

Better Workplaces, Better World

The Story of Louisville's Workforce



Master of Science in Business Analytics 625 | Storytelling with Data (Part One)

First, a thank you to our partners:



UNIVERSITY OF LOUISVILLE



Yellow Team – Benefits and Preferences

Green Team – Compensation & Job Security

Black Team – Workplace Culture

Purple Team – Demographic Differences

Red Team – Industry Examination

Blue Team – Working from Home

Taught by Dr. Zac Goldman and Dr. Abby Koenig

Better Workplaces, Better World
The Story of Louisville's Workforce



Yellow Team

Better Workplaces, Better World (Part One)



Kendra Holmes | Jiao Wang | Prit Premkumar | Mycah Whetstone | Kyle Casson



GENERAL

GENDER

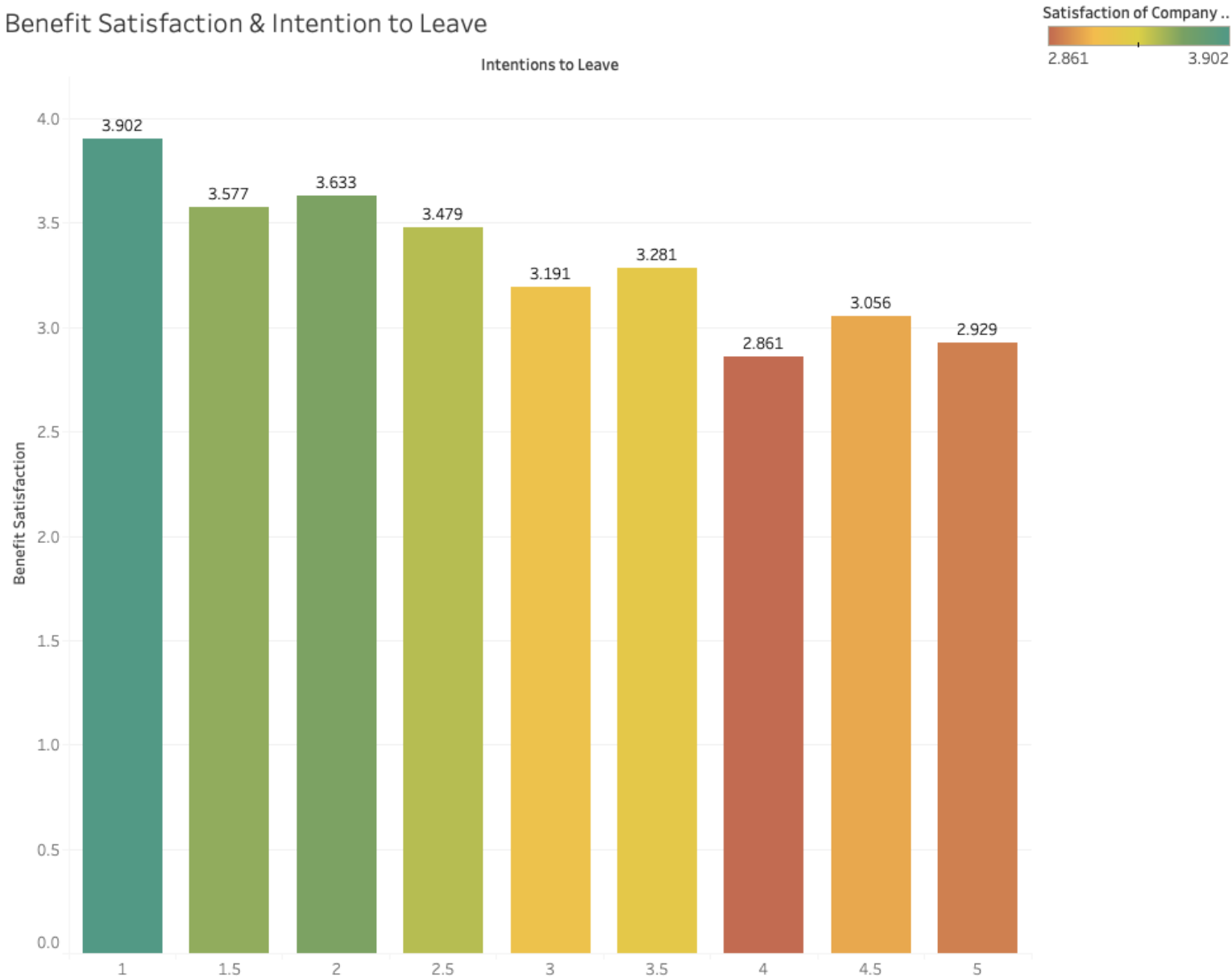
RACE

ROLE

TENURE

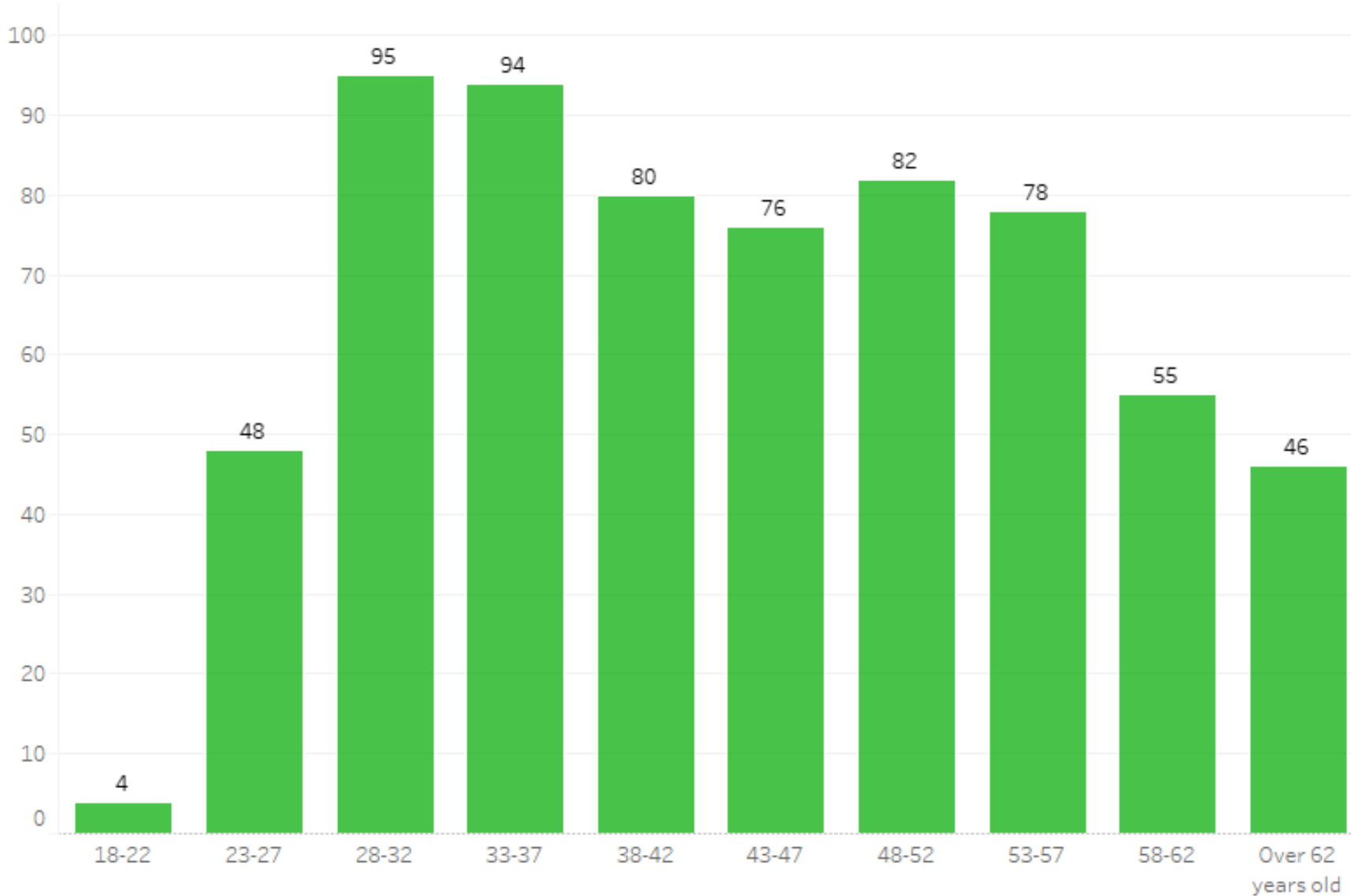


Benefit Satisfaction & Intention to Leave



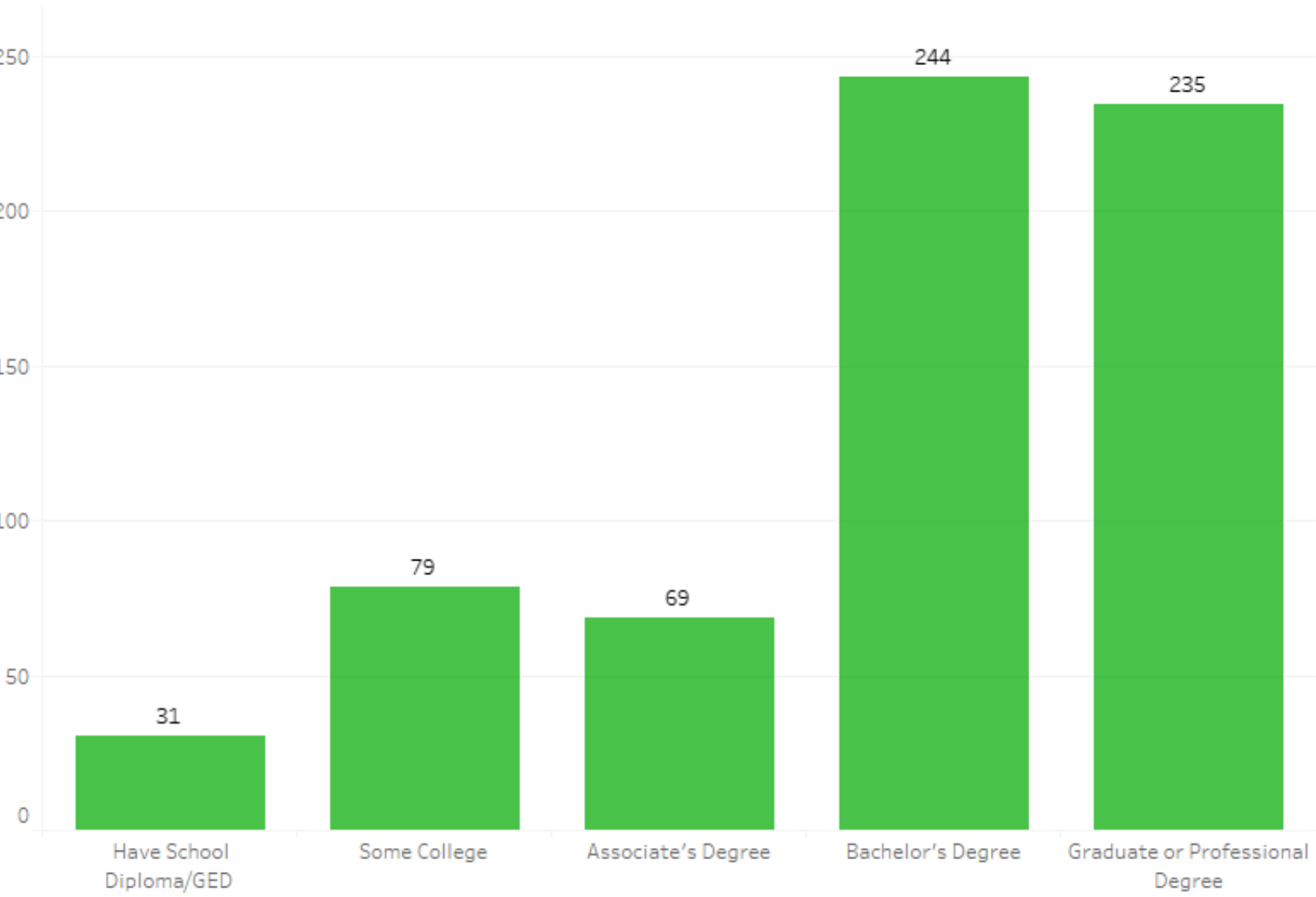
Employees **unsatisfied** with benefits are more **likely to leave.**

Age



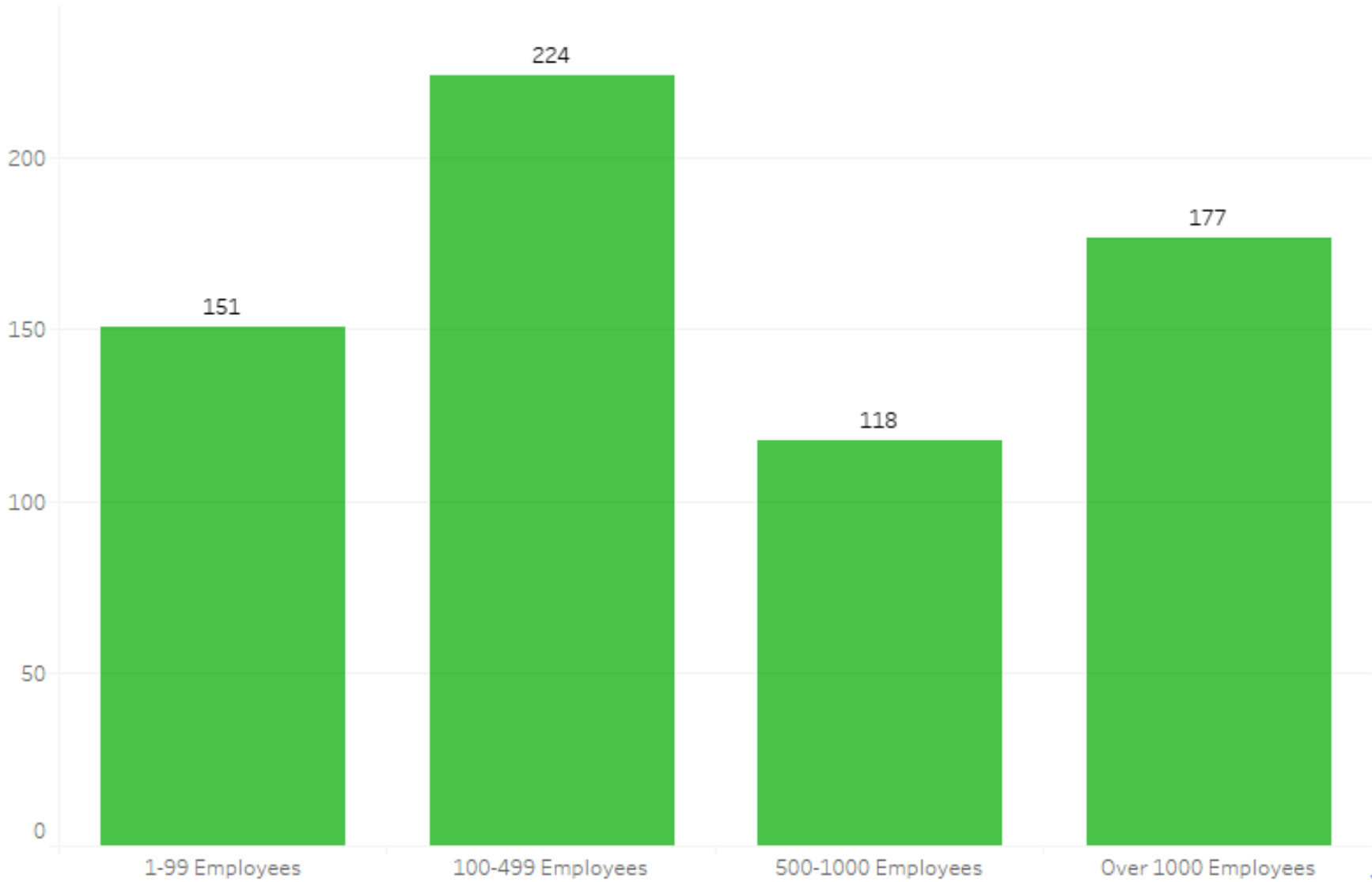
Most responses came from the **28-32** age group.

Education Level



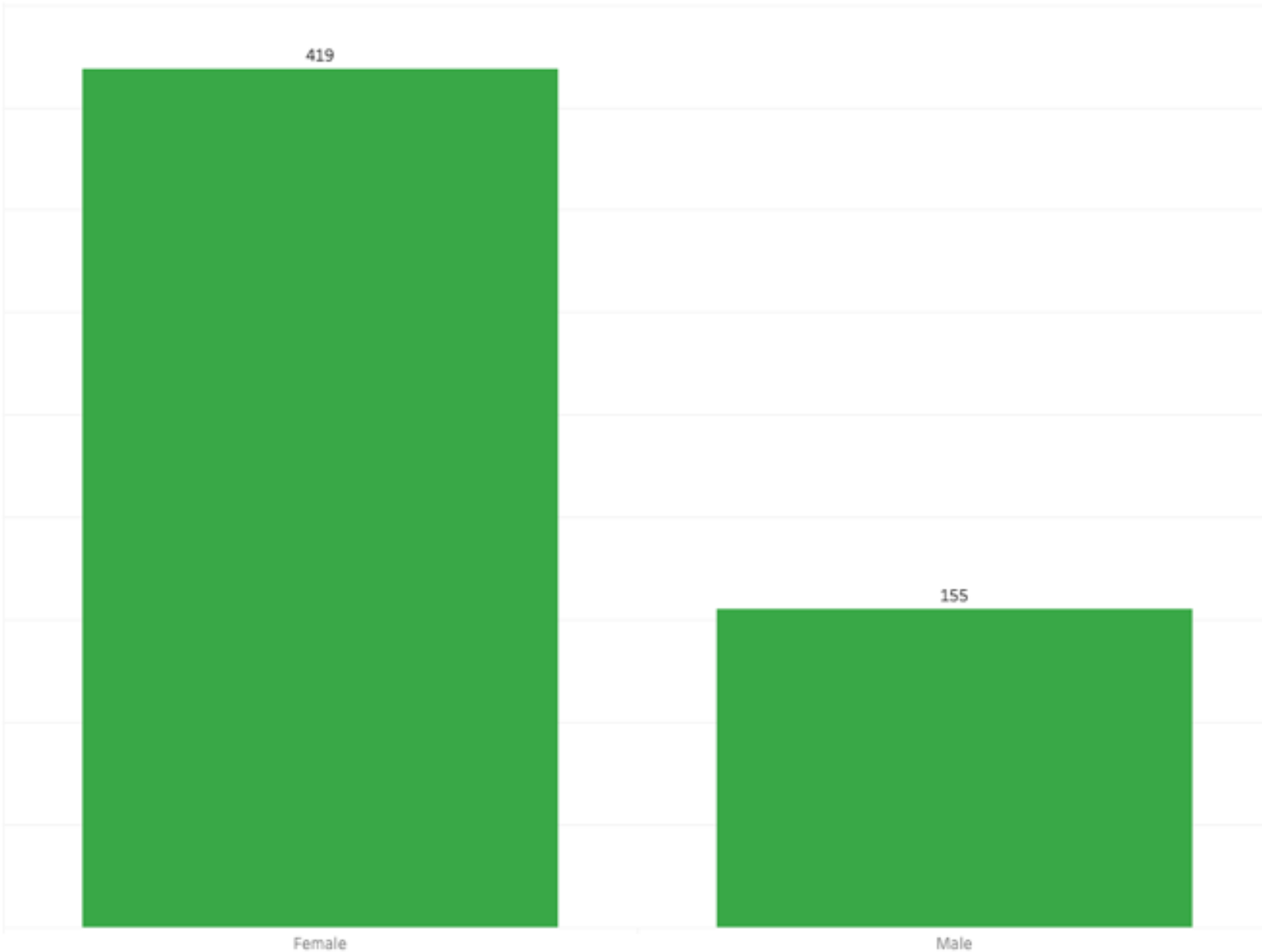
Majority of respondents have a **Bachelor's Degree** or above.

Employer Size



Companies with **100 to 499** employees responded the most to the Better Workplace Better World survey.

Respondent Gender Breakdown



Females are **overrepresented** in survey respondents.



