

# EMPLOYEE ENGAGEMENT IN 2008

## BC'S EMPLOYED LABOUR FORCE

JULY 2008



## **CONTACT INFORMATION**

This paper was prepared by BC Stats. If you have any questions about the information in this report, please email Angela Matheson at [Angela.Matheson@gov.bc.ca](mailto:Angela.Matheson@gov.bc.ca) or phone (250) 387.9488.

## EXECUTIVE SUMMARY

Researchers have documented links between employee engagement and client satisfaction, and client satisfaction and a company's bottom line. Recognizing the importance of engaging employees in their work and with the outcomes of their organizations, many private sector companies and governments are assessing the level of engagement of their workforce. This study, based on a survey of the employed labour force in B.C., explores employee engagement in workplaces across British Columbia to determine the level of engagement in the employed labour force and to better understand the factors that influence engagement.

In March 2008, BC Stats administered the General Public Engagement Survey (GPE) to 2,004 respondents selected at random to represent a broad cross-section of the B.C. employed labour force. The survey is the first non-employer sponsored work environment survey in Canada. The data shed light on the overall health of engagement in the province's employed labour force, and provide insight into which workplace attributes have the most impact on engagement. The survey statements for each of the three characteristics making on engagement are shown below.

### Characteristics of engagement

**Job satisfaction:** I am satisfied with my job.

**Organization commitment:** I would prefer to stay with the organization, even if offered a similar job elsewhere

**Organization satisfaction:** Overall, I am satisfied with my organization.

In terms of the overall health of engagement in the province's employed labour force, the average score on the three characteristics, out of 100 points, ranges from 66.5 for organization satisfaction to 71.5 for job satisfaction, with organization commitment in the middle at 67.1. The overall average score for engagement, calculated as the mean of the average scores for the three characteristics, is 68.4 out of 100 points.

In order to continuously improve engagement levels, it is important to understand what factors are linked to higher levels of engagement. The survey collected information on 12 workplace attributes that past research has shown to be precursors to engagement. The study uses a regression procedure to explore the relationship between engagement and the workplace attributes. By isolating the distinct impact of workplace attributes and engagement characteristics, the procedure allows for the identification of a set of drivers for each characteristic.

Consistent with findings from past research conducted by BC Stats, the strongest predictors of each characteristic of engagement tend to be the other characteristics of engagement. In other words, those who are satisfied with their jobs are significantly more likely to be committed to their organization and more satisfied with their organization. Those who are committed to and/or are satisfied with their organization are significantly more likely to be satisfied with their jobs. The strength of the mutually reinforcing relationship is approximately equal across the characteristics of engagement.

A distinct set of workplace attributes is identified for each characteristic of engagement. Much can be learned about what matters to employees by reviewing the particular set of attributes that align with each characteristic. For instance, the attributes associated with job satisfaction tend to be those that impact day-to-day experiences, such as workload, fair pay, work atmosphere and positive relationships with co-workers. By contrast, organization commitment is associated with overall workplace atmosphere, senior management direction, and a sense of being a valued member of a team. Senior management figures prominently in organization satisfaction, with the top two attributes being an organization's ability to set a clear direction for the future and to take steps toward realizing that direction. Figure 6 (page eight of the report) shows a complete list of the attributes for each engagement characteristic.

When it comes to improving engagement, the GPE results show that organizations in B.C. should focus their efforts on:

- providing clear direction for the future;
- reviewing hiring and compensation policies or improving communication around those policies to improve perceptions of fairness;
- valuing employees through meaningful recognition;
- addressing workload issues;
- empowering employees by asking for and listening to their input into decisions that affect them; and
- ensuring that supervisors consult their staff on decisions that affect them.

Differences in data collection methods between the GPE and the Government of British Columbia's engagement survey for public servants (The Annual BC Public Service Work Environment Survey) mean that comparing actual statistics could lead to inaccurate conclusions. However, it is possible to compare general trends between the two surveys. To do this, the average scores for responses to 15 questions, common to both surveys, were ordered from lowest to highest, and the rank assigned to each question was compared between the two respondent groups.

There was a marked degree of similarity between public servants and the overall employed labour force in terms of the relative ordering of workplace attributes and engagement characteristics by average score. Regardless of where they worked, employees tended to give the highest average scores to their perception of relationships with co-workers, and the second highest score to the question regarding whether they have the tools and technology needed to do their jobs. Lowest or second lowest average scores from both respondent groups were given to senior executives in terms of setting a clear direction for the future. Overall, seven of the 15 ranks were either identical or differed by one rank level and only four of the 15 differed by more than two rank levels.

This study also explores the relationship between engagement and certain demographic, occupation and industry variables. Key findings are as follows:

- Engagement levels tend to remain constant at an average score of between 67 and 68 out of 100 points until the 55-64 age category, when they climb to 72.6, and then to 84.2 for those 65 years of age or older.
- While there is no significant difference in engagement between men and women overall, men in the youngest and oldest age groups tend to be more satisfied with their jobs and organizations than women, and women are more satisfied in the middle age groups.
- Those who describe their health as “fair” or “poor” are significantly less engaged than their healthier counterparts.
- Balancing the demands of a household that includes children does not appear to impact engagement, unless employees with children at home are in fair or poor health.
- There appears to be no relationship between engagement and income or education. In both cases, those in the lowest and in the highest groups tend to have among the highest levels of engagement.
- Managers have higher levels of engagement than employees in non-management occupations and those in more skilled occupations tend to have higher levels of engagement than respondents in lower skilled or labouring occupations. All 13 management occupations represented by respondents scored above the overall engagement score for all occupations.
- The two industries with the highest engagement scores have also experienced phenomenal growth in the recent past: Construction and Real Estate, and Rental and Leasing.

The findings in this study are exploratory in nature and help to illuminate drivers of engagement and ways that engagement might be enhanced. The development of a rigorous model of engagement for the B.C. employed labour force was beyond the scope of this research. However, the findings provide insight into engagement and the factors that influence it, as well as similarities in perceptions between employees working in different sectors.

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## 1. INTRODUCTION

### 1.1 Study Objective

The objective of this study is to measure the level of engagement in B.C.'s employed labour force and to better understand the factors, both environmental and demographic, that influence employee engagement. Past research has identified a well-established connection between employee engagement, customer satisfaction and profitability. This connection, identified by James Heskett and his colleagues at Harvard University, is referred to as the Service-Profit Chain.<sup>1</sup>

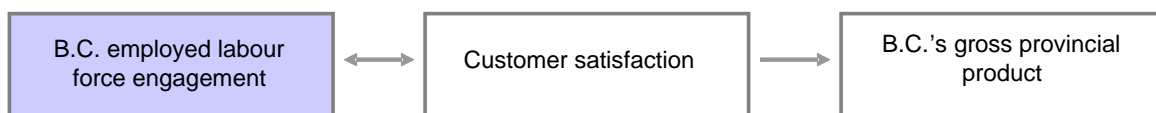
Recognizing the importance of engaging employees in their work and also with the outcomes of the organization itself, many private sector companies and governments are measuring employee engagement in their own workforce. With this study, based on results from the 2008 General Public Engagement Survey (GPE), BC Stats applies its growing expertise in the study of public sector employee engagement to an analysis of engagement in the province's overall employed labour force.

### 1.2 Key Questions

Figure 1 shows the extension of the service-profit chain concept to the B.C. economy. If the engagement of an organization's workforce is linked to customer satisfaction with the organization's product or service and the organization's profitability, it follows that engagement of the province's labour force will be linked to customer satisfaction with the goods and services produced by B.C. workers and, ultimately, the province's profitability, as expressed by its gross provincial product.

This study focuses on the first component of the service-profit chain for the B.C. economy - the engagement of the province's employed labour force (Figure 1).

**Figure 1. An adaptation of the service-profit chain for the B.C. employed labour force.**



The study addresses the following research questions:

1. How engaged is the employed labour force in B.C.?
2. What workplace attributes impact engagement?
3. Where should organizations focus their efforts to improve engagement?

<sup>1</sup> Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser Jr., E. W., & Schlesinger, L. A. (1994). Putting the Service-Profit Chain to Work. *Harvard Business Review*, Mar-April, pp. 167-74.

4. How do opinions of the employed labour force compare to those of public servants with respect to workplace attributes?
5. Which demographic variables enhance our understanding of engagement?
6. How does engagement vary by occupation, skill level and industry?
7. To what extent can the results from this survey be compared with other work environment surveys?

For more information about the survey methodology please refer to Appendix A. The survey questionnaire is located in Appendix C.

### 1.3 Background

Researchers studying the private sector have documented links between employee engagement and client satisfaction and between client satisfaction and a company's bottom line. The link between employee engagement and customer satisfaction is based on the reality that employees interact with and impact the attitudes and behaviours of customers who, in turn, purchase an organization's products and services and ultimately drive profitability.

Recognizing that a similar set of linkages may apply in the public sector, the Government of Canada postulated the existence of a service-value chain, which links employee engagement in the public sector to citizen satisfaction, and ultimately, citizen trust and confidence in public institutions.<sup>2</sup> Research supports the existence of a service-value chain in the public realm. The Institute for Citizen-Centred Service has confirmed that citizen trust in public institutions is an outcome of service satisfaction.<sup>3</sup> BC Stats research into the connection between employee engagement and customer satisfaction shows that this link is mutually reinforcing, with employee engagement being enhanced by customer satisfaction with service quality and *vice versa*.<sup>4</sup>

Research on employee engagement has grown in recent years in response to labour market shortages and the aging of the workforce. Engagement levels are generally assessed through employee surveys designed to measure engagement and to develop a better understanding of work environment attributes that foster its development. To date, work environment surveys in both the private and public sectors have generally been employer-sponsored and typically ask employees their opinion on a set of workplace attributes, as well as questions to measure their level of engagement.

In March 2008, BC Stats administered the General Public Engagement Survey (GPE) to 2,004 British Columbians aged 18 and over, to learn about the employment experiences of a broad cross-section of the B.C. employed labour force. The survey is the first non-employer sponsored work environment survey in Canada. The data shed light on the overall health of engagement in the province's employed labour force, and also provide insight into which workplace attributes have the most impact on engagement.

<sup>2</sup> Heintzman, R., & Mason, B. (2006). People, service and trust: Links in a public sector service-value chain. Canadian Government Executive. Vol 12 (5). Viewed online 15 May 2008, < <http://www.psagency-agencefp.gc.ca/rp/pstc-eng.asp> >.

<sup>3</sup> Erin Research Inc. for the Institute of Citizen Centred Service and the Institute of Public Administration Canada (2003). *Citizens First 3*.

<sup>4</sup> BC Stats (2008). Public Sector Service Value Chain: Linking Employee Engagement and Customer Satisfaction, report prepared by BC Stats for the B.C. Government as part of their research and development series.

## 2. KEY SURVEY FINDINGS

Information in this section of the report is presented as either average agreement scores or percentages. It is worth explaining these concepts at the outset.

- Average agreement scores are derived from responses to five-point rating questions about work attributes and engagement characteristics. Each score is a single, summary statistic that is calculated based on all responses to a five-point rating question. The scores range from 0 to 100, but are not percentages. Appendix A shows how responses to the five-point rating questions were transformed into a score out of 100. The average score provides a helpful snap-shot figure to summarize responses to a given survey question. It is useful for making comparisons between questions or for benchmarking. However, average scores do not indicate the degree of variation in the opinions that make up the summary statistic.
- Percentages show the distribution of responses across the response categories for a given question. They provide valuable information to aid in understanding complex processes. For instance, percentages allow for the identification of a cluster of respondents who strongly disagree with a given question, whereas an average score does not.

### 2.1 How engaged is the employed labour force in B.C.?

For the purposes of this study, engagement is made up of three characteristics: job satisfaction, commitment to the organization and organization satisfaction. The idea is that an engaged employee is one who is happy with the work they are doing, and also committed to the success of the organization. Job satisfaction alone is not enough to ensure engagement because an employee who is satisfied with their job does not necessarily perform to the best of their abilities and in the best interests of the organization.<sup>5</sup> To be truly engaged, an employee also needs to relate to organizational outcomes and this is shown through organization commitment and organization satisfaction.

The survey asked respondents to consider the degree to which they agreed with statements concerning the identified characteristics of engagement.

#### Characteristics of engagement

**Job satisfaction:** I am satisfied with my job.

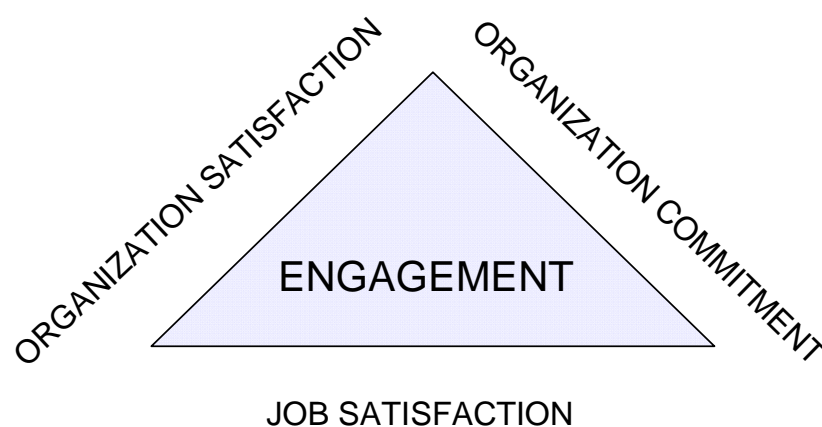
**Organization commitment:** I would prefer to stay with the organization, even if offered a similar job elsewhere

**Organization satisfaction:** Overall, I am satisfied with my organization

<sup>5</sup> Schmidt, F. (2003). *The First Link: The HR Dimension in the Service-Value Chain: A Review of the Literature and a Look Ahead for the Public Sector*. Report prepared by Schmidt & Carbol Consulting Group, Inc. for the Treasury Board of Canada Secretariat and The Public Sector Service Delivery Council.

Figure 2 provides a representation of the three characteristics as sides of a triangle with engagement in the middle.

**Figure 2. The three characteristics of engagement: job satisfaction, organization commitment and organization satisfaction.**



Taking the results of the “agree” and “strongly agree” categories of each engagement characteristic statement together, over sixty percent of employed British Columbians agree with each of the three statements. Employees tend to be most positive about job satisfaction (68.7%) and are equally likely to agree with the statements about organization commitment (60.9%) and organization satisfaction (60.7%). Rates of disagreement are highest for organization commitment, with about one in five employees disagreeing with the statement.

