SURVEY OF CITY OF SCOTTSDALE EMPLOYEES:
THEIR MOTIVATIONAL STATES AND REASONS FOR STAYING
OR LEAVING

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EXECUTIVE SUMMARY

Purpose of the Survey

The purpose of this survey is to identify the roots of employee satisfaction and psychological states that lead employees to stay or leave their jobs at the City of Scottsdale.

Motivational States

Enthusiastic stayers most characterized the City of Scottsdale workforce. That is, 73% want to and can stay. By comparison, 12% were reluctant stayers (those who want to leave but cannot) and 13% were enthusiastic leavers (those who want to and can leave). A few (3%) are reluctant leavers; they want to stay but feel that they cannot.

We also compared these four motivational states in terms of their reasons for staying ("motivational forces to stay") and leaving ("motivational forces to leave"). Enthusiastic stayers report strong forces to stay but few forces to leave. Specifically, they experience more job and community fit as well as more job and community sacrifices. Their families are also more embedded in the organization and community. Further, enthusiastic stayers feel a stronger moral obligation to stay.

By comparison, reluctant stayers encounter both forces to stay and to leave. They are attracted to other jobs (or unpaid roles) and geographical locales, but others also pressure them to leave. Even so, they stay because they believe that leaving would incur considerable sacrifices to them personally or their families.

Enthusiastic leavers report strong forces to leave and few—if any—forces to stay. They are highly attracted to other alternatives (work or nonwork roles) or geographical regions. They also face strong demands or requests from others to leave.

<u>Reluctant leavers</u> experience only strong forces to leave. Though not threatened with potential dismissals or layoffs (low perceived job insecurity), they nonetheless report strong pressures from others (e.g., spouses, supervisors) to leave. They are also attracted to other alternatives.

Motivational Forces that Induce Quit Intentions

We also compared motivational forces between employees who plan to quit in the next six months (<u>prospective leavers</u>) and those who plan to stay in the next six months (<u>prospective stayers</u>). Not surprisingly, <u>intended leavers</u> report stronger forces for leaving but fewer forces for staying. Compared to <u>intended stayers</u>, <u>intended leavers</u> report that they are attracted to other alternatives and geographic locales. They also experience more pressure from others to quit as well as report higher costs for staying. Conversely, <u>prospective leavers</u> fit the job or community less well relative to <u>prospective stayers</u>. Moreover, leaving is not costly to them or their families. Finally, they feel detached from workplace contacts and feel little moral obligation to stay.

Overall Job Satisfaction

Overall employees' job satisfaction at City of Scottsdale is moderate (Average value 3.37 out of 5, 1= Very dissatisfied, 2= Dissatisfied, 3= Neutral, 4 = Satisfied, 5=Very satisfied). Employees are satisfied with various job features such as: personal ability to provide city services, personal safety, job duties, work schedule, co-workers, and their supervisors. On the other hand, they are most dissatisfied with recognition for good performance (including how their work is valued by the organization's leaders), compensation, and city management.

Job Satisfaction Facets Inducing Quit Intentions

Currently, 10% of City employees report that they plan to leave the organization within the next 6 months.

To identify why employees plan to leave, we also compared the levels of job satisfaction between intended stayers and leavers. <u>Prospective leavers</u> are more dissatisfied than <u>prospective stayers</u> on all job facets. Listed below are the major sources of dissatisfaction that lead employees at City of Scottsdale to want to leave.

- ➢ Leadership
    - o Lack of leader recognition of employee performance
    - o Lack of leader support
    - o Low leader empowerment
    - o Low quality relationship with leaders
- ➢ Career Development
    - o Lack of opportunities for professional growth and development
   - o Few opportunities to learn new skills and knowledge
- ➢ Human Resource Management System
    - o Dissatisfaction with pay raise rate, current pay, and employee benefits
    - o Dissatisfaction with performance feedback system
    - o Limited promotion opportunities

STUDY METHODOLOGY

Introduction

The Society of Human Resource Management Foundation awarded a grant to Professors Peter Hom (Arizona State University), Terrence Mitchell and Thomas Lee (University of Washington), and Rodger Griffeth (Ohio University) to investigate motivational states of staying or leaving an organization—notably, reluctant stayers, enthusiastic stayers, reluctant leavers, and enthusiastic leavers. Each university team carried out separate studies with different employee populations to investigate these motivational states—namely, ways to assess these states, their antecedents, and their consequences. The chart below summarizes our model. We consider the motivational forces for staying or leaving and how they inspire or generate psychological states. These states engender various employee reactions, such as job satisfaction and withdrawal cognitions (or quit propensity).
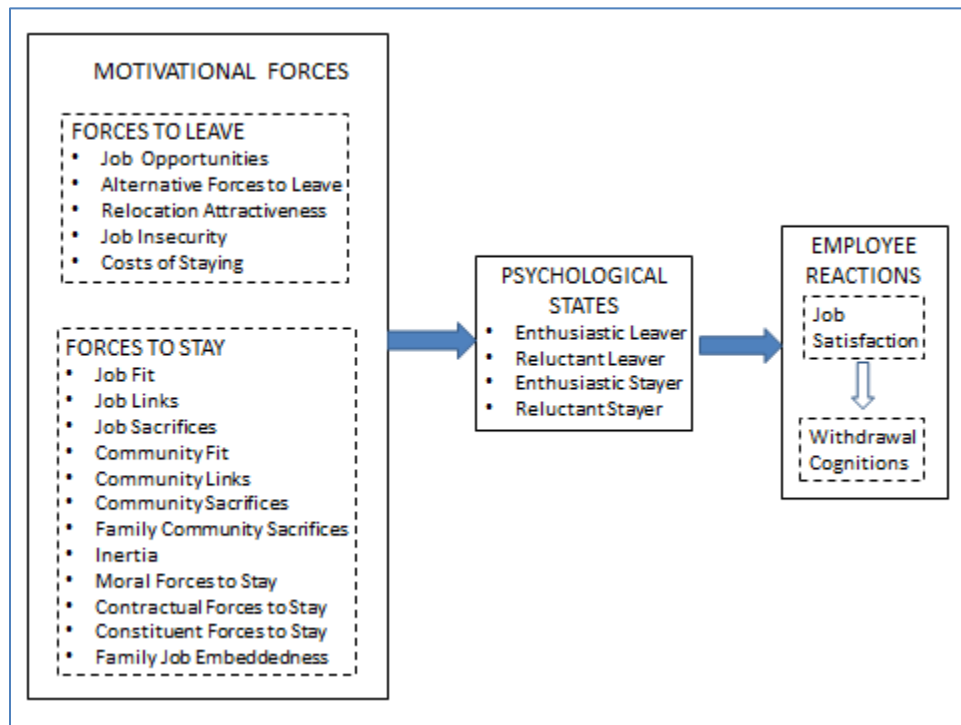
Study Objectives

The research team from Arizona State University surveyed the City of Scottsdale workforce to investigate the existence and prevalence of these motivational states as well as their origin. That is, they identified various motivational forces that predispose employees toward particular states. Testing a new model by Hom, Mitchell, Lee, and Griffeth (2012), the ASU team checked whether different forces underpinned each of the four major psychological states (or *Proximal Withdrawal States* [PWS]). To illustrate, the PWS model posits that certain forces for staying, such as costs of quitting (e.g., relinquishing job benefits) or relocating (e.g., disrupting children's

education), may keep an employee from leaving. If the employee stays to avoid such losses, that person may end up a "reluctant stayer," especially if the job is not satisfying or fulfilling.

Survey Development and Administration

Using prior survey items as well as generating new ones, the ASU team initially developed prospective questionnaire items to assess these states and their antecedents (motivational forces to stay or leave). They pilot tested the questions with a national sample of 200 employees, examining their reliability and validity. Refining the survey based on that pilot survey, they administered a confidential survey online to the City of Scottsdale employees between early October, 2013 and the end of the Year 2013.

Survey Participants

Five hundred and eighty-four employees participated. After deleting 56 respondents who did not finish the survey, 528 provided usable data for statistical analyses.

Survey Analyses

We assigned employees to one of the four major PWS states (reluctant stayers or leavers, enthusiastic stayers or leavers) based on their answers to questions about which states they most resemble. We then compared these four types of employees on sets of forces to leave (reasons for leaving) and stay (reasons for staying). We present a graph for each comparison and highlight group differences that are statistically significant (according to statistical tests). Next, we classified employees as prospective stayers (they plan to remain at the City of Scottsdale for the foreseeable future) or prospective leavers (they plan to quit their current employment within the foreseeable future) and also compared their motivational forces. Again, we highlighted significant group differences. Finally, we examined how prospective stayers and leavers differed in job satisfaction, comparing their satisfaction levels for each of 25 different job aspects. Group differences suggest which types of dissatisfaction (e.g., pay dissatisfaction, dissatisfaction with opportunities for personal growth) may be inducing employees to think about leaving (and eventually quit).

1A. Prevalence of Different Psychological States at the City of Scottsdale

Motivational States	Definitions
Reluctant Stayer	Employees who want to leave but cannot leave
Reluctant Leaver	Employees who want to stay but cannot stay
Enthusiastic Stayer	Employees who want to and can stay
Enthusiastic Leaver	Employees who want to and can leave

City of Scottsdale
Psychological States of Staying and Leaving
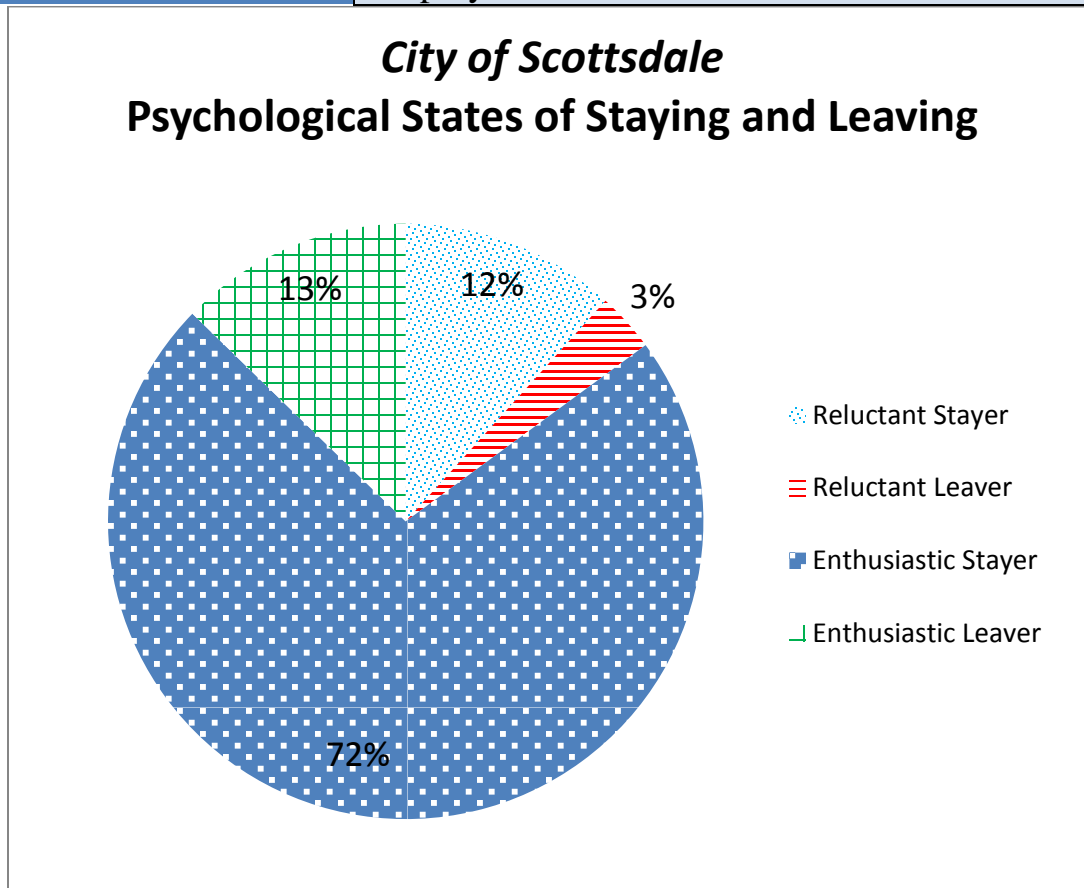
City employees are mostly enthusiastic stayers (72%). Yet 12% are reluctant stayers, while 13% are enthusiastic leavers. According to recent research (see Appendix A), reluctant stayers can express dysfunctional attitudes and behaviors at work. That is, they express more job dissatisfaction than enthusiastic stayers. Unlike enthusiastic stayers, they are more likely to perform jobs less effectively, exhibit less organizational citizenship (e.g., engaging in activities that support the organization but that are not specified in the job description), and more often seek other employment elsewhere. In some ways, they resemble leavers more than (enthusiastic) stayers. Because 13% are enthusiastic leavers, their impending departures may impose additional costs to the City in terms of recruiting and training new replacements.

1B. Comparison Between the City of Scottsdale and a National Sample

Percent Representing Different Types of Stayers and Leavers

■ City of Scottsdale   ⬚ National Sample

Category	City of Scottsdale	National Sample
Reluctant Stayer	11.7	18.80
Reluctant Leaver	3.2	11.80
Enthusiastic Stayer	72.3	62.40
Enthusiastic Leaver	12.7	7.00
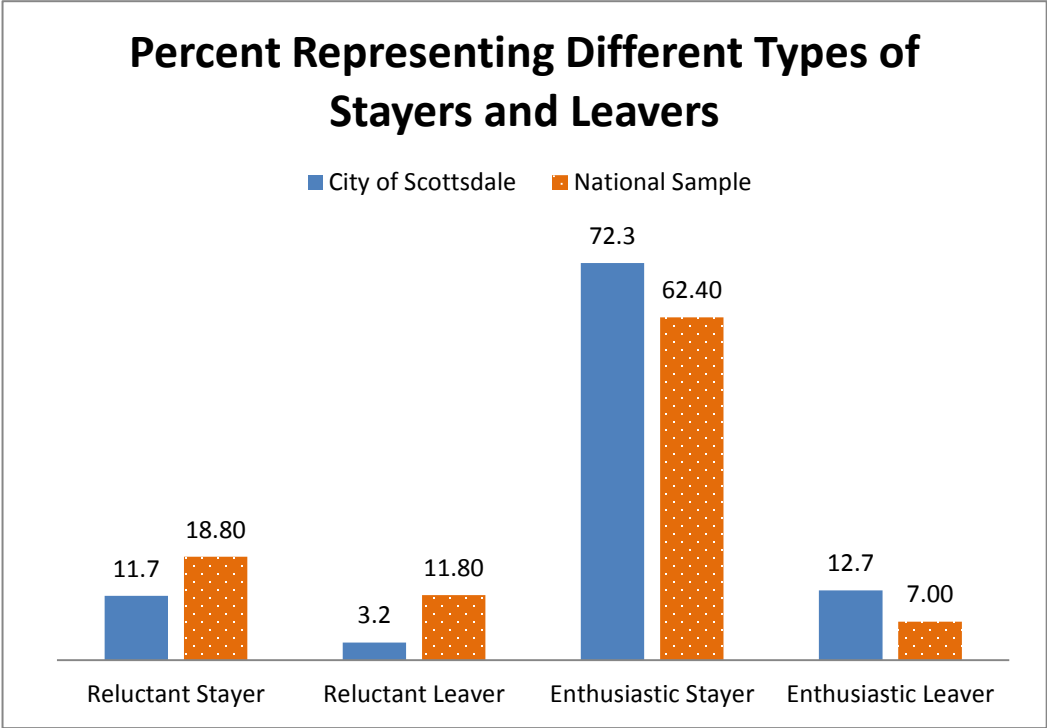
→ The City of Scottsdale has more *Enthusiastic Stayers* than a national sample (400+ employees). However, the City also employs more *Enthusiastic Leavers* than a national sample.

2. Why Do Different Psychological States Emerge?

- ✓ **We compare the Four Psychological States in terms of Motivational Forces *to Leave* (see Appendix C)**
- ✓ **Statistical Tests Identified Which Groups were Significantly Different**

2a. Job Opportunity (Force to Leave)

Job opportunity means employees' perceptions of the availability of employment opportunities for someone with their skills, experience, and background.[1] When employees have plentiful job opportunities elsewhere, they are likely to quit.

Job Opportunity

	Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
Value	3.33	3.69	3.55	3.74
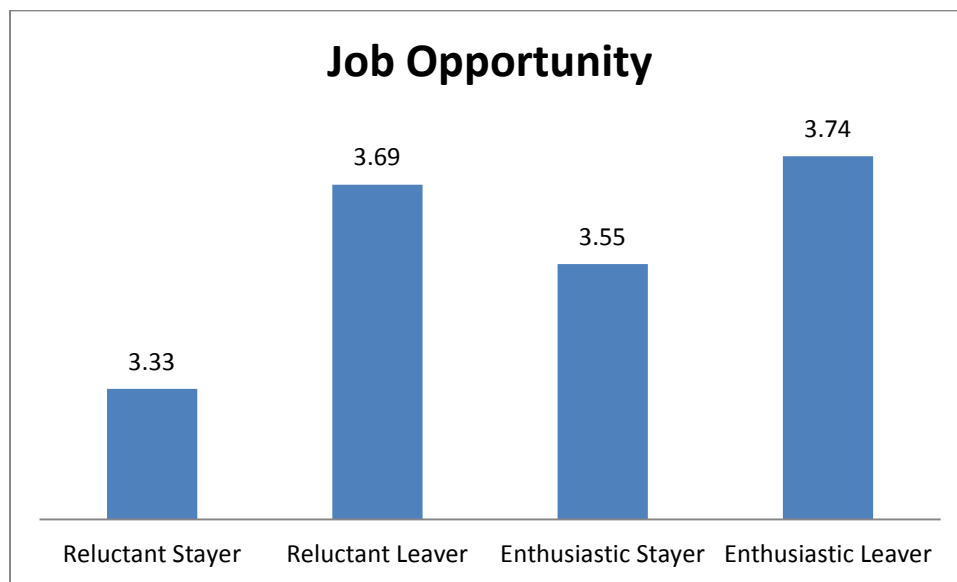
Scale 1= Strongly disagree, 2= Disagree, 3= Neither, 4= Agree, 5= Strongly agree

Compared with reluctant stayers, enthusiastic leavers believe there are ample job opportunities in the external labor market. In other words, such job opportunities may explain why they are enthusiastic leavers. They have plentiful job prospects that are inducing them to want to leave.

2b. Normative Forces to Leave

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[1] Steel, R. P., & Griffeth, R. W. (1989). The elusive relationship between perceived employment opportunity and turnover behavior: A methodological or conceptual artifact?. Journal of Applied Psychology, 74(6), 846.

