

# **State of Georgia Employee Satisfaction Research Report**

**Prepared for  
Georgia Perimeter College**

**Co-sponsored by  
Georgia Governor's Office of Customer Service**

**March 2010  
Final Version**

# Georgia Perimeter College Employee Satisfaction Survey

## Executive Summary

Seven agencies participated in this survey as shown in Table I.

**Table I: Participating Agencies**

Georgia Department of Corrections [GDC]
Georgia Governor's Office of Customer Service [OCS]
Georgia Forestry Commission [GFC]
Georgia Department of Juvenile Justice [DJJ]
Georgia Perimeter College [GPC]
Georgia Department of Revenue [DOR]
Georgia State Accounting Office [SAO]

The survey measured employee perceptions in four key areas. An index was created for each area.

1. **[WSI]** Satisfaction with the quality of the workplace
2. **[ESI]** Overall employee satisfaction
3. **[CSCI]** The organization's commitment to customer service
4. **[JSI]** Job security

All survey items were measured using a five-point scale where 5 is a favorable score and 1 is unfavorable. Table II shows the percentage of respondents who rated the indexes a 4 or 5 for your organization and all agencies as a point of comparison. Your score was somewhat below All Agencies for the Customer Service Commitment Index but above the All Agencies score for three indexes: Workplace Satisfaction, Employee Satisfaction and Job Security.

**Table II: Percentage of Respondents Who Rated the Indexes a 4 or 5**

Index	GPC	All Agencies <sup>1</sup>
<b>Workplace Satisfaction Index</b>	69	67
<b>Employee Satisfaction Index</b>	78	71
<b>Customer Service Commitment Index</b>	79	81
<b>Job Security Index</b>	51	44

<sup>1</sup>This refers to the results of a June 2009 survey conducted with a representative sample of state agencies. The findings from this statewide study will provide a point of comparison for the individual agency results in this report.

The Workplace Satisfaction Index [WSI] measures employee perceptions of the quality of their workplace. It is comprised of 42 items organized into five dimensions: Credibility; Fairness; Respect; Pride; and, Camaraderie.

Previous employee surveys for the State of Georgia, including the 2009 statewide survey representative of all state employees, have shown that four dimensions of workplace satisfaction [WSI] are statistically significant drivers of overall employee satisfaction. **Pride is the most influential driver** followed by Credibility, Respect and Camaraderie (in that order). Fairness is not statistically related to overall employee satisfaction.

Table III shows the percentage of respondents who rated each dimension of workplace satisfaction [WSI] a 4 or 5 for your organization and All Agencies. GPC earned its highest scores on Pride and Camaraderie. This finding was typical of the seven participating organizations and reflects the results of previous surveys including the 2009

statewide survey. Your organization’s lowest scores relate to the Credibility and Fairness dimensions. Specific strengths in your items scores are displayed in table IV in relationship to the dimensions of workplace satisfaction.

**Table III: Percentage of Respondents Who Rated WSI Dimensions a 4 or 5 for GPC**

Dimension	GPC	All Agencies <sup>1</sup>
Credibility	64	61
Fairness	61	60
Respect	66	64
Pride	82	79
Camraderie	72	70

<sup>1</sup>This refers to the results of a June 2009 survey conducted with a representative sample of state agencies. The findings from this statewide study will provide a point of comparison for the individual agency results in this report.

**Table IV: Agency Strengths -- Workplace Satisfaction (WSI) Items Rated a 4 or 5 by at least 75% of Respondents**

This is a friendly place to work	CAMARADERIE
I feel comfortable being myself at work	CAMARADERIE
People care about one another here	CAMARADERIE
Management trusts me to do a good job without too much supervision	CREDIBILITY
Sexual orientation is not a factor in how employees are treated	FAIRNESS
I believe I make a meaningful contribution here	PRIDE
I genuinely enjoy my work	PRIDE
I am proud of how we contribute to Georgia communities	PRIDE
I am proud of our achievements as an organization	PRIDE
I am proud of our achievements as a work group	PRIDE
I have the tools and knowledge needed to succeed in my job	RESPECT
I feel physically safe working here	RESPECT

When setting improvement priorities, it is best to start by reviewing your performance on the WSI dimensions that are statistically significant drivers of overall employee satisfaction. Improvements on the items associated with these dimensions generally produce the biggest increases in employee satisfaction. GPC’s best opportunities for improvement are in the areas of Credibility, Fairness and Respect which is typical of the 2009 statewide survey results and the results for the seven organizations that participated in this survey.

