

Hamilton JOB Satisfaction Survey

What keeps *your* employers
working?



Workforce Planning Hamilton
Planification de main d'oeuvre de Hamilton

Ontario 

Hamilton JOB Satisfaction Survey

ACKNOWLEDGMENTS

Workforce Planning Hamilton would like to thank all of the respondents to our survey for the time they took to respond to the survey. It is our hope that this will provide food for thought for employers in the community. We would also like to thank our partners for their assistance in getting the word out about the survey. Your support is always appreciated.

ABOUT WORKFORCE PLANNING HAMILTON

Workforce Planning Hamilton is a community-based organization that provides labour market research, planning and projects in support of workforce development in Hamilton. We are funded by the Ministry of Labour Training and Skills Development. We work to support both jobseekers and employers with timely labour market data and resources needed to make informed decisions. This project is funded in part by the Government of Canada and the Government of Ontario.

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Introduction

Workforce Planning Hamilton (WPH) have heard loud and clear that employers in Hamilton have been struggling to find qualified workers in the current labour market. Our annual EmployerOne survey reports the same information each year. It is obvious for businesses: when you find a worker that fits with your business you want to keep them, keep them happy and keep them engaged.

Over the last couple of years WPH has been hearing that retention is an ever increasing issue especially for certain roles. Our EmployerOne survey (January 2019) showed that the number of employers experiencing “quits” had increased year over year from 71% in 2018 to 79% in 2019. This is substantiated in our conversations with employers: Many workers are leaving their roles for other jobs.

To better understand what keeps workers at their jobs WPH designed the *Hamilton Job Satisfaction Survey*. The survey asked employees from many businesses representing a range of sectors what they valued about their job and what would make them want to leave. We also included current jobseekers that were unemployed for less than a year. The Job Satisfaction Survey was open from early July to the end of September 2019. We had 380 usable responses in that time.

Why should you as an employer care what your employees think about their job and their workplace?

The simple answer is if you offer employees more of what they want they won't be so ready to walk away. Turnover's can cost businesses great amounts of money.

WPH reviewed a number of on-line resources to see what the research tells us about the importance of job satisfaction surveys. The top reasons Job Satisfaction is important for employers is listed below.

Job Satisfaction is important because:

- Understand what is important to employees so that you can take steps to reduce turnover
- Reduce the costs for hiring and training new staff
- Maintain productivity in your workforce
- Understand the relative importance of compensation and benefits for employees
- Build a reputation as a good employer that will aid you in attracting new recruits

Other benefits that will improve your workplace :

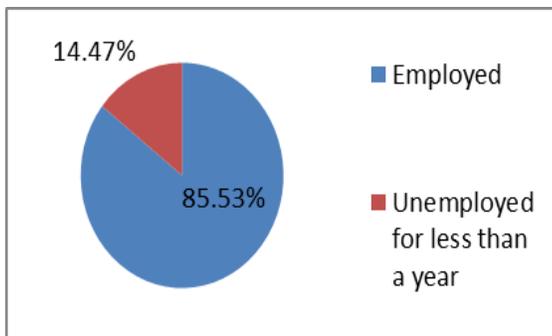
- Learn about working conditions from an insider
- Give employees a voice. It might give you information that you might now otherwise hear
- Open the lines of communication by encouraging employees to share their thoughts about their workplace anonymously
- Understand better what motivates employees. Is it compensation, recognition, advancement or something else?
- Increase trust and loyalty within the organization

Profile of Respondents

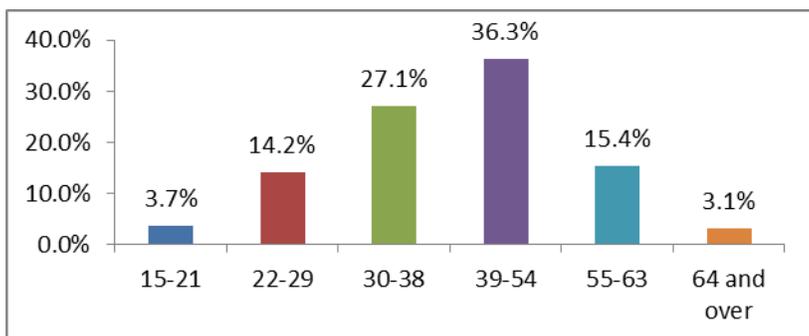
The following charts profile the respondents for the Job Satisfaction Survey. There were a total of 380 employed and recently unemployed individuals (unemployed for less than one year) who completed this survey. These are people that either work and/or live in Hamilton. Of all of the respondents, 95% work in Hamilton.

We see that the overwhelming majority, 86%, are employed. This is slightly lower than Hamilton labour force where 95% are employed. The majority of respondents, 63%, are core working age 30 to 54, and female, 75%. Most have a postsecondary education, with 46% having a Bachelor's degree or above.