Employees' family, friends, coworkers, or supervisors may expect them to quit a job. If there are strong expectations from others that favor leaving, employees have stronger motivation to quit.[2]

Normative Forces

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
2.75	2.83	2.02	2.71

Scale 1= Strongly disagree, 2= Disagree, 3= Neither, 4= Agree, 5= Strongly agree
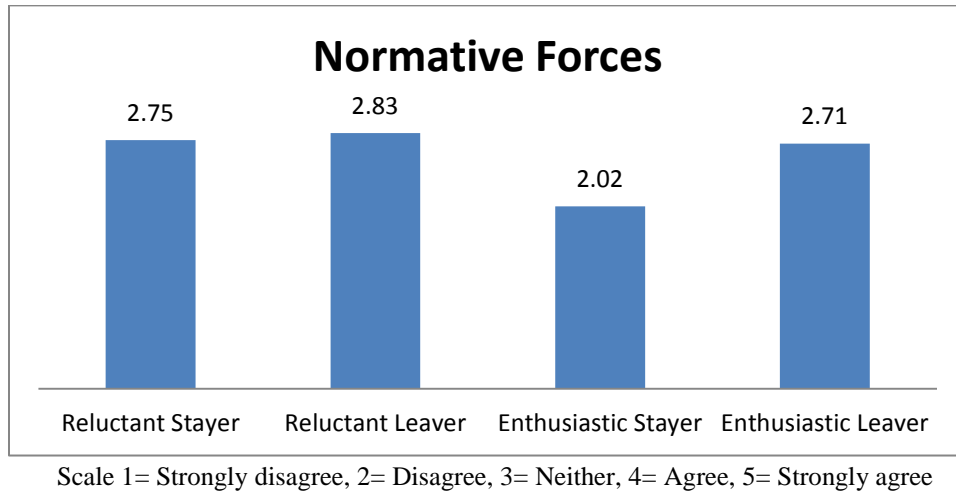
Enthusiastic stayers experience the least social pressures to leave the job. Reluctant stayers and both types of leavers report higher expectations or demands from other people to leave.

2c. Alternative Forces to Leave

Good or abundant job opportunities can "pull" employees away from current organizations, whether they are satisfied with the organization in an absolute sense or not. Attractive alternatives can include unpaid alternatives, such as full-time parenting or schooling. Some perceived attainable alternative must simply be *more* attractive to induce motivation to quit.[3]

Alternative Forces

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
3.07	3.35	2.76	3.17
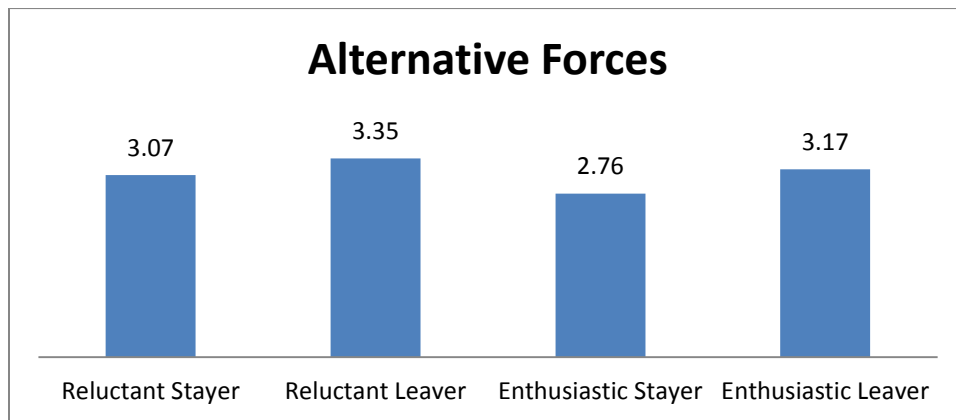
Enthusiastic stayers are least attracted to other alternatives. Reluctant stayers and both types of leavers perceive other alternatives to be attractive, more so than do enthusiastic stayers.

2d. Relocation Attractiveness

[2] Maertz Jr, C. P., & Boyar, S. L. (2012). Theory-driven development of a comprehensive turnover-attachment motive survey. Human Resource Management, 51(1), 71-98.
[3] Maertz Jr, C. P., & Boyar, S. L. (2012). Theory-driven development of a comprehensive turnover-attachment motive survey. Human Resource Management, 51(1), 71-98.

Career and lifestyle advantages of geographic location elsewhere can lure employees away.[4]

Relocation Attractiveness

Reluctant Stayer: 3.25
Reluctant Leaver: 2.94
Enthusiastic Stayer: 2.81
Enthusiastic Leaver: 3.20
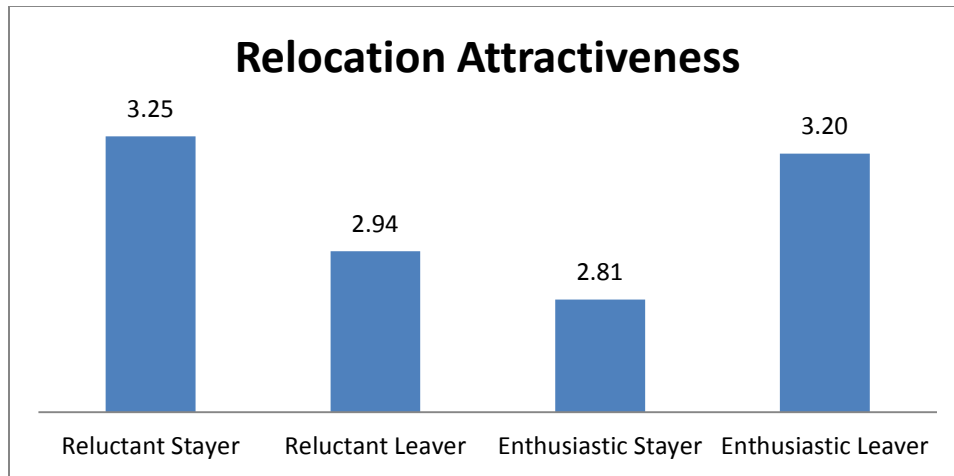
Reluctant stayers and enthusiastic leavers believe that geographic relocation will bring more job or lifestyle benefits than do enthusiastic stayers.

2e. Job Insecurity[5]

Employee beliefs about the probability of losing a job (via layoffs, terminations, or mergers and acquisitions) can motivate leaving.

Job Insecurity

Reluctant Stayer: 1.61
Reluctant Leaver: 1.66
Enthusiastic Stayer: 1.57
Enthusiastic Leaver: 1.54
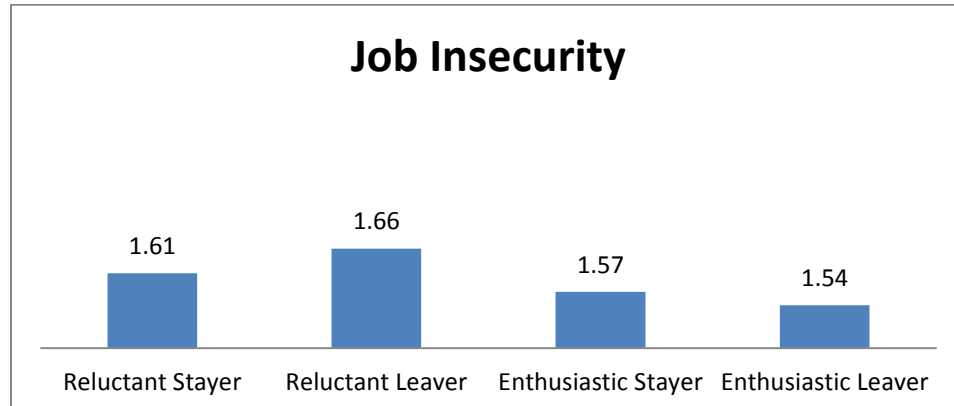
All groups report low probability of losing their job involuntarily. There are no statistical differences across the four groups.

2f. Opportunity Costs of Staying

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[4] Tharenou, P. & Caulfield, N. (2010). Will I stay or will I go? Explaining repatriation by self-initiated expatriates. Academy of Management Journal, 53, 1009-1028.

[5] Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. Academy of Management journal, 32(4), 803-829.

The "opportunity costs" of staying may reduce job satisfaction and increase turnover (Hulin, Roznowski, & Hachiya, 1985). Opportunity costs refer to what employees forego if they remain employed or stay in the same geographical locale, such as forsaking better job prospects elsewhere or preventing spouses from relocating for better career opportunities.[6]

Cost of Staying

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
1.75	1.73	1.48	1.56
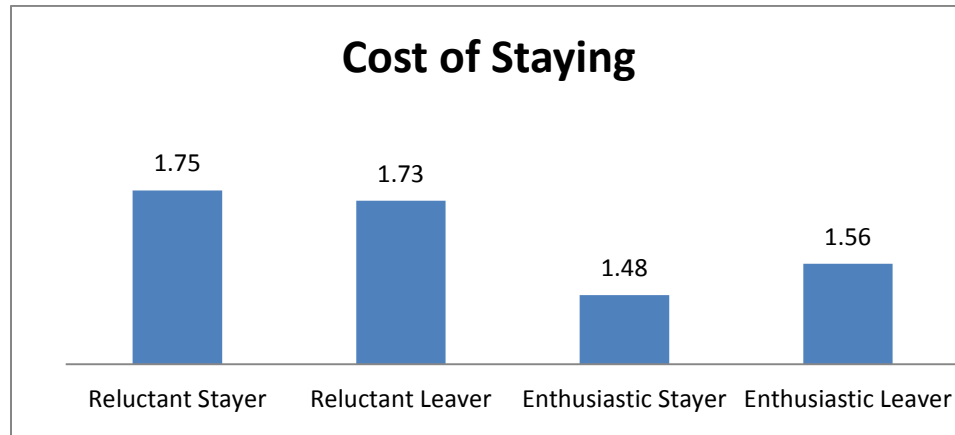
The perceived opportunity costs of staying are low for all groups. Yet reluctant stayers report higher opportunity costs than do enthusiastic stayers, contributing to their desire to leave.

3. Why Do Different Psychological States Emerge?

[6]Hulin, C. L., Roznowski, M., & Hachiya, D. (1985). Alternative opportunities and withdrawal decisions: Empirical and theoretical discrepancies and an integration. Psychological Bulletin, 97(2), 233.

- ✓ **We compare how the Four Psychological States differ in Motivational Forces *to Stay* (see Appendix C)**
- ✓ **Statistical Tests Verified Group Differences**

3a. Job Fit[7]

Employees stay because they fit the job (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). That is, their personal values fit those of their organization, their skills, abilities, and knowledge match job demands (or requirements), or their needs are fulfilled by rewards available from the job.

Job Fit

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
41.29	44.14	53.18	42.29
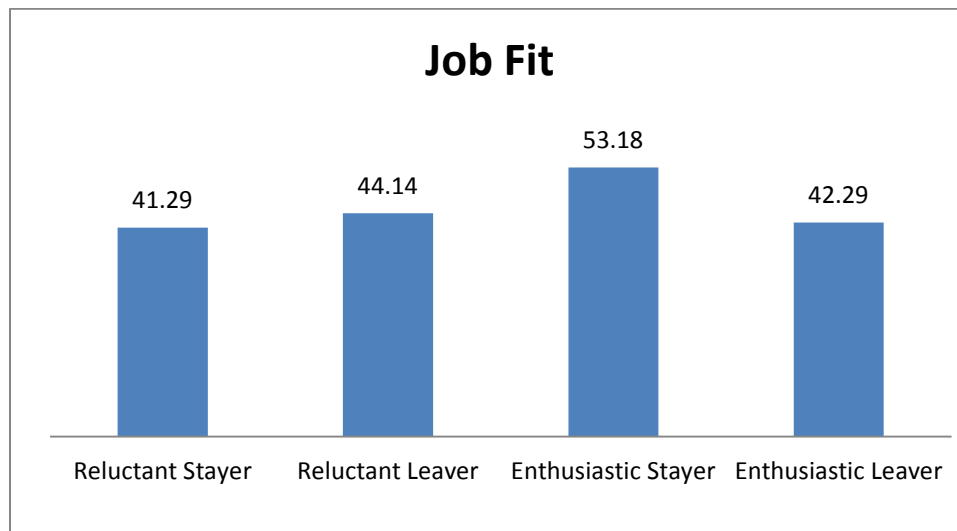
Scale ranges from 1 to 100 with a mean of 50

Enthusiastic stayers report stronger job fit than do the other three groups. Reluctant stayers do not fit the job better than do leavers, however.

3b. Job Links[8]

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[7]To avoid negative scores, the original standardized scores were converted to standard T scores. T scores have a mean of 50 and a standard deviation of 10. Statistical tests of group differences are not however affected. (Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. Academy of Management Journal, 44(6), 1102-1121).

The more connections (or links) employees have to people in the workplace, the more they are likely to stay.

Job Links

| | 50.12 | 51.84 | 50.23 | 49.00 |
| Reluctant Stayer | Reluctant Leaver | Enthusiastic Stayer | Enthusiastic Leaver |

Scale ranges from 1 to 100 with a mean of 50
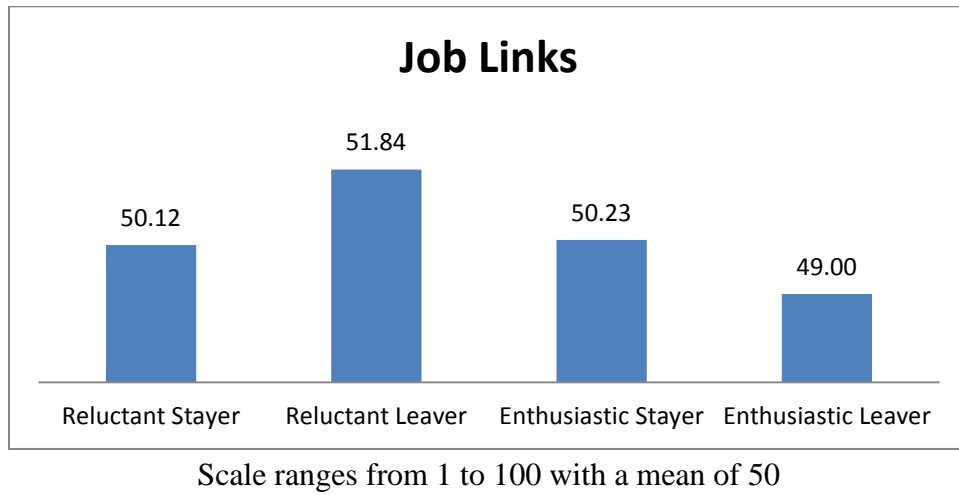
There are no significant group differences in number of job links among the four groups.

3c. Job Sacrifices[9]

Job sacrifices represent the perceived costs of material or psychological benefits that may be forfeited by leaving a job (e.g., giving up valued friendships or job perks). More job sacrifices represent a stronger force to stay. Employees who face greater job sacrifices are prone to stay.

Job Sacrifices

| | 44.28 | 41.39 | 53.08 | 40.84 |
| Reluctant Stayer | Reluctant Leaver | Enthusiastic Stayer | Enthusiastic Leaver |

Enthusiastic stayers report greater job sacrifice than the other three groups. That is, they stand to lose more job benefits than the other groups if they were to quit. Moreover, reluctant stayers believe that they would have more to lose (if they leave) than do enthusiastic leavers.

3d. Inertia Against Job Movements

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[8]To avoid negative scores, the standardized scores were converted to standard T scores.
[9]Due to the measuring issue, the standardized raw scores were converted into T scores.

Hassles associated with job search, leaving a job, and/or geographic relocations can induce employees to stay.[10]

Inertia

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
2.79	2.08	2.77	2.12
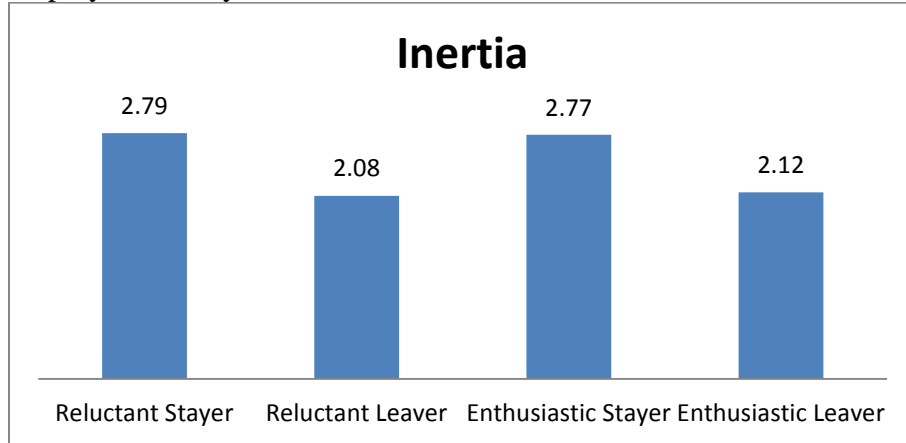
Scale ranges from 1 to 5.

Inertial forces are relatively low for all four groups. Nonetheless, both enthusiastic and reluctant stayers report greater inertia against leaving than do both types of leavers.

[10] Maertz Jr, C. P., & Boyar, S. L. (2012). Theory-driven development of a comprehensive turnover-attachment motive survey. Human Resource Management, 51(1), 71-98.

3e. Constituent Forces to Stay

Employees may feel attached to various constituents (e.g., leaders, coworkers) within the organization. Because such constituents are embedded within the organization, the employee attached to a constituent would likewise feel attached to the organization.[11]

Constituent Forces-Supervisor

	Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
	3.05	2.71	3.51	3.03

Constituent Forces-Coworkers

	Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
	2.94	3.06	3.45	2.79

Scale ranges from 1 to 5
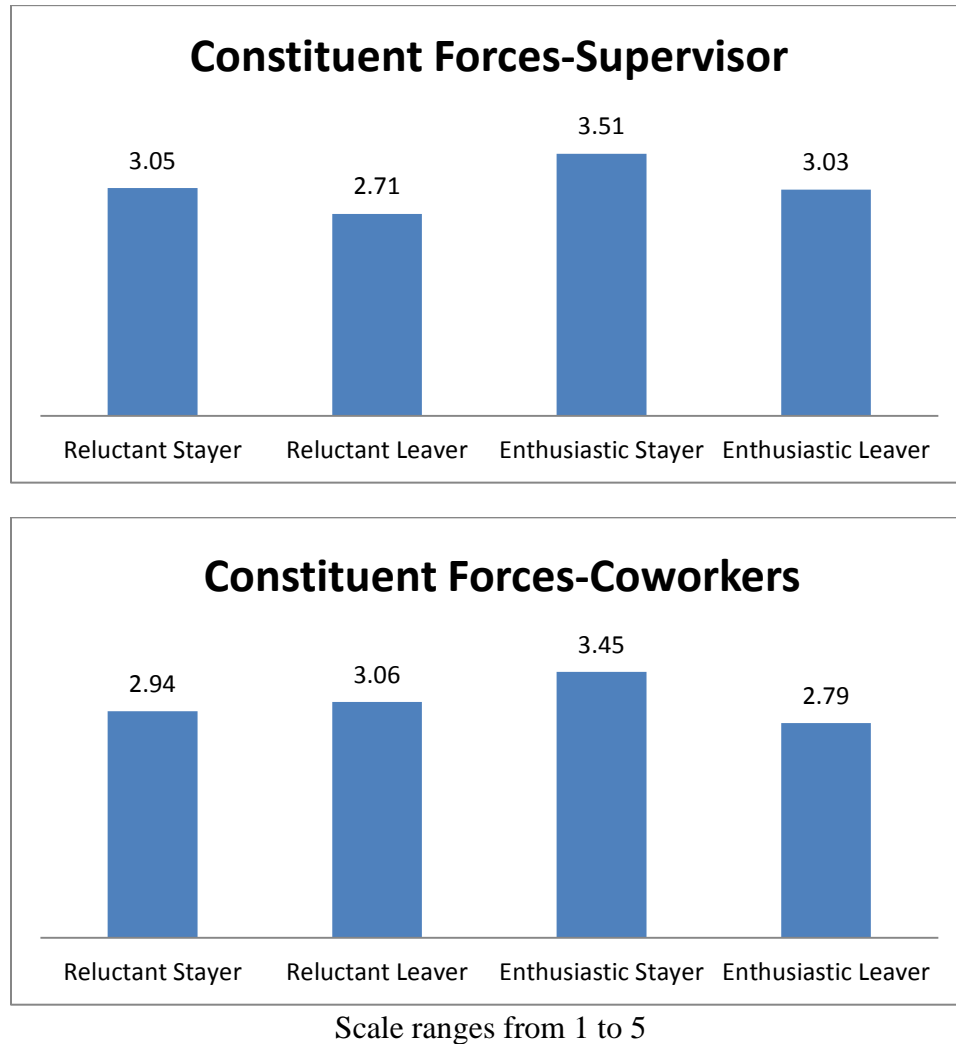
Enthusiastic stayers report greater attachment to supervisors and coworkers than do the other three groups. Reluctant stayers feel less attached to these constituents than do enthusiastic stayers. Their feelings toward supervisors and coworkers however are similar to those of leavers.

