

# CONDUCTING HOSPITAL EMPLOYEE SATISFACTION SURVEYS

*Practical Step-by-Step Information for  
Assessing Employee Perceptions*



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**Mountain States Group, Inc.**

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## CONDUCTING HOSPITAL EMPLOYEE SATISFACTION SURVEYS

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# SECTION I



Why Evaluate Employee Satisfaction

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# ***Why Should You Evaluate Employee Satisfaction?***

There is a definite link between employee attitudes and patient satisfaction.<sup>1</sup> If employees are unhappy or dissatisfied, despite their best efforts, it is difficult for them to conceal this factor when interacting with patients and other staff members. One of the primary reasons for evaluating employee satisfaction is to identify problems and try to resolve them before they impact on patient care and treatment.

Improving the quality of patient care in American hospitals is a vital and necessary activity. Patients report they receive less individual attention than ever before. They complain that doctors and nurses are too busy tending to the technical aspects of care to provide the much needed attention to patients' personal needs.<sup>2</sup>

Not only is it important in terms of quality of patient care, assessing employee satisfaction is a critical component in retaining qualified health professionals. Many health care providers feel frustrated and disillusioned in jobs they expected to find fulfilling. They have less time to do a quality job of caring for patients; they are continually expected to cut corners, but see waste and feel unable to change the situation; they feel unappreciated and they feel their skills are underused. This leads to low morale, staff turnover, and overall disenchantment with job opportunities in health care.<sup>2</sup>

In a recent article in *Trustee*<sup>3</sup>, a publication of the American Hospital Association, it was noted that nursing ranks are thinning just as the need for nurses is poised to soar due do to baby boomers' heading into retirement. Nursing school enrollment declined 4.6% in the Fall of 2000 for the fifth straight year. Radiation technologists and technically inclined students are increasingly choosing software related jobs. Pharmacists are also in short supply at about half of all U.S. hospitals. The causes are lower pay combined with a frustrating work environment. With increased job pressures, an increase in the acuity of patients, declining nurse to patient ratios, less autonomy, and more administrative duties, it's no wonder health care professionals are re-evaluating their career decisions. Non-hospital jobs offer more flexible hours, more advancement opportunities, equal or better pay, and a lot less stress.

It appears imminent, if not already realized, the demand for health care professionals will soon exceed the supply. Retaining qualified health care professionals will become even more important given these realities. If you know what your employees think about their workplace environment, you'll be more able to design an environment that is too attractive to leave.

A book based on the Worker Representation and Participation study<sup>4</sup> identified conclusively the vast majority of employees want more say, influence, representation,

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participation, or voice in their workplace. If they had more participation, 87% indicated they would enjoy their jobs more, 75% thought their company would be more competitive, 79% felt the overall quality of services or products would improve, and most felt more effective problem-solving would occur (58% of managers agreed with this last statement). Increased participation would improve the quality of workers' lives, increase production and overall company success.

The study also found that employees liked open door policies, suggestion boxes, and access to management. Employees want cooperative relations with management, but want some measure of independence and protection of that independence. Most felt that management resistance to sharing power is the primary reason for their lack of influence.

Greater empowerment (job identification and ownership) of health care employees can lead to better patient care, greater job satisfaction, and lower health care costs. Empowerment energizes the people who are closest to the patients and the technology to continuously look for ways to provide high quality patient care and improve processes. The accumulation of ideas-both large and small-from many people will result in better patient care and operational efficiencies.<sup>2</sup>

Employee satisfaction surveys can provide managers with good information about the organization's health. In addition to improved patient satisfaction, other benefits of measuring and improving employee satisfaction include:

- ❖ Reduced turnover
- ❖ Associated reductions in training costs
- ❖ Identifying cost-saving opportunities
- ❖ Curbing absenteeism
- ❖ Strengthening supervision
- ❖ Evaluating patient-service issues
- ❖ Assessing training needs
- ❖ Streamlining communication
- ❖ Benchmarking the facility's progress in relation to the industry
- ❖ Gauging employee's understanding of, and agreement with, the facility's mission<sup>5</sup>

Most importantly, an improved reputation of your facility as a place to work may make it easier to attract quality employees.

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# ***What is Job Satisfaction?***

Before attempting to evaluate employee satisfaction, we need to know what it is. How we define job satisfaction will help us structure an evaluation process that provides adequate measurements of the variables that contribute to an employees performance and attitude.

Employee job satisfaction is the fulfillment, gratification, and enjoyment that comes from work. It's not just the money or the fringe benefits, but the feelings employees receive from the work itself.

Employment should be a mutually rewarding experience. The facility has certain expectations for productivity, dependability, and cooperation and the employees have certain expectations for good pay, benefits, quality supervision, and good working environments.

There are two basic sources of job satisfaction: 1) the employees' pride in their craft and 2) the work environment both physical and interpersonal. The ability to produce, the quality of the work, the opportunity to learn and express creativity, the sense of pride in their profession, the recognition for a job well done, the ability to work well in a team, the social satisfaction derived from relationships at work, the opportunity to experience personal growth, and the rewards from a physically supportive work environment are all factors that impact on job satisfaction. Individuals may vary to the degree in which each of these factors contribute more or less to their own job satisfaction. But the end result is that high job satisfaction typically leads to career success.<sup>6</sup> Caring for others and making the organization work better are two sides of the same coin.

The value to an organization that incorporates regular employee satisfaction surveys is multi-faceted. First, it stimulates employee thinking and awareness about themselves and others. Secondly, a quantitative survey can objectively and impersonally provide feedback about behavior or attitudes. Finally, it can serve as the basis for discussion and learning as well as for personal and organizational development.

# SECTION II





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# ***Survey Methods***

There are two broad categories of surveys: the questionnaire and the interview. Questionnaires are typically paper-and-pencil instruments that the employee completes. Interviews are completed by the interviewer based on what the employee says.<sup>7</sup> The following discusses the various types of surveys and the advantages or capabilities and the disadvantages or limitations of each type.

## **Interviews**

Interviews are a more personal form of surveys than questionnaires. Interviews can occur on an individual basis or within groups and either over the telephone or in person. Properly conducted interviews can provide managers and decision makers with a deeper understanding of employee perceptions about their workplace environment.

Unlike structured survey methods which require strict adherence to a set procedure to ensure the scientific accuracy of the results, interviewing techniques are less rigid and concentrate more on revealing issues and underlying reasoning rather than on quantifying employee attitudes and behavior. The more face-to-face nature of group meetings enable you to not only ask employees “what” are their issues, opinions, and needs, but also to probe “why” they feel such issues, opinions and needs exist.<sup>7</sup>

The interpersonal nature of interviews allows for much give and take of information. Often during the course of an interview, issues raised will need clarification from either management or employees. Interviews provide an outstanding opportunity to answer questions and clarify issues.

Conducting these interviews can serve a public relation’s role for your organization. By providing employees with a formal opportunity to express their views, your facility is making a strong statement of its interest in the attitudes of employees. Still, the manner in which you respond to the issues raised will ultimately demonstrate your respect for, and commitment to employee involvement in the health care system.

For the sake of brevity, detailed information on the process of conducting individual and/or group interviews is not repeated here. Please refer to the publication “Conducting Key Informant and Focus Group Interviews”<sup>8</sup> for more specific information on the process of interviewing. These same techniques can be applied to individual employees and groups of employees. A sample template of potential questions a trained interviewer could use is attached as Appendix A.

The advantages of interviews is their personal form. Unlike questionnaires, the interviewer has the opportunity to probe or ask follow-up questions. Interviews

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are generally easier for the respondent, especially if what is sought is opinions or impressions. However, they can be very time consuming and they are resource intensive. The interviewer is considered a part of the measurement instrument and interviewers have to be well trained in how to respond to any contingency. In addition, if the interviewer is on the staff of the facility, there may be some reticence by employees to share their perceptions openly and honestly. Even an outside interviewer might encounter problems because the employee's identity is known. Interviews should not be conducted by those with authority over the employees being interviewed. Interviews conducted by people external to the organization are preferable.

## **Questionnaires**

When most people think of questionnaires, they think of written surveys. Written surveys consist of the same exact instrument sent (usually mailed) to a wide number of people. In this instance, an employee satisfaction survey could be distributed directly to employees either in their paychecks or by mailing them to their homes.

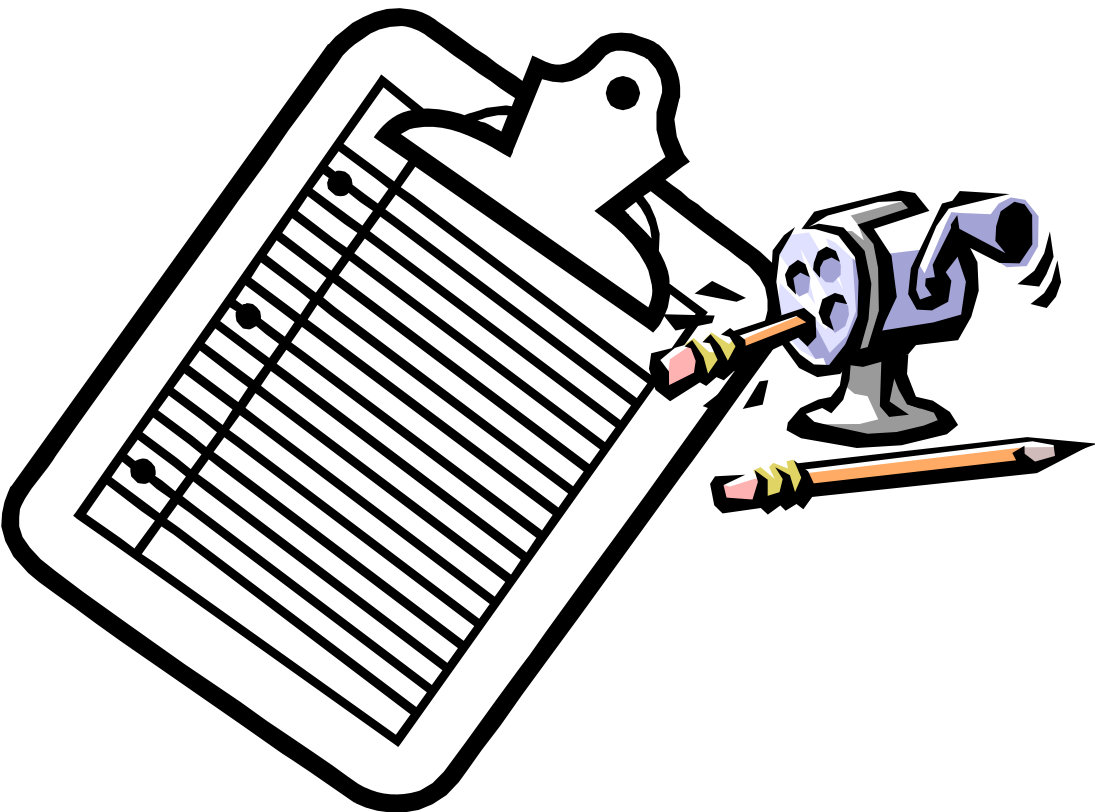
A second type of questionnaire is the group administered questionnaire. The difference between a group administered questionnaire and a group interview is that each respondent is handed an identical survey to complete while in the room for a group administered questionnaire and for a group interview, respondents don't complete a survey individually but listen and answer questions as part of a group.

