

10-1-2007

# Upper Rio Grande at Work Employee Satisfaction Survey

Daniel J. Quiñones

*University of Texas at El Paso*, [djquinones@utep.edu](mailto:djquinones@utep.edu)

Carlos Olmedo

*University of Texas at El Paso*, [colmedo@utep.edu](mailto:colmedo@utep.edu)

Dennis L. Soden

*University of Texas at El Paso*, [desoden@utep.edu](mailto:desoden@utep.edu)

Follow this and additional works at: [http://digitalcommons.utep.edu/iped\\_techrep](http://digitalcommons.utep.edu/iped_techrep)



Part of the [Business Commons](#), and the [Economics Commons](#)

Comments:

IPED Technical Report: 2007-13

---

## Recommended Citation

Quiñones, Daniel J.; Olmedo, Carlos; and Soden, Dennis L., "Upper Rio Grande at Work Employee Satisfaction Survey" (2007). *IPED Technical Reports*. Paper 68.

[http://digitalcommons.utep.edu/iped\\_techrep/68](http://digitalcommons.utep.edu/iped_techrep/68)

This Article is brought to you for free and open access by the Institute for Policy and Economic Development at DigitalCommons@UTEP. It has been accepted for inclusion in IPED Technical Reports by an authorized administrator of DigitalCommons@UTEP. For more information, please contact [lweber@utep.edu](mailto:lweber@utep.edu).

## Upper Rio Grande at Work Employee Satisfaction Survey 2007

Daniel J. Quiñones, MPA  
Carlos Olmedo, MS  
and  
Dennis L. Soden, PhD

Institute for Policy and Economic Development  
El Paso, TX 79968-0703  
(915) 747-7974  
FAX: (915) 747-7948

IPED TR 2007-13



## **Upper Rio Grande at Work Employee Satisfaction Survey 2007**

The Institute for Policy and Economic Development (IPED) at the University of Texas at El Paso (UTEP) was contracted by the Upper Rio Grande Workforce Development Board (URGWDB) to conduct an employee satisfaction survey as one component of a larger evaluation project. Employee satisfaction as defined in this survey includes quality of facilities and equipment as well as overall work setting and climate. The goal of this research is to assess the quality of URGWDB as a place to work and as an organization that has the processes in place to adapt and implement change to improve.

Survey questions were designed to determine respondents' perceptions on pay, quality of other employees, and personal workload. The questions also provide insight on employees' feelings on the direction URGWDB is headed and URGWDB's supervisory process for work-related problems. Respondents were also asked if they felt that suggestions for improving URGWDB were listened to and also given the opportunity to add any information not obtained by the survey questions.

### **Methodology**

The survey instrument was developed by IPED and URGWDB staff. The survey consisted of multiple choice and open-ended questions, the latter of which allowed employees to provide detailed information, whether positive or negative, on aspects of the work environment not adequately captured by the multiple choice questions. The survey was distributed via e-mail to URGWDB staff. Respondents were notified of the survey three times throughout April through June 2007. Contacting individuals in multiple waves is a common method in survey research used to increase response rates and improve the probability that the results accurately represent the target population. Over the three-month period, 136 URGWDB staff responded to the survey, 40% of total employees, which provides a margin of error of 8.6 percent (+ or -). Response rates in the region for similar surveys hover at between 9-20%.

### **Overview of Survey Responses<sup>1</sup>**

The majority of those responding to the survey:

- ✓ Indicated satisfaction with the components of the work environment covered by this survey, as in almost all cases the majority of responses were above the midpoint (5);

---

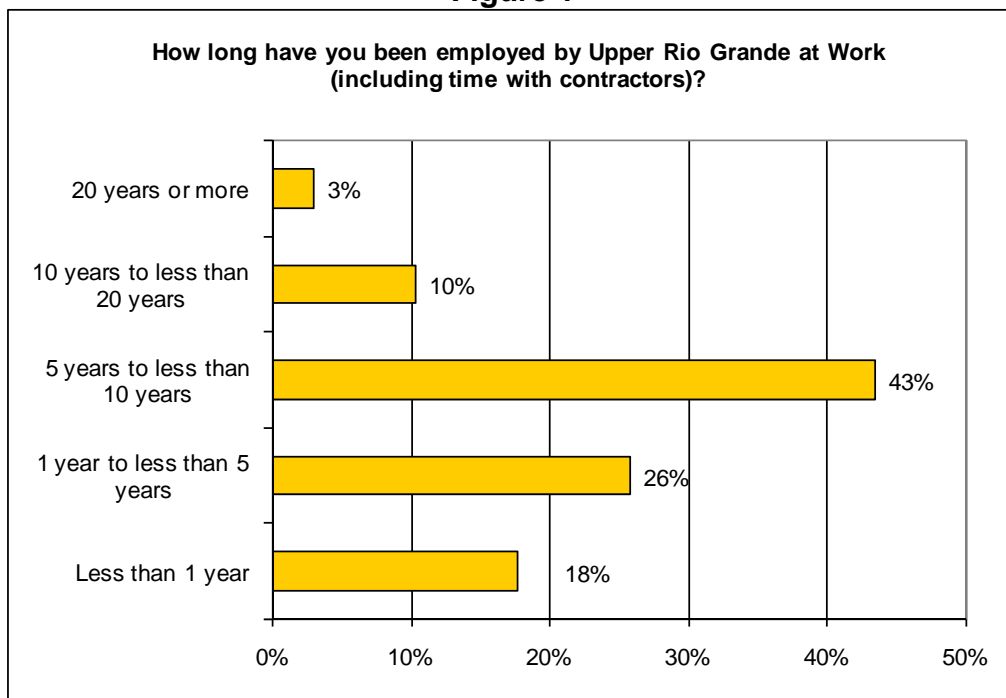
<sup>1</sup> The survey can be found in Appendix A; the statistical results reference can be found in Appendix B.