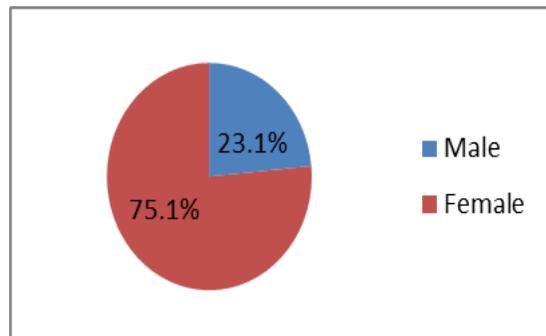
Employment Status



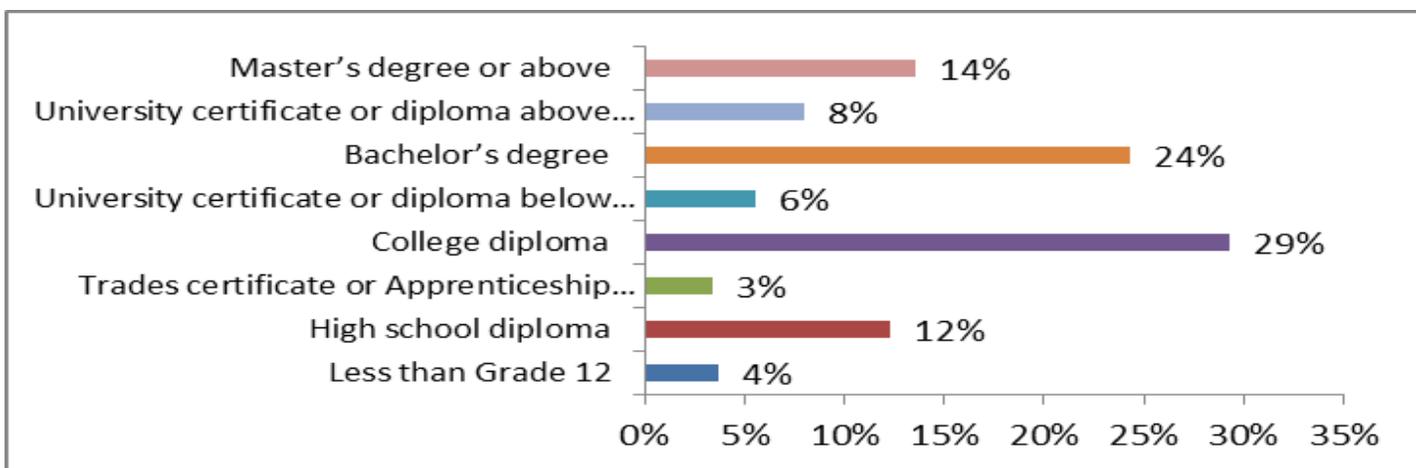
Age



Sex



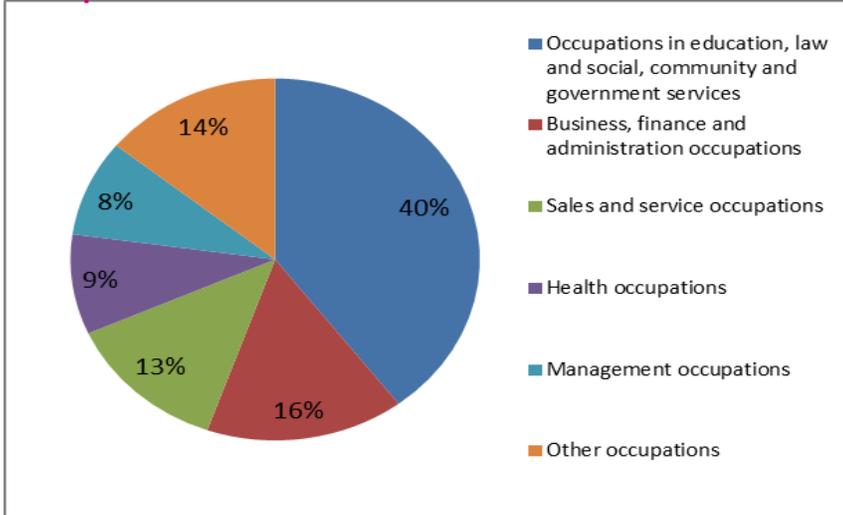
Education



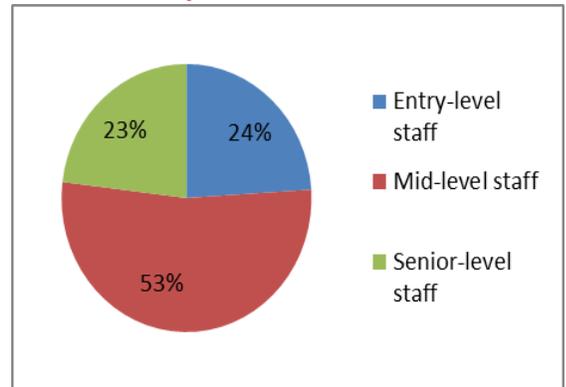
- Note: The demographics of the respondents do not match the demographics of Hamilton's labour force.
- There is a higher number of younger and older people in the labour force than those that responded
- The respondents overwhelmingly have a post-secondary education (84%) while only 54% of the general population has post-secondary degree or diploma
- The gender breakdown is predominantly female at 75%, while the Hamilton labour force is 48% female.