Specifically, the results for all seven organizations revealed that lower rated items relate to these three areas:

1. Credibility – Six of the seven organizations have opportunities for improvement, especially as it relates to management keeping its word. GPC was the one exception here; at least 50% of the respondents from your organization rated each item used to measure Credibility a 4 or 5.
2. Fairness – all seven organizations have opportunities here; there is a persistent and widespread perception of favoritism. Also, five of the seven organizations need to improve in the area of employee recognition, although GPC is not one of these organizations.
3. Respect -- all seven organizations have opportunities here; there is a widespread perception among employees that they do not have an opportunity to get a better job in state government.

## Part I: Overview

For the past five years, the Governor's Office of Customer Service [OCS] has sponsored customer and employee surveys designed to help State of Georgia agencies, programs, and institutions track and improve customer and employee satisfaction by better managing service quality for customers and the quality of the workplace for employees. Customer satisfaction is largely determined by customers' perception of service quality. Employee satisfaction is largely determined by employees' perception of the quality of the workplace. The State of Georgia can influence both customer and employee satisfaction by improving the quality of their experiences with the agency. **Employee satisfaction is often correlated with customer satisfaction. Thus, improving employee satisfaction can contribute to improvements in customer satisfaction.**

This report provides findings from a survey of employees conducted in January 2010. A total of seven agencies/educational institutions worked with OCS and Georgia State University to survey employees using the WSI instrument during January. The purpose of the January survey was to measure employee perceptions of the four key indexes: the quality of the workplace [WSI], overall employee satisfaction [ESI], commitment to customer service [CSCI], and job security [JSI]. The survey also includes a demographic profile of respondents.

Employees of the seven agencies received either email or hard copy invitations to participate in the survey. The invitation included the link to the third party Vovici website containing the survey questions. The invitation noted informed consent considerations, including assurance that participation was voluntary and that all responses would be anonymous. Not even the Georgia State University researchers could trace survey responses back to individual employees. The survey website remained active during the data collection period of January 6-26. Reminder notices were sent to employees throughout the three week period.

The report presents the distribution of responses across the response scale for the four indexes and the individual items that makeup these measures. The data are displayed in both tables and charts to facilitate a variety of learning styles and uses of the findings. To help you focus on excellence, the percentage of ratings of 4s and 5s combined are also shown in the tables.

The report is organized into six parts. Part I is an overview. Parts II through IV show the findings for the four indexes: WSI, ESI, CSCI, and JSI. Part V presents the demographic profile of the respondents, and Part VI contains the appendices. The appendices include mean scores for the four indexes and related items. Also included is a copy of the employee survey and contact information for the Georgia State University research team and the Governor's Office of Customer Service project team.

Agencies often ask us how to interpret the findings. They want a point of comparison. The best point of comparison is the agency itself. The survey is most helpful when administered periodically because a trend in employee perceptions can be discerned. If this is the first time your organization has administered the survey, it will provide a baseline. Future surveys can then be compared to these results. Over time, a trend will emerge and can be interpreted in relationship to changes in agency priorities and other relevant factors.

The format of this report enables an agency to also compare its findings to a previous statewide study sponsored by OCS and conducted by Georgia State University in June 2009. The statewide study was designed to produce a statewide result useful to the Governor and other decision makers, including agency leaders who want a point of comparison. The June 2009 study represented each of the state's six communities of interest [COI] equally. The six COIs and related organizations are shown in the following list.