- ✓ Rated coworkers and direct supervisors a 7 or higher on a scale of 1-10;
- ✓ Were happy about the direction URGWDB is taking looking toward the future;
- ✓ Were aware of a supervisory process to follow when work-related problems arise;
- ✓ Feel that their current salary is not properly matched to their current level of responsibility and required skill set.

### Survey Population and Years Employed by URGWDB

Employees who have been employed by URGWDB for 5 to less than 10 years (including time with contractors) represent nearly 2 out of 5 of the survey's respondents (43%). Those employed by URGWDB for 1 year to less than 5 years make up the second largest group completing the survey (26%). When combined, those employed by URGWDB for less than 10 years made up 87% of respondents. An employee profile by years employed by URGWDB is provided in Figure 1 below.

**Figure 1**

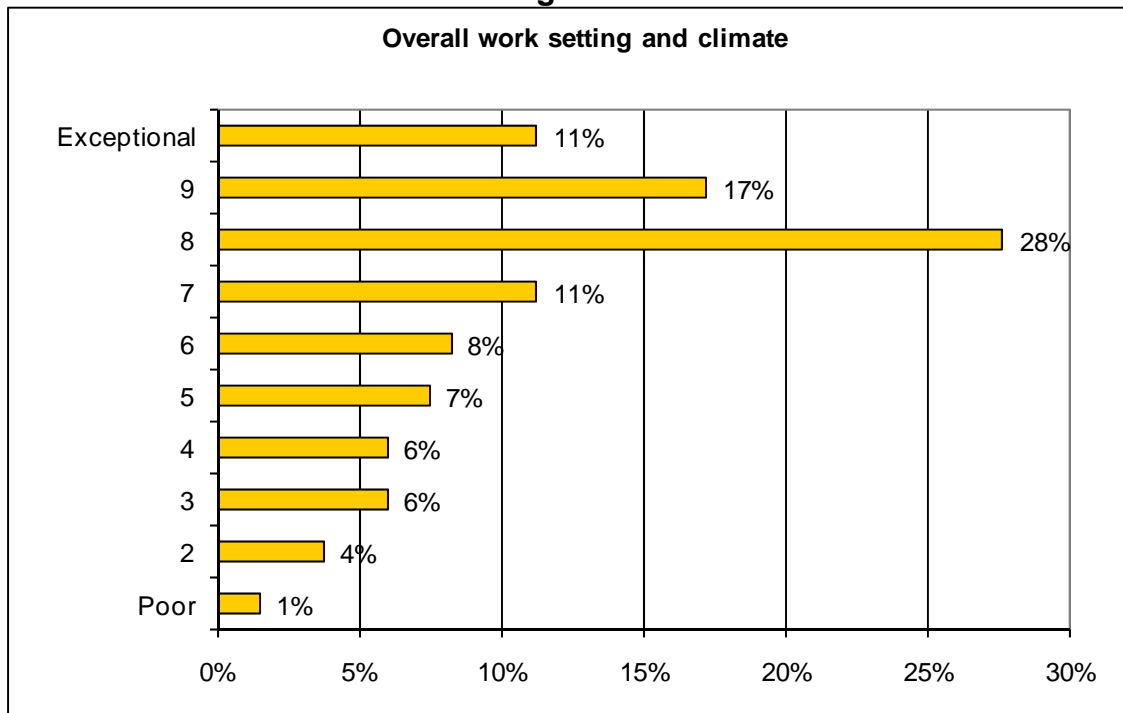


## Quality of Work Environment

Most of those responding indicated that URGWDB has a favorable overall work setting and climate. On a scale of 1 to 10, with 10 being “exceptional,” the majority of respondents rated URGWDB’s overall work setting and climate a 7 or higher (67%, see Figure 2). On the same scale, the majority of respondents rated the quality of facilities 7 or higher (53%, see Figure 3) as well as the quality of equipment and materials used to do their work (61%, see Figure 4)<sup>2</sup>.