Job Profile Information

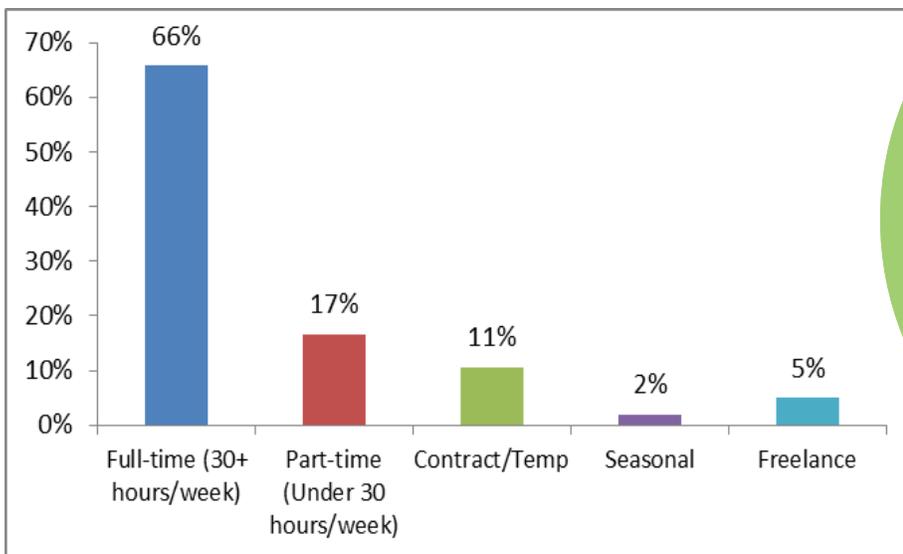
Occupation Profile



Level of Experience



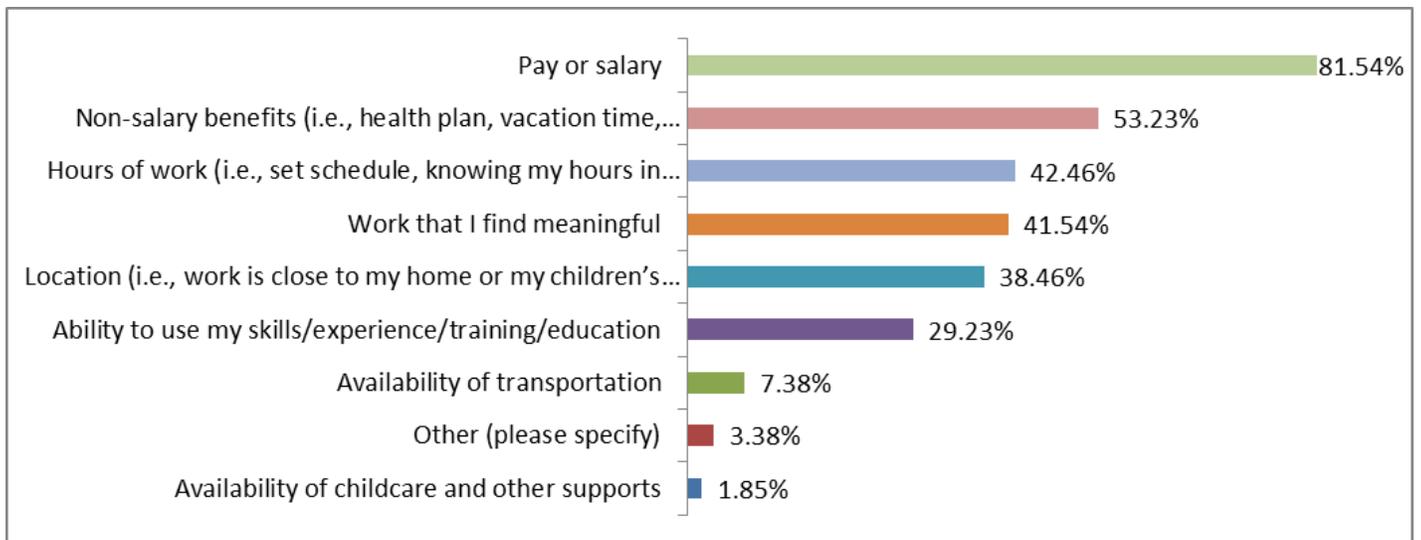
Type of Employment



64% of respondents working on a contract, seasonal, or part time wanted a full time job.

- The majority of respondents have full-time jobs similar to Hamilton's labour force
- People who have full-time jobs (part-time, contract, seasonal, freelance) are more likely to have multiple jobs (28% vs 10%)
- Sales and service occupations had a lower proportion of people working full-time (52%)
- There is a slightly higher number of multiple job holders in *Occupations in education, law and social, community and government services*. This was also similar a recent report by Statistics Canada
- Highest share of entry level jobs were in Health occupations and Sales and service occupations

What is the workforce looking for?



Pay /Salary was listed as the most important reason when looking for a job with 82%. Second most reported was **non-salary benefits** at 53%.

