

State of Georgia Employee Satisfaction Research Report

Prepared for

Georgia Perimeter College

Co-sponsored by

Georgia Governor's Office of Customer Service

**December 12, 2008
Final Version**

Georgia Perimeter College Employee Satisfaction Survey

Part I: Overall Summary

For the past three years, the Governor's Office of Customer Service has sponsored customer and employee satisfaction surveys designed to help agencies track and improve customer and employee satisfaction by better managing service quality for customers and the quality of the workplace for employees.

The purpose of this research is to measure customer and employee perceptions of their experiences with the agency. The customer survey measures customer perceptions of service quality [GSQI] and overall customer satisfaction [CSI]. The employee survey measures employee perceptions of the quality of the workplace [WSI] and overall employee satisfaction [ESI].

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 agency 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. Improving employee satisfaction can contribute to improvements in customer satisfaction.**

GSQI [Georgia Service Quality Index] is comprised of 7 attributes each of which are measured by a series of statements. The 7 attributes are accessible, courteous, easier, faster, helpful, knowledgeable, and responsive. Easier and faster were just added this year while the others were part of the original measure. CSI [Customer Satisfaction Index] is a 3 item measure developed for use in the *American Customer Satisfaction Index* by the *National Quality Research Center* at the University of Michigan. It has been validated and used in thousands of studies involving government agencies and other types of organizations. WSI [Workplace Satisfaction Index] is modeled on the *Great Places To Work* measure that is used to determine the "100 Best Places To Work" lists. WSI has 5 dimensions: credibility, respect, fairness, pride and camaraderie. Each dimension is measured by multiple items. ESI [Employee Satisfaction Index] is a 4 item measure of overall employee satisfaction devised from prior employee satisfaction research.

Your organization did not participate in the customer satisfaction study. Part one is an overall summary. Part two describes the more detailed survey findings. The report also includes an appendix which contains a copy of the employee satisfaction survey and contact information for the Georgia State University research team and the Governor's Office of Customer Service team.

We made two improvements to the report this year. First, we report the distribution of responses across the response scale for WSI and ESI and the individual items that makeup these measures. Previously, we only reported mean scores. However, your goal and certainly the Governor's is not to be average. Rather, the goal is to achieve excellence. To help you focus on excellence, we now show the % of responses distributed across the response scale. The distribution of responses for WSI, ESI and for the individual items that makeup these measures are shown in tables 6 [All Agencies] and 7[your agency]. Tables 6 and 7 also show the combined % of respondents who rated WSI and ESI a 4 or 5 on a 5 point scale. The second improvement to the reports is the addition of charts. The data are displayed in both tables and charts to facilitate a variety of learning styles and uses of the findings.

Part one provides a summary of the participating agencies, response rates and findings related to the two key measures -- WSI and ESI -- and the WSI dimensions. Table 4 shows WSI mean scores related to the 5 new dimensions.

Part two begins with Table 5 and reports the WSI and ESI individual item mean scores from the employee survey. A series of awareness questions were added this year to determine if employees know about various state of Georgia and agency customer service initiatives. The findings are shown in a section titled, *Employee Perceptions of Customer Service*. Table 11 shows which customer service activities employees think are agency priorities. Did employees correctly choose activities that reflect agency priorities? Agency priorities should be selected by at least 50% of the respondents. If not, the agency needs to improve employees' understanding of its customer service priorities. The final section reports the findings related to employee demographics. These findings profile the employees who responded to the survey.

Thank you for being a part of this project. Your results help produce a picture of how well the state is serving both customers and employees. Your use of the research findings to maintain or improve GSQI and WSI 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 Agriculture [DOA] | All Staff |
| Georgia Bureau of Investigation [GBI] | All Staff |
| Georgia Department of Community Affairs [DCA] | All Staff |
| Georgia Department of Corrections [GDC] | Sample of Staff ¹ |
| Georgia Perimeter College [GPC] | Full-time Staff |
| Georgia Professional Standards Commission [PSC] | All Staff |
| Georgia Department of Public Safety [DPS] | All Staff |
| Georgia State Accounting Office [SAO] | All Staff |

¹a representative sample was surveyed due to the size of the agency

Table 2: Response Rate by Agency

| Agency | Employee Survey | | | |
|---------------------|-----------------|-------------|-----------------|---------------|
| | Method | Number Sent | Total Responses | Response Rate |
| DOA | Online / Postal | 695 | 350 | 50% |
| GBI | Online | 492 | 288 | 59% |
| DCA | Online | 461 | 272 | 59% |
| GDC | Online | 3066 | 1166 | 38% |
| GPC | Online | 1142 | 383 | 34% |
| PSC | Online | 80 | 67 | 84% |
| DPS | Online | 1591 | 1063 | 67% |
| SAO | Online | 110 | 74 | 67% |
| All Agencies | | 7637 | 3663 | 48% |

Table 3: Mean Scores for Workplace Satisfaction Index [WSI] and Overall Employee Satisfaction [ESI] by GPC and All Agencies (%)

| | GPC | Range of Mean Scores | All Agencies |
|-------------------------------------|-----|----------------------|--------------|
| Workplace Satisfaction Index [WSI] | 74 | 69 to 77 | 74 |
| Overall Employee Satisfaction [ESI] | 73 | 64 to 78 | 72 |

67.7% of Respondents to the GPC Employee Survey **rated WSI a 4 or 5** on a 5 point scale where 1=Strongly Disagree and 5=Strongly Agree.

