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Causes of Turnover and Employee Satisfaction:

A Case Study of Otterbein University TeleFUND

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Honors Thesis Project

Causes of Turnover and Employee Satisfaction: A Case Study of Otterbein University

TeleFUND

Organizational communication professionals seek to improve the overall communication needs of organizations and the social interaction processes that occur within. A special focus is given to those communication processes that are aimed at improving relationships between subordinates and employees. Supervisors aim to improve the organizational life for their employees so that they have a happy, effective, and productive run in the organization. However, employees can sometimes feel dissatisfied with their jobs and factors pertaining to their life in and out of the organization. Employees who are unmotivated and dissatisfied can begin to experience stress and burnout on the job, which in turn can lead to turnover for the organization (Miller, 2012, p. 206-211). Managers and leaders within organizations need to be aware of how to keep their employees motivated and satisfied, not only to prevent turnover from occurring, but also to possibly reduce or reverse the current situation within an organization that is or has experienced turnover. What causes employees to become dissatisfied? How can organizational managers and leaders work to reduce employee turnover through keeping their employees satisfied?

One particular organization of interest that experiences frequent turnover due to unsatisfied workers is a University Annual Fund call center. Organizations such as these call centers often experience high volumes of stress related to job life which can cause employees to feel the need to leave the organization, even when they have only been there for a short period of time. Both internal job and external life factors can contribute to employees' overall happiness with organizational life in a call center environment. Through an explanation of satisfaction and motivation theories, describing the uniqueness of the call center environment, and a case study of

a call center at Otterbein University, this study seeks to provide insight into why call center employees can be unsatisfied, as well as provide some possible suggestions for managers and supervisors, of any organization, to implement in terms of combating and preventing employee turnover.

Literature Review

First, it is important to provide some background into employee turnover and how it is related to satisfaction and motivation within an organization. A variety of organizations, regardless of their “size, technological advances, market focus, and other factors are facing retention challenges” (Ramlall, 2004, p. 52). Because of this need to retain valuable employees, organizations are examining and re-examining strategies that can be implemented to prevent this matter from occurring. If these organizations, or the managers within them, first look at theories related to motivation and satisfaction, it will be clearer to see the relationship between retention and turnover, and it will be easier to find suggestions for reducing and preventing turnover. While there are several theories of motivation that can be used to describe the relationship of satisfaction, motivation, and turnover, there are four in particular that are of significant use in this study.

In the article mentioned above, Ramlall reviewed eight different theories related to motivation and satisfaction within an organization. Of those eight theories, four are particularly relevant to motivation and satisfaction of employees in call centers. Those theories are Maslow’s Hierarchy of Needs theory, McClelland’s Need theory, Porter and Lawler’s Extension, and the Motivator-Hygiene theory. Each will be explained in their importance to motivation and satisfaction of employees in an organization.

Maslow's Hierarchy of Needs theory is a classic theory often illustrated by a pyramid showing the order of the fulfillment of basic human needs. Maslow believed that "human beings aspire to become self-actualizing" and he also viewed "human potential as a vastly underestimated and unexplained territory" (Ramlall, 2004, p. 54). There are five categories of goals that are the basic needs which all humans seek to fulfill. Physiological needs are at the bottom, of which an example would be the necessity of food and drink. Next are safety needs, which include wages, benefits, working conditions, and break periods. Love, or affiliation, is the next level which involves social interactions. Fourth is esteem needs, including receiving praise or rewards, training others, or encouraging participation in the group. Lastly are self-actualization needs; these include providing challenges, and encouraging and exercising one's own creativity. In relation to retention, managers and leaders in an organization who successfully find ways to "devise programs or practices aimed at satisfying emerging or unmet needs" will have more satisfied and motivated employees who feel that those managers and leaders who take the initiative to do so are more "considerate, supportive, and interested in their employees' welfare" (Ramlall, 2004, p. 54).

The next theory, McClelland's Need theory, suggests that "some people who have a compelling drive to succeed are striving for personal achievement rather than the rewards of success per se. These people have the desire to do something better or more efficiently than it has been done before" (p. 54). This theory focuses on the fulfillment of three basic human needs, which are achievement, power, and affiliation. Achievement can be reached through the drive to excel. Power is achieved through the need to "make others behave in a way that they would not have behaved otherwise" (p. 55). Lastly, the need for affiliation can be reached through the "desire for friendly and close interpersonal relationships" (p. 55). According to these needs and

ways of reaching those needs for this theory, one's motivation can vary depending on the strength of each need for each individual. The best way for managers and leaders in an organization to balance these needs is to lower the affiliation need and higher the power need. Organizational managers and leaders who exhibit these qualities will be able to make decisions without the fear of being disliked, linked to low affiliation need, but they will also be able to positively influence and encourage others, linked to high power need.

Porter and Lawler's Extension is a development of Vroom's theory, in which they state that "employees should exhibit more effort when they believe they will receive valued reward for task accomplishment" (p. 56). Reward can come in the form of praise or recognition, as well as a physical reward or incentive, such as gift cards or a pay bonus. Managers and leaders within organizations need to be aware that employees seek reward and praise for accomplishment of tasks, and giving this to an employee, when deserved, is a way to keep them motivated and satisfied. Job motivation and satisfaction is influenced by this theory in the "employees' perceptions of the equity of the rewards received. Employees are more satisfied when they feel equitably rewarded" (p. 56).

The last theory of importance to motivation and satisfaction in an organization in relation to employee turnover is the Motivator- Hygiene theory. Originated by the work of Frederick Herzberg, this theory states that "employees tended to describe satisfying experiences in terms of factors that were intrinsic to the content of the job itself" (p. 57). These factors, called "motivators," include items such as achievement, recognition, the actual work itself, responsibility, advancement in the organization, and growth. Opposite of those motivators, there are dissatisfying factors within an organization which are called "hygiene" factors. These are the influence of outside, non-job related factors such as company policies, salary, coworker

relationships, and subordinate management styles. Motivator and hygiene factors, however, are not necessarily congruent. According to this theory, “eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction. Instead, it would result in a neutral state. Satisfaction (and motivation) would occur only as a result of the use of motivators” (Ramlall, 2004, p. 57). Managers and leaders within organizations must not only seek to reduce the stress of hygiene factors to reduce turnover, but they also must increase those motivator items which can increase job satisfaction and motivation, in turn reducing turnover as well. For an employee in an organization to be truly motivated, the “employee’s job has to be fully enriched where the employee has the opportunity for achievement and recognition, stimulation, responsibility, and advancement” (p. 57).