Hours of Work was listed as *third* most important reason when looking for a job.

- *Health occupations and Sales and service occupations* selected **Hours of work** at a much higher rate than **Work that I find meaningful**
- Entry-level workers also ranked **Hours of work** as their third choice
- A Higher proportion of people aged 55 years and over selected **Work that I find meaningful** as their third choice than other age groups
- The 15 to 29 age group and 30 to 38 age group selected **Location** as their third choice
- Unemployed persons selected **Pay or salary** as their top choice as well, but differed on their second selection. **Hours of work** was ranked second by 54% of those who were unemployed and looking for a job

EMPLOYER TIP #1:

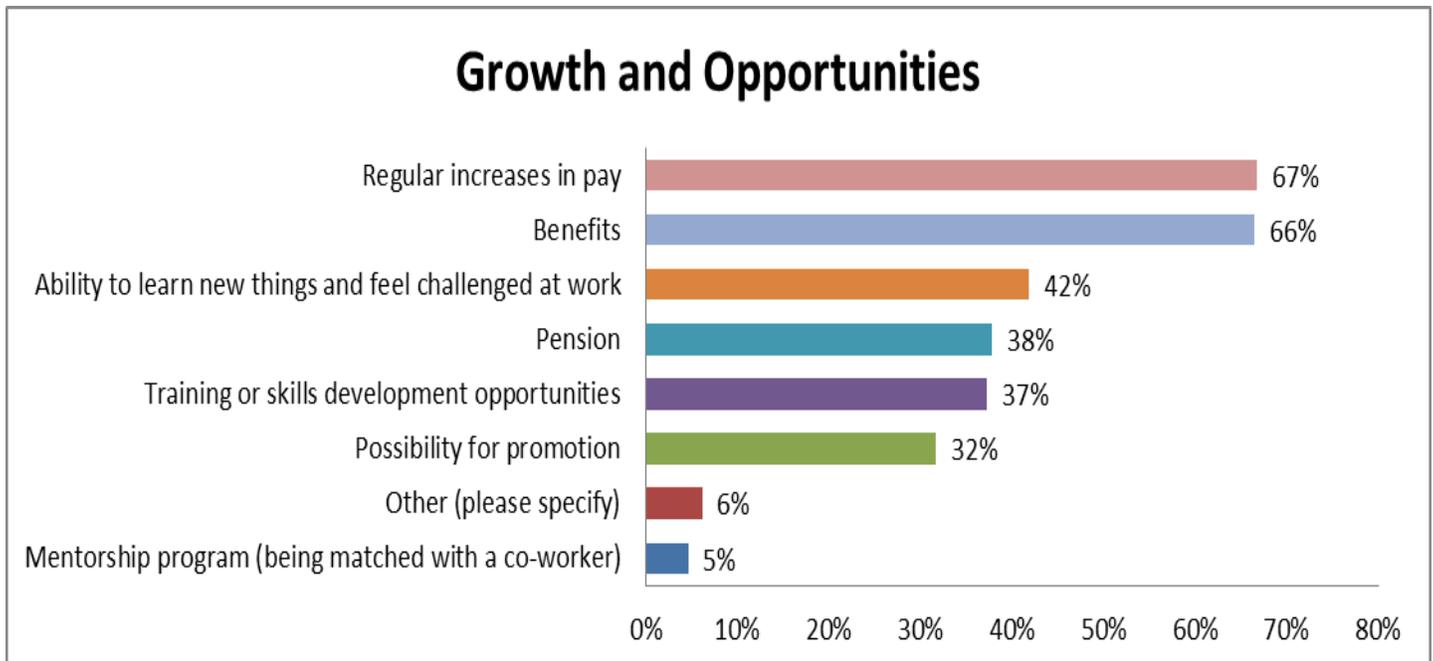
Employers: do not underestimate the value of a good pay package to attract and retain employees.

Make sure your wages are competitive by industry standards to attract quality candidates. Benefits matter too. Research shows that benefits offers security but also keeps your employees on the job.

What makes an employee stay?

While monetary benefits are important to employees there are other elements or opportunities identified as needed for retention. The **Ability to learn new things and feel challenged at work** is important along with workplace culture such as **Feeling that my role is valued and my work is recognized by me supervisor/ coworker**.