GENERAL

GENDER

RACE

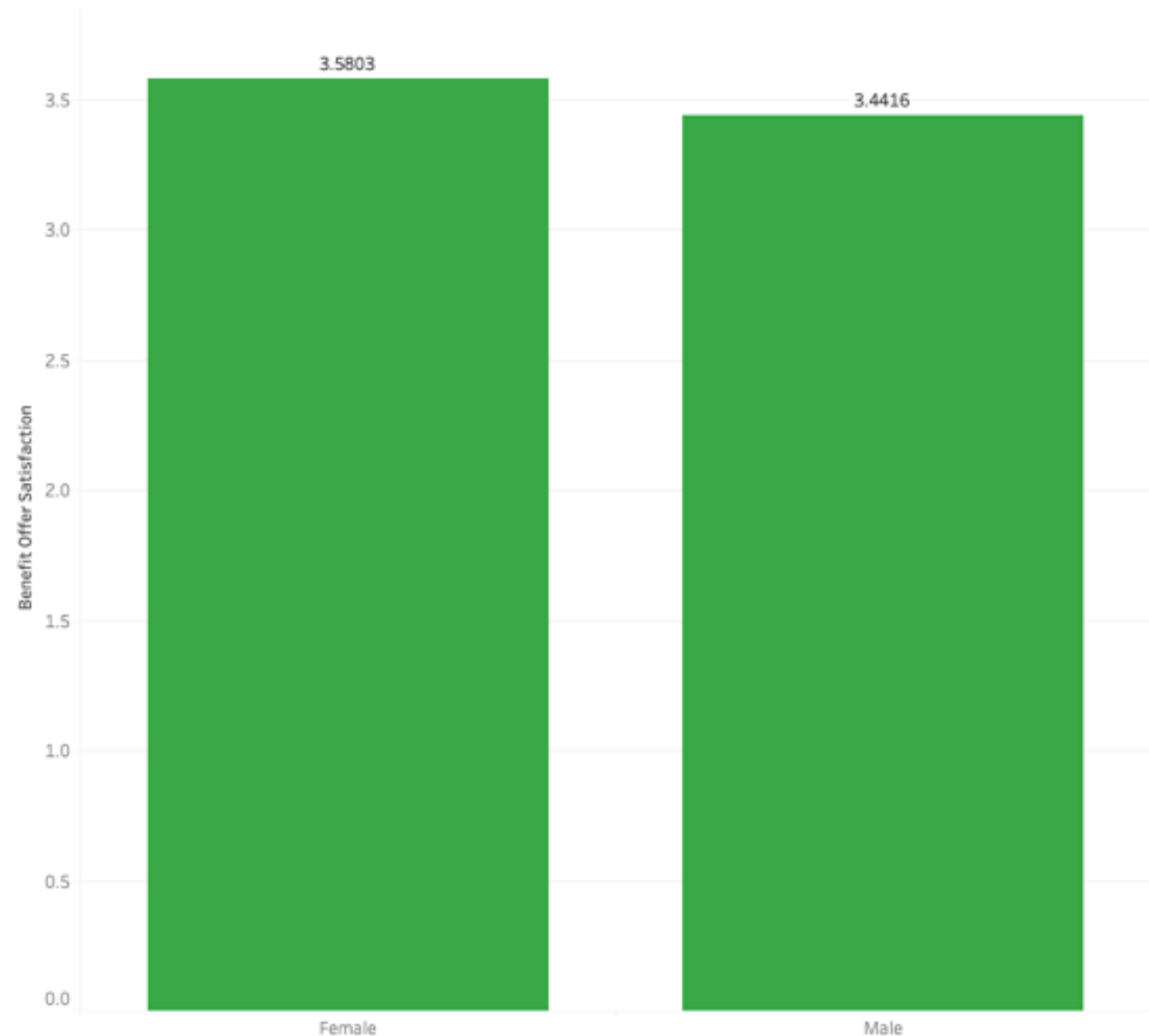
ROLE

TENURE



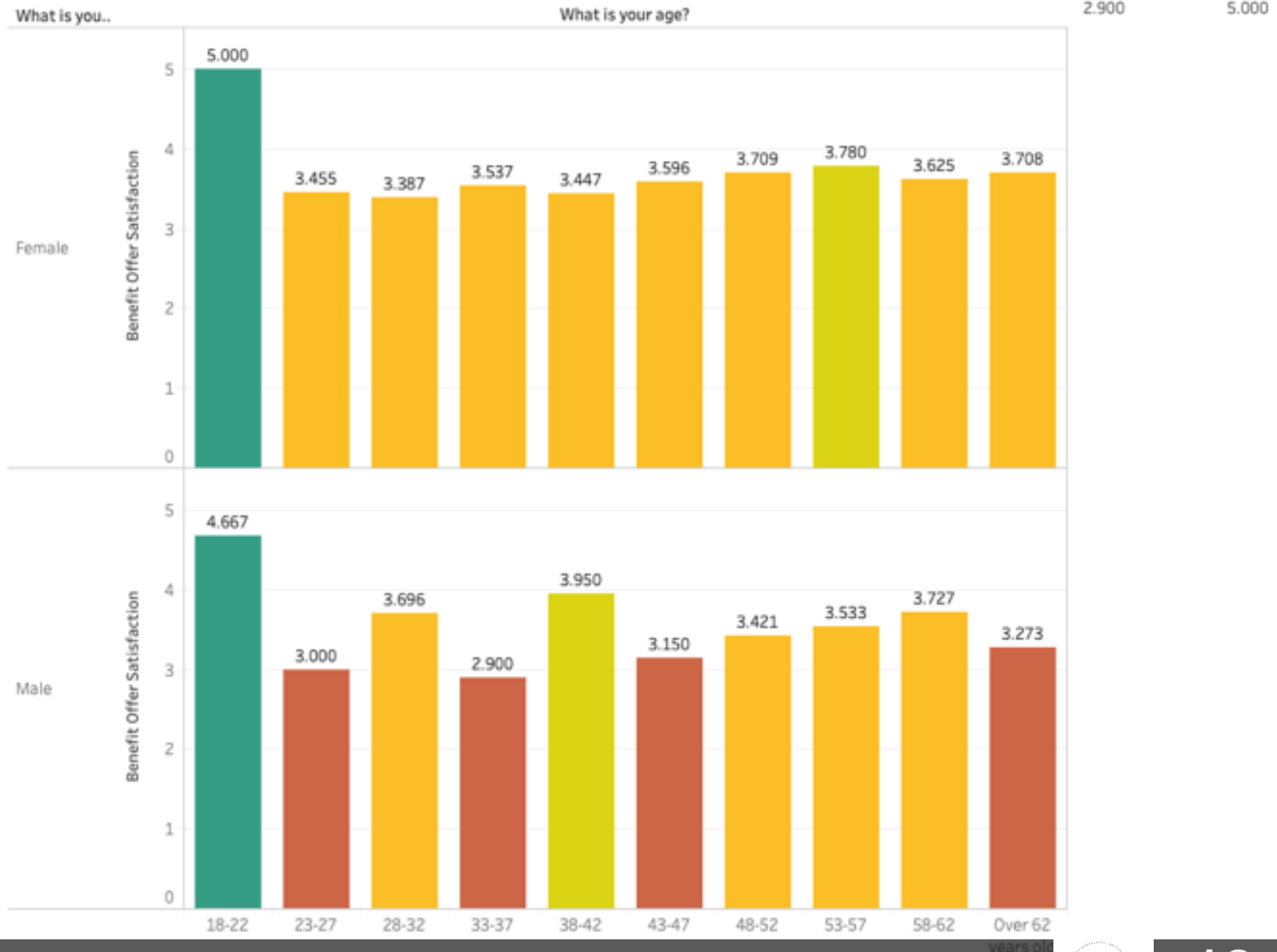
Female employees are **slightly more satisfied** than males on benefit offerings.

Overall Benefits Satisfaction by Gender



Young (18-22) employees are **highly satisfied** with benefit offerings.

Age & Gender Satisfaction Breakdown



Male and female are mostly **consistent** on importance ranking of benefit items.

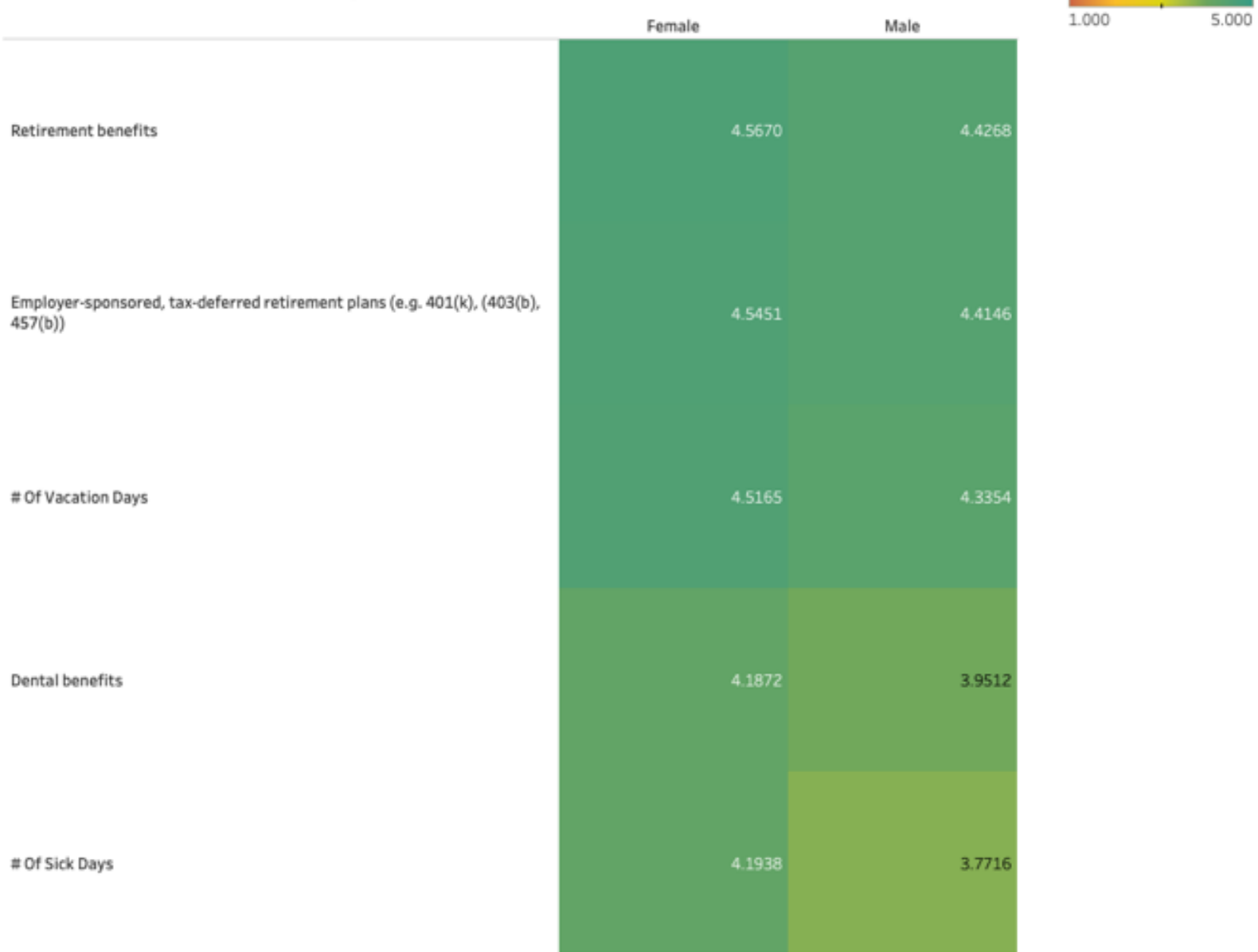
Importances by Benefit and Gender

	Female	Male
Retirement benefits	4.567	4.427
Employer-sponsored, tax-deferred retirement plans (e.g. 401(k), (403(b), 457(b))	4.545	4.415
# Of Vacation Days	4.516	4.335
Dental benefits	4.187	3.951
# Of Sick Days	4.194	3.772
Life insurance benefits	4.013	3.748
Vision care benefits	3.998	3.712
Long-term disability insurance	4.026	3.710
Short-term disability insurance	4.050	3.669
Roth IRA	3.575	3.444
Tuition reimbursement benefits	3.635	3.307
Wellness programs	3.654	3.186
Student loan assistance	3.369	2.982
Gym membership or access to gym facilities	3.325	2.933
Flexible spending account	3.305	2.804
Relocation benefits	2.537	2.589
Parking benefits	3.066	2.531
Paid sabbatical	2.749	2.515
Childcare benefits	3.009	2.503
Spousal hiring assistance	2.042	2.000
Pet insurance	2.011	1.779



Retirement benefits are the most important to both genders.

5 Most Important Benefits by Gender



For all employees, **some** less important benefits could be cut down.

5 Least Important Benefits by Gender

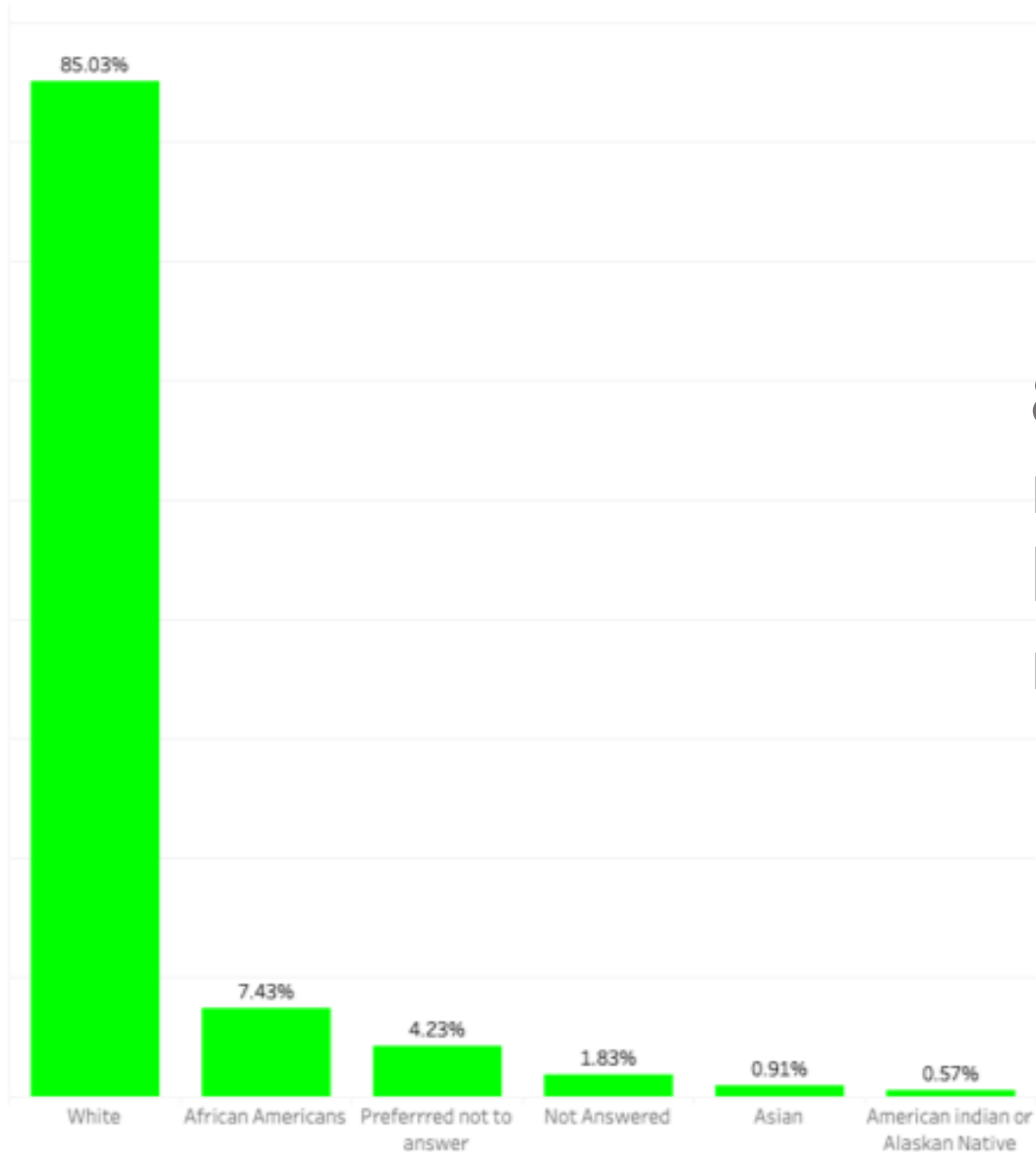




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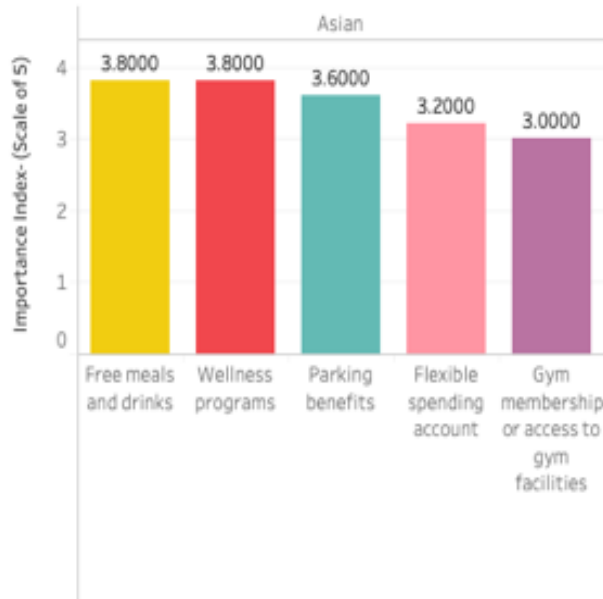
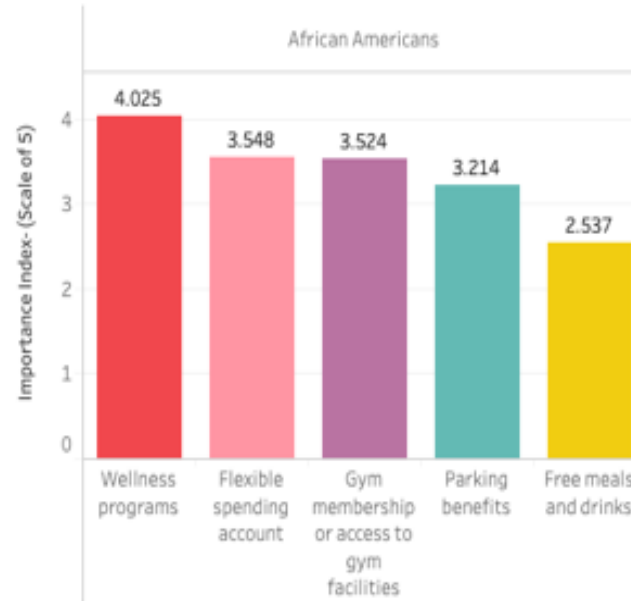
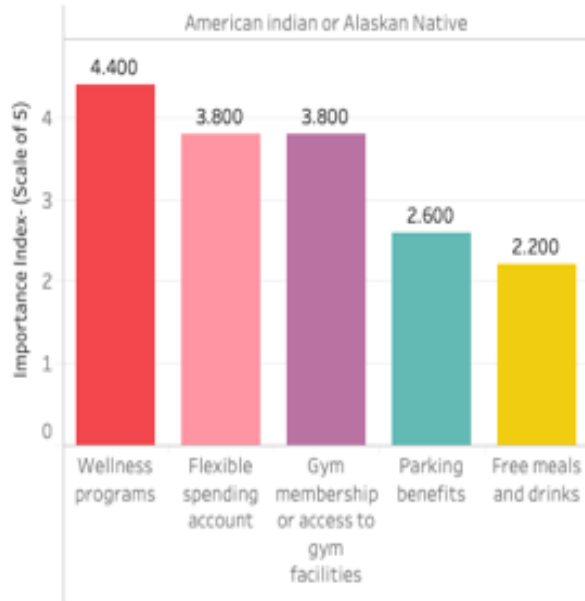


Percent of respondents by race



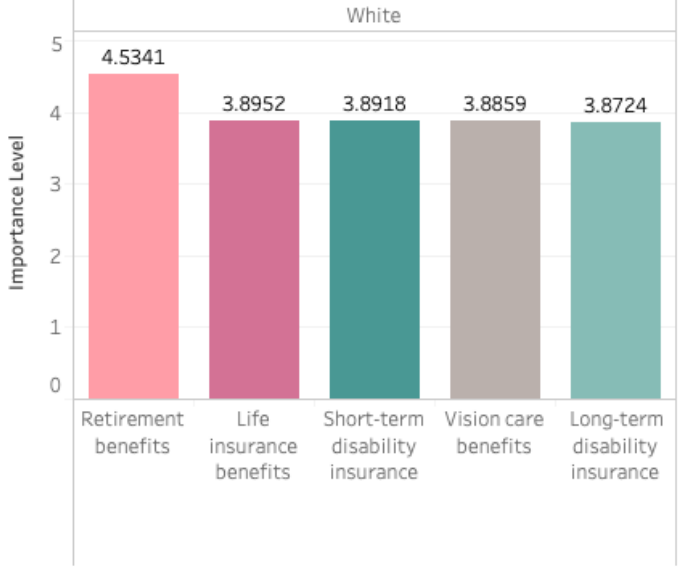
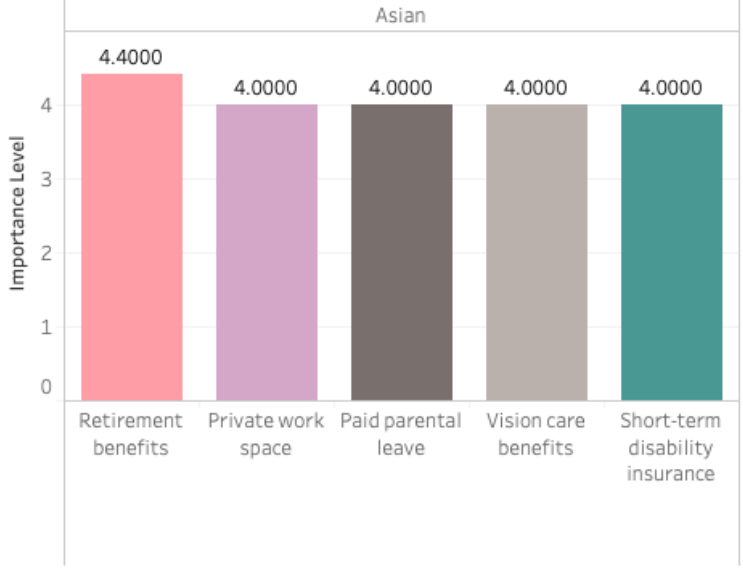
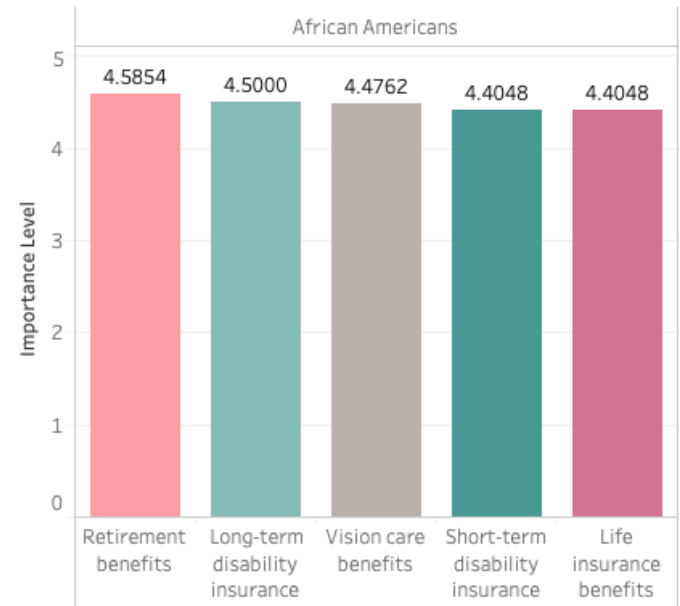
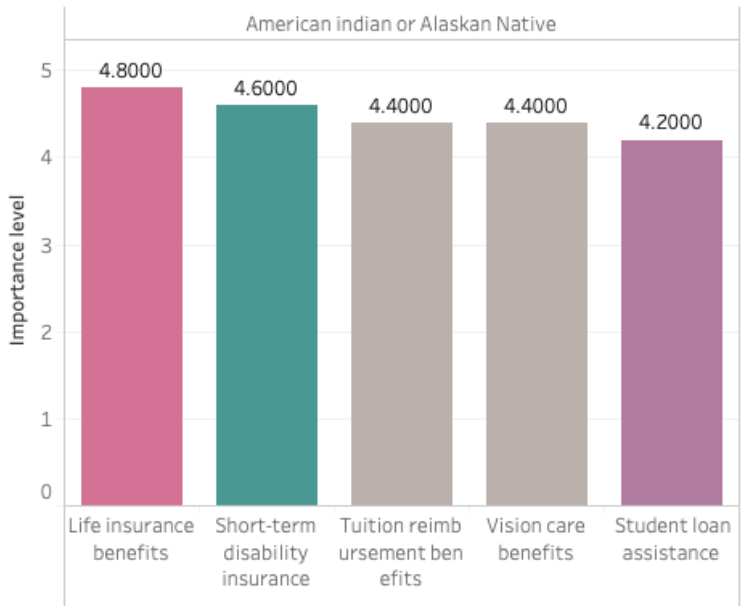
85% of respondents belong to **white** racial group

Top 5 Lifestyle Benefits by Race



All racial groups value their top 5 lifestyle benefits **the same**, but to varying degrees.