3f. Moral Forces to Stay

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[11] Maertz Jr, C. P., & Boyar, S. L. (2012). Theory-driven development of a comprehensive turnover-attachment motive survey. Human Resource Management, 51(1), 71-98.

"Employees may internalize a value about turnover behavior itself. This value may hold that quitting jobs shows weak or fickle character, implying attachment. The common psychological motive is to do "the right thing" by acting consistently with one's internalized values regarding turnover behavior."[12] Thus, high moral forces induce employees to stay.

Moral Forces to Stay

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
3.04	3.03	3.47	2.94
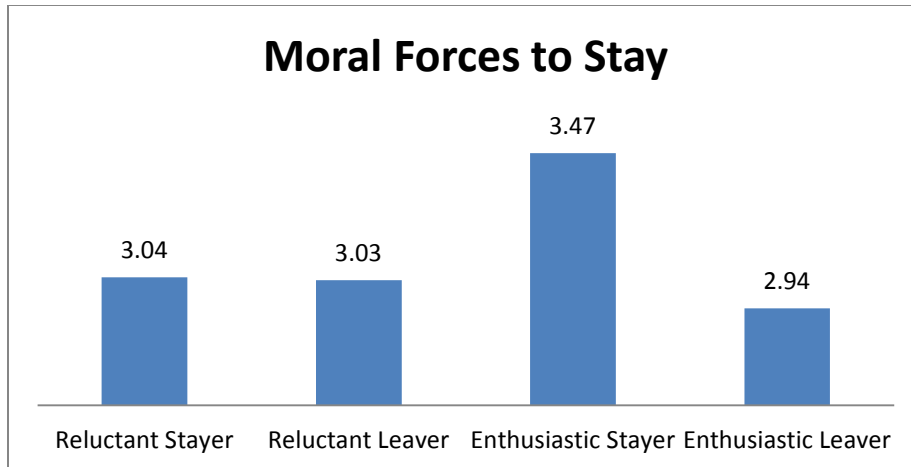
Enthusiastic stayers report stronger moral forces to stay than do the other three types of employees.

3g. Contractual Forces to Stay

Representing "legal forces," contractual forces "represent corporate pressures to stay," such as employment contracts (Hom, Mitchell, Lee, & Griffeth, 2012). Employees with such contractual obligations are more likely to stay.

Contractual Forces

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
1.69	1.45	1.50	1.53
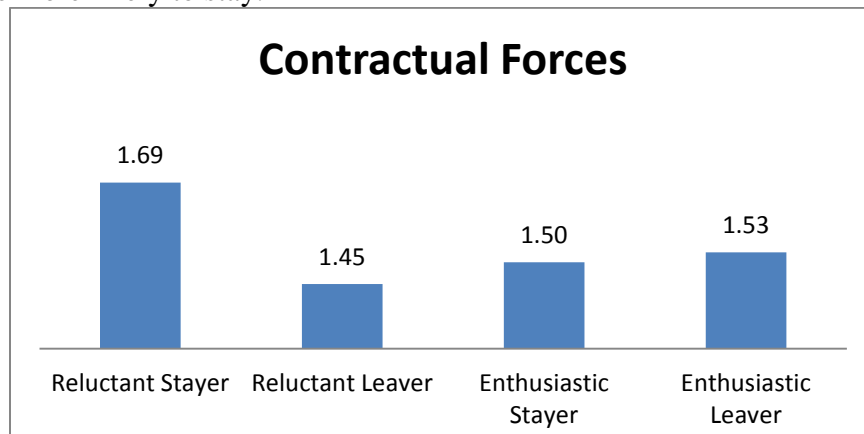
Reluctant stayers experience more contractual forces to stay than do enthusiastic stayers.

3h. Community Links[13]

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[12] Maertz Jr, C. P., & Boyar, S. L. (2012). Theory-driven development of a comprehensive turnover-attachment motive survey. Human Resource Management, 51(1), 71-98.

[13] To avoid negative scores, standardized raw scores were converted into T scores.

Employees having more links to people in the community (e.g., relatives, friends) are more motivated to stay (Mitchell et al., 2001).

Community Links

50.48 — Reluctant Stayer
46.27 — Reluctant Leaver
50.32 — Enthusiastic Stayer
48.51 — Enthusiastic Leaver
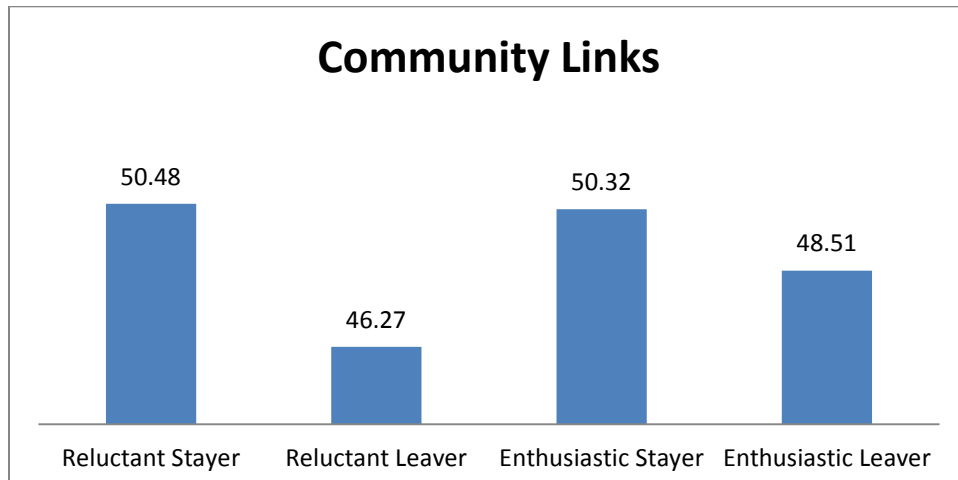
Scale ranges from 1 to 100 with a mean of 50There are no statistical differences in community links among the four groups.

3i. Community Fit[14]

Employees who fit the community and surrounding environment are likely to stay (Mitchell et al., 2001). This force for staying might include desirability of weather conditions or opportunities for leisure activities within the area. Such community or environmental amenities induce staying.

Community Fit

48.18 — Reluctant Stayer
48.16 — Reluctant Leaver
50.85 — Enthusiastic Stayer
48.17 — Enthusiastic Leaver
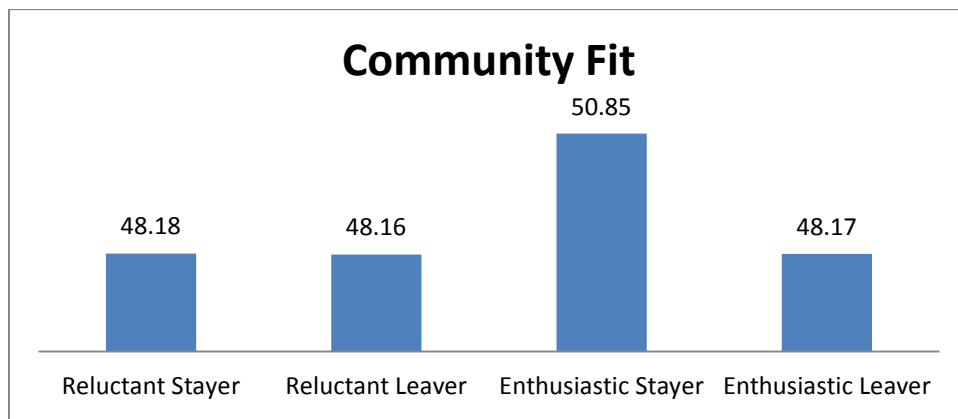
Scale ranges from 1 to 100 with a mean of 50

Enthusiastic stayers fit the community better than do enthusiastic leavers.

3j. Community Sacrifices[15]

Employees may stay if they stand to lose valued community amenities by leaving (or relocating), such as safe neighborhoods or short work commutes.

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[14]To avoid negative scores, standardized raw scores were converted into T scores.
[15]To avoid negative scores, standardized raw scores were converted into T scores.

Community Sacrifices

Reluctant Stayer	49.05
Reluctant Leaver	45.53
Enthusiastic Stayer	51.24
Enthusiastic Leaver	45.85
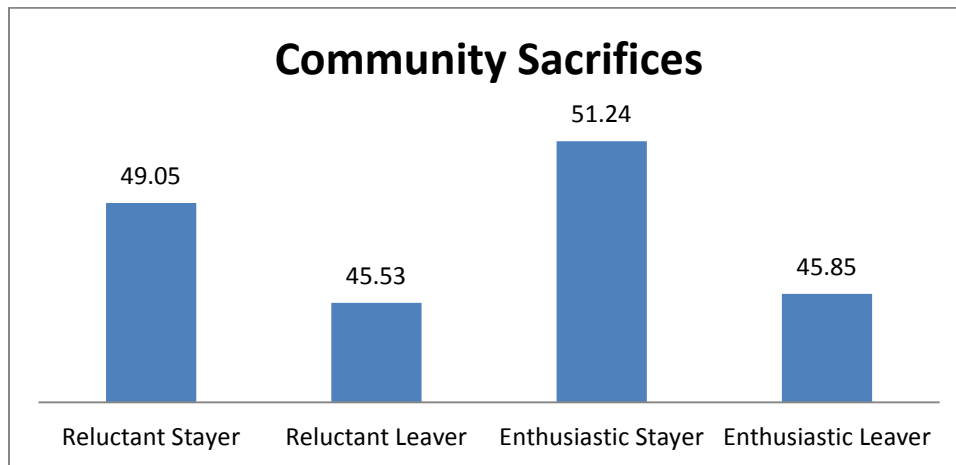
Scale ranges from 1 to 100 with a mean of 50

Enthusiastic stayers report more community sacrifices than do leavers. They would give up more community amenities (e.g., good weather, recreational opportunities) if they leave.

3k. Family Job Embeddedness

This force for staying represents the extent to which an employee's family is embedded within that employee's organization. Family members are embedded when they are connected to people

within the organization, believe the organization fits the employee, and enjoy benefits from this organization (e.g., health insurance).[16] When employees' families are so embedded, so are they.

Family Job Embeddedness

2.42	2.29	2.87	2.37
Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver

Scale ranges from 1 to 5
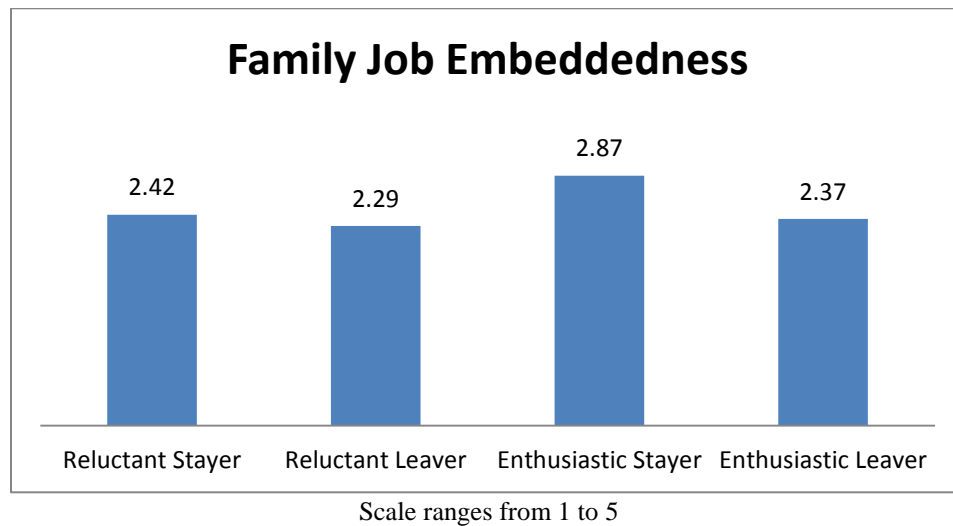
Enthusiastic stayers' families are more embedded in the organization compared with families of the other three groups. The other three groups report similar family job embeddedness.

3l. Family Community Sacrifices[17]

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[16] Ramesh, A., & Gelfand, M. J. (2010). Will they stay or will they go? The role of job embeddedness in predicting turnover in individualistic and collectivistic cultures. Journal of Applied Psychology, 95(5), 807.

[17]To avoid negative scores, the standardized raw scores were converted into T scores.

This staying force represents the expected sacrifices borne by the family in the event of employee relocation. Employees are more likely to stay if their relocation to another geographical locale might harm their families, such as disrupting a partner's career or children's schooling.[18]

Family Community Sacrifices

Reluctant Stayer	Reluctant Leaver	Enthusiastic Stayer	Enthusiastic Leaver
50.63	48.29	50.80	46.05
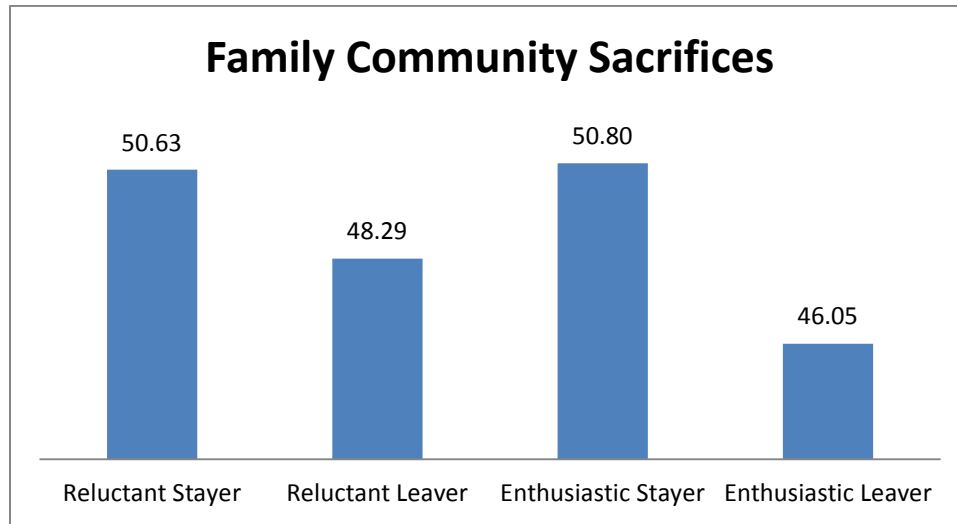
T-Scores range from 1 to 100 with a mean of 50

Both reluctant and enthusiastic stayers believe that leaving their job would impose significant costs to their families—more so than do enthusiastic leavers. Reluctant and enthusiastic stayers are alike in perceived (higher) family community sacrifices.

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[18] Feldman, D., Ng., T.., & Vogel, R. (2012). Off-the-job embeddedness: A reconceptualization and agenda for future research. Research in Personnel and Human Resource Management, 31, 209-251.

4. Job Satisfaction[19] among *City of Scottsdale* Employees

The following chart reports average levels of satisfaction with various facets of the job.

Average Levels of Job Satisfaction

Facet	Value
Your ability to provide city services	4.12
Personal safety	4.10
Your co-workers	3.91
Your job duties	3.91
▯Work hour schedule	3.90
▯Team work with other colleagues	3.76
▯Work relations with your supervisor	3.73
Support from your supervisor	3.69
Variety of work assignments	3.67
Opportunity to structure or schedule your work assignments.	3.57
▯Opportunities to determine own work methods and procedures	3.55
Work load	3.54
Opportunities for challenging work assignments	3.54
Ancillary Services (e.g., maintenance, clerical)	3.51
Employee benefits	3.35
▯Opportunities to learn new skills, procedures and knowledge	3.26
Amount of performance feedback	3.22
▯Specific kinds of training or experience you want	3.19
▯Opportunities for professional growth and development	2.98
▯Recognition for good performance	2.90
Value placed on your work by the organization's leaders	2.88
▯Promotional opportunities	2.67
Your pay	2.65
City management	2.58
Your pay raises	2.02

Scale 1= Strongly dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Strongly Satisfied

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[19] "Emotional state resulting from the evaluation or appraisal of one's job experiences"

5. Turnover Intentions among *City of Scottsdale* Employees

The chart bellows reports the distribution of answers to a question about employees' plan to leave within the next six months.

City of Scottsdale Employees' Plan to Quit Their Job Within the Next 6 Months

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
32.4%	35.5%	21.7%	5.7%	4.7%
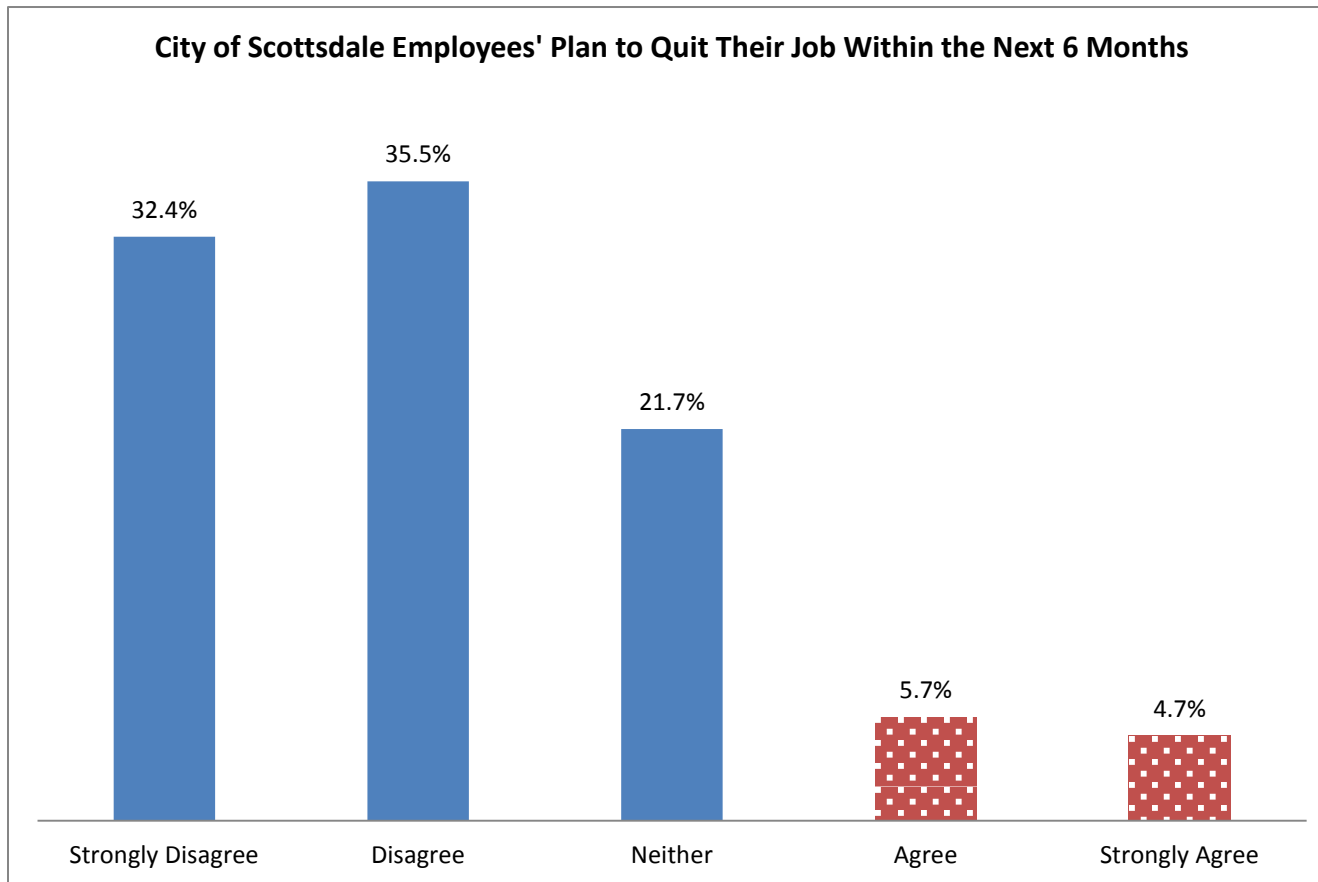
→ Only 10.4% of employees are planning to leave the City of Scottsdale within the next 6 months.

