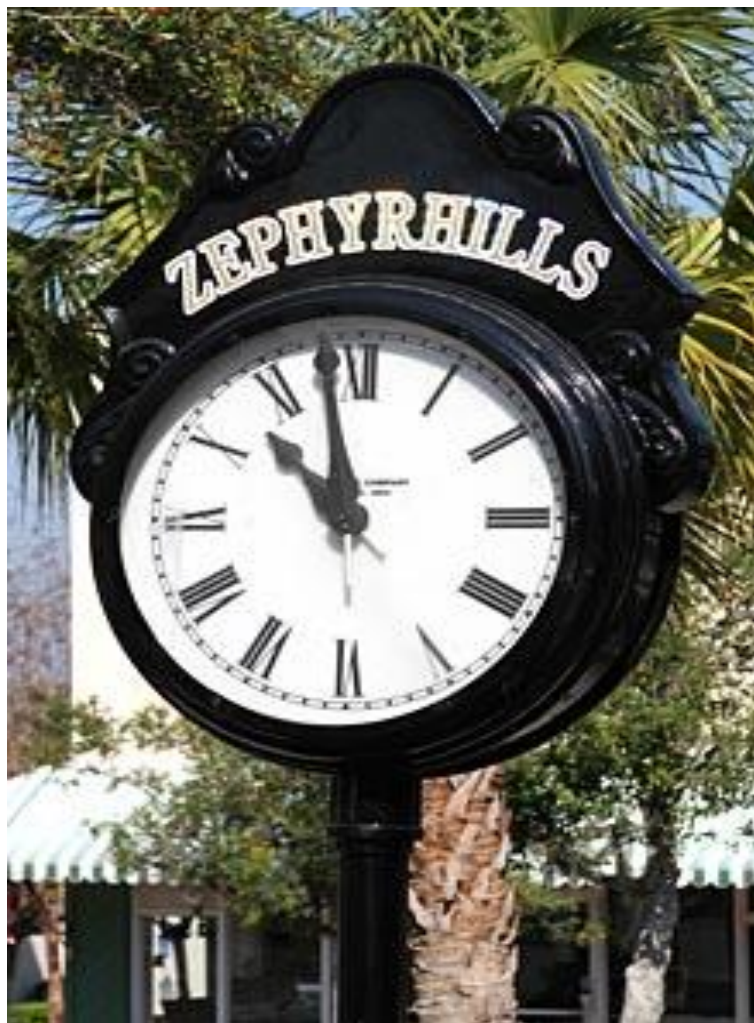




# 2017 EMPLOYEE SATISFACTION SURVEY CITY OF ZEPHYRHILLS, FL

Final Report, March 2017



# 2017 Employee Satisfaction Survey

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*Disclaimer: This study was conducted on behalf of the City of Zephyrhills, FL as part of the City's ongoing quality improvement efforts. The findings of this study should not be construed as generalizable research.*

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# Executive Summary

Over the past 100 years, research has consistently identified employee satisfaction as a critical driver of organizational outcomes. Academic and practical studies have shown that employee satisfaction is directly related to a variety of outcomes, including organizational performance, productivity, customer satisfaction, and employee turnover<sup>1</sup>. The preponderance of evidence suggests that satisfied employees produce more positive personal and organizational outcomes. Given the vital importance of employee satisfaction to organizational success, employers from all sectors and industries frequently engage in the measurement and analysis of employee satisfaction in an effort to foster better work environments and promote employee well-being/engagement.

To that end, this report presents the findings of a 2017 employee satisfaction survey conducted on behalf of the City of Zephyrhills, FL. The survey was initiated on behalf of the City Manager's Office and was carried out by students and faculty in the University of South Florida's School of Public Affairs. The survey was administered to the City's 165 employees, with 104 usable responses received, for a response rate of 63%. The findings presented in this report suggest a positive work-environment with a number of underlying strengths, as well as several opportunities for the City to make strategic improvements toward greater employee satisfaction and engagement.