There are many advantages to a written survey. They are relatively inexpensive to administer and you can send the exact same survey to a wide number of people. They allow the respondent to fill it out at their own convenience. They can be completely anonymous and confidential, removing the fear of responding honestly. However, the disadvantages are that response rates from written surveys are often very low and they are not the best vehicles for asking for detailed written responses. In addition, poorly designed questions can be misinterpreted by respondents and incorrectly designed surveys may produce invalid and misleading results.<sup>7</sup>

Group administered questionnaires are also inexpensive to administer and could increase the response rate. However, there may be reluctance on the part of the employees to respond honestly for fear of being identified. Measures would be necessary to insure confidentiality.

The remaining sections of this publication, discuss the specific steps to design, distribute, and analyze an employee satisfaction survey.

# SECTION III



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# Steps in Process

There are seven basic steps in any survey project.<sup>9</sup> An eighth step was added to address how the data will be used and who is privy to the analysis.

1. **Establish goals of project - what you want to learn**
2. **Determine your sample - who will you ask**
3. **Choose interviewing methodology - how you will ask**
4. **Create questionnaire - what you will ask**
5. **Pre-test the questionnaire, if practical - test the questions**
6. **Distribute questionnaire - ask the questions**
7. **Enter and analyze data - produce the reports**
8. **Distribution/sharing of reports.**

## 1. ***What do you want to learn?***

Write down what information you need or what you want to know from your employees. Typically, in employee satisfaction surveys you want to learn their overall job satisfaction, their satisfaction with the work, their satisfaction with pay and benefits, their perceptions on coworker/supervisor performance or cooperation, their understanding of the mission and goals of the facility, their perceived need for additional training and development, their perceptions about their physical working conditions, and any suggestions for improving the workplace.

## 2. ***Who will you ask?***

In this instance, the target population (who you will ask) will be employees of your facility.

## 3. ***How will you ask?***

There are a variety of methods including personal or group interviews and questionnaires (written, telephone, or on-line for individuals or groups). For our purposes, this guide is focused on constructing and conducting written questionnaires. There are other options you also might want to consider. There are several Internet companies that specialize in on-line employee satisfaction surveys. Just search for “employee satisfaction surveys” and you can check out their websites and request information on costs.

## 4. ***What will you ask?***

Write questions you think will elicit the information you need. Survey questions may be *open-ended* – questions requiring the respondents to provide answers in their own words, or *closed-ended* – questions requiring the respondents to select from responses or answers you provide. Most surveys use closed-ended questions typically in the form of multiple choice, *True-False*, *Yes-No*, *Agree-Disagree* or rating and agreement scales, *Excellent to Poor* or *Strongly Agree to Strongly Disagree*. While open-ended questions can potentially provide you with

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greater insights into employees' attitudes or knowledge, interpreting responses to open-ended questions is time consuming and can be misleading, unless you develop a carefully created coding system. Closed-ended questions are much easier for you to use and score because of the uniformity of the responses. For your greatest benefit, if you are considering an open-ended question, first determine if you can create a closed-ended question that can provide you with the same information. You should also consider how the order of questions or the order of answer choices can affect the results. Mentioning something in one question can make people think of it while they answer a later question. Tips to constructing questions follow later in this section.

### **5. *Pre-test questions***

If you are designing a set of questions from scratch, you should test them with a small number of individuals prior to distributing to the entire sample. Ideally, you should test the survey on the same kinds of people you will include in the main study. This kind of test run can reveal unanticipated problems with question wording, instructions to skip questions, etc. It can help determine if your questions are clear and concise and obtain useful answers.

### **6. *Distribute survey***

One key to a successful employee satisfaction survey process is the manner in which the surveys are distributed and collected. Employees must be certain that their anonymity will be maintained. The survey must be anonymous. The distribution of a survey to employees can be accomplished by including a copy of the survey in their paycheck or mailing it directly to their home or distributing the survey in a group meeting. However it is distributed, make sure that the survey doesn't identify individual employees. If you can afford to have an outside agency collect and analyze the data, include a postage paid return envelope directly to this agency. If you have to complete this process with internal resources, have a central location where employees can drop off their surveys which protects their identities. Additionally, you will want to publicize the distribution of the survey in advance through staff meetings or by posting flyers. A cover letter from the administrator should also accompany the survey to explain the reasons for completing a survey. The letter should stress the need for employees to express their honest opinions and state clearly that the hospital administration nor anyone else will know the identity of the employee filling out the survey.

### **7. *Produce report***

A good total response rate for an employee satisfaction survey is in the 40% to 60% range. If the response rate lags, about two weeks after the initial distribution of the survey send a reminder to all employees. All data from the surveys should be entered into a database or spreadsheet program for analysis. It would be too time consuming to try to manually tally responses to individual questions, although it is possible to do so. Analyze all the responses (avoid partial analysis). Do not extend results that are valid for the given sample to the

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entire population without taking the necessary precautions. Typically a report includes a description of survey's purpose, who received the survey, how it was distributed, how many responded, a brief summary of the highlights, and the actual responses to each question. An employee satisfaction survey report should include the frequencies (numbers) or distribution (percentages) of responses for each question. Sometimes it is useful to compare responses to two or more questions (cross tabulations). Avoid biases and "politically correct" conclusions. Where ever possible, the use of charts and graphs should be included to visually depict the data. Most word processing programs have the capability to insert a chart or graph.

### ***8. Distribution/dissemination of report***

Once a report has been prepared using the data from the survey process, a decision needs to be made on who has access to this data. Employees who participated in the survey process deserve feedback regarding the results. Hospital board members would also benefit from reviewing the results of an employee satisfaction survey. A good mechanism for sharing the results of the survey would be the preparation of a presentation using either Microsoft Powerpoint or transparencies. Separate presentations could be made to key department managers and to hospital board members. You could also post a summary of the findings on bulletin boards throughout the facility where employees could publicly view the information.

Employee satisfaction surveys can be used to identify areas for improvement. They can be useful tools to assess employee knowledge about the facility, how well internal communication processes are functioning, whether employees feel they are supported by their direct supervisors and administration, and even what kinds of changes employees feel are needed.

## ***Survey Design/Construction***

### **Basic Tips on Writing Closed-ended Questions**

1. Questions should be clearly related to what you are trying to accomplish with the survey – as outlined in your cover letter to the employee or in an introductory paragraph at the beginning of the survey. Employees need to see the connection between each question and the overall purpose of the survey.
2. Keep your questions brief and concise, using Standard English and proper grammar. Avoid jargon, acronyms, and scientific terms – all of which are common pitfalls when trying to communicate.

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3. Avoid writing biased questions and responses, which lead the employee to provide responses that reflect your opinions or attitudes. The best way to check this is to ask someone with contrary views to review your survey for biases.
  4. Do not introduce more than one concept, issue or thought per question. For example, organizational questions followed by benefit package questions may require a transitional statement in between to help the employee in answering questions.
  5. When asking background or demographic information, avoid being too personal, for you may offend or inhibit the respondent, thus discouraging them from completing the survey. For example, if trying to determine their annual household income provide income range choices rather than requiring them to provide their specific income. This example holds true for age and education background as well. Do not include demographic questions when the following apply: a) the sample size is so small (less than 50 responses) that including the questions provides no added value; b) there have been issues about management trust in an organization; or c) when the survey is too long.
  6. Always include instructions on how to answer the question, no matter how obvious it may seem to you. Such as “check all that applies”, “circle the one best answer”, and so forth.
  7. If you are coding your answers, check to see if your coding is consistent. (Coding is the assignment of a number that represents a response when using a computer to assist in handling the data). For example, all questions that are yes/no should use the same #1 to represent “yes” and #2 to represent “no”. Note the response categories to the various questions in the sample survey included in this kit and the consistency of numbers that represent similar responses. If you are planning to input your survey responses into a computer or contract with an agency or university to compile your data, double check your final survey draft to make sure all coded responses are consistent.
  8. Once you have drafted your questions, you need to group them in logical order or sequence. In the sample survey included in the next section, you’ll note that the survey questions are grouped with questions related to the organization first, followed by how they feel about their role, then questions about management and their direct supervisors. Benefit questions are in an entirely different section.

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## *Decision time...*

You can draft your own survey questions from scratch or create a survey using a combination of your own questions and the questions contained in the sample survey provided in the next section. This survey instrument was designed by Marsha Irvin, Mountain States Group, Inc. staff in 1999 and has been used in several rural hospitals in Idaho. The sample Employee Satisfaction Survey includes questions for measuring perceptions, attitudes, and satisfaction levels and is on a disk in three formats (Microsoft Word file (doc), MS DOS text with layout (asc) and an ASCII file (txt)). The disk is can be found in Section IV.

To customize the survey to your facility, simply insert your facility's name where appropriate. Your survey should be as brief as possible without compromising its ability to provide you the information you want. If your survey is too long, the response rate will suffer, the data gathered will become more difficult to manage, and the time you will need to process the data will increase. Once you have completed a draft of your survey, test it on a few employees or colleagues. Ask them to critique it for clarity, simplicity and the time it takes to complete it. In other words, test its "user-friendliness!"