These four theories are critical to understanding what factors influence employees to experience satisfaction and motivation within an organizational setting. Through a variety of needs and goals, an organizational manager or leader can strive to help the employee meet these needs in order to reach the highest satisfaction, with an end result of reducing, combating, or reversing employee turnover.

In the same article, Ramlall also notes seven critical factors of employee satisfaction and motivation that are related to employee retention and the reduction or prevention of turnover. These factors are important to note because many are a part of each individual theory, but are also items to look for in an organization, and work on improving in an organization, in order to promote the employee’s satisfaction and motivation, and prevent turnover. The seven factors are the needs of the employee, the work environment, responsibilities, supervision, fairness and equity, effort, and each employee’s development. If all seven of these factors are addressed in terms of the four motivation theories described above, then managers and leaders of an

organization should be able to find ways to keep employees satisfied and motivated in the hopes of reducing employee turnover.

Call centers should pay particular attention to employee satisfaction and motivation as they typically experience turnover because of the lack thereof. The nature of the job and call center environment alone can often be contributing factors to dissatisfaction and poor motivation. The high stress nature of the call center in relation to factors such as rapid changing work environments and style of management can often lead to high turnover rates. It is also important to consider that employees of a call center can encounter angry or less than pleasant prospects on the other end of the phone. A call center can be an important function for many organizations, and sometimes this is one of the main, and only, forms of contact that the organization has with its customers. Turnover in a call center can be costly for the organization as a whole.

In a 2004 article, Hillmer and McRoberts define the typical nature and environment of a call center in a way that illustrates the stressful nature that can lead to dissatisfaction and poor motivation:

“[M]anagement of a typical center is highly structured, with close surveillance and work controls of the CSR (customer service representative) population. Work times are precisely managed, with breaks and meals carefully scheduled. Frequently, the pace of the job is extremely fast, with little time between calls. In many call centers, the agents may deal with upset, angry, or frustrated individuals and may have to endure verbal abuse without reacting negatively. Often, the flexibility to respond to customers based upon their own judgment or discretion is severely limited. All of these factors combine to

create a highly structured and stressful work environment, resulting in turnover ratios in the industry frequently as high as 60 percent to 80 percent annually” (p. 36).

These contributing factors, along with others both inside and outside of the job, can make work life and the environment for a caller less than satisfactory. The high demands of the call center environment are also taxing on workers who seek organizations that value their independence, commitment, and creativity. Most call center employees do not have these types of values present in such a highly structured organization.

In addition to the environment, role stress can have an effect on employee satisfaction in a call center. Conflicting demands with the organization, supervisors, and phone customers or prospects can lead to additional stress which can contribute to levels of job satisfaction, organizational commitment, performance, and turnover intentions (de Ruyter, Wetzels, & Feinberg, 2001, p. 23). To balance these factors in order to improve employee satisfaction, the success of the call center depends on advanced technology, managerial styles, and dedicated employees. Two major forms of role stress are role ambiguity and role conflict. Role ambiguity occurs in the call center environment when “a person does not have access to sufficient information to perform his or her role as a service employee adequately” (p. 25). Role conflict can occur in a call center as a result of “expectations of the organization, (and) the supervisor or team leaders stressing operational efficiency (that) may clash with the demands of customers who want (a) problem resolution or satisfaction” (p. 25). Management should work to reduce role conflict and role ambiguity to improve satisfaction and motivation and decrease employee turnover.

Employee motivation is also driven by a number of varying factors. As discussed previously with Motivator-Hygiene theory, the variables on the job that make people satisfied and motivated are different from those variables that make people dissatisfied and unmotivated. “People are motivated, instead, by interesting work, challenge, and increasing responsibility” (Herzberg, 1968, p. 87). In this article, Frederick Herzberg revisited his original studies and theories to further explain those “motivator” and “hygiene” factors that lead to employee motivation or dissatisfaction. According to this article, the factors that lead to extreme satisfaction are achievement, recognition, work itself, responsibility, advancement, and growth. Factors that lead to extreme dissatisfaction include company policies and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationships with subordinates, status, and security (p. 90). Many call centers experience less than perfect conditions and work life that associate with those factors causing extreme dissatisfaction. Again, managers should work to keep employees motivated by reducing those factors that can cause extreme dissatisfaction, and improving those factors that cause extreme satisfaction.

Management can work on improving these factors through a number of management styles and practices. Previous research has shown a focus on a human resources style of management that can be used to effectively motivate and keep employees satisfied, and also reduce the effects that dissatisfaction and poor motivation can have on the organization in terms of employee turnover. The human resource perspective of organizational communication recognizes that individuals in organizations have feelings and opinions that must be considered but also recognizes that individual labor is an important aspect in meeting overall organizational goals (Miller, 2012, p. 45).

In a 2010 article, Castanheira and Chambel identify how the use of human resource management practices can reduce burnout in call centers. When burnout is reduced, so is employee turnover. Appropriate human resource practices should lead to less employee stress and higher satisfaction and motivation for employees, especially those in call centers. There are two types of human resource management variables that can either contribute to or reduce burnout and stress, which are “HR (human resource) control systems, which include performance monitoring practices, and HR involvement systems, which include training, participation, and performance-related pay” (p.1047). Human resource control systems, which are often found in call centers through high surveillance and precisely managed work schedules, breaks, and meals, are associated with higher levels of emotional dissonance and less autonomy. Both of these factors can increase dissatisfaction and lead to turnover. Human resource involvement systems, on the other hand, can lead to improved satisfaction and motivation and the reduction of employee turnover. Human resource involvement includes practices which help to alleviate job demands that can lead to role conflict and role ambiguity in an organization. Human resource management practices aimed at reducing turnover through either control or involvement systems seek to increase satisfaction and motivation by decreasing workers exhaustion and job demands, and granting more autonomy and responsibilities.

Human resource management is also a useful tool in combating turnover in terms of the costs that the organization has to endure due to high turnover rates.

“High turnover costs much, because it involves direct financial expenses for recruitment and selection, appointment, training and adaptation of the newcomers; at the same time, the indirect (hidden) costs, because of lost productivity and missed opportunities, constitute about 70-85% of all” (Slavianska, 2012, p. 63).

Effective human resource management will be able to reduce the cost of turnover that an organization has to endure, either by reducing the reasons that an employee may have intention to leave, or by creating more effective processes through which an organization can adapt to turnover situations. Effective human resource management systems are able to “attract, develop, motivate and retain employees that will support the organizational effectiveness” (p. 63).