Top 5 Benefits by Race



Retirement, Short-term disability & Vision benefits are **consistent** across all groups.

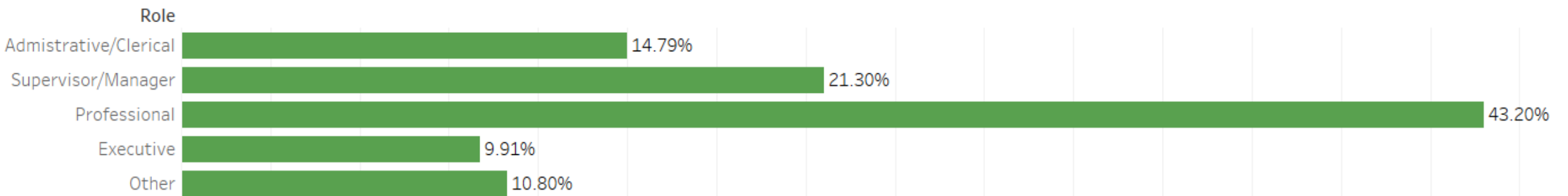


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Based on the hierarchy provided, most of the respondents were those in **Professional or Supervisor/Manager** roles.


Respondent Roles



*Other = Miscellaneous responses, such as Accounting, Sales, IT, etc.

Benefits were valued relatively the **same** across the levels of organization, with a few exceptions.

Benefit Importance by Role

	Role					Measure Values
	Administrative/Clerical	Supervisor/Manager	Professional	Executive	Other	
Vacation Days	4.387	4.157	4.218	4.033	4.063	
Emp Retirement Plans	4.376	4.209	4.435	4.200	4.078	
PTO	4.376	4.291	4.280	4.102	4.031	
Retirement	4.323	4.343	4.384	4.183	4.156	
Sick Days	4.293	3.992	3.856	3.450	3.875	
Dental	4.183	3.940	3.841	3.717	3.781	
Vision Care	4.065	3.692	3.719	3.600	3.547	
Short-Term Disability Ins	4.043	3.797	3.813	3.600	3.563	
Life Insurance	3.935	3.955	3.693	3.783	3.719	
Long-Term Disability	3.903	3.885	3.779	3.617	3.609	
Roth IRA	3.775	3.470	3.638	3.317	3.594	
Wellness Programs	3.742	3.702	3.487	3.117	3.594	
Gym Membership/Facilities	3.602	3.398	3.237	3.000	3.188	
Tuition Reimbursement	3.565	3.534	3.544	3.017	3.391	
Private Work Space	3.554	3.669	3.587	3.633	3.281	
Student Loan Assist	3.452	3.256	3.321	2.850	3.375	
FSA	3.344	3.226	3.085	3.167	3.203	
Paid Parental Leave	3.315	3.323	3.531	3.200	3.328	
Childcare	3.185	2.895	2.824	2.700	3.031	
Parking Benefits	3.183	2.923	2.878	2.633	2.797	
Free Meals/Drinks	3.000	2.526	2.599	2.383	2.625	
Open Work Space	2.889	2.406	2.423	2.150	2.603	
Paid Sabbatical	2.756	2.715	2.845	2.517	2.891	
Relocation	2.565	2.556	2.598	2.533	2.844	
Spousal Hiring Assist	2.363	2.143	2.110	2.167	2.234	
Transportation Assist	2.337	2.091	2.148	2.117	2.078	
Pet Insurance	2.121	2.241	1.956	1.750	2.234	



In relation to the median, **PTO and Retirement** seemed to be the most valued benefit, regardless of role.

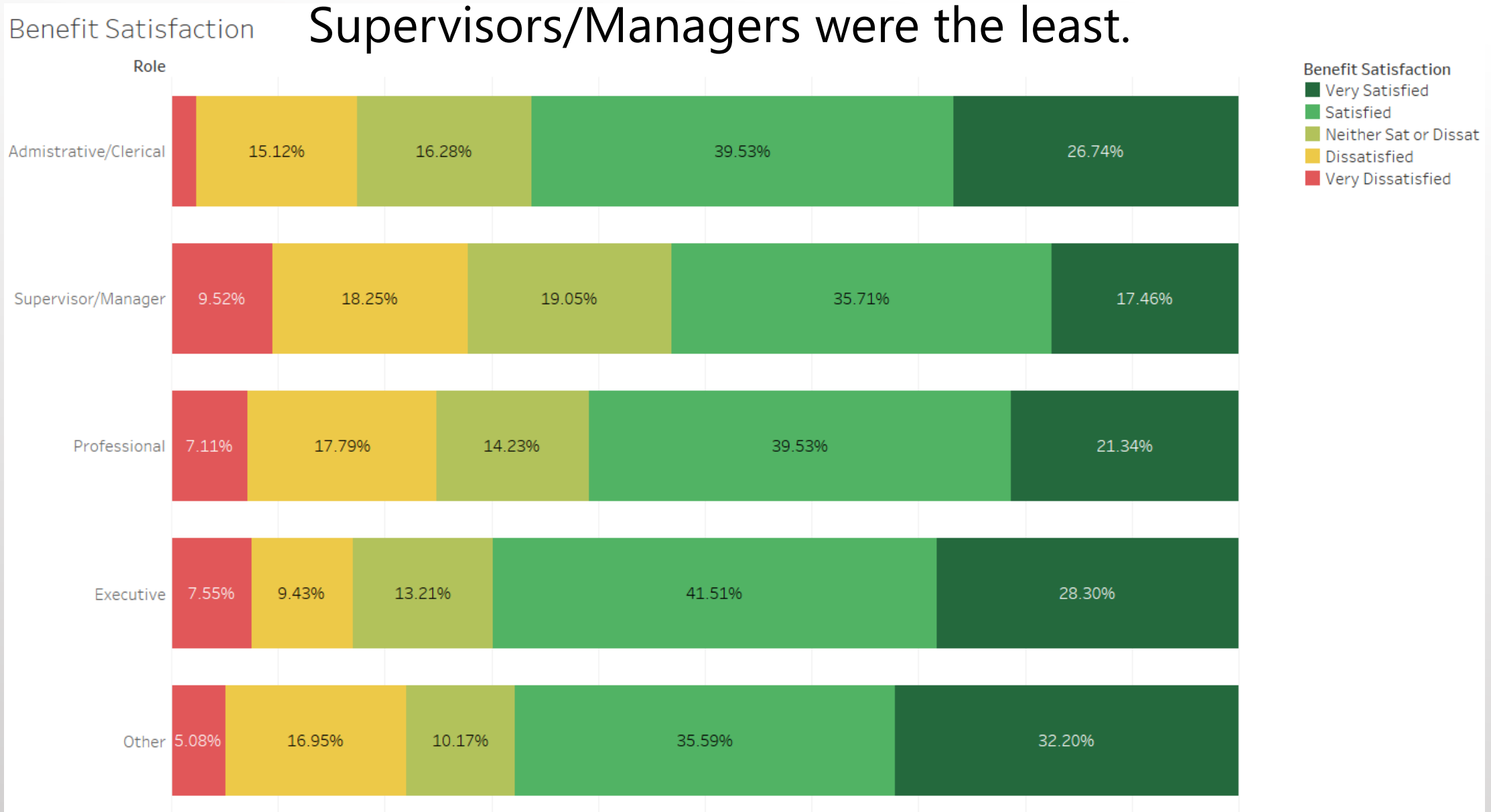




On the other hand, pet insurance, transportation assistance, and spousal hiring assistance proved to be the **least** important.



Executives were the most satisfied with their current benefits, while Supervisors/Managers were the least.



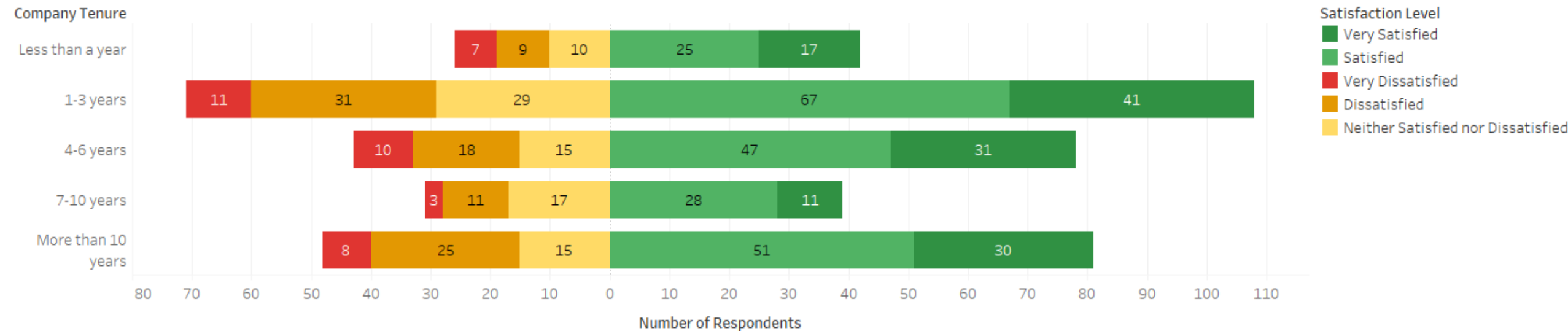


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Overall Satisfaction with benefits tends to be positive, but there is still a **great deal of dissatisfaction** among certain levels of experience ...

Overall Satisfaction with Benefits

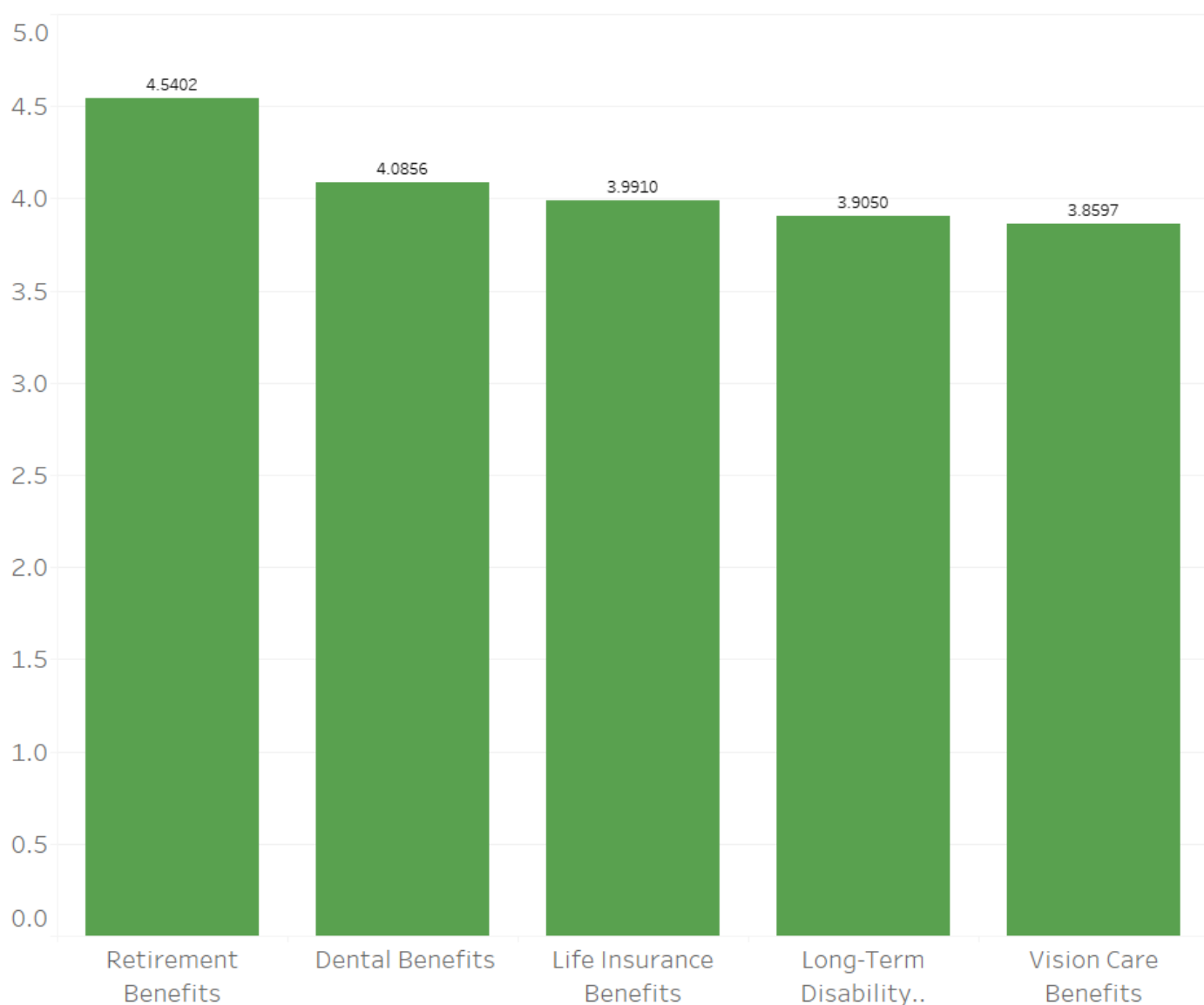


... and as expected, satisfied respondents displayed **lower desires to leave** their companies.

Intention to Leave by Tenure and Satisfaction

Company Tenure	Overall Satisfaction With Company Benefits					Avg. Intentions to Leave 1.000 — 5.000
	1=Very Dissatisfied	2=Dissatisfied	3=Neither Satisfied nor ..	4=Satisfied	5=Very Satisfied	
Less than a year	3.417	2.056	1.444	1.909	1.269	
1-3 years	2.909	3.017	2.448	2.218	2.103	
4-6 years	3.500	2.083	2.500	2.256	1.984	
7-10 years	5.000	1.900	2.000	1.750	2.000	
More than 10 years	2.250	2.417	2.167	2.052	1.556	

Benefit Importance for Experienced Employees



Among Veteran Employees (7+ years), **the top 5 benefits differ** from the general population.

Green Team

Better Workplaces, Better World (Part One)