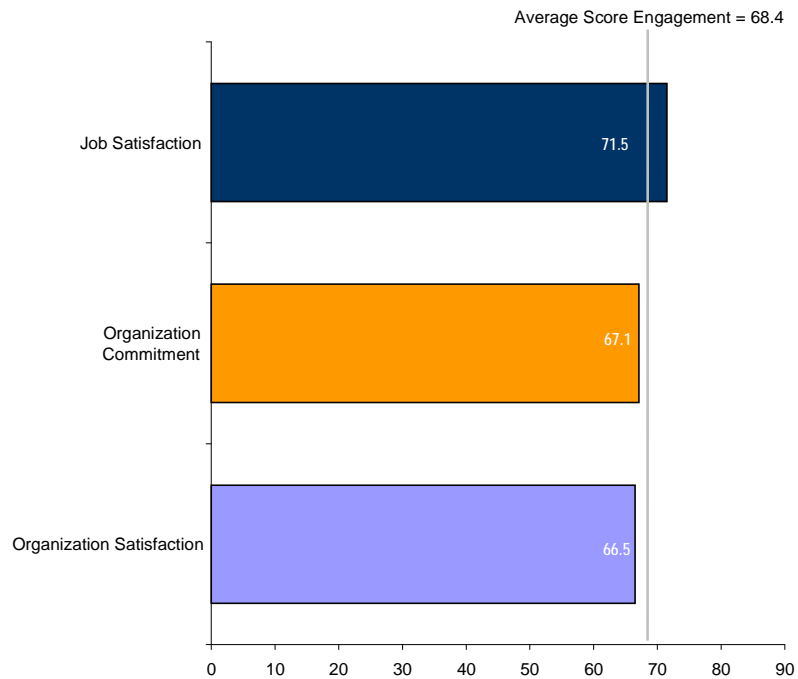
**Table 1. A majority of employed British Columbians agree with each of the three characteristics of engagement.**

Characteristics of Engagement	Level of Agreement					Total	Number of responses (n)
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree		
Job Satisfaction	5.0%	7.3%	19.1%	34.0%	34.7%	100%	1,994
Organization Commitment	9.1%	11.8%	18.2%	23.3%	37.6%	100%	1,979
Organization Satisfaction	5.8%	11.1%	22.5%	32.8%	27.9%	100%	1,992

Note: Due to rounding, percentages in this table may not sum to 100%.

The average scores from the survey for the characteristics of engagement are shown in Figure 3. The overall average score for engagement of 68.4 is calculated as the mean of the average scores for the three characteristics.

**Figure 3. Of the three engagement characteristics, scores are highest for job satisfaction and lowest for organization satisfaction.**

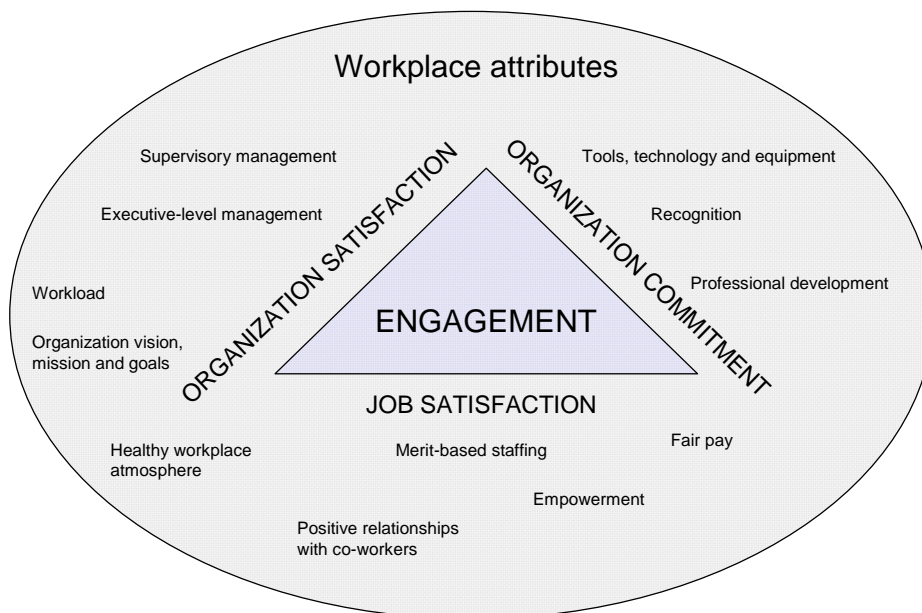


## 2.2 What workplace attributes impact engagement?

BC Stats research on engagement in the public sector suggests that, in order for engagement to exist, certain key workplace attributes need to be in place.<sup>6</sup> In addition to interesting and challenging work, employees need to perceive the work environment as supportive; a place where their views are valued and they are encouraged to share them. They also need to have strong support from managers and a sense of the direction the organization is taking into the future.

The survey collected data on 12 workplace attributes that have been shown in work environment surveys to be essential precursors to employee engagement.<sup>7</sup> The workplace attributes are listed below in Figure 4 and in Table 2, on page nine. The survey results support previous findings by demonstrating a strong link between each workplace attribute and employee engagement; respondents who agreed with any of the statements about the 12 workplace attributes were also significantly more likely to agree with each of the statements about the three engagement characteristics.<sup>8</sup>

**Figure 4. Certain workplace attributes are essential precursors to engagement.**



<sup>6</sup> BC Stats (2006). Getting started with Employee Engagement: the B.C. Public Service, and BC Stats (2007).

Exploring employee engagement in the BC Public Service. Reports prepared by BC Stats for the B.C. Government.

<sup>7</sup> The GPE workplace attributes included in this study are a sub-set of those used in the BC Public Service Work Environment Survey (WES). See survey questions 10 through 21 for exact wording of workplace attribute questions (Appendix C).

<sup>8</sup> Chi-square tests of independence were conducted on each of the 12 work attributes with each of the three engagement characteristics. In each case, the Pearson Chi-Square value and Sommers'D ordinal by ordinal directional measures values were significant ( $p < .001$ ).

A key question in this study is, which workplace attributes and characteristics of engagement are the best predictors or “drivers” of agreement with each of the three characteristics of engagement. The term “driver” is used to describe the set of workplace attributes and engagement characteristics that has the greatest impact on agreement with the statements about job satisfaction, organization commitment and organization satisfaction. The question of which workplace attributes and characteristics are the strongest drivers is important because the answer provides senior management with guidance for prioritizing their efforts when setting out to improve engagement levels.

A regression procedure was used to isolate the distinct impact of each workplace attribute and characteristic on the three characteristics of engagement.<sup>9</sup> Consistent with the findings of BC Stats’ public sector engagement research, the strongest drivers of each of the three characteristics of engagement tend to be the other characteristics of engagement. In other words, the strongest predictors of agreeing with each of the three characteristics of engagement tend to be agreement with the other two characteristics of engagement. The only exception to this is for organization satisfaction, where organization commitment is the strongest predictor, followed by the attribute of organization vision, mission and goals, and then job satisfaction.

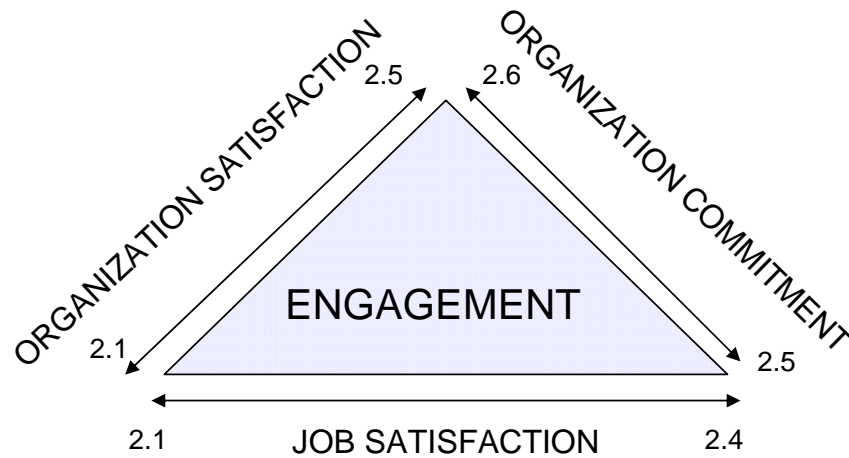
The conclusion from this finding is that the three characteristics of engagement are mutually reinforcing and this is reflected in the double-headed arrows in Figure 5. The strength of the mutually reinforcing effect is approximately equal across the characteristics of engagement. Figure 5 shows that the odds of agreeing with any one of the three statements about the characteristics of engagement are increased by more than two-fold if a respondent also agrees with either of the other two statements.<sup>10</sup> Taking the example of job satisfaction, Figure 5 shows that when one is satisfied with their job, the odds of also being committed to the organization increase by 2.4 times and the odds of being satisfied with the organization increase by 2.1 times. Those who are more committed to and/or are satisfied with their organization are also significantly more likely to be satisfied with their own jobs.

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<sup>9</sup> Binary logistic regression was used to assess the impact of each workplace attribute on engagement and its characteristic parts. Three regressions were undertaken, one with job satisfaction as the dependent variable, and the 12 workplace attributes and two other characteristics of engagement as explanatory variables, and one each with organization commitment and organization satisfaction as the dependent variables and the 12 workplace attributes and two other characteristics of engagement as explanatory variables. For details, see Appendix A.

<sup>10</sup> Note that references to changes in the likelihood or odds of agreeing with a characteristic of engagement are relative to the average of all response categories for the explanatory variable.

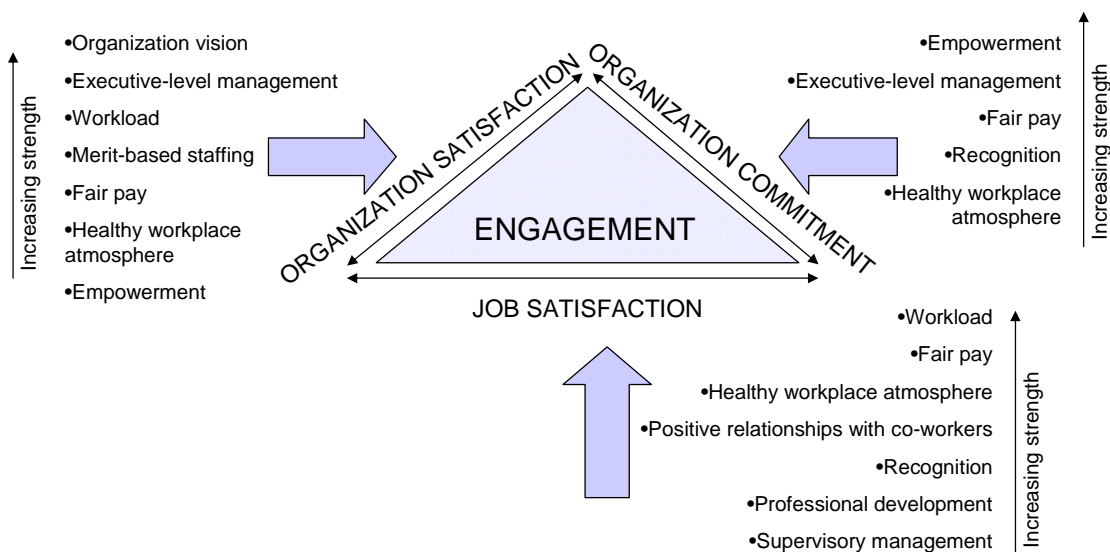
Figure 5. The characteristics of engagement are mutually reinforcing.



**Drivers of Engagement Characteristics**

Figure 6 shows that each characteristic of engagement has a different set of workplace attribute drivers. The workplace attributes that predict agreement with each characteristic of engagement are shown in order, with the strongest predictor at the top of the list and the weakest predictor at the bottom. Workplace attributes that are not significant predictors are not shown in the list.

Figure 6. Drivers of engagement characteristics.



Some workplace attributes are drivers to all three characteristics of engagement, while others align themselves with just one or two characteristics of engagement. Table 2 shows which workplace attributes are drivers for more than one characteristic of engagement, and also the relative ranking of the strength of each driver. For instance, executive level management is the second strongest driver on both characteristics of engagement that reflect identification with the organization: organization satisfaction and commitment. Healthy atmosphere and fair pay are the only two attributes that are drivers for all three engagement characteristics.

**Table 2. Some workplace attributes are drivers for all three characteristics of engagement.**

Workplace attributes	Driver ranks		
	Organization Satisfaction	Organization Commitment	Job Satisfaction
Healthy workplace atmosphere	6	5	3
Fair pay	5	3	2
Executive level management	2	2	
Empowerment	7	1	
Recognition		4	5
Workload	3		1
Organization vision, mission & goals	1		
Merit-based staffing	4		
Positive relationships with co-workers			4
Professional development			6
Supervisory management			7
Tools, technology and equipment			

Note: Numbers are the rank of the workplace attribute for the engagement characteristic indicated in the corresponding column heading. A rank of 1 indicates the strongest driver of that engagement characteristic, a rank of 2 indicates the second strongest driver, and so on.

Tools, technology and equipment is the only workplace attribute that did not emerge as a driver for any characteristic of engagement (Table 2). This does not mean that this attribute is not important to employee engagement. This analysis suggests that if an organization is seeking to improve employee engagement levels, efforts would be better spent, for instance, finding meaningful ways to recognize employee accomplishments and addressing workload and compensation issues rather than upgrading equipment. However, addressing workload issues may require upgrading equipment, if basic needs are not being met in this area.

The following three sections examine the workplace attributes identified as drivers to each characteristic of engagement and the magnitude of their distinct effect on engagement.

### Drivers to Organization Satisfaction

Executive-level management functions figure prominently among the attributes impacting satisfaction with the organization. The workplace attributes of organization vision, mission and goals, and executive-level management relate to the ability of executives to set a clear direction for the future and to take steps toward its successful realization. Agreeing that an organization is taking steps to ensure the long-term success of its vision, mission and goals increases the odds of organization satisfaction 2.4 times, while disagreeing that the organization is doing so reduces the odds of organization satisfaction by 0.6 times. Similarly, agreeing that executives

provide clear direction for the future increases the odds of being satisfied with the organization by 1.9 times, and disagreeing reduces the odds of organization satisfaction by a factor of 0.7.

Perceptions of fairness in terms of pay and hiring practices are also important to organization satisfaction. The odds of being satisfied with the organization increase by 1.4 times for those who agree that their pay is fair for the work they do, and by 1.6 times for those who feel that staffing is based on merit in their workplace.