In particular, the findings suggest that City employees exhibit a strong public service ethic and high levels of overall satisfaction. The responses indicate a positive workplace, and an organizational culture marked by collegial interactions, supportive leadership, and appropriate levels of individual autonomy. Satisfaction with wages and benefits are generally at or above national norms, and the responses suggest a stable workforce with relatively low expectations of employee turnover. The survey responses also highlight several strategic opportunities for City and departmental leaders, particularly in the areas of interdepartmental communication, goal alignment, and opportunities for advancement. Each of these items is discussed in greater detail within the report.

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<sup>1</sup> Harter et al. 2016; Ostroff 1992; Ryan, Schmitt, and Johnson 1996

# Survey Methodology

This project was conducted in collaboration with the City of Zephyrhills' City Manager's Office, as well as with students from the University of South Florida's Master in Public Administration Program. At the request of the City Manager's Office, students enrolled in the program's Quantitative Analysis course (PAD 6703) designed web-based survey instruments for the expressed purpose of measuring employee satisfaction in the City and providing actionable data to assist the City in its goal of "providing a safe, productive workplace, with opportunities for all employees"<sup>2</sup>. Upon completion of the service learning projects, a revised survey instrument was constructed based on feedback received from the City Manager's Office. After being pilot tested by several experts, as well as a select group of City employees, the survey was administered in January and February of 2017 using a *tailored design survey methodology*<sup>3</sup>, including pre-notice and multiple contact strategies.

The survey approached the measurement of employee satisfaction from a holistic approach and identified four distinct dimensions of employee satisfaction for consideration. The survey instrument (which is available in the Appendix to this report) is organized around these dimensions, which include:

1. Task-Satisfaction
2. Wages/Compensation
3. Communication and Organizational Culture
4. Opportunity

The Task-Satisfaction questions examined employees' reported levels of satisfaction with features of their specific positions and tasks<sup>4</sup>, including how challenging their work is, how autonomous they are in carrying out their responsibilities, and how directly they feel that their work is related to the broader goals and well-being of the City and the Zephyrhills community. The Wages/Compensation questions focused on employee satisfaction with "hygiene factors"<sup>5</sup> such as pay, compensation, and fringe benefits. The Communication/Organizational Culture section addressed employees' satisfaction with the quality and efficacy of communications within the City, as well as with the City's overall workplace culture. The final section addressed employees' perceptions about opportunities for advancement within the City, as well as their likelihood to seek opportunities outside of the City.

## Sample and Response Rate

The sampling frame for this survey included the City's 165 municipal employees. Due to technological limitations, the survey was sent as an electronic link to 60 employees with official City email addresses. At the request of the City Manager's Office, department leaders were asked to provide those without email addresses an opportunity to access the link and complete the survey on a City computer. Those without access to City computers were provided paper copies of the survey, and their

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<sup>2</sup> 2017 Zephyrhills Employee Satisfaction Survey (Survey instrument is provided in the Appendix to this report).

<sup>3</sup> Dillman (2007)

<sup>4</sup> Taber and Alliger (1995)

<sup>5</sup> Herzberg (1968)

responses were subsequently inputted into the online survey. A total of 104 completed surveys were received, for a response rate of 63%. Given the small number of employees in some municipal departments, personal demographic and potentially identifying questions were excluded from the survey. Table 1 below provides an overview of the sample based on general employment related demographics.

**Table 1.**  
**Characteristics of Survey Respondents**

| <b>Attribute</b>                     | <b>Frequency</b> | <b>Percent</b> |
|--------------------------------------|------------------|----------------|
| <b>City Department/Office (n=87)</b> |                  |                |
| Administration (HR, Finance, CRA)    | 9                | 10.3           |
| Airport                              | 3                | 3.4            |
| Buidling Department                  | 3                | 3.4            |
| Library                              | 5                | 5.7            |
| Parks and Recreation                 | 6                | 6.9            |
| Planning                             | 2                | 2.3            |
| Police Department                    | 22               | 25.3           |
| Public Works                         | 11               | 12.6           |
| Utilities                            | 23               | 26.4           |
| Utility Billing                      | 3                | 3.4            |
| <b>Position Type (n=102)</b>         |                  |                |
| Team Member                          | 73               | 71.6           |
| Supervisor/Management Team           | 29               | 28.4           |
| <b>Length of Employment (n=100)</b>  |                  |                |
| Less than 1 Year                     | 14               | 14.0           |
| 1-3 Years                            | 30               | 30.0           |
| 4-6 Years                            | 10               | 10.0           |
| 7-9 Years                            | 5                | 5.0            |
| 10+ Years                            | 41               | 41.0           |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