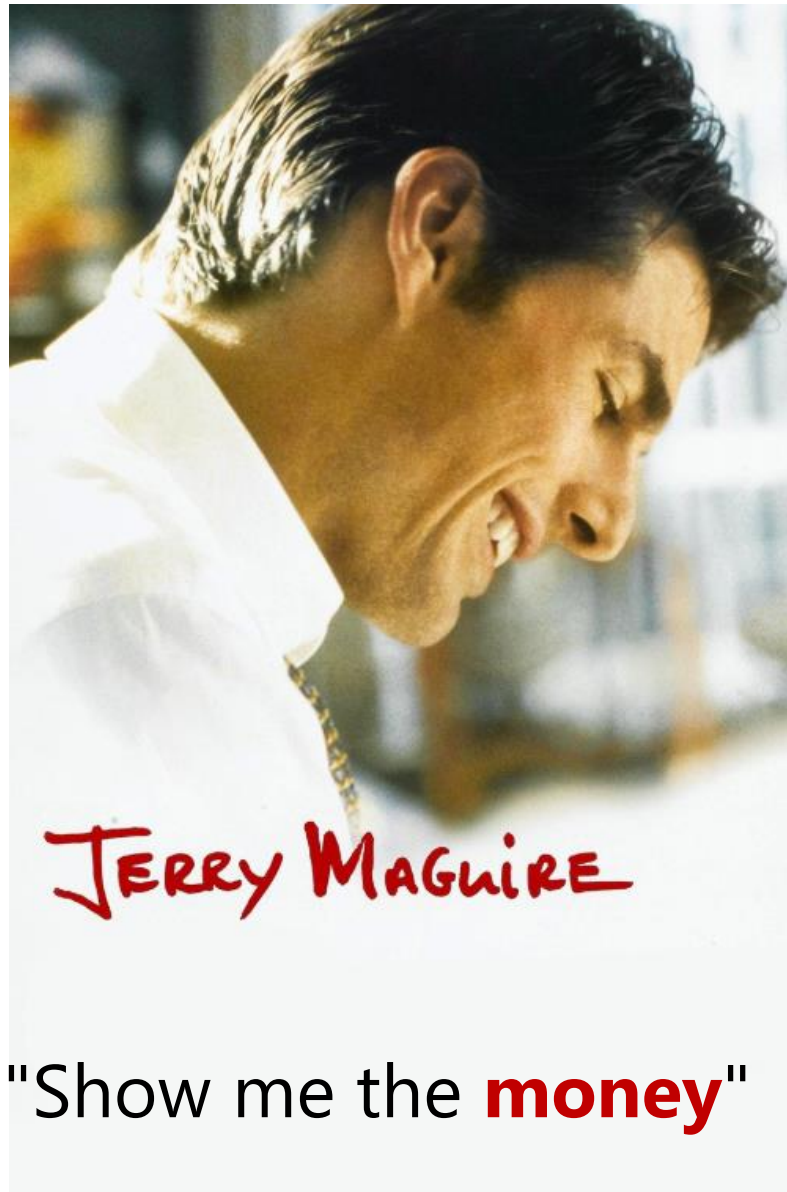


Chad Ellis | Katie Selvage | Neil Gibbs | Sujeeth Eada | Hasta Rai

Rank

Field

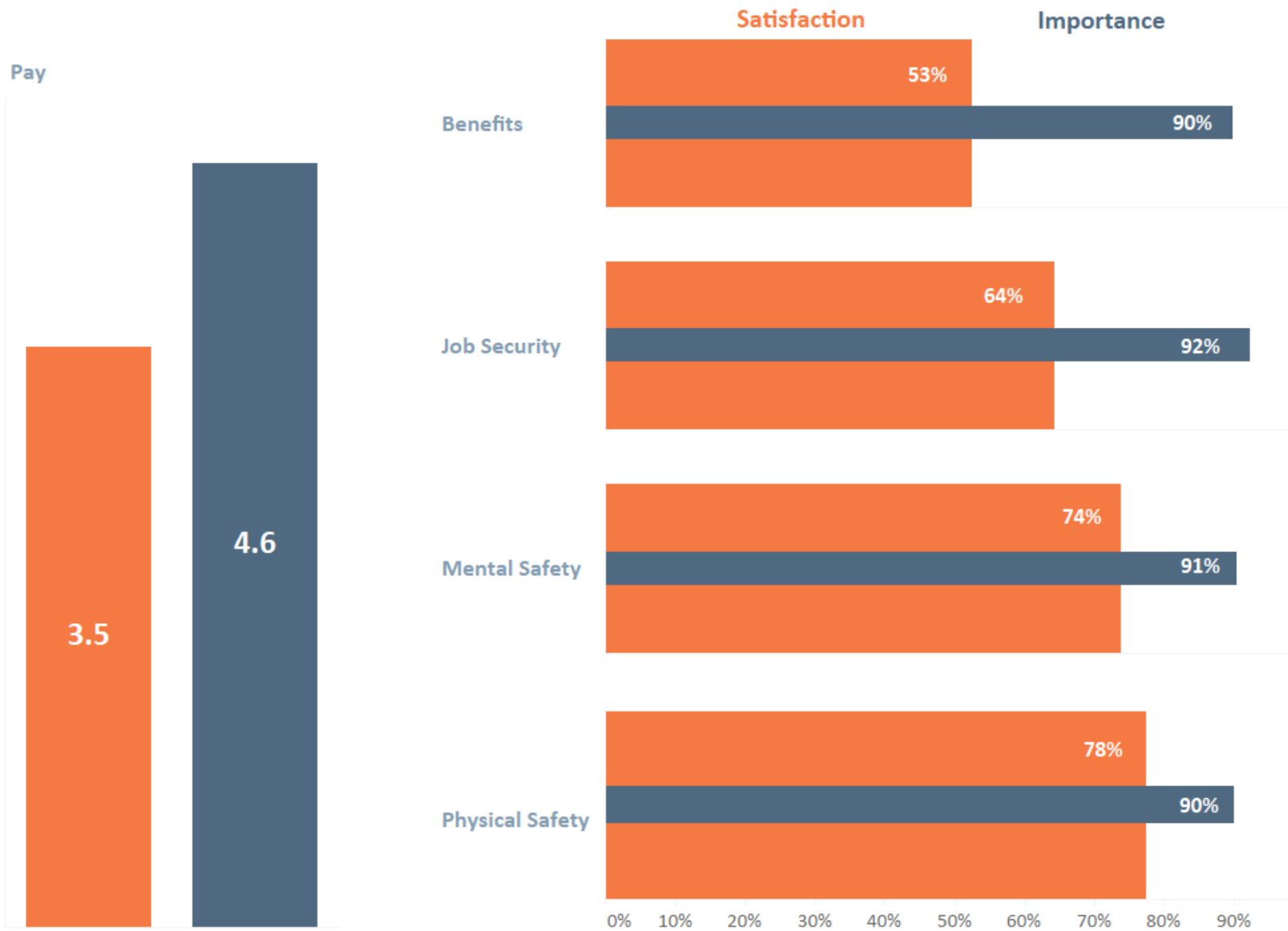






Importance vs Satisfaction

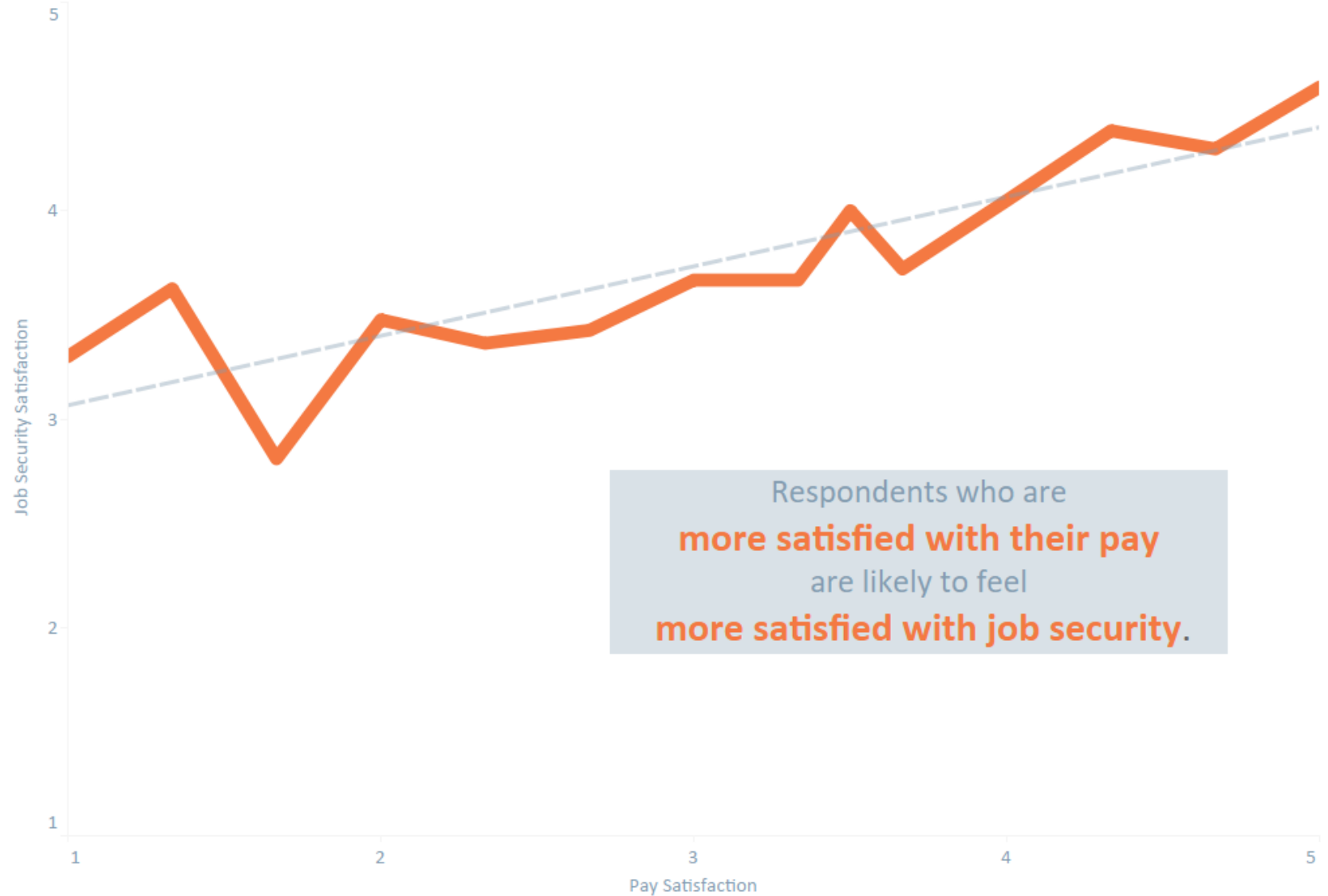
Responses for Compensation, Job Security, and Safety Factors





Factors of Satisfaction

Understanding the Relationship Between Pay Satisfaction and Job Security Satisfaction



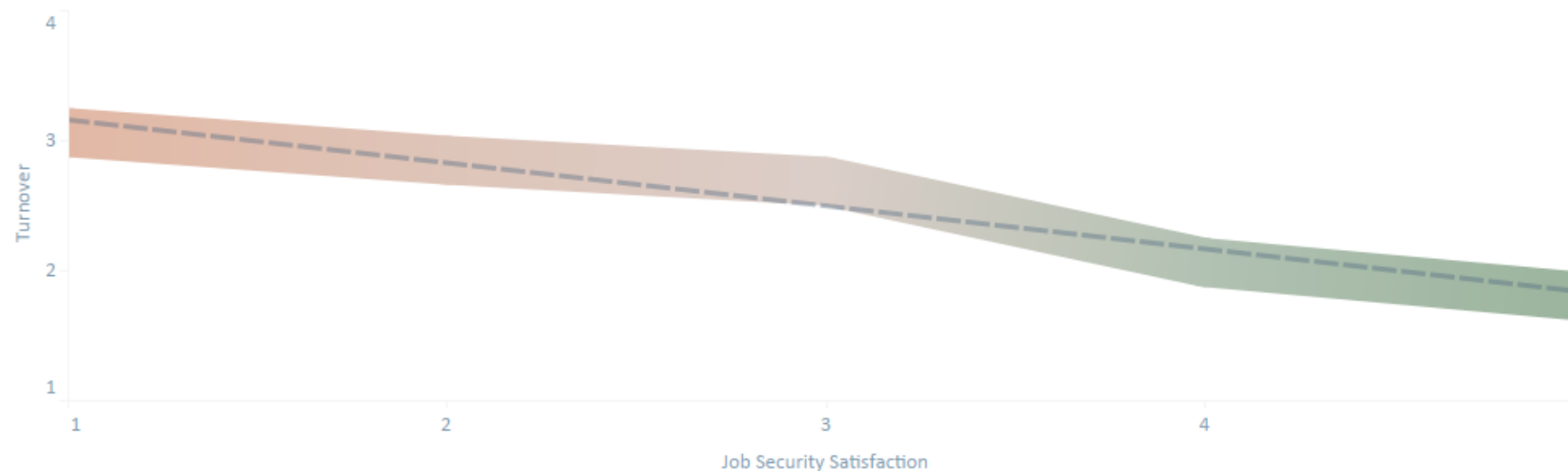
Respondents who are **more satisfied with their pay** are likely to feel **more satisfied with job security.**



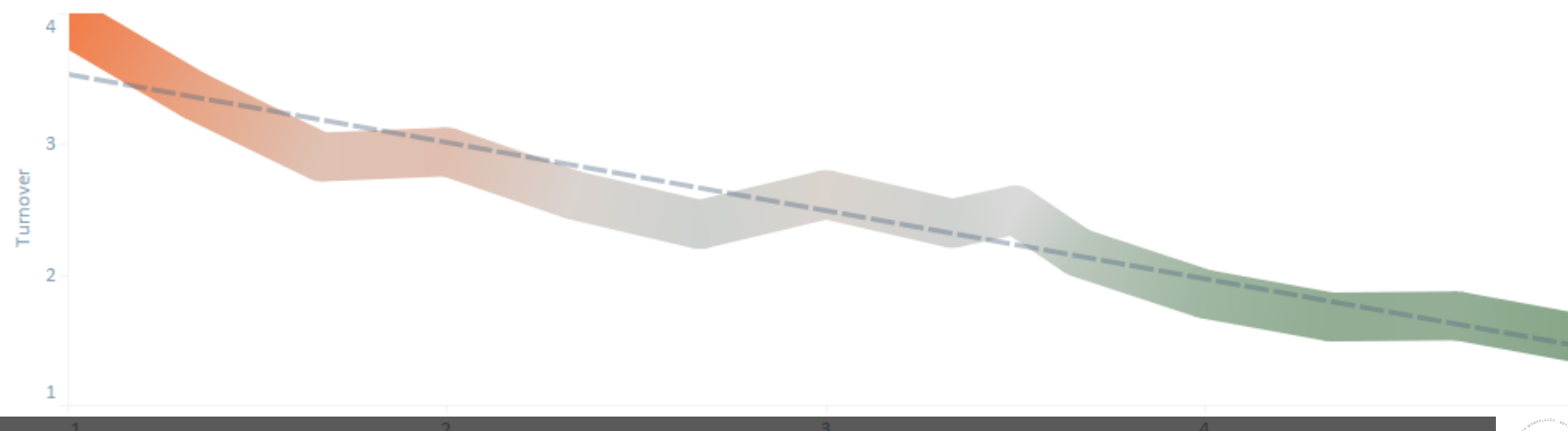
Impact to Turnover

How do satisfaction with key factors affect turnover intention?

Job Security Satisfaction and Turnover



Pay Satisfaction and Turnover

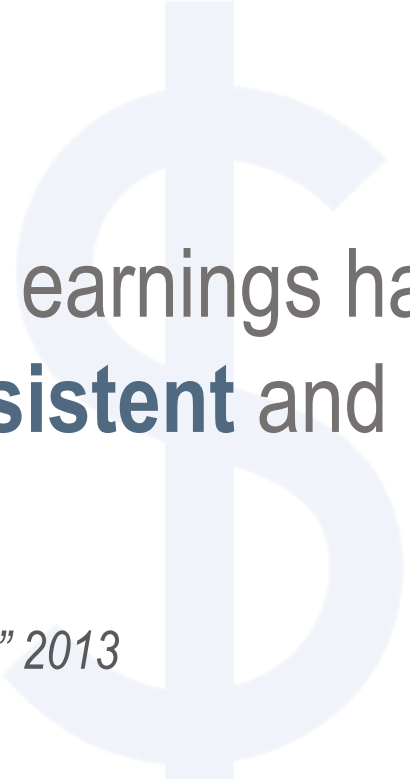




75.7%

Women's median annual earnings as % of men's

U.S. Census Bureau, 2011



“A gender gap in earnings has proven both **persistent** and **universal**.”

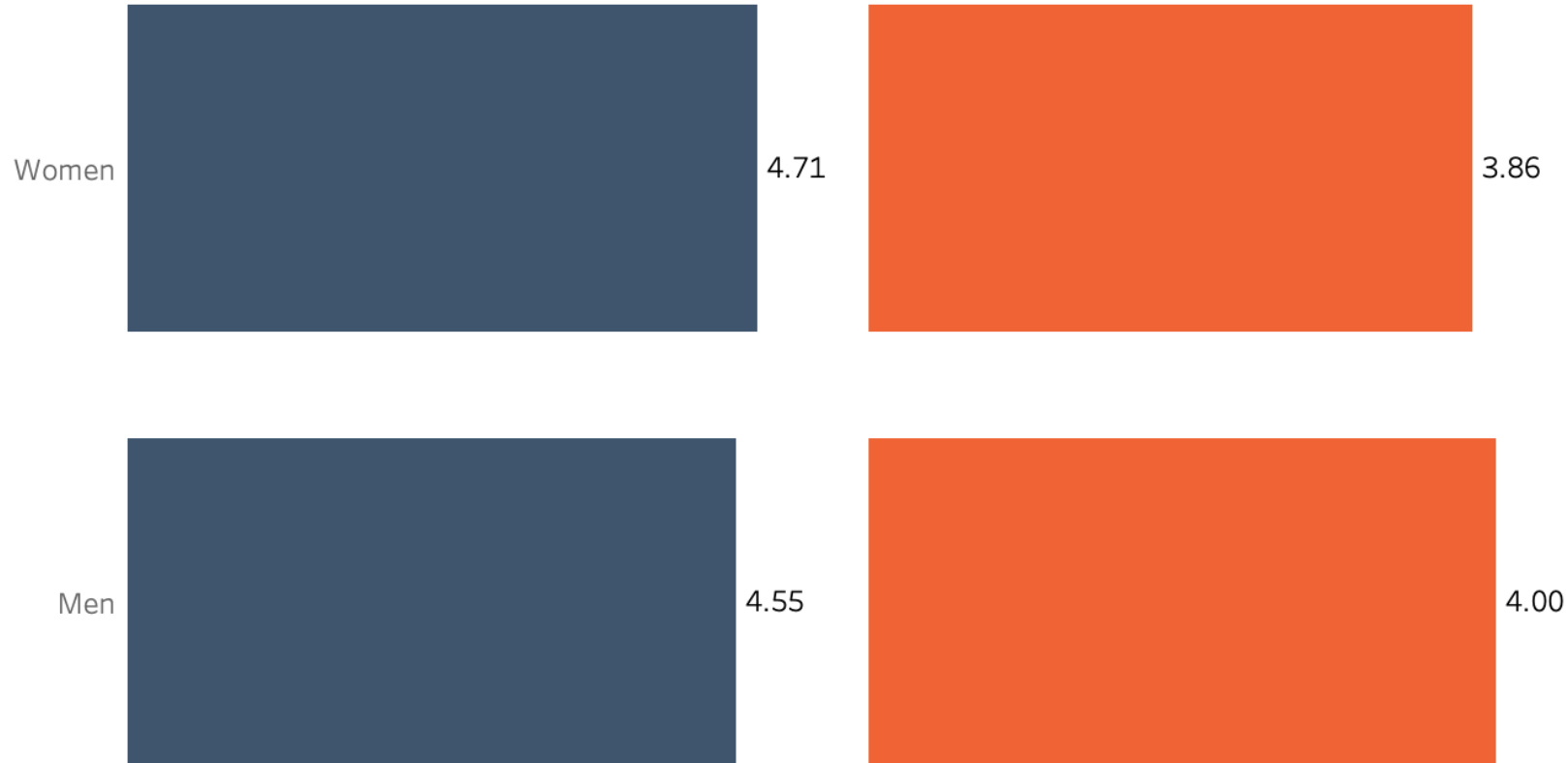
- Lips, “The Gender Pay Gap,” 2013



Feeling that my job is secure/stable.

Statistically, the differences were largest for job security and stability. The discrepancy between importance and satisfaction is also larger among females.

Gender



Average Score: Importance

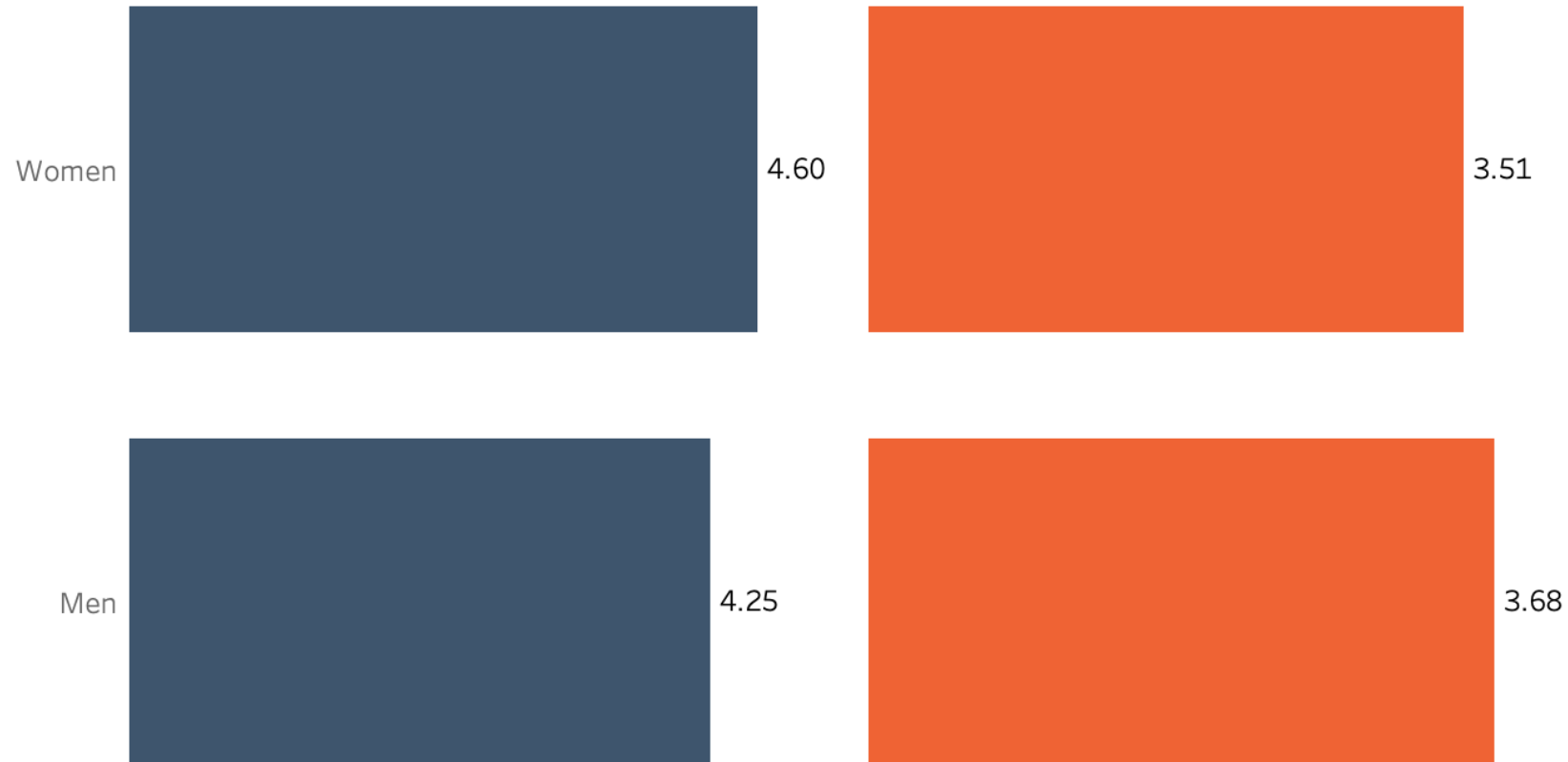
Average Score: Satisfaction



Being paid fairly compared to others in my same position.

Statistically, women value being paid fairly compared to others significantly more than men. There is also a large discrepancy between importance and satisfaction scores among women.

Gender



Average Score: Importance

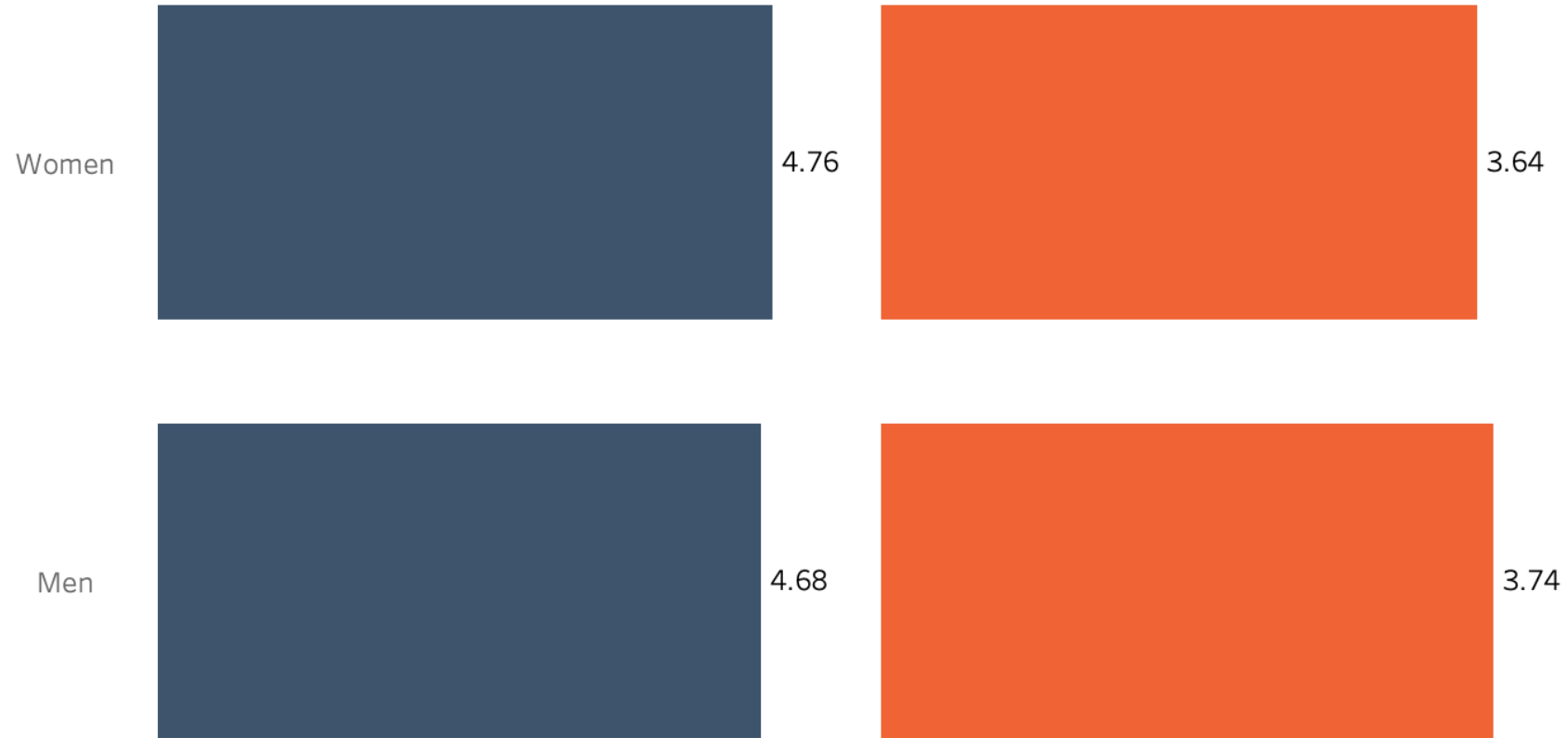
Average Score: Satisfaction



Being paid a fair amount for the work that I do.