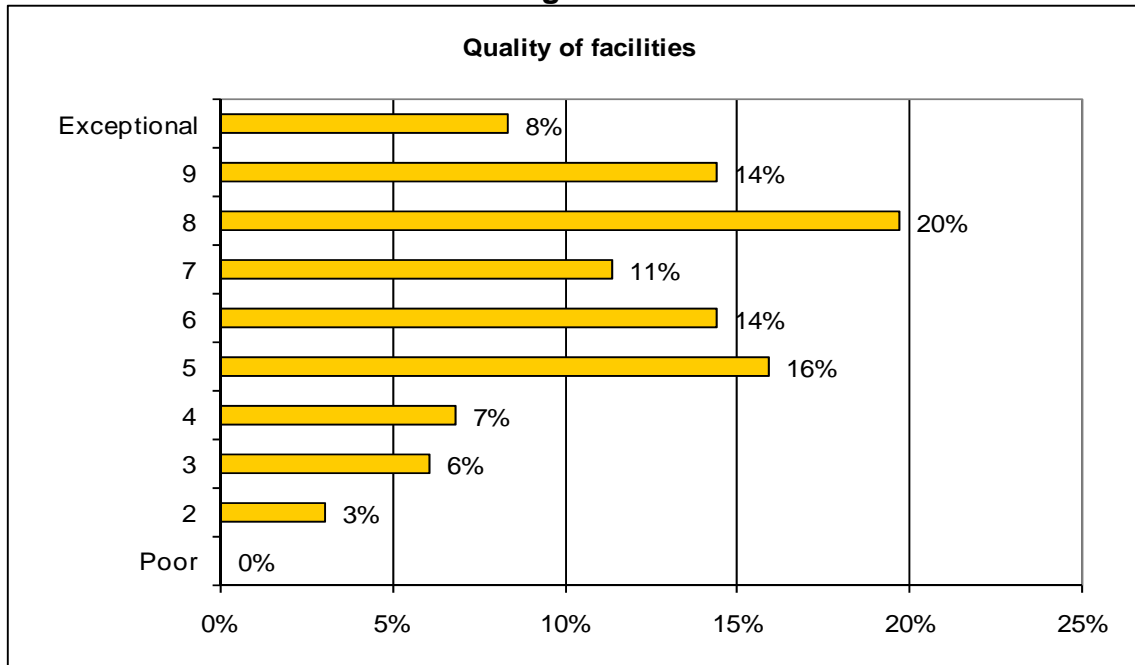
While the majority of responses were 7 or higher, nearly one-quarter (24%) of responses were below the midpoint of the scale (5 or lower) for overall work setting and climate. A similar pattern exists for quality of facilities: nearly one-third of responses (32%) falling below the midpoint. Over a quarter of respondents (27%) rated quality of equipment and materials used in the workplace below the midpoint.

**Figure 2**

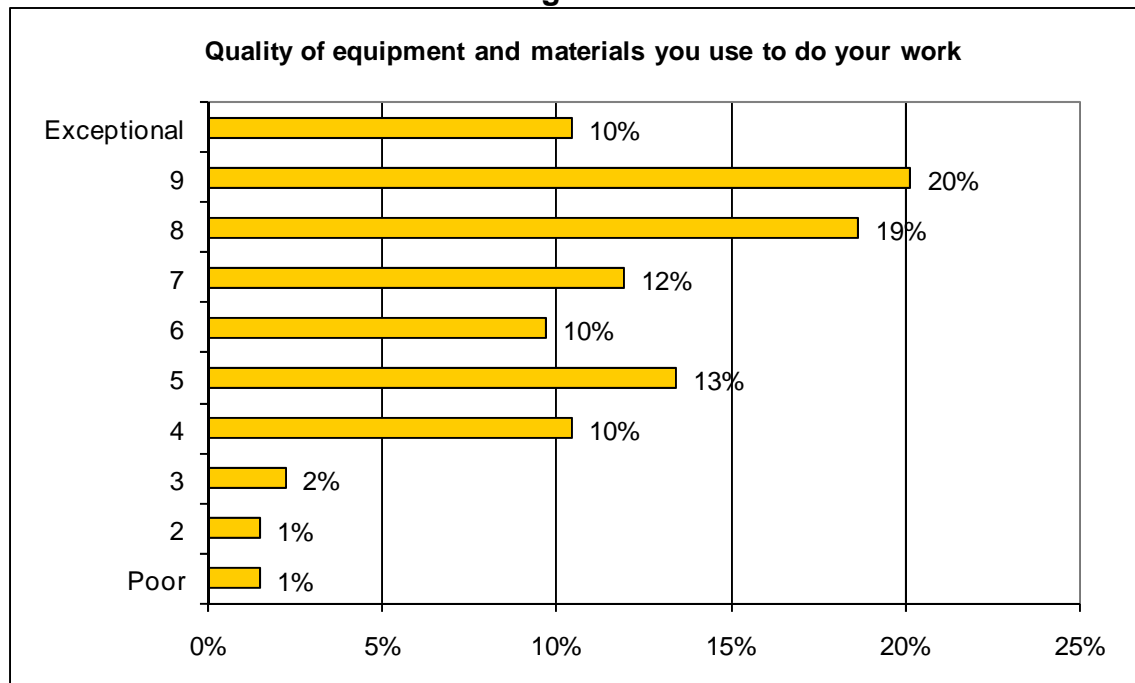


<sup>2</sup> Note: Percentages for Figures 3 through 7 differ from their respective frequency tables in the appendix because the figures do not include “not applicable” responses.