As Table 1 indicates, the survey collected responses from employees with diverse levels of tenure and experience and from a variety of City departments. It is noteworthy that a large number of responses were obtained from both the Police Department and the Utilities Department, each of which constitute approximately 20% of the sample. It is also noteworthy that 44 respondents have been employed by the City of Zephyrhills for three years or less, while 41 have been with the City for ten years or more. Collectively, these numbers suggest the that the sample represents a diverse group of employees, from which the City can derive representative and actionable data.

The remainder of this report presents results from the 2017 Employee Satisfaction Survey. The results are organized and formatted around the survey's four thematic areas (task-satisfaction, compensation/benefits, communication and organizational culture, and opportunity), with additional sections covering significant statistical associations and comparative analysis. The report concludes with a summary of strengths and opportunities identified through the survey responses.



# Survey Results

## Task Satisfaction

Table 2 provides a summary of responses to questions about employees’ perceived connections between their individual positions and the City’s strategic goals. The responses indicate that a majority of employees see their individual work as connected to the strategic goals of the City. However, it is noteworthy that 27.1% of respondents did not agree that they understood the strategic goals of the City, while slightly less than 20% indicated that they did not see their work as contributing to broader City goals. This indicates an opportunity for City Management to reinforce the City’s strategic goals and ensure a sense of contribution and buy-in among all City employees. Furthermore, a strong majority of respondents (95.1%) indicated that they saw their work as contributing positively to the Zephyrhills community. This prevailing sense of contribution suggests a strong public service ethic among the City’s employees, as well as a solid foundation upon which the City can build community enhancement initiatives. (It should be noted that response sizes (n) differ slightly for each question, as not all respondents chose to respond to every query).

**Table 2.**  
**Connection to Strategic and Community Goals (Responses Reported as Percentages)**

| <i>Please indicate your level of agreement with each of the following statements...</i> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| I understand the strategic goals of the city (n=103)                                    | 18.4                  | 54.4         | 18.4                              | 5.8             | 2.9                      |
| My work contributes to the strategic goals of the city (n=102)                          | 35.3                  | 47.1         | 14.7                              | 2.0             | 1.0                      |
| My work makes a positive impact on the community of Zephyrhills (n=103)                 | 56.3                  | 38.8         | 3.9                               | 0.0             | 1.0                      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

Table 3 summarizes responses to a series of questions pertaining to the expectations and responsibilities associated with employment positions. Collectively, the responses indicate that a solid majority of City employees find their work to be both challenging (71.8%) and attainable (80.4%). A majority of respondents also indicated that the expectations placed on them were both clearly articulated (83.4%) and consistent with their job descriptions (77.4%). As a whole, these numbers are positive; however, there remains a consistent 20-30% of City employees who did not agree with each of

these sentiments. In particular, more than 30% of respondents indicated that there were not clearly defined goals associated with their position. This amounts to nearly one in three City employees working in positions where they either do not have or are not aware of position-level goals. Given the documented importance of goal-setting<sup>6</sup>, both for employee satisfaction and productivity, this represents a potential area of opportunity for City and departmental leaders to explore.