While not statistically significant, women did report higher importance values and lower satisfaction values than men for fair pay based on the work they do.

Gend..



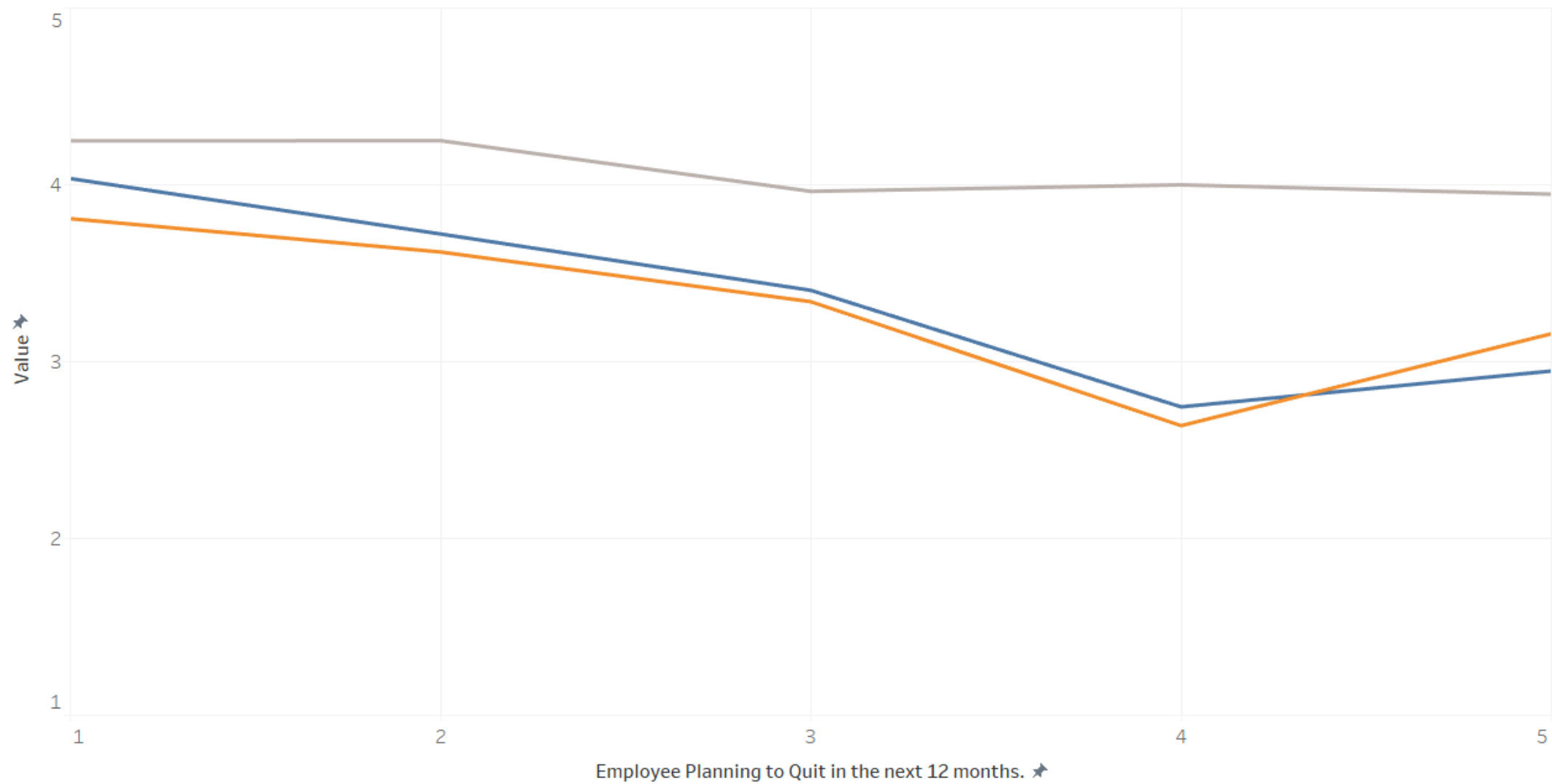
Average Score: Importance

Average Score: Satisfaction





Pay VS Benefits VS Work Culture Satisfaction Impact on Employee Decision to Quit



Measure Names

Benefits Satisfaction

Pay Satisfaction

Work culture satisfaction



Going **Forward**

- Conduct additional research specifically shaped around satisfaction rate and turnover with emphasis on the concepts of:
 - Pay
 - Job Security
 - Physical/Mental Safety
- Enhance survey results with roundtable discussions, focus groups, etc.



Going **Forward**

- Include salary question in the next version of the survey in order to measure differences by gender directly to address the gender pay gap
- As it relates to pay equity, conduct further research into gender differences in job security, stability, and equitable pay
 - A qualitative approach, such as a focus group, may enhance understanding
- Use this knowledge to design programs that address the gender pay gap in Kentuckiana along with local, state, and national partners

Black Team

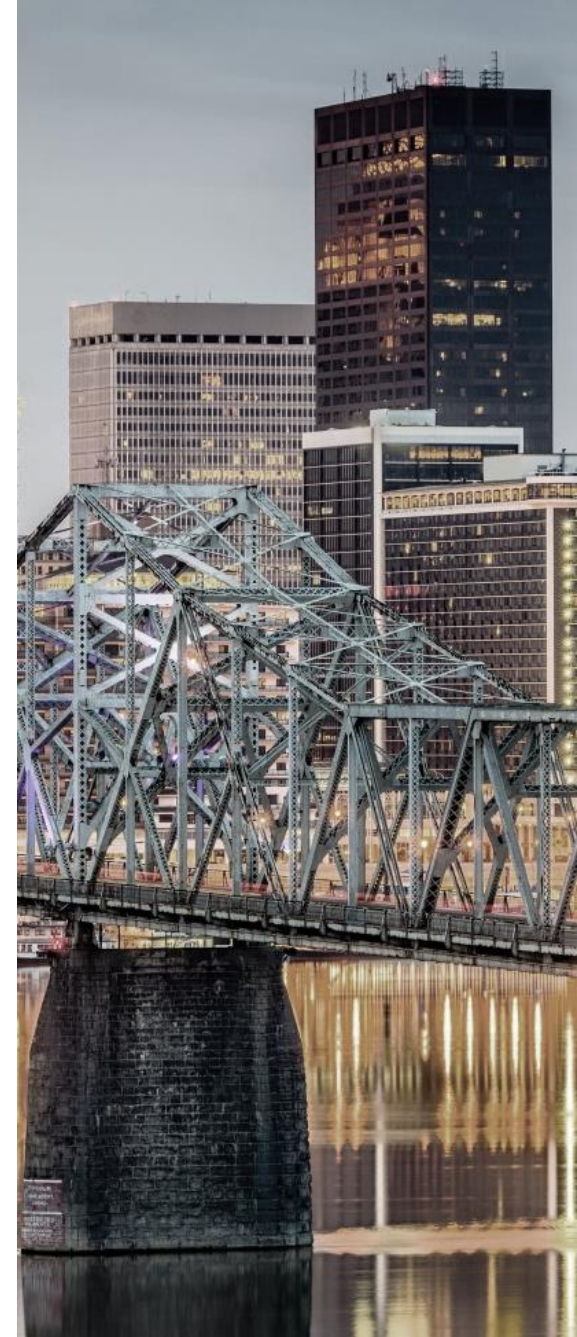
Better Workplaces, Better World (Part One)



Jared Jones | Eric Korff | Julia Goins | Benjamin Burrell

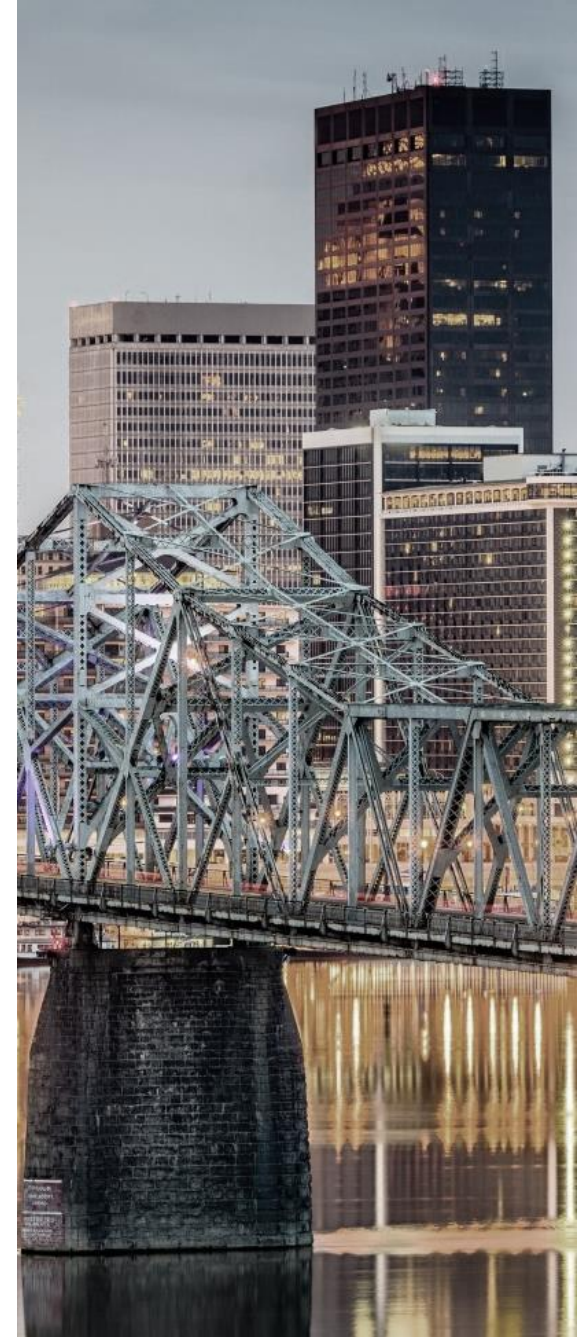
Workplace **culture** is comprised of many aspects.

- Autonomous Off-time
- Career Growth
- Challenging Work
- Communication
- Enjoyment
- Feedback
- Job Opportunities
- Manageable Workload
- Managed Change
- Meaningfulness
- Mission
- New Skills
- Opportunities
- Reputation
- Recognition
- Rules
- Supportive Supervisor
- Training
- Voice In Decision
- Work Friends

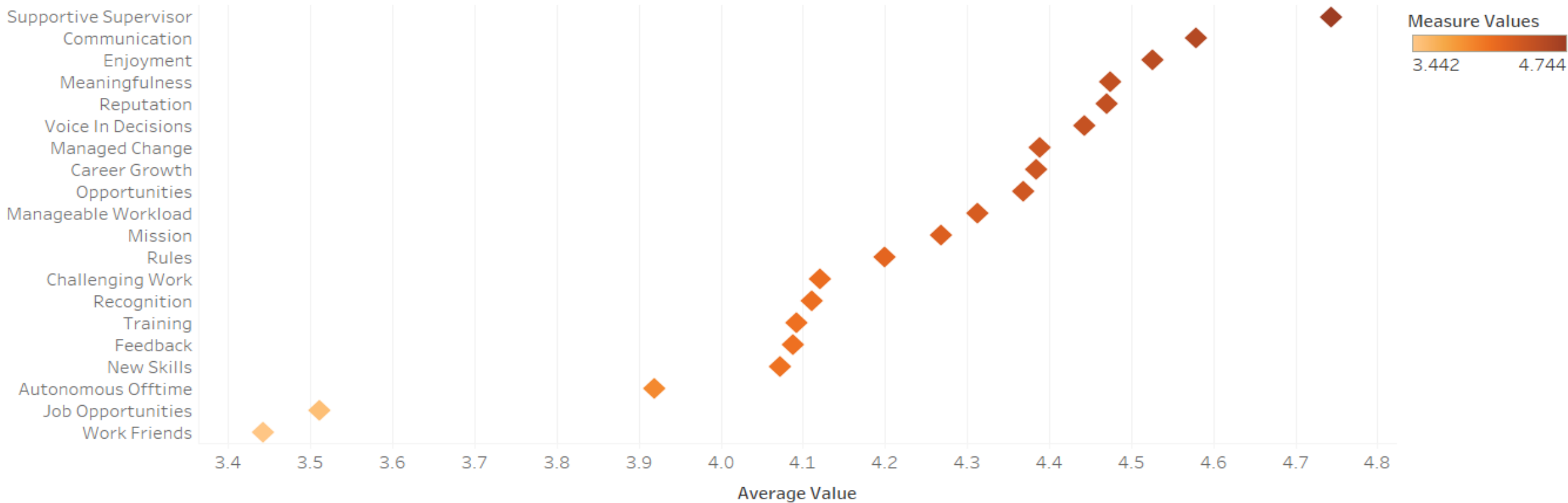


This presentation will focus on **four** main ideas.

- Culture by Overall Respondents
- Culture by Gender
- Culture by Age and Education
- Culture by Military Service

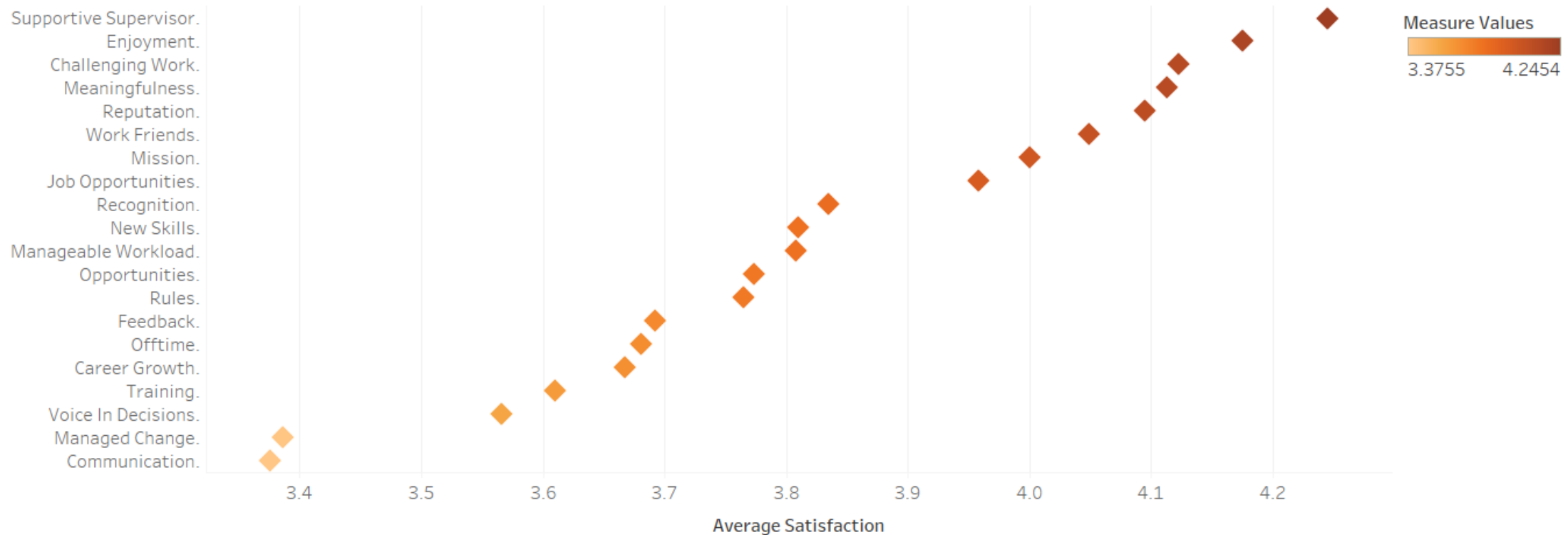


Workplace Culture and Average Value



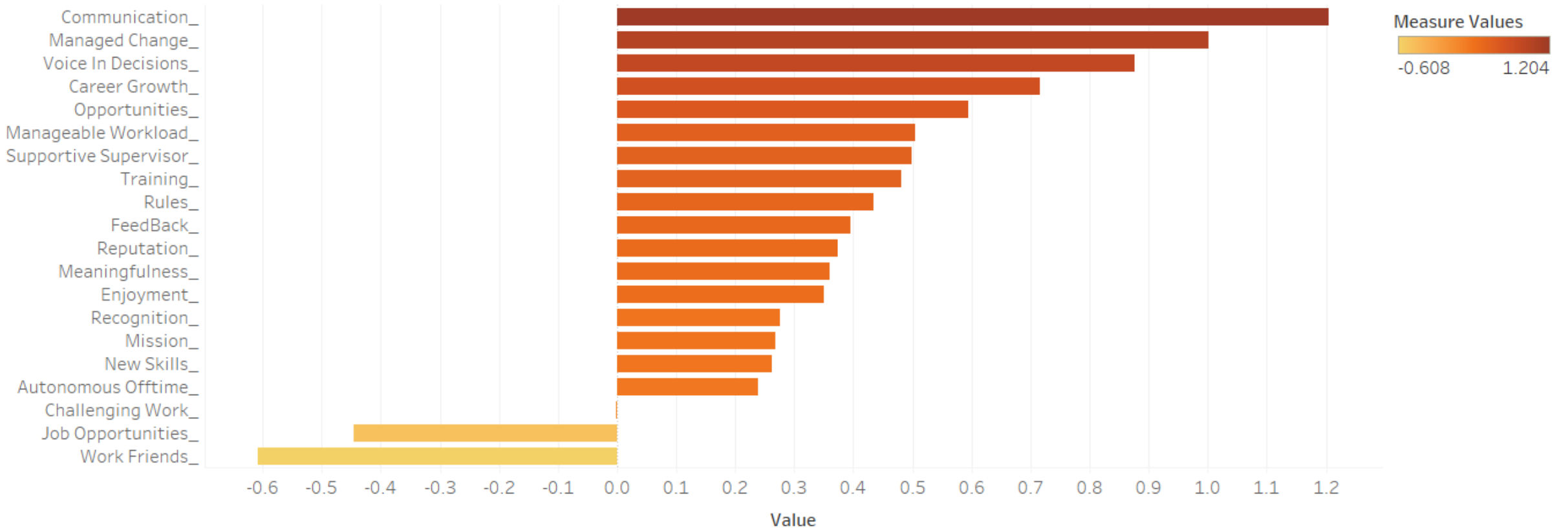
- **Top 3:** Supportive Supervisor, Communication, and Enjoyment
- **Bottom 3:** Autonomous Off-time, Job Opportunities, and Work Friends

Workplace Culture and Average Satisfaction



- **Top 3:** Supportive Supervisor, Enjoyment, and Challenging Work
- **Bottom 3:** Voice in Decisions, Managed Change, and Communication

Difference Between Value and Satisfaction



- **Highest Value vs Satisfaction:** Communication
- **Meets Expectations:** Challenging Work
- **Lowest Value vs Satisfaction:** Work Friends

Value by Gender

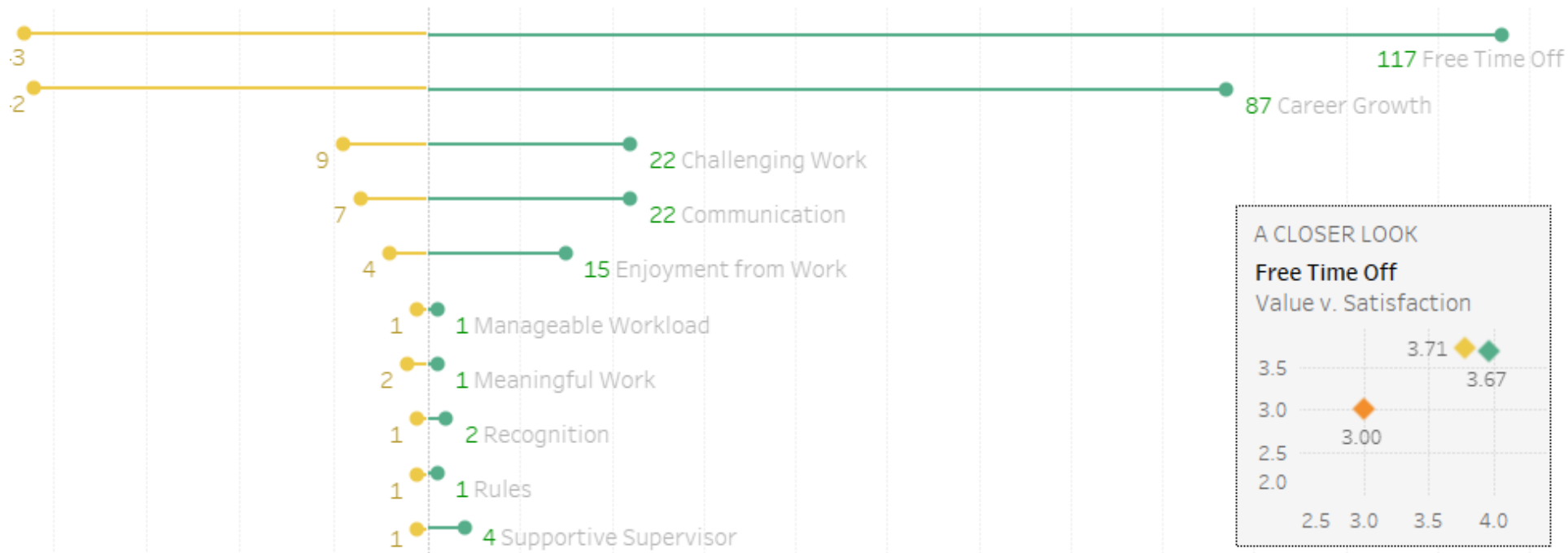
■ Men ■ Women ■ NonBinary

Select Value or Satisfaction

Value

Workplace Culture by Gender

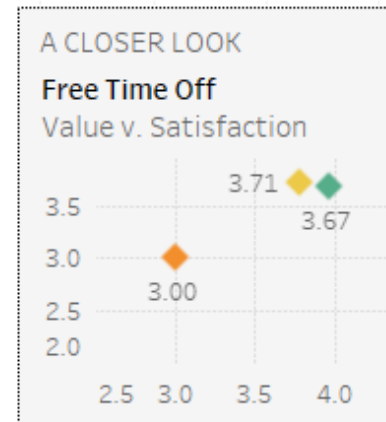
Both genders reported valuing the same top-5 cultural aspects of a workplace, but from there, their preferences diverged. By understanding the most valued aspects of workplace culture by gender, decision-makers can better balance their efforts to address all employees.