**Agencies Surveyed in the 2009 Statewide Employee Satisfaction Study by Community of Interest**

<b>Best Managed Georgia</b>	<b>Healthy Georgia</b>
Georgia Building Authority	Department of Community Health
Georgia Technical Authority	DHR – Department of Family and Child Services
Office of Planning and Budgets	DHR – Office of Child Support Services
State Personnel Administration	DHR - Vital Records
Department of Administrative Services	<b>Safe Georgia</b>
State Accounting Office	Department of Corrections
<b>Educated Georgia</b>	Department of Driver Services
DECAL “Bright from the Start”	Department of Juvenile Justice
Georgia Professional Standards Commission	Department of Public Safety
Georgia Student Finance	Georgia Bureau of Investigation
Technical College System of Georgia	Public Safety Training Center
<b>Growing Georgia</b>	State Board of Pardons & Parole
Department of Community Affairs	<b>University System of Georgia</b>
Department of Natural Resources	35 Universities and Colleges
Department of Revenue	
Department of Transportation	
Georgia Regional Transportation Authority	
Georgia World Congress Center	
Secretary of State	
State Road and Tollway Authority	

The June 2009 statewide study is a much better point of comparison than the combined data from the seven agencies that conducted the employee satisfaction survey in January 2010 because it reflects a much larger number of agencies proportionally across the six COIs or policy areas. The January 2010 study was not designed to produce an overall cross-agency result useful to each agency. Rather, the January 2010 surveys were designed to provide individual agencies with data to target improvement efforts during calendar year 2010. For another reason, combining the data from the seven agencies results in a skewed view of the scores (e.g., the Department of Corrections accounts for 40% of the total responses from all seven agencies; OCS accounts for less than 1% and SAO 1.2%). For these reasons, the June 2009 statewide study scores are used throughout the report as a point of comparison. Findings in the tables and charts for “All Agencies” refer to those June 2009 statewide results.

Thank you for being a part of this project. Your results help produce a picture of how well the State of Georgia is serving employees. Your use of the research findings to maintain or improve your performance on the four key indexes - WSI, ESI, CSCI and JSI - will contribute to the overall State of Georgia’s efforts to deliver Faster, Friendlier, and Easier service.

**Table 1: Employee Groups Surveyed by Agency**

Agency	Employees
Georgia Department of Corrections [GDC]	All Staff
Georgia Governor’s Office of Customer Service [OCS]	All Staff
Georgia Forestry Commission [GFC]	All Staff
Georgia Department of Juvenile Justice [DJJ]	All Staff
Georgia Perimeter College [GPC]	All Staff
Georgia Department of Revenue [DOR]	All Staff
Georgia State Accounting Office [SAO]	All Staff

**Table 2: Response Rate by Agency**

Agency	Employee Survey			
	Method	Number Sent	Total Responses	Response Rate (%)
GDC	Online /Paper Invitation	13148	2238	17
OCS	Online	37	33	89
GFC	Online /Paper Invitation	628	483	77
DJJ	Online /Paper Invitation	4481	1465	33
GPC	Online	1941	757	39
DOR	Online	1122	616	55
SAO	Online	99	67	68
<b>All Agencies<sup>1</sup></b>		<b>6855</b>	<b>2860</b>	<b>42</b>

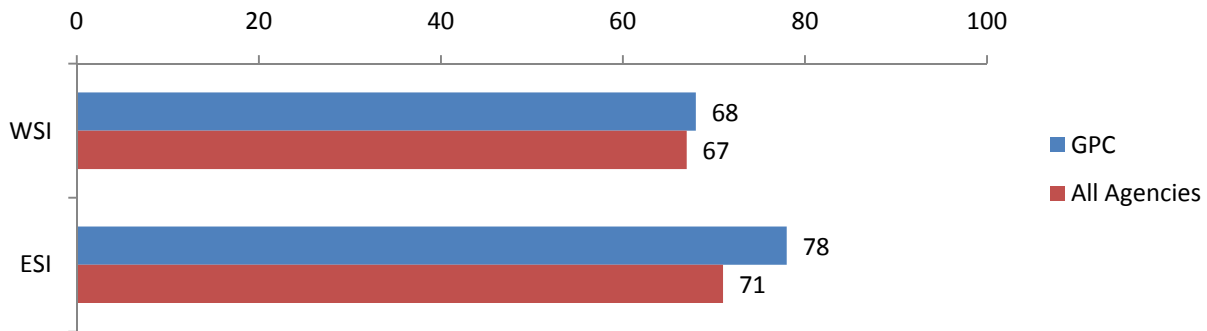
<sup>1</sup>This refers to the results of a June 2009 survey conducted with a representative sample of all state agencies. The findings from this statewide study will provide a point of comparison for the individual agency results in this report.