**Table 3.**  
**Expectations and Responsibilities (Responses Reported as Percentages)**

| <i>Please indicate your level of agreement with each of the following statements...</i> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| The expectations for my position are clearly articulated (n=103)                        | 22.3                  | 61.2         | 8.7                               | 4.9             | 2.9                      |
| The expectations for my position are consistent with the job description (n=102)        | 19.6                  | 57.8         | 12.7                              | 7.8             | 2.0                      |
| There are clearly defined goals associated with my position (n=102)                     | 23.5                  | 46.1         | 20.6                              | 5.9             | 3.9                      |
| My job responsibilities are attainable (n=102)  | 28.4                  | 52.0         | 12.7                              | 4.9             | 2.0                      |
| My position challenges me in a positive way (n=103)                                     | 26.2                  | 45.6         | 23.3                              | 2.9             | 1.9                      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

Collectively, the survey responses indicate high levels of task-satisfaction among City employees, highlighted by a strong sense of connection with the broader Zephyrhills community. While these responses are positive in the aggregate, they also indicate some areas of opportunity in which the City can work to better clarify its broad strategic goals as well as employee-specific expectations. (Areas of opportunity are discussed further in the conclusion of this report).

## Compensation and Benefits

Table 4 summarizes employees' satisfaction with tangible benefits, such as wages, insurance benefits, and paid-time off. The responses indicate considerable differences in the reported levels of satisfaction with various forms of compensation. Combining the "Very Satisfied" and "Satisfied" responses, the highest levels of satisfaction were associated with the City's Health Insurance provision

<sup>6</sup> Locke and Latham (2006)

(87%), Paid-Time Off (82%), and Retirement packages (80.6%). In contrast, the lowest levels of satisfaction were associated with On-Call Duty Pay (38.4%), Dental Insurance (45.1%), and Salary/Wages (45.7%). With less than 50% of respondents indicating that they are satisfied with these three compensatory benefits, they represent opportunities for the City to seek products and procedures that could improve overall employee satisfaction. Collectively, the responses indicate a broad level of support in key areas (i.e. retirement benefits and health insurance), which are important factors in both employee satisfaction and retention.

**Table 4.**  
**Employee Satisfaction with Compensation and Benefits (Responses Reported as Percentages)**

| <i>Please indicate your level of satisfaction with each of the following...</i> | <b>Very Satisfied</b> | <b>Satisfied</b> | <b>Neither Satisfied nor Dissatisfied</b> | <b>Dissatisfied</b> | <b>Very Dissatisfied</b> |
|---|-----------------------|------------------|---|---------------------|--------------------------|
| Salary/Wages (n=103)  | 7.8                   | 37.9             | 26.2                                      | 23.3                | 4.9                      |
| Retirement Package (n=103)  | 23.3                  | 57.3             | 15.5                                      | 3.9                 | 0.0                      |
| Health Insurance (n=100)  | 41.0                  | 46.0             | 12.0                                      | 0.0                 | 1.0                      |
| Dental Insurance (n=91)   | 9.9                   | 35.2             | 27.5                                      | 23.1                | 4.4                      |
| Vision Insurance (n=85)   | 14.1                  | 42.4             | 31.8                                      | 10.6                | 1.2                      |
| Life Insurance (n=90)   | 12.2                  | 34.4             | 42.2                                      | 7.8                 | 3.3                      |
| Paid Time-Off (n=100)   | 24.0                  | 58.0             | 16.0                                      | 2.0                 | 0.0                      |
| On-Call Duty Pay (n=73)   | 11.0                  | 27.4             | 34.2                                      | 19.2                | 8.2                      |
| Overtime Pay (n=85)   | 17.6                  | 44.7             | 20.0                                      | 9.4                 | 8.2                      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

## Communication and Organizational Culture

Table 5 summarizes responses related to workplace communication. The data show that 43.3% of respondents agree that communication between departments is facilitated effectively, while 30.8% disagree. A slight majority (52%) agree that department leaders share information with employees on a regular basis, while 28.9% disagree. A majority (64.4%) feel comfortable sharing their opinions at work, but it is notable that 22.2% did not agree. Collectively the responses suggest that workplace and departmental communication are areas of opportunity for the City.