Figure 1: Mean Scores for Dimensions of Workplace Satisfaction Index [WSI] by GPC and All Agencies

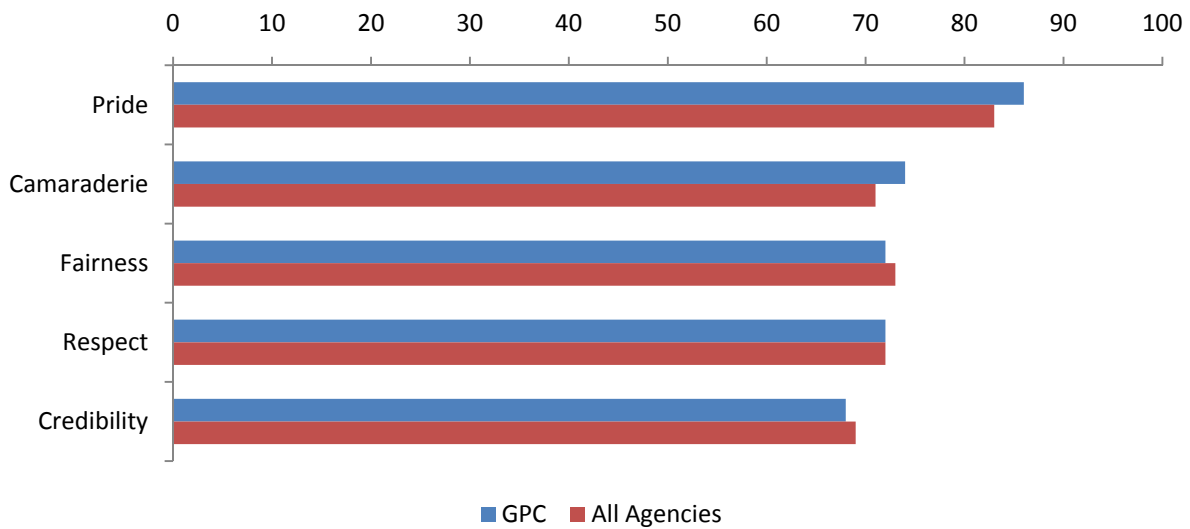


Table 4: Mean Scores for Dimensions of Workplace Satisfaction Index [WSI] by GPC and All Agencies

| Dimensions of Workplace Satisfaction | GPC | Range of Mean Scores | All Agencies |
|--|-----|----------------------|-----------------|
| Credibility | 68 | 62 to 74 | 69 ¹ |
| Respect | 72 | 68 to 75 | 72 |
| Fairness | 72 | 69 to 77 | 73 ⁴ |
| Pride | 86 | 75 to 86 | 83 ² |
| Camaraderie | 74 | 65 to 76 | 71 ³ |
| Percent of Variance Explained by Model | | | 76 |

¹ The strongest statistically significant determinant of employee satisfaction for all agencies.

² The second strongest statistically significant determinant of employee satisfaction for all agencies.

³ The third strongest statistically significant determinant of employee satisfaction for all agencies.

⁴ The fourth strongest statistically significant determinant of employee satisfaction for all agencies.

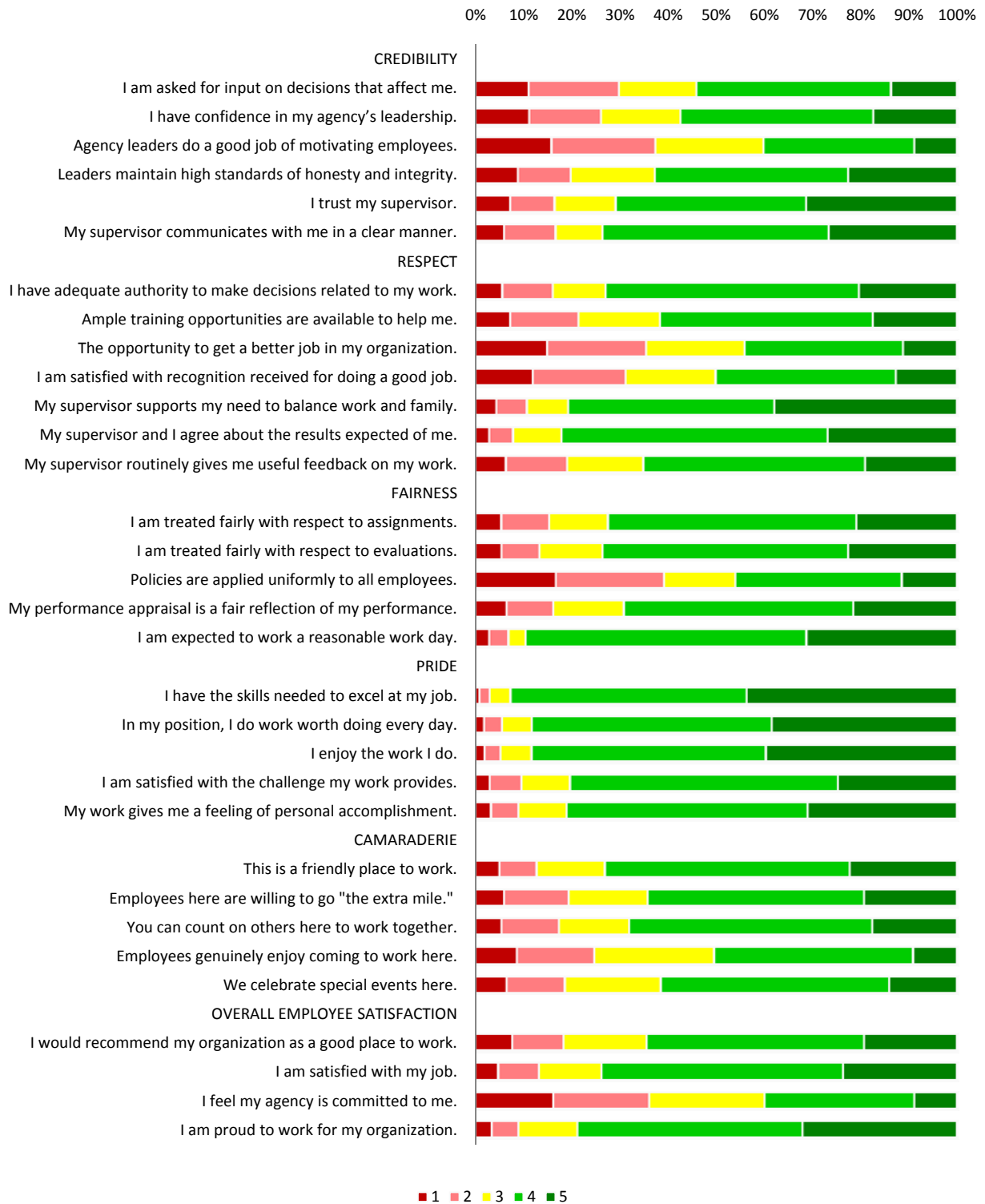
Part II: Employee Satisfaction Survey Findings