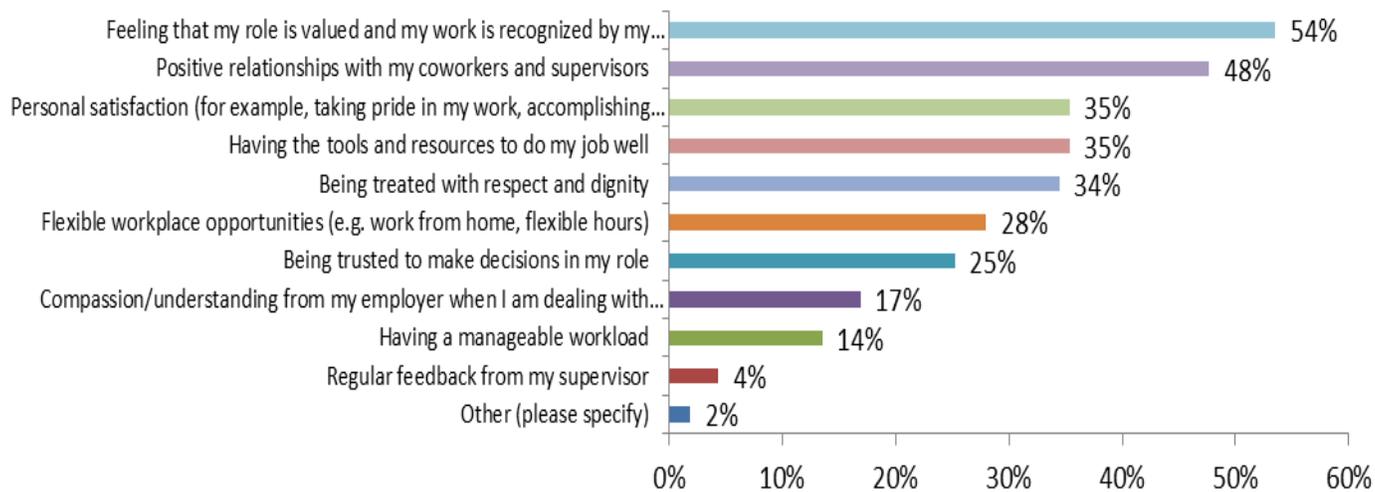
Please select the top three things you think are the most important when staying in a job:



- The top two selections were similar to the top two reasons people look for a job, **Regular increases in pay** and **Benefits**
 - The third selection is **Ability to learn new things and feel challenged at work** aligns with **Work that I find meaningful**
-
- Some differences exist for occupational groups among the third choice:
 - For *Health occupations*, the third choice was **Pension**
 - For *Sales and service occupations* the third choice was **Possibility of promotion**
 - For *Occupations in education, law and social, community and government services* the third choice was **Training or skills development opportunities**
 - For younger employees the third choice was **Training or skills development opportunities**
 - People who worked in entry-level jobs had a higher proportion of people selecting **Training or skills development opportunities** relative to other career level workers

What makes an employee stay?

Workplace Culture



- Regarding Workplace Culture, 54% of people selected **Feeling that my role is value and my supervisors/coworkers**
- *Health occupations* first choice under workplace culture was actually **Having the tools and resources to do my job well**
- People over the age of 55 and over, people with more than one job, and unemployed individuals all had **Being treated with respect and dignity** as the third most selected in Workplace Culture

EMPLOYER TIP #2:

Make sure you consider your employees and understand their needs. Workplace culture is very important to keep an employee. **Ability to learn new things at work and Feeling that my role is valued** were some of the top reasons in why an employee stays.

Why Workplace Culture is Important

It attracts talent. Job candidates evaluate your organization and its climate. A strong, positive, clearly defined and well-communicated culture attracts talent that fits.

It drives engagement and retention. Culture impacts how employees interact with their work and your organization.

It impacts happiness and satisfaction.

Research shows that employee happiness and satisfaction are linked to strong workplace culture (Source: Deloitte).

It affects performance. Organizations with stronger cultures outperform their competitors financially and are generally more successful.

Employee Voice:

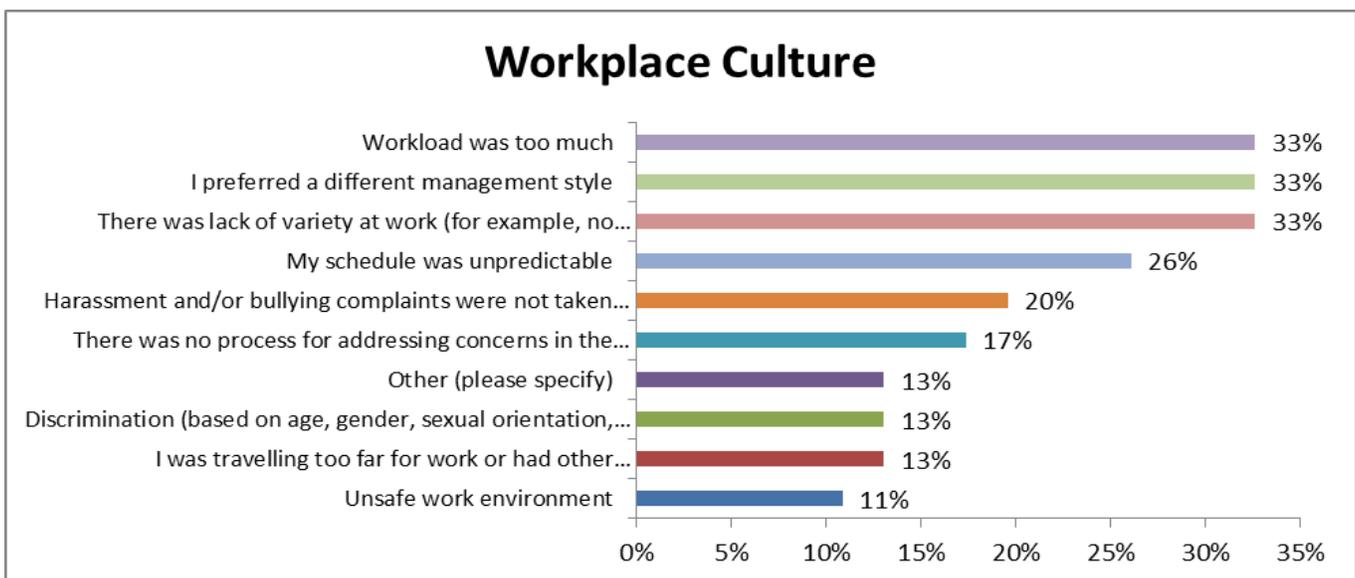
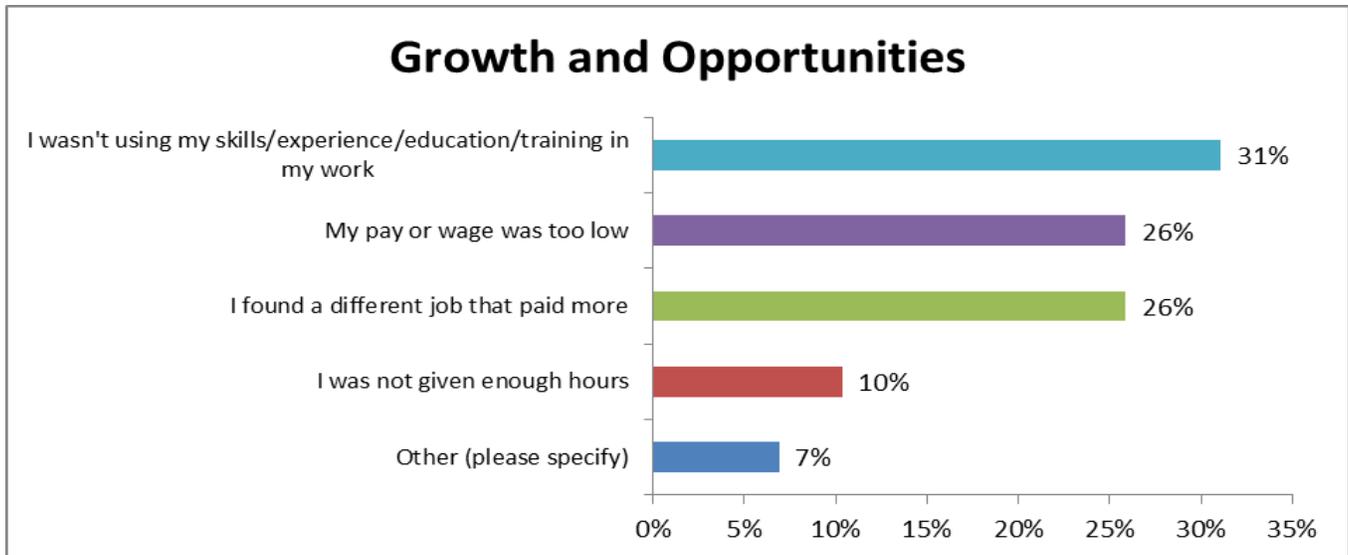
“Positions are not widely advertised to the public and employers are not providing opportunities for skills development, education, or training to build the workforce their businesses require”

What makes an employee quit?

15% of respondents in our survey said they quit a job in the last year.

We know that retention is a major concern for businesses according to the EmployerOne survey as quits continues to rise. The top reason someone quits may not be due to monetary reasons but because they were **not using their skills/experience/education/training in their work**. Similarly in workplace culture we see that a **lack of variety** at work was a top reason.

Please select the top 3 reasons why you quit your job:



Employee Voice:

"Everyone I know, including myself, is working three peoples jobs (for real) at my workplace. Staff that are let go or retire, are not replaced and their jobs are absorbed by those of us left. We are overworked and tired and stressed and becoming ill. I would love to quit but need the money as I am a single parent and it pays well. The pressure is incredible and something has to give. I hope it's not my health that goes first."

What makes an employee quit?

- For people working in Healthcare and social assistance **Workload was too much** had the highest share relative to other industries
- People working in Business, finance and administration occupations also had **Harassment** and **There was no process for addressing concerns in the workplace** as a top selection
- Workers who have more than one job list **Harassment** as a top choice tied with **Lack of variety at work**
- 15 to 29 year olds had selected **My schedule was unpredictable** at a much higher rate than any other age groups
- It is important to recognize the number of respondents that selected choices that relate to toxic work environments such as: **Harassment and/or bullying complaints not taken seriously; There was no process for addressing concerns in the workplace; Discrimination; and Unsafe work environment.** In total nearly 1 in 3 selections (31%) were because of these reasons mentioned

Employee Voice:

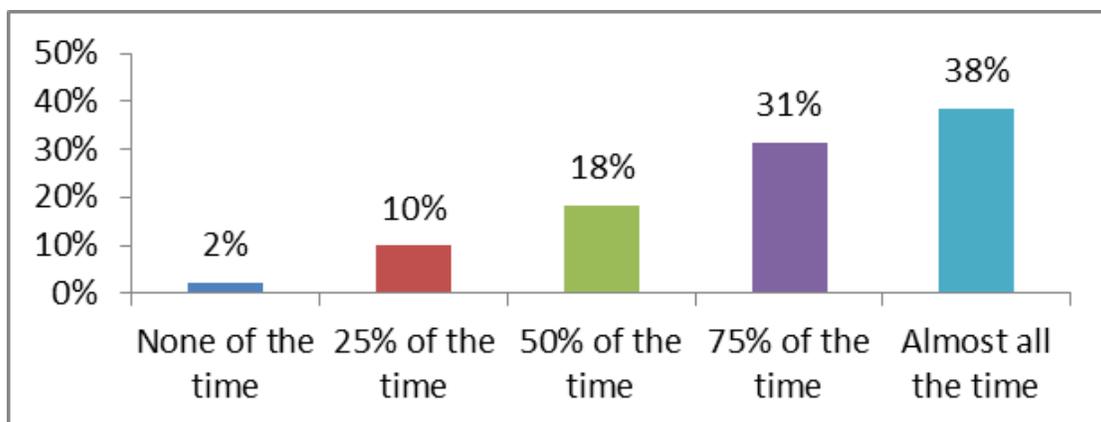
“Culture is above and beyond the most important part of a job, if you are not valued and not treated with respect, no amount of pay or professional development is worth it”

Employee Voice:

“No job security, no benefits, no opportunities for advancement”

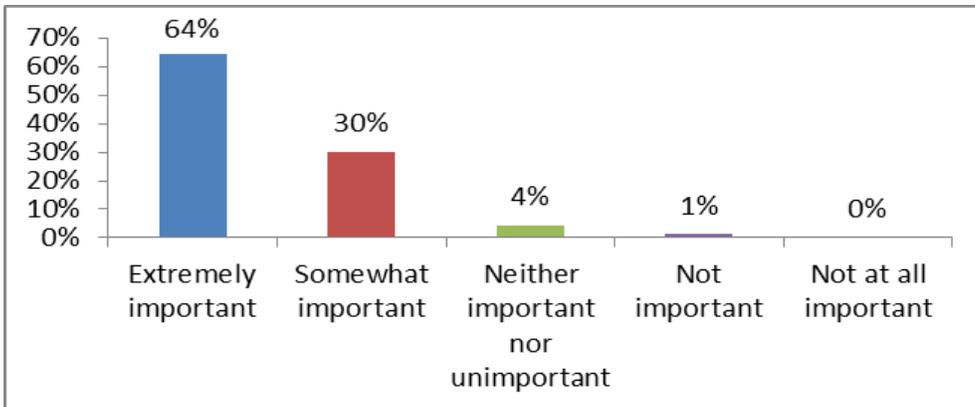
Matching of skills & jobs is very important to workers

How often do you feel that your job is a good match with your skills/experience/training/education?



Matching of skills & jobs is very important to workers

How important is it for you to be able to use your skills/experience/training/education at work?



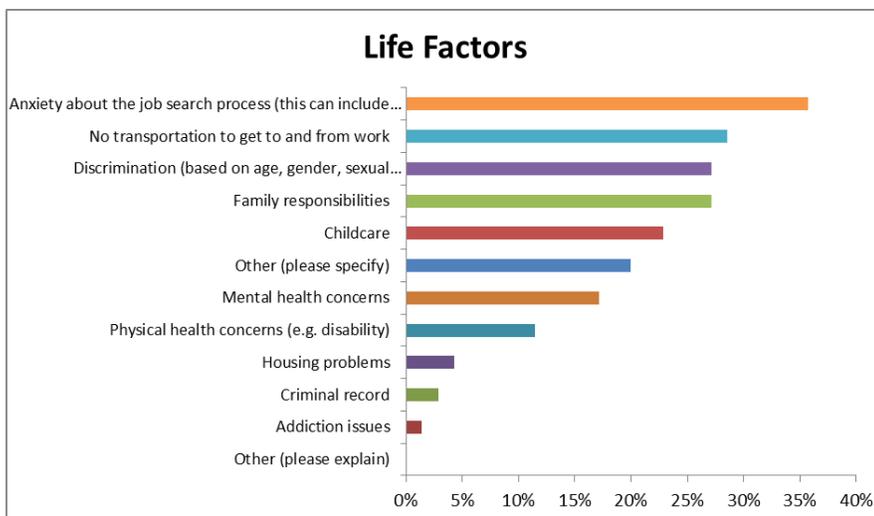
- People aged 29 and under had a much higher share of people where their jobs were not a good match for their all their skills. 38% had jobs that matched their skills fifty percent of the time or less
- Workers in Sales and service occupations also had the highest share of jobs and skills not matching. Over half of the workers said their jobs match their skills fifty percent of the time or less

EMPLOYER TIP #3 :

Make sure you are utilizing all the skills among your staff. Working in a job that matches the skills of the worker is very important for workers. It was one of the main reasons why someone quit and a large group of respondents (38%) feel their job matches their skills half the time or less.