6. Comparing Motivational Forces between Intended Stayers and Intended Leavers

✓ **Comparisons of Stayers and Leavers on Motivational Forces**
(Only statistically significant group differences are shown)

Leaving Forces
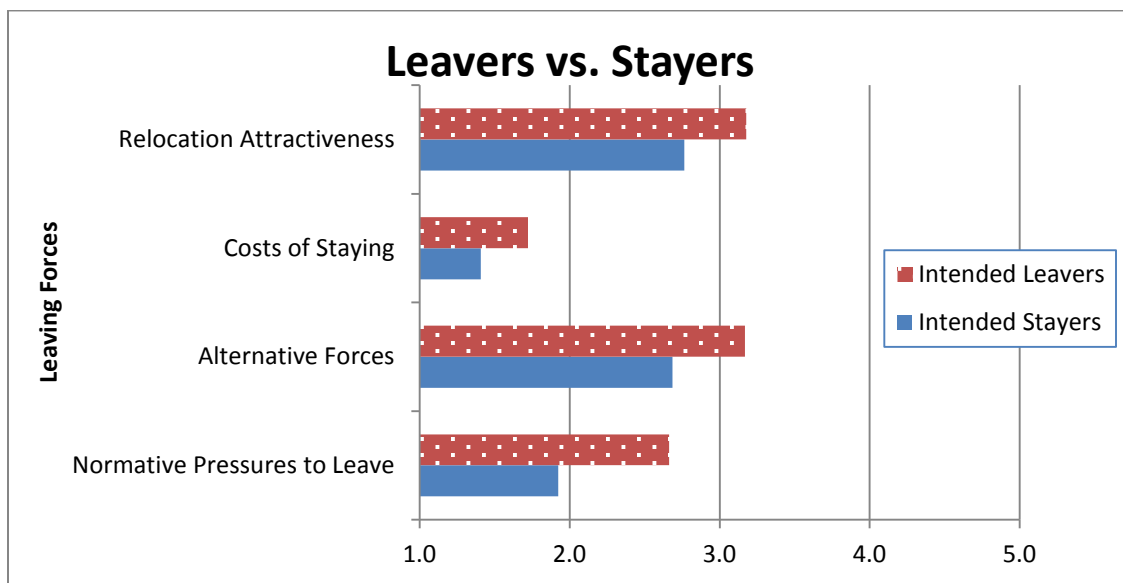
Intended leavers find relocation elsewhere and other alternatives to be more attractive than do intended stayers. Prospective leavers also report greater social pressure to quit as well as experience more costs by staying.

Staying Forces

Leavers vs. Stayers

Staying Forces	Intended Leavers	Intended Stayers
Constituent Forces-Colleagues	3.0	3.5
Constituent Forces-Supervisors	3.1	3.6
Moral Forces to Stay	3.0	3.6
Inertia	2.4	2.9
Family Job Embeddedness	2.4	2.9
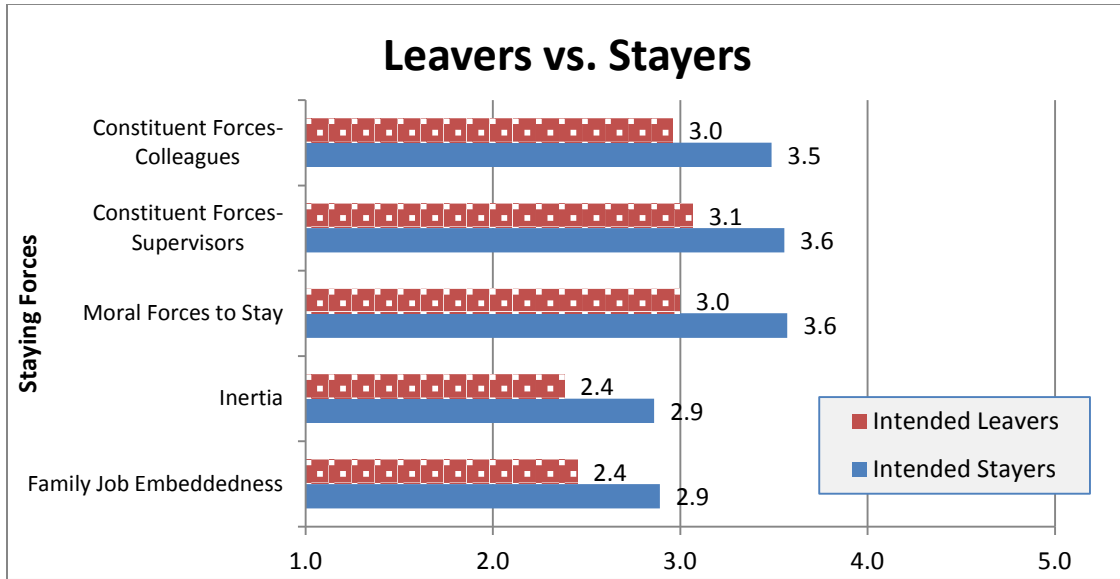
Intended leavers are less attached to colleagues and supervisors than are intended stayers. They also feel fewer moral forces to stay as well as less inertia against moving. Further, their families are less embedded in the organization than are families of intended stayers.

Leavers v. Stayers

Embedding Forces	INTENDED LEAVERS	INTENDED STAYERS
Family Community Sacrifice	48.2	51.2
Job Sacrifice	43.6	54.3
Job Fit	43.9	53.8
Community Sacrifice	48.1	51.6
Community Fit	49.0	51.0
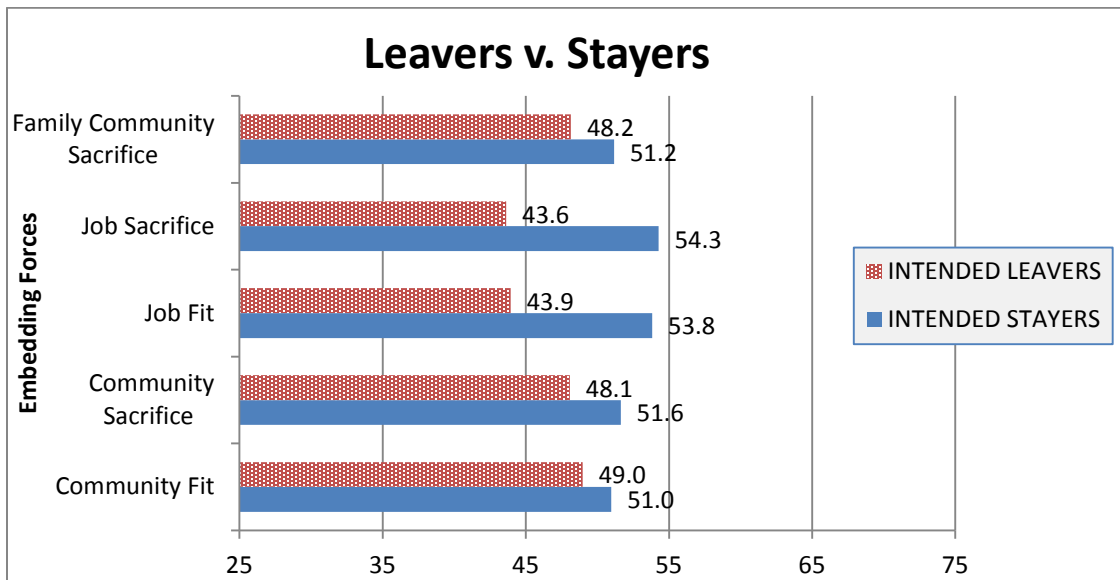
Intended leavers fit the job and community less than do intended stayers. Compared with intended stayers, they would bear fewer job or community sacrifices if they leave. What is more, the families of intended leavers would also suffer less (in terms of community sacrifices) if they leave (unlike families of intended stayers).

7. Job Satisfaction Differences between Intended Stayers and Leavers

Statistical comparisons revealed that intended stayers are more satisfied than intended leavers with all job facets.
The chart below shows those gaps in ascending order. The larger the gap, the greater the group differences in satisfaction. Thus, stayers are somewhat more satisfied with their ability to provide city services than are leavers. However, they are *much more* satisfied with opportunities for professional growth than are leavers. (Appendix B reports both groups' satisfaction levels.)

Satisfaction Gap between Stayers and Leavers

Item	
12. Your ability to provide city services	
14. Personal safety	
13. Work hour schedule	
18. Your co-workers	
16. Ancillary Services (e.g., maintenance, clerical)	
15. Your job duties	
22. Variety of work assignments	
2. Team work with other colleagues	
21. Opportunity for challenging work assignments	
17. Work load	
3. Employee benefits	
11. Work relations with your supervisor	
5. Opportuny to determine own work methods and procedures	
10. Specifitraining or experience you want	
25. Can schedule work assignments.	
23. Amount of performance feedback	
9. Support from your supervisor	
20. Your pay raises	
4. Promotional opportunities	
1. Your pay	
8. Opportuny to learn new skills, procedure& knowledge	
19. City management	
6. Recognition for good performance	
24. Value placed on your work by leaders	
7. Opportuny for professional growth & development	

0   0.5   1   1.5

8. Recommendations

The City of Scottsdale is faring well as a large proportion of its workforce are <u>enthusiastic stayers</u>. Seventy-three percent want to and can stay. Such employees express higher job attitudes, perform well, engage in organizational citizenship, and remain loyal. They are the types of employees most valued by employers. Fewer employees are <u>reluctant stayers</u> and <u>enthusiastic leavers</u>. Such motivational states may yield dysfunctional outcomes for the City. Reluctant stayers exhibit less citizenship and are actively looking for other alternatives, while <u>enthusiastic leavers</u> may eventually leave (increasing turnover costs and depriving the organization of their services and human capital). Fewer still are <u>reluctant leavers.</u> Though wanting to stay, they may not be the valued contributors (especially if they have poor relations with their supervisors or coworkers). Below are some suggestions for dealing with <u>reluctant stayers</u> and <u>enthusiastic leavers</u> (and transforming them into enthusiastic stayers).

- <u>Reluctant Stayers</u>
    - Compete more effectively against alternatives luring them away
        - Can the City match what other employers are offering them?
        - Can the City accommodate their desire to pursue some attractive alternative?
            - More flexible work hours so that they can complete a degree or an avocation?
            - More leave or part-time work so they can attend to family responsibilities more fully?
    - Can the City counter social pressures to leave?
        - Do partners or families want employees to quit because the job is interfering with their marital or family life (excessive work hours, weekend or evening shifts)?
            - Are some City jobs hazardous and thus would motivate families to pressure employees to quit?
        - Can the City transfer employees elsewhere if they are facing conflicts with supervisors or coworkers in the current department?
    - Plan for their eventual departure
        - Because such employees eventually leave, the City should plan to recruit for and train their replacements
- <u>Enthusiastic Leavers</u>
    - Identify their preferred (and likely) alternatives
        - Compete more effectively against alternative job offers
        - Attempt to accommodate their desired participation in unpaid alternatives
            - Offer flexible work schedules so that they can attend school, participate in community activities, or assume more family duties
        - Counter the social pressures to leave
            - Confer with family and explain benefits of staying for them and employees
            - Transfer employees elsewhere if they have a conflict with their supervisor (assuming they are not marginal performers) or coworkers
            - Identify units prone to turnover contagion (where there are mass job exits)

- o Address collective turnover as turnover among colleagues can increase pressure on others to quit
  - ▪ Promote job fit
    - • The City can improve fit by hiring the "right type" of employees who fit its culture
    - • Provide more in-depth organizational socialization to new recruits
    - • Encourage employee input for decisions that directly affect them
    - • Allow employees the freedom to express their individuality and personal identity
    - • Assist employees in career planning
    - • Provide training and developmental opportunities that help employees meet their long-term career goals.
    - • Allow employees to develop schedules that fit their needs (including telecommuting).
  - ▪ Promote constituent attachments
    - • Provide mentors to new employees
    - • Facilitate peer recognition
    - • Allow employees to choose which teams or projects to join
    - • Promote more teamwork or social gatherings
  - ▪ Increase job sacrifices
    - • Offer cafeteria plans, tailoring benefits to individual needs
    - • Provide incentives or perks based on seniority
    - • Offer unique benefits not available elsewhere (e.g., pet insurance)
  - ▪ Promote community fit and sacrifices
    - • Recruit local employees
    - • Implement a referral program to encourage employees to recruit people they know locally who are qualified and would fit the job
    - • Provide information about community activities and resources
    - • Provide home buying assistance
    - • Offer local transportation assistance
    - • Offer incentives for attending City of Scottsdale events
    - • Provide opportunities for employees to volunteer in community activities

Most suggestions for discouraging exits among <u>enthusiastic leavers</u> may also reduce turnover generally. After all, the comparison between intended leavers and stayers revealed that the same motivational forces driving employees to become <u>enthusiastic leavers</u> also prompt employees to form quit intentions.

The comparison of job satisfaction <u>between intended stayers and leavers</u> also suggest similar causes of leaving (though more specific) that can be addressed, namely:

- • Improving pay levels and pay raises (job sacrifices)
- ▪ Increasing opportunities for personal growth and skill learning (job fit)
- ▪ Increasing opportunities for recognition for good performance (job fit)

- Increasing one's feeling that his/her work is valued by leaders (job fit – or task significance or meaningfulness)

APPENDIX A

DIFFERENCES AMONG FOUR MOTIVATIONAL STATES FROM A NATIONAL SAMPLE

Job Satisfaction
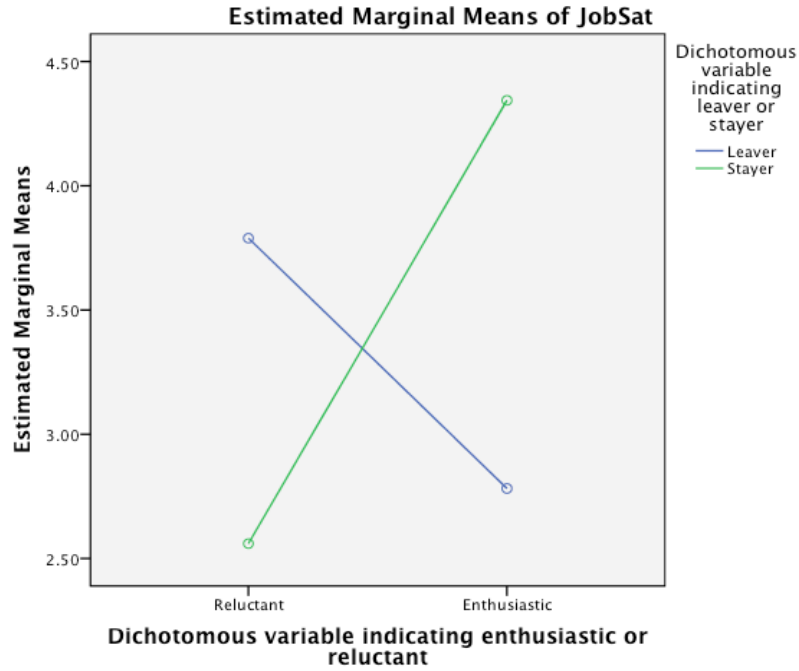
Job Performance

Job Search

Estimated Marginal Means of JobSearch

Organizational Citizenship

Estimated Marginal Means of OCB
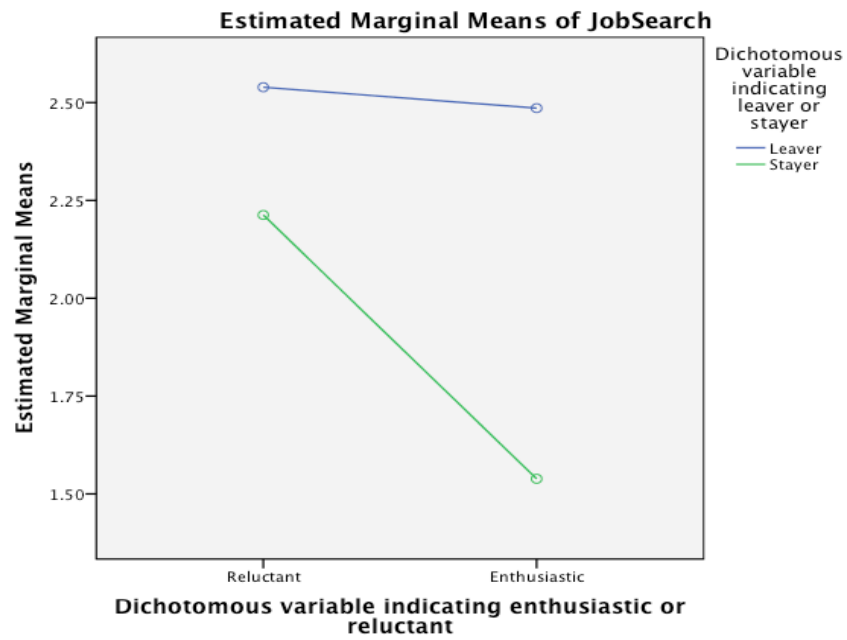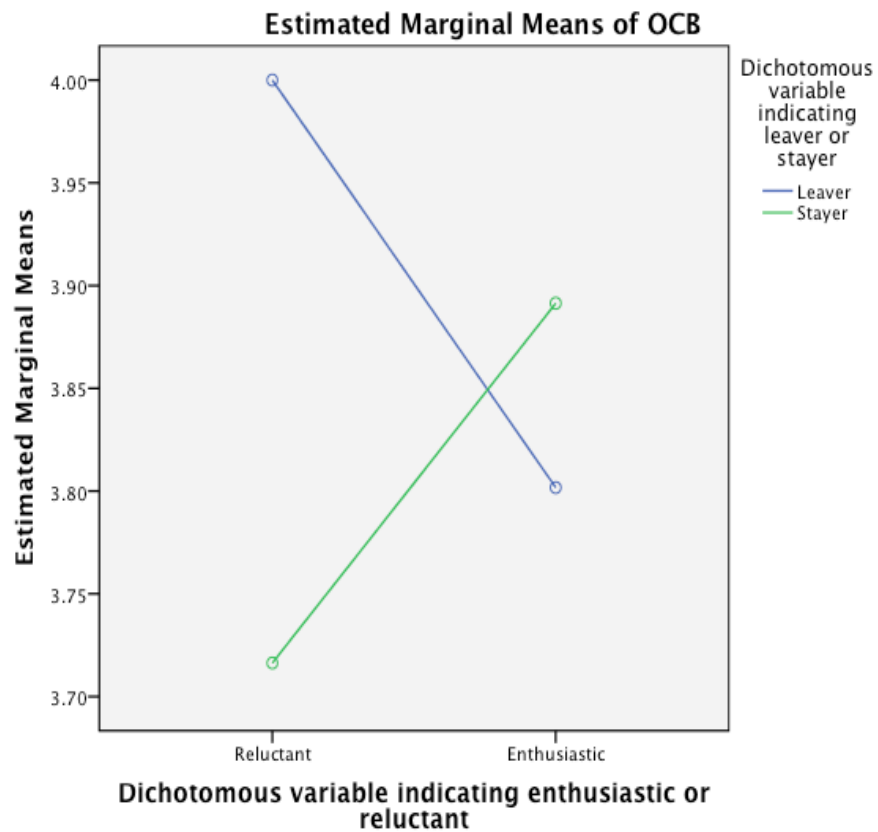
APPENDIX B

