

EMPLOYEE SATISFACTION SURVEY

**Developed by the Management and Leadership Program (M&L)
Management Sciences for Health**

Employee Satisfaction

Employee satisfaction refers to the employee's sense of well-being within his or her work environment. It is the result of a combination of extrinsic rewards, such as remuneration and benefits, and intrinsic rewards, such as respect and appreciation. Positive changes in the HRM systems and the way in which managers and supervisors interact with staff on personnel issues can increase the level of employee satisfaction. While a high level of employee satisfaction cannot be absolutely tied to higher levels of retention, motivation and performance, a low level of employee satisfaction is a definite source of low levels of performance.

Research indicates that employees' level of satisfaction with their work stems from how they perceive five components of their work environment:

1. employees perceive they are being treated fairly
2. employees understand what they are expected to do on the job
3. employees feel they get adequate feedback on their performance
4. employees feel their work is meaningful and valued by the organization/institution
5. employees feel they have opportunities for career development

The questionnaire that follows was developed to establish a baseline data on employee satisfaction. Managers are encouraged to use this questionnaire to establish baseline data prior to implementing improvements to the HRM system. The same questionnaire can be used approximately 1 year later to measure the impact of management improvements.

Directions:

This questionnaire is intended to be applied confidentially with a sample group of staff representing 15%-20% of the organization. It is important to include staff from all levels and departments. The questionnaire is simple and should not take more than 10 minutes to complete. Explain the purpose of the questionnaire and ensure staff that their responses are completely confidential. The results can provide insight into the areas that staff are most dissatisfied with in their work environment.

STAFF SATISFACTION SURVEY

Dear Staff Member,

The Director and HRM department are interested in better understanding your level of satisfaction as an employee of our organization. Your feedback and comments on this questionnaire will help us to make improvements in our HR policies and practices. We appreciate your taking a few minutes to respond to these 10 questions. Your response is confidential. Please return completed questionnaires to _____ by _____.

Thank you.

Directions: For each of the statements below, please circle the number that best represents your opinion.

	Disagree	1	2	3	4	5	Agree
1. My salary is fair compared to other staff with the same level of responsibility		1	2	3	4	5	
2. My benefits are fair compared to other staff at my level.							
3. My job description is accurate and up to date		1	2	3	4	5	
4. My supervisor and I have agreed on the priorities of my job		1	2	3	4	5	
5. I get clear feedback from my supervisor about how well I am performing in my job		1	2	3	4	5	
6. My annual performance appraisal is based on the priorities in my workplan		1	2	3	4	5	
7. My supervisor seeks my input when faced with a challenge or problem		1	2	3	4	5	
8. The organization acknowledges and values my work		1	2	3	4	5	
9. The organization provides me with the essential coaching and training to do my job.		1	2	3	4	5	
10. The organization works (as much as possible) to provide me with opportunities for career growth.		1	2	3	4	5	