**Table 5.****Workplace Communication (Responses Reported as Percentages)**

| <i>Please indicate your level of agreement with each of the following statements...</i> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| Communication between departments is facilitated effectively (n=104)                    | 8.7                   | 34.6         | 26.0                              | 25.0            | 5.8                      |
| I feel comfortable sharing my opinions at work (n=104)                                  | 17.3                  | 47.1         | 13.5                              | 13.5            | 8.7                      |
| Department leaders share information with employees on a regular basis (n=104)          | 13.5                  | 38.5         | 19.2                              | 20.2            | 8.7                      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

Table 6 summarizes questions related to workplace interactions and mentorship. The findings show that a majority of respondents report: getting along well with their coworkers (88.5%), having someone at work who encourages their development (61.1%), knowing who to consult when problems arise (81.7%), and having been complimented on their work in the past month (60.2%). Supplemental comments provided in the survey did indicate a desire for more formal mentorship, as well as a more clearly delineated “chain of command” and improved interdepartmental communications. Taking Tables 5 and 6 collectively, the results suggest that workplace interactions are generally positive but that they could be strengthened by deliberate efforts to facilitate effective communications.

**Table 6.****Workplace Interactions (Responses Reported as Percentages)**

| <i>Please indicate your level of agreement with each of the following statements...</i> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| I work well with my coworkers (n=104)   | 37.5                  | 51.0         | 8.7                               | 1.9             | 1.0                      |
| I have someone at work who encourages my development (n=103)                            | 19.4                  | 41.7         | 26.2                              | 10.7            | 1.9                      |
| When problems arise, I usually know who to ask for help (n=104)                         | 26.9                  | 54.8         | 12.5                              | 4.8             | 1.0                      |
| In the past month I have been complimented for my work product (n=103)                  | 27.2                  | 33.0         | 20.4                              | 15.5            | 3.9                      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

Table 7 presents responses to a variety of organizational culture questions. Overall, the responses suggest a positive organizational culture within the City. In total, 81.8% of respondents reported that their managers are engaged and actively assist them when necessary. However, 76.9% also agreed that they have the autonomy to make decisions that they feel comfortable making. Collectively, these responses suggest a well-balanced workplace that supportive but not micro-managed. A smaller majority (62.1%) agreed that they have the tools necessary to successfully do their jobs.

**Table 7.**  
**Organizational Culture (Responses Reported as Percentages)**

| <i>Please indicate your level of agreement with each of the following statements...</i> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| My manager actively assists me when necessary (n=104)                                   | 30.8                  | 51.0         | 12.5                              | 3.8             | 1.9                      |
| I have freedom to make decisions that I feel comfortable making (n=104)                 | 29.8                  | 47.1         | 17.3                              | 3.8             | 1.9                      |
| I have the tools and resources to successfully complete my job (n=103)                  | 15.5                  | 46.6         | 24.3                              | 10.7            | 2.9                      |
| The City of Zephyrhills promotes diversity (n=104)                                      | 22.1                  | 52.9         | 21.2                              | 1.9             | 1.9                      |
| I work in a safe environment (n=103)  | 23.3                  | 51.5         | 15.5                              | 7.8             | 1.9                      |
| My work environment is free of drugs and alcohol (n=103)                                | 44.7                  | 47.6         | 4.9                               | 2.9             | 0.0                      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

Additionally, the results presented in Table 7 suggest a positive socio-cultural work environment. The majority of respondents (75%) agreed that the City of Zephyrhills promotes diversity in the workplace, while less than 4% disagreed. A majority also indicated that the City is a safe work environment (74.8%) that is free from drugs and alcohol (92.3%). Upon closer examination of the data, respondents who disagreed that they worked in a safe environment were exclusively situated in the police and utilities departments. While that does not nullify the importance of those responses, they may be reflective of more inherently dangerous job requirements. Overall, these responses suggest a positive environment in which the City can effectively pursue its goals of developing satisfied, productive employees while serving the Zephyrhills community.

## Opportunity

The final set of questions addressed employee perceptions about opportunities within the City. Notably, less than 50% of respondents felt that there were sufficient opportunities to advance professionally within the City, while 25% indicated that there were not. Despite these responses, only a small portion of respondents (13.5%) indicated that they intend to look for work elsewhere, and a strong majority (80.8%) reported that they typically enjoy coming to work. These findings indicate a positive overall work environment; however, they also underscore the need for City and department leaders to be more deliberate in their efforts to help employees identify paths to advancement when possible.