### **Drivers to Organization Commitment**

The drivers of organization commitment are elements of the overall health of the workplace atmosphere, executive-level direction, and a sense of being a valued member of the organization, as demonstrated through recognition, empowerment and fair pay.

Executive-level management emerges as a driver of both organization satisfaction and commitment, suggesting that the direction set by senior leaders for the future is a key driver of an employee's overall connection with the organization. The odds of being committed to the organization increase by 1.5 times if respondents agree that executive-level management is providing clear direction for the future, compared to a reduction of 0.6 times for those who disagree with the statement about executive-level management.

### **Drivers to Job Satisfaction**

Factors that drive job satisfaction tend to pertain more to the day-to-day experiences of an employee undertaking their work. Not surprisingly, perceptions of the fairness of remuneration and the manageability of workload are both identified as drivers to job satisfaction. Those who perceive themselves as being fairly paid for what they do are 1.6 times more likely to be satisfied with their job. Positive perceptions of workload equate to increases of 1.4 times for job satisfaction.

Also driving job satisfaction are several attributes that relate to the quality of social relationships, interaction and recognition between workers and their colleagues and supervisors. Research has shown that the sense of well-being that results from supportive human and social interactions in the workplace is essential to an employee performing to their potential.<sup>11</sup> Among the top drivers of job satisfaction is the statement "I receive meaningful recognition for work well done." Agreeing with this statement increases the odds of being satisfied with the job by 1.5 times; disagreeing reduces the odds of job satisfaction by a factor of 0.7. Other significant predictors of job satisfaction include being consulted by supervisors on decisions, having adequate opportunities to develop skills, and having positive relationships with co-workers.

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<sup>11</sup> Harter, J. K., Schmidt, F. L., & Keyes, C. (2003). Well-being in the workplace and its relationship to Business Outcomes: A Review of Gallup Studies. Viewed 18 May 2008, <<http://www.aviationsystemsdivision.arc.nasa.gov/resources/journalclub/reading/2008-05-06a.pdf>>.

### 2.3 Where should organizations focus their efforts to improve engagement?

The drivers identified in the previous section provide B.C. organizations with a first step toward prioritizing efforts to improve employee engagement. Information about employee perceptions of organization performance relative to the drivers helps to take that prioritization a step further. The following table identifies where the 12 attributes fit relative to the overall workplace attribute average score. Those drivers that fall below the average of all workplace attributes in Table 3 should be top priorities for organizations throughout B.C. who are seeking to improve employee engagement and, ultimately, organizational performance.

**Table 3. Areas for improvement and where to stay the course.**

Workplace attributes	Average score	Disagree			Agree		
		1	2	3	4	5	N/A
Positive relationships with coworkers	83.8	1.4%	2.6%	9.3%	32.6%	54.1%	0.5%
Tools, technology and equipment	78.3	3.1%	4.8%	13.8%	32.0%	46.2%	0.3%
Healthy workplace atmosphere	73.1	4.6%	7.4%	17.5%	31.9%	38.5%	0.3%
Professional development	72.0	4.1%	8.2%	18.6%	33.6%	35.5%	0.3%
Organization vision, mission and goals	70.8	6.5%	7.8%	18.9%	29.7%	37.1%	1.4%
<b>Overall workplace attribute average score</b>	<b>69.7</b>						
Supervisory management	68.9	6.8%	10.6%	18.1%	29.4%	35.3%	1.5%
Empowerment	68.4	7.6%	9.9%	19.3%	28.0%	30.2%	0.4%
Workload	67.3	5.6%	11.4%	21.6%	31.2%	30.0%	0.1%
Recognition	65.0	8.9%	10.0%	23.4%	27.8%	27.9%	0.3%
Fair pay	64.9	6.8%	13.2%	21.5%	30.6%	28.7%	0.0%
Merit-based staffing	62.9	12.6%	9.8%	19.5%	29.4%	20.2%	4.1%
Executive level management	60.1	9.2%	13.1%	26.0%	31.5%	35.3%	1.8%

Note: Due to rounding, percentages in this table may not sum to 100%.

The survey results show that, given employee perceptions of organization performance, organizations in B.C. should focus their efforts on:

- providing clear direction for the future;
- either reviewing hiring and compensation policies or improving communication around those policies to improve perceptions of fairness;
- valuing employees through meaningful recognition;
- addressing workload issues;
- empowering employees by asking for and listening to their input into decisions that affect them; and
- ensuring that supervisors consult their staff on decisions that affect them.

Improvement in these areas is particularly important given that many of these workplace attributes are among the strongest drivers of one or more characteristics of engagement (Table 2).

The top half of Table 3 shows that B.C. employees perceive their organizations to be performing relatively well in relation to several engagement drivers. These are areas where organizations should stay the course. High scores for healthy workplace atmosphere and positive co-worker relationships show that organizations in B.C. are achieving success in the area of creating supportive and respectful workplace environments. This is particularly important given that a healthy atmosphere is one of the two workplace attributes drives all three engagement characteristics. Employees also perceive their organizations to be doing a relatively good job of ensuring the long-term success of their vision, mission and goals, as this variable was identified as the strongest driver of organization satisfaction.

#### **2.4 How do opinions of the employed labour force compare to those of public servants with respect to workplace attributes?**

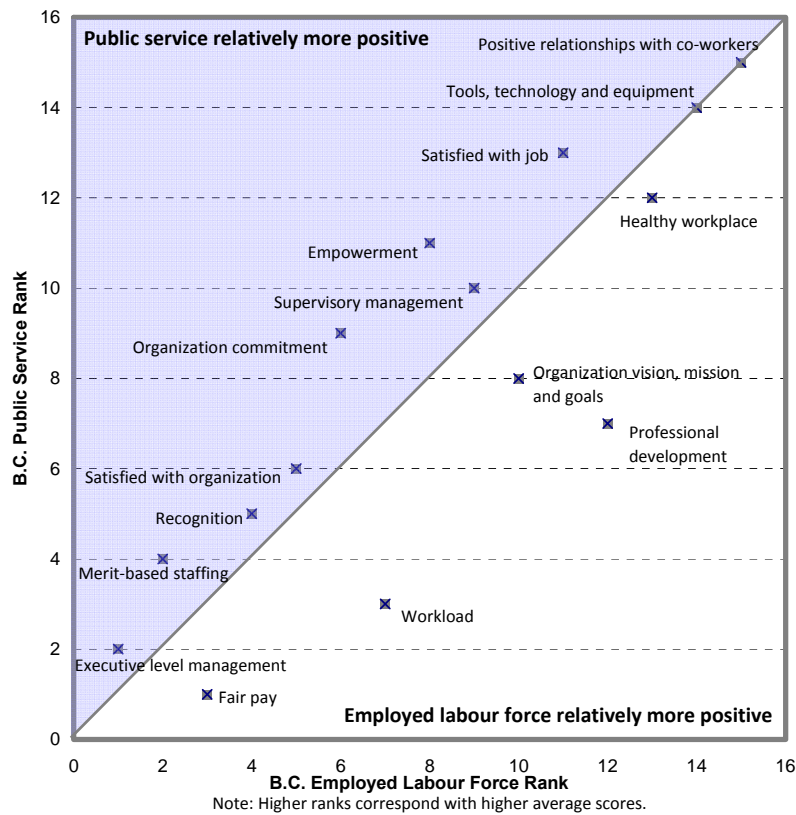
Since 2006, the Government of British Columbia has been working with BC Stats to assess the level of engagement of public service employees through the annual Work Environment Survey (WES). The GPE asks a subset of the questions that are included in the WES. Differences in the way these two surveys are administered mean that comparing actual statistics could lead to inaccurate conclusions; however, it is possible to compare general trends between the two surveys.<sup>12</sup>

Figure 7 shows a comparison of the ranking of the 12 workplace attributes and three characteristics of engagement for the WES and GPE respondents. The average scores for responses to 15 questions, common to both surveys, were ordered from lowest to highest, and the rank assigned to each question was compared between the two respondent groups. This allows us to see how the workplace attribute perceptions of public service employees compare with those of the province's employed labour force. Where the rankings between the two groups align perfectly, the data points fall on the diagonal line in Figure 7.

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<sup>12</sup> For a discussion of methodology differences between the WES and GPE surveys and potential sources of bias, see question 2.7, pg. 29: *To what extent can results from this survey be compared with other work environment surveys?*

**Figure 7. Employed British Columbians and public servants tend to give their highest and lowest scores to the same workplace attributes.**



What is striking is that there is a marked degree of similarity between public service employees and the province's employed labour force in terms of the relative ordering of workplace attributes by average score. Regardless of where they work, employees tend to give the highest average score to their perception of their working relationships with co-workers, and the second highest score to the question about whether they have the tools and technology needed to do their jobs well. For both respondent groups, a healthy workplace atmosphere received either the 13<sup>th</sup> or 12<sup>th</sup> highest average score out of the 15 questions. At the other extreme, the record of executive level management on setting a clear direction for the future received either the lowest or second-lowest average score for both respondent groups. Several other workplace attributes in the mid-range differed by only one rank level: recognition, organization satisfaction, and supervisory management.

***Public service employees and employees in the overall employed labour force have similar views about workplace attributes.***

It is also interesting to note where particular attributes depart substantially from the diagonal line. Empowerment, for instance, is an example of a workplace attribute with a substantially higher rank in the WES distribution than in the GPE distribution (rank 11 vs. rank 8, respectively). This means that, relative to all workplace attributes studied, public servants are more positive about the opportunities they have to provide input into decisions that affect them, than are those in the overall employed labour force. Organization commitment also received a

relatively higher average score in the WES distribution than in the GPE distribution (rank 9 vs. rank 6, respectively).

On the other side of the diagonal line, there are a number of workplace attributes where the employed labour force average score is at least three rank levels higher than the public servant score for the same attribute. Workload, for instance, received the third lowest average score from WES respondents, yet placed approximately in the middle of the GPE distribution at rank 7. Finally, professional development is also an area that the employed labour force perceived more positively than public servants relative to the distribution of all workplace attributes (rank 12 vs. rank 7, respectively).

It should be noted that neither survey provides any further information by which to gauge objective differences between the public service and the employed labour force with respect to these variables. For instance, while public servants gave a relatively lower score than the general employed labour force to professional development; this does not necessarily mean that those in the public service have fewer opportunities to develop their skills than those in the overall employed labour force. Another possible explanation is that public sector employees have higher expectations in the area of professional development, and thus their perception of what is “adequate” differs from that of the overall employed labour force. The same could be said for the area of empowerment; it may be that the overall labour force has higher expectations of the extent to which they should be consulted on decisions than do public servants. Thus, interpretation of Figure 7 must be limited to identification of areas of similarity and substantial difference in employee *perceptions* relative to the distribution of all workplace attributes.

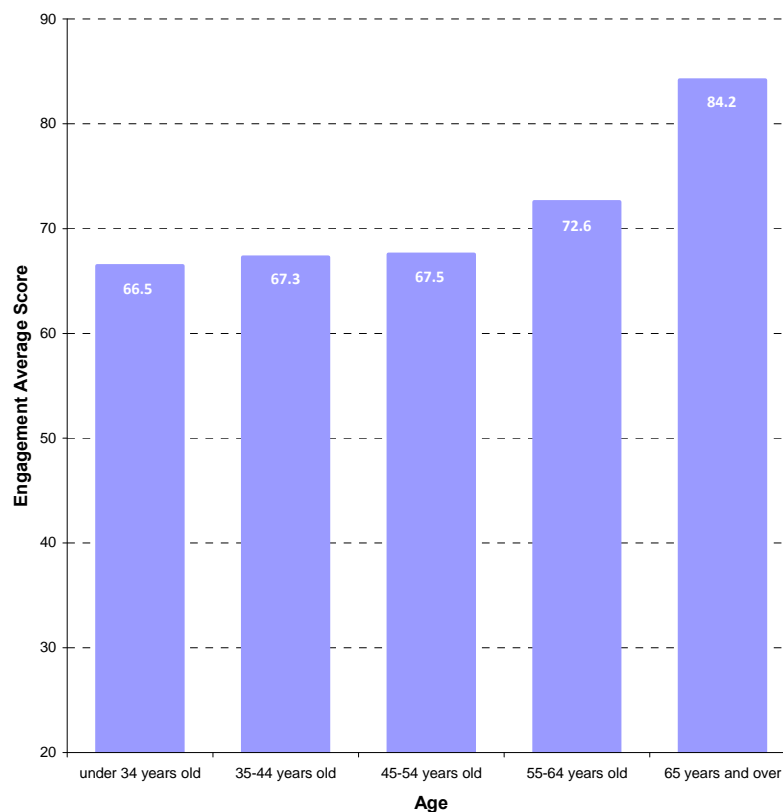
## 2.5 Which demographic variables enhance our understanding of engagement?

The GPE collected a rich array of demographic information to enhance our understanding of how employee engagement may be impacted by factors external to the workplace. Some of the demographic factors are independent of engagement, in the sense that they do not change as a person's degree of engagement changes (for instance, gender, age, and number of children). Others may interact with engagement in ways that are sometimes difficult to predict and not well understood (for instance, health, income, education).

### Age

Past studies have found that engagement levels tend to decline with advancing age until employees reach the oldest age group, at which point they start to rise.<sup>13</sup> Results from the GPE lend partial support to these previous findings. Employees who are 65 years of age or older stand out as significantly more engaged than their younger counterparts.<sup>14</sup> However, rather than seeing declining engagement until the oldest age group, the results show engagement scores holding steady until the 55-64 age category, when they begin to climb (Figure 8).