Successful human resource management practices include “flexible working time, empowerment, open communications, management by objectives, flatter structures and performance based reward” (p. 64). If organizations took the time to improve the way they manage their people, focusing on both the employees needs and the organizational needs, then better human resource management practices are just one of the ways in which an organization, such as a call center, could improve employee satisfaction and motivation, and also reduce employee turnover.

Human resource management is possibly the most effective management style to use in a call center when it focuses on both the employee and the organization. Call center employees have certain needs within the organization that, if not met, can lead to turnover due to the nature of the job demands and the role in which they have. Through human resource management, call centers can create an organization which not only values their employees, but also upholds the values and missions of the organization. Call center managers working to improve employee satisfaction and motivation through human resource management should be able to effectively reduce or eliminate employee turnover intentions and organizational turnover rates.

For the purpose of this study, it is also important to note that employees are not only working professionals, but they can also be students, especially college-level students for those who are potentially working in a call center. A call center could be a part time job for a college

student who is still working on their undergrad or has just graduated college, but also many colleges and universities have on-campus call centers dedicated to raising funds for the school. While these types of call centers may not be traditional in terms of customer service, they do handle a variety of calls each day, and function relatively the same as a standard operating call center for any other organization. These campus call centers also experience turnover just as other call centers, for the same variety of reasons that were previously discussed. Added to the regular pressures of the call center job, student call center employees face even more struggles, including stressors from school, family, and the transition from living at home to being on their own.

Through examining a call center on a university campus, a greater understanding of employee satisfaction, motivation, and employee turnover can be reached. A university call center provides not only common call center dissatisfaction factors that can lead to turnover, but also introduces new factors associated with student life and the transition to adulthood. By studying Otterbein University TeleFUND, specific factors of satisfaction and motivation will be identified, along with their relationship to an employee's intention to leave the organization and overall turnover rate. The findings will be able to be applied to general employee satisfaction and motivation in any call center setting with general call center stressors, without the added weight of student employment factors. In turn, suggestions for improving employee satisfaction should be reached, as well as suggestions for reducing employee turnover rates in any call center or organization that is experiencing employee turnover.

Research Questions

Based on the reading of previous literature and personal experience in the organization, three research questions were developed to test in this study. These research questions are aimed at connecting employee satisfaction and employee turnover in a call center environment. Each research question focuses on some aspect of satisfaction in hopes to gain a better understanding of the role of each aspect in a call center setting.

Research Question 1: What factors in a University TeleFUND call center environment contribute to employee satisfaction?

By investigating and discovering the exact factors that contribute to satisfaction, further insight into turnover intentions based on these factors and recommendations for improving employee satisfaction can be made. As discussed in the literature review, previous research has identified that the overall nature of the job, close watch by management, minimal breaks, and nature of conducting calls can all be issues that lead to dissatisfaction and turnover in a call center. Through the research, these items and others are tested to see if they really do contribute to poor satisfaction at Otterbein University TeleFUND.

Research Question 2: How do organizational relationships within TeleFUND affect satisfaction and turnover?

Effective and proper management of any call center is a must to retain valuable employees and keep their satisfaction levels high. If callers have poor relations with their managers, their intention to stay at an organization could potentially be lessened. Also, relationships between co-workers are just as important because they have an influence on the job

atmosphere, contribute to satisfaction, and they also have an influence on turnover intentions due to inclusion in the group and organizational culture. Testing the value of relationships within Otterbein University TeleFUND will not only back up the satisfaction factors that will be discovered, but also determine exactly what turnover intentions are based on.

Research Question 3: What factors are specifically associated with turnover or intentions to leave at TeleFUND?

Through analysis of the research results, a final outcome of the study is to provide suggestions to the organization that can improve satisfaction and reduce turnover. Specifically identifying the factors that have high correlations with turnover intentions can provide valuable insight to why employees may be leaving the organization, and also helps to back up the information found in the interviews conducted with previous employees. By examining what employees are the least satisfied with, and possible turnover intention factors, in comparison with their relationships they have formed within the organization, the Otterbein University TeleFUND can work to target these aspects of the organization and strengthen the overall nature of the call center. In the end, suggestions from the study should not only work to better TeleFUND, but also be applicable to general call centers and organizational settings that are experiencing low satisfaction and turnover among employees.

Method

Both qualitative and quantitative research were used in this study. After reaching out to eleven former TeleFUND employees, who had left the organization between one month to three years, interviews were conducted with two of the former employees. The interviews were aimed to reveal more emotional and in depth responses to questions that hinted at satisfaction,

motivation, communication, and turnover intentions. The interview questions were developed based on research and analysis of other surveys and questionnaires focused on these same factors (i.e. organizational relationships, motivation, and satisfaction). The need for additional questions based on the nature and direction that each interview took was also accounted for. All participants signed a consent form agreeing to participate in the study. Those who did not participate in the interview process voluntarily chose not to do so. The two participants were rewarded for their participation with a gift card incentive. The two participants were asked the same thirteen questions. Interviews varied in time depending on the nature and course of the interview.

Additionally, current members of the organization, as of fall semester 2014, were given the option to participate in a fifty-one question survey. Participation in the survey was also voluntary and participants were rewarded again with a gift card incentive. The survey was conducted at the end of the semester. Of the twenty-three employees of the organization at the time, only thirteen participated in the study (response rate = 57%). Two of the non-respondents withdrew from the University at the end of fall semester, while the remaining eight employees simply chose not to participate. The survey was an adaptation of the Downs and Hazen Satisfaction Questionnaire (Downs & Hazen, 1977, p.63-73) and the International Communication Association Survey (Downs, 1988, p. 105). Questions in the survey were aimed at satisfaction with specific aspects of the call center, relationships between supervisor(s) and fellow employees, and communication within the organization, as well as personal satisfaction and motivation factors. Appendix B and Appendix C show samples of the interview questions and survey that was conducted for the study.

Interview responses were used to back up and support survey results and provide additional insight into the feelings and opinions of call center employees who may have experienced poor satisfaction and motivation which lead to turnover. Survey results were analyzed to show relationships between satisfaction and turnover, specifically looking for a correlation between satisfaction and turnover intentions. Below are the results and an analysis of both the interview responses and completed survey questionnaires.