**Table 8.**  
**Opportunity (Responses Reported as Percentages)**

|   | Yes  | No   | Unsure |
|---|------|------|--------|
| Do you believe there are sufficient opportunities to advance professionally within the City of Zephyrhills? (n=104) | 48.1 | 25.0 | 26.9   |
| Are you likely to look for employment elsewhere? (n= 104)   | 13.5 | 62.5 | 24.0   |
| Do you typically look forward to coming to work? (n=104)  | 80.8 | 19.2 | -      |

*Source: 2017 Zephyrhills Employee Satisfaction Survey*

## Statistical Analysis

Statistical analyses were run to determine if significant associations existed among the survey questions and the organizational demographics (see Table 1 above). No statistically significant associations were identified based on these tests. This indicates that the survey responses did not significantly differ based on department, employee type, or length of employment. However, it should be noted that this may be due in part to the small sample size for many categories, which is an important factor in determining statistical significance.

## Comparative Analysis

This section compares results from the City of Zephyrhills' 2017 Employee Satisfaction Survey with select national benchmarks from the Gallup Organization's 2016 U.S. Work and Workplace Survey<sup>7</sup>. The Gallup Organization is a global leader in the measurement and analysis of employee satisfaction, and Gallup's Q12 Survey served in part as a guidepost for the formation of this project. The Q12 Survey was administered as part of Gallup's Work and Workplace poll, conducted August 3-7, 2016 among a sample of full and part-time U.S. workers.

The questions asked of Zephyrhills employees were adjusted for the purposes of this survey, so it should be noted that the question wording was not the same in each instance. Comparisons should be interpreted with caution when this is the case. The comparisons presented below provide the specific question wording for both the Gallup Q12 survey and the Zephyrhills Employee Satisfaction Survey. The Gallup benchmarks are for 2016, while the Zephyrhills responses are for 2017 and combine the "Satisfied" and "Very Satisfied" responses.

### Compensation and Benefits

A comparison of satisfaction with compensation and benefits shows that the City of Zephyrhills compares favorably with national standards. A slightly higher percentage of Zephyrhills employees (45.7%) were satisfied with their salary/wages than respondents to the Gallup poll (41%). It should be noted that respondents to the Gallup poll were replying to an anonymous organization, as opposed to their employer, which may make them more willing to respond negatively. However, the numbers suggest that satisfaction with pay among Zephyrhills employees is roughly comparable with national norms.

|              |   |
|--------------|---|
| Gallup Q12:  | <i>The amount of money you earn – 41%</i>                       |
|              | <i>The health insurance benefits your employer offers – 37%</i> |
|              | <i>The retirement plan your employer offers – 44%</i>           |
|              | <i>The amount of vacation time you receive – 56%</i>            |
| Zephyrhills: | <i>Salary/Wages – 45.7%</i>                                     |
|              | <i>Health Insurance – 87%</i>                                   |
|              | <i>Retirement Package – 80.6%</i>                               |
|              | <i>Paid-Time Off – 82%</i>                                      |

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<sup>7</sup> Gallup (2016)

Zephyrhills compares even more favorably in the area of benefits. While the Gallup poll showed that 37% of respondents were satisfied with their health insurance benefits, and 44% with their retirement plans, over 80% of Zephyrhills employees reported being satisfied with each benefit. Similar results were seen in the comparison of paid-time off/vacation time. Collectively, the comparative analysis suggests notably significant levels of satisfaction among Zephyrhills employees with regard to compensation and benefits.

### Organizational Culture

Satisfaction with the City's organizational culture also compared favorably with national norms. A total of 88.5% of Zephyrhills employees reported positive relationships with their coworkers, compared with only 71% in the Gallup poll. Additionally, a slightly higher percentage (60.2%) of Zephyrhills employees report receiving recognition for their work when compared with the national norm (55%). Responses pertaining to safety in the workplace was essentially comparable, 74.8% in Zephyrhills and 76% for the Gallup poll.