**Figure 8. The oldest employees in B.C. are the most engaged.**

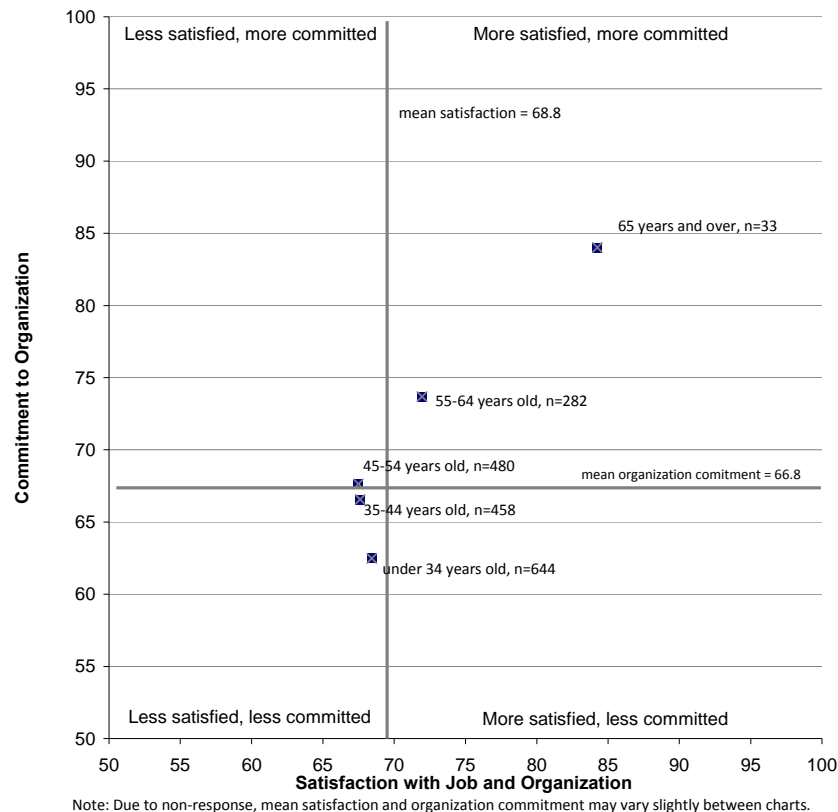


<sup>13</sup> Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement*, IES Report 408. Viewed 18 May 2008, < <http://www.employment-studies.co.uk/summary/summary.php?id=408>>.

<sup>14</sup> An analysis of variance showed that the effect of age on average engagement scores was significant,  $F(4, 1906) = 6.053$ ,  $p < .001$ . Post hoc analyses using the Scheffé criterion for significance indicated that the average engagement score for those 65 years and older was significantly higher than for all other age groups, except 55-64 ( $p < .05$ ).

Figure 9 allows us to dig a little deeper into changes in the commitment versus the satisfaction dimensions of engagement with increasing age. Movement up the Y axis in Figure 9 indicates rising organization commitment, while movement from left to right indicates rising satisfaction levels, where satisfaction is calculated as the average of job and organization satisfaction. The data show that while commitment creeps up steadily with increasing age, satisfaction levels do not begin to rise until the 55 to 64 age group.

**Figure 9. The oldest employees in B.C. are the most satisfied and committed.**



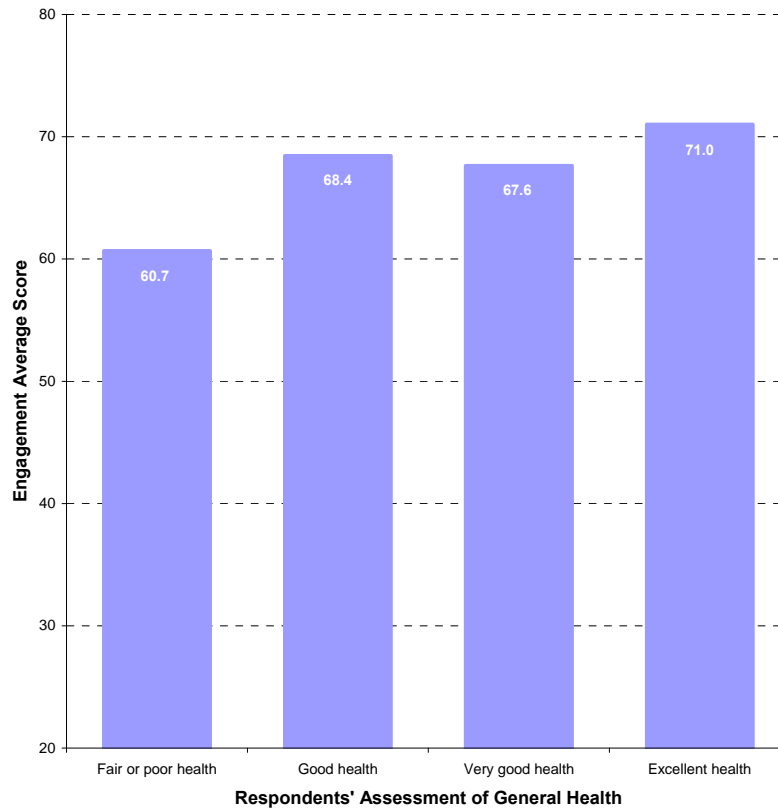
It would be interesting to know how much of the steady rise in commitment with age is related to increasing identification with organizational outcomes and how much stems from, for example, increasing employee investment in organization benefits (e.g., pensions) over time. The statement on the survey used to gauge commitment relates to whether an employee would prefer to stay with their organization even if offered a similar opportunity elsewhere and does not inquire further into a respondent's motivation for staying.

### Health

When respondents were asked to assess their general health, 27 percent described it as "excellent", 40 percent as "very good", 26 percent as "good", six percent as "fair" and less than one percent of all respondents described their health as "poor". Unlike age, health is a variable that may have a two-way relationship with engagement. That is, it is well-accepted that good health may positively influence engagement. However, it is also possible that low levels of engagement may lead to stress and, ultimately, poor health. In other words, health may be both a predictor and an outcome of engagement.

Figure 10 shows that there is, indeed, a relationship between health and engagement, or engagement and health, as the case may be. Those who described their health as “good”, “very good” or “excellent” had significantly higher average engagement scores than those who described their health as “fair” or “poor”.<sup>15</sup>

**Figure 10. Those in good to excellent health are more engaged than those in fair or poor health.**



Given the positive relationship between health and engagement, one might be surprised that older workers are more engaged than their younger counterparts. Interestingly, employed British Columbians over 65 years of age are the least likely of all, except for the under 34 age group, to describe their health as “fair” or “poor” (6.2%), and a quarter of them describe their health as “excellent” (Table 4). This suggests that those employees who remain in the workforce beyond the age of 65 are generally in good health and that they are more likely than those in other age groups to leave employment if their health falters than to persist in their jobs.

<sup>15</sup> An analysis of variance showed that the effect of health on average engagement scores was significant,  $F(3,1967) = 6.037$ ,  $p < .001$ . Post hoc analyses using the Scheffé criterion for significance indicated that the average engagement score for those in “fair” or “poor” health was significantly lower than for all other health categories ( $p < .05$ ).

**Table 4. Older members of the employed labour force are generally in good health.**

Age groups	Percentage distribution of responses				
	Fair or poor	Good	Very good	Excellent	Total
Under 34	4.2%	21.0%	44.7%	30.1%	100%
35-44	7.8%	25.1%	39.0%	28.1%	100%
45-54	8.3%	28.9%	37.0%	26.0%	100%
55-64	10.6%	30.3%	39.1%	20.1%	100%
65+	6.2%	34.4%	34.4%	25.0%	100%
All age groups	7.1%	25.6%	40.4%	27.0%	100%
Number of responses	135	486	767	513	1,900

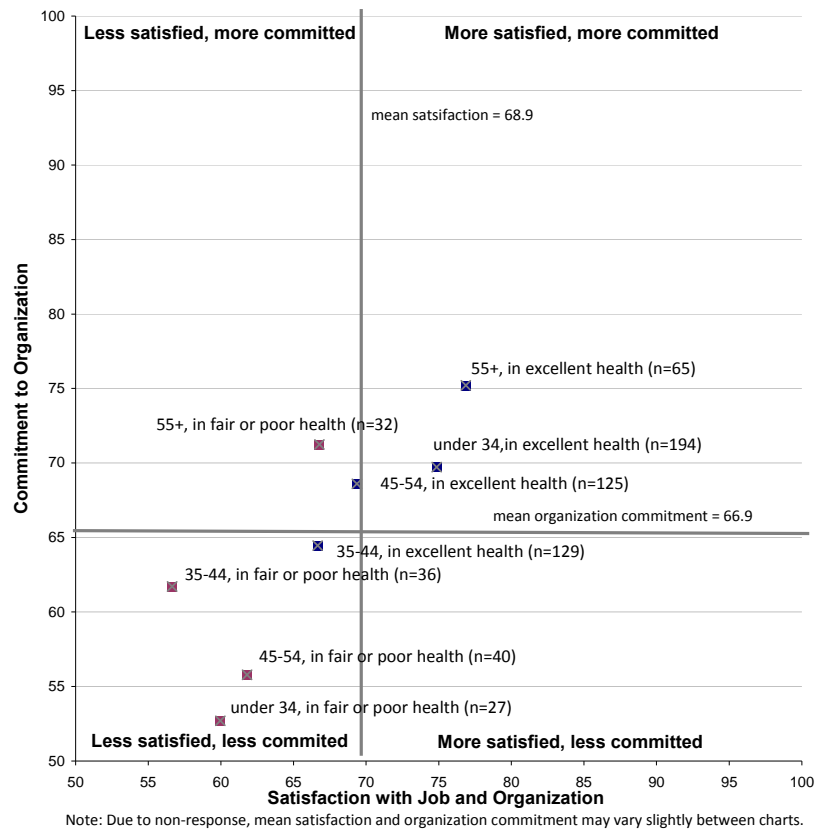
Note: Due to rounding, percentages in this table may not sum to 100 percent.

Figure 11 compares average scores along the commitment and satisfaction dimensions for workers in “fair” or “poor” health and workers in “excellent” health, by age group. It shows the very high commitment and satisfaction levels of British Columbia’s oldest workers who are in “excellent” health. It also shows that those who are 55 and over and who continue to work in spite of “fair” or “poor” health, do so because they are highly committed to their organizations, rather than because they are particularly satisfied with their organization or job.

While excellent health appears to make a difference for most respondents, it is not enough to move those between the ages of 35 and 44 above the average on either the commitment or satisfaction dimension. It is clear, however, that lower average scores on both dimensions of engagement are related to being in “fair” or “poor” health, particularly for the youngest workers in B.C.’s employed labour force.<sup>16</sup>

<sup>16</sup> Independent samples t-tests confirmed that organization commitment is significantly lower in the under 34 age group for those in “fair” or “poor” health, compared to those in “excellent” health ( $t(219)=2.463$ ,  $p<.05$ ). Job and organization satisfaction were also significantly lower for those in the under 34 age group in “fair” or “poor” health compared to those in “excellent” health ( $t(219)=2.769$ ,  $p<.05$ ).

**Figure 11. In every age group, healthier workers are more engaged than their counterparts who are in fair or poor health.**



**Presence of children in the household**

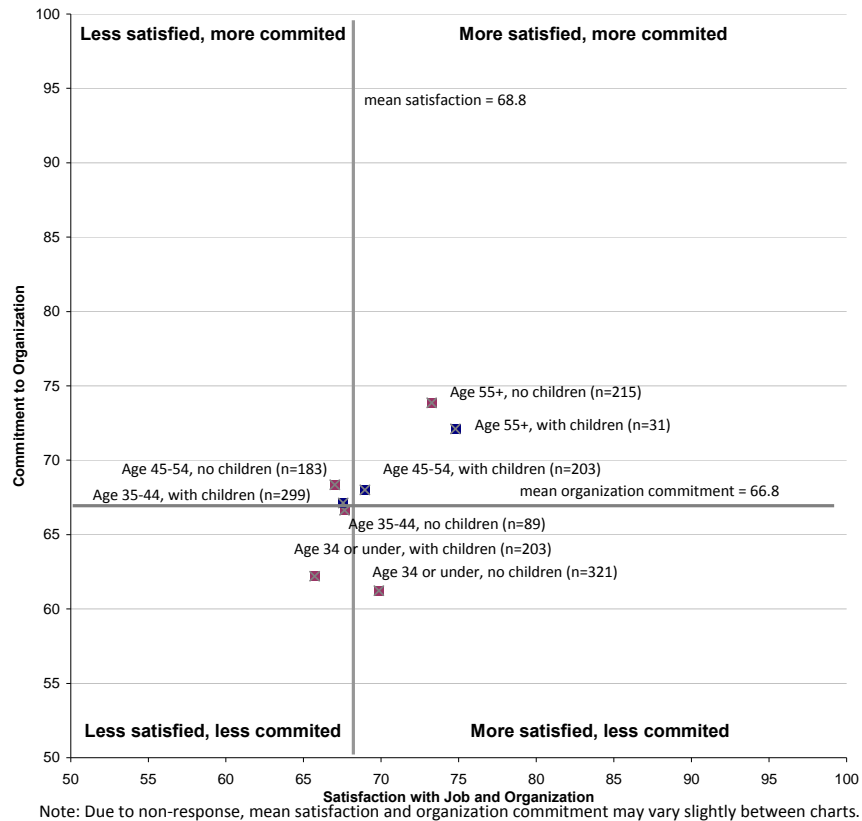
One might assume that young- and middle-aged workers may be less engaged than their older counterparts because they are balancing the demands of a household that includes children. However, looking at average engagement scores suggests that the presence of children in the household has little to no effect on engagement (Table 5).