**Table 3: Percentage of Respondents Who Rated Workplace Satisfaction Index [WSI] and Overall Employee Satisfaction [ESI] 4s & 5s by GPC and All Agencies <sup>1</sup>**

	GPC	All Agencies
<b>Workplace Satisfaction Index [WSI]</b>	69	67
<b>Overall Employee Satisfaction [ESI]</b>	78	71

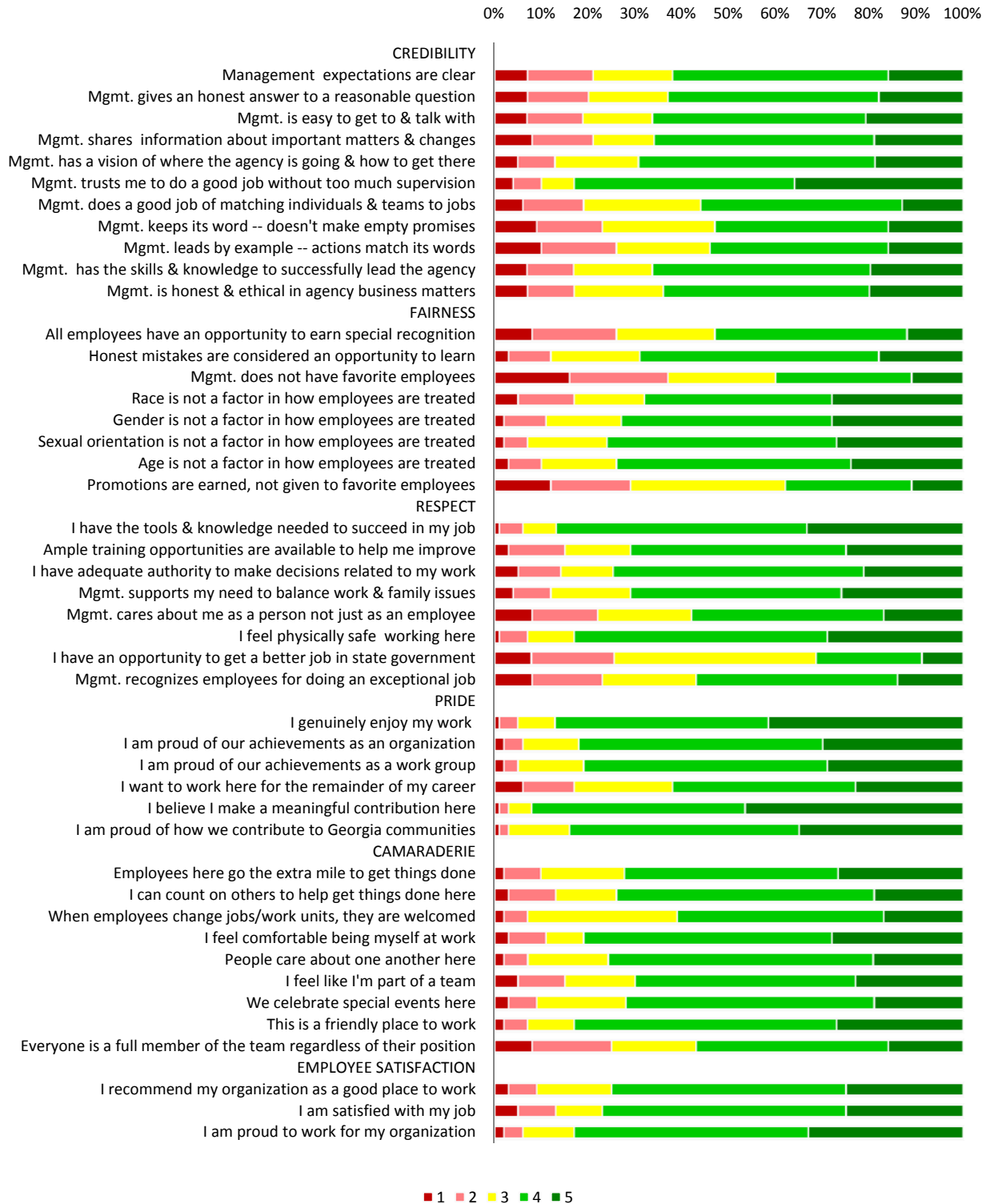
<sup>1</sup>On a 5 point scale where 1 is an unfavorable rating and 5 is a favorable rating.