- **Size:** Number of Respondents who marked aspects as "**Most Important**"

A closer look:

Women indicated they value Autonomous Off-time slightly more than men, who also tend to be more satisfied.



Satisfaction by Gender

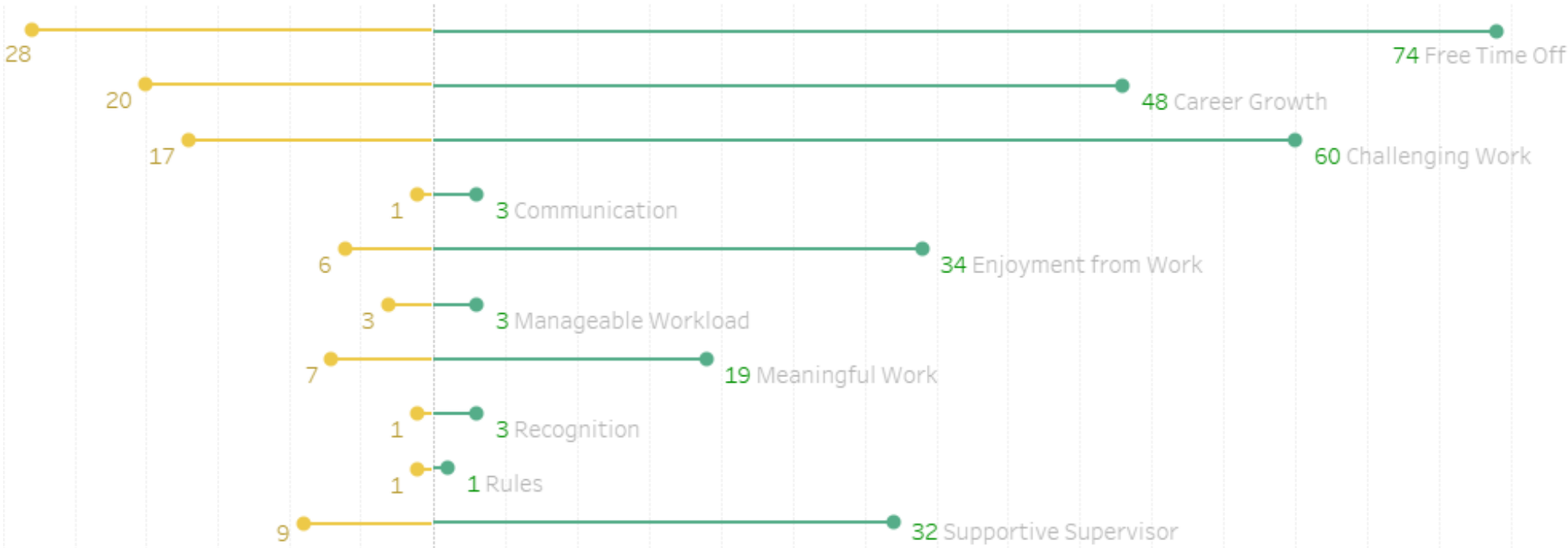
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Workplace Culture by Gender

Both genders reported valuing the same top-5 cultural aspects of a workplace, but from there, their preferences diverged. By understanding the most valued aspects of workplace culture by gender, decision-makers can better balance their efforts to address all employees.

Select Value or Satisfaction

Satisfaction ▼



Size: Number of Respondents who marked aspects as **"Most Important"**

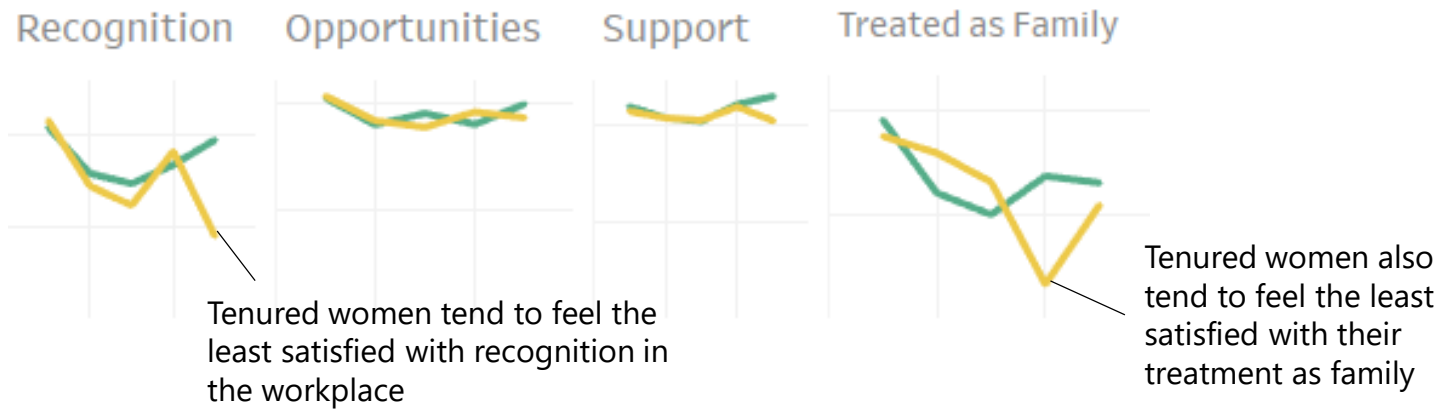
Satisfaction in the areas most valued **varied widely**

Satisfaction and Value of Diversity by Age



- **Gender:** Men value diversity less than women, regardless of age.
- **Age:** Men over the age of 62 value diversity lower than other ages, while women in that age range indicated they value diversity more.

Trends in Satisfaction by Years with an Organization



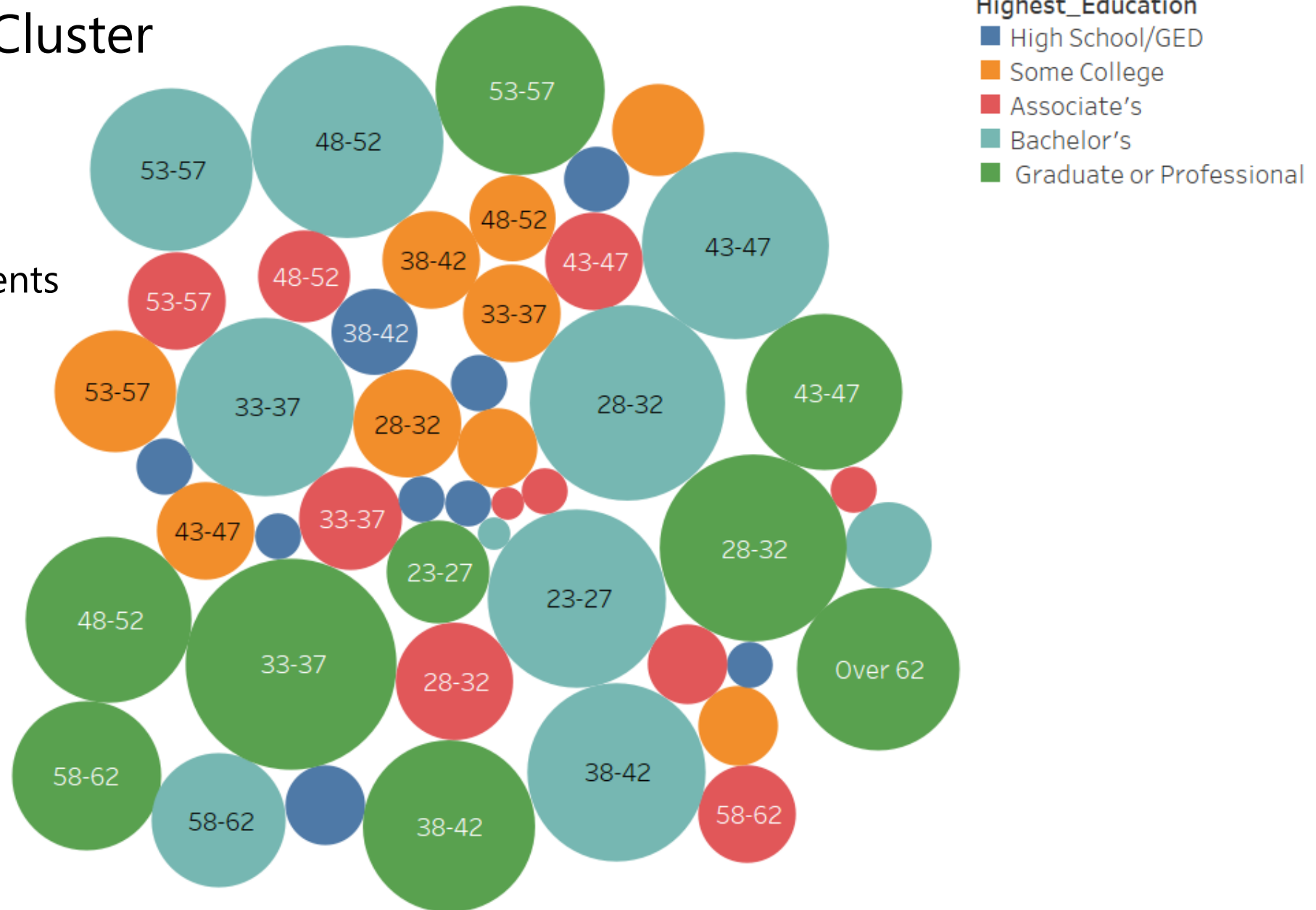
Respondents by Gender

Far more women responded to the Better Workplaces survey, a factor that should be considered when interpreting the results of all other analyses



Age to Education Cluster

- **Color:** Level of Education
- **Size:** Number of Respondents



Age vs. Satisfaction, Importance Maximum



- **Workplace aspects:**

- Innovation
- Competitiveness
- Treated Like Family
- Diversity
- Well Understood Hierarchy

- **Size:** Number of Respondents



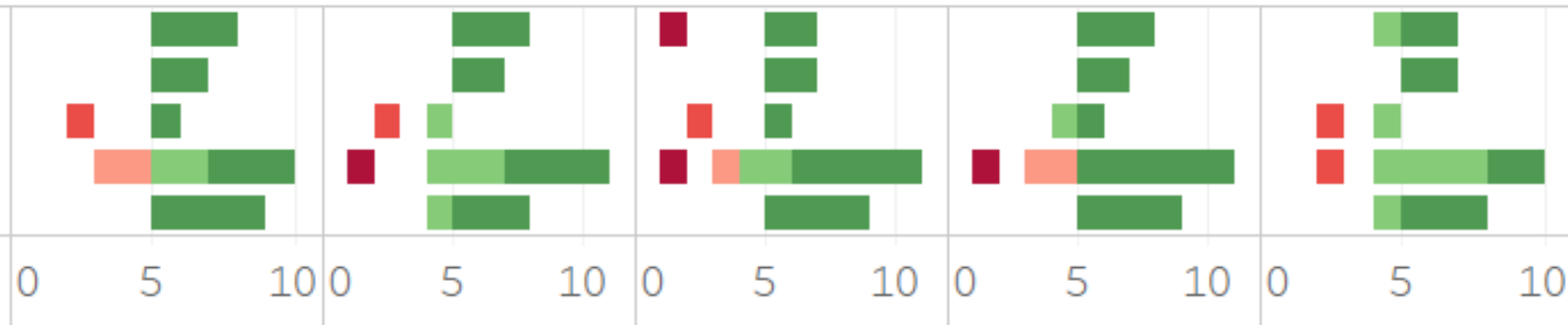
Education vs. Satisfaction, Importance Maximum

- Workplace aspects:**

- Innovation
- Competitiveness
- Treated Like Family
- Diversity
- Well Understood Hierarchy

Highest_Educati..

- High School/GED
- Some College
- Associate's
- Bachelor's
- Graduate or Pro..

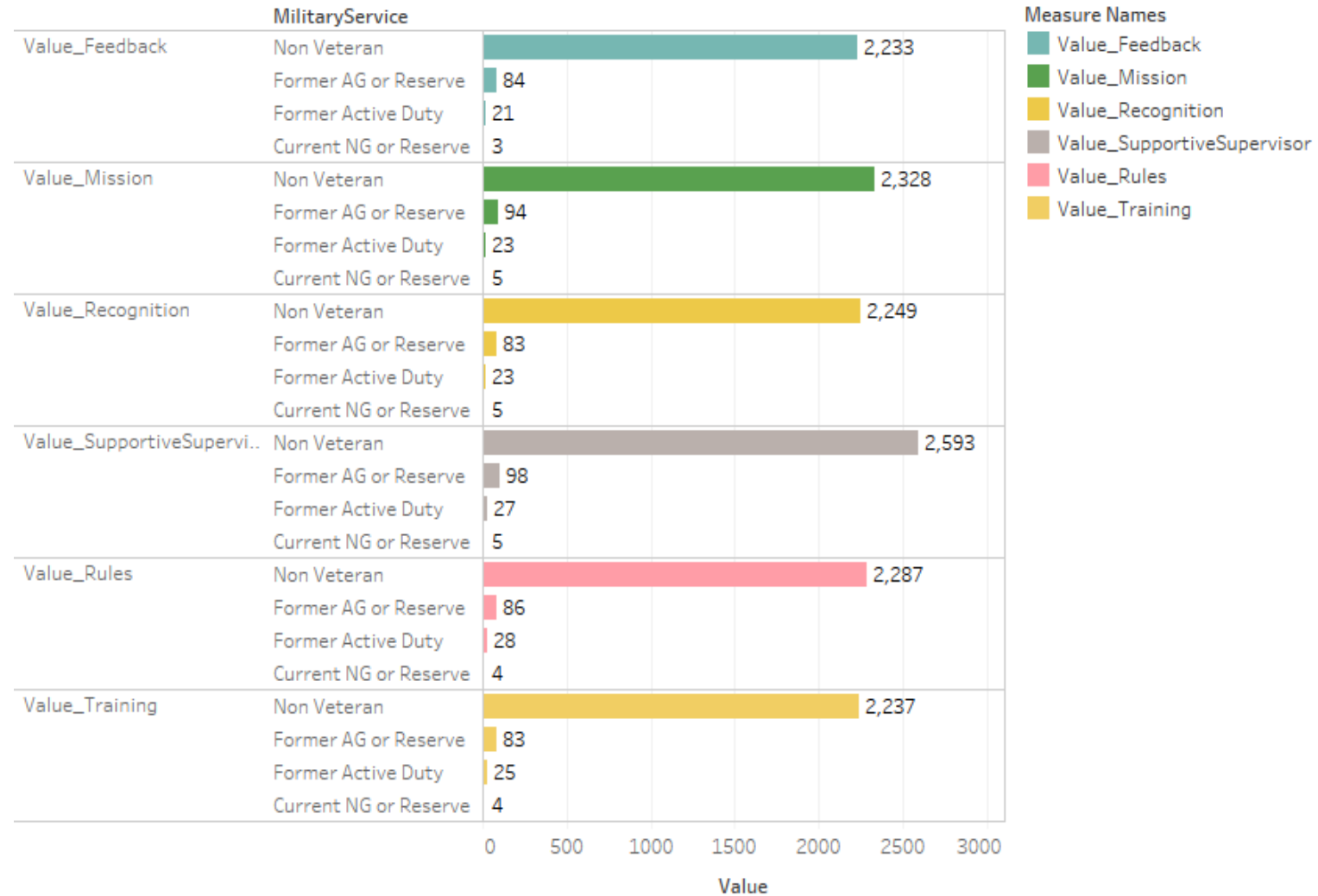


- Size:** Number of Respondents



Most Valued Aspects of Leadership

- **Variables:** Feedback, Mission, Recognition, Supportive Supervisors Rules, and Training
- The most-valued aspect is **Supporting Supervisors**, with 2,593 points, while the least-valued is Feedback
- Both **veterans and non-veterans agreed** that Supportive Supervisors are the greatest value
- The biggest surprise is that **mission wasn't the most valued** amongst veterans

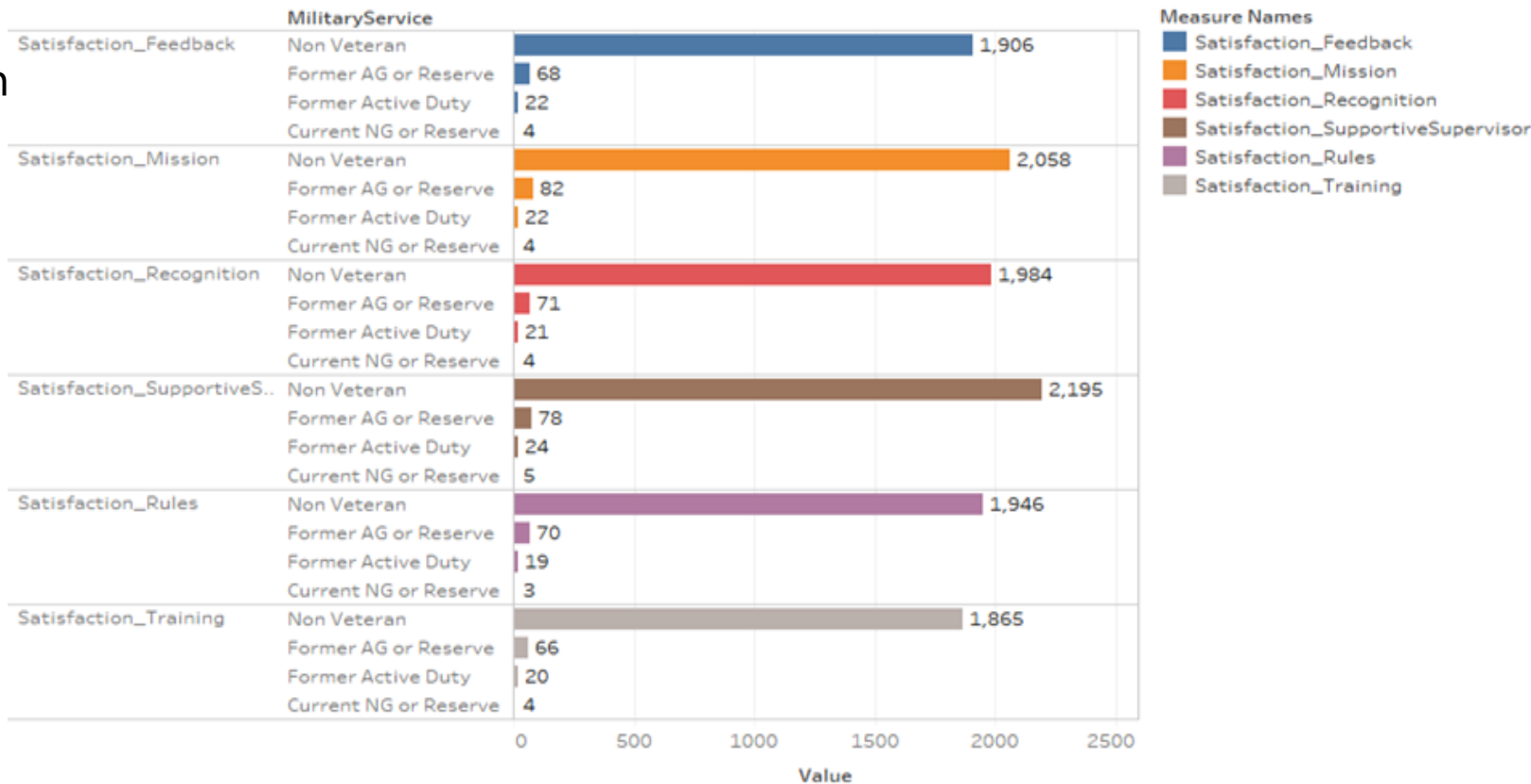


Leadership Satisfaction

- **Highest Rated in Satisfaction:** Supporting Supervisors, at 2.195 points (but it has the greatest disparity between Value and Satisfaction)
- **Lowest Rated in Satisfaction:** non-vets: training
- Unlike with Value, vets and non-vets have a **different satisfaction** rating.