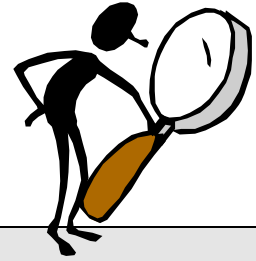




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## Packaging and Laying Out Your Survey

### *The Appearance of Things*



The appearance of the survey can have a major impact on the response rate. The more attractive and easy to read, the more likely the respondent is to complete it and return it promptly. The appearance of the survey also affects respondents' perceptions of the credibility and importance of the survey. Follow these basic rules of print design and layout when formatting the appearance of your survey:


1. Never use a type (font) size smaller than 10 point (pt). Preferable, use 12 pt. Remember, the smaller the type, the more difficult to read.
2. Don't crowd a page with type. Allow for space (known as "white space") between questions and provide adequate margins on the sides, top and bottom of the page. White space enhances the readability and eye appeal of the survey.
3. Use boldface, underlining, and italics to set off key words, phrases or instructions.
4. Use arrows and boxes to guide respondents to questions that must be asked in sequence. For example: "If you answered YES to Question 16, go to Question 18". An arrow from YES could be drawn to a box-containing Question 18.
5. Make two-sided copies. Single-sided pages will make the survey feel and look longer than it actually is, discouraging some respondents from completing it. In addition, a survey printed using both sides of a page will weigh less, saving you money on postage costs.
6. Avoid page breaks within a question.
7. When possible, arrange responses to each question so they create a vertical presentation on the page. This vertical presentation of responses on the page helps prevent respondents from inadvertently missing an answer, which can happen if the responses require respondents to visually move all around the page rather than in a straight, vertical line.
8. Give the survey an attractive cover page, which should include the name of the survey, a brief statement of why you're conducting the survey, and the name of the organization sponsoring the survey. An attractive illustration that relates to the topic of the survey is also a good idea.

# SECTION IV






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(circle one number for each statement)	Agree Strongly				Disagree Strongly
10. If I do good work I can count on making more money	1	2	3	4	5
11. If I do good work I can count on being promoted	1	2	3	4	5
12. I believe my job is secure	1	2	3	4	5
13. I feel part of a team working toward shared goals	1	2	3	4	5
14. I like the type of work that I do	1	2	3	4	5
15. I feel valued at _____ Hospital	1	2	3	4	5
16. I like the people I work with at _____ Hospital	1	2	3	4	5
17. I experience a spirit of cooperation at _____ Hospital	1	2	3	4	5
18. At _____ Hospital I am treated like a person, not a number	1	2	3	4	5
19. I am given enough recognition by management for work that's well done	1	2	3	4	5
20. Communications from management are frequent enough	1	2	3	4	5
21. Communications from management keep me up to date on the hospital	1	2	3	4	5

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(circle one number for each statement)	Agree Strongly				Disagree Strongly
22. I feel I can trust what I am told by the management staff	1	2	3	4	5
23. Quality is a top priority at _____ Hospital	1	2	3	4	5
24. My supervisor asks me for input to help make decisions	1	2	3	4	5
25. I feel that my supervisor gives me adequate support	1	2	3	4	5
26. My supervisor treats me with respect	1	2	3	4	5
27. I feel that my supervisor treats me fairly	1	2	3	4	5
28. My supervisor tells me when my work needs to be improved	1	2	3	4	5
29. My supervisor tells me when I do my work well	1	2	3	4	5
30. I am provided enough information by the Hospital to do my job well	1	2	3	4	5
31. My initial training provided by the Hospital was as much as I needed	1	2	3	4	5
32. As much ongoing training as I need is provided by the Hospital	1	2	3	4	5
33. I believe my salary is fair for my responsibilities	1	2	3	4	5

(circle one number for each statement)

Agree Strongly



Disagree Strongly

**34. I would recommend employment at \_\_\_\_\_ Hospital to my friend**

1

2

3

4

5

I am satisfied with the: (circle one number for each statement)

Agree Strongly



Disagree Strongly

**35. Overall benefits package**

1

2

3

4

5

**36. Amount of vacation**

1

2

3

4

5

**37. Sick leave policy**

1

2

3

4

5

**38. Amount of health care paid for by health insurance**

1

2

3

4

5

**39. Retirement plan benefits**

1

2

3

4

5

**40. Life insurance**

1

2

3

4

5

**41. Disability benefits**

1

2

3

4

5

42. Are there any benefits you would like to see added to \_\_\_\_\_ Hospital's benefits package? (check one)

Yes

What would you like added? \_\_\_\_\_

No

43. How long do you plan to continue your employment at \_\_\_\_\_ Hospital? (check one)

Less than 6 months

Less than 1 year

Less than 5 years

Less than 10 years

Indefinitely

Until retirement

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44. Please tell us what \_\_\_\_\_ Hospital can do to increase your satisfaction as an employee.

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The following questions are for statistical use only. The information will not be used to attempt to identify individuals. This section is optional, but would help our analysis of the data.

Check one box for each question.

45. What is your age?.

- Under 21
- 21 to 34
- 35 to 44
- 45 to 54
- 55 or older

46. How long have you worked for \_\_\_\_\_ Hospital?

- Less than 1 year
- 1 year to less than 2 years
- 2 years to less than 5 years
- 5 years to less than 10 years
- 10 years or more

47. What is your sex?

- Male
- Female

48. What is your marital status?

- Married
- Unmarried

**Please return your entire questionnaire. Some questions are not complete.**

49. How many children under the age of 18 do you have?

- None
- One
- Two
- Three
- Four
- Five or more

**Your help and your input are greatly appreciated.**

50. What is your total before-tax annual income from this job, including overtime and bonuses?

- Less than \$20,000
- \$20,000 to less than \$30,000
- \$30,000 to less than \$40,000
- \$40,000 to less than \$50,000
- \$50,000 to less than \$75,000
- \$75,000 or more

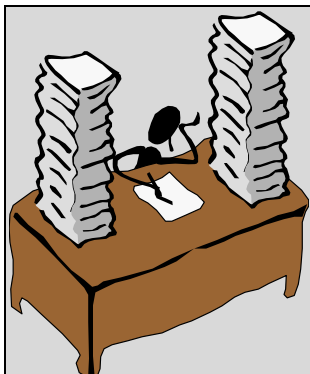
# SECTION V





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## ***Processing Survey Responses***



You have a couple of choices when it comes to processing the survey responses and compiling the data. If you are simply planning on comparing the number of respondents who answered one way or another per question, you can elect to do this yourself manually; however, if you really want to get the most from your data, by comparing multiple responses or variables, you should either enter and analyze the data yourself (see data entry section below) or consider contracting with a college, university or other agency practiced in research to compile and prepare the data for you. Many outside agencies will charge you only a nominal fee based on the number of questions and number of respondents.

If you choose to contract with an outside agency, have them review your survey questions before you distribute the survey. Many of these agencies utilize a certain response “coding” system to fit their particular computer program capabilities, and they may want to modify each question’s response categories. In addition, they may prefer that responses be mailed directly to them so they can compile the responses as they are returned.

If you would like to have an outside agency compile your data for you and are unable to locate such an agency in your area, call the Mountain States Group at (1-800-382-4234 extension 235).

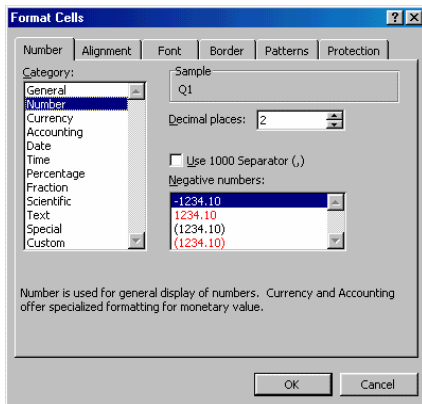
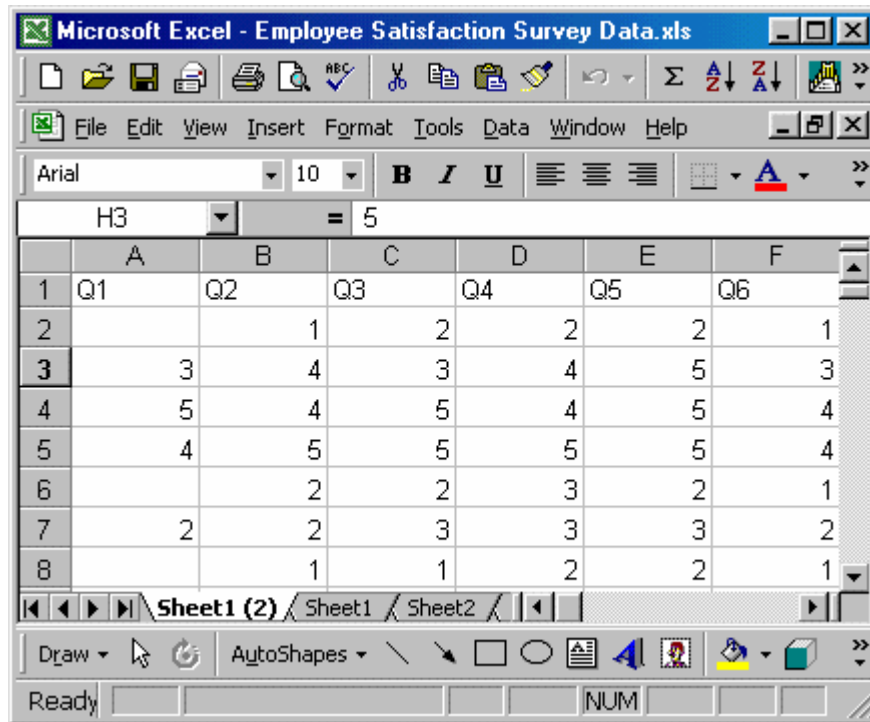
## ***Data Entry***

One of the easier methods to data entry and extraction would be using Microsoft Excel. The following is a brief explanation on how you would set up a spreadsheet (workbook) to enter the data from the employee satisfaction survey template using Excel. A sample workbook is included on the disk containing all sample files located at the beginning of Section IV of this publication.