**Figure 1: Percentage of Respondents Who Rated Workplace Satisfaction Index [WSI] and Overall Employee Satisfaction [ESI] 4s & 5s by GPC and All Agencies (%)**



## Part II: Detailed Survey Results for GPC

Figure 2: Distribution of Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for GPC (%)

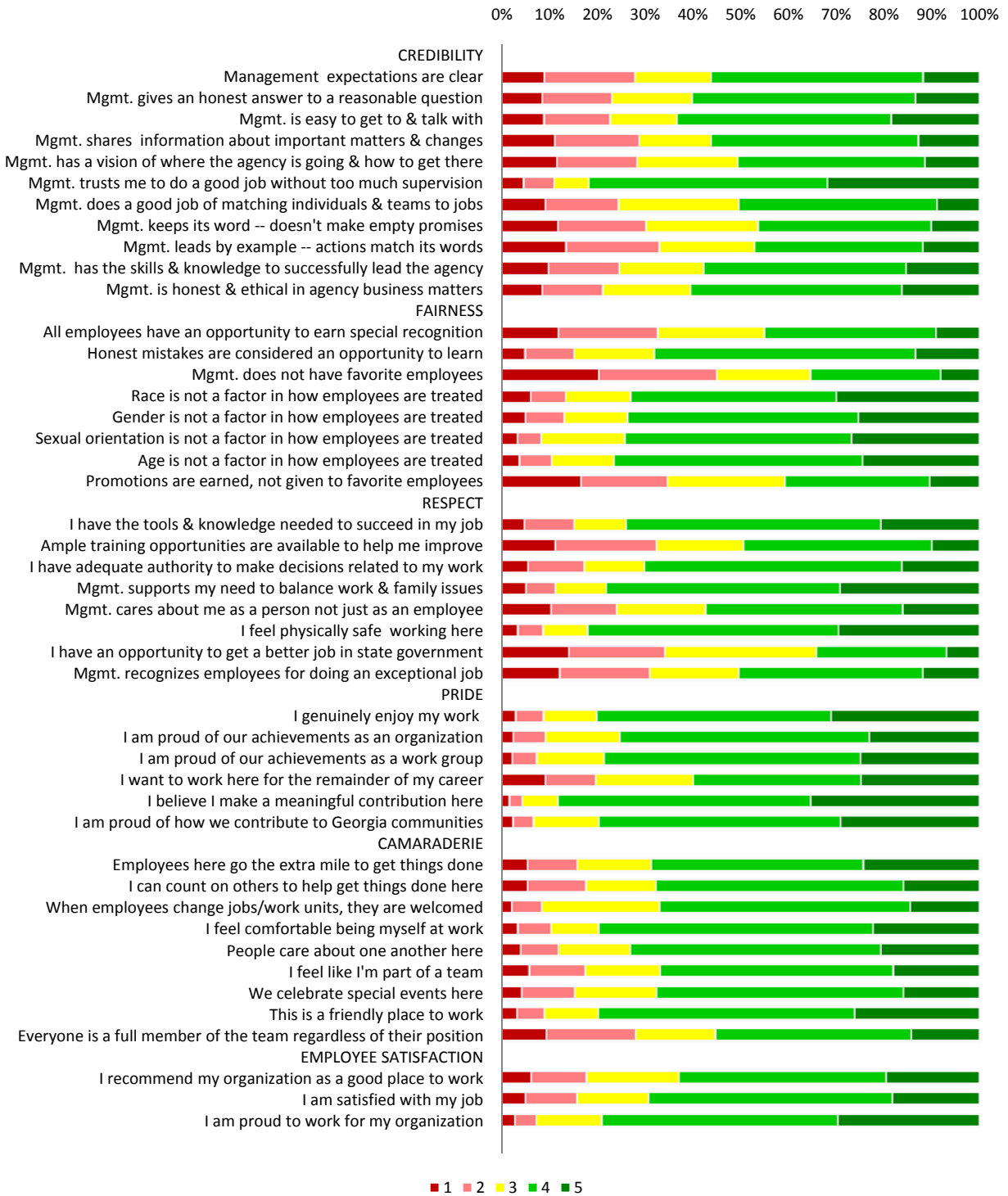


5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

**Table 4: Distribution of Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for GPC (%)**

	Strongly disagree			Strongly agree		
<i>Dimensions of WSI</i>	1	2	3	4	5	4s & 5s
<b>WSI</b>	5	10	17	46	23	69
<b>CREDIBILITY</b>	7	12	17	45	19	64
Management expectations are clear	7	14	17	46	16	62
Management gives an honest answer to a reasonable question	7	13	17	45	18	63
Management is easy to get to and talk with	7	12	15	46	21	66
Management shares information about important matters and changes	8	13	13	47	19	66
Management has a vision of where the agency is going and how to get there	5	8	18	51	19	70
Management trusts me to do a good job without too much supervision	4	6	7	47	36	83
Management does a good job of matching individuals and teams to jobs	6	13	25	43	13	55
Management keeps its word -- doesn't make empty promises	9	14	24	37	16	53
Management leads by example -- actions match its words	10	16	20	38	16	54
Management has the skills and knowledge to successfully lead the agency	7	10	17	47	20	66
Management is honest and ethical in agency business matters	7	10	19	44	20	64
<b>FAIRNESS</b>	6	12	20	41	20	61
All employees have an opportunity to earn special recognition	8	18	21	41	12	53
Honest mistakes are considered an opportunity to learn	3	9	19	51	18	69
Management does not have favorite employees	16	21	23	29	11	40
Race is not a factor in how employees are treated	5	12	15	40	28	68
Gender is not a factor in how employees are treated	2	9	16	45	28	73
Sexual orientation is not a factor in how employees are treated	2	5	17	49	27	76