Table 5: Mean Scores for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for GPC and All Agencies¹

| <i>Credibility</i> | GPC | All Agencies |
|--|------------|---------------------|
| I am asked for input on decisions that affect me. | 3.3 | 3.3 |
| I have confidence in my agency's leadership. | 3.2 | 3.4 |
| Agency leaders do a good job of motivating employees. | 2.9 | 3.0 |
| My organization's leaders maintain high standards of honesty and integrity. | 3.4 | 3.6 |
| I trust my supervisor. | 3.9 | 3.8 |
| My supervisor communicates with me in a clear manner. | 3.8 | 3.8 |
| <i>Respect</i> | GPC | All Agencies |
| I have adequate authority to make decisions related to my work. | 3.7 | 3.7 |
| Ample training opportunities are available to help me improve my job skills. | 3.8 | 3.5 |
| I am satisfied with the opportunity to get a better job in my organization. | 3.1 | 3.0 |
| I am satisfied with recognition received for doing a good job. | 3.1 | 3.2 |
| My supervisor supports my need to balance work and family issues. | 4.1 | 4.0 |
| My supervisor and I agree about the results expected of me. | 4.0 | 4.0 |
| My supervisor routinely gives me useful feedback on my work. | 3.5 | 3.6 |
| <i>Fairness</i> | GPC | All Agencies |
| I am treated fairly with respect to assignments. | 3.8 | 3.7 |
| I am treated fairly with respect to evaluations. | 3.8 | 3.8 |
| Policies are applied uniformly to all employees. | 2.9 | 3.0 |
| My performance appraisal is a fair reflection of my performance. | 3.7 | 3.7 |
| I am expected to work a reasonable work day. | 4.0 | 4.1 |
| <i>Pride</i> | GPC | All Agencies |
| I have the skills needed to excel at my job. | 4.5 | 4.3 |
| In my position, I do work worth doing every day. | 4.3 | 4.2 |
| I enjoy the work I do. | 4.4 | 4.2 |
| I am satisfied with the challenge my work provides. | 4.0 | 3.9 |
| My work gives me a feeling of personal accomplishment. | 4.2 | 4.0 |
| <i>Camaraderie</i> | GPC | All Agencies |
| This is a friendly place to work. | 3.9 | 3.8 |
| Employees here are willing to go "the extra mile" to get the job done. | 3.8 | 3.6 |
| You can count on others here to work together. | 3.6 | 3.6 |
| Employees genuinely enjoy coming to work here. | 3.5 | 3.3 |
| We celebrate special events here. | 3.6 | 3.5 |
| <i>Overall Employee Satisfaction [ESI]</i> | GPC | All Agencies |
| I would recommend my organization as a good place to work. | 3.7 | 3.6 |
| I am satisfied with my job. | 3.8 | 3.8 |
| I feel my agency is committed to me. | 3.1 | 3.0 |
| I am proud to work for my organization. | 4.0 | 4.0 |