Gallup Q12: *Your relations with coworkers – 71%*  
*The recognition you receive at work for your work accomplishments – 55%*  
*The physical safety conditions of your workplace – 76%*

Zephyrhills: *I work well with my coworkers – 88.5%*  
*In the past month I have been complimented for my work product – 60.2%*  
*I work in a safe environment – 74.8%*

### Opportunity

Lastly, a comparison was made with regard to opportunity for advancement/promotion. In the Gallup poll, 43% of respondents indicated that they were satisfied with their chances for promotion, while 48.1% of Zephyrhills employees indicated that they believe there were sufficient opportunities to advance professionally within the City.

Gallup Q12: *Your chances for promotion – 43%*

Zephyrhills: *Do you believe there are sufficient opportunities to advance professionally within the City of Zephyrhills – 48.1%*



# Conclusions

This report has presented findings from the City of Zephyrhills' 2017 Employee Satisfaction Survey. Collectively, the findings suggest a positive work environment and above average levels of employee satisfaction across a variety of spectrums, including task-satisfaction, wages/compensation, communication and organizational culture, and opportunity. The section below summarizes the major strengths and opportunities revealed by the responses.

## Strengths

- City employees demonstrate a strong **public service ethic** and an overall sense of connectivity with the broader Zephyrhills community. Over 95% of respondents agreed that their work makes a positive impact on the community of Zephyrhills (p. 5). This implies a solid foundation on which the City can develop community-based initiatives and continue its mission of effectively serving the people of Zephyrhills.
- The survey responses indicate high levels of satisfaction with key aspects of the City's **compensation and benefits offerings**. In particular, levels of satisfaction were especially high in the case of Health Insurance, Retirement, and Paid-Time Off (p. 7). In each case, these responses were substantially higher than national benchmarks (p. 11).
- Respondents also indicate high-levels of **positive workplace interactions**. A vast majority of respondents agreed that they work well with their coworkers (p. 8). These numbers compared favorably with national averages (p.12). A majority of respondents also reported having someone in the workplace who encouraged their development.
- Based on the survey responses, the City has a very **positive organizational culture** (p. 9). Responses suggest that the City is a supportive workplace but not micro-managed. Respondents generally agree that the City is also a safe and diverse workplace.
- Responses indicate a **stable workplace**. While less than 50% of respondents believe that there are sufficient opportunities to advance within the City, less than 15% indicate that they are likely to seek employment elsewhere, and over 80% report that they typically enjoy coming to work (p. 10). This suggests that the City has a stable workforce and will enjoy considerable institutional knowledge going forward.

## Opportunities

- The findings suggest that many employees would benefit from **a clarification of the City's strategic goals**. Approximately 27% of respondents did not agree that they understand the City's strategic goals, while 17.7% did not feel that their work contributes to the City's strategic goals (p. 5). While these numbers are not excessive, they do indicate an opportunity for the City to better engage employees and help them connect their work to the broader strategic goals of the City.
- Approximately 30% of respondents indicated that there were not **clearly defined goals** associated with their position (p. 6). Working with each employee at the departmental level to establish SMART goals will also help to foster employee engagement and drive the City's broader strategic goals forward.
- Overall, responses pertaining to employee benefits and compensation were generally positive, particularly compared with national norms. However, several items did fall below 50% satisfaction. These included **On-Call Duty Pay, Dental Insurance, and Salary/Wages**. While satisfaction with salary/wages was below 50%, it was slightly above national standards (p. 11). The City may seek opportunities to shop Dental Insurance options and reexamine its on-call duty policies based on employee feedback and industry standards.
- Improving **communication between departments** was one of the largest areas of opportunity revealed by the survey results. A total of 56.8% of respondents did not agree that communications between departments are facilitated effectively (p. 8).
- Responses also indicate that the City could work more proactively with employees to identify **opportunities for advancement**. Less than half of respondents indicated that there were sufficient opportunities to advance from their current position (p. 10)

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# Appendix

## City of Zephyrhills Employee Satisfaction Survey

The City of Zephyrhills' management team is committed to providing a safe, productive workplace with opportunities for all employees. In order to help us better achieve these goals, we have created an employee satisfaction survey that allows you to provide input on several different aspects of the work environment, including organizational culture, compensation, and overall perceptions of your employment with the City. We are eager to understand your ideas and gain insights into how employees view the City's workplace. The survey should take approximately 10 minutes to complete, and all responses will remain strictly confidential. Your answers to these questions will assist us in improving employment opportunities at the City of Zephyrhills.