JOB SATISFACTION DIFFERENCES BETWEEN INTENDED LEAVERS AND INTENDED STAYERS

Satisfaction Differences between Stayers & Leavers

DEFINITION OF MOTIVATIONAL FORCES

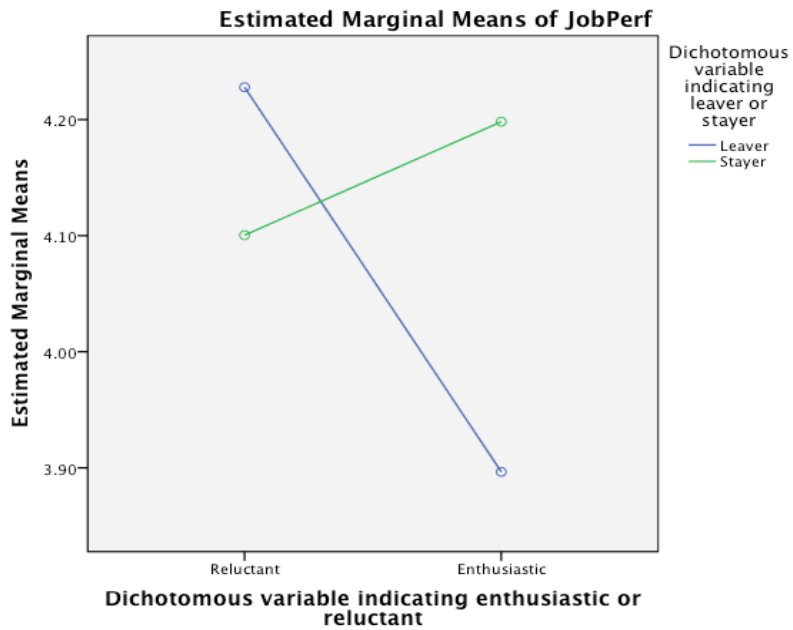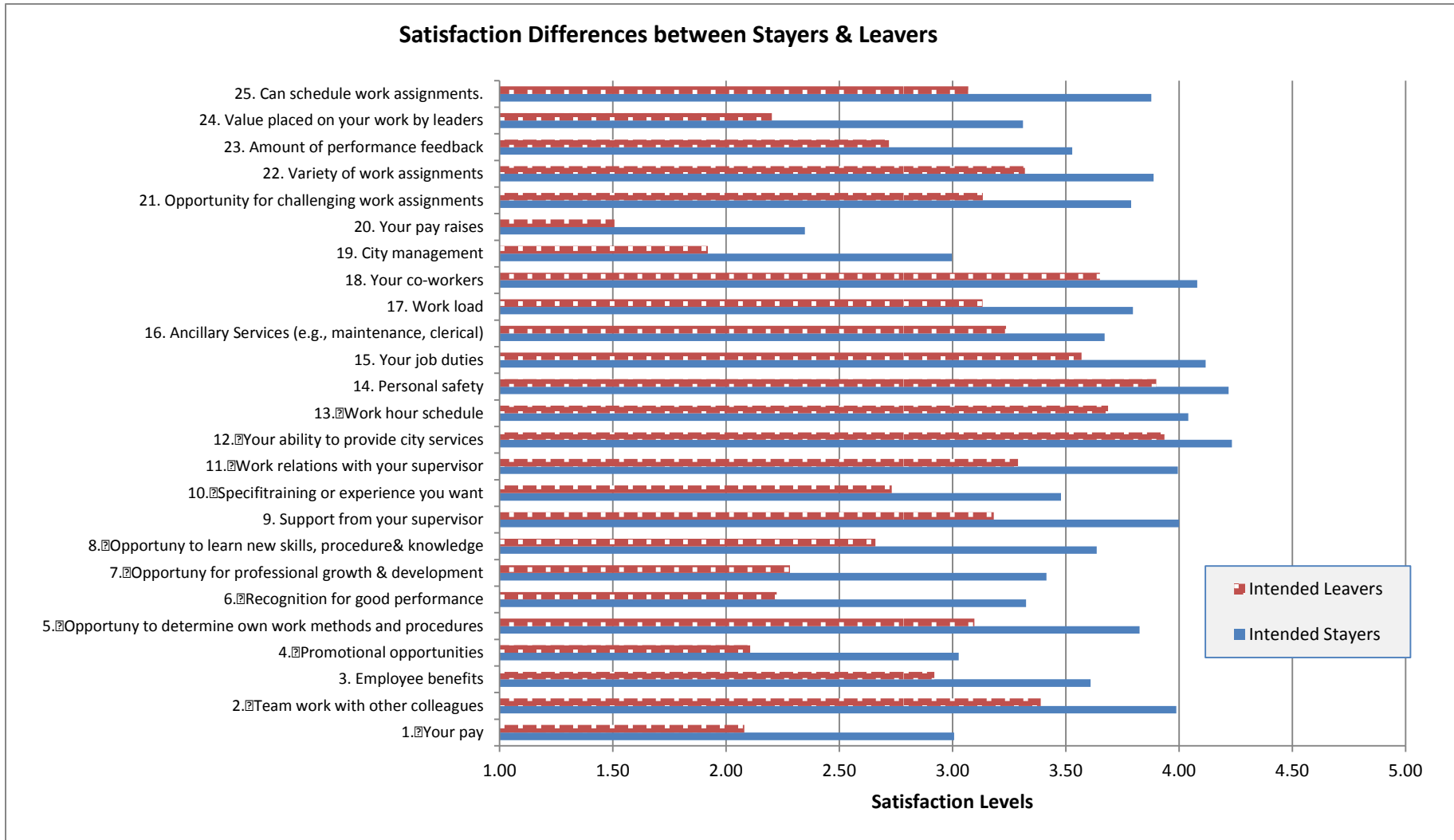| Motivational Force	Description
Job Fit	Employee's perceived compatibility or comfort with an organization. The person's values, career goals and plans for the future must ''fit'' with the larger corporate culture as well as the demands of the immediate job (e.g., job knowledge, skills and abilities).
Community Fit	How well a person perceives he or she fits the community and surrounding environment. The weather, amenities and general culture of the location in which one resides are relevant to perceptions of community fit.
Job Links	The formal and informal connections that exist between an employee, other people, or groups within the organization.
Community Links	The connections that exist between an employee and other people, or groups within the community. Links-community recognizes the significant influence family and other social institutions exert on individuals and their decision making.
Job Sacrifices	The perceived cost of material or psychological benefits that may be forfeited by leaving one's job. For example, leaving an organization likely promises personal losses (e.g., giving up colleagues, projects or perks). The more an employee gives up when leaving, the more difficult it is to sever employment with the organization.
Community Sacrifices	Community amenities (safe neighborhoods, recreational opportunities) surrendered when relocating.
Job Opportunity	The availability of alternative employment elsewhere.
Normative Forces to Leave	Experienced social pressures from others to leave a job.
Alternative Forces to Leave	Attractiveness of other employment or alternatives (including unpaid roles).
Relocation Attractiveness	Career and lifestyle advantages of another geographical locale.
Job Insecurity	Employee perceptions about the likelihood of losing a job involuntarily (e.g., layoffs, dismissals, early retirement).
Opportunity Costs of Staying	What employees forego if they remain employed or stay in the same geographical locale, such as forsaking better job prospects elsewhere or preventing spouses from relocating for better career opportunities.
Inertia	Hassles (e.g., time, costs, and effort) associated with job search, leaving a job, and/or geographic relocations
Constituent Forces to Stay	Employees may feel attached to various constituents (e.g., leaders, coworkers) within the organization. Because such constituents are embedded within the organization, employees attached to a constituent would thus feel attached to the organization.
Moral Forces to Stay	Employees may internalize a value about turnover behavior itself. This value may hold that quitting jobs shows weak or fickle character, implying attachment. The common psychological motive is to do "the right thing" by acting consistently with one's internalized values regarding turnover behavior."
Contractual Forces to Stay	Employee is contractually (legally) required to maintain employment for a fixed duration.
Family Job Embeddedness	Family members are embedded when they are connected to people within the organization, believe the organization fits the employee, and enjoy benefits from this organization (e.g., health insurance).
Family Community Sacrifices	Expected sacrifices borne by the family in the event of employee relocation. Employee relocation to another geographical region can harm the families, such as disrupting a partner's career or children's schooling.

SURVEY OF CITY OF SCOTTSDALE EMPLOYEES:

EMPLOYEE SATISFACTION BY DEPARTMENTS

Peter Hom

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Arizona State University

WP Carey School of Business

Department of Management

Table of Contents

1. Executive Summary

        The purpose of this study is to compare employee satisfaction with various job facets by departments at the City of Scottsdale. We investigate how City of Scottsdale departments vary in overall job satisfaction and satisfaction with various job facets (e.g., pay, teamwork, etc.). According to statistical analyses, overall employees' job satisfaction at City of Scottsdale is moderate (Average value 3.37 on a 5-point rating scale where 1= Very Dissatisfied to 5=Very Satisfied). Statistical tests also uncovered **significant employee satisfaction difference between departments**. Employees at 'City Attorney' tend to be satisfied with most with job facets, while employees at 'Public Safety-Police' reported the lowest satisfaction scores across many job facets. City departments most differed in their satisfaction with certain compensation forms, work scheduling, ancillary services, and city management.

2. Survey Participants by Departments

    Three hundred out of 552 respondents provided their names when they participated in the survey. Because they furnished their names, we were able to identify their departmental affiliation (from personnel records). Our statistical analyses were thus based on these 300 participants (not the entire 552 participants). Among 15 departments identified, our reported excluded four departments (City Auditor, City Clerk, City Manager, and Grants) as they included fewer than six survey participants. We did so to insure that our statistics are more reliably based on larger samples and to maintain confidentiality of survey responses (e.g., survey data from small departments inadequately mask respondents' identity).

Department	Number	Percent
Administrative Services	32	5.8
City Attorney	6	1.1
City Auditor	**2**	**.4**
City Clerk	**3**	**.5**
City Court	10	1.8
City Manager	**2**	**.4**
City Treasurer	11	2.0
Community & Economic Development	29	5.3
Community Services	64	11.6
Grants	**2**	**.4**
Public Safety	17	3.1
Public Safety – Fire	6	1.1
Public Safety – Police	61	11.1
Public Works	25	4.5
Water Resources	30	5.4
Total Identified Participants	**300**	**54.3**
No Personal Identification	252	45.7
Total	552	100

3. Job Satisfaction by Departments[1]

    a.   Overall Job Satisfaction*[2]

Overall Job Satisfaction

WATER RESOURCES	3.64
PUBLIC WORKS	3.38
PUBLIC SAFETY-POLICE	3.21
PUBLIC SAFETY-FIRE	3.66
PUBLIC SAFETY	3.38
COMMUNITY SERVICES	3.47
COMMUNITY & ECONOMIC DEVELOPMT	3.54
CITY TREASURER	3.73
CITY COURT	3.77
CITY ATTORNEY	3.98
ADMINISTRATIVE SERVICES	3.43
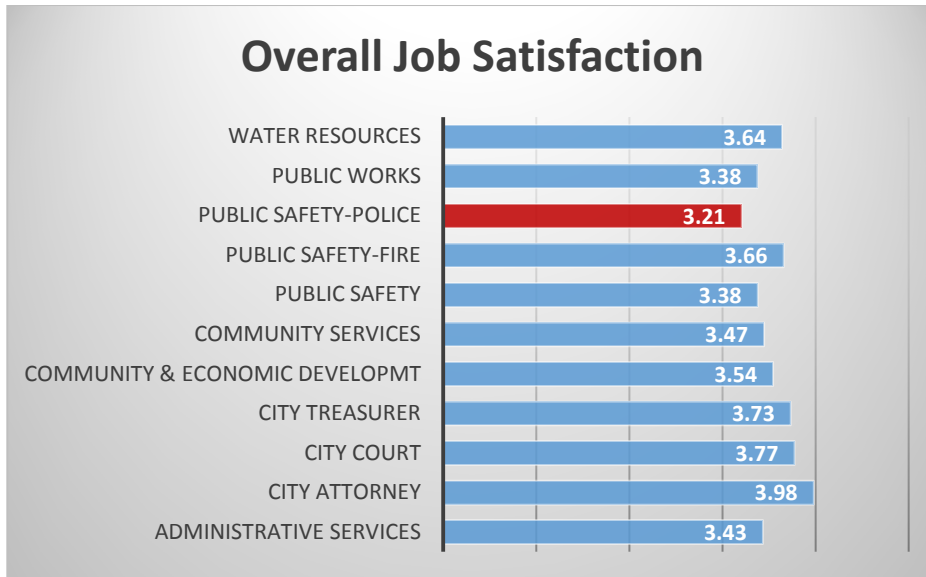
There is a significant mean difference between departments as to their overall job satisfaction ($F=2.04$, $p < .05$). Overall job satisfaction across departments is moderate (Overall average=3.45). Employees of *'City Attorney'* reported the highest job satisfaction, while employees of *'Public Safety- Police'* showed the lowest job satisfaction.

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[1]The horizontal axis identifies the average satisfaction level of the category. The number of each bar identifies the average score of employees in the department. Rating are based on 5-point Likert scales (1= Very dissatisfied, 2= Dissatisfied, 3= Neutral, 4 = Satisfied, 5=Very satisfied).
[2]An asterisk (*) indicates statistically significant departmental differences in job satisfaction.

b. Pay*
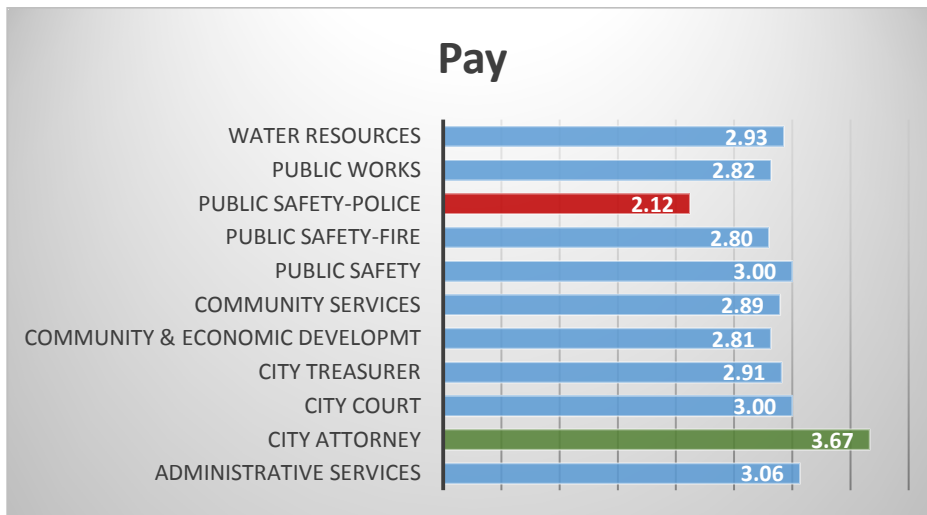
There is a significant mean difference between departments as to their pay satisfaction (F=2.71, P<.01). Overall, city employees are dissatisfied with their current pay (Overall average=2.76). Employees of *'City Attorney'* reported the highest pay satisfaction level, while employees of *'Public Safety- Police'* reported the lowest pay satisfaction.

c. Team work with other colleagues
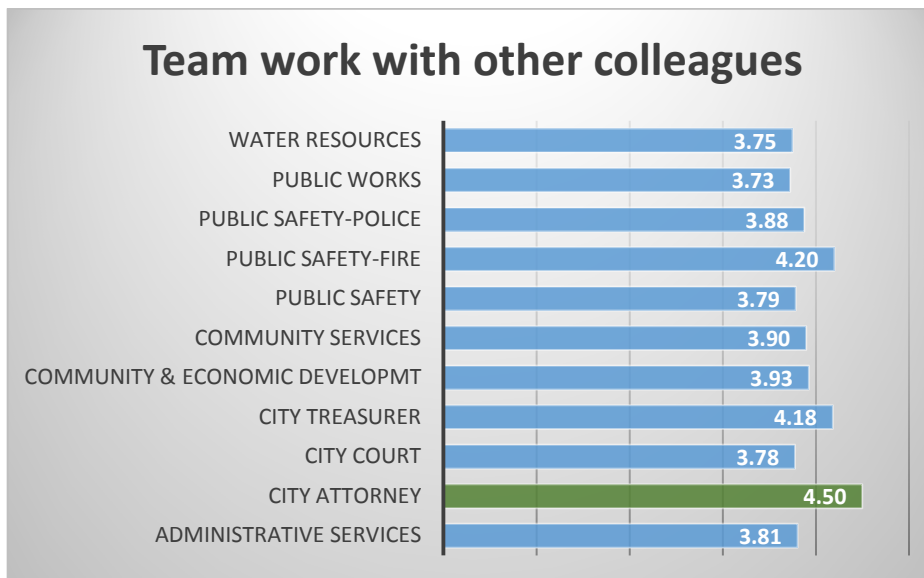
There is *no* statistically significant mean difference between departments as to their *teamwork* satisfaction (F=.74, P>.01). Most departments are satisfied with their teamwork (Overall average=3.88). In particular, employees of *'City Attorney'* reported the highest team work satisfaction.