¹Using a scale where 1 equals Strongly Disagree and 5 equals Strongly Agree

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

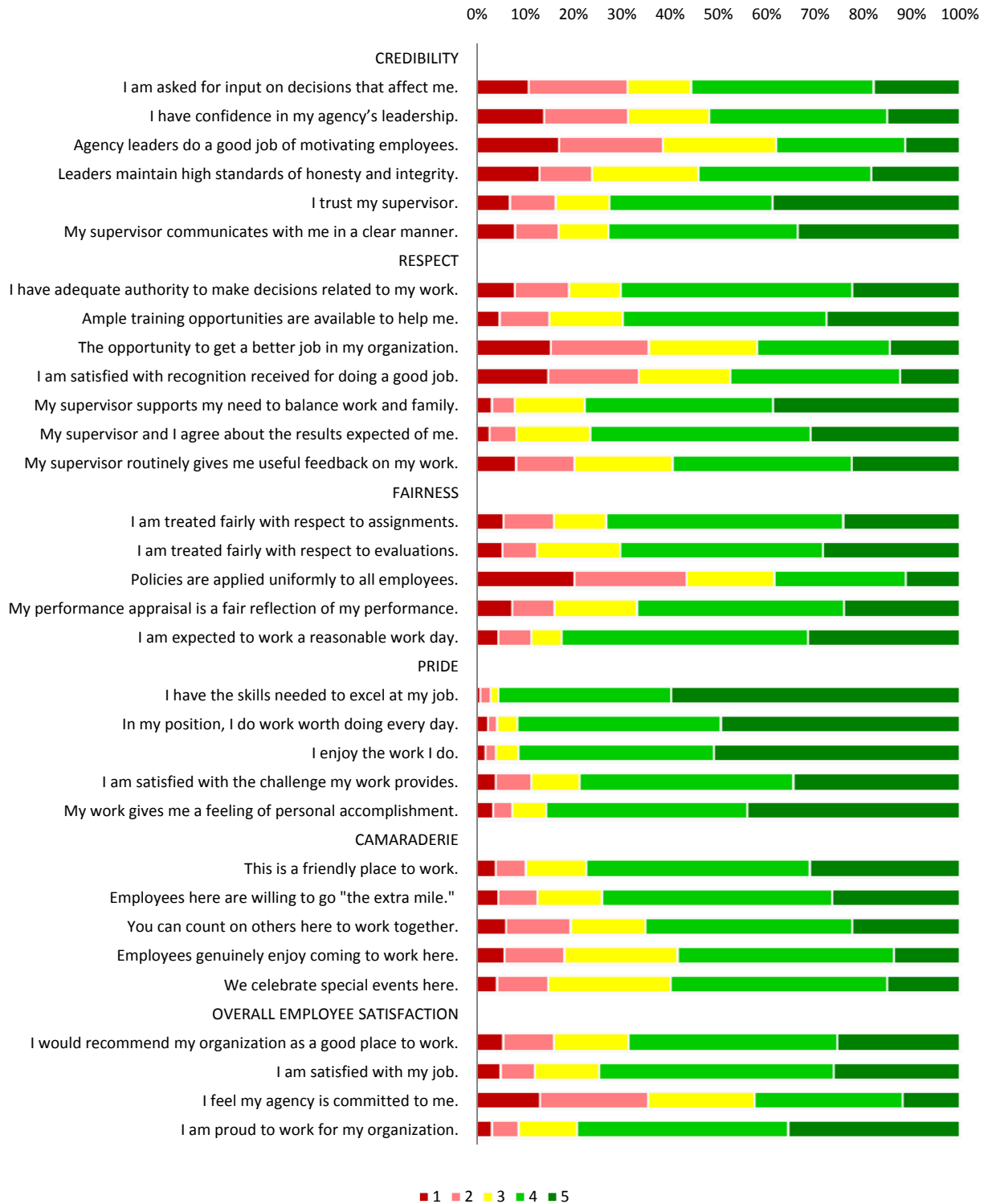


Using a scale where 1 equals Strongly Disagree and 5 equals Strongly Agree

Table 6: Distribution of Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for All Agencies (%)