**Figure 3**



**Figure 4**

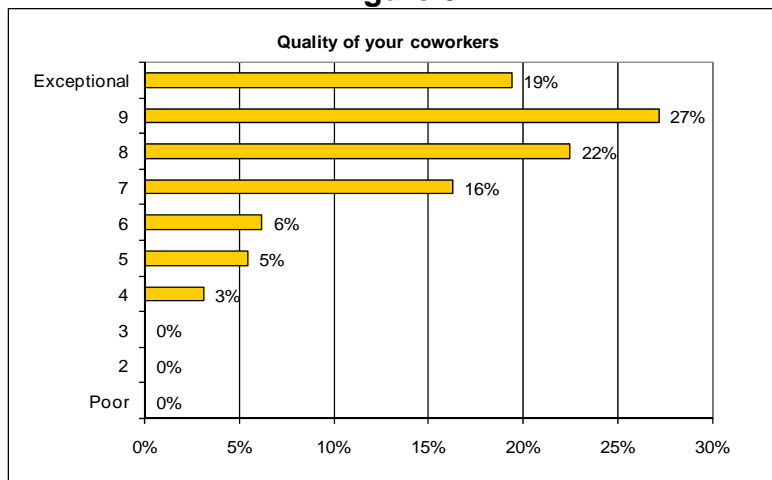


### Quality of Supervisors and Staff

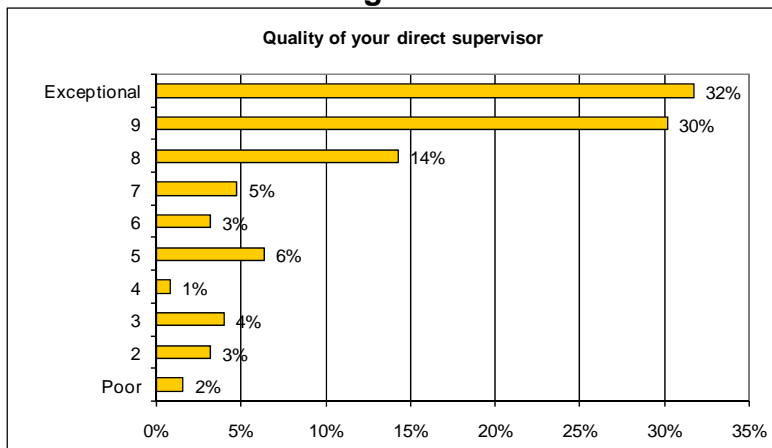
More important than facilities or materials are the perceptions workers have of the people they work with. When asked about their fellow employees, nearly half of the respondents (46%, see Figure 5) gave a rating of 9 or “exceptional” on a 1 to 10 scale. Specifically, when asked about the quality of their direct supervisor, nearly one-third rated their direct supervisor “exceptional” (Figure 6). Similarly, when asked about the quality of staff they oversee, 59% of respondents answered with an 8 or higher (Figure 7). Since not all employees oversee staff, only 60 respondents rated the “quality of your staff you oversee.”

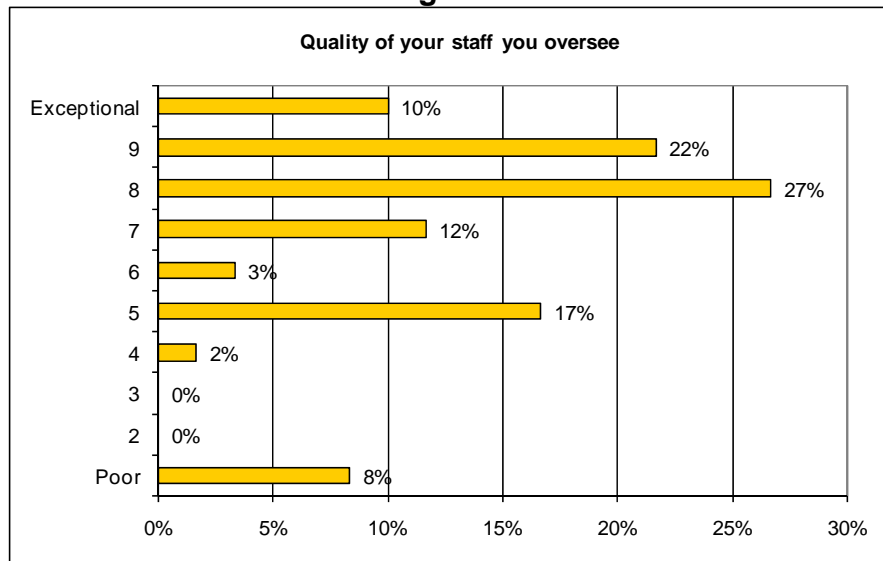
Further analysis of quality ratings for direct supervisors reveals that one-sixth (16%) of respondents rated their direct supervisors at 5 or below. Of those who oversee staff, 27% rated the quality of staff they oversee 5 or below. This may reveal that direct supervisors tend to have a more favorable view of their employees compared to how direct supervisors are viewed by employees in general.