While Supportive Supervisors won the day with non-vets, **vets ranked Mission as more satisfied**, while Supportive Supervisors were the least satisfied cultural aspect for Vets

Leadership and Culture Satisfaction



Key **Takeaways**

Veterans and non-veterans **seem to agree** with what they value.

Veterans seem to be **more dissatisfied with supervisors**. One possible reason is that veterans, especially active duty ones learn to supervise and are supervised by a more hands on approach than their civilian counter parts.

Veterans are a minority of the populace, but **veterans have a higher unemployment rate** than their civilian counterparts

Although a minority in most workforces, **veterans were underrepresented in this study**, which would indicate that companies in the greater Louisville should continue reaching out.



Purple Team

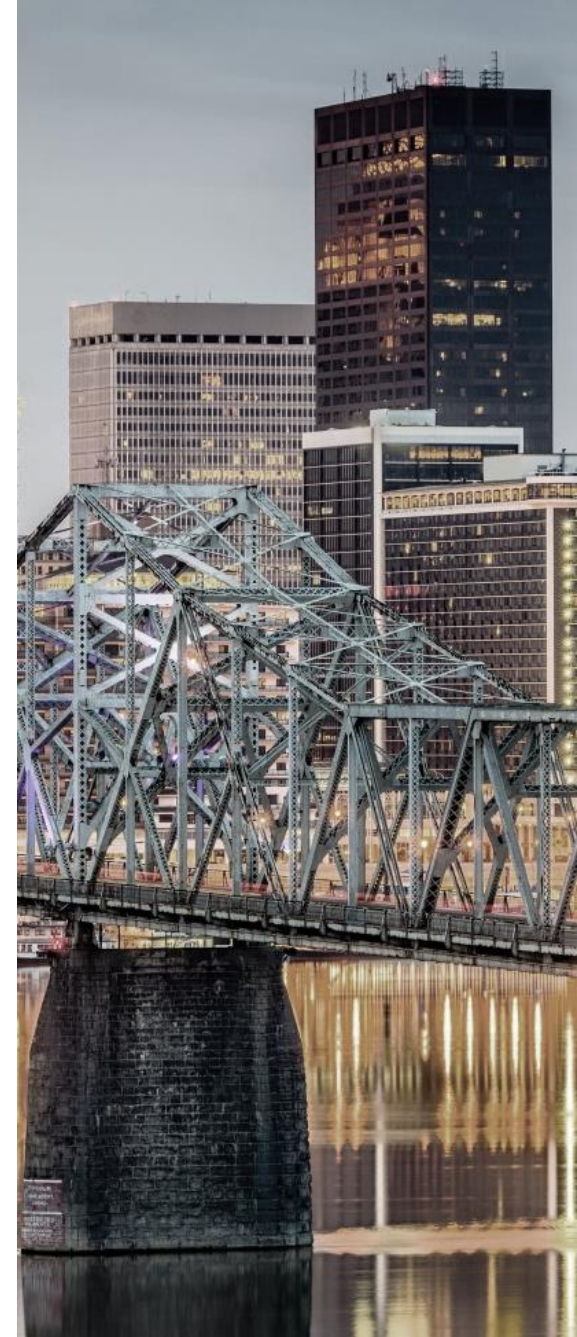
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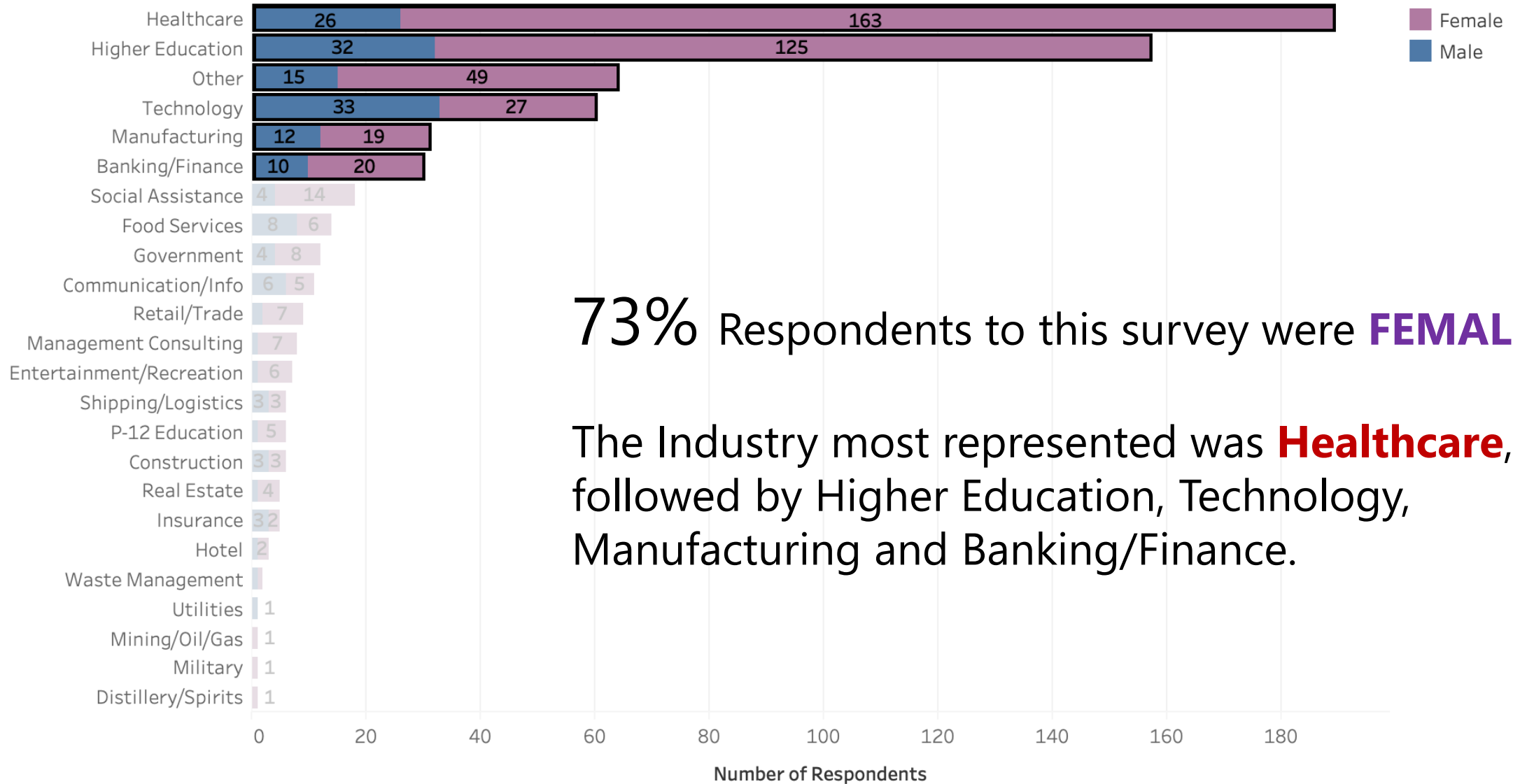
Pam Graham | Diego Insuasty | Pawani Mohapatra | Thuy Nguyen | Andre Portes

Purple Team – Demographic Analysis

- Analysis of Respondents by Gender, Age, Race/Ethnicity, Education Level and Industry.
- Who is dissatisfied? What are the reasons?
- What areas are Employers excelling in?
- Key Takeaways



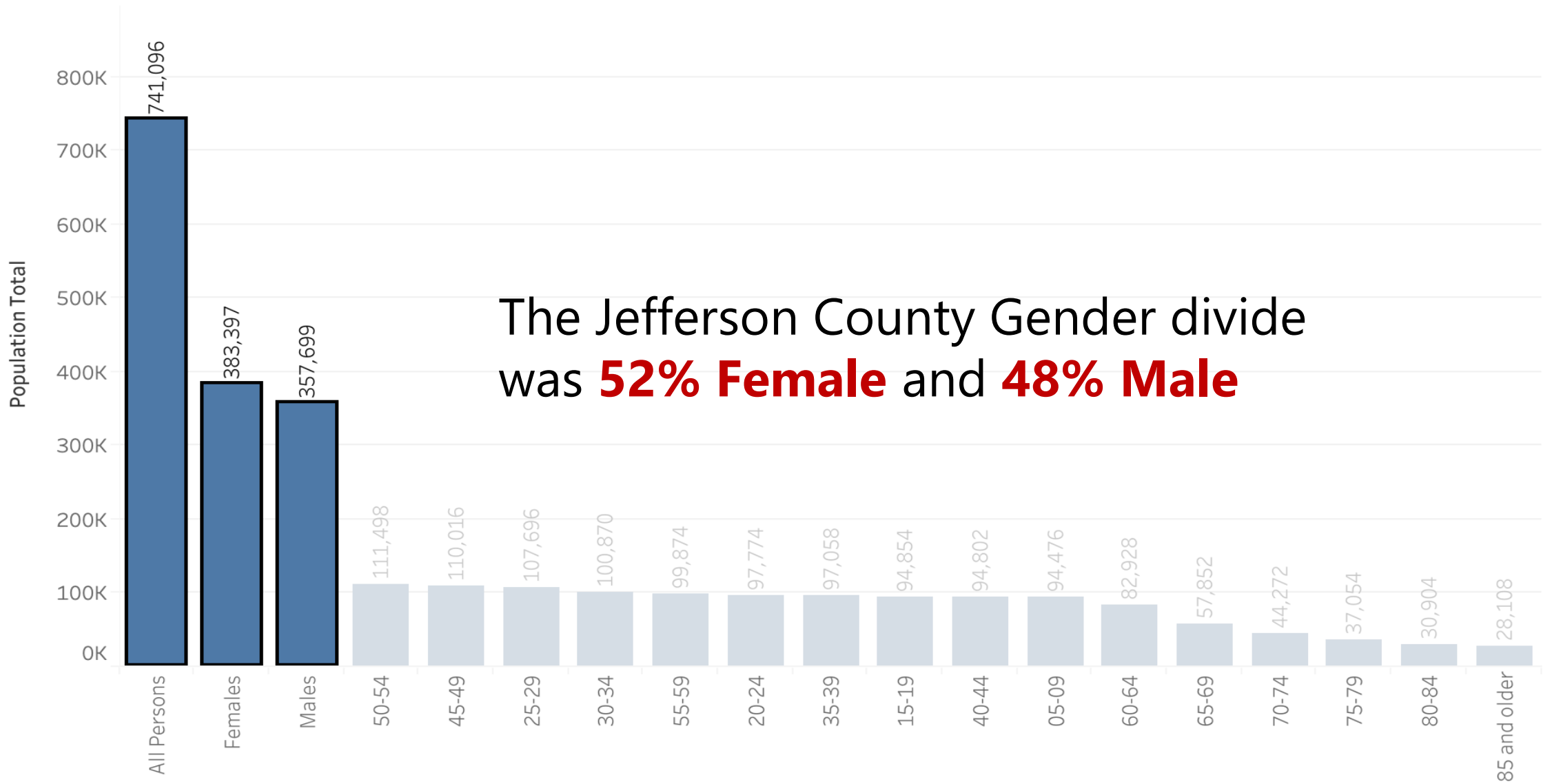
Number of Respondents by Industry and Gender



73% Respondents to this survey were **FEMALE**.

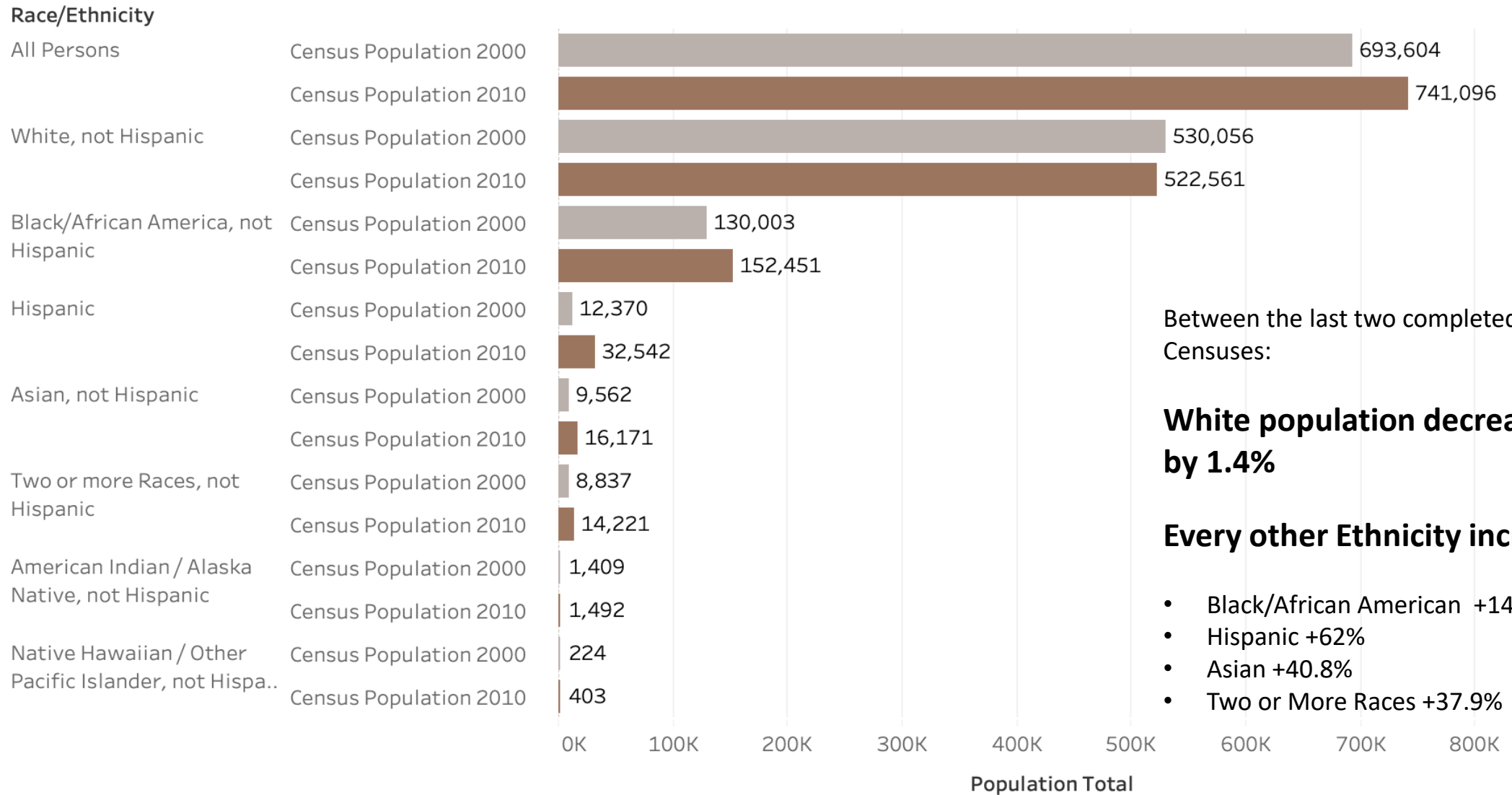
The Industry most represented was **Healthcare**, followed by Higher Education, Technology, Manufacturing and Banking/Finance.

Jefferson County Population Total by Gender and Age Group (based on 2010 Census Data)



Total Population by Gender and Age Group - excludes population under 15 years old
 Source - United States Census Bureau

Change in Population by Ethnicity Between 2000-2010



Between the last two completed US Censuses:

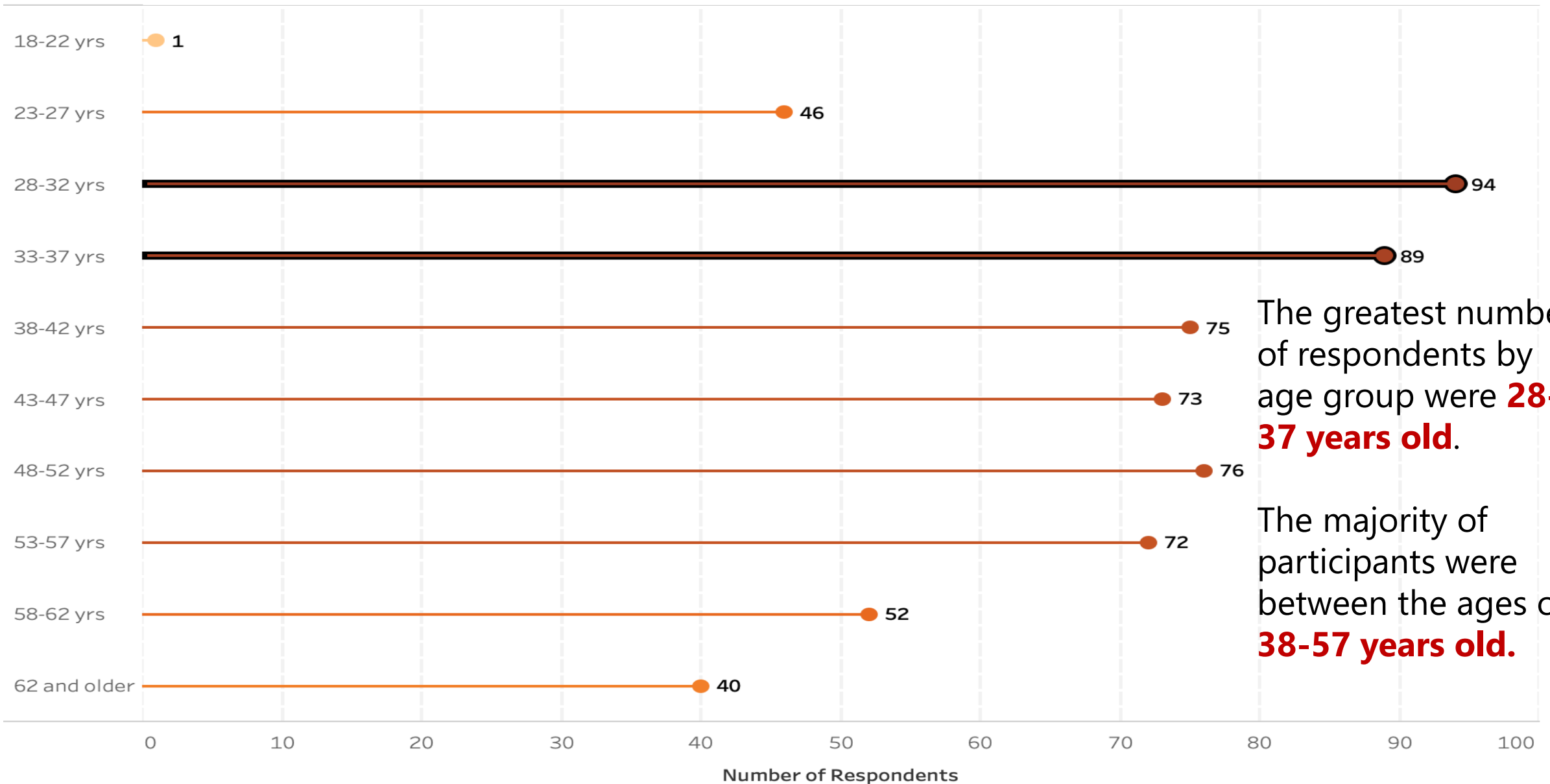
White population decreased by 1.4%

Every other Ethnicity increased

- Black/African American +14.7%
- Hispanic +62%
- Asian +40.8%
- Two or More Races +37.9%

Source - United States Census Bureau

Age Groups of Full-Time Respondents



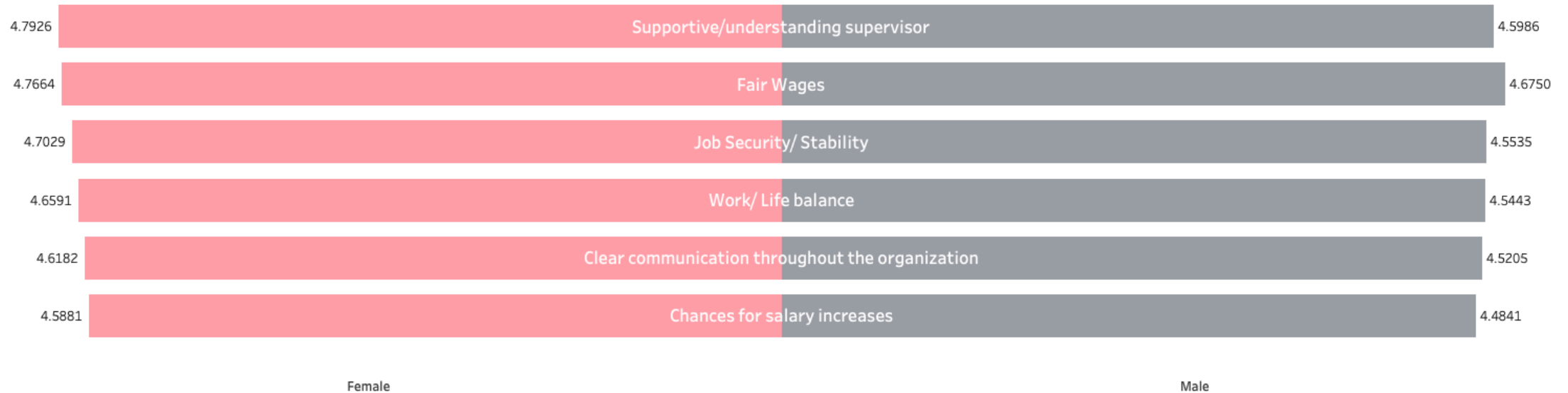
The greatest number of respondents by age group were **28-37 years old.**