Results

Interviews

The two interviews conducted are summarized based on responses and comments related to positive and negative aspects of TeleFUND and employee satisfaction. The two participants ranged in time spent working with TeleFUND from 1 month to 3 years. Employment was terminated at TeleFUND, by way of the student, due to rate of pay, conflict with a second job, interference with studies, and general dislike of the nature of the job duties. Both respondents felt as though the TeleFUND didn't need much improvement, but suggested shorter calling shifts (such as reducing to 2 hours rather than 3.5 hours) and also more respect from top management downward to the employees.

Additionally, one interviewee felt as though employees were sometimes treated as "dispensable" that they could easily be replaced. When asked if one would ever work at a call center again, the response was fifty-fifty, with one yes and one no. Because I know the the call center environment, especially the environment of university call centers, can be stressful, both interviewees were asked to describe an aspect of the job that made them the most stressed. Shifts were described as long and tedious, and the nature of the job, including hitting goals and meeting

expectations, along with the unpredictable nature of a call, were some of the factors that contributed to these former employees' stress levels associated with the job.

A major positive factor of TeleFUND, as revealed through these interviews, was the relationship of the respondents to their co-workers. The interviewees stated that everyone got along fairly well within the organization and that it was an easy group to fit into. One respondent stated, "I found that the students that were able to withstand the stress of the job had the same outlook on it, therefore, almost all of us were able to get along very well with each other." Besides the relationship with co-workers, interviewees were also asked about their relationship with the overall manager of the TeleFUND. Both responded that she was easy to get along with, that they had a great relationship with her, she was very understanding, and that they had no negative feelings with her about ending their employment with the organization.

In the final questions of the interview, both respondents answered positively to questions regarding being able to communicate openly and freely between those involved with TeleFUND, feeling valued as employees in their time spent working with the organization, and that they agreed with the overall goals and objectives of the organization. In conclusion, the interviewees were asked to provide overall suggestions for the improvement of the call center. One was that two hour shift options should be available to employees, and also that employees shouldn't feel dispensable/ easily replaced. Overall, both interviewees felt mostly positive about their time and experiences with the Otterbein University TeleFUND, but other aspects of life kept them from being able to be fully committed and employed with the organization any longer than they were.

Surveys

Appendix C contains tables that show the results of the survey responses of TeleFUND employees as of fall semester 2014. Each question is broken down into an analysis of the responses gathered by response count and percentage of the total responses that each answer holds. Following the breakdown of individual questions are two tables showing the response count of the rating for each statement listed. The two sections also focus on the relationships within the organizational and overall organizational functions, rather than specific aspects of the job and individual feelings and attitudes.

After analysis of the above interview response summaries in connection with the insight provided through the TeleFUND employee survey, an explanation of factors contributing to employee satisfaction and turnover in the organization is needed. Following the discussion of results from the interviews and surveys, suggestions will then be provided in order to improve employee satisfaction in an effort to reduce turnover in the organization.

Analysis of the survey results revealed that the employees were split in finding enjoyment in their work at TeleFUND. Seven employees agreed that they enjoyed their job, while six employees either disagreed or strongly disagreed. The nature of these responses can be attributed to a variety of factors. Personal preference plays a huge role in the level of enjoyment one finds in their employment with an organization. Also, emotional attachment to an organization can be a factor as well. Later responses will reveal more insight that lack of emotional attachment to the TeleFUND is a major cause of employee turnover within the organization.

Another interesting response to be noted is that TeleFUND, for many respondents, was neutral or worse than previous jobs that they have had in the past. Again, this is a matter of personal preference, but also TeleFUND is a college, on-campus job that many employees do view as just a job to make some extra spending money in their time at school. However, nine respondents disagreed that they were bored during the shifts they worked, in turn seven respondents disagreed that they were enthusiastic about their job at TeleFUND. Although most employees were not bored during their work hours, they were not enthusiastic about the work they do either. In the end, eight respondents, with two undecided, agreed that they were fairly satisfied with the work that they do at TeleFUND.

A reason for this lack of boredom and lack of enthusiasm, but fair satisfaction is the relationship among coworkers that is formed between TeleFUND employees. A majority of respondents agreed that they would be happy working at TeleFUND during the rest of their time at Otterbein, and ten respondents felt they were a “part of the family” at TeleFUND. Inclusion and friendship are two main factors that help increase retention in the organization. Relationships among co-workers are essential to the organizational environment of the TeleFUND. In the open ended response section of the survey, one respondent noted, “The job is great, you get to talk and essentially ‘hang out’ with co-workers. However, it can severely drag on if you are somewhat isolated in conversation from others.” Ten respondents out of the thirteen that participated agreed or strongly agreed that they feel a strong sense of belonging when they are working with the organization.

Emotional attachment, as mentioned earlier, is a factor at TeleFUND which is lacking and that does influence the retention rate of employees. As shown in the survey data, only six respondents agreed that they feel emotionally attached to the organization, while three were

undecided and four disagreed or strongly disagreed. On the same note, only four respondents agreed or strongly agreed that TeleFUND has a great deal of personal meaning to them, while five were undecided, and four disagreed or strongly disagreed. Based on this survey, the unsure nature or lack of emotional attachment to TeleFUND is likely a contributing factor to employee turnover.

Overall, the next sections of the survey revealed that employees often do feel as though they are valued and acknowledged for their efforts in the workplace. Eleven respondents agreed or strongly agreed that their supervisor(s) listen and pay attention to them, while twelve respondents agreed or strongly agreed that their supervisor(s) offered guidance for solving any job-related problems or questions. These responses reflect highly on overall management, as well as the student supervisors' ability to contribute to the organization and make sure that all employees are feeling comfortable, confident, and happy with their work. It also reflects highly on management that all thirteen respondents agreed or strongly agreed that they were well aware of the organization policies and goals, as well as they had clear knowledge of their job requirements and tasks. In general, respondents generally agreed they could trust their co-workers and their supervisor(s), and that overall management of the call center was conducted appropriately and it is a friendly environment. However, ability to disagree with management led to differing opinions, with four respondents agreeing they had freedom to disagree, and four respondents disagreeing that they had freedom to disagree. While management is clear enough to outline organizational goals to create a mutual understanding, the overarching nature of the management can at times be discouraging, another standout factor contributing to turnover.

