



"Organisations with positive work climates are more likely to achieve their desired objectives."

- Psychology at Work

## Why measure employee satisfaction?

- Employee satisfaction is a complex and important part of organisational functioning because it directly relates to individual's motivation. When employees enjoy their work environment they do not need to spend excessive time and energy trying to resolve satisfaction issues that takes them away from their work. This means that organisations with positive work climates are more likely to achieve their desired objectives and have lower costs related to staff turnover, employee disputes, absenteeism, or even negligence, poor quality work and lack of commitment, to name but a few consequences.
- Most often the need for an organisational climate survey becomes apparent when some of these indicators start to rise. However, organisations that have the means to conduct organisational climate surveys frequently are most likely to be in a better position to address climate issues as they arise.
- Psychology at Work's Organisational Climate Survey (OCS) helps clients isolate **satisfaction factors** that are currently contributing to higher or lower satisfaction across the organisation, or across different categories of employees depending on what is important to the client (For example: teams, levels of work, job categories, functional divisions, gender, age groups)
- The OCS measures the overall **health of the organisation's climate** through indicators of morale and commitment.

## What the Organisational Climate Survey measures

- The OCS has 64 items that measure the following factors:
  - **Individual's satisfaction with their job and working conditions** - factors such as: role clarity; role overload; working arrangements; intrinsic and extrinsic rewards; opportunities to develop; physical work environment; access to resources, e.g. lack of information / authority, equipment, time.
  - **Individual's satisfaction with their manager** - factors related to how management treats employees, such as: perceived justice and fairness (performance management & appraisals, application of rewards, honesty); management behaviour (e.g. communication, decision-making, involvement, empowerment, support and approachability); and trust in managers.
  - **Individual's satisfaction with team work and the way people work together** - factors such as: team morale; clarity of team purpose, goals and timeframes; obstacles to performance (e.g. politicking, red tape); support and collaboration; interpersonal relationships; communication; and diversity.
  - **Individual's satisfaction with the leadership of the organisation** - factors such as: organisational structure; strategy; efficiency & effectiveness of leadership processes (communication, decisions, change management); and overall satisfaction with the leadership of the organisation.
- The OCS also measures the **level of morale and commitment towards the organisation** indicating the overall health of the organisation and the urgency with which climate issues need to be addressed.
- As the OCS is founded on **positive psychology principles**, it focuses on **helping the organisation to move forward** and employees are asked to provide **practical suggestions** through the use of open-ended questions.



## Administration, analysis and reporting

- Prior to administration, the organisation will need to select the number of divisions or teams they would like assessed and reported on separately. The client will also be guided as to communicating the purpose and process of the OCS, in order to encourage participation and address concerns.
- Administration is conducted via email or paper-based questionnaires by Psychology at Work in order to ensure confidentiality and anonymity. Weekly reminders are sent via email to encourage participation.
- In terms of analysis, the quantitative survey results and qualitative information are analysed simultaneously in an interpretative manner. The qualitative information is themed and compared with the frequency distributions from the quantitative data, to ensure a complete picture is captured in the report.
- The feedback and reporting process is conducted as a joint action planning process that allows the context of the organisation and the **desired changes per division / team** to be further explored and agreed upon, and related targets and practical action plans to be decided on and then implemented.