**Figure 5**



**Figure 6**



**Figure 7**

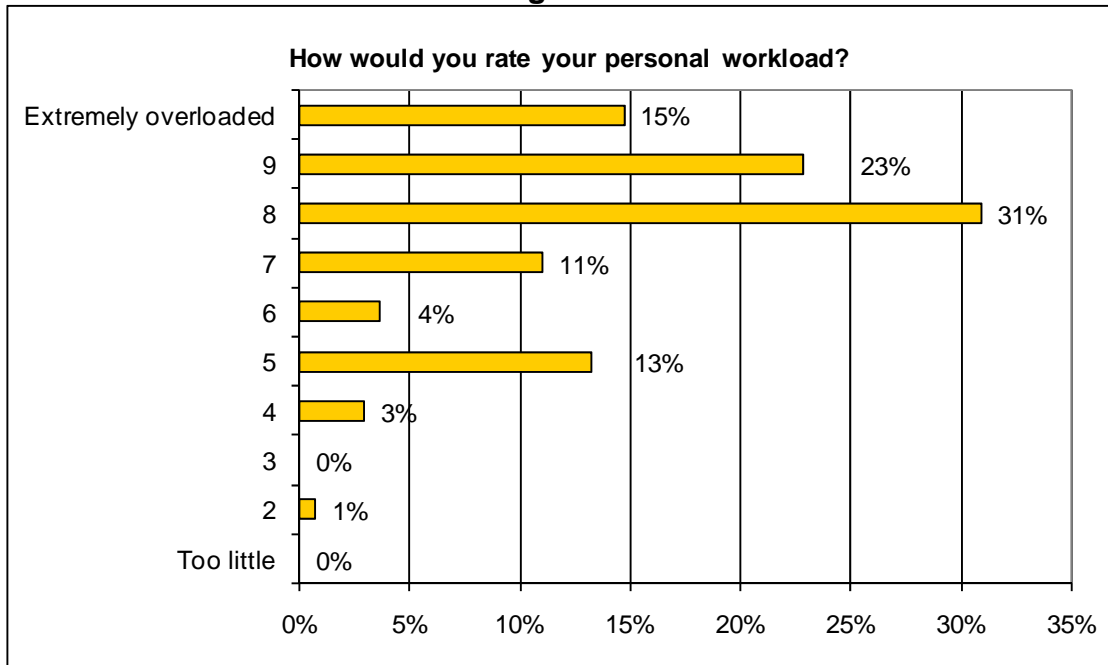
### Perception of Personal Workload and Pay

Respondents were also asked to rate their personal workload, with 1 being too little and 10 being extremely overloaded. More than two-thirds of the respondents (69%) rated their personal workload 8 or higher (Figure 8). Frequencies of these responses were also run separately for respondents who rated staff they oversee and those who did not rate staff they oversee. A higher percentage of employees who oversee staff (74.9% to 63.1% who do not oversee staff) rated their personal workload an 8 or higher. Similarly, the majority of respondents (67%) do not feel that their current salary is matched to their current level of responsibility and required skill set (Figure 9). Among these responses, a similar percentage of supervisors and non-supervisors answered “yes.”

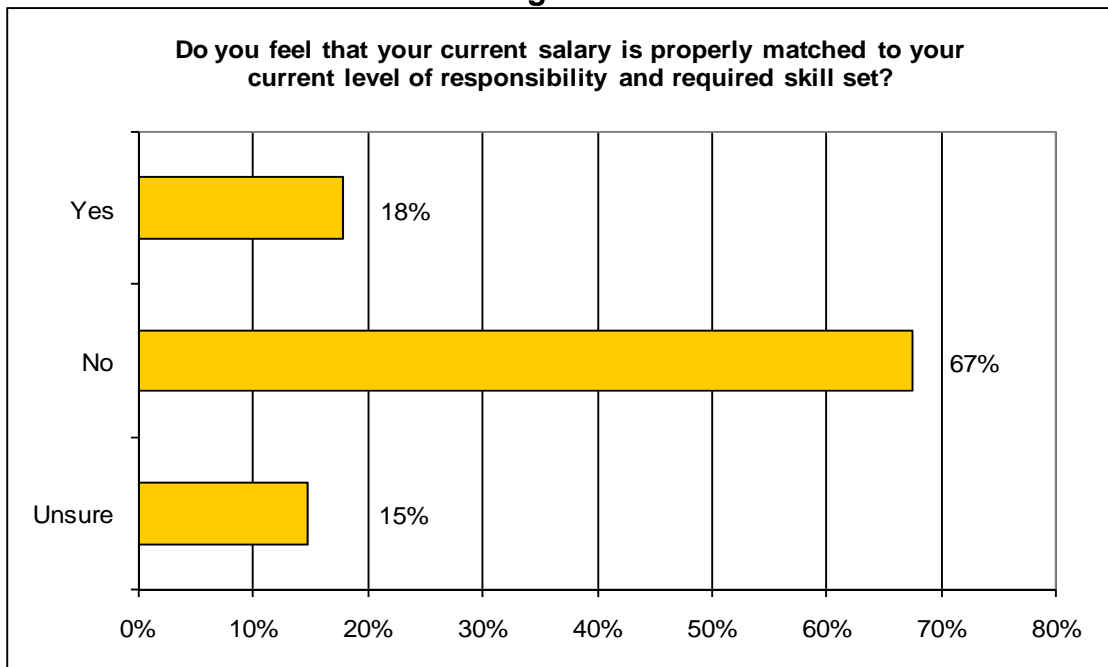
In addition to the 69% of respondents rating their personal workload an 8 or above, one-sixth (17%) rated their workload below the scale’s midpoint of 5. A crosstab analysis between personal workload ratings and years employed revealed that nearly 1 in 2 employees employed for less than one year rated their personal workload below the midpoint. A similar pattern emerged for employees of the Employment Services Unit.