**Table 5. Balancing the demands of raising children does not appear to impact engagement.**

Employees with children:	Average engagement score	
	Yes	No
Under 6 years in the household	67.1	68.6
Between 6-14 years in the household	68.3	68.3
Between 15-17 years in the household	68.3	68.2
Under 18 years in the household	67.4	69.2

Respondents in the same age group show no significant differences between the average scores of employees with children under the age of 18 and employees without children in the household (Figure 12).<sup>17</sup>

**Figure 12. Having children at home does not decrease engagement of young- and middle-aged employees relative to their older counterparts.**

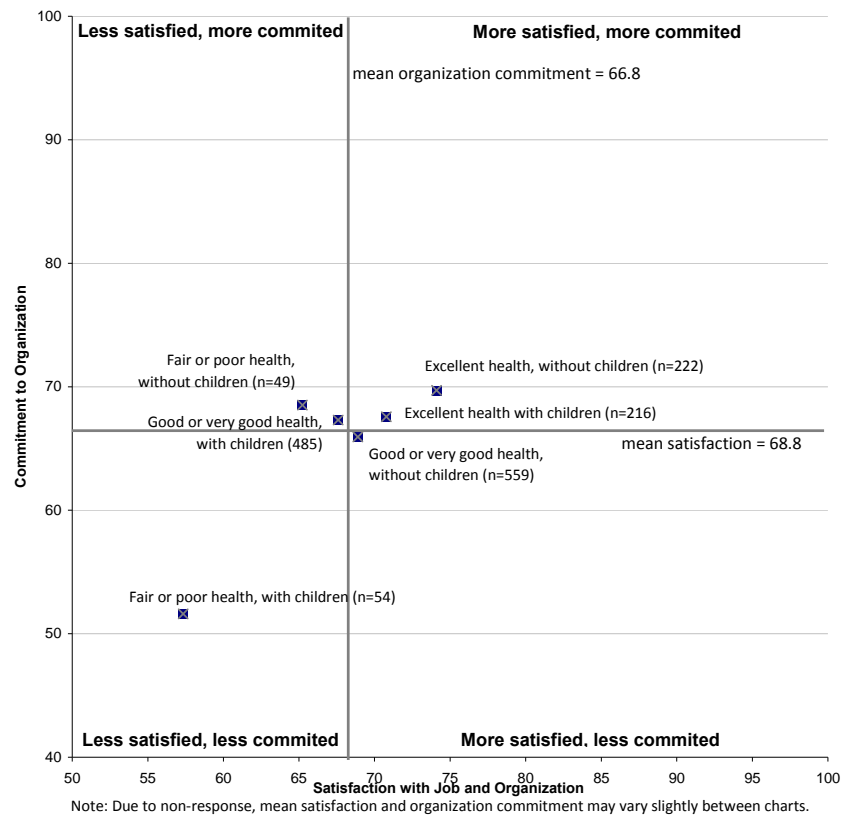


The presence of children in the household does become a significant factor in engagement when an employee's health is "fair" or "poor". Figure 13 shows a plot of the average scores for employees with and without children 18 years of age and younger, by their state of health. The data show that as long as an employee's health is between "good" and "excellent", having children in the household does not impact their engagement in a significant manner. However, those who had children and described their health as "fair" or "poor" were significantly less likely to be committed to their organization than those who had the same health status, but did not have children (average score of 51.6 vs. 68.5, respectively).<sup>18</sup>

<sup>17</sup> Independent samples t-tests were conducted to compare the organization commitment average score and satisfaction average score of respondents with and without children in the same age groups. None of these tests were significant at the 95 percent confidence level.

<sup>18</sup> Independent samples t-tests confirmed that organization commitment is significantly lower for respondents in "fair" or "poor" health with children under 18, compared to those in "fair" or "poor" health without children under 18 ( $t(100)=2.562, p<.05$ ).

**Figure 13. The combination of fair or poor health and having children at home impacts commitment to the organization.**

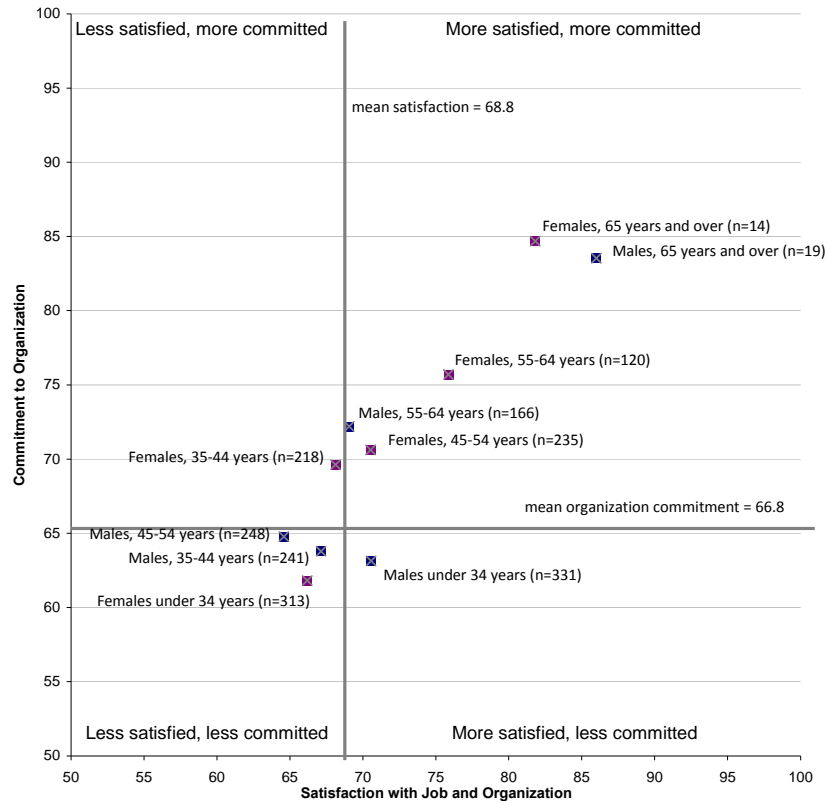


## Gender

There is no significant difference between males (67.9) and females (69.0) in terms of overall average engagement scores. However, when engagement scores for men and women in the same age category are compared, significant gender differences do exist. Males in the very youngest and oldest age groups tend to be more satisfied with their jobs and organizations than their female counterparts. Females in the middle age groups tend to be more satisfied, and the difference is significant in the 45-54 and 55-64 age groups. There tends to be less difference between the genders in terms of commitment; the only significant difference on this dimension is the 45-54 age groups, where females are more committed than males (Figure 14).<sup>19</sup>

<sup>19</sup> Statements regarding significance are based on independent samples t-tests. Results are reported as significant for all cases where  $p < .05$ .

**Figure 14. Women aged 45-64 are significantly more satisfied with their jobs and organizations than their male counterparts.**



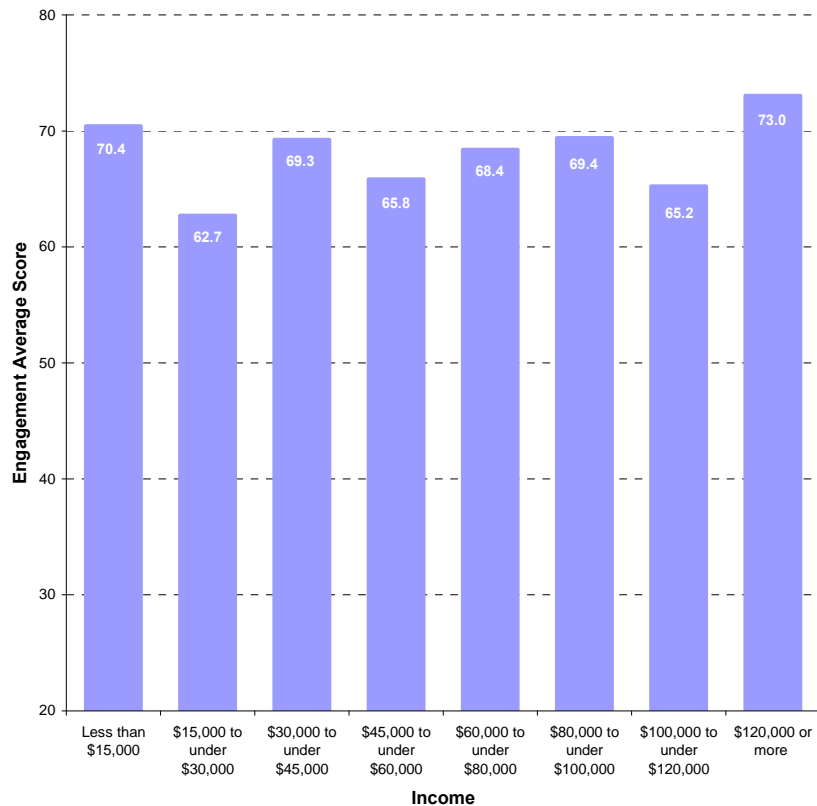
Note: Due to non-response, mean satisfaction and organization commitment may vary slightly between charts.

## Income

Like health, income is a variable that may interact with engagement in complex ways that are difficult to understand. The analysis of engagement drivers showed that a sense of fairness in pay is a driver of all three characteristics of engagement. It is also likely to be true that, all else being equal, engaged employees would be promoted more quickly and would earn higher incomes, on average, than disengaged employees.

However, the data from this survey do not show a clear relationship between household income and engagement levels (Figure 15). Engagement scores move up and down across income levels, with relatively high scores at the extreme low and high of the income range, and no apparent pattern in between.

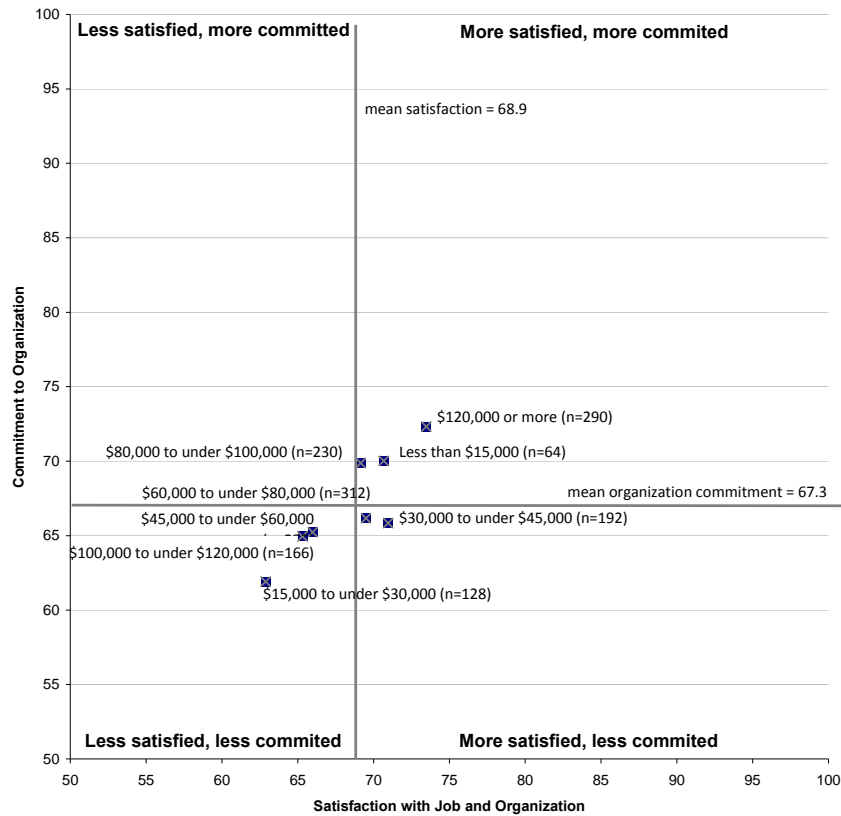
**Figure 15. Money does not buy engagement.**



Dissecting engagement into its characteristics of commitment and satisfaction does not reveal a relationship between income and engagement (Figure 16). Respondents in the “more satisfied and more committed” quadrant include those in the lowest income category and those in the highest. Similarly, the “less committed and less satisfied quadrant” contains the second-lowest income category and the second-highest.

Several possible explanations exist for these observations. One is that there may, in fact, be no relationship between income and engagement. It is possible that employees earning lower salaries are as likely to be engaged as those who earn more, especially if they consider their pay to be fair for the work they do. A second possible explanation is that the survey asked for household income, which includes income from all household members from all sources. As the objective is to relate income to the individual respondent’s level of engagement, it might be preferable to collect personal income on future surveys of this nature.

**Figure 16. No relationship between income and engagement is apparent.**

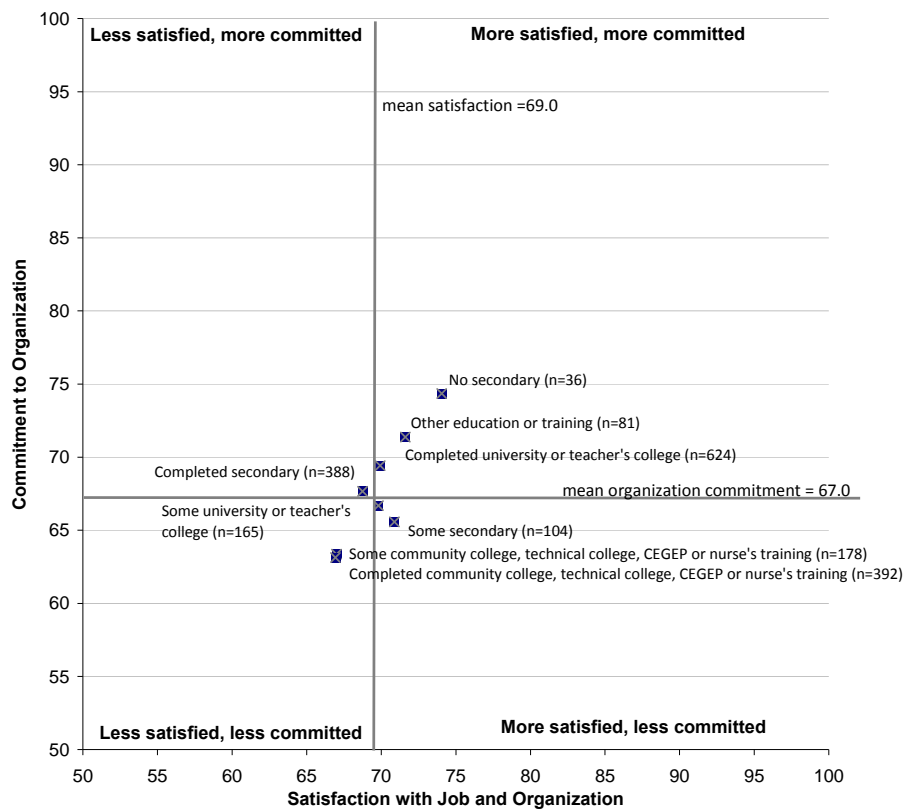


Note: Due to non-response, mean satisfaction and organization commitment may vary slightly between charts.

**Education**

Because education is so closely tied to income, it is perhaps not surprising that the survey results do not show a clear relationship between education and engagement. Among the most satisfied and committed employees in the B.C. labour force are those who received no secondary training and those who completed university/ teacher’s college or community college (Figure 17).