d. Employee benefits*
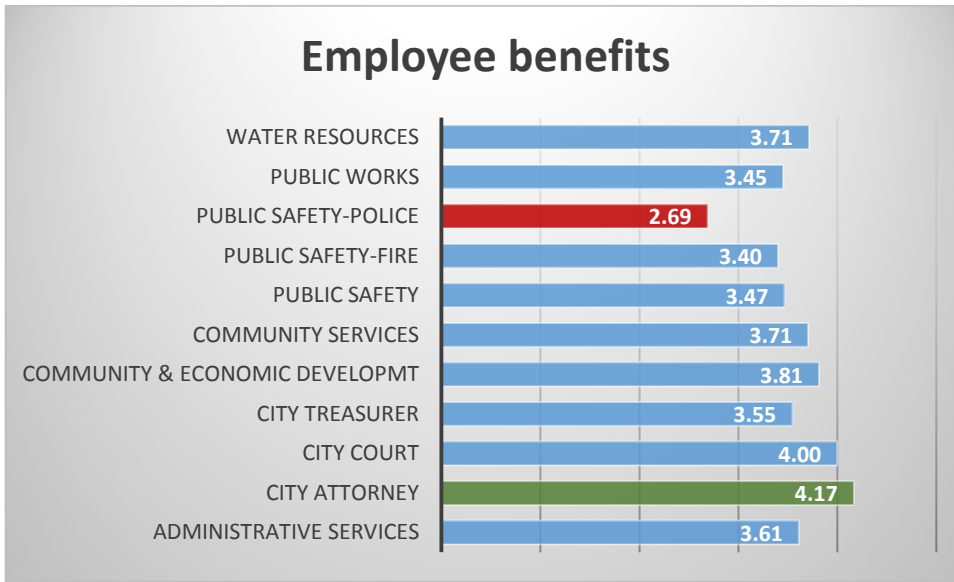
Employee benefits

Department	Value
WATER RESOURCES	3.71
PUBLIC WORKS	3.45
PUBLIC SAFETY-POLICE	2.69
PUBLIC SAFETY-FIRE	3.40
PUBLIC SAFETY	3.47
COMMUNITY SERVICES	3.71
COMMUNITY & ECONOMIC DEVELOPMT	3.81
CITY TREASURER	3.55
CITY COURT	4.00
CITY ATTORNEY	4.17
ADMINISTRATIVE SERVICES	3.61

There is a significant mean difference between departments' satisfaction with employee benefits (F=4.88, P<.01). Overall satisfaction with employee benefits is moderate (Overall average=3.46). Employees of *'City Attorney'* reported the highest satisfaction with employee benefits, while employees of *'Public Safety- Police'* showed the lowest satisfaction.

e. Promotional opportunities
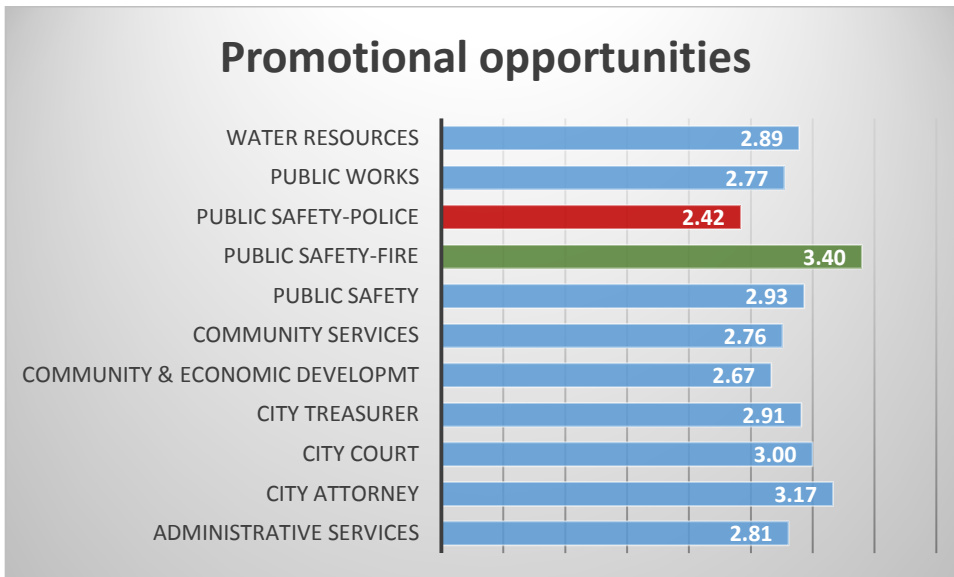
Promotional opportunities

Department	Value
WATER RESOURCES	2.89
PUBLIC WORKS	2.77
PUBLIC SAFETY-POLICE	2.42
PUBLIC SAFETY-FIRE	3.40
PUBLIC SAFETY	2.93
COMMUNITY SERVICES	2.76
COMMUNITY & ECONOMIC DEVELOPMT	2.67
CITY TREASURER	2.91
CITY COURT	3.00
CITY ATTORNEY	3.17
ADMINISTRATIVE SERVICES	2.81

There is *no* statistically significant mean difference between departments' satisfaction with promotional opportunities (F=1.03, P>.05). Most departments are slightly dissatisfied with their promotional opportunities (Overall average = 2.74). However, employees of *'Public Safety- Fire'* reported the highest satisfaction about their promotional opportunities among all departments, while the *Public Safety-Police* department reported the least satisfaction.

f. Opportunities to determine own work method and procedure

Opportunities to determine own work method and procedure

Department	Value
WATER RESOURCES	3.89
PUBLIC WORKS	3.77
PUBLIC SAFETY-POLICE	3.40
PUBLIC SAFETY-FIRE	3.80
PUBLIC SAFETY	3.79
COMMUNITY SERVICES	3.32
COMMUNITY & ECONOMIC DEVELOPMT	3.85
CITY TREASURER	4.09
CITY COURT	3.89
CITY ATTORNEY	4.00
ADMINISTRATIVE SERVICES	3.61
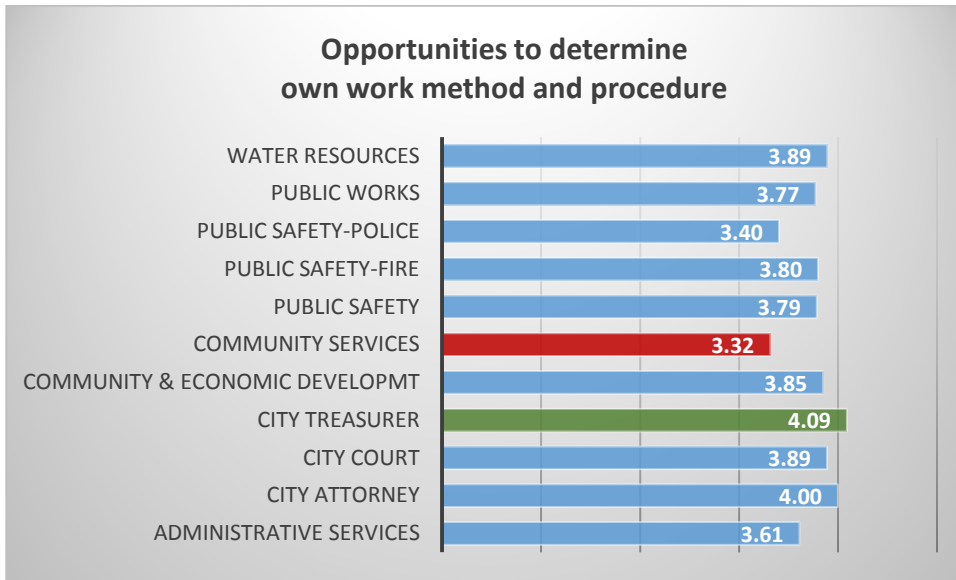
There is *no* statistically significant mean difference between departments' level of satisfaction with opportunities to determine work method and procedure (F=1.49, P>.05). Most departments are satisfied with opportunities to determine own work method and procedure (Overall average = 3.62). While employees of *'City Treasurer'* reported the highest satisfaction with work autonomy, employees of *'Community Services'* reported the lowest satisfaction.

g. Recognition for good performance

Recognition for good performance

Department	Value
WATER RESOURCES	3.11
PUBLIC WORKS	2.86
PUBLIC SAFETY-POLICE	2.74
PUBLIC SAFETY-FIRE	3.60
PUBLIC SAFETY	3.33
COMMUNITY SERVICES	2.96
COMMUNITY & ECONOMIC DEVELOPMT	3.15
CITY TREASURER	3.45
CITY COURT	3.38
CITY ATTORNEY	3.50
ADMINISTRATIVE SERVICES	3.06

There is *no* statistically significant mean difference between departments' satisfaction with recognition for good performance (F=1.00, P >.05). Overall, satisfaction of this job facet is moderate, almost neutral (Overall average = 3.03). Employees of *'Public Safety- Police'* reported the lowest satisfaction with recognition for good performance, though *Public Safety-Fire* reported the most satisfaction with this job facet.

h. Opportunities for professional growth and development

Opportunities for professional growth and development

Department	Score
WATER RESOURCES	3.50
PUBLIC WORKS	3.05
PUBLIC SAFETY-POLICE	2.79
PUBLIC SAFETY-FIRE	3.40
PUBLIC SAFETY	3.07
COMMUNITY SERVICES	3.07
COMMUNITY & ECONOMIC DEVELOPMT	3.11
CITY TREASURER	3.36
CITY COURT	3.22
CITY ATTORNEY	3.17
ADMINISTRATIVE SERVICES	3.03

There is *no* statistically significant mean difference between departments' satisfaction with opportunities for professional growth and development (F= .94, P>.05). Overall, the satisfaction with this job facet is moderate, almost neutral (Overall average = 3.08). Employees of *'Public Safety- Police'* reported the lowest satisfaction with opportunities for professional growth and development satisfaction, while the *Water Resources* department reported the highest satisfaction.

i. Opportunities to learn new skills, procedures and knowledge
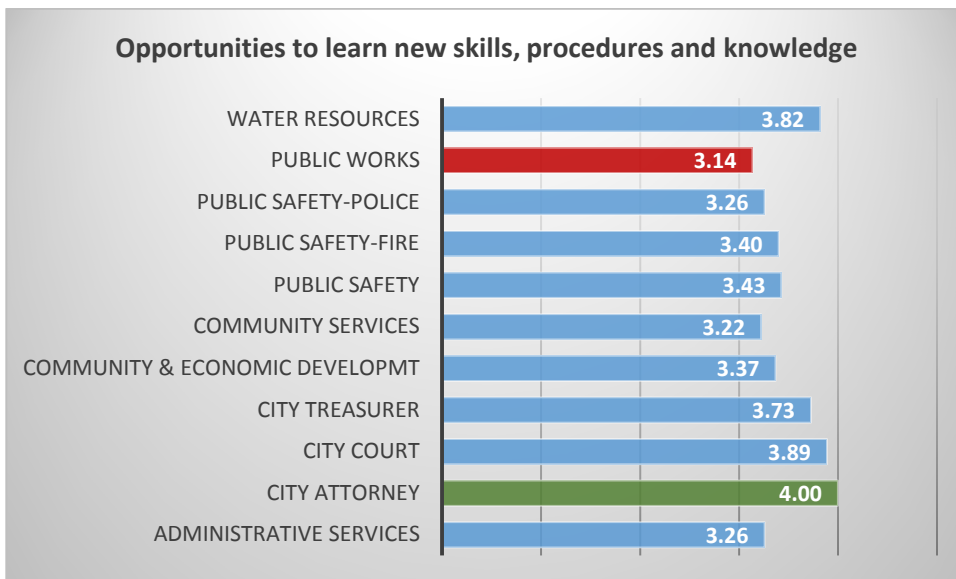
Opportunities to learn new skills, procedures and knowledge

Department	Score
WATER RESOURCES	3.82
PUBLIC WORKS	3.14
PUBLIC SAFETY-POLICE	3.26
PUBLIC SAFETY-FIRE	3.40
PUBLIC SAFETY	3.43
COMMUNITY SERVICES	3.22
COMMUNITY & ECONOMIC DEVELOPMT	3.37
CITY TREASURER	3.73
CITY COURT	3.89
CITY ATTORNEY	4.00
ADMINISTRATIVE SERVICES	3.26

There is *no* statistically significant mean difference between departments' satisfaction with opportunities to learn new skills, procedures, and knowledge (F=1.29, P>.05). Most departments are moderately satisfied with their opportunities to learn new skills, procedures and knowledge (Overall average = 3.38). While employees o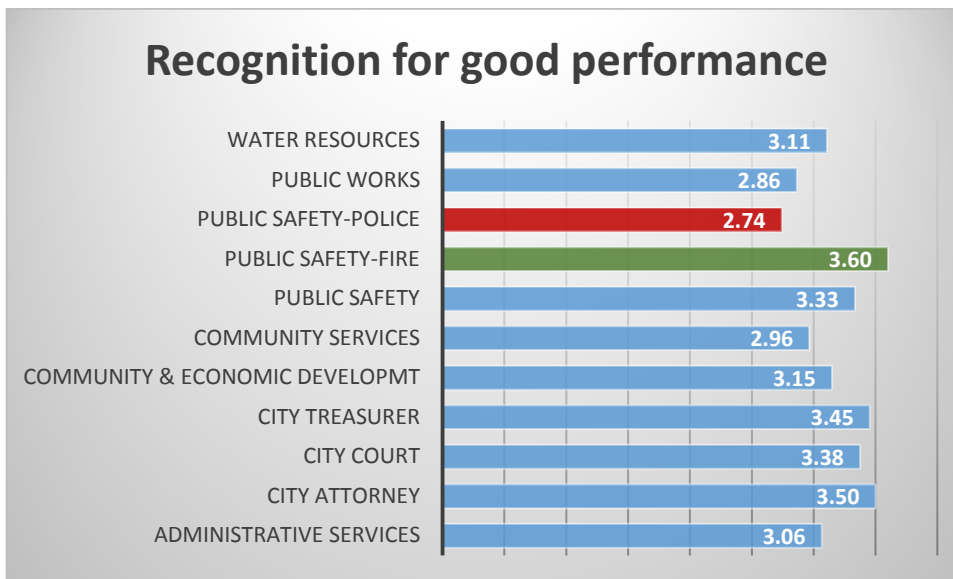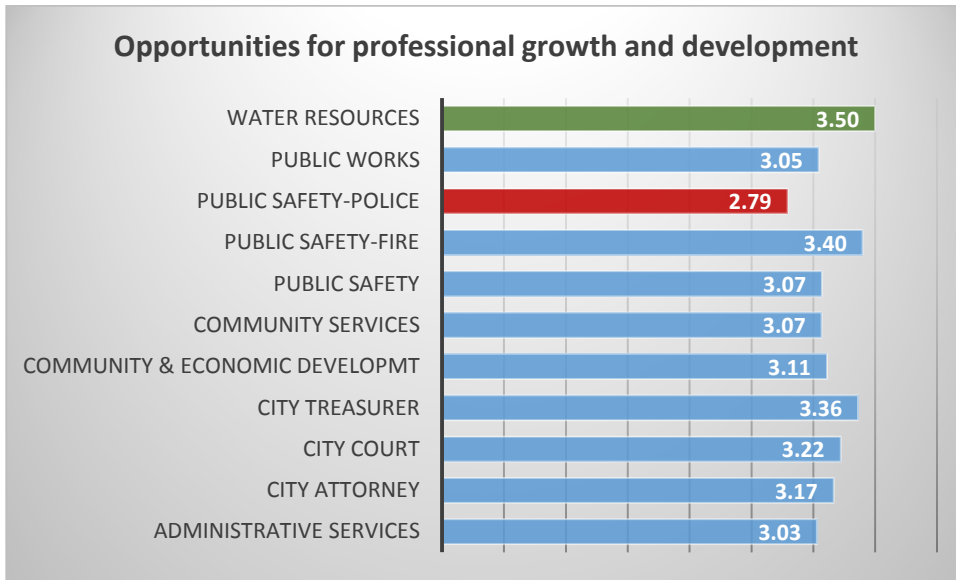f *'City Attorney'* reported the highest satisfaction scores, *Public Works* employees reported the lowest satisfaction scores.

j. Support from the supervisor
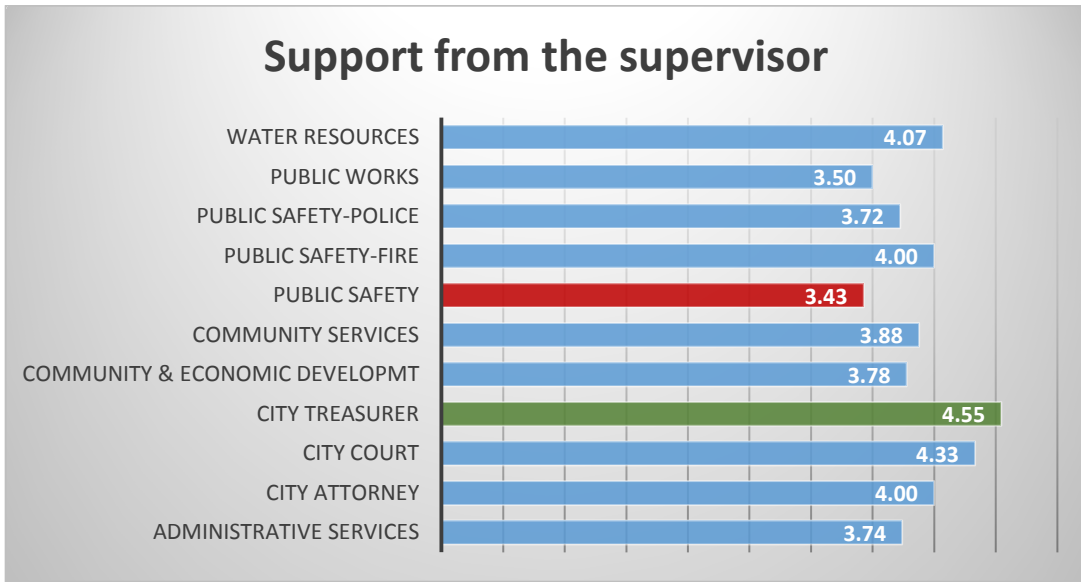
Support from the supervisor

Department	Value
WATER RESOURCES	4.07
PUBLIC WORKS	3.50
PUBLIC SAFETY-POLICE	3.72
PUBLIC SAFETY-FIRE	4.00
PUBLIC SAFETY	3.43
COMMUNITY SERVICES	3.88
COMMUNITY & ECONOMIC DEVELOPMT	3.78
CITY TREASURER	4.55
CITY COURT	4.33
CITY ATTORNEY	4.00
ADMINISTRATIVE SERVICES	3.74

There are *no* statistically significant differences between departments' satisfaction with support from their supervisor (F=1.14, P>.05). Most departments are satisfied with supervisory support: overall average = 3.85. Employees of *'City Treasurer'* reported the highest satisfaction, whereas *Public Safety* employees reported the worse satisfaction.

k. Specific kinds of training or experience employees want
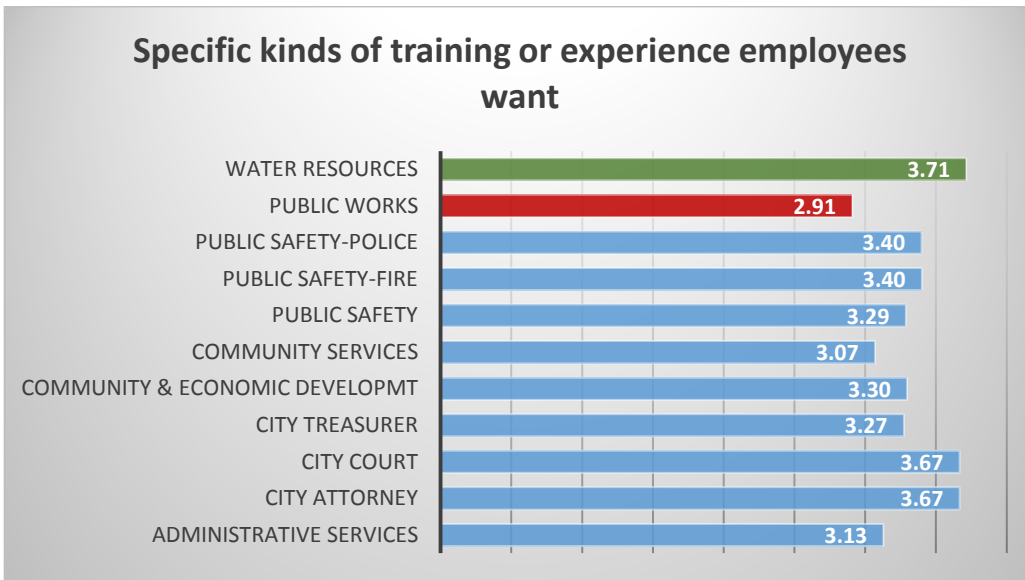
Specific kinds of training or experience employees want