**Figure 8**



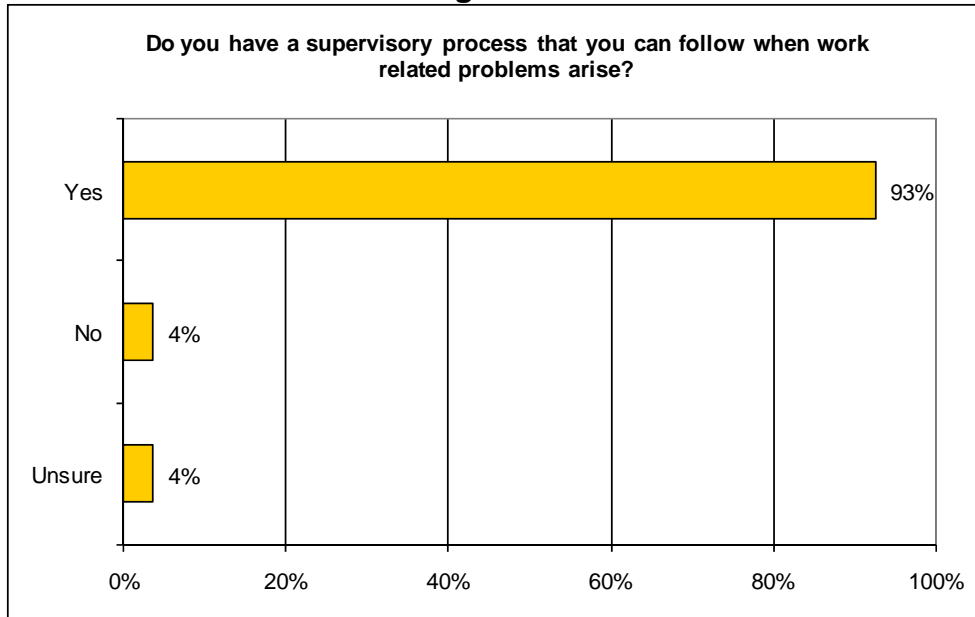
**Figure 9**



### Employee Awareness of Supervisory Process for Work-Related Problems

Most respondents (93%, Figure 10) are aware of a supervisory process to follow when work-related problems arise. A crosstab analysis between length of employment and knowledge of the supervisory process revealed that 7 of the 10 respondents who did not know or were unsure about the supervisory process had been employed by Upper Rio Grande @ Work less than 5 years. (The percentages in Figure 10 do not add up to 100% due to rounding.)

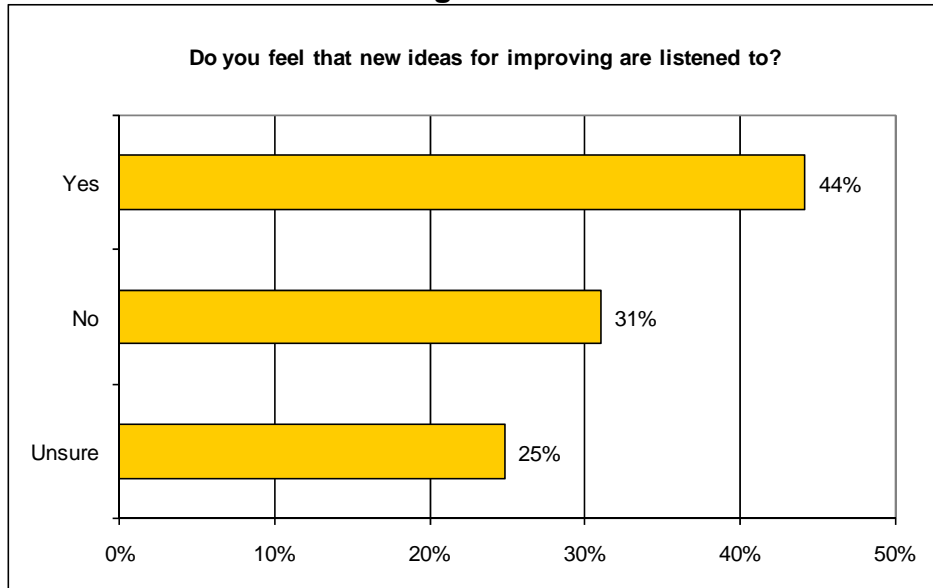
**Figure 10**



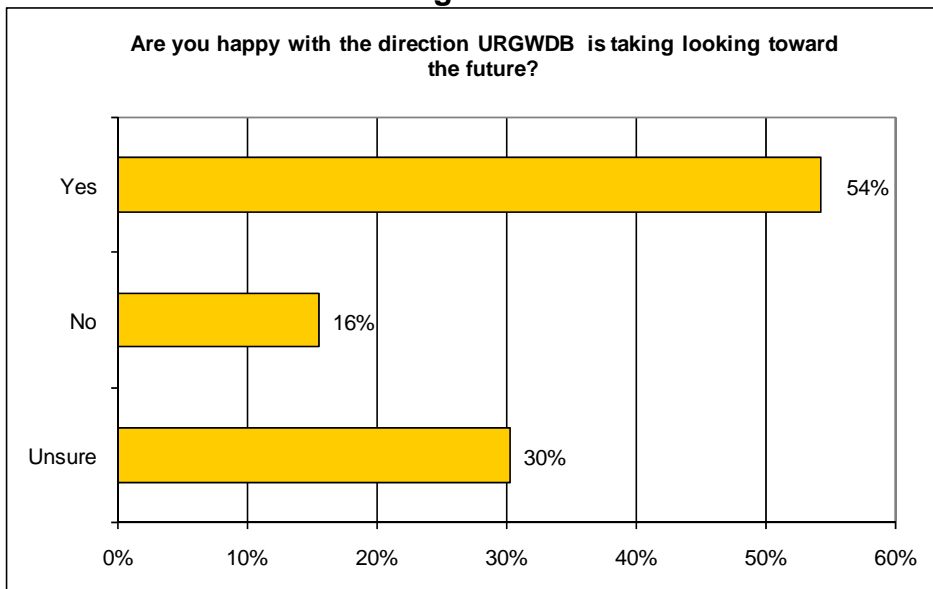
### Employee Input and the Future of URGWDB

When respondents were asked if they felt that new ideas for improving are listened to, less than half (44%) of the respondents answered “yes” while one-quarter of respondents were unsure (Figure 11). Further, nearly one-third of respondents (30%) were unsure if they were happy with the direction URGWDB is taking looking toward the future. Over half (54%), however, were happy with that direction (Figure 12).