**Figure 17. No relationship between education and engagement is apparent.**



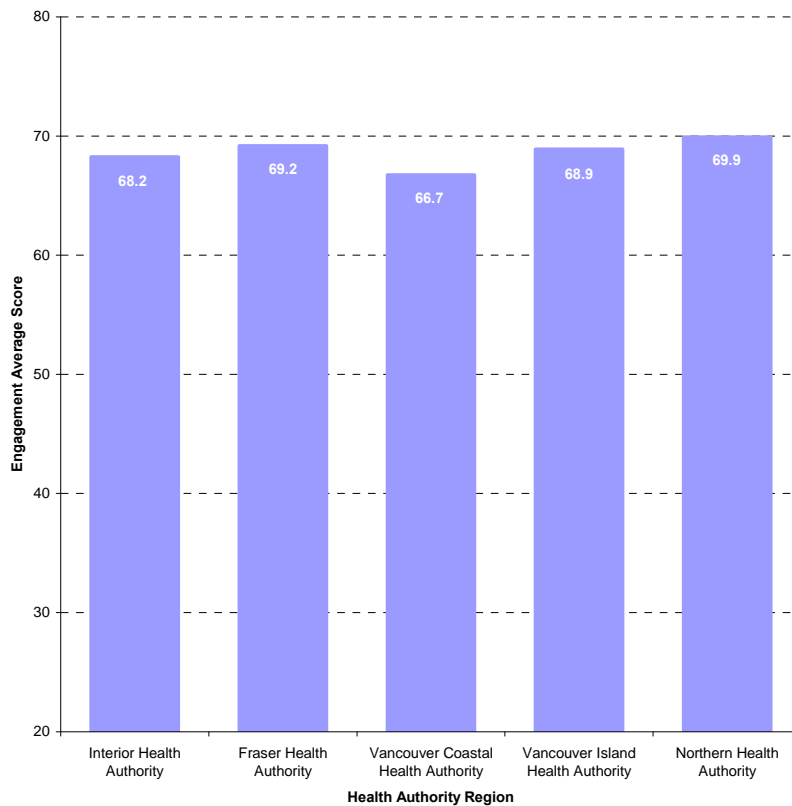
Note: Due to non-response, mean satisfaction and organization commitment may vary slightly between charts.

### Health Authority Region

The province is divided into 5 Health Authority regions. There are no significant differences between regions of the province in terms of engagement (Figure 18).<sup>20</sup>

<sup>20</sup> An analysis of variance showed that average engagement scores do not vary significantly by region,  $F(4,639) = 1.508, p = .198$ .

**Figure 18. There is little difference in engagement by region of the province.**



## 2.6 How does engagement vary by occupation, skill level and industry?

Average engagement scores vary across occupations from a high of 81.7 for Managers in Engineering, Architecture, Science and Information Systems, to a low of 53.6 for Assisting Occupations in Support of Health Services.

Table 6 shows that managers are more likely to be engaged than other workers in British Columbia's employed labour force. In all, 262 managers responded to the survey, representing 13 different management occupations. All 13 management occupations scored above the overall engagement average, ranging from 81.7 for Managers in Engineering, Architecture, Science and Information Systems, to 70.0 for Managers in Retail Trade.

Skill levels reflect the amount and type of education required to enter and perform the duties of an occupation. All occupations, with the exception of management occupations, are assigned a skill level by Human Resources and Social Development Canada (HRSDC). Management occupations are not assigned a skill level because factors other than education and training are often more significant determinants of employment. HRSDC defines the education requirements associated with the skill levels as follows:

- Skill Level A (Professional Occupations): university degree.
- Skill Level B (Technical, Paraprofessional and Skilled Occupations): two to three years of post-secondary education; or two to four years of apprenticeship training; or three to

four years of secondary school and more than two years of on-the-job training, training courses or specific work experience.

- Skill Level C (Intermediate Occupations): one to four years of secondary school education, up to two years of on-the job training, training courses or specific work experience.
- Skill Level D (Labouring and Elemental Occupations): up to two years of secondary school and short work demonstration or on-the-job training.

The results in Table 6 show that those in higher skill level occupations tend to be more engaged. All of the five professional (level A) occupations are either above the average engagement score or clustered around the average. The skill level B occupations are equally divided, with four on either side of the average. A third of the intermediate (level C) occupations are above the average and none of the labouring occupations (level D) are above the overall engagement average.

**Table 6. All of the management occupations are above the average engagement score.**

Occupation (NOC)	Skill Level	Engagement Score	Number of responses
Managers in Engineering, Architecture, Science and Information Systems	-	81.7	20
Facility Operation and Maintenance Managers	-	81.3	32
Skilled Occupations in Primary Industry	B	79.8	20
Managers in Health, Education, Social and Community Services	-	78.7	27
Intermediate Occupations in Primary Industry	C	78.7	22
Contractors and Supervisors, Trades and Related Workers	B	77.0	89
Sales, Marketing and Advertising Managers	-	76.6	37
Professional Occupations in Art and Culture	A	73.2	22
Skilled Sales and Service Occupations	B	71.5	75
Intermediate Sales and Service Occupations	C	70.8	147
Professional Occupations in Social Science, Education, Government Services and Religion	A	70.7	134
Managers in Food Service and Accommodation	-	70.3	22
Administrative Services Managers	-	70.1	53
Managers in Retail Trade	-	70.0	32
Paralegals, Social Service workers, Education and religion	B	69.9	43
Professional Occupations in Natural and Applied Sciences	A	69.3	67
Professional Occupations in Health	A	68.6	55
<b>Average score for engagement</b>		<b>68.4</b>	
Professional Occupations in Business and Finance	A	68.3	57
Clerical Occupations	C	67.7	171
Skilled Administrative and Business Occupations	B	67.2	131
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	C	66.0	107
Technical and Skilled Occupations in Health	B	63.5	37
Processing and Manufacturing Machine Operators and Assemblers	C	63.5	31
Technical occupations related to natural and applied sciences	B	63.5	79
Machinery and Transportation Equipment Mechanics (Except Motor Vehicle)	B	62.3	68
Elemental Sales and Service Occupations	D	60.9	162
Assisting Occupations in Support of Health Services	C	53.6	50

1. Data for occupations with fewer than 20 respondents have been suppressed. This includes six management occupations, two skill level B occupations and two skill level D occupations.

Table 7 shows information on engagement scores by industry. On either side of the average engagement score there is a mix of service sector, goods producing and primary industries. The two industries that top the list in terms of engagement scores were also the top two generators of job growth in the province between 2001 and 2005.<sup>21</sup> Record metal prices have also resulted in a healthy performance for the Primary Metal Manufacturing industry in the recent past.

**Table 7. Construction and Real Estate top the list in terms of engagement scores.**

Industry Code (NAIC)	Engagement Score	Number of responses
Construction	77.3	115
Real Estate and Rental and Leasing	76.6	39
Primary Metal Manufacturing	73.0	59
Other Services (except public administration)	72.3	89
Educational Services	71.9	174
Wholesale Trade	71.8	48
Agriculture, Forestry, Fishing and Hunting	71.8	67
Public Administration	71.5	166
Professional, Scientific, and Technical services	70.4	199
<b>Average score for engagement</b>	<b>68.4</b>	
Accommodation and Food Services	68.4	132
Retail Trade (sporting goods, hobby, book and music stores, general merchandise stores, misc. store retailers, non-retailers)	68.4	35
Transportation (air, rail, water, truck, transit, pipeline, scenic, supportive activities)	67.9	94
Mining and Oil and Gas Extraction	67.3	25
Health Care and Social Assistance	66.1	232
Administrative and Support, Waste Management and Remediation Services	65.8	55
Arts, Entertainment and Recreation	65.6	33
Finances and Insurance	64.1	103
Retail Trade (motor vehicle, furniture, electronics and appliance stores, building materials and garden equipment dealers, food and beverage stores, health and personal care stores, gasoline stations, and clothing and clothing accessories stores)	62.1	151
Food Manufacturing	61.4	22
Information and Cultural Industries	59.0	42
Wood Product Manufacturing	58.4	46
Postal Service, Courier, Warehousing and Storage	57.3	20

1. Data for the Utilities industry have been suppressed because there were fewer than 20 respondents in this industry.

<sup>21</sup> White, P., Michalowski, M., & Cross, P. (2006). The West Coast Boom. *Canadian Economic Observer*, Catalogue 11-010, Statistics Canada.

## 2.7 To what extent can results from this survey be compared with other work environment surveys?

Direct comparisons are not drawn in this report between specific scores or percentages from the GPE and results from similar work environment surveys conducted by BC Stats. Tempting as it is to make such comparisons, research has shown that differences in the way surveys are administered can lead to response bias<sup>22</sup> that may significantly impact the comparability of results from different surveys, even when the same questions are asked. This section explains why comparisons of results from this survey to those of other work environment surveys should be limited to general trends and relative rankings, rather than a specific statistic from a particular question.

### Mode differences

The mode refers to the means of collecting information from respondents. Work environment surveys are often conducted through the web because employers have ready access to email addresses for respondents. The survey results examined in this report were collected through telephone interviews conducted on behalf of BC Stats by the NRG Research Group.

Response bias may be introduced to survey results when the mode of data collection impacts and, thus, biases the responses themselves. The presence of an interviewer in a telephone or face-to-face interview, for instance, may result in respondents providing what they perceive to be more socially desirable or culturally acceptable answers. Respondents completing mail or web surveys, by contrast, have a higher degree of privacy and may, therefore be more comfortable to share their true views. As well, telephone surveys are unique in that they rely entirely on auditory transmission of information with no visual cues. This places higher demands on respondents to remember information, whereas respondents completing a web or paper survey, or even a face-to-face interview, can refer to written information.

Research has shown that respondents surveyed by phone are more likely than mail, web and face-to-face respondents to provide positive ratings for five category response scales. In a recent study comparing responses to scalar questions administered by telephone interview and web, Christian, Dillman and Smyth<sup>23</sup> found that neither social desirability nor recency explained the tendency of telephone respondents to select the extreme positive category. It is thought that this tendency in telephone interviews results from the combination of increased time pressure and the challenge of requiring respondents to hold categories in their memory with no visual aid.

### Sponsor-effect

It is also possible that respondents are influenced by who is sponsoring the survey and their level of trust that their own responses will not be identifiable. Most engagement surveys are sponsored by the employer and administered by an independent data collection company or statistical agency. To the extent that respondents remain concerned that their responses will be identifiable, particularly to their employer, they may not respond entirely truthfully.

The GPE is different from typical engagement surveys in this regard because it was sponsored by the statistical agency of British Columbia, BC Stats, rather than the respondents' employers.

<sup>22</sup> Response bias occurs when respondents' answers do not reflect their true beliefs.

<sup>23</sup> Christian, LM, Dillman, DA & Smyth, JD 2006, 'The Effects of Mode and Format on Answers to Scalar Questions in Telephone and Web Surveys', paper presented at the 2<sup>nd</sup> International Conference on Telephone Survey Methodology, Miami Florida, 12 January 2006.

As such there is likely very little response bias introduced to the results due to sponsor-effect. It is interesting to note, however, that questions regarding respondents' direct supervisor or senior management had higher rates of rejection than other work attribute questions in the GPE. On average about 2.5 respondents refused each of the work attribute questions; the highest number of refusals (8) was for the questions about senior management and the supervisor. This suggests that, even in circumstances where the employer is well-distanced from the survey, some respondents are hesitant to provide feedback regarding their managers during an interview.

Appendix B provides a summary of lessons learned from this study, many of which address the sources of bias outlined above in order to enhance the comparability of results from future administrations of this survey with other, similar work environment surveys.

### 3. CONCLUSION

This study provides a first glimpse of employee engagement not in a specific workplace, but across the great variety of workplaces in the province of British Columbia. By taking this approach, the study permitted an analysis of demographic, occupation, and industry effects on engagement that is not generally possible with single workplace engagement research.

Exploration of the relationship between engagement and demographic, occupation and industry variables has, in some cases, confirmed findings from other studies and in other cases it has challenged our assumptions about engagement. In this study, as in others, older workers emerged as the most engaged. However, it is not clear why younger workers are less engaged. This study has shown that a lower level of engagement among younger workers is not related to having children in the household. It has also shown that income and education do not appear to be significant factors in engagement.

This study has uncovered a remarkable similarity in the relative ordering of workplace attributes and engagement characteristics by average score between public servants and the overall employed labour force. There is a shared sense across all workers in B.C that organizations are performing well in certain areas that are important to engagement, but not as well in others. For instance, regardless of where they worked, employees tended to be most positive about their relationships with co-workers and the tools and technology they have to do their jobs. They tended to be least positive towards senior executives in terms of setting a clear direction for the future. This information is very useful to managers in prioritizing efforts to improve engagement levels, especially when combined with information contained in this report about which attributes are the strongest drivers of engagement.

A different set of workplace attributes has been identified as drivers of each characteristic of engagement through an exploratory regression analysis. This analysis, which used different data and a different methodology from past engagement research at BC Stats, lends validation to the model used by BC Stats in the measurement of engagement in the BC public service. That is, in the analysis of GPE results, all but one of the workplace attributes used in the public service engagement model was also found to be a significant driver on at least one of the three characteristics of engagement for the overall employed labour force. This finding underscores the robustness of the BC Stats model for public sector engagement, and also shows that factors that drive engagement for public servants are also drivers for the overall employed labour force.

## **APPENDIX A — METHODOLOGY**

### **Questionnaire Design**

BC Stats used an abbreviated version of the BC Public Service Work Environment Survey (WES) questionnaire. All questions from the BC Public Service Employee Engagement Model were selected for each driver/model concept. The selection was based on questions that statistically had the strongest influence in engagement based on the BC Public Service responses in 2007. The survey questionnaire was pre-tested and revised to ensure neutral and actionable phrasing and that language addressed key constructs. Respondents were asked a mixture of close-ended questions targeting: respectful environment, staffing practices, empowerment, professional development, recognition, pay and benefits, stress and workload, teamwork, supervisory-level management, executive-level management, vision, mission and goals, organization satisfaction, job satisfaction, and BC Public Service commitment. The complete survey questionnaire is located in Appendix C. These driver concepts were relabeled in the report to better fit the construct of the question selected.

### **Data Collection**

Data collection activities for the General Public Engagement Survey program took place between March 20 and 31, 2008. NRG Research Group conducted the survey using a computer-assisted telephone interviewing (CATI) approach. NRG employed random digit dialling (RDD) techniques to obtain the desired number of completed surveys. Survey questions were pre-tested with 50 respondents from March 20-22, with a gap in data collection from March 23-24 while BC Stats reviewed responses. As a result of the pre-test, several minor technical changes were made to the survey, and one wording change was made to better understand the respondent's employment status with the BC Public Service (see Lessons Learned). Full survey administration then commenced on March 25, and was completed on March 31.

### **Non-Response Bias**

Bias can be introduced to results when certain groups of people refuse to answer the survey, while others answer in greater proportion to their representation in the population. This type of bias is called non-response bias. In most surveys, the objective is to learn about a larger population based on responses from a representative sample selected randomly from the population of interest. There are always individuals who refuse to participate in a survey and to the extent that this is a random event, significant bias due to non-response is not introduced to the results. However, if particular groups who may have different views on the subject of interest are more likely to refuse participation than others, then non-response bias is introduced. As is the case with many surveys, weights were applied to the data to ensure the survey results reflect the true distribution of the labour force across certain key variables, such as Health Authority region, age and gender.