In terms of the job overall, six respondents were satisfied, four respondents were neutral, and three were very dissatisfied or dissatisfied with their job. Since the survey was conducted as

of fall semester 2014, the three employees who felt very dissatisfied or dissatisfied with the job were most likely among the employees who did not return to the organization starting spring semester 2015. A majority of respondents also said that they would probably or definitely advise a friend or anyone they know to apply for a job at the TeleFUND. While turnover can be high in the organization at times, often finding new employees as replacements is not a difficult task with the implementation of recruitment efforts. The factors that the majority of respondents were most satisfied with at TeleFUND were their personal progress within the organization up to the time of the survey, the opportunity to make a difference within the organization, generally working within the organization as an employee, the overall quality of the organization, and the organization's ability to achieve its goals and objectives. On the other hand, a majority of respondents were neutral regarding satisfaction in terms of their job, their pay, organizational concern for employee's welfare, overall communication efforts with employees, and the overall efficiency of operation as an organization. The system of recognition and rewards tied in responses of six each in regards to being greatly satisfied and somewhat satisfied with the system. To provide additional insights, a series of Pearson product-moment correlations were examined based on survey responses.

Table 1: General Satisfaction Factors

	Overall Satisfaction	Intent to Leave
Intention to leave	-0.3402	
Supervisor listens	0.6713*	-0.7729**
Supervisor offers guidance	0.4489	-0.4922*
Recognition of efforts	0.2102	-0.1333
Aware of policies	0.0514	0.2600
Motivated to reach goals	0.7647**	-0.3056
Job requirements clear	0.5011*	0.1174
Difficulty of tasks	-0.4713	0.8009**

* = $p < .05$

** = $p < .01$

Between satisfaction and intention to leave, the correlation was $r = -0.3402$ ($p > .05$), which is not statistically significant. Table 1 above shows the correlation between certain survey questions in correspondence with overall satisfaction scores and intention to leave the organization.

Based on the correlations, the following connections can be made for the Otterbein University TeleFUND. There was a high correlation between overall satisfaction and the perception that supervisor(s) listened to employees, as well as a low correlation with intent to leave. The more the supervisor listens to the employee the more satisfied they will be and the less likely to terminate employment. Also, the more guidance employees are provided by management, the less likely they are to leave as well. When an employee is motivated to reach their personal and overall goals, they are also more satisfied with the organization. Clear job requirements are also an important contributor to satisfaction in the TeleFUND environment. Finally, based off of Table 1, the more difficult the job tasks are, the more likely it is that one will leave.

Table 2: Organizational Relationships

Relationships	Overall Satisfaction	Intent to Leave
I trust my coworkers.	0.3847	-0.6103*
My coworkers get along with each other.	0.3818	-0.4922*
My relationship(s) with my co-workers is satisfying.	0.6488**	-0.6932*
I trust my immediate supervisor.	0.4817*	-0.4915*
My supervisor(s) are honest with me.	0.3366	-0.3374
My supervisor(s) listen to me.	0.4300	-0.3033
I am free to disagree with my supervisor(s).	0.4901*	-0.5505*
I can tell my supervisor(s) when things are going wrong.	0.4461	-0.3465
My supervisor(s) praise me for doing a good job.	0.2853	-0.4028
My supervisor(s) are friendly with his/her subordinates.	0.5246*	-0.1572
My supervisor(s) understand my job needs.	0.4868*	-0.4491
My relationship with my supervisor(s) is satisfying.	0.4351	-0.2492
I trust overall management of the call center.	0.2294	0.2191
TeleFUND encourages differences of opinion.	0.4237	-0.2630
I have a say in decisions that may affect my job.	0.2051	0.1059
I have a part in accomplishing my organizations goals.	0.5980*	-0.1729

* = $p < .05$

** = $p < .01$

Table 2 shows the correlations between organizational relationships and overall satisfaction, as well as intent to leave. The significant results in this table start off with a negative correlation between trust in co-workers and intent to leave. Co-workers getting along with each other, personal relationships with co-workers, and trust in one's immediate supervisor also had negative correlations with intent to leave. This means that all of these factors need to be strong within the TeleFUND in order to reduce employee turnover. Those surveyed also had a high correlation between personal relationships with co-workers and overall satisfaction. Many also felt that their ability to disagree with their supervisor was a contributor to high satisfaction and low turnover intentions. The supervisor(s) of the TeleFUND were also proven as contributors to satisfaction and intent to leave by showing a positive correlation between overall satisfaction and

the supervisor(s) ability to be friendly with subordinates, as well as the supervisor(s) ability to understand employee's job needs. Lastly, Table 2 revealed that the more an employee has a part in accomplishing the goals of the organization overall, the more satisfied they are.

Table 3: Organizational Outcomes

Outcomes	Overall Satisfaction	Intent to Leave
Your job.	0.3847	-0.6103
Your pay.	0.3818	-0.4922*
Progress in the organization up unto this point.	0.6488**	-0.6932**
Opportunity to "make a difference"- to contribute to the overall success of the organization.	0.4817*	-0.4915*
Organization's system of recognizing and rewarding outstanding performance.	0.3366	-0.3374
Organization's concern for its employees welfare.	0.4300	-0.3033
Organization's overall efforts of communication with employees.	0.4901*	-0.5505*
Working within the organization as an employee.	0.4461	-0.3465
TeleFUND compared to other organizations.	0.2853	-0.4028
Overall efficiency of the operation as an organization.	0.5246*	-0.1572
Overall quality of the organization as a whole.	0.4868*	-0.4491
Organization's ability to achieve its goals and objectives.	0.4351	-0.2492

* = $p < .05$

** = $p < .01$

For the final correlations, organizational outcomes were compared with overall satisfaction and intent to leave as well. The better the pay is, the less likely employees are to leave. The Otterbein University TeleFUND is one of the highest paying jobs on campus. Also, if the employees were content with their progress in the organization up to their current point of employment, then they also had higher overall satisfaction and lower intention to leave. The opportunity to make a difference and contribute to the overall success of the organization also had a positive correlation to satisfaction and a negative correlation to intent to leave, making that factor a major contributor to both. The better the TeleFUND communicates with employees also

increases satisfaction and decreases intention to leave. Finally, both overall efficiency of the operation as a whole and overall quality of the organization had positive correlations with overall satisfaction of each employee.

Discussion

Based on the responses from the survey and additional information provided through the interviews with previous employees, the top three reasons for turnover at Otterbein University TeleFUND are the overall nature of the job in general (shift length, nature of calling, etc.), lack of emotional attachment to the TeleFUND/Annual Fund, and occasionally the nature of management of the organization (coaching callers, supervisor relationships, ability to confront management, expendability of employees).