Open a new office document and select the blank workbook option to start Excel. The cursor will appear in the top left hand cell of the workbook. Simply type in the various fields across the top row for each of the questions (Q1, Q2, Q3, etc.). The following graphic displays the screen showing what the workbook might look like. You could also name the fields according to the content of the question. For example, the first question asks about the overall satisfaction. The field name could be “Overall Satisfaction” rather

than Q1. Either setup will work, however the later might be more helpful when it comes time to extract the data.

### Actual Excel Screen



Once you have the spreadsheet set up and each field named (separate field for each question), you can start entering the data. It would be helpful if you selected the entire workbook and formatted the cells to be numeric. To do that, simply place your mouse on the first column (far left) and click and drag the mouse across the top of the spreadsheet until all the columns are selected. From there click on "format" and then "cells". From there the dialogue box to the left will appear. Select "number" under "category" and "0" decimal places and click on "OK".

Once you have all data entered you can start extracting the data to use in the development of a report. There are a dozen different ways to extract the data and use it to prepare a report. A training course in Excel would provide the necessary knowledge to set up workbooks and extract and analyze the data.

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# ***Survey Report Contents***

When preparing your report, we suggest you emphasize graphics along with text. Surveys lend themselves very well to a variety of graphs and charts. You will find graphs present the data in a much more concise and digestible manner than text and are much more effective in presentations. Text can be used to clarify and reveal greater analysis.

Typically a report includes a description of survey's purpose, who received the survey, how it was distributed, how many responded, a brief summary of the highlights, and the actual responses to each question. A survey report should include the frequencies (numbers) or distribution (percentages) of responses for each question. Sometimes it is useful to compare responses to two or more questions (cross tabulations). Avoid biases and "politically correct" conclusions.

The following are examples of employee satisfaction survey reports. The first example is an initial survey that only looks at the data gathered at a single point in time and displays the data in table format only. The second example compares two successive surveys to determine whether a change has occurred over time and displays the data using graphics. Typically, employee satisfaction surveys are completed on an annual basis or bi-annual basis. The initial survey can be used as a baseline to compare subsequent survey data if there hasn't been an unusual amount of employee turnover. Data from a survey can also be used to determine satisfaction levels before and after a major organizational change. Copies of these examples can be found on the Sample Files Disk (see Section IV).

# Example 1

## \_\_\_\_\_ Hospital

### EMPLOYEE SATISFACTION SURVEY RESULTS

#### (date)

This report presents the results of the \_\_\_\_\_ Hospital Employee Satisfaction Survey compiled by Mountain States Group, Inc., on (date). The survey instrument was distributed to all employees of \_\_\_\_\_ Hospital via their paychecks in (month/year). Forty-one (41) out of eight-five (85) time employees returned the survey (response rate 48%). The following is a summary of the results. Please note that some employees did not respond to all questions on this survey.

#### Survey Results:

1. How would you describe the level of your overall job satisfaction with your work at \_\_\_\_\_ Hospital? (29 responses)

	<i>Very Satisfied</i> 1	2	3	4	<i>Very Dissatisfied</i> 5
Number of responses	4	15	8	2	0
% of total responses	14%	52%	28%	7%	0%

Describe your level of agreement/disagreement with each statement:

<b>Question</b>		<b>Agree Strongly</b> 1	2	3	4	<b>Disagree Strongly</b> 5
2. I understand the long-term plan of _____ Hospital (40)	<b>Number responses</b>	4	9	19	6	2
	<b>%responses</b>	10%	23%	48%	15%	5%
3. I have confidence in the hospital leadership to implement the plan (39)	<b>Number responses</b>	5	14	13	5	2
	<b>% responses</b>	13%	36%	33%	13%	5%

<b>Question</b>		<b>Agree Strongly 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Disagree Strongly 5</b>
4. There is adequate planning of hospital objectives (39)	<b>Number responses</b>	2	10	17	9	1
	<b>% responses</b>	5%	26%	44%	23%	3%
5. I contribute to the planning process at _____ Hospital (41)	<b>Number responses</b>	5	5	12	10	9
	<b>% responses</b>	12%	12%	29%	24%	22%
6. I am proud to work for _____ Hospital (40)	<b>Number responses</b>	15	16	4	3	2
	<b>% responses</b>	38%	40%	10%	8%	5%
7. I feel I contribute to the facility's plan and mission (40)	<b>Number responses</b>	12	16	4	6	2
	<b>% responses</b>	30%	40%	10%	15%	5%
8. I am given enough authority to make decisions I need to make. (41)	<b>Number responses</b>	10	19	7	3	2
	<b>% responses</b>	24%	46%	17%	7%	5%
9. My physical working conditions are good (41)	<b>Number responses</b>	8	19	12	1	1
	<b>% responses</b>	20%	46%	29%	2%	2%
10. If I do good work I can count on making more money (40)	<b>Number responses</b>	0	3	8	12	17
	<b>% responses</b>	0%	8%	20%	30%	43%
11. If I do good work I can count on being promoted (40)	<b>Number responses</b>	1	5	10	10	14
	<b>% responses</b>	3%	13%	25%	25%	35%
12. I believe my job is secure (41)	<b>Number responses</b>	3	10	17	5	6
	<b>% responses</b>	7%	24%	41%	12%	15%

<b>Question</b>		<b>Agree Strongly 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Disagree Strongly 5</b>
13. I feel part of a team working toward shared goals (41)	<b>Number responses</b>	6	14	10	6	5
	<b>% responses</b>	15%	34%	24%	15%	12%
14. I like the type of work that I do (41)	<b>Number responses</b>	23	13	2	2	1
	<b>% responses</b>	56%	32%	5%	5%	2%
15. I feel valued at _____ Hospital (41)	<b>Number responses</b>	8	10	14	6	3
	<b>% responses</b>	20%	24%	34%	15%	7%
16. I like the people I work with at _____ Hospital (41)	<b>Number responses</b>	22	13	4	1	1
	<b>% responses</b>	54%	32%	10%	2%	2%
17. I experience a spirit of cooperation at _____ Hospital (40)	<b>Number responses</b>	1	13	17	7	2
	<b>% responses</b>	3%	33%	43%	18%	5%
18. At _____ Hospital I am treated like a person, not a number (41)	<b>Number responses</b>	13	18	5	2	3
	<b>% responses</b>	32%	44%	12%	5%	7%
19. I am given enough recognition by management for work that's well done (41)	<b>Number responses</b>	5	14	8	8	6
	<b>% responses</b>	12%	34%	20%	20%	15%
20. Communications from management are frequent enough (41)	<b>Number responses</b>	7	9	9	13	3
	<b>% responses</b>	17%	22 %	22%	32%	7%

<b>Question</b>		<b>Agree Strongly 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Disagree Strongly 5</b>
21. Communications from management keep me up to date on the hospital (41)	<b>Number responses</b>	7	8	13	10	3
	<b>% responses</b>	17%	20%	32%	24%	7%
22. I feel I can trust what I am told by the management staff (41)	<b>Number responses</b>	5	9	15	9	3
	<b>% responses</b>	12%	22%	37%	22%	7%
23. Quality is a top priority at _____ Hospital (41)	<b>Number responses</b>	5	20	11	3	2
	<b>% responses</b>	12%	49%	27%	7%	5%
24. My supervisor asks me for input to help make decisions (41)	<b>Number responses</b>	8	17	9	5	2
	<b>% responses</b>	20%	41%	22%	12%	5%
25. I feel that my supervisor gives me adequate support (41)	<b>Number responses</b>	9	17	6	5	4
	<b>% responses</b>	22%	41%	15%	12%	10%
26. My supervisor treats me with respect (41)	<b>Number responses</b>	14	17	3	6	1
	<b>% responses</b>	34%	41%	7%	15%	2%
27. I feel that my supervisor treats me fairly (41)	<b>Number responses</b>	12	19	2	7	1
	<b>% responses</b>	29%	46%	5%	17%	2%
28. My supervisor tells me when my work needs to be improved (40)	<b>Number responses</b>	10	18	7	2	3
	<b>% responses</b>	25%	45%	18%	5%	8%

<b>Question</b>		<b>Agree Strongly 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Disagree Strongly 5</b>
29. My supervisor tells me when I do my work well (41)	<b>Number responses</b>	9	16	7	7	2
	<b>% responses</b>	22%	39%	17%	17%	5%
30. I am provided enough information by the Hospital to do my job well (41)	<b>Number responses</b>	3	20	12	4	2
	<b>% responses</b>	7%	49%	29%	10%	5%
31. My initial training provided by the Hospital was as much as I needed (41)	<b>Number responses</b>	5	6	15	10	5
	<b>% responses</b>	12%	15%	38%	24%	12%
32. As much ongoing training as I need is provided by the Hospital (41)	<b>Number responses</b>	1	10	16	9	5
	<b>% responses</b>	2%	24%	39%	22%	12%
33. I believe my salary is fair for my responsibilities (41)	<b>Number responses</b>	0	5	15	6	15
	<b>% responses</b>	0%	12%	37%	15%	37%
35. I would recommend employment at _____ Hospital to my friend (41)	<b>Number responses</b>	5	14	14	5	3
	<b>% responses</b>	12%	34%	34%	12%	7%

**I am satisfied with the:**

<b>Question</b>		<b>Agree Strongly 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Disagree Strongly 5</b>
36. Overall benefits package (38)	<b>Number responses</b>	4	10	11	9	4
	<b>% responses</b>	11%	26%	29%	24%	11%



<b>Question</b>		<b>Agree Strongly 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Disagree Strongly 5</b>
37. Amount of vacation (39)	<b>Number responses</b>	6	18	12	2	1
	<b>% responses</b>	15%	46%	31%	5%	3%
38. Sick leave policy (38)	<b>Number responses</b>	6	16	8	5	3
	<b>% responses</b>	16%	42%	21%	13%	8%
39. Amount of health care paid for (38)	<b>Number responses</b>	5	12	10	7	4
	<b>% responses</b>	13%	32%	26%	18%	11%
40. Retirement plan benefits (38)	<b>Number responses</b>	15	11	6	5	1
	<b>% responses</b>	39%	29%	16%	13%	3%
41. Life insurance (35)	<b>Number responses</b>	8	10	11	2	4
	<b>% responses</b>	23%	29%	31%	6%	11%
42. Disability benefits (32)	<b>Number responses</b>	5	7	13	4	3
	<b>% responses</b>	16%	22%	41%	13%	9%

