition of employees, working hours and home/work balance and communication.

After reviewing the written comments provided by employees and the potential issues identified in the survey results and analysing the issues underpinning these results, the following recommendations have been developed.

Develop a recognition and reward program

Receiving recognition and reward was identified as a significant improvement opportunity across the organisation. While results have improved since 2006, there is still room for improvement in this area. Improving employees' sense that they are recognised is more than just yearly award programs,

with the most important recognition being that which is received from those who work closest with us and in particular from supervisors and direct managers. Therefore, effective reward and recognition in an organisation will be dependent on the skills of supervisors and managers. Hence, the training of supervisors and managers to understand and appreciate the value of rewards and recognition is likely to be required. While giving positive feedback may appear like a common sense skill, it is often a skill people have never learnt and thus do not use effectively. Positive feedback should be given as promptly, sincerely, personally, positively and proactively as possible, and should be suited to the needs of the individual.

Develop leadership skills

The best leaders in organisations are those who are good communicators (both in listening and providing information), take responsibility for their own actions, are straightforward, recognise employees, ensure employees have the right training and development opportunities and respect the people with whom they work. More detailed analysis using the ABC data reinforces the importance of employees being recognised and rewarded by supervisors for their effort, being listened to by management and being provided with career opportunities in employees' perceptions of being valued.

Leadership development and training for managers and supervisors should be aligned to ensure these key personnel are modelling the desired behaviours as outlined by ABC's mission statement. Where possible, training should also be supported by mentoring to ensure that employees learn to apply and feel comfortable with their growing skill sets. Recruitment and promotion policies should also be reviewed to ensure that the appropriate 'behavioural styles' are considered in application, psychometric testing and interview processes.