Based on the three causes of turnover discovered at TeleFUND, including nature of the job, lack of emotional attachment, and the nature of management of the organization at times, solutions regarding these three main issues to improve satisfaction and causes turnover are provided based on a human resources management perspective. The suggestions will focus on both the needs of the employee and the organization. In turn, employees should have better overall satisfaction within the organization, and the organization should have a better overall success rate in relation to employee retention.

In order to improve the nature of the job, a suggestion would be to shorten or change the time in which shifts are offered. Shifts in the evenings after classes for three and a half hours, and during dinner time, are often times that most students are studying, spending time with friends, or relaxing after a long day of classes. The length of shifts and periods of breaks for any call center can be managed and timed better in order to maximize employee satisfaction with the

job nature. Also, reworking the nature of conducting a call, such as the wording of the scripts and the structure of the ask for donation, can lead to less stress and pressure on callers, in turn increasing satisfaction and reducing turnover. If callers are more satisfied with the nature of each shift, they will be less likely to leave the organization.

Second, to improve the lack of emotional attachment within the organization, employees need to feel less dispensable, more a part of the organizational family, and more involved overall. The TeleFUND recently implemented a mentor program to assist with emotional connection to the organization and reduce turnover. Also, more employee interactions outside of the workplace can be planned to increase inclusion and involvement with the group. Finally, seeking out students who are already passionate about giving and the University overall will increase emotional connection to the cause from the start of their employment. Making sure that each employee is educated and knowledgeable about the benefits of giving back will increase their passion and commitment to the work of the TeleFUND.

Finally, management needs to make some improvements in order to keep employees satisfied and working with the organization. Management needs to focus not only on the goals of the overall call center, but also focus just as much on individual employee goals and needs. If an employee exceeds their personal goals, but the overall shift does not meet the nightly goal, that employee should not feel as though exceeding their personal goal did not matter or that they could have done better, when they in fact did pretty decent having met their personal nightly goals. This goes hand in hand with making employees feel more valued as individuals of the organization and making sure they feel less dispensable. While coaching is a necessity in the call center, management can often times be overly focused on a certain caller, especially the new callers, coaching them over and over on a given night. This overbearing nature of the coaching

process contributes to stress and dislike of management within the organization, causing new employees to leave even after just one semester. While management at times can be friendly and truly concerned for employee needs, other times the employees are pushed to the background while focus is put more on the organization in general.

It is important to note some limitations to this research study. After completion of the interviews and surveys, there were additional factors that could have been included in the study that previously were not, and that could have changed or affected the outcome of the results. First, there was never a distinction between the one overall manager of the call center and the four student supervisors. Each question pertaining to management was only worded as “supervisor(s),” meant to include both the overall manager and the student supervisors. However, if a distinction would have been made, then perhaps satisfaction and emotion toward the separate parts of the call center management would have differed. In another open-ended response question to the survey, one respondent noted, “If the (overall) manager had a personal connection to Otterbein she would be able to understand not only our alumni, parents, and students better, but also the ‘Otterbein way’ as well, which would greatly increase the retention rate.” Additionally, it was also suggested by one respondent that school year (freshman, sophomore, junior, senior) and actual age year should be noted as a factor in terms of building relationships between co-workers, supervisors, and prospects. Finally, the limited sample size of both the respondents of the survey and interviews was relatively small. A higher response rate was predicted due to the use of incentives for participation in the research. However, if this study was performed again, it would be ideal to include as many of the participants as possibly. Looking in to additional ways to increase respondent involvement would be useful in order to further solidify and gain credibility on the survey and interview results. However, the TeleFUND

is not a large organization overall, so correlations and results from both types of research methods were included even though the response rate was low, in order to still provide some significant insight and suggestions for the organization as a whole. Finally I, being the researcher in this study as well as a student supervisor in the call center, could have affected the results as well being in a power position within the call center environment.

In conclusion, I hope this study provides more insight into the nature of employee satisfaction and its relation to employee turnover, especially in a call center environment. Through a case study of Otterbein University TeleFUND, using surveys and interviews with current and previous employees, factors that contribute to satisfaction, turnover intentions, and employee relationships are demonstrated through both quantitative and qualitative data. In the end, through this data, along with analysis and suggestions, I hope to provide management of TeleFUND, and other similar call centers, with information and suggestions on how to increase satisfaction and reduce turnover. While turnover can never fully be eliminated, and while satisfaction can never be at a one-hundred percent high, managers can still seek to improve and work on these two factors within their organizations.

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Appendix A

Consent Form for Interviews

Hello, my name is Brandy Stiverson, and I am conducting research for my Honors Thesis project about Otterbein University TeleFUND. In order to support the practice of protection for human subjects participating in research, the following information is provided for you to decide whether you wish to participate in my study. If you agree to participate, you may withdraw at any time, and you do not have to answer any questions in which you do not feel comfortable answering.

I am interested in studying the relationship between employee satisfaction and motivation in relationship to turnover intentions. Because you are a former employee of the Otterbein University TeleFUND, I am interested in how you felt regarding these factors in relation to the organization, and why you decided to leave the organization. You will be asked a series of questions that hint at satisfaction, motivation, and turnover intentions. Depending on the nature and course of the interview process, it should take about 30 minutes of your time. Again, if there are any questions you do not feel comfortable answering, you certainly do not have to do so.

Your participation in the interview is solicited but completely voluntary. All of your responses will be kept confidential and your name will not be associated with the research findings in any way. In order to assure your anonymity, this consent form will be kept separate and not associated with your responses to the interview questions. If you choose to participate, you will receive a \$5 gift card.

If you would like more information regarding my research before or after, please feel free to contact me at 740-603-6189, or by email at brandy.stiverson@otterbein.edu.

Thank you for your help with this study!

Sincerely,

Brandy Stiverson

Participants printed name _____

Signature _____

Date _____

By signing this form you agree to participate in the study and that you are at least 18 years of age

Appendix B

Previous TeleFUND Employee Interview Questions

How long were you employed with TeleFUND?

What prompted you to terminate employment with TeleFUND?

What is one improvement you would make to TeleFUND?

What is one specific issue of the call center that you saw during your time with the organization?

Would you ever consider working at TeleFUND or a call center again?

What was one thing at TeleFUND that caused you the most stress?

Did you have positive relationships with your co-workers at TeleFUND?

Why or why not?

Did you have a positive relationship with your supervisor at TeleFUND?

Why or why not?

Did you feel you could communicate openly and freely between those involved with TeleFUND?

Did you feel valued in your time spent working with TeleFUND?