43. Are there any benefits you would like to see added to \_\_\_\_\_ Hospital's benefits package?

**Yes**      28 (68%)      **No** 5 (12%)      **No Answer** 8      **Total** 41

- 401(k) Plan
- A lower deductible, a copay of \$10 per Dr. office call.
- Better medical coverage, add dental and vision.
- Dental (4)
- Dental and Optical/Vision (13)
- Dental and Vision at reasonable cost
- Dental, Vision, 401K
- Good health insurance.
- Prorated benefits for part time help.
- Vision and maybe dental

43. How long do you plan to continue your employment at \_\_\_\_\_ Hospital?

Response	# Responses	% Responses
1. Less than 6 months	2	7%
2. Less than 1 year	1	3%
3. Less than 5 years	1	3%
4. Less than 10 years	2	7%
5. Indefinitely	1	3%
6. Until retirement	1	3%

44. Please tell us what \_\_\_\_\_ can do to increase your satisfaction as an employee.

- 1. Some employees' personal differences needs to be solved. 2. There needs to be some one to help departments that are understaffed when they are really busy.
- A raise. One that I asked for 6 months ago! One that I was told by my supervisor I was getting but have not!
- I believe the idea of a wage scale for seniority if experienced is important.
- I would like to be involved in retirement program.
- Manager training programs.
- Pay raise.
- Workplace communication, still trying to find fault with each other.

45. What is your age?

Response	# Responses	% Responses
Under 21	2	5%
21 to 34	8	21%
35 to 44	11	28%
45 to 54	12	31%
55 or older	6	15%

46. How long have you worked for \_\_\_\_\_ Hospital?

Response	# Responses	% Responses
Less than 1 year	2	5%
1 year to less than 2 years	8	21%
2 years to less than 5 years	11	28%
5 years to less than 10 years	12	31%
10 years or more	6	15%

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47. What is your sex?

Response	# Responses	% Responses
Male	5	12%
Female	34	88%

48. What is your marital status?

Response	# Responses	% Responses
Married	34	88%
Unmarried	5	12%

49. How many children under the age of 18 do you have?

Response	# Responses	% Responses
None	2	5%
One	8	21%
Two	11	28%
Three	10	26%
Four	4	10%
Five or more	4	10%

50. What is your total before-tax annual income from this job, including overtime and bonuses?

Response	# Responses	% Responses
Less than \$20,000	2	5%
\$20,000 to less than \$30,000	8	21%
\$30,000 to less than \$40,000	11	28%
\$40,000 to less than \$50,000	10	26%
\$50,000 to less than \$75,000	4	10%
\$75,000 or more	4	10%

# Example 2

## \_\_\_\_\_ Hospital

### EMPLOYEE SATISFACTION SURVEY RESULTS

#### (date)

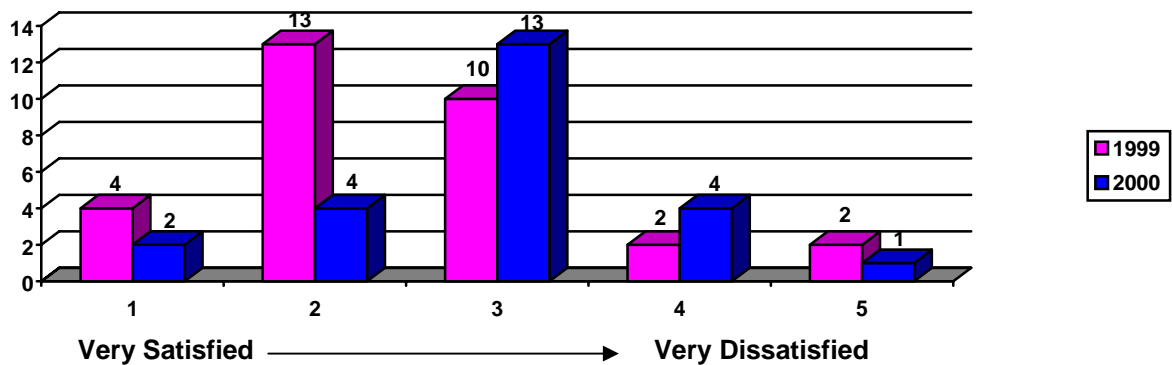
This report presents the results of the \_\_\_\_\_ Hospital Employee Satisfaction Survey conducted by Mountain States Group, Inc., in (month/year) and compares data to the previous survey completed in (month/year). There were thirty-eight (38) surveys out of 85 total employees completed in (month/year) and thirty-nine (39) surveys out of 88 total employees completed in (month/year). The response rates were in the mid 40% range (44.7%/44.3%).

#### *Who completed the survey*

Of the total **38 current** and **39 previous<sup>1</sup>** employees who participated in the Employee Satisfaction Survey and completed the optional section at the end:

- ❖ **52%/69%** were 35 years of age or older
- ❖ **90%/81%** were female
- ❖ **76%/69%** were married
- ❖ **39%/76%** have no children under the age of 18 years
- ❖ **65%/53%** have worked at \_\_\_\_\_ Hospital less than 5 years
- ❖ **48%/70%** have a total before-tax income of less than \$20,000

#### *Level of Satisfaction*

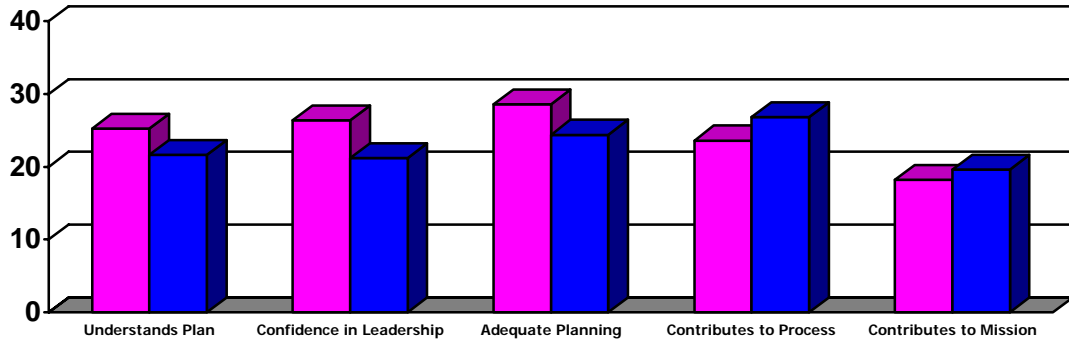


The following charts are depictions of weighted averages comparing each year's response. The lower the number the better. The best possible score (everyone strongly agrees) would be 7.8 (1999) and 7.6 (2000). The worst (everyone strongly disagrees) would be 39 (1999) and 38 (2000).

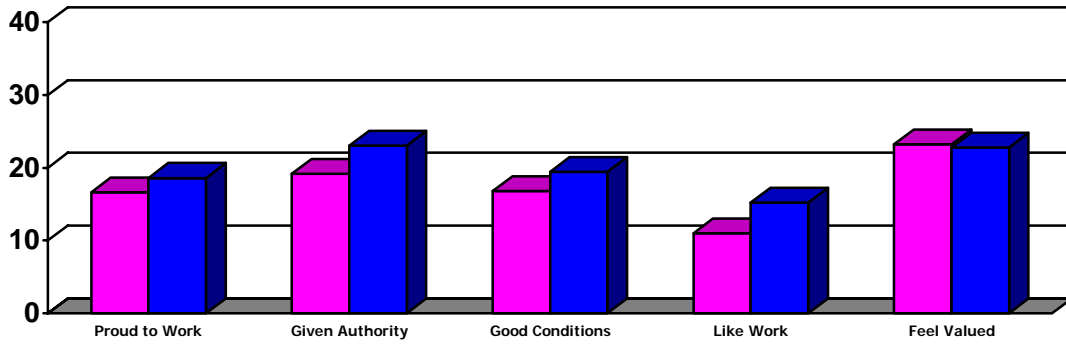
<sup>1</sup> All current responses are displayed in blue. All responses from the previous year are displayed in pink.

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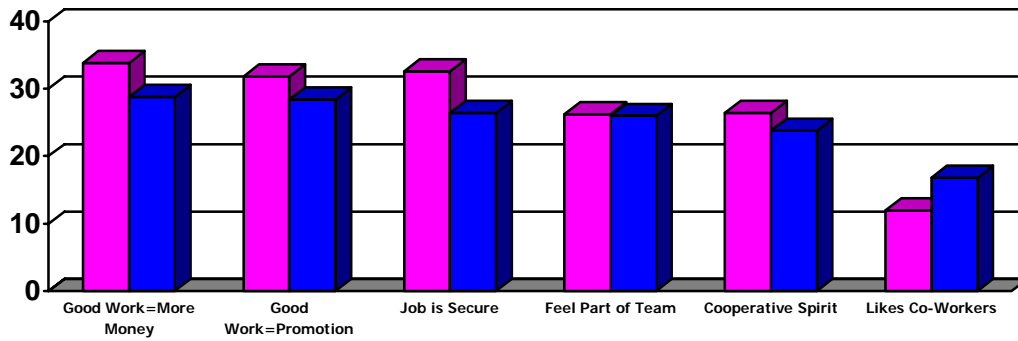
### *Planning*