| | Strongly disagree | | | | Strongly agree | Total 4s & 5s |
|--|-------------------|------|------|------|----------------|---------------|
| | 1 | 2 | 3 | 4 | 5 | |
| WSI | 6.9 | 11.1 | 13.6 | 45.7 | 22.6 | 68.3 |
| Credibility | | | | | | |
| I am asked for input on decisions that affect me. | 11.1 | 18.7 | 16.1 | 40.4 | 13.7 | 54.1 |
| I have confidence in my agency's leadership. | 11.2 | 14.9 | 16.5 | 40.0 | 17.4 | 57.4 |
| Agency leaders do a good job of motivating employees. | 15.8 | 21.5 | 22.5 | 31.3 | 8.9 | 40.2 |
| My organization's leaders maintain high standards of honesty and integrity. | 8.9 | 11.0 | 17.5 | 40.2 | 22.6 | 62.8 |
| I trust my supervisor. | 7.3 | 9.2 | 12.7 | 39.5 | 31.3 | 70.8 |
| My supervisor communicates with me in a clear manner. | 6.0 | 10.7 | 9.7 | 47.0 | 26.6 | 73.6 |
| Respect | | | | | | |
| I have adequate authority to make decisions related to my work. | 5.6 | 10.5 | 11.0 | 52.6 | 20.3 | 72.9 |
| Ample training opportunities are available to help me improve my job skills. | 7.2 | 14.2 | 16.9 | 44.3 | 17.4 | 61.7 |
| I am satisfied with the opportunity to get a better job in my organization. | 14.9 | 20.6 | 20.4 | 32.9 | 11.2 | 44.1 |
| I am satisfied with recognition received for doing a good job. | 12.0 | 19.2 | 18.7 | 37.4 | 12.7 | 50.1 |
| My supervisor supports my need to balance work and family issues. | 4.4 | 6.3 | 8.6 | 42.8 | 37.9 | 80.7 |
| My supervisor and I agree about the results expected of me. | 2.9 | 4.9 | 10.1 | 55.2 | 26.8 | 82.0 |
| My supervisor routinely gives me useful feedback on my work. | 6.4 | 12.7 | 15.8 | 46.1 | 19.1 | 65.2 |
| Fairness | | | | | | |
| I am treated fairly with respect to assignments. | 5.4 | 9.9 | 12.2 | 51.6 | 20.9 | 72.5 |
| I am treated fairly with respect to evaluations. | 5.4 | 7.9 | 13.1 | 51.0 | 22.6 | 73.6 |
| Policies are applied uniformly to all employees. | 16.7 | 22.4 | 14.8 | 34.6 | 11.5 | 46.1 |
| My performance appraisal is a fair reflection of my performance. | 6.5 | 9.7 | 14.7 | 47.6 | 21.5 | 69.1 |
| I am expected to work a reasonable work day. | 2.9 | 4.0 | 3.6 | 58.3 | 31.3 | 89.6 |
| Pride | | | | | | |
| I have the skills needed to excel at my job. | 0.9 | 2.1 | 4.3 | 49.0 | 43.7 | 92.7 |
| In my position, I do work worth doing every day. | 1.8 | 3.7 | 6.1 | 49.9 | 38.4 | 88.3 |
| I enjoy the work I do. | 1.9 | 3.3 | 6.4 | 48.6 | 39.7 | 88.3 |
| I am satisfied with the challenge my work provides. | 3.0 | 6.6 | 10.1 | 55.7 | 24.7 | 80.4 |
| My work gives me a feeling of personal accomplishment. | 3.3 | 5.7 | 10.1 | 50.0 | 31.0 | 81.0 |
| Camaraderie | | | | | | |
| This is a friendly place to work. | 5.0 | 7.7 | 14.2 | 50.8 | 22.3 | 73.1 |
| Employees here are willing to go "the extra mile" to get the job done. | 6.0 | 13.4 | 16.4 | 44.9 | 19.3 | 64.2 |
| You can count on others here to work together. | 5.5 | 11.9 | 14.5 | 50.5 | 17.6 | 68.1 |
| Employees genuinely enjoy coming to work here. | 8.6 | 16.1 | 24.9 | 41.3 | 9.1 | 50.4 |
| We celebrate special events here. | 6.5 | 12.1 | 19.9 | 47.4 | 14.1 | 61.5 |
| Overall Employee Satisfaction [ESI] | | | | | | |
| I would recommend my organization as a good place to work. | 7.7 | 10.6 | 17.2 | 45.2 | 19.3 | 64.5 |
| I am satisfied with my job. | 4.7 | 8.5 | 12.9 | 50.2 | 23.6 | 73.8 |
| I feel my agency is committed to me. | 16.2 | 20.0 | 23.9 | 31.1 | 8.8 | 39.9 |
| I am proud to work for my organization. | 3.4 | 5.6 | 12.2 | 46.8 | 32.1 | 78.9 |

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



Using a scale where 1 equals Strongly Disagree and 5 equals Strongly Agree

Table 7: Distribution of Responses for Survey Items by Dimension of Workplace Satisfaction and Overall Employee Satisfaction for GPC (%)