In general, did you agree with the goals and objectives of TeleFUND?

Do you have any overall suggestions for TeleFUND?

Do you have anything else you would like to add that you think would be useful to the study?

Additional questions and responses may be generated based on the information that is provided during previous questions.

Appendix C

Consent Form for Surveys

Hello! My name is Brandy Stiverson and I am conducting research on the Otterbein University Telefund for my Honors Thesis project this year. I am interested in examining the relationship between satisfaction and motivation in employees and how those factors relate to turnover in and organization. I would greatly appreciate you taking a few minutes of your time to complete the attached survey and help me with my study.

This survey will be distributed to all members of TeleFUND. Your participation in the survey is completely voluntary, and all of your comments will be kept confidential. The TeleFUND manager, Katie Wells, nor anyone else associated with TeleFUND will be able to see your responses. These cover sheets will be detached from the survey before analysis of the responses begins. You may leave any questions blank if you are uncomfortable answering them. Please only write your name on this consent form. For your participation, you will be receiving a \$5 gift card.

Once you have completed the survey, please place it in the folder on the table in the middle of the room. If you have any questions regarding the survey, you can ask me directly, before or after, or reach me on my cell phone at 740-603-6189, or by e-mail at brandy.stiverson@otterbein.edu.

Thank you for your cooperation!

Brandy Stiverson

Name of participant _____

Signature _____

By signing above, you are indicating that you agree to participate in this survey and that you are at least 18 years of age.

TeleFUND Survey

1. I find real enjoyment in my work at TeleFUND.

Strongly Agree Agree Undecided Disagree Strongly Disagree

2. I like my job at TeleFUND better than other jobs I have had in the past.

Strongly Agree Agree Undecided Disagree Strongly Disagree

3. I am rarely bored during the shift(s) I work.

Strongly Agree Agree Undecided Disagree Strongly Disagree

4. Most days I am enthusiastic about my job at TeleFUND.

Strongly Agree Agree Undecided Disagree Strongly Disagree

5. I feel fairly satisfied with the work that I do at TeleFUND.

Strongly Agree Agree Undecided Disagree Strongly Disagree

6. I would be happy working at TeleFUND during the rest of my time at Otterbein.

Strongly Agree Agree Undecided Disagree Strongly Disagree

7. I feel like I am a “part of the family” at TeleFUND.

Strongly Agree Agree Undecided Disagree Strongly Disagree

8. I feel emotionally attached to the work I do for this organization.

Strongly Agree Agree Undecided Disagree Strongly Disagree

9. TeleFUND has a great deal of personal meaning to me.

Strongly Agree Agree Undecided Disagree Strongly Disagree

10. I feel a strong sense of belonging when I am working with this organization.

Strongly Agree Agree Undecided Disagree Strongly Disagree

11. My supervisor(s) listen and pay attention to me.

Strongly Agree Agree Undecided Disagree Strongly Disagree

12. My supervisor(s) offer guidance for solving any job-related problems or questions I have.

Strongly Agree Agree Undecided Disagree Strongly Disagree

13. I receive recognition of my efforts and contributions to the TeleFUND.

Strongly Agree Agree Undecided Disagree Strongly Disagree

14. I am well aware of the organization policies and goals.

Strongly Agree Agree Undecided Disagree Strongly Disagree

15. I feel motivated and stimulated by the organization to reach overall goals.

Strongly Agree Agree Undecided Disagree Strongly Disagree

16. I do not plan on returning to TeleFUND next semester.

Strongly Agree Agree Undecided Disagree Strongly Disagree

17. I am motivated to see this organization succeed.

Strongly Agree Agree Undecided Disagree Strongly Disagree

18. My job requirements and tasks are clear.

Strongly Agree Agree Undecided Disagree Strongly Disagree

19. The tasks I am to complete and the way I am to conduct a call during shift is often difficult.

Strongly Agree Agree Undecided Disagree Strongly Disagree

20. How long have you worked with TeleFUND?

- Less than 3 months
- 3-11 months
- 1 year
- 2-4 years

21. Overall, how satisfied are you with your job at Telefund?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

22. Would you advise a friend to apply for a job at TeleFUND?

Definitely Probably Not Sure Probably not Definitely not

TeleFUND Relationships

How much do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I trust my co-workers					
My co-workers get along with each other					
My relationship(s) with my co-workers is satisfying					
I trust my immediate supervisor					
My supervisor(s) are honest with me					
My supervisor(s) listens to me					
I am free to disagree with my supervisor(s)					
I can tell my supervisor(s) when things are going wrong					
My supervisor(s) praise me for doing a good job					
My supervisor(s) are friendly with his/her subordinates					
My supervisor(s) understand my job needs					
My relationship with my supervisor(s) is satisfying					
I trust overall management of the call center					
TeleFUND encourages differences of opinion					
I have a say in decisions that may affect my job					
I have a part in accomplishing my organizations goals					

Organizational Outcomes

Please rank how satisfied you are with the following items.

	Very Great	Great	Somewhat	Little	Very Little
Your job					
Your pay					
Progress in the organization up unto this point					
Opportunity to “make a difference”- to contribute to the overall success of the organization					
Organization’s system of recognizing and rewarding outstanding performance					
Organization’s concern for its employees welfare					
Organization’s overall efforts of communication with employees					
Working within the organization as an employee					
TeleFUND compared to other organizations					
Overall efficiency of operation as an organization					
Overall quality of the organization as a whole					
Organization’s ability to achieve its goals and objectives					

Is there any additional information about TeleFUND that you would like to provide at this time that you think would be particularly useful or insightful to the research study?

Appendix D
Results of Survey

I find real enjoyment in my work at TeleFUND.		
Answer Options	Response Percent	Response Count
Strongly Agree	7.7%	1
Agree	46.2%	6
Undecided	0.0%	0
Disagree	30.8%	4
Strongly Disagree	15.4%	2
I like my job at TeleFUND better than other jobs I have had in the past.		
Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	23.1%	3
Undecided	38.5%	5
Disagree	15.4%	2
Strongly Disagree	23.1%	3
I am rarely bored during the shift(s) I work.		
Answer Options	Response Percent	Response Count
Strongly Agree	7.7%	1
Agree	15.4%	2
Undecided	7.7%	1
Disagree	46.2%	6
Strongly Disagree	23.1%	3
Most days I am enthusiastic about my job at TeleFUND.		
Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	25.0%	3
Undecided	16.7%	2
Disagree	33.3%	4
Strongly Disagree	25.0%	3
I feel fairly satisfied with the work that I do at TeleFUND.		
Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	61.5%	8
Undecided	15.4%	2
Disagree	23.1%	3
Strongly Disagree	0.0%	0

I would be happy working at TeleFUND during the rest of my time at Otterbein.

Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	53.8%	7
Undecided	23.1%	3
Disagree	0.0%	0
Strongly Disagree	23.1%	3

I feel like I am a "part of the family" at TeleFUND.

Answer Options	Response Percent	Response Count
Strongly Agree	46.2%	6
Agree	30.8%	4
Undecided	7.7%	1
Disagree	15.4%	2
Strongly Disagree	0.0%	0

I feel emotionally attached to the work I do for this organization.

Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	46.2%	6
Undecided	23.1%	3
Disagree	23.1%	3
Strongly Disagree	7.7%	1

TeleFUND has a great deal of personal meaning to me.

Answer Options	Response Percent	Response Count
Strongly Agree	7.7%	1
Agree	23.1%	3
Undecided	38.5%	5
Disagree	23.1%	3
Strongly Disagree	7.7%	1

I feel a strong sense of belonging when I am working with this organization.

Answer Options	Response Percent	Response Count
Strongly Agree	23.1%	3
Agree	53.8%	7
Undecided	7.7%	1
Disagree	0.0%	0
Strongly Disagree	15.4%	2

My supervisor(s) listen and pay attention to me.		
Answer Options	Response Percent	Response Count
Strongly Agree	23.1%	3
Agree	61.5%	8
Undecided	0.0%	0
Disagree	7.7%	1
Strongly Disagree	7.7%	1
My supervisor(s) offer guidance for solving any job-related problems or questions I have.		
Answer Options	Response Percent	Response Count
Strongly Agree	38.5%	5
Agree	53.8%	7
Undecided	7.7%	1
Disagree	0.0%	0
Strongly Disagree	0.0%	0
I receive recognition of my efforts and contributions to the TeleFUND.		
Answer Options	Response Percent	Response Count
Strongly Agree	30.8%	4
Agree	38.5%	5
Undecided	7.7%	1
Disagree	7.7%	1
Strongly Disagree	15.4%	2
I am well aware of the organization policies and goals.		
Answer Options	Response Percent	Response Count
Strongly Agree	38.5%	5
Agree	61.5%	8
Undecided	0.0%	0
Disagree	0.0%	0
Strongly Disagree	0.0%	0
I feel motivated and stimulated by the organization to reach overall goals.		
Answer Options	Response Percent	Response Count
Strongly Agree	7.7%	1
Agree	53.8%	7
Undecided	23.1%	3
Disagree	15.4%	2
Strongly Disagree	0.0%	0

I do not plan on returning to TeleFUND spring semester.

Answer Options	Response Percent	Response Count
Strongly Agree	15.4%	2
Agree	7.7%	1
Undecided	15.4%	2
Disagree	46.2%	6
Strongly Disagree	15.4%	2

I am motivated to see the organization succeed.

Answer Options	Response Percent	Response Count
Strongly Agree	7.7%	1
Agree	69.2%	9
Undecided	15.4%	2
Disagree	7.7%	1
Strongly Disagree	0.0%	0

My job requirements and tasks are clear.

Answer Options	Response Percent	Response Count
Strongly Agree	30.8%	4
Agree	69.2%	9
Undecided	0.0%	0
Disagree	0.0%	0
Strongly Disagree	0.0%	0

The tasks I am to complete and the way I am to conduct a call during shift is often difficult.

Answer Options	Response Percent	Response Count
Strongly Agree	7.7%	1
Agree	15.4%	2
Undecided	30.8%	4
Disagree	38.5%	5
Strongly Disagree	7.7%	1

How long have you worked for the TeleFUND?

Answer Options	Response Percent	Response Count
Less than 3 months	30.8%	4
3-11 months	7.7%	1
1 year	23.1%	3
2-4 years	38.5%	5

Overall, how satisfied are you with your job at TeleFUND?

Answer Options	Response Percent	Response Count
Very Dissatisfied	15.4%	2
Dissatisfied	7.7%	1
Neutral	30.8%	4
Satisfied	46.2%	6
Very Satisfied	0.0%	0

Would you advise a friend or anyone you know to apply for a job at TeleFUND?

Answer Options	Response Percent	Response Count
Definitely	15.4%	2
Probably	53.8%	7
Not Sure	0.0%	0
Probably Not	15.4%	2
Definitely Not	15.4%	2

How much do you agree or disagree with the following statements?

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I trust my co-workers.	6	4	3	-	-
My co-workers get along with each other.	5	7	1	-	-
My relationship(s) with my co-workers is satisfying.	5	6	-	2	-
I trust my immediate supervisor.	4	7	2	-	-
My supervisor(s) are honest with me.	4	8	1	-	-
My supervisor(s) listen to me.	4	6	3	-	-
I am free to disagree with my supervisor(s).	2	4	2	4	1
I can tell my supervisor(s) when things are going wrong.	5	5	3	-	-
My supervisor(s) praise me for doing a good job.	4	7	2	-	-
My supervisor(s) are friendly with his/her subordinates.	6	4	2	1	-
My supervisor(s) understand my job needs.	4	5	4	-	-
My relationship with my supervisor(s) is satisfying.	4	6	1	2	-
I trust overall management of the call center.	3	7	1	2	-
TeleFUND encourages differences of opinion.	1	5	4	3	-
I have a say in decisions that may affect my job.	-	2	9	2	-
I have a part in accomplishing my organizations goals.	3	7	3	-	-

Please rank how satisfied you are with the following items.

Answer Options	Very Great	Great	Somewhat	Little	Very Little
Your job.	-	4	5	2	2
Your pay.	-	6	7	-	-
Your progress in the organization up to this point.	1	7	5	-	-
The opportunity to "make a difference"- to contribute to the overall success of the organization.	2	7	3	-	1
The organization's system of recognizing and rewarding outstanding performance.	1	6	6	-	-
The organization's concern for its employee's welfare.	-	4	5	3	-
The organization's overall efforts of communication with employees.	1	5	6	-	1
Working within the organization as an employee.	-	7	4	1	1
TeleFUND compared to other organizations you have worked.	-	4	2	5	2
The overall efficiency of operation as an organization.	1	4	6	2	-
The overall quality of the organization as a whole.	-	6	4	1	1
The organization's ability to achieve its goals and objectives.	2	8	2	1	-