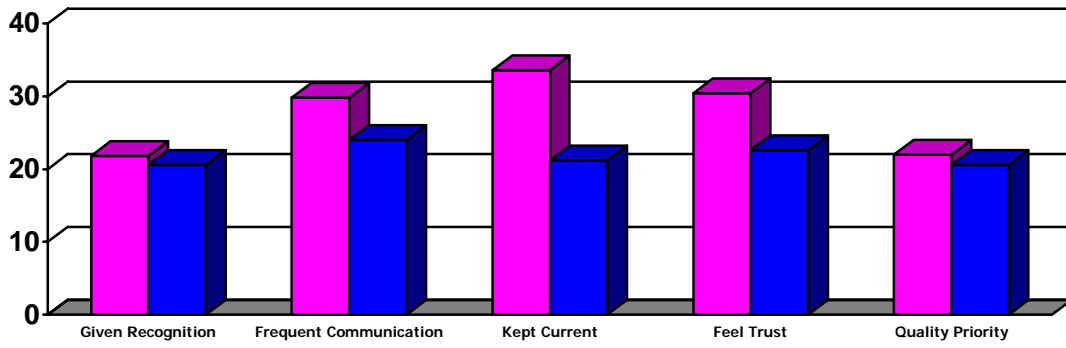
### *General Attitudes*



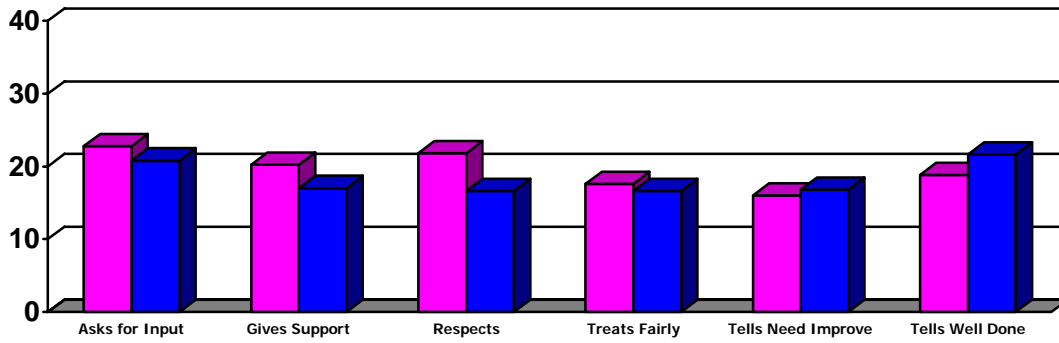
### *Performance Issues*



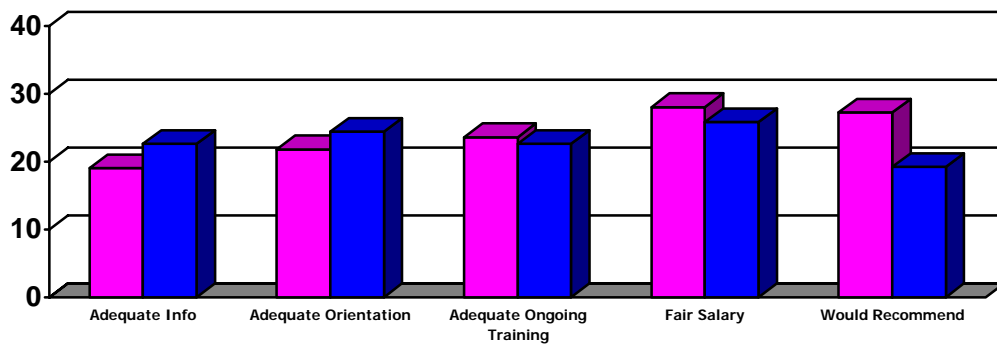
### Management Issues



### Supervisory Issues

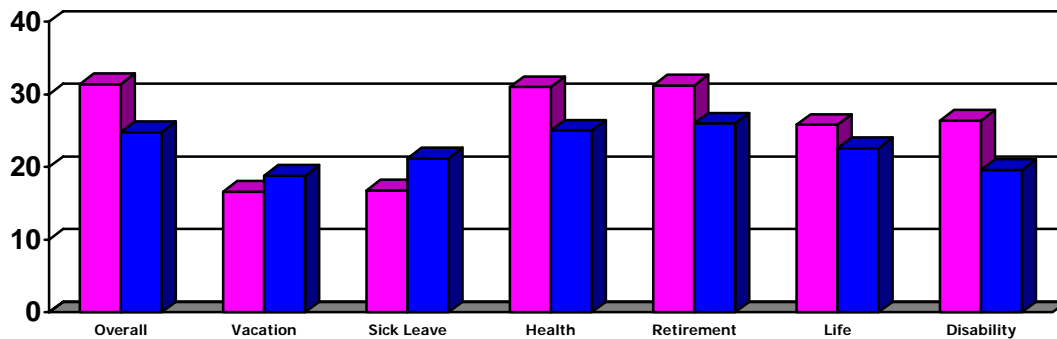


### Training & Salary Issues



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## *Benefits*



## Comments/Observations

It would appear that the overall level of job satisfaction has declined somewhat with only 25% selecting “1” or “2” this year and 55% last year. Confidence in leadership has declined slightly, but perceptions of contributing to the planning process or the mission of the hospital have improved slightly. General attitudes (proud to work for \_\_\_\_\_ Hospital, like working conditions, like the work they do, and given authority) have improved. Some performance issues have declined, e.g. good work equals more money or promotion, job security, and cooperative spirit. Most management issues have declined slightly, e.g. given recognition, frequent communication, are kept current, feel trust, and quality is a priority. Some supervisory issues have declined (asks for input, gives support, respects, and treats fairly), but feedback on performance has improved. Two areas within training and salary issues have improved slightly – adequate information and adequate orientation are provided.

Overall satisfaction with the benefits provided at \_\_\_\_\_ Hospital has declined somewhat, but has improved in the areas of vacation and sick leave. Vision and dental were the two most cited benefit additions desired in both surveys.

53% plan to work at as long as possible or until retirement versus 62% last year. Another 18% didn’t know (versus 21% last year).

Last year the two areas most frequently cited as ways of improving job satisfaction of employees were truthfulness from administration and keeping employees more informed. This years comments varied more with some related to improved working conditions (wages, more staff, better benefits) and others related to better communication.

## Survey Data

The following is the actual responses to all questions asked. The current data is displayed in blue; last year's data is pink.

1. How would you describe the level of your overall job satisfaction with your work at \_\_\_\_\_ Hospital?

	<i>Very Satisfied</i> 1	2	3	4	<i>Very Dissatisfied</i> 5
Number of responses (2000/1999)	2 <i>4</i>	4 <i>13</i>	13 <i>10</i>	4 <i>2</i>	1 <i>2</i>
% of total responses	8% <i>13%</i>	17% <i>42%</i>	54% <i>32%</i>	17% <i>6.5%</i>	4% <i>6.5%</i>

Describe your level of agreement/disagreement with each statement:

<i>Question</i>		<i>Agree Strongly</i> 1	2	3	4	<i>Disagree Strongly</i> 5
2. I understand the long-term plan of _____ Hospital (37/39)	Number responses	2/3 <i>2/3</i>	12/7 <i>12/7</i>	13/13 <i>13/13</i>	7/10 <i>7/10</i>	3/6 <i>3/6</i>
	% responses	5%/8% <i>5%/8%</i>	32%/18% <i>32%/18%</i>	35%/33% <i>35%/33%</i>	19%/26% <i>19%/26%</i>	8%/15% <i>8%/15%</i>
3. I have confidence in the hospital leadership to implement the plan (38/39)	Number responses	4/2 <i>4/2</i>	14/10 <i>14/10</i>	10/5 <i>10/5</i>	6/15 <i>6/15</i>	4/7 <i>4/7</i>
	% responses	11%/5% <i>11%/5%</i>	37%/26% <i>37%/26%</i>	26%/13% <i>26%/13%</i>	16%/38% <i>16%/38%</i>	11%/18% <i>11%/18%</i>
4. There is adequate planning of hospital objectives (38/39)	Number responses	1/0 <i>1/0</i>	8/5 <i>8/5</i>	15/10 <i>15/10</i>	10/17 <i>10/17</i>	4/7 <i>4/7</i>
	% responses	3%/0% <i>3%/0%</i>	21%/13% <i>21%/13%</i>	39%/26% <i>39%/26%</i>	26%/44% <i>26%/44%</i>	11%/18% <i>11%/18%</i>
5. I contribute to the planning process at _____ Hospital (38/39)	Number responses	3/5 <i>3/5</i>	7/12 <i>7/12</i>	6/8 <i>6/8</i>	11/5 <i>11/5</i>	11/9 <i>11/9</i>
	% responses	8%/13% <i>8%/13%</i>	18%/30% <i>18%/30%</i>	16%/21% <i>16%/21%</i>	29%/13% <i>29%/13%</i>	29%/23% <i>29%/23%</i>



Question		Agree Strongly 1	2	3	4	Disagree Strongly 5
6. I am proud to work for  Hospital (38/39)	Number responses	12/14	7/13	11/7	6/3	2/2
	% responses	32%/36%	18%/33%	29%/18%	16%/8%	5%/5%
7. I feel I contribute to the facility's plan and mission (37/38)	Number responses	6/11	14/12	8/10	5/4	4/2
	% responses	16%/29%	38%/32%	22%/24%	14%/10%	11%/5%
8. I am given enough authority to make decisions I need to make. (38/37)	Number responses	4/7	9/17	12/2	8/6	5/5
	% responses	11%/19%	24%/46%	32%/5%	21%/16%	13%/14%
9. My physical working conditions are good (37/39)	Number responses	6/14	7/13	19/4	5/8	0/0
	% responses	16%/36%	19%/33%	51%/10%	14%/21%	0%/0%
10. If I do good work I can count on making more money (38/39)	Number responses	3/1	1/1	10/5	11/9	13/23
	% responses	8%/3%	3%/3%	26%/12%	29%/23%	34%/59%
11. If I do good work I can count on being promoted (37/39)	Number responses	1/0	3/4	9/8	12/8	12/19
	% responses	3%/0%	8%/10%	24%/20%	32%/20%	32%/49%
12. I believe my job is secure (38/39)	Number responses	2/1	5/3	15/5	5/9	11/21
	% responses	5%/3%	13%/8%	40%/13%	13%/23%	29%/54%
13. I feel part of a team working toward shared goals (38/39)	Number responses	2/5	5/3	12/12	13/11	6/8
	% responses	5%/13%	13%/8%	32%/31%	34%/28%	16%/21%
14. I like the type of work that I do (38/39)	Number responses	16/28	13/9	5/0	1/1	3/1
	% responses	42%/72%	34%/23%	13%/0%	3%/3%	8%/3%