| | Strongly disagree | | | | Strongly agree | Total 4s & 5s |
|--|-------------------|------|------|------|----------------|---------------|
| | 1 | 2 | 3 | 4 | 5 | |
| WSI | 7.4 | 10.6 | 14.3 | 40.2 | 27.5 | 67.7 |
| Credibility | | | | | | |
| I am asked for input on decisions that affect me. | 10.8 | 20.5 | 13.1 | 37.8 | 17.8 | 55.6 |
| I have confidence in my agency's leadership. | 13.9 | 17.4 | 16.8 | 36.8 | 15.0 | 51.8 |
| Agency leaders do a good job of motivating employees. | 17.1 | 21.5 | 23.4 | 26.8 | 11.3 | 38.1 |
| My organization's leaders maintain high standards of honesty and integrity. | 13.0 | 10.9 | 22.0 | 35.8 | 18.3 | 54.1 |
| I trust my supervisor. | 6.9 | 9.5 | 11.1 | 33.8 | 38.8 | 72.6 |
| My supervisor communicates with me in a clear manner. | 7.9 | 9.0 | 10.3 | 39.2 | 33.6 | 72.8 |
| Respect | | | | | | |
| I have adequate authority to make decisions related to my work. | 7.9 | 11.3 | 10.7 | 47.9 | 22.3 | 70.2 |
| Ample training opportunities are available to help me improve my job skills. | 4.7 | 10.3 | 15.3 | 42.1 | 27.6 | 69.7 |
| I am satisfied with the opportunity to get a better job in my organization. | 15.3 | 20.3 | 22.4 | 27.4 | 14.5 | 41.9 |
| I am satisfied with recognition received for doing a good job. | 14.8 | 18.7 | 19.0 | 35.1 | 12.4 | 47.5 |
| My supervisor supports my need to balance work and family issues. | 3.2 | 4.7 | 14.5 | 38.9 | 38.7 | 77.6 |
| My supervisor and I agree about the results expected of me. | 2.6 | 5.5 | 15.3 | 45.6 | 30.9 | 76.5 |
| My supervisor routinely gives me useful feedback on my work. | 8.2 | 12.1 | 20.3 | 37.1 | 22.4 | 59.5 |
| Fairness | | | | | | |
| I am treated fairly with respect to assignments. | 5.5 | 10.5 | 10.8 | 49.1 | 24.1 | 73.2 |
| I am treated fairly with respect to evaluations. | 5.3 | 7.2 | 17.2 | 41.9 | 28.4 | 70.3 |
| Policies are applied uniformly to all employees. | 20.3 | 23.2 | 18.1 | 27.2 | 11.2 | 38.4 |
| My performance appraisal is a fair reflection of my performance. | 7.4 | 8.7 | 17.1 | 42.9 | 23.9 | 66.8 |
| I am expected to work a reasonable work day. | 4.5 | 6.8 | 6.3 | 51.0 | 31.4 | 82.4 |
| Pride | | | | | | |
| I have the skills needed to excel at my job. | 0.8 | 2.1 | 1.6 | 35.8 | 59.7 | 95.5 |
| In my position, I do work worth doing every day. | 2.4 | 1.8 | 4.2 | 42.1 | 49.5 | 91.6 |
| I enjoy the work I do. | 1.8 | 2.1 | 4.7 | 40.5 | 50.9 | 91.4 |
| I am satisfied with the challenge my work provides. | 3.9 | 7.4 | 10.0 | 44.2 | 34.5 | 78.7 |
| My work gives me a feeling of personal accomplishment. | 3.4 | 3.9 | 7.1 | 41.6 | 44.0 | 85.6 |
| Camaraderie | | | | | | |
| This is a friendly place to work. | 3.9 | 6.3 | 12.5 | 46.2 | 31.1 | 77.3 |
| Employees here are willing to go "the extra mile" to get the job done. | 4.5 | 8.1 | 13.4 | 47.6 | 26.4 | 74.0 |
| You can count on others here to work together. | 6.0 | 13.4 | 15.5 | 42.8 | 22.3 | 65.1 |
| Employees genuinely enjoy coming to work here. | 5.8 | 12.4 | 23.4 | 44.7 | 13.7 | 58.4 |
| We celebrate special events here. | 4.2 | 10.6 | 25.3 | 44.9 | 15.0 | 59.9 |
| Overall Employee Satisfaction [ESI] | | | | | | |
| I would recommend my organization as a good place to work. | 5.5 | 10.5 | 15.4 | 43.2 | 25.4 | 68.6 |
| I am satisfied with my job. | 5.0 | 7.0 | 13.3 | 48.6 | 26.1 | 74.7 |
| I feel my agency is committed to me. | 13.1 | 22.3 | 22.0 | 30.7 | 11.8 | 42.5 |
| I am proud to work for my organization. | 3.2 | 5.5 | 12.1 | 43.7 | 35.5 | 79.2 |

Employee Perceptions of Customer Service

Figure 4: Perceptions of the State of Georgia’s Customer Service Commitments by GPC and All Agencies (%)

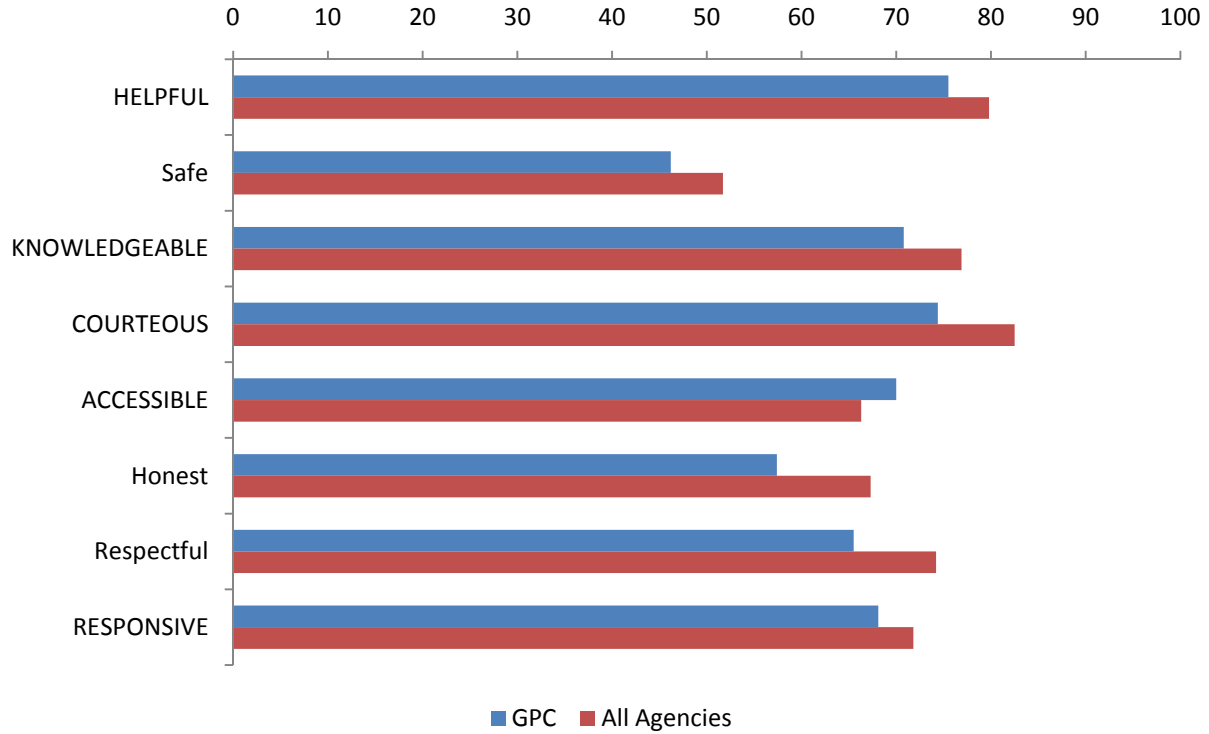


Table 8: Perceptions of the State of Georgia’s Customer Service Commitments by GPC and All Agencies (%)