Age is not a factor in how employees are treated	3	7	16	50	24	74
Promotions are earned, not given to favorite employees	12	17	33	27	11	39
<b>RESPECT</b>	5	11	18	45	22	66
I have the tools and knowledge needed to succeed in my job	1	5	7	53	33	86
Ample training opportunities are available to help me improve my job skills	3	12	14	46	25	71
I have adequate authority to make decisions related to my work	5	9	11	53	21	74
Management supports my need to balance work and family issues	4	8	17	45	26	71
Management cares about me as a person not just as an employee	8	14	20	41	17	58
I feel physically safe working here	1	6	10	54	29	83
I have an opportunity to get a better job in state government	8	18	44	23	9	31
Management recognizes employees for doing an exceptional job	8	15	20	43	14	57
<b>PRIDE</b>	2	4	12	47	34	82
I genuinely enjoy my work	1	4	8	46	42	87
I am proud of our achievements as an organization	2	4	12	52	30	82
I am proud of our achievements as a work group	2	3	14	52	29	81
I want to work here for the remainder of my career	6	11	21	39	23	63
I believe I make a meaningful contribution here	1	2	5	46	47	92
I am proud of how we contribute to Georgia communities	1	2	13	49	35	84
<b>CAMARADERIE</b>	3	8	17	50	22	72
Employees here go the extra mile to get things done	2	8	18	46	27	72
I can count on others to help get things done here	3	10	13	55	19	74
When employees change jobs or work units, they are made to feel welcome	2	5	32	44	17	62
I feel comfortable being myself at work	3	8	8	53	28	82
People care about one another here	2	5	17	56	19	75
I feel like I'm part of a team	5	10	15	47	23	69
We celebrate special events here	3	6	19	53	19	72
This is a friendly place to work	2	5	10	56	27	83
Everyone is a full member of the team regardless of their position	8	17	18	41	16	56
<b>EMPLOYEE SATISFACTION</b>	3	6	12	50	28	78
I recommend my organization as a good place to work	3	6	16	50	25	75
I am satisfied with my job	5	8	10	52	25	77
I am proud to work for my organization	2	4	11	50	33	83