### **Data Analysis**

Employees originally answered the work attribute and engagement questions using a five-point agreement scale. For average scores, the answers to each question were assigned a new value, which ranged from 0 to 100.

**Table 8 Cross-walk between agreement values and average score values**

5-point survey scale	New values out of 100
1 (Strongly disagree)	0
2	25
3	50
4	75
5 (Strongly agree)	100

Using the new values, an average score is calculated for each question. Each average score is a single number that represents the full range of responses to a question. Average scores are useful for comparing results within and between groups and organizations. Where applicable, independent t-tests determined whether scores were significantly different for respondents grouped by age, gender, health status, region, income, education, etc.

In the tables and figures housing the quantitative and qualitative information, any row or category may not add to 100 percent, due to rounding.

**Regression Analysis**

Binary logistic regression was used in order to explore the relationship between each characteristic of engagement and the 12 workplace attributes. This technique was selected because it is appropriate for use in cases where both the dependent and explanatory variables are measured on an ordinal scale.

Three separate regressions were undertaken, one with each of the characteristics of engagement acting as the dependent variable, with the main effects of the 12 workplace attributes and two other characteristics of engagement entered as independent variables. This was an exploratory analysis, as opposed to a rigorous modelling exercise. No attempt was made for instance, to fit a parsimonious model, nor to explore the improvement in “fit” that would result from the addition of interaction terms. Nonetheless, the regressions that were performed provide a sense of the workplace attributes that have the greatest impact on each characteristic of engagement and the relative strength of the drivers.

Binary dependent variables were created by recoding responses of “agree” or “strongly agree” to “yes” and all other responses to “no”. For instance, all of those who agreed or strongly agreed with the statement regarding job satisfaction, were coded to “yes” satisfied with job, and those who were neutral or who disagreed, were coded “no”.

The explanatory variables were also recoded to collapse the “strongly agree” and “agree” categories and the “strongly disagree” and “disagree” categories. As such, explanatory variables had three values: agree, neutral, and disagree.

The following likelihood ratio scores were produced when the regressions were run.

**Table 9. Likelihood ratios with job satisfaction as dependent variable**

Work attribute	Likelihood Ratio Chi-Square	Significance
Organization commitment	82.276	.000
Organization satisfaction	35.700	.000
Workload	17.257	.000
Fair pay	17.110	.000
Healthy atmosphere	16.238	.000
Positive relationships	12.614	.002
Recognition	10.569	.005
Professional development	9.593	.008
Supervisor	7.698	.021
Empowerment	2.082	.353
Executive level management	1.521	.467
Tools, technology and equipment	1.488	.475
Organization vision	1.005	.605
Merit-based staffing	.687	.709

**Table 10. Likelihood ratios with organization satisfaction as dependent variable**

Work attribute	Likelihood Ratio Chi-Square	Significance
Organization commitment	84.480	.000
Organization vision	39.730	.000
Job satisfaction	38.881	.000
Executive level management	31.259	.000
Workload	31.069	.000
Merit-based staffing	25.567	.000
Fair pay	24.758	.000
Healthy atmosphere	7.891	.019
Empowerment	7.768	.021
Professional development	6.208	.045
Tools, technology and equipment	3.649	.161
Recognition	1.974	.373
Positive relationships	1.320	.517
Supervisor	.105	.949

**Table 11. Likelihood ratios with organization commitment as dependent variable**

Work attribute	Likelihood Ratio Chi-Square	Significance
Organization satisfaction	88.699	.000
Job satisfaction	74.889	.000
Empowerment	21.423	.000
Executive level management	17.966	.000
Fair pay	17.465	.000
Recognition	16.890	.000
Healthy atmosphere	7.499	.024
Supervisor	4.359	.113
Tools, technology and equipment	2.661	.264
Workload	2.579	.275
Positive relationships	1.550	.461
Organization vision	1.038	.595
Merit-based staffing	.435	.804
Professional development	.108	.947

All workplace attributes that were significant at the 95 confidence level based on the Likelihood Ratio Chi-Square were identified as drivers.

These results were generated using the Generalized Linear models, binary logistic functionality of SPSS version 16.0.

Parameter estimates were also produced in order to assess the effects of the individual categories of the explanatory variables on the odds of agreeing with the dependent variable. In the tables below, the change in odds if a person agrees with the explanatory variable (Exp(B)) is only calculated if the explanatory variable had a significant Likelihood Ratio Chi-square score. The change in odds is calculated as e (2.718) raised to the power of the regression coefficient (B) in Tables 12, 13 and 14. For instance, healthy atmosphere is a driver of job satisfaction, and in the table below it can be seen that the odds of agreeing with the statement about job satisfaction are 1.3 times greater than the average ( $2.718^{0.29}$ ) if the respondent also agrees that the workplace atmosphere is healthy, and 0.7 times as high ( $2.718^{-.420}$ ) if they are neutral. In the body of the report, only parameters that are significant at the 95 percent confidence level are reported.

These parameter estimates were generated by fitting the main effects of all explanatory variables using the Regression – Binary Logistic functionality of SPSS version 16.0. The method selected was “enter” and the “deviation” contrast was selected so that odds would be relative to the average effect of all categories.

**Table 12. Parameter estimates with job satisfaction as dependent variable**

	B	S.E.	Wald	df	Sig.	Exp(B)
<b>Healthy atmosphere - agree</b>	<b>0.29</b>		16.121	2	.000	<b>1.336</b>
disagree	.130	.163	.637	1	.425	1.139
neutral	-.420	.121	11.982	1	.001	0.657
<b>Merit-based staffing - agree</b>			.917	2	.632	
disagree	-.072	.110	.425	1	.515	0.931
neutral	-.023	.111	.044	1	.835	0.977
<b>Tools and equipment - agree</b>			1.632	2	.442	
disagree	-.180	.170	1.122	1	.290	0.835
neutral	.173	.138	1.581	1	.209	1.189
<b>Empowerment – agree</b>			1.039	2	.595	
disagree	.043	.134	.104	1	.747	1.044
neutral	-.110	.113	.945	1	.331	0.896
<b>Professional development - agree</b>	<b>0.323</b>		8.446	2	.015	<b>1.381</b>
disagree	-.170	.151	1.255	1	.263	0.844
neutral	-.153	.118	1.680	1	.195	0.858
<b>Recognition - agree</b>	<b>0.375</b>		11.407	2	.003	<b>1.455</b>
disagree	-.380	.131	8.439	1	.004	0.684
neutral	.005	.106	.002	1	.963	1.005
<b>Fair pay - agree</b>	<b>0.451</b>		21.874	2	.000	<b>1.570</b>
disagree	-.191	.118	2.622	1	.105	0.826
neutral	-.260	.108	5.774	1	.016	0.771
<b>Workload - agree</b>	<b>0.335</b>		12.685	2	.002	<b>1.398</b>
disagree	-.324	.121	7.189	1	.007	0.723
neutral	-.011	.112	.010	1	.920	0.989
<b>Positive relationships - agree</b>	<b>0.389</b>		15.799	2	.000	<b>1.476</b>
disagree	.134	.239	.315	1	.574	1.143
neutral	-.523	.178	8.635	1	.003	0.593
<b>Supervisor - agree</b>	<b>0.261</b>		8.016	2	.018	<b>1.298</b>
disagree	-.358	.134	7.139	1	.008	0.699
neutral	.097	.117	.687	1	.407	1.102
<b>Vision - agree</b>			2.974	2	.226	
disagree	.273	.159	2.927	1	.087	1.314
neutral	-.143	.122	1.373	1	.241	0.867
<b>Executive level management - agree</b>			.967	2	.617	
disagree	.121	.143	.717	1	.397	1.129
neutral	-.002	.110	.000	1	.988	0.998
<b>Organization commitment - agree</b>	<b>0.889</b>		73.623	2	.000	<b>2.433</b>
disagree	-.644	.114	31.776	1	.000	0.525
neutral	-.245	.106	5.294	1	.021	0.783
<b>Organization satisfaction – agree</b>	<b>0.731</b>		37.002	2	.000	<b>2.077</b>
disagree	-.366	.150	5.978	1	.014	0.693
neutral	-.365	.108	11.316	1	.001	0.694
Constant	-.564	.148	14.624	1	.000	0.569

**Table 13. Parameter estimates with organization satisfaction as dependent**

	B	S.E.	Wald	df	Sig.	Exp(B)
<b>Healthy atmosphere - agree</b>	<b>0.373</b>		7.065	2	.029	<b>1.452</b>
disagree	-.252	.227	1.224	1	.269	0.778
neutral	-.121	.158	.591	1	.442	0.886
<b>Merit-based staffing - agree</b>	<b>0.495</b>		21.468	2	.000	<b>1.640</b>
disagree	-.332	.126	6.927	1	.008	0.717
neutral	-.163	.126	1.672	1	.196	0.849
<b>Tools and equipment - agree</b>			2.749	2	.253	
disagree	-.066	.231	.082	1	.775	0.936
neutral	-.140	.174	.647	1	.421	0.870
<b>Empowerment – agree</b>	<b>0.835</b>		11.821	2	.003	<b>2.305</b>
disagree	.366	.169	4.722	1	.030	1.442
neutral	-.469	.137	11.785	1	.001	0.625
<b>Professional development - agree</b>	<b>0.280</b>		4.346	2	.114	<b>1.323</b>
disagree	-.252	.198	1.615	1	.204	0.778
neutral	-.028	.148	.037	1	.848	0.972
<b>Recognition - agree</b>			1.412	2	.494	
disagree	-.195	.165	1.392	1	.238	0.823
neutral	.104	.124	.696	1	.404	1.109
<b>Fair pay - agree</b>	<b>0.363</b>		27.726	2	.000	<b>1.438</b>
disagree	-.751	.144	27.368	1	.000	0.472
neutral	.388	.127	9.398	1	.002	1.474
<b>Workload - agree</b>	<b>0.563</b>		27.159	2	.000	<b>1.756</b>
disagree	-.550	.148	13.865	1	.000	0.577
neutral	-.013	.129	.010	1	.920	0.987
<b>Positive relationships - agree</b>			.900	2	.638	
disagree	.272	.334	.665	1	.415	1.313
neutral	-.221	.234	.891	1	.345	0.802
<b>Supervisor - agree</b>			.086	2	.958	
disagree	-.009	.174	.003	1	.957	0.991
neutral	-.025	.143	.031	1	.860	0.975
<b>Vision - agree</b>	<b>0.878</b>		44.135	2	.000	<b>2.406</b>
disagree	-.558	.208	7.196	1	.007	0.6
neutral	-.320	.145	4.919	1	.027	0.726
<b>Executive level management - agree</b>	<b>0.666</b>		30.707	2	.000	<b>1.9</b>
disagree	-.404	.153	6.992	1	.008	0.667
neutral	-.262	.116	5.112	1	.024	0.770
<b>Organization commitment - agree</b>	<b>0.918</b>		69.206	2	.000	<b>2.504</b>
disagree	-.510	.148	11.929	1	.001	0.601
neutral	-.408	.127	10.352	1	.001	0.665
<b>Organization satisfaction – agree</b>	<b>0.758</b>		38.929	2	.000	<b>2.134</b>
disagree	-.394	.204	3.730	1	.053	0.675
neutral	-.364	.149	5.987	1	.014	0.695
Constant	-1.971	.217	82.799	1	.000	0.139

**Table 14. Parameter estimates with organization commitment as dependent variable**

	B	S.E.	Wald	df	Sig.	Exp(B)
<b>Healthy atmosphere - agree</b>	<b>0.387</b>		9.425	2	.009	<b>1.473</b>
disagree	-.350	.178	3.876	1	.049	.704
neutral	-.037	.128	.083	1	.773	.964
<b>Merit-based staffing - agree</b>			.101	2	.951	
disagree	.002	.110	.000	1	.988	1.002
neutral	.027	.110	.059	1	.809	1.027
<b>Tools and equipment - agree</b>			3.158	2	.206	
disagree	.305	.177	2.990	1	.084	1.357
neutral	-.213	.138	2.395	1	.122	.808
<b>Empowerment – agree</b>	<b>0.45</b>		18.039	2	.000	<b>1.568</b>
disagree	-.424	.137	9.525	1	.002	.655
neutral	-.026	.112	.052	1	.820	.975
<b>Professional development - agree</b>			.059	2	.971	
disagree	.039	.160	.059	1	.807	1.040
neutral	-.020	.121	.026	1	.872	.981
<b>Recognition - agree</b>	<b>0.001</b>		19.832	2	.000	<b>1.001</b>
disagree	.465	.141	10.886	1	.001	1.593
neutral	-.466	.107	19.117	1	.000	.627
<b>Fair pay - agree</b>			19.022	2	.000	
disagree	-.295	.121	5.913	1	.015	.745
neutral	-.116	.106	1.201	1	.273	.891
<b>Workload - agree</b>			1.127	2	.569	
disagree	.133	.126	1.110	1	.292	1.142
neutral	-.066	.109	.368	1	.544	.936
<b>Positive relationships - agree</b>			.742	2	.690	
disagree	-.112	.267	.175	1	.676	.894
neutral	.149	.188	.631	1	.427	1.161
<b>Supervisor - agree</b>			2.024	2	.363	
disagree	.205	.145	2.011	1	.156	1.228
neutral	-.097	.120	.662	1	.416	.907
<b>Vision - agree</b>			.794	2	.672	
disagree	.051	.168	.092	1	.762	1.052
neutral	-.101	.121	.693	1	.405	.904
<b>Executive level management - agree</b>	<b>0.4</b>		16.493	2	.000	<b>1.492</b>
disagree	-.519	.135	14.694	1	.000	.595
neutral	.119	.102	1.351	1	.245	1.126
<b>Organization commitment - agree</b>	<b>0.915</b>		68.011	2	.000	<b>2.497</b>
disagree	-.680	.164	17.211	1	.000	.507
neutral	-.235	.123	3.648	1	.056	.791
<b>Organization satisfaction – agree</b>	<b>0.981</b>		71.331	2	.000	<b>2.667</b>
disagree	-.642	.162	15.734	1	.000	.526
neutral	-.339	.110	9.442	1	.002	.713
Constant	-.874	.158	30.428	1	.000	.417

## APPENDIX B — LESSONS LEARNED FROM THE PROJECT

### Questionnaire

The concept of commitment, which is key to engagement, is currently captured by one question that asks respondents if they would stay with their current organization if offered a job elsewhere. It might be helpful to triangulate by developing another question that gets at the notion of the degree to which an employee identifies with organizational outcomes. The reason for this is that the first question is likely impacted by factors that do not reflect true commitment, such as investment in pensions.