**Figure 11**



**Figure 12**



**Appendix A  
Survey**

Survey 2: Survey of URGWDB staff

1. How long (years) have you been employed by Upper Rio Grande at Work (contractors included)?  
\_\_\_\_\_
2. What division do you work in?
  - a. Upper Rio Grande at Work Board Staff
  - b. Business Services Unit
  - c. Employment Services Unit
  - d. Career Center Staff (SERCO)
  - e. Child Care Services (YWCA)
  - f. People's Choice (FSE&T-Choices/TANF)
  - g. Other (please specify)\_\_\_\_\_
3. On a scale of 1-10, with 1 being poor 10 being the exceptional, how would you rate the following:
 

a. Overall work setting and climate	1	2	3	4	5	6	7	8	9	10	N/A
b. Quality of facilities	1	2	3	4	5	6	7	8	9	10	N/A
c. Quality of equipment and materials you use to do your work	1	2	3	4	5	6	7	8	9	10	N/A
d. Your direct supervisor	1	2	3	4	5	6	7	8	9	10	N/A
e. Quality of staff you oversee	1	2	3	4	5	6	7	8	9	10	N/A
f. Quality of your co-workers	1	2	3	4	5	6	7	8	9	10	N/A
4. How would you rate your personal workload, with 1 being too little and 10 being extremely overloaded?
 

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----
5. Do you have a supervisory process that you can follow when work related problems arise?
  - a. Yes
  - b. No
  - c. Unsure
6. Do you feel that your current salary is properly matched to your current level of responsibility and required skill set?
  - a. Yes
  - b. No
  - c. Unsure
7. Are you happy with the direction URGWDB is taking looking to the future?
  - a. Yes
  - b. No
  - c. Unsure
8. Do you feel that new ideas for improving are listened to?
  - a. Yes
  - b. No
  - c. Unsure



**Appendix B  
Frequency Tables**

Questions #1-2 – Page 15

Question #3 – Pages 16-18

Question #4 – Page 18

Questions #5-8 – Page 19

Question #9 – Page 20

Respondent Information #1-2 – Page 20

Respondent Information #3-5 – Page 21

**Q1. How long (years) have you been employed by Upper Rio Grande at Work (including time with contractors)?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	24	17.6	17.6	17.6
	1 year to less than 5 years	35	25.7	25.7	43.4
	5 years to less than 10 years	59	43.4	43.4	86.8
	10 years to less than 20 years	14	10.3	10.3	97.1
	20 years or more	4	2.9	2.9	100.0
	Total	136	100.0	100.0	

**Q2. What division do you work in?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	20	14.7	14.7	14.7
	Upper Rio Grande at Work Board Staff	42	30.9	30.9	45.6
	Business Services Unit	10	7.4	7.4	52.9
	Employment Services Unit	22	16.2	16.2	69.1
	Career Center Staff (SERCO)	29	21.3	21.3	90.4
	Child Care Services	6	4.4	4.4	94.9
	People's Choice (FSE&T-Choices/TANF)	7	5.1	5.1	100.0
	Total	136	100.0	100.0	



**Q3a. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Overall work setting and climate**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	2	1.5	1.5	1.5
	Poor	2	1.5	1.5	2.9
	2	5	3.7	3.7	6.6
	3	8	5.9	5.9	12.5
	4	8	5.9	5.9	18.4
	5	10	7.4	7.4	25.7
	6	11	8.1	8.1	33.8
	7	15	11.0	11.0	44.9
	8	37	27.2	27.2	72.1
	9	23	16.9	16.9	89.0
	Exceptional	15	11.0	11.0	100.0
	Total	136	100.0	100.0	

**Q3b. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of facilities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	3	2.2	2.2	2.2
	2	4	2.9	3.0	5.2
	3	8	5.9	5.9	11.1
	4	9	6.6	6.7	17.8
	5	21	15.4	15.6	33.3
	6	19	14.0	14.1	47.4
	7	15	11.0	11.1	58.5
	8	26	19.1	19.3	77.8
	9	19	14.0	14.1	91.9
	Exceptional	11	8.1	8.1	100.0
	Total	135	99.3	100.0	
Missing	System	1	.7		
Total		136	100.0		

**Q3c. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of equipment and materials you use to do your work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	2	1.5	1.5	1.5
	Poor	2	1.5	1.5	2.9
	2	2	1.5	1.5	4.4
	3	3	2.2	2.2	6.6
	4	14	10.3	10.3	16.9
	5	18	13.2	13.2	30.1
	6	13	9.6	9.6	39.7
	7	16	11.8	11.8	51.5
	8	25	18.4	18.4	69.9
	9	27	19.9	19.9	89.7
	Exceptional	14	10.3	10.3	100.0
	Total	136	100.0	100.0	