Department	Value
WATER RESOURCES	3.71
PUBLIC WORKS	2.91
PUBLIC SAFETY-POLICE	3.40
PUBLIC SAFETY-FIRE	3.40
PUBLIC SAFETY	3.29
COMMUNITY SERVICES	3.07
COMMUNITY & ECONOMIC DEVELOPMT	3.30
CITY TREASURER	3.27
CITY COURT	3.67
CITY ATTORNEY	3.67
ADMINISTRATIVE SERVICES	3.13

There is *no* statistically significant departmental differences in satisfaction with specific kinds of training or experience employees want (F=1.46, P>.05). Overall, satisfaction with training is moderate (Overall average = 3.28). Employees of *'Public Works'* reported the lowest satisfaction with specific kinds of training or experience they want, whereas *Water Resources* reported the most satisfaction with training.

l. Work relations with the supervisor

Work relations with the supervisor

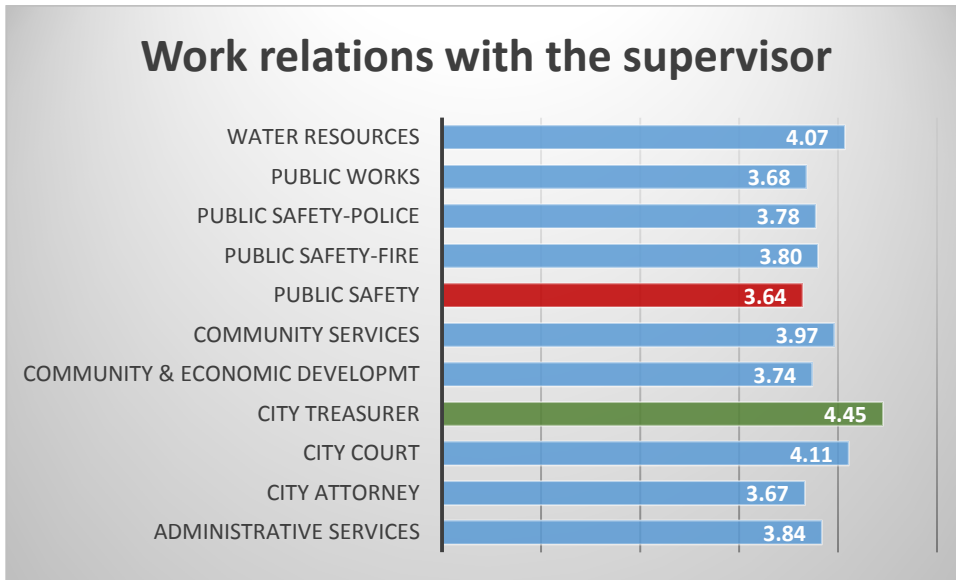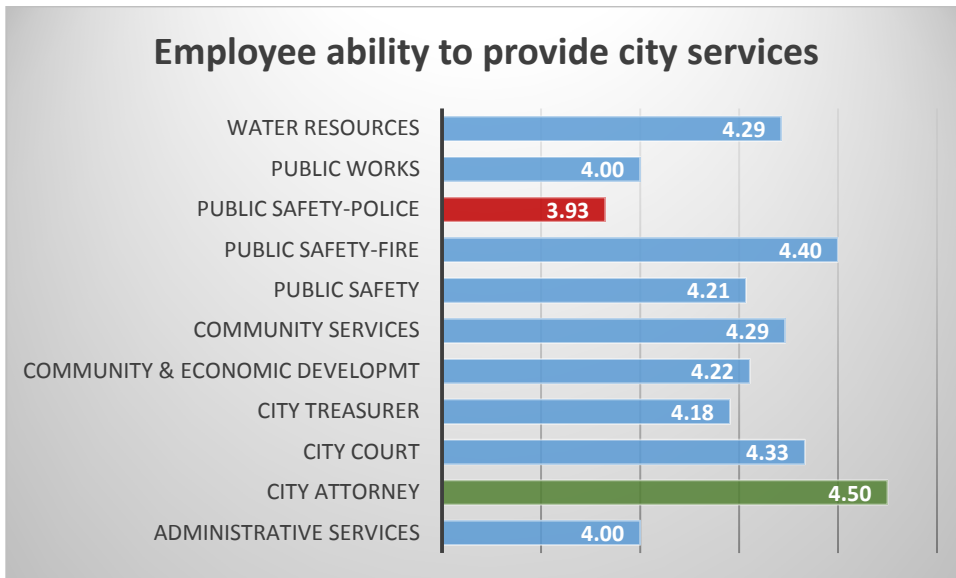| Department	Value
WATER RESOURCES	4.07
PUBLIC WORKS	3.68
PUBLIC SAFETY-POLICE	3.78
PUBLIC SAFETY-FIRE	3.80
PUBLIC SAFETY	3.64
COMMUNITY SERVICES	3.97
COMMUNITY & ECONOMIC DEVELOPMT	3.74
CITY TREASURER	4.45
CITY COURT	4.11
CITY ATTORNEY	3.67
ADMINISTRATIVE SERVICES	3.84

There are *no* statistically significant differences between departments' satisfaction with work relations with supervisors (F=.74, P>.05). Overall, employees are satisfied with their working relationship with the supervisor (Overall average = 3.87). Employees of *'City Treasurer'* reported the highest satisfaction, whereas employees of *'Public Safety'* reported the lowest satisfaction.

m. Employee ability to provide city services

Employee ability to provide city services

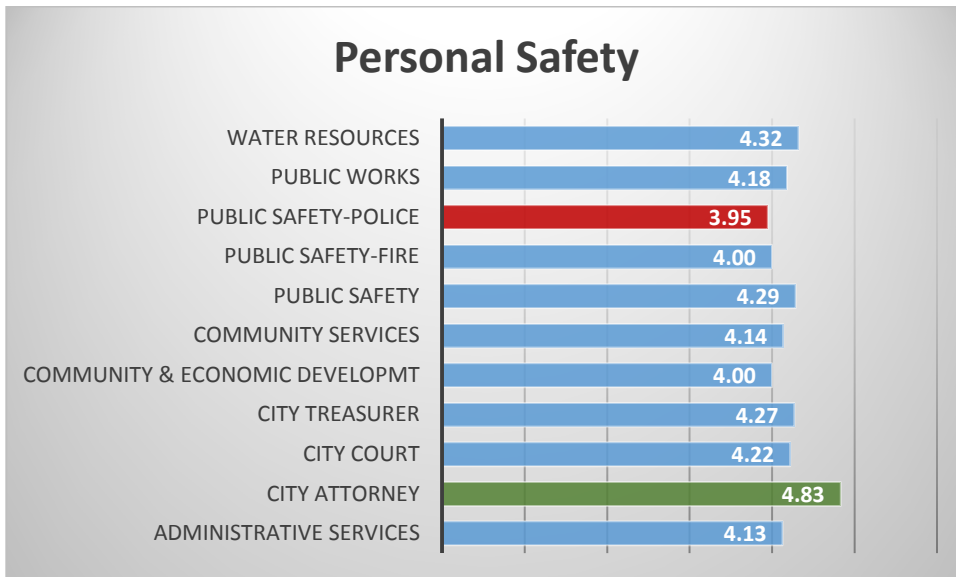| Department	Value
WATER RESOURCES	4.29
PUBLIC WORKS	4.00
PUBLIC SAFETY-POLICE	3.93
PUBLIC SAFETY-FIRE	4.40
PUBLIC SAFETY	4.21
COMMUNITY SERVICES	4.29
COMMUNITY & ECONOMIC DEVELOPMT	4.22
CITY TREASURER	4.18
CITY COURT	4.33
CITY ATTORNEY	4.50
ADMINISTRATIVE SERVICES	4.00

There are *no* statistically significant differences between departments' satisfaction with employee ability to provide city services (F=1.42, P>.05). Overall, city employees are satisfied with their own ability to offer city services (Overall average = 4.15). Employees of *'City Attorney'* reported the highest satisfaction, while *'Public Safety-Police'* reported the lowest satisfaction.

n. Work hour schedule*

Work hour schedule

Department	Score
WATER RESOURCES	4.11
PUBLIC WORKS	4.18
PUBLIC SAFETY-POLICE	3.41
PUBLIC SAFETY-FIRE	4.20
PUBLIC SAFETY	4.43
COMMUNITY SERVICES	3.86
COMMUNITY & ECONOMIC DEVELOPMT	4.07
CITY TREASURER	4.45
CITY COURT	3.78
CITY ATTORNEY	3.67
ADMINISTRATIVE SERVICES	4.03
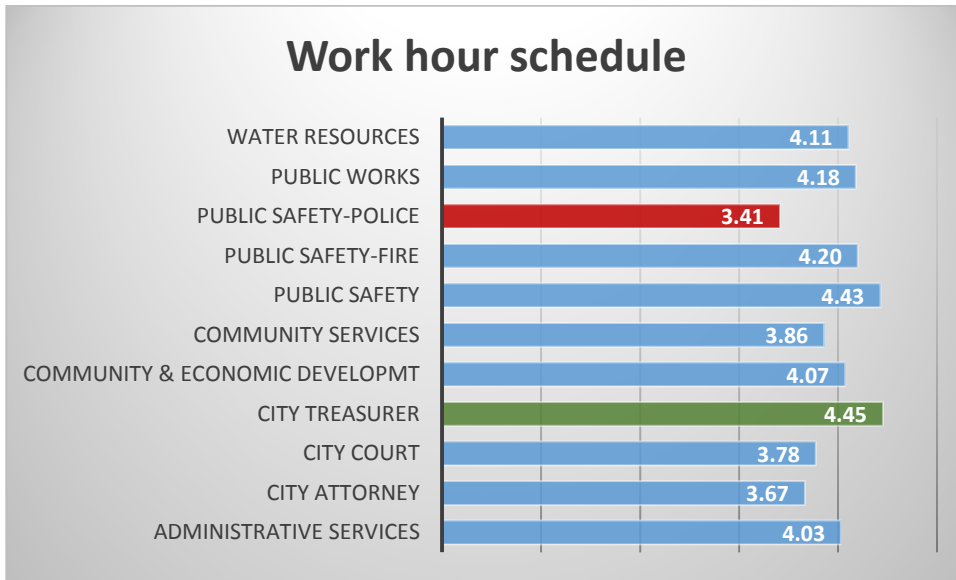
Work hour satisfaction significantly differed across departments (F=2.59, P<.01), although average satisfaction is high for most departments (Overall average=3.91). Employees of *'City Treasurer'* reported the most satisfaction with work hour schedule, while employees of *'Public Safety- Police'* reported the least satisfaction.

o. Personal Safety

Personal Safety

Department	Score
WATER RESOURCES	4.32
PUBLIC WORKS	4.18
PUBLIC SAFETY-POLICE	3.95
PUBLIC SAFETY-FIRE	4.00
PUBLIC SAFETY	4.29
COMMUNITY SERVICES	4.14
COMMUNITY & ECONOMIC DEVELOPMT	4.00
CITY TREASURER	4.27
CITY COURT	4.22
CITY ATTORNEY	4.83
ADMINISTRATIVE SERVICES	4.13

Satisfaction with personal safety did not statistically differ across departments (F=1.25, P >.05). Overall, employees are quite satisfied with their safety at the workplace (Overall average = 4.13). While employees of *'City Attorney'* reported the highest satisfaction scores, employees of *'Public Safety-Police'* reported the lowest satisfaction scores.
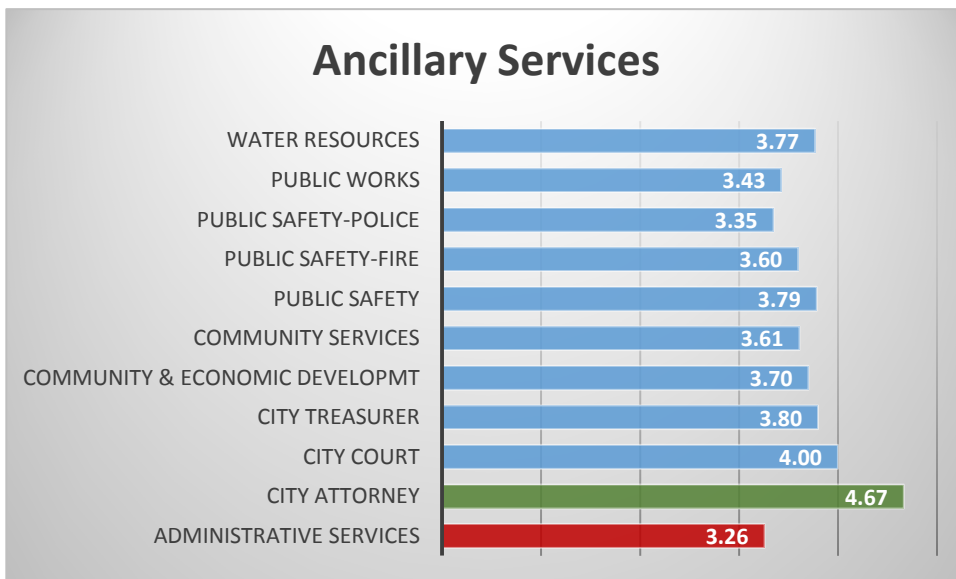
p. Job duties

Job duties

Department	Value
WATER RESOURCES	3.89
PUBLIC WORKS	4.09
PUBLIC SAFETY-POLICE	3.90
PUBLIC SAFETY-FIRE	4.40
PUBLIC SAFETY	3.93
COMMUNITY SERVICES	3.84
COMMUNITY & ECONOMIC DEVELOPMT	4.00
CITY TREASURER	3.91
CITY COURT	4.22
CITY ATTORNEY	4.67
ADMINISTRATIVE SERVICES	3.68
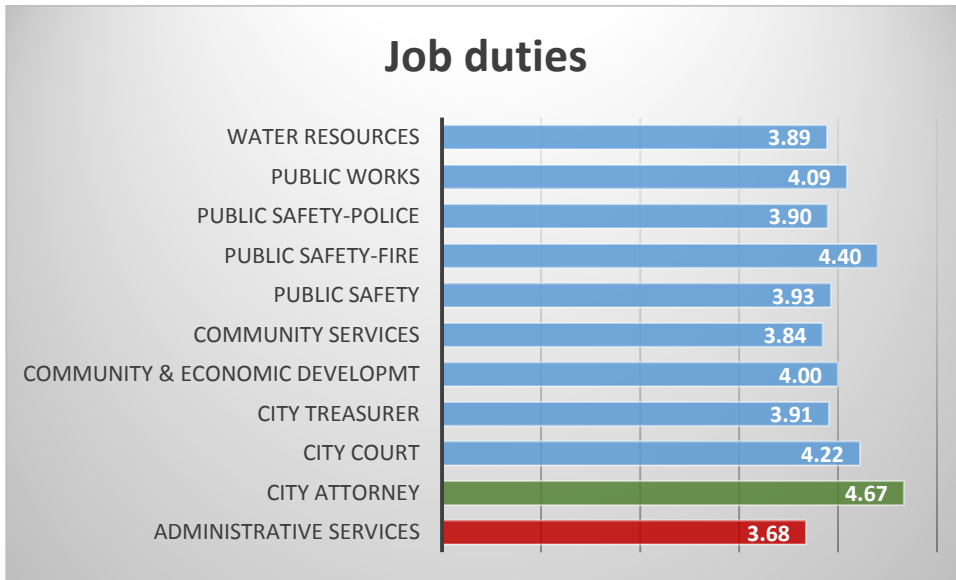
Satisfaction with job duties did not significantly differ across departments (F=1.20, P>.05). Overall, employees are satisfied with their job duties (Overall average = 3.93). While employees of 'City Attorney' reported the highest satisfaction with job duties, employees of 'Administrative services' reported the lowest satisfaction with job duties.

q. Ancillary Services*

Ancillary Services

Department	Value
WATER RESOURCES	3.77
PUBLIC WORKS	3.43
PUBLIC SAFETY-POLICE	3.35
PUBLIC SAFETY-FIRE	3.60
PUBLIC SAFETY	3.79
COMMUNITY SERVICES	3.61
COMMUNITY & ECONOMIC DEVELOPMT	3.70
CITY TREASURER	3.80
CITY COURT	4.00
CITY ATTORNEY	4.67
ADMINISTRATIVE SERVICES	3.26

Departments significantly differed in satisfaction with ancillary services (F=2.34, P<.01). Overall, employees are satisfied with ancillary services (Overall average=3.58). Employees of 'City Attorney' reported the highest satisfaction with ancillary services, while employees of 'Administrative services' showed the lowest satisfaction.

r. Work load

There are *no* statistically significant departmental differences over work load satisfaction (F=1.62, P >.05). Overall, employees tend to be satisfied (but moderate) with their work load (Overall average = 3.63). While employees of *'City Attorney'* reported the highest satisfaction scores, employees of *'Public Safety- Fire'* reported the lowest satisfaction scores.
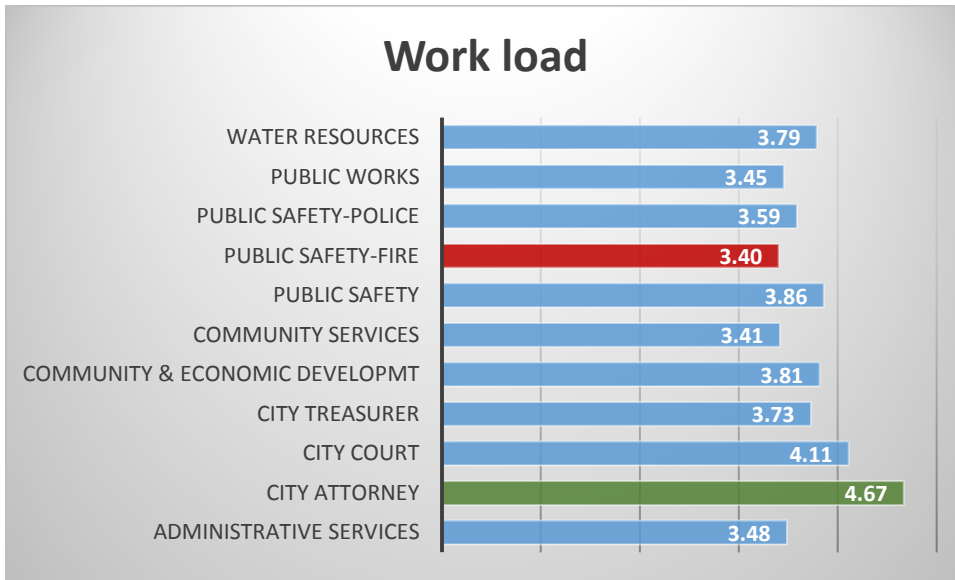
s. Co-workers
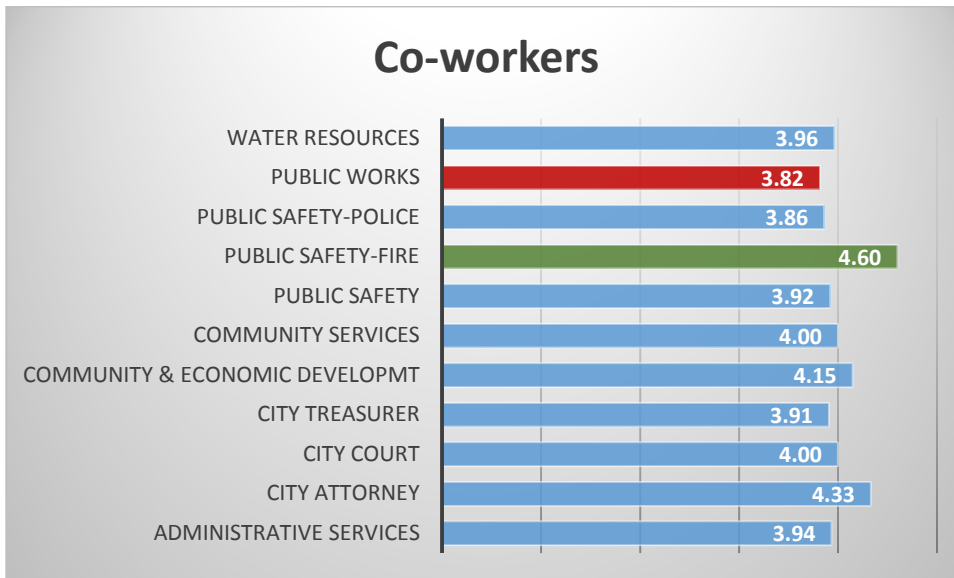
Co-worker satisfaction did *not* statistically differ across departments (F=.76, P>.05). Overall, employees are satisfied with their co-workers (Overall average = 3.97). While employees of *'Public Safety-Fire'* reported the highest satisfaction, employees of *'Public works'* reported the lowest satisfaction.