**Figure 3: Distribution of Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for All Agencies (%)**



5 point rating scale where 1 = Strongly Disagree, 5 = Strongly Agree

**Table 5: Distribution of Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for All Agencies (%)**

	Strongly disagree			Strongly agree		
<i>Dimensions of WSI</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>4s &amp; 5s</b>
<b>WSI</b>	6	11	16	46	21	67
<b>CREDIBILITY</b>	8	14	17	44	17	61
Management expectations are clear	8	17	17	45	14	58
Management gives an honest answer to a reasonable question	7	14	18	46	15	61
Management is easy to get to and talk with	8	15	12	46	20	65
Management shares information about important matters and changes	10	15	14	47	15	61
Management has a vision of where the agency is going and how to get there	7	14	20	43	17	60
Management trusts me to do a good job without too much supervision	4	7	6	50	34	83
Management does a good job of matching individuals and teams to jobs	7	16	25	43	10	52
Management keeps its word -- doesn't make empty promises	10	18	22	39	11	50
Management leads by example -- actions match its words	11	18	20	37	14	50
Management has the skills and knowledge to successfully lead the agency	7	14	15	45	19	64
Management is honest and ethical in agency business matters	7	12	18	44	19	63
<b>FAIRNESS</b>	8	14	18	42	19	60
All employees have an opportunity to earn special recognition	9	19	23	38	11	49
Honest mistakes are considered an opportunity to learn	5	11	15	55	14	69
Management does not have favorite employees	19	25	22	26	9	35
Race is not a factor in how employees are treated	6	11	15	41	28	69
Gender is not a factor in how employees are treated	5	11	13	46	26	71
Sexual orientation is not a factor in how employees are treated	3	5	18	47	27	74
Age is not a factor in how employees are treated	4	8	13	50	26	75
Promotions are earned, not given to favorite employees	15	17	27	30	10	40
<b>RESPECT</b>	7	13	16	45	19	64
I have the tools and knowledge needed to succeed in my job	3	8	9	56	24	81
Ample training opportunities are available to help me improve my job skills	9	19	18	43	12	55
I have adequate authority to make decisions related to my work	5	12	12	54	18	72
Management supports my need to balance work and family issues	5	8	13	47	27	74
Management cares about me as a person not just as an employee	9	15	18	41	17	58
I feel physically safe working here	2	5	8	54	31	85
I have an opportunity to get a better job in state government	12	20	35	27	6	33
Management recognizes employees for doing an exceptional job	9	18	19	40	14	54
<b>PRIDE</b>	3	5	13	48	31	79
I genuinely enjoy my work	2	6	12	49	32	81
I am proud of our achievements as an organization	2	5	14	50	29	79
I am proud of our achievements as a work group	1	4	12	55	28	83
I want to work here for the remainder of my career	9	10	21	36	25	61
I believe I make a meaningful contribution here	1	2	6	51	40	91
I am proud of how we contribute to Georgia communities	2	4	14	49	31	80
<b>CAMARADERIE</b>	4	10	16	51	19	70
Employees here go the extra mile to get things done	3	10	16	47	24	72
I can count on others to help get things done here	3	11	14	54	18	72
When employees change jobs or work units, they are made to feel welcome	3	5	26	52	15	67
I feel comfortable being myself at work	3	8	9	55	24	79
People care about one another here	4	9	16	52	20	71
I feel like I'm part of a team	5	11	15	50	20	70
We celebrate special events here	5	12	16	51	16	67
This is a friendly place to work	3	7	13	54	23	78
Everyone is a full member of the team regardless of their position	9	20	16	42	14	55
<b>EMPLOYEE SATISFACTION</b>	4	9	16	47	24	71
I recommend my organization as a good place to work	6	10	20	44	21	65
I am satisfied with my job	4	11	15	49	21	71
I am proud to work for my organization	2	5	14	49	30	79