**Q3d. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of your direct supervisor**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	10	7.4	7.4	7.4
	Poor	2	1.5	1.5	8.8
	2	4	2.9	2.9	11.8
	3	5	3.7	3.7	15.4
	4	1	.7	.7	16.2
	5	8	5.9	5.9	22.1
	6	4	2.9	2.9	25.0
	7	6	4.4	4.4	29.4
	8	18	13.2	13.2	42.6
	9	38	27.9	27.9	70.6
	Exceptional	40	29.4	29.4	100.0
	Total	136	100.0	100.0	

**Q3e. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of staff you oversee**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	76	55.9	55.9	55.9
	Poor	5	3.7	3.7	59.6
	4	1	.7	.7	60.3
	5	10	7.4	7.4	67.6
	6	2	1.5	1.5	69.1
	7	7	5.1	5.1	74.3
	8	16	11.8	11.8	86.0
	9	13	9.6	9.6	95.6
	Exceptional	6	4.4	4.4	100.0
	Total	136	100.0	100.0	

**Q3f. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of your coworkers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	7	5.1	5.1	5.1
	4	4	2.9	2.9	8.1
	5	7	5.1	5.1	13.2
	6	8	5.9	5.9	19.1
	7	21	15.4	15.4	34.6
	8	29	21.3	21.3	55.9
	9	35	25.7	25.7	81.6
	Exceptional	25	18.4	18.4	100.0
	Total	136	100.0	100.0	

**Q4. How would you rate your personal workload, with 1 being too little and 10 being extremely overloaded?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	4	4	2.9	2.9	3.7
	5	18	13.2	13.2	16.9
	6	5	3.7	3.7	20.6
	7	15	11.0	11.0	31.6
	8	42	30.9	30.9	62.5
	9	31	22.8	22.8	85.3
	Extremely overloaded	20	14.7	14.7	100.0
	Total	136	100.0	100.0	

**Q5. Do you have a supervisory process that you can follow when work related problems arise?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	126	92.6	92.6	92.6
	No	5	3.7	3.7	96.3
	Unsure	5	3.7	3.7	100.0
	Total	136	100.0	100.0	

**Q6. Do you feel that your current salary is properly matched to your current level of responsibility and required skill set?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	16.9	17.8	17.8
	No	87	64.0	67.4	85.3
	Unsure	19	14.0	14.7	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
Total		136	100.0		

**Q7. Are you happy with the direction URGWDB is taking looking to the future?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	51.5	54.3	54.3
	No	20	14.7	15.5	69.8
	Unsure	39	28.7	30.2	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
Total		136	100.0		

**Q8. Do you feel that new ideas for improving are listened to?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	41.9	44.2	44.2
	No	40	29.4	31.0	75.2
	Unsure	32	23.5	24.8	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
Total		136	100.0		

**Q9. Would you consider pursuing higher education?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	108	79.4	83.7	83.7
	No	12	8.8	9.3	93.0
	Unsure	9	6.6	7.0	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
Total		136	100.0		

**R11. How old are you?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	6	4.4	4.8	4.8
	26-30	9	6.6	7.2	12.0
	31-35	25	18.4	20.0	32.0
	36-40	23	16.9	18.4	50.4
	41-45	13	9.6	10.4	60.8
	46-50	17	12.5	13.6	74.4
	51-60	24	17.6	19.2	93.6
	61-70	7	5.1	5.6	99.2
	70 or over	1	.7	.8	100.0
	Total	125	91.9	100.0	
Missing	System	11	8.1		
Total		136	100.0		

**R12. What is your household income?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$10,000	2	1.5	1.7	1.7
	\$10,001-\$20,000	7	5.1	5.9	7.6
	\$20,001-\$25,000	24	17.6	20.3	28.0
	\$25,001-\$30,000	17	12.5	14.4	42.4
	\$30,001-\$35,000	16	11.8	13.6	55.9
	\$35,001-\$40,000	4	2.9	3.4	59.3
	\$40,001-\$45,000	9	6.6	7.6	66.9
	\$45,001-\$50,000	7	5.1	5.9	72.9
	\$50,001-\$60,000	16	11.8	13.6	86.4
	\$60,001-\$70,000	2	1.5	1.7	88.1
	Over \$70,001	14	10.3	11.9	100.0
	Total	118	86.8	100.0	
	Missing	System	18	13.2	
Total		136	100.0		

**RI3. Do you consider yourself?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	5	3.7	4.0	4.0
	Hispanic	97	71.3	78.2	82.3
	African-American	3	2.2	2.4	84.7
	Caucasian	15	11.0	12.1	96.8
	Asian	4	2.9	3.2	100.0
	Total	124	91.2	100.0	
Missing	System	12	8.8		
Total		136	100.0		

**RI4. Gender:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	23.5	26.0	26.0
	Female	91	66.9	74.0	100.0
	Total	123	90.4	100.0	
Missing	System	13	9.6		
Total		136	100.0		

**RI5. What was the last level of school you completed?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduate	5	3.7	4.0	4.0
	Trade school/technical school	9	6.6	7.2	11.2
	Some college	46	33.8	36.8	48.0
	Associate's degree	12	8.8	9.6	57.6
	Bachelor's degree	30	22.1	24.0	81.6
	Some graduate work beyond bachelor's degree	8	5.9	6.4	88.0
	Master's degree	14	10.3	11.2	99.2
	Ph.D.	1	.7	.8	100.0
	Total	125	91.9	100.0	
Missing	System	11	8.1		
Total		136	100.0		