t. City management*

City management

Department	Value
WATER RESOURCES	3.18
PUBLIC WORKS	2.64
PUBLIC SAFETY-POLICE	1.97
PUBLIC SAFETY-FIRE	3.00
PUBLIC SAFETY	2.29
COMMUNITY SERVICES	3.00
COMMUNITY & ECONOMIC DEVELOPMT	3.19
CITY TREASURER	3.27
CITY COURT	3.00
CITY ATTORNEY	3.17
ADMINISTRATIVE SERVICES	2.84
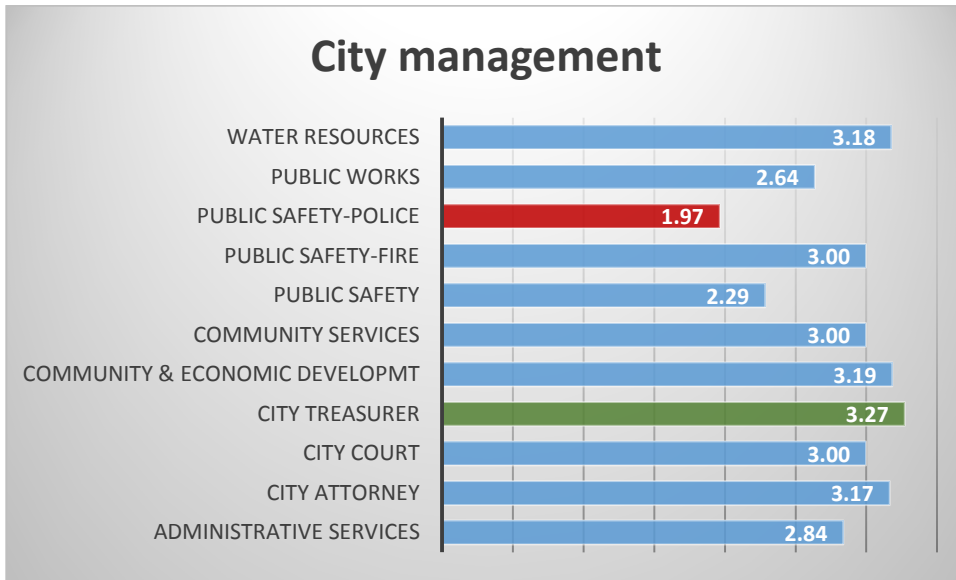
There are significant departmental differences in satisfaction with city management (F=4.94, P <.01). Overall, entire employees are dissatisfied with city management (Overall average=2.74). Employees of *'City Treasurer'* reported the highest satisfaction, while employees of *'Public Safety-Police'* showed the lowest satisfaction.

u. Pay raises*

Pay raises

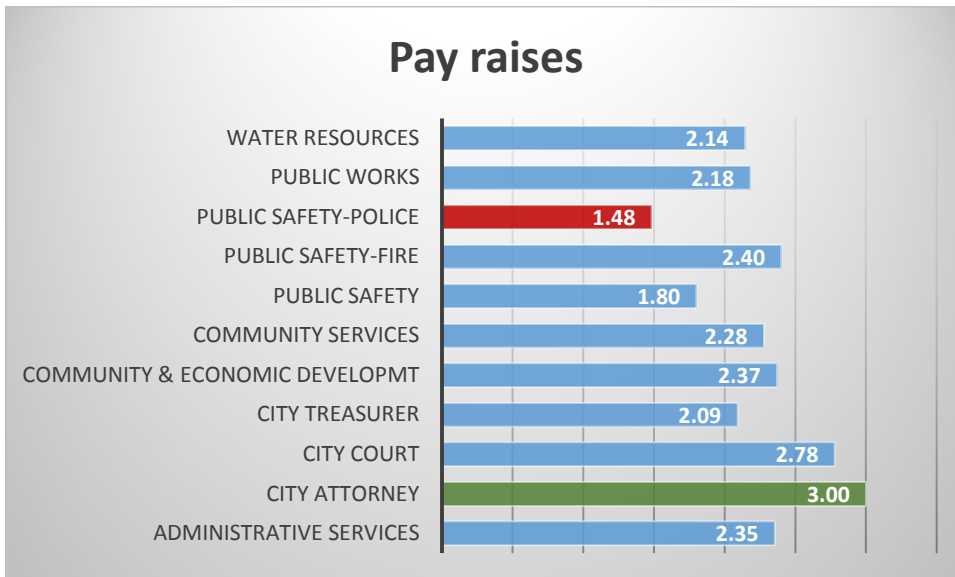| Department	Value
WATER RESOURCES	2.14
PUBLIC WORKS	2.18
PUBLIC SAFETY-POLICE	1.48
PUBLIC SAFETY-FIRE	2.40
PUBLIC SAFETY	1.80
COMMUNITY SERVICES	2.28
COMMUNITY & ECONOMIC DEVELOPMT	2.37
CITY TREASURER	2.09
CITY COURT	2.78
CITY ATTORNEY	3.00
ADMINISTRATIVE SERVICES	2.35

Departments significantly differed in satisfaction with pay raises (F=3.70, P<.01). Overall, entire employees are dissatisfied with pay raises (Overall average=2.10). Employees of *'City Attorney'* reported the highest satisfaction, while employees of *'Public Safety-Police'* reported the lowest satisfaction.

v. Opportunities for challenging work assignments

Opportunities for challenging work assignments

Department	Score
WATER RESOURCES	3.61
PUBLIC WORKS	3.50
PUBLIC SAFETY-POLICE	3.52
PUBLIC SAFETY-FIRE	3.40
PUBLIC SAFETY	3.64
COMMUNITY SERVICES	3.35
COMMUNITY & ECONOMIC DEVELOPMT	3.56
CITY TREASURER	4.00
CITY COURT	4.00
CITY ATTORNEY	4.50
ADMINISTRATIVE SERVICES	3.65
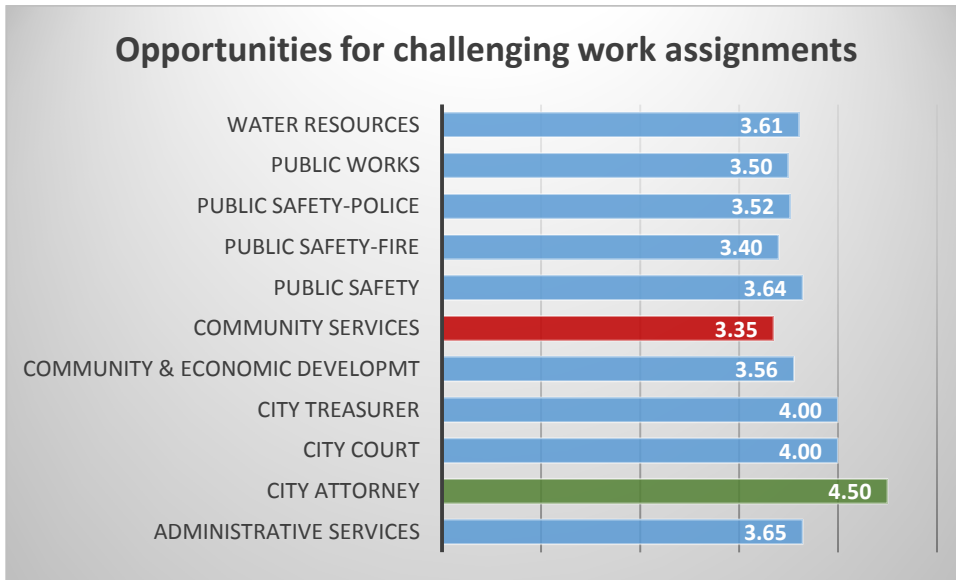
Satisfaction with opportunities for challenging work assignments did not significantly differ across departments (F=1.09, P>.05). Overall, employees are satisfied (but, moderate) with their current opportunity levels (Overall average =3.57). While employees of *'City Attorney'* reported the highest satisfaction, employees of *'Community Services'* reported the lowest satisfaction.
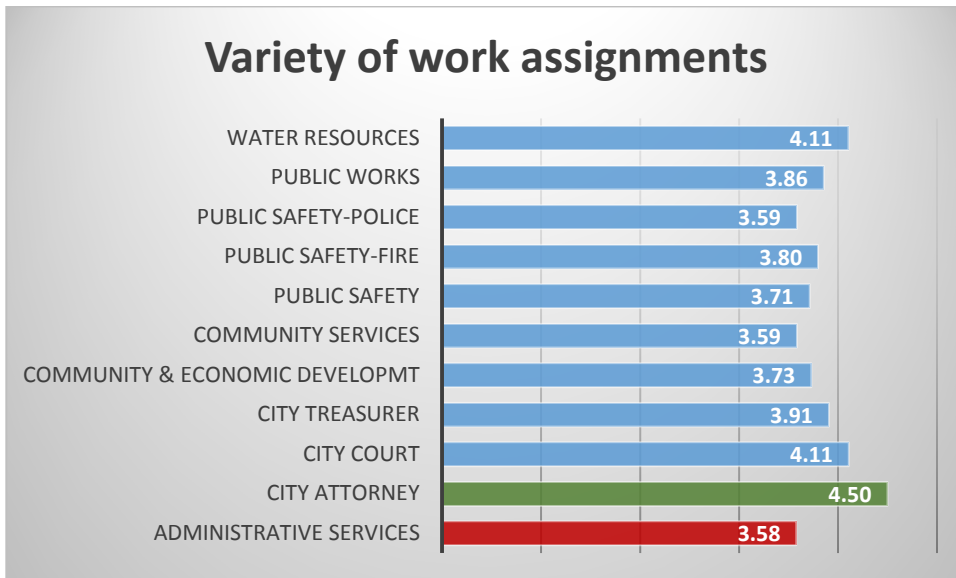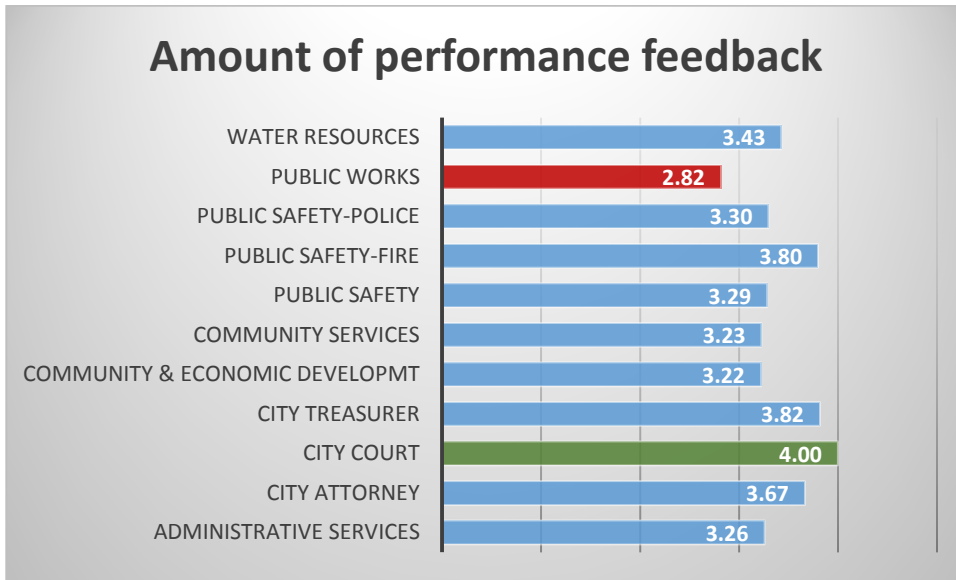
w. Variety of work assignments

Variety of work assignments

Department	Score
WATER RESOURCES	4.11
PUBLIC WORKS	3.86
PUBLIC SAFETY-POLICE	3.59
PUBLIC SAFETY-FIRE	3.80
PUBLIC SAFETY	3.71
COMMUNITY SERVICES	3.59
COMMUNITY & ECONOMIC DEVELOPMT	3.73
CITY TREASURER	3.91
CITY COURT	4.11
CITY ATTORNEY	4.50
ADMINISTRATIVE SERVICES	3.58

Employee satisfaction with variety of work assignments did *not* statistically differ across departments (F=1.46, P>.05). Overall, employees are satisfied (but, moderate) with their current variety (Overall average = 3.74). Employees of *'City Attorney'* reported the highest satisfaction scores, while employees of *'Administrative Services'* reported the lowest satisfaction scores.

x. Amount of performance feedback

Amount of performance feedback

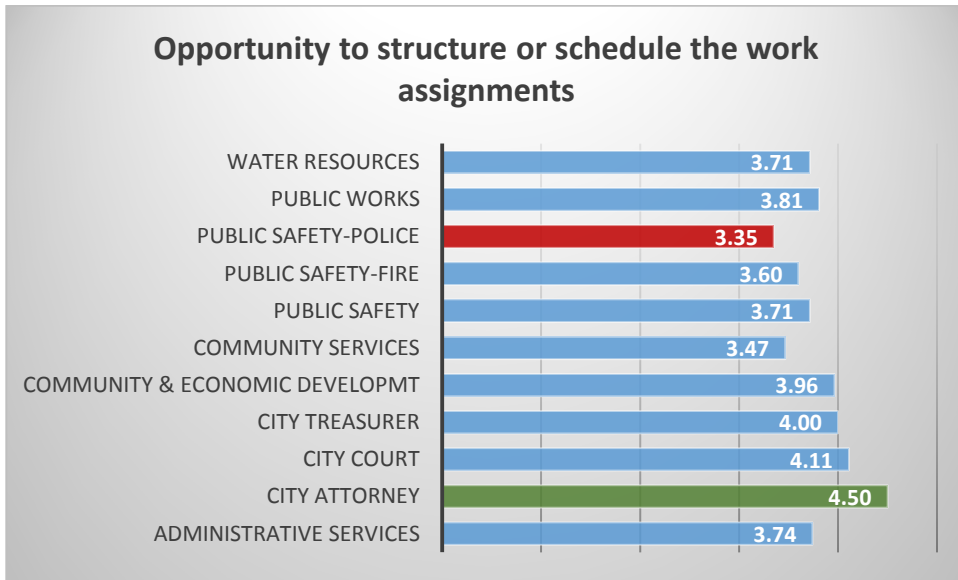| Department	Value
WATER RESOURCES	3.43
PUBLIC WORKS	2.82
PUBLIC SAFETY-POLICE	3.30
PUBLIC SAFETY-FIRE	3.80
PUBLIC SAFETY	3.29
COMMUNITY SERVICES	3.23
COMMUNITY & ECONOMIC DEVELOPMT	3.22
CITY TREASURER	3.82
CITY COURT	4.00
CITY ATTORNEY	3.67
ADMINISTRATIVE SERVICES	3.26

There is *no* statistically significant mean difference between departments as to satisfaction with amount of performance feedback (F=1.44, P>.05). Overall, employees expressed mild satisfaction with amount of performance feedback (Overall average = 3.31). While employees of *'City Court'* reported the highest satisfaction, employees of *'Public works'* reported the lowest satisfaction.

y. Value placed on the work by the organization's leaders

Value placed on the work by the organization's leaders

Department	Value
WATER RESOURCES	3.36
PUBLIC WORKS	2.86
PUBLIC SAFETY-POLICE	2.74
PUBLIC SAFETY-FIRE	3.60
PUBLIC SAFETY	3.07
COMMUNITY SERVICES	2.72
COMMUNITY & ECONOMIC DEVELOPMT	3.11
CITY TREASURER	3.64
CITY COURT	3.33
CITY ATTORNEY	3.33
ADMINISTRATIVE SERVICES	2.93

There are no statistically significant departmental differences in satisfaction with the value placed on their work by organization's leaders (F=1.50, P >.05). The overall satisfaction across all departments for this job facet is moderate (Overall average = 2.97). While employees of *'City Treasurer'* reported the highest satisfaction, employees of *'Community Services'* reported the lowest satisfaction.

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z. Opportunity to structure or schedule the work assignments*

Opportunity to structure or schedule the work assignments

Department	Score
WATER RESOURCES	3.71
PUBLIC WORKS	3.81
PUBLIC SAFETY-POLICE	3.35
PUBLIC SAFETY-FIRE	3.60
PUBLIC SAFETY	3.71
COMMUNITY SERVICES	3.47
COMMUNITY & ECONOMIC DEVELOPMT	3.96
CITY TREASURER	4.00
CITY COURT	4.11
CITY ATTORNEY	4.50
ADMINISTRATIVE SERVICES	3.74

Departments significantly differed in satisfaction with the opportunity to structure or schedule work assignments (F=2.04, P<.01). Employees in most departments are somewhat satisfied with this job facet (Overall average=3.66). Employees of *'City Attorney'* reported the highest satisfaction, while employees of *'Public Safety-Police'* reported the lowest satisfaction.

4. Conclusion

   Although overall job satisfaction level of employees at City of Scottsdale is moderate, our analyses revealed significant departmental differences in satisfaction with certain job facets. In summary, employees of all departments are satisfied with their working environment such as leaders, co-worker, team work, or safety, etc. However, employees have varying satisfaction with certain compensation forms, work scheduling, ancillary services, and city management. In particular, employees in different departments have different levels of satisfaction with the following job facets: pay, employee benefits, work hour schedule, ancillary services, city management, pay raises, and opportunity to structure or schedule the work assignments. The *City Attorney* department reported the highest satisfaction scores for most job facets, whereas the *Public Safety-Police* department reported the lowest satisfaction scores for various job facets.