| Customer Service Commitments | GPC | All Agencies |
|------------------------------|-------------|--------------|
| Helpful | 75.5 | 79.8 |
| Safe | 46.2 | 51.7 |
| Knowledgeable | 70.8 | 76.9 |
| Courteous | 74.4 | 82.5 |
| Accessible | 70.0 | 66.3 |
| Honest | 57.4 | 67.3 |
| Respectful | 65.5 | 74.2 |
| Responsive | 68.1 | 71.8 |

Figure 5: Perceptions of the State of Georgia’s Primary Customer Service Improvement Strategies by GPC and All Agencies (%)

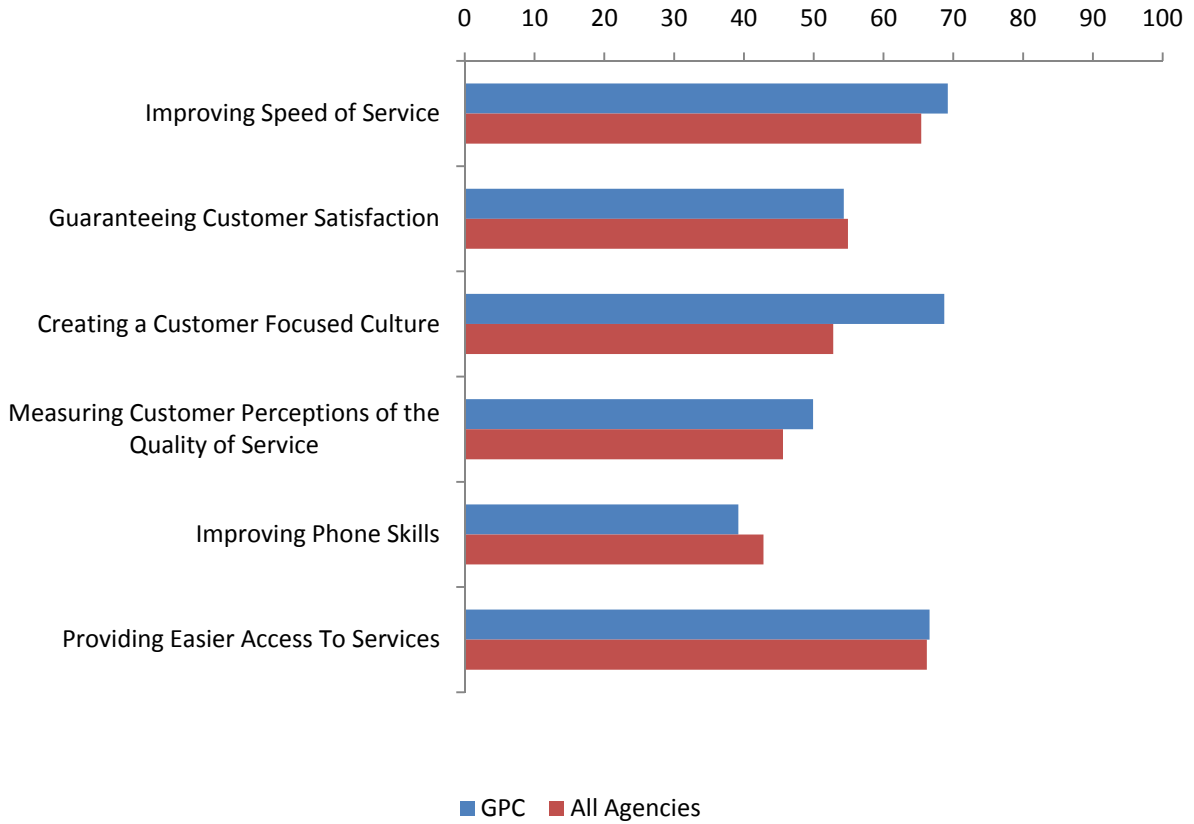


Table 9: Perceptions of the State of Georgia’s Primary Customer Service Improvement Strategies by GPC and All Agencies (%)

| Customer Service Improvement Strategies | GPC | All Agencies |
|--|------|--------------|
| Improving Speed of Service | 69.2 | 65.4 |
| Guaranteeing Customer Satisfaction | 54.3 | 54.9 |
| Creating a Customer Focused Culture | 68.7 | 52.8 |
| Measuring Customer Perceptions of the Quality of Service | 49.9 | 45.6 |
| Improving Phone Skills | 39.2 | 42.8 |
| Providing Easier Access To Services | 66.6 | 66.2 |

Figure 6: Perceptions of Customer Service as a Priority in Your Agency by GPC and All Agencies (%)