Question		Agree Strongly				Disagree Strongly
		1	2	3	4	5
15. I feel valued at _____ Hospital (38/39)	Number responses	5/9	10/7	11/7	4/8	8/8
	% responses	13%/23%	26%/18%	29%/18%	11%/21%	21%/21%
16. I like the people I work with at _____ Hospital (38/39)	Number responses	11/25	13/8	10/5	3/1	1/0
	% responses	29%/64%	34%/21%	26%/13%	8%/3%	3%/0%
17. I experience a spirit of cooperation at _____ Hospital (38/37)	Number responses	3/3	6/4	17/9	7/11	5/10
	% responses	8%/8%	16%/11%	45%/24%	18%/30%	13%/27%
18. At _____ Hospital I am treated like a person, not a number (38/39)	Number responses	8/8	10/8	9/13	7/4	4/6
	% responses	21%/21%	26%/21%	24%/33%	18%/10%	11%/15%
19. I am given enough recognition by management for work that's well done (38/39)	Number responses	5/3	7/11	8/7	10/8	8/10
	% responses	13%/8%	18%/28%	21%/18%	26%/20%	21%/26%
20. Communication from management are frequent enough (38/39)	Number responses	5/2	5/4	14/9	7/8	7/16
	% responses	13%/5%	13%/10%	37%/23%	18%/21%	18%/41%
21. Communication from management keep me up to date on the hospital (37/39)	Number responses	6/2	9/4	11/6	6/8	5/18
	% responses	16%/5%	24%/10%	30%/18%	16%/21%	14%/46%
22. I feel I can trust what I am told by the management staff (36/39)	Number responses	5/4	10/2	5/6	7/9	9/18
	% responses	14%/10%	28%/5%	14%/15%	19%/23%	25%/46%

Question		Agree Strongly 1	2	3	4	Disagree Strongly 5
23. Quality is a top priority at _____ Hospital (36/39)	Number responses	6/4	6/11	14/14	7/8	3/2
	% responses	17%/10%	17%/28%	39%/36%	19%/21%	8%/5%
24. My supervisor asks me for input to help make decisions (37/39)	Number responses	5/7	14/10	7/8	5/7	6/7
	% responses	14%/18%	38%/26%	19%/21%	14%18%	16%/18%
25. I feel that my supervisor gives me adequate support (37/38)	Number responses	7/12	12/4	11/11	2/7	5/4
	% responses	19%/32%	32%/11%	30%/29%	5%/18%	14%/11%
26. My supervisor treats me with respect (37/39)	Number responses	11/15	13/10	9/7	1/3	3/4
	% responses	30%/38%	35%/26%	24%/18%	3%/8%	8%/10%
27. I feel that my supervisor treats me fairly (37/39)	Number responses	10/15	16/11	5/6	4/2	2/5
	% responses	27%/38%	43%/28%	14%/15%	11%/5%	5%/13%
28. My supervisor tells me when my work needs to be improved (37/38)	Number responses	7/9	15/20	13/6	2/2	0/1
	% responses	19%/24%	41%/53%	35%/16%	5%/5%	0%/3%
29. My supervisor tells me when I do my work well (36/38)	Number responses	4/10	11/12	10/8	3/4	8/4
	% responses	11%/26%	31%/32%	28%/21%	8%/11%	22%/11%
30. I am provided enough information by the Hospital to do my job well (37/39)	Number responses	4/5	5/8	17/10	7/12	4/4
	% responses	11%/13%	14%/21%	46%/26%	19%/31%	11%/10%
31. My initial training provided by the Hospital was as much as I needed (36/38)	Number responses	2/5	7/11	9/10	11/8	7/4
	% responses	6%/13%	19%/29%	25%/26%	31%/21%	19%/11%

Question		Agree Strongly 1	2	3	4	Disagree Strongly 5
32. As much ongoing training as I need is provided by the Hospital (37/38)	Number responses	4/3	8/10	13/12	6/6	6/7
	% responses	11%/8%	22%/26%	35%/32%	16%/16%	16%/18%
33. I believe my salary is fair for my responsibilities (37/39)	Number responses	2/6	4/3	12/6	12/10	7/14
	% responses	5%/15%	11%/8%	32%/15%	32%/26%	19%/36%
34. I would recommend employment at _____ Hospital to my friend (37/38)	Number responses	4/3	10/8	15/9	3/5	5/14
	% responses	11%/8%	27%/21%	41%/23%	8%/13%	14%/36%

**I am satisfied with the:**

Question		Agree Strongly 1	2	3	4	Disagree Strongly 5
35. Overall benefits package (36/37)	Number responses	1/0	1/4	13/2	10/12	11/19
	% responses	3%/0%	3%/11%	36%/5%	28%/32%	31%/51%
36. Amount of vacation (37/38)	Number responses	4/10	16/16	12/8	3/3	2/1
	% responses	11%/26%	43%/42%	32%/21%	8%/8%	5%/3%
37. Sick leave policy (36/38)	Number responses	2/9	13/18	10/7	7/2	4/2
	% responses	6%/24%	36%/47%	28%/18%	19%/5%	11%/5%
38. Amount of health care paid for by health insurance (34/38)	Number responses	2/1	4/3	9/7	7/8	12/19
	% responses	6%/3%	12%/8%	26%/18%	21%/21%	35%/50%

Question		Agree Strongly 1	2	3	4	Disagree Strongly 5
39. Retirement plan benefits  (34/38)	Number responses	1/3	3/4	10/2	7/6	13/23
	% responses	3%/8%	9%/11%	29%/5%	21%/16%	38%/61%
40. Life insurance  (35/37)	Number responses	3/3	6/8	14/7	4/6	8/13
	% responses	9%/8%	17%/22%	40%/19%	11%/16%	23%/35%
41. Disability benefits  (30/36)	Number responses	2/3	4/3	15/10	2/7	7/13
	% responses	7%/8%	13%/8%	50%/28%	7%/19%	23%/36%

42. Are there any benefits you would like to see added to \_\_\_\_\_ Hospital's benefits package?

**Yes** 25 (66%)      **No** 5 (13%)      **No Answer** 8 (21%)      **Total** 38

Same response as last year except one less "no answer".

What would you like added?

Response	# Responses	% of Respondents
1. Health Insurance	5/7	13%/23%
2. Dental	13/7	33%/23%
3. Lower deductions & deductibility	2/6	5%/20%
4. Vision	11/12	28%/40%
5. Retirement plan	6/1	15%/3%
6. Reduced fee for clinic visits	0/1	0%/3%
7. The current basics	0/3	0%/10%
8. Paid continuing education and professional fees	1/0	13%/0%
9. Bonuses for longevity and years of service	1/0	13%/0%

43. How long do you plan to continue your employment at \_\_\_\_\_ Hospital?

Response	# Responses	% Respondents
1. 3 to 4 more years	3/1	9%/3%
2. Will leave as soon as possible	3/1	9%/3%
3. Until retirement	7/5	21%/13%
4. Not long	0/1	0%/3%
5. As long as possible	11/19	32%/49%
6. 2 to 3 months	2/1	6%/3%
7. 3 weeks	0/1	0%/3%
8. Unknown	6/8	18%/21%
9. 5+ years	1/1	3%/3%
10. Will leave if no health insurance	1/0	3%/0%

44. Please tell us what \_\_\_\_\_ can do to increase your satisfaction as an employee.

RESPONSES

- Put people in positions of management that know what they are doing and that don't do the crisis micro management thing. Also provide insurance that is affordable and wages that are competitive to other facilities and that allow us to pay for the insurance.
- Quit changing 3 or 4 people's schedules to accommodate one person and let seniority actually mean something!
- There needs to be more communication between ALL employees, management and staff.
- They need to hire more dependable help and then treat them good.
- Training for specific job duties to improve skills, cross train other employees to fill in while on vacation or ill.

**These questions are for statistical use only. This section was optional.**

45. What is your age?

Under 21	0/ 2
21 to 34	15/ 9
35 to 44	5/ 8
45 to 54	5/12
55 or older	6/ 4

46. What is your sex?

Male	3/ 7
Female	27/29

47. What is your marital status?

Married	22/25
Unmarried	7/11

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48. How many children under the age of 18 do you have?

None	11/29
One	7/ 3
Two	5/ 3
Three	2/ 2
Four	2/ 1
Five or more	1/ 0

49. How long have you worked for \_\_\_\_\_ Hospital?

Less than one year	8/ 5
One year to less than two years	4/ 7
Two years to less than five years	8/ 6
Five years to less than ten years	5/ 5
Ten years or more	6/11

50. What is your total before-tax annual income from this job, including overtime and bonuses?

Less than \$20,000	15/24
\$20,000 to less than \$30,000	10/ 5
\$30,000 to less than \$40,000	5/ 2
\$40,000 to less than \$50,000	1/ 1
\$50,000 to less than \$75,000	0/ 2
\$75,000 or more	0/ 0

# SECTION VI





# Presenting the Data

One of the quickest and easiest ways to develop a presentation is using Microsoft Powerpoint. You can take the raw data and transform it into charts and graphs that visually display the results. It is especially useful for comparing data from several different points in time. The following inserts are slides from a Powerpoint presentation that show how you could present the data in a form that is easily understood. A copy of this Powerpoint presentation is included on the Sample Files Disk in Section IV.