It would also be interesting to follow-up the current commitment questions with a set of closed-ended responses which might reflect the respondent's main reason for not wishing to consider employment with other organizations.

It may be preferable to collect personal income rather than household income.

The original intention of this survey was to isolate the group of respondents who work for the BC Public Service and compare their results with the rest of the sample. Unfortunately, our screening question did not adequately identify this group of respondents as the majority misunderstood this question and identified themselves as BC Public Service employees, when, based on their comment descriptions it was clear they were not. As a result, we reworded the question: *Are you currently an employee of a Ministry of the BC Government?* In future surveys, the following two questions will be used to identify and screen BC Public Service employees: *Are you a direct employee working for a ministry in the government of British Columbia? That is, have you sworn an oath under the BC Public Service Act?*, and *Which BC government ministry do you work for?*

### Mode Bias

One way to address mode bias would be to administer the GPE as a web survey, or alternatively, to administer the WES by telephone interview. If the GPE continues to be administered by phone, interviewers should be instructed to go slowly and to repeat the response categories frequently so that respondents can remember their choices.

### Occupation and Industry Coding

Interviewers may require additional training to ensure that sufficient data is captured from respondents to accurately apply a NOC and NAIC code.

## APPENDIX C - QUESTIONNAIRE

---

Hello, my name is \_\_\_\_\_, and I am calling from NRG Research Group on behalf of BC STATS, the central statistical agency of the Province of British Columbia. We are conducting a brief survey today among British Columbians employment and job satisfaction.

May I speak with the person in your household who is 18 years old or older and who will be having the next birthday?

IF ASK WHY WE ARE ASKING FOR PERSON WITH NEXT BIRTHDAY: We do this so that we make sure we randomize our surveys within households.

WHEN TARGET RESPONDENT IS ON LINE:

We are interested in learning more about the employment and workplace experiences of British Columbians. I would now like to ask you some questions about your present employment.

1. Would you describe yourself as currently having paid employment or not working for pay?

- 1 – Paid employment
- 2 – Not working for pay **[terminate and thank]**
- Don't know **[terminate and thank]**
- Refused **[terminate and thank]**

2. Are you..?

- 1 – Working as an employee
- 2 – Self-employed **[terminate and thank]**
- 3 – Both an employee and self-employed
- Don't know **[terminate and thank]**
- Refused **[terminate and thank]**

The next questions refer to your main job. Your main job is the job at which you work the most hours.

3. Are you currently an employee of a Ministry of the BC Government?

- Yes
- No
- Don't know
- Refused

Your participation in this interview is completely voluntary. It will take about 10 minutes. All feedback will be kept confidential and your individual information will not be shared with anyone outside BC STATS. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If there is a question that you prefer not to answer, tell me and I will move onto the next one. You can end the interview at any time you wish. May I begin the interview now?

IF YES: go to Q4

IF ADDITIONAL INFORMATION IS REQUESTED BY RESPONDENT ABOUT SELECTION:  
Your household was selected at random from a list of BC phone numbers. If you agree to participate, I will ask you some questions. All interviewers have sworn an oath that they will not identify you and can be prosecuted for breaking this oath. Information will only be reported in aggregate form to BC STATS.

ABOUT BC STATS: The mandate of BC Stats is to produce and interpret statistical information relating to all facets of life in British Columbia, including the demographic, social and economic conditions of the province and its population and to assist British Columbia provincial government ministries and agencies with their statistical activities.

4. Excluding overtime, how many paid hours do you usually work per week at your main job?

\_\_\_\_\_  
Don't know  
Refused

**[if ≤ 10, then terminate]**

5. In what kind of business, industry or service is your main job? Please be as specific as possible. [PROBE FOR DETAIL – IF ANSWER HEALTH CARE INDUSTRY, ASK WHAT AREA OF THE INDUSTRY]

\_\_\_\_\_  
Don't know  
Refused

6. How would you best describe the type of work you do in your main job? Please be as specific as possible. [PROBE FOR DETAIL – IF ANSWER PATIENT CARE, ASK WHAT TYPE OF PATIENT CARE.]

\_\_\_\_\_  
Don't know  
Refused

7. What is the title of your main job?

\_\_\_\_\_  
Don't know  
Refused

8. Thinking of your main job, that is, the job at which you usually work the most hours, for how long (in years and months) have you been with your company or organization?

NOTE READ IF NECESSARY:

**Company or Organization:** refers to a body of employees who make up an establishment or company for the purpose of providing a common product, or service. In the case of a larger organization, this would refer to your organization as a whole rather than your workplace's local operations.

\_\_\_\_\_ year(s)  
 \_\_\_\_\_ month(s)

New employment—Less than 1 month [IF YEAR VARIABLE = 0 & MONTH VARIABLE < 1 THEN TERMINATE] **[terminate and thank]**.

Don't know  
 Refused

9. Thinking of your main job, how long (in years and months) have you been in your current position?

\_\_\_\_\_ year(s)  
 \_\_\_\_\_ month(s)

Don't know  
 Refused

I am now going to ask you some questions about your workplace experiences in your main job over the past 12 months. On a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree, please rate your level of agreement with the following statements about your work environment.

NOTE: READ THE DEFINITIONS OF THE WORDS BELOW WHEN THEY ARE PRESENTED IN THE STATEMENTS THAT FOLLOW IF NECESSARY.

**Workplace:** refers to your immediate physical surroundings. If you work in a larger organization, your workplace can also refer to the local operations of the organization.

**Company or Organization:** refers to a body of employees who make up an establishment for the purpose of providing a common product, or service. It can be your workplace or local operations, or, in the case of a larger organization, this would refer to your organization as a whole rather than your local operations.

**The person I report:** refers to your immediate supervisor or manager. If you report to more than one supervisor or manager, please answer the question thinking about the person who oversees most of your work.

**Senior Leaders:** are the executive decision-makers in your organization. In the case of a larger organization, they are usually senior to your immediate supervisor or manager:

		Strongly Disagree					Strongly Agree	Don't Know	Not Applicable
10	A healthy atmosphere (e.g., trust, mutual respect) exists in my <a href="#">work place</a> .	1	2	3	4	5	DK	N/A	
11	In my workplace, the selection of a person for a position is based on merit.	1	2	3	4	5	DK	N/A	
12	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	1	2	3	4	5	DK	N/A	
13	I have opportunities to provide	1	2	3	4	5	DK	N/A	

		Strongly Disagree					Strongly Agree	Don't Know	Not Applicable
	input into decisions that affect my work.								
14	I have adequate opportunities to develop my skills.	1	2	3	4	5	DK	N/A	
15	I receive meaningful recognition for work well done.	1	2	3	4	5	DK	N/A	
16	I am fairly paid for the work I do.	1	2	3	4	5	DK	N/A	
17	My workload is manageable	1	2	3	4	5	DK	N/A	
18	I have positive working relationships with my coworkers.	1	2	3	4	5	DK	N/A	
19	The <a href="#">person I report</a> to consults me on decisions that affect me.	1	2	3	4	5	DK	N/A	
20	My <a href="#">organization</a> is taking steps to ensure the long-term success of its vision, mission and/or goals.	1	2	3	4	5	DK	N/A	
21	<a href="#">Senior Leaders</a> in my organization provide clear direction for the future.	1	2	3	4	5	DK	N/A	
22	I would prefer to stay with the organization, even if offered a similar job elsewhere.	1	2	3	4	5	DK	N/A	

I am now going to ask you about your overall satisfaction first with your job and then with your organization. Based on your overall experiences in your main job over the last 12 months, on a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree, please rate your level of agreement with the following statements.

		Strongly Disagree					Strongly Agree	Don't Know	Not Applicable	Driver
23	I am satisfied with my <b>job</b> .	1	2	3	4	5	DK	N/A	Engage	
24	Overall, I am satisfied with my organization.	1	2	3	4	5	DK	N/A	Engage	

## Demographic Information

I would like to ask a few questions about you, for use for quality control and categorizing the survey data.

25. Could you tell me the year and month in which you were born?

RECORD YEAR (25A) AND MONTH (25B) OF BIRTH **[GO TO Q27]**  
REFUSED **[GO TO Q26]**

CAGE. [CALCULATE PARTICIPANT'S CURRENT AGE] IF ((23B > TODAY'S MONTH), ((2008-23A)-1), (2008-23A)).

26. Could you tell me if you are...  
18-24years?  
25years and more?

DON'T KNOW  
REFUSED

27. Including yourself, how many people usually live here, at this address?

RECORD NUMBER OF PEOPLE LIVING IN THE HOUSEHOLD  
DON'T KNOW  
REFUSED

28. IF Q25 >1 ASK: How many of the other people living here are... READ LIST"

Under 6 years of age?  
6-14 years?  
15-17years?  
18-24years?  
25years and more?

RECORD NUMBER OF PERSONS FOR DIFFERENT AGE GROUPS  
DON'T KNOW  
REFUSED

CHECK – NUMBER OF PEOPLE IN Q27 (IF > 1) HAS TO MATCH TOTAL NUMBER OF PEOPLE IN DIFFERENT AGE CATEGORIES IN Q28

IF TOTAL NUMBER OF PEOPLE IN Q27 DIFFER FROM Q28 AND Q27>1, DISPLAY POP UP WINDOW FOR INTERVIEWER INDICATING THAT NUMBERS DO NOT MATCH UP

29. Do you consider yourself to be an Aboriginal person, that is, First Nations, Metis or Inuit?

YES (GO TO Q30)  
NO (GO TO Q33)  
UNSURE (GO TO Q33)

REFUSED (GO TO Q33)

30. Which of the following groups, if any, do you consider yourself a member of? [READ EACH GROUP, RANDOMLY ROTATE ORDER]

28 a. First Nations?

YES  
NO  
DK  
REFUSED

28 b. Metis?

YES  
NO  
DK  
REFUSED

28 d. Inuit?

YES  
NO  
DK  
REFUSED

31. Are you a member of an Indian Band or First Nation?

YES  
NO  
UNSURE  
REFUSED

32. Are you registered under the Indian Act of Canada, that is, are you a Status Indian?

YES  
NO  
UNSURE  
REFUSED

33. [IF Q27 = YES, CODE Q33 AS 01 AND DO NOT ASK QUESTION] How do you describe your ethnic background? DO NOT READ.

01 - ABORIGINAL/FIRST NATION  
02 - ARAB  
03 - BLACK OR AFRICAN  
04 - CHINESE  
05 - LATIN AMERICAN/ HISPANIC  
06 - FILIPINO  
07 - JAPANESE  
08 - SOUTH EAST ASIAN (E.G. CAMBODIAN, INDONESIAN, VIETNAMESE, LAOTIAN)  
09 - KOREAN  
10 - SOUTH ASIAN (E.G. EAST INDIAN, PAKISTANI, PUNJABI, SRI LANKAN)  
11 - WEST ASIAN (E.G. AFGHAN, IRANIAN)  
12 - WHITE/CAUCASIAN

13 - OTHER, SPECIFY: \_\_\_\_\_

AT THIS POINT, IF Q32 = 01 AND Q29 = NO, AUTOMATICALLY CODE Q29 AS YES AND GO BACK TO Q30.

34. What language do you speak most often at home? [READ AS NECESSARY]

English  
French  
Both English and French  
Other (SPECIFY. E.g., Cantonese, Mandarin, Punjabi)  
DON'T KNOW  
REFUSED

35. What is your best estimate of your total household income for the last 12 months before taxes and deductions? Please include income from all household members and from all sources. Was it....?

Less than \$15,000  
\$15 to under 30 thousand  
\$30 to under 45 thousand  
\$45 to under 60 thousand  
\$60 to under 80 thousand  
\$80 to under 100 thousand  
\$100 to under 120 thousand  
\$120 thousand or more  
DON'T KNOW  
REFUSED

36. What is the highest grade or level of education you have ever attained? [READ AS NECESSARY]

No schooling  
Some elementary  
Completed elementary  
Some secondary  
Completed secondary  
Some community college, technical college, CEGEP or nurse's training  
Completed community college, technical college, CEGEP or nurse's training  
Some university or teacher's college  
Completed university or teacher's college  
Other education or training  
DON'T KNOW  
REFUSED

37. What is your postal code? ENTER SIX DIGIT POSTAL

DON'T KNOW/REFUSED

38. Would you say that in general your health is...

Excellent

Very good  
Good  
Fair or  
Poor

DON'T KNOW  
REFUSED

### DISABILITY QUESTIONS (ALL RESPONDENTS)

39. Do you have any difficulty hearing, seeing, communicating, walking, climbing stairs, bending, learning, or doing any similar activities? (IF YES, ASK Would you say 'sometimes' or 'often'?)

YES, SOMETIMES  
YES, OFTEN  
NO  
DON'T KNOW  
REFUSE

40. Do you have any physical condition or mental condition or health problem that reduces the amount or the kind of activity you can do at home? (IF YES, ASK Would you say 'sometimes' or 'often'?)

YES, SOMETIMES  
YES, OFTEN  
NO  
DON'T KNOW  
REFUSE

41. Do you have any physical condition or mental condition or health problem that reduces the amount or the kind of activity you can do at work or at school? (IF YES, ASK Would you say 'sometimes' or 'often'?)

YES, SOMETIMES  
YES, OFTEN  
NO  
DOES NOT GO TO SCHOOL/WORK  
DON'T KNOW  
REFUSE

42. Do you have any physical condition or mental condition or health problem that reduces the amount or the kind of activity you can do in other activities, such as transportation or leisure? (IF YES, ASK Would you say 'sometimes' or 'often'?)

YES, SOMETIMES  
YES, OFTEN  
NO  
DON'T KNOW  
REFUSE

43. Thank you for your time. Information from this survey will be used to plan improvements in public services. BC STATS follows up with samples of people we survey to insure the quality and accuracy of these calls or to obtain better understanding of survey findings. May

BC STATS contact you again to ensure quality of our call or to better understand the survey results?

YES

NO

43 a. [ASK ONLY IF Q41=YES]: May I have your first and last name? RECORD

43 b. [ASK ONLY IF Q41=YES]: May I confirm your 10-digit phone number? CONFIRM

43 c. [ASK ONLY IF Q41=YES]. May I have your home email address? RECORD

That completes the interview, thank you for taking part in this survey. Your time and input will be very useful in understanding employment satisfaction amongst British Columbians. Have a good day/evening.