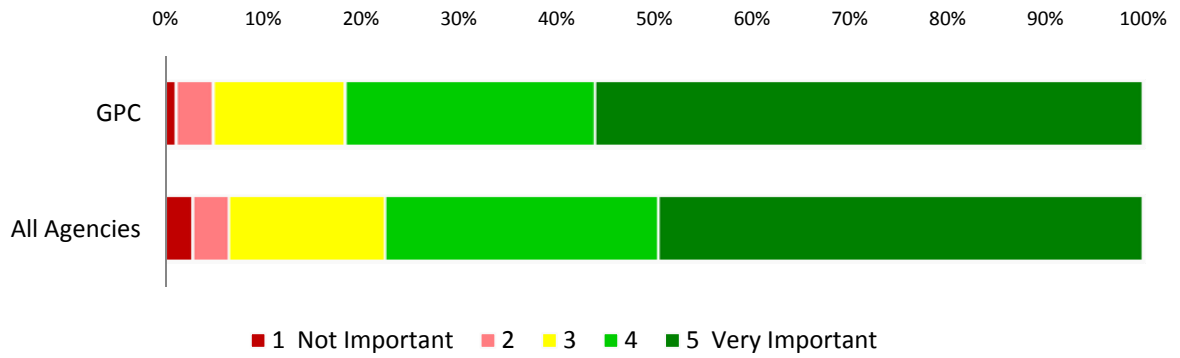


Table 10: Perceptions of Customer Service As a Priority in Your Agency by GPC and All Agencies (%)

| Importance Rating Scale (%) | GPC | All Agencies |
|-----------------------------|------|--------------|
| 1 Not Important | 1.1 | 2.8 |
| 2 | 3.8 | 3.7 |
| 3 | 13.5 | 16.0 |
| 4 | 25.6 | 28.0 |
| 5 Very Important | 56.1 | 49.6 |
| Mean Score | 4.3 | 4.2 |

Figure 7: Perceptions of the Major Customer Service Improvement Activities in Your Agency by GPC and All Agencies (%)

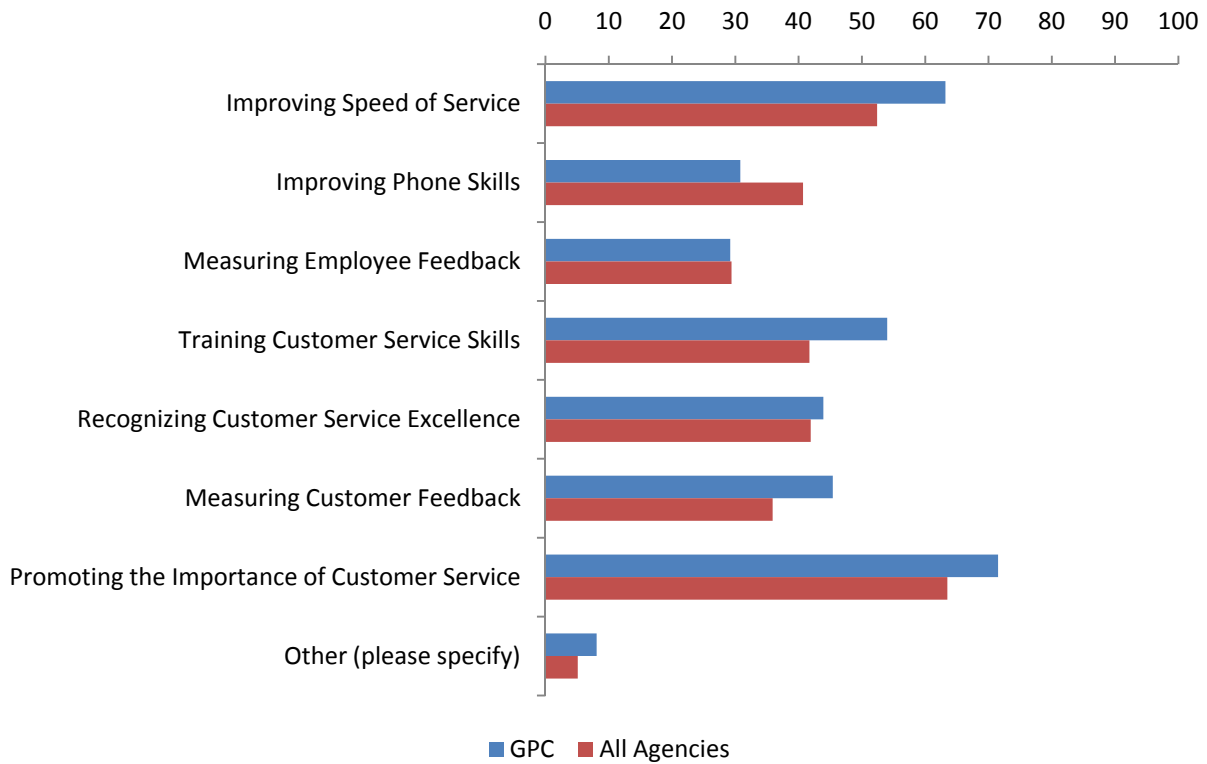


Table 11: Perceptions of the Major Customer Service Improvement Activities in Your Agency by GPC and All Agencies (%)

| Customer Service Improvement Activities | GPC | All Agencies |
|--|------|--------------|
| Improving Speed of Service | 63.2 | 52.4 |
| Improving Phone Skills | 30.8 | 40.7 |
| Measuring Employee Feedback | 29.2 | 29.4 |
| Training Customer Service Skills | 54.0 | 41.7 |
| Recognizing Customer Service Excellence | 43.9 | 41.9 |
| Measuring Customer Feedback | 45.4 | 35.9 |
| Promoting the Importance of Customer Service | 71.5 | 63.5 |
| Other (please specify) | 8.1 | 5.1 |