Thank You!

### Task Satisfaction

Please indicate your level of agreement with each of the following statements:

|   | Strongly Agree        | Agree                 | Neither Agree nor Disagree | Disagree              | Strongly Disagree     |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| I understand the strategic goals of the City                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| My work contributes to the strategic goals of the City          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| My work makes a positive impact on the community of Zephyrhills | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

Please indicate your level of agreement with each of the following statements:

|  | Strongly Agree        | Agree                 | Neither Agree nor Disagree | Disagree              | Strongly Disagree     |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| The expectations for my position are clearly articulated                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| The expectations for my position are consistent with the job description | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| There are clearly defined goals associated with my position              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| My job responsibilities are attainable                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| My position challenges me in a positive way                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

In the space below, please include any comments that you would like to provide regarding your answers.

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## Benefits and Compensation

Please indicate your level of satisfaction with each of the following:

|                    | Very Satisfied        | Satisfied             | Neither Satisfied nor Dissatisfied | Dissatisfied          | Very Dissatisfied     | Not Applicable        |
|--------------------|-----------------------|-----------------------|------------------------------------|-----------------------|-----------------------|-----------------------|
| Salary/Wages       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Retirement Package | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Health Insurance   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dental Insurance   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Vision Insurance   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Life Insurance     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Paid Time Off      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| On-Call Duty Pay   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overtime Pay       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Organizational Culture and Communication**

Please indicate your level of agreement with each of the following statements:

|  | Strongly Agree        | Agree                 | Neither Agree nor Disagree | Disagree              | Strongly Disagree     |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| Communication between departments is facilitated effectively           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| I feel comfortable sharing my opinions at work                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| Department leaders share information with employees on a regular basis | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

In the space below, please include any comments that you would like to provide regarding your answers.

---

Please indicate your level of agreement with each of the following statements:

|   | Strongly Agree        | Agree                 | Neither Agree nor Disagree | Disagree              | Strongly Disagree     |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| I have someone at work who encourages my development          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| When problems arise, I usually know who to ask for help       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| In the past month I have been complimented on my work product | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |



Please indicate your level of agreement with the following statements about the City's organizational culture:

|   | Strongly Agree        | Agree                 | Neither Agree nor Disagree | Disagree              | Strongly Disagree     |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| I work well with my coworkers                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| My manager actively assists me when necessary                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| I have the freedom to make decisions that I feel comfortable making | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| I have the tools and resources to successfully complete my job      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| The City of Zephyrhills promotes diversity                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| I work in a safe environment  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| My work environment is free of drugs and alcohol                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

In the space below, please include any comments that you would like to provide regarding your answers.

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## Opportunity

Do you believe that there are sufficient opportunities to advance professionally within the City of Zephyrhills?:

- Yes
- No
- Unsure

Condition: Yes Is Not Selected. Skip To: Are you likely to look for employment....

Please indicate what could be done to improve opportunities for advancement within the City.

Are you likely to look for employment elsewhere?

- Yes
- No
- Unsure

Condition: Yes Is Not Selected. Skip To: How often do you look forward to comi....

Please indicate why you might intend to look for employment elsewhere.

Do you typically look forward to coming to work?

- Yes
- No

## Demographics

Which of the following best describes your position?

- Team member
- Supervisor/Management Team

Which of the following departments do you work in?

- Administration (Human Resources, Finance, Community Redevelopment Area)
- Airport
- Building Department
- Library
- Parks and Recreation
- Planning
- Police Department
- Public Works
- Utilities
- Utility Billing

How long have you worked for the City of Zephyrhills?

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10 + years