**Hospital**

Employee Satisfaction Survey Results

Presented by:

**SURVEYS**

**CAPABILITIES**

- Provide quantifiable data
- Provide opportunity for individuals to feel they had a say on issues
- Create a record of individuals' behavior, opinions, attitudes, and beliefs

**SURVEYS**

**LIMITATIONS**

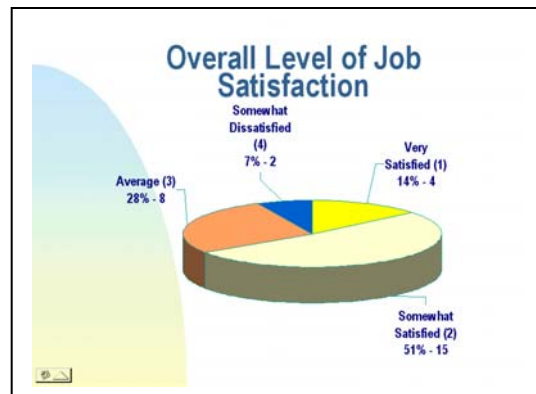
- Poorly designed questions can be misinterpreted by respondents
- Generally do not provide in-depth understanding of underlying issues, reasons, or behavior patterns
- Incorrectly designed surveys may produce invalid and misleading results
- Need adequate number of responses to insure validity

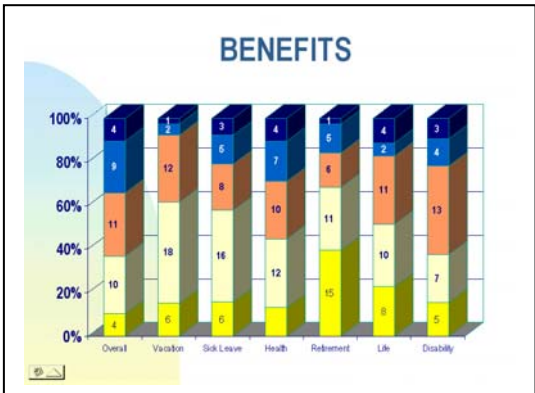
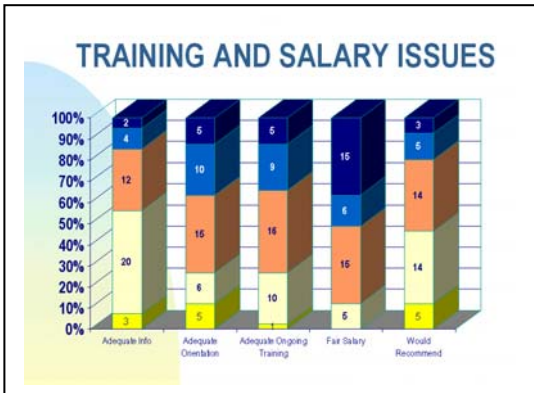
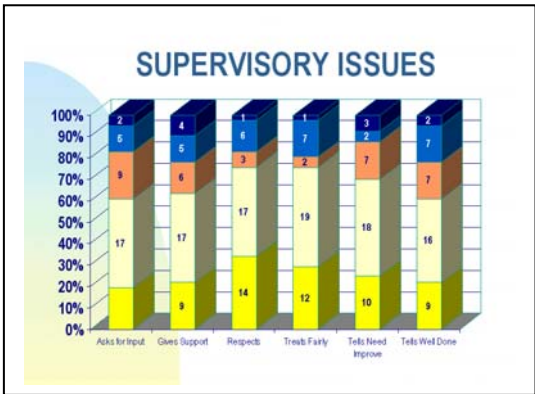
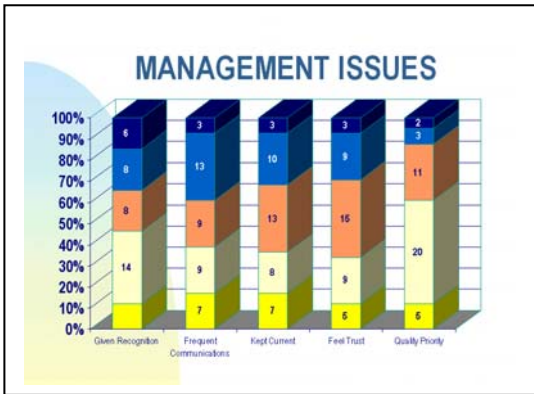
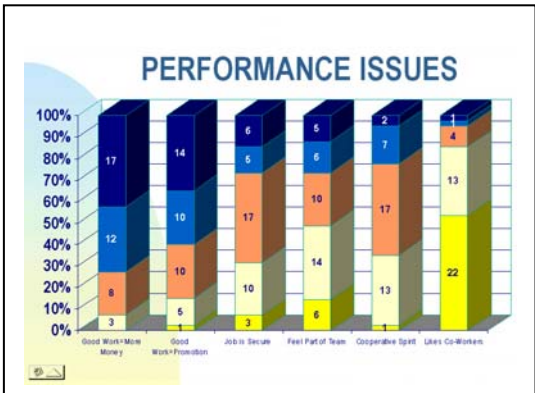
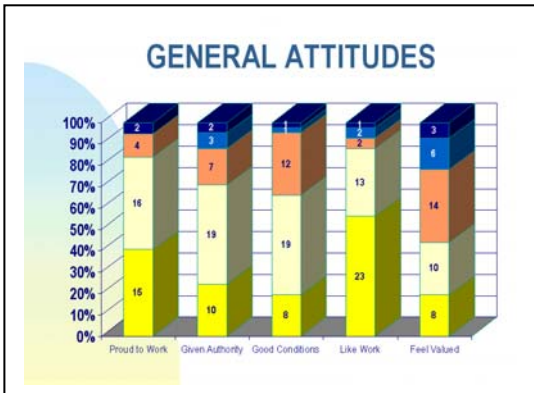
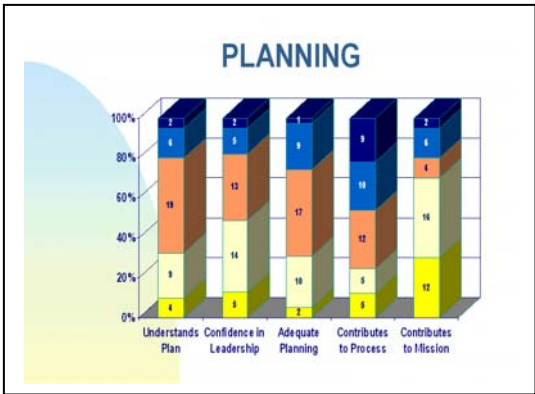
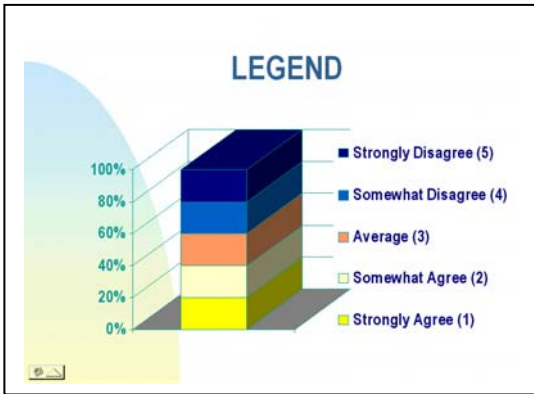
**Employee Satisfaction Survey Process**

- Survey distributed to all employees via paychecks in (month/year)
- Forty-one (41) employees returned the survey

**Who Completed the Survey?**

- ◆ 74% were 35 years of age or older
- ◆ 79% were female
- ◆ 29% were unmarried
- ◆ 56% have no children under the age of 18 years
- ◆ 64% have worked at \_\_\_\_\_ Hospital less than 5 years
- ◆ 42% have a total before-tax income of less than \$20,000

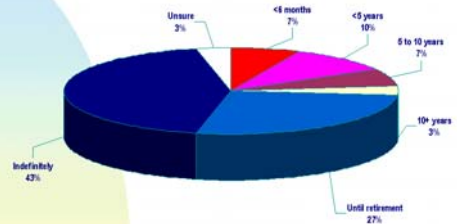




## ADDITIONAL BENEFITS

- ◊ 68% (28) desired additional benefits
- ◊ 23 cited "dental" benefits
- ◊ 18 cited "vision or optical" benefits

## PLAN FOR LENGTH OF EMPLOYMENT



## SUGGESTIONS FOR IMPROVING EMPLOYEE SATISFACTION

- ◊ Improved wages
  - fair
  - equitable
  - competitive
  - recognizing performance/experience
- ◊ Additional staffing

## RECOMMENDATIONS

- ◊ Review personnel policies to ensure annual evaluations are completed
- ◊ Reward individuals for good work either through salary increases or promotions or both
- ◊ Review wage and salary scales to determine competitiveness
- ◊ Review current communication channels between management, departments, and staff
- ◊ Involve staff in strategic planning
- ◊ Consider teambuilding exercises

- 
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URL:<http://trochim.human.cornell.edu/kb> (accessed 10/12/00).
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# *Appendix A*

## **SAMPLE GROUP INTERVIEW TEMPLATE**

### **1. Overall Satisfaction**

Describe the level of your overall job satisfaction with your work at \_\_\_\_\_ Hospital? Are you more satisfied than dissatisfied? What one thing do you believe would increase your satisfaction?

### **2. Planning**

Do you understand the long term plan of \_\_\_\_\_ Hospital?  
Do you have confidence that hospital leadership can implement the plan?  
Do believe there is adequate planning of hospital objectives and do you contribute to that process?

### **3. General Attitudes**

Are you proud to work for \_\_\_\_\_ Hospital? Do you contribute to the facility's plan and mission? Are you given enough authority to make decisions?  
Are your physical working conditions good? Do you like the work you do?  
Do you feel valued?

### **4. Performance Issues**

Can you count on making more money or being promoted for good work?  
Do you believe your job is secure? Do you feel part of a team working toward shared goals? Do you like the people you work with?

### **5. Management Issues**

Are you given enough recognition by management for work that is well done?  
Are communications from management frequent enough? Do these communications keep you up to date on the hospital? Can you trust what you are told by management?  
Do you feel quality is a top priority?

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**6. Supervisory Issues**

Does your direct supervisor ask for your input? Give you adequate support?  
Treat you with respect? Treat you fairly? Tell you when you need improvement or  
when you have done a good job?

**7. Training and Salary Issues**

Were you given enough information by the hospital to do your job well?  
Was the initial training (orientation) adequate? Is ongoing training adequate?  
Is your salary fair for your responsibilities? Would you recommend \_\_\_\_\_ Hospital  
to your friends as a place of employment?

**8. Benefits**

Are you satisfied with the overall benefits package provided by the hospital? What  
would you like changed?



**Contents include why evaluate employee satisfaction; what is job satisfaction; a description of survey methods; step-by-step instructions on conducting an employee satisfaction survey; survey template; processing survey responses; survey report content; survey report templates; and survey report Powerpoint presentation template.**



**Disk with Microsoft Word, Excel, and Powerpoint files with survey templates, report templates, and presentation templates included.**



**Save substantial dollars in consulting fees by utilizing the tools included in this publication.**



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