## Employee Perceptions of Customer Service

Figure 4: Distribution of Responses for Customer Service Commitment Index and Related Items for GPC (%)

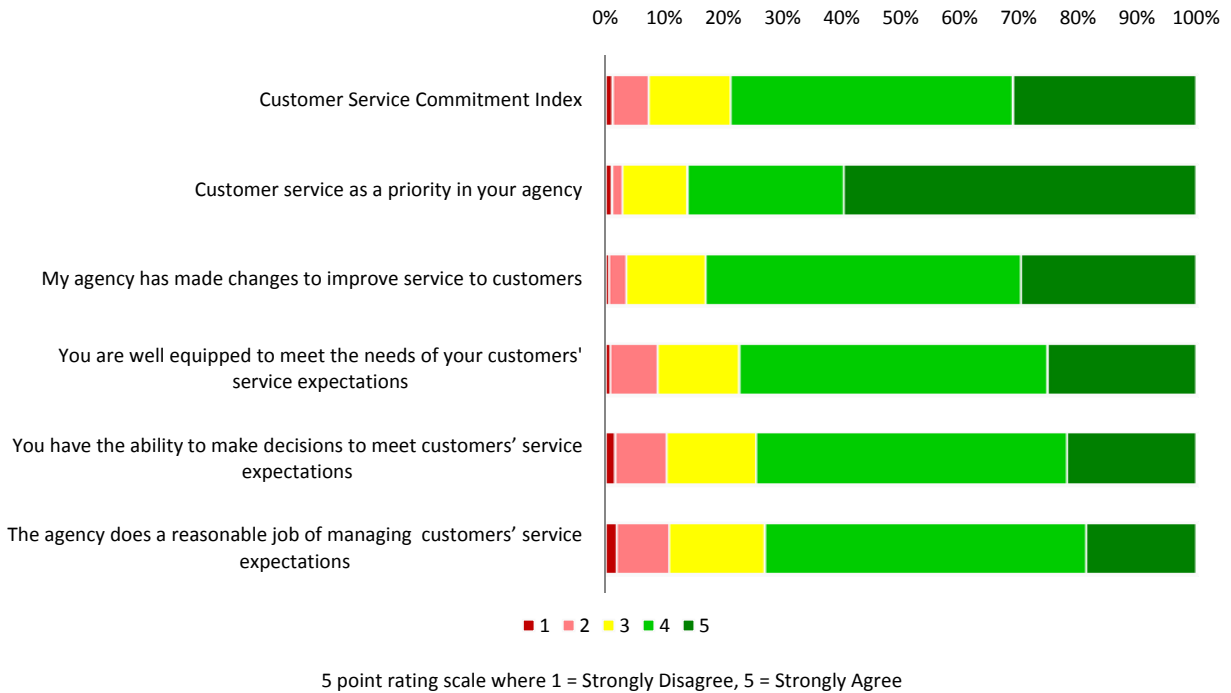


Table 6: Distribution of Responses for Customer Service Commitment Index and Related Items for GPC (%)<sup>1</sup>

	1	2	3	4	5	4s & 5s
<b>Customer Service Commitment Index<sup>2</sup></b>	1	6	14	48	31	79
<b>Customer service as a priority in your agency</b>	1	2	11	26	60	86
<b>My agency has made changes to improve service to customers</b>	1	3	13	53	30	83
<b>You are well equipped to meet the needs of your customers' service expectations</b>	1	8	14	52	25	77
<b>You have the ability to make decisions to meet customers' service expectations</b>	2	9	15	53	22	74
<b>The agency does a reasonable job of managing customers' service expectations</b>	2	9	16	54	19	73

<sup>1</sup>On a 5 point importance or agree/disagree scale where 1 = unfavorable and 5 = favorable rating.

<sup>2</sup>Customer Service Commitment Index was computed from the responses to the five statements shown in the table above.