Barriers for workers to find employment

What factors (if any) are making it difficult to find work?

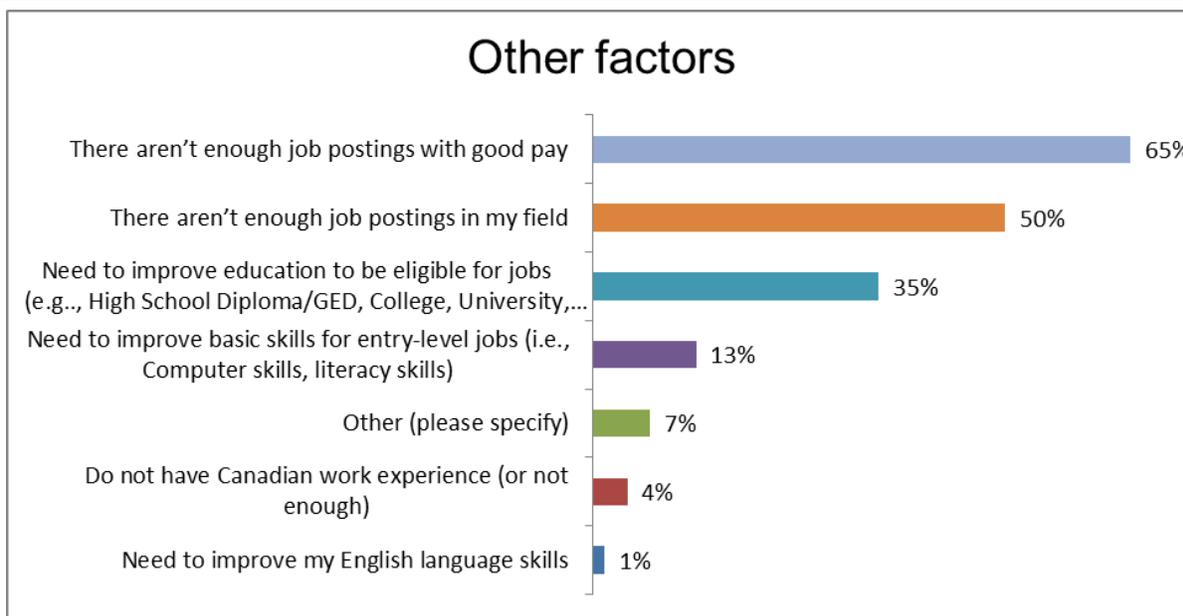


According to the survey, 26% of respondents are looking for a new job. These include people that are employed. Not surprisingly 90% of people unemployed are looking for a new job. People in Sales and service occupations were also more likely to look for employment. The following is a list of factors that are creating a barrier to finding a new job. Employers and the community have a role to play in helping address some of these concerns.

EMPLOYER TIP #4:

Anxiety about the job search process, including an overly challenging application/interview process was one of the top barriers. Employers need to evaluate their application/interview process to ensure that the complexity of the process aligns with the needs and level they for which they are hiring. Your process may discourage applicants.

Barriers for workers to find employment



Life factors

- For people aged 55 years and over perception of **Discrimination** (based on age, gender, sexual orientation, race) was the most selected barrier. **Discrimination** was also the second selection for females
- For Sales and service workers **Family responsibility** was the top barrier for employment
- Mid-level staff had **Family responsibility** chosen as the second top barrier, and senior-level staff had **Discrimination** selected as the second top barrier
- Unemployed persons have the top selection reversed with **No transportation to get to and from work** rather than **Anxiety about the job search process**. Mental health was also selected at a much higher rate

Other factors

- There aren't enough job postings with good pay was selected by two-third of job seekers as a barrier
- A higher proportion of the unemployed selected **Need to improve education/training to be eligible for jobs** than employed people

Employee Voice:

"I can't call in sick at my current job to interview for the new job"

Employee Voice:

"Being overwhelmed by my current job and not having enough mental energy to job search"

EMPLOYER TIP #5:

Employers need to make sure their job postings reach as many people as possible. Two main barriers to finding new jobs were *Not enough job postings with good pay*, and *Not enough job postings in my field*. If you are not getting enough applicants you want, try to broaden the reach of your job posting by using different networks.

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Workforce Planning Hamilton

Business, Labour, & Community: Planning for Prosperity

Since 1997 Workforce Planning Hamilton has provided planning, partnerships and projects that highlight local labour market trends and support workforce development. WPH is a member of Workforce Ontario, a network of 26 labour market planning areas across Ontario. Our evidence-based approach relies on key industry sector and demographic data combined with local intelligence from employers and other local partners to develop a strategic vision for Hamilton.

Log onto WPH website at: workforceplanninghamilton.ca and you will:

Discover our community **Projects and Partners** that promote labour force development.

Learn about our local labour market trends, opportunities, and priorities in our **Publications**.

Connect to **Links** on training, employment, and labour market information.



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