The majority of participants were between the ages of **38-57 years old.**

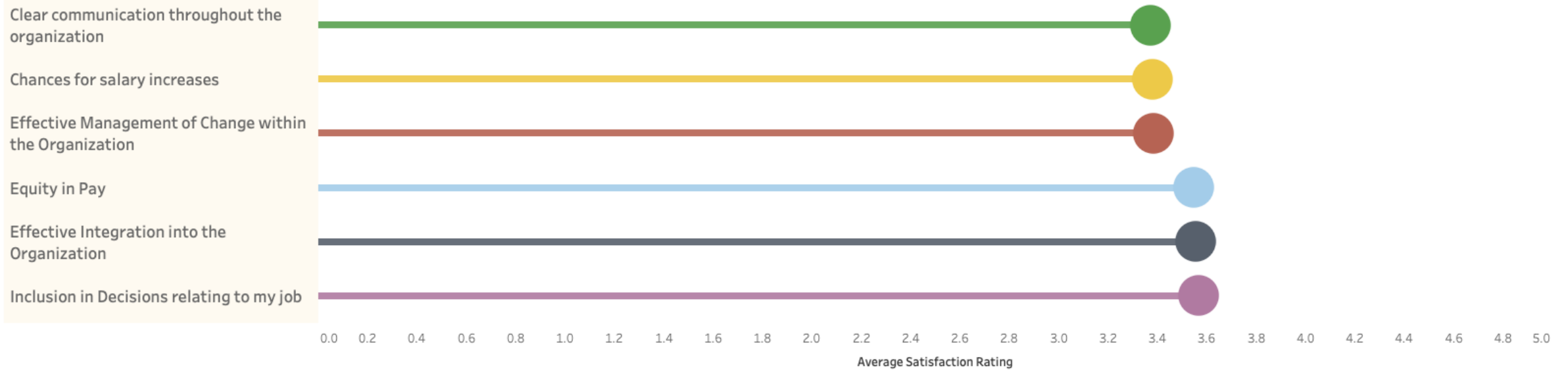
Top 6 Priorities within Kentucky's Workforce



Top Priorities by Gender



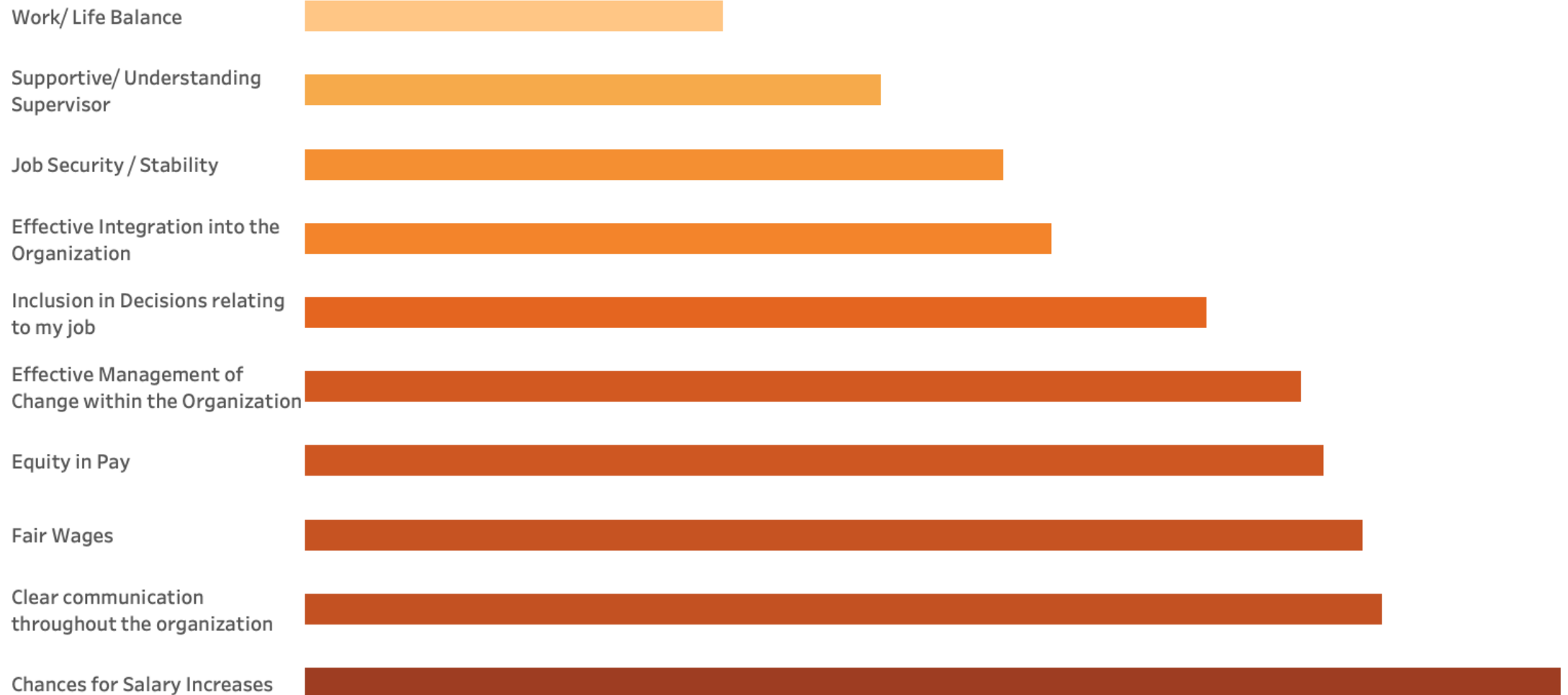
Top 6 Issues within Kentucky's Workforce



Top Issues by Gender

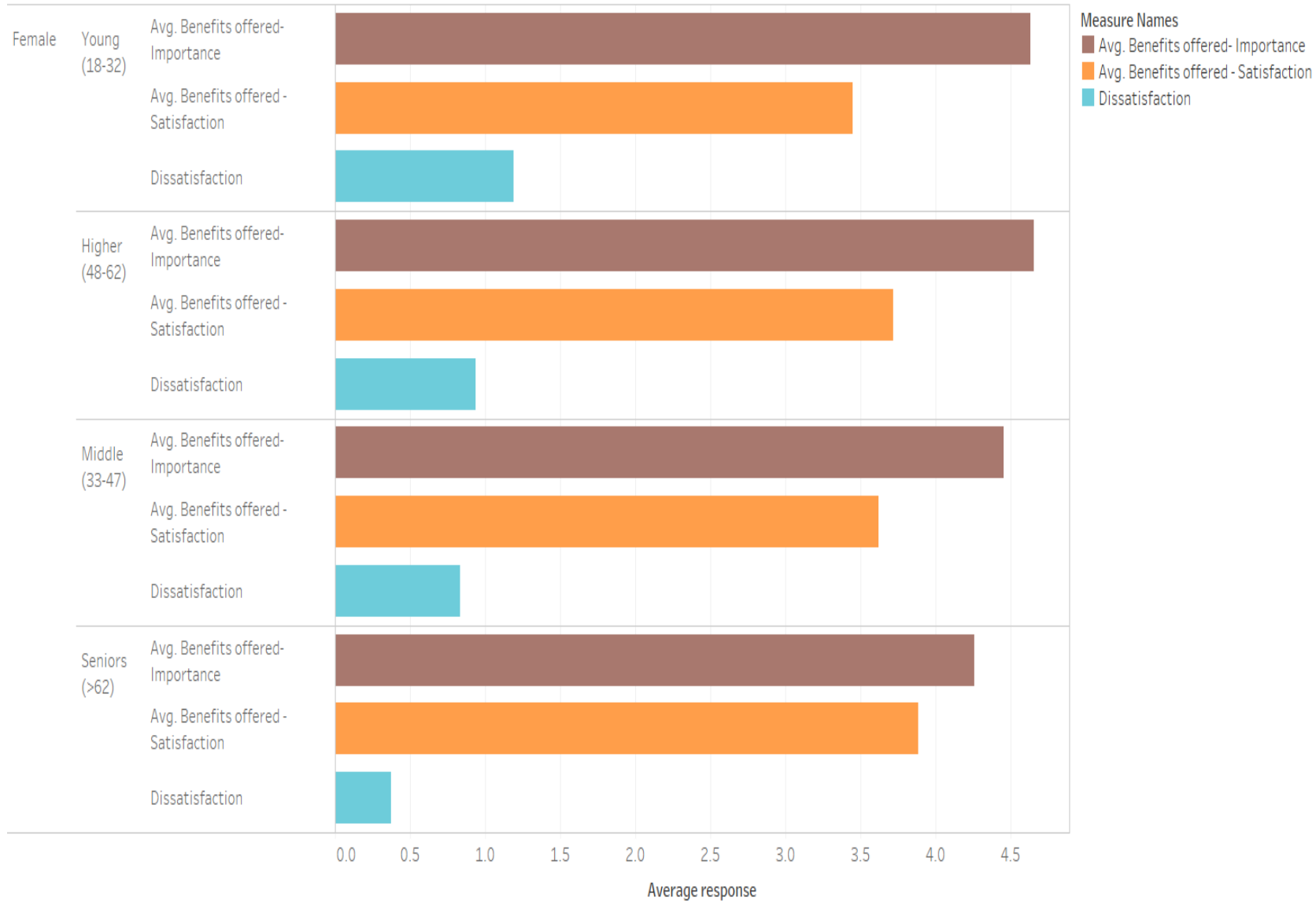


Discrepancy between Importance and Satisfaction among those who feel strongly about leaving



[Importance - Satisfaction]

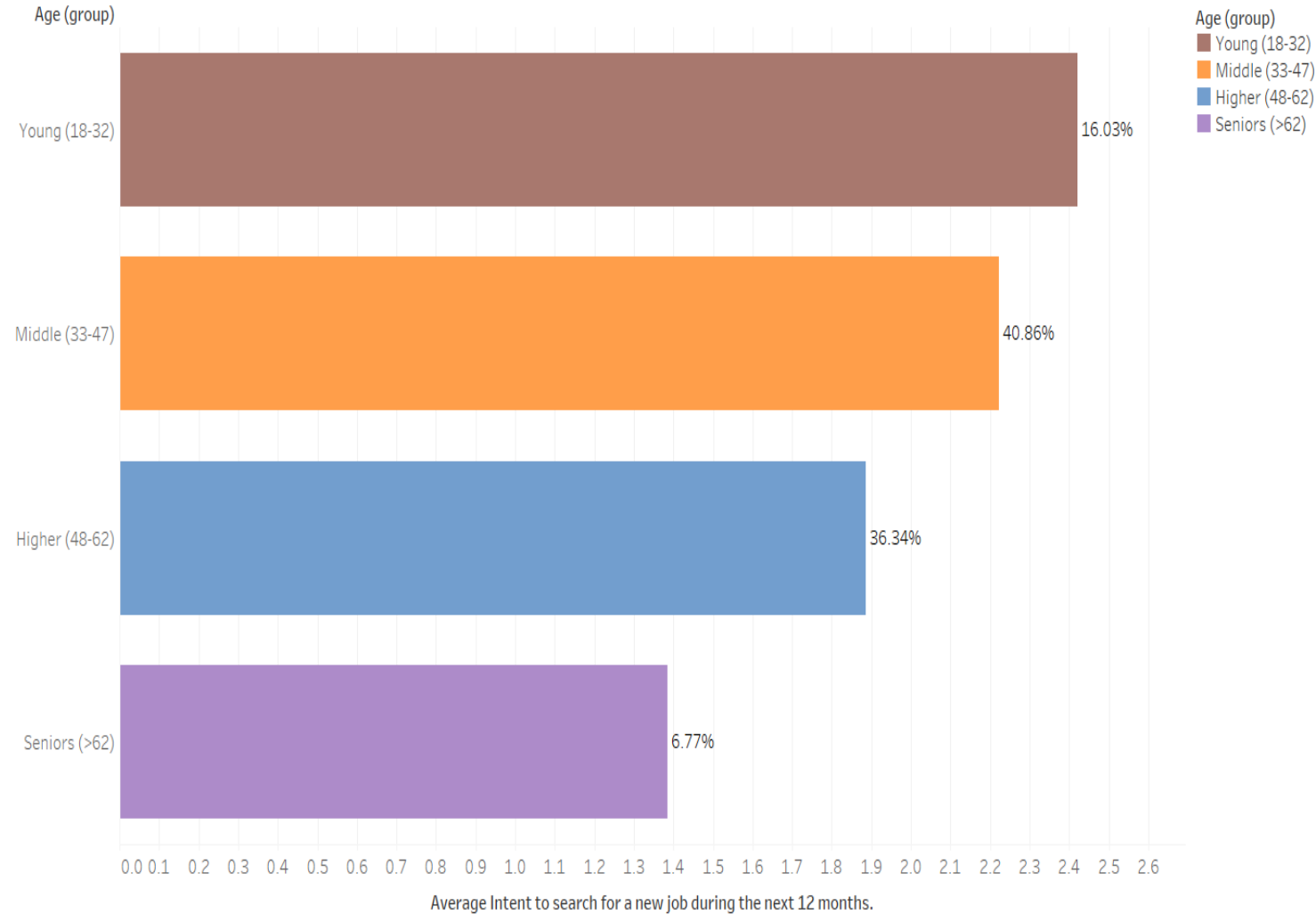
Dissatisfaction of Benefits Offered for Females by Age Group



The younger age category was the **most dissatisfied** followed by the Higher age category.

Avg. Benefits offered-Importance, Avg. Benefits offered-Satisfaction and Dissatisfaction for each Age (group) broken down by Gender. Color shows details about Avg. Benefits offered-Importance, Avg. Benefits offered-Satisfaction and Dissatisfaction. The data is filtered on Exclusions (Age,Gender), which keeps 20 members. The view is filtered on Gender, which keeps Female.

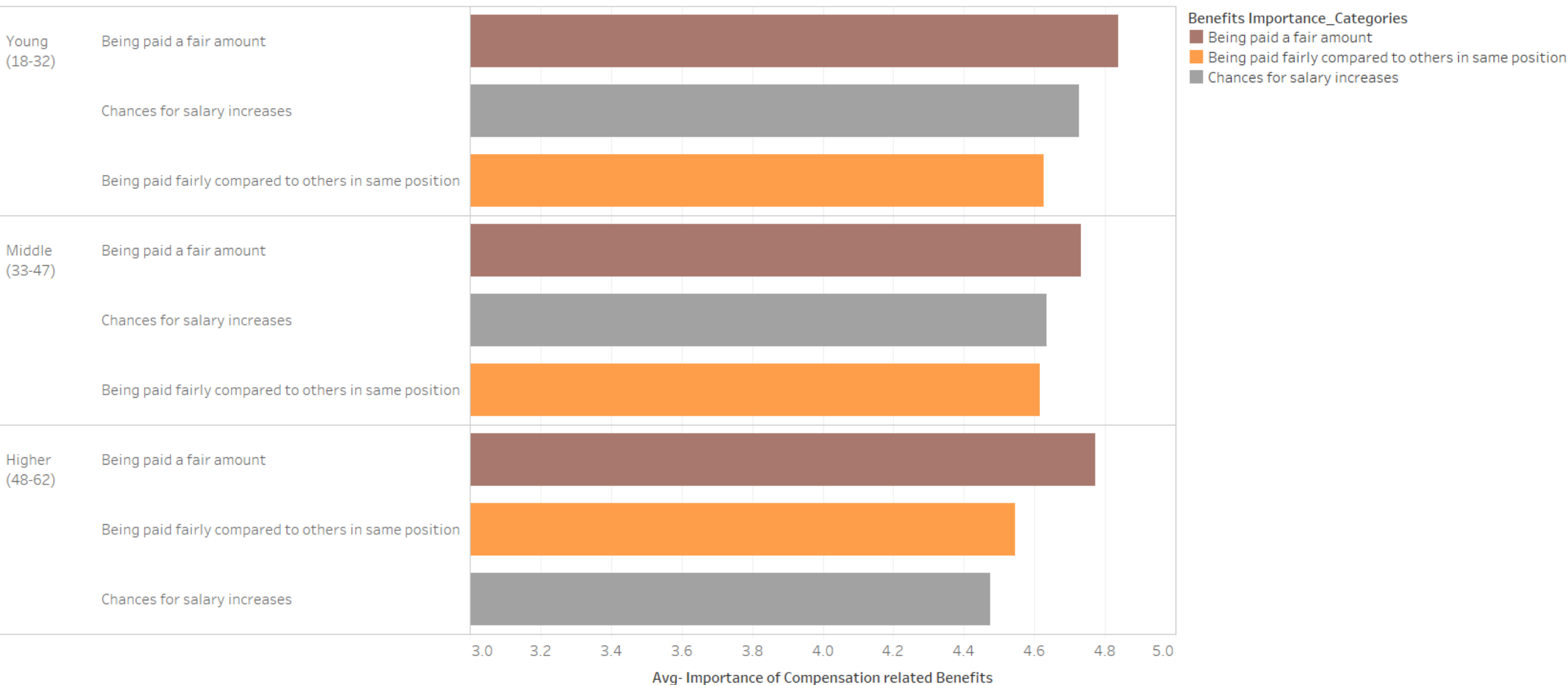
"Intent to leave" By Age Group for Females



Younger females had the most intent to leave in the next 12 months.

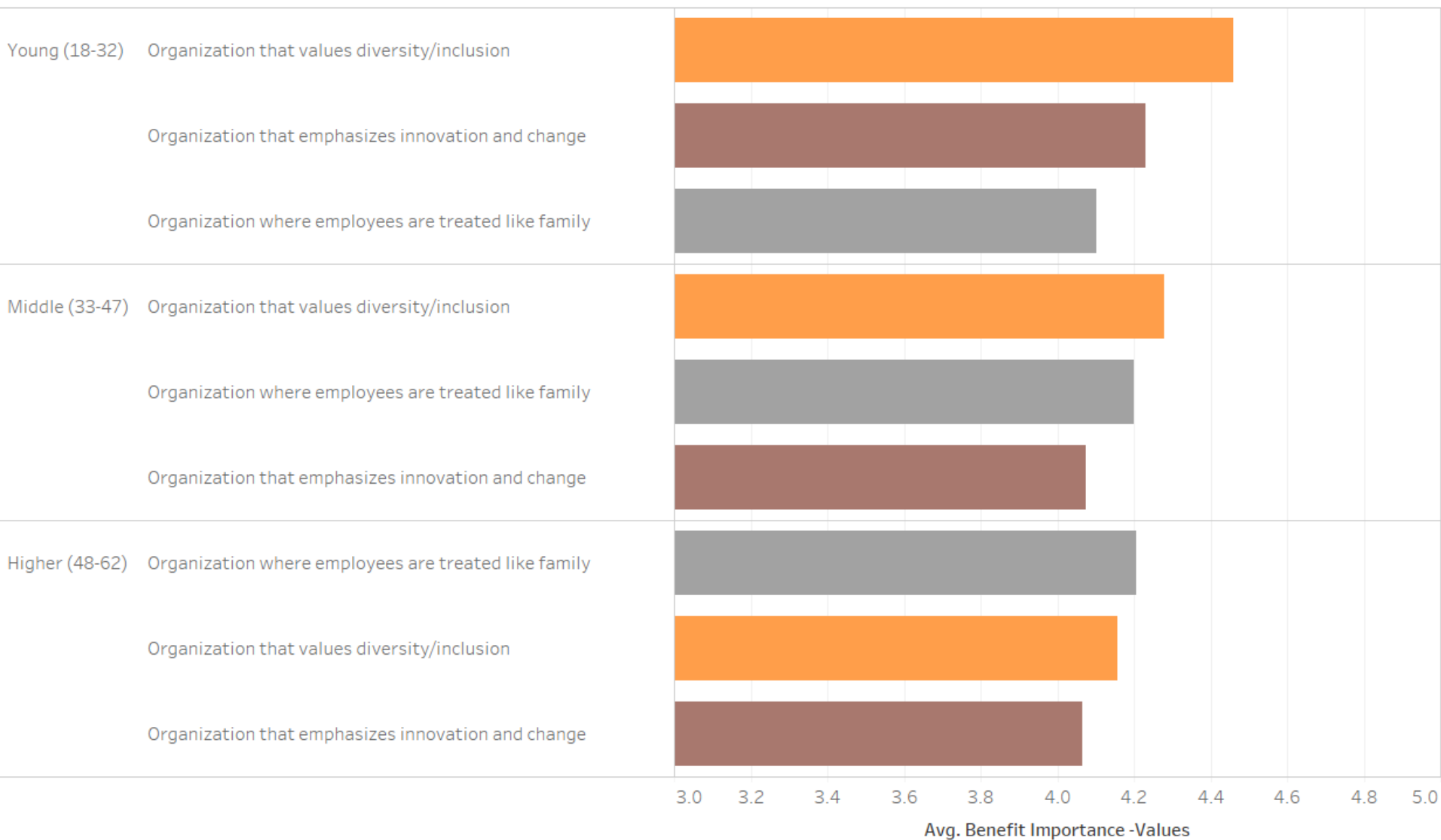
Average of I am planning to search for a new job during the next 12 months for each Age (group). Color shows details about Age (group). The marks are labeled by % of Total Count of Gender. The data is filtered on Age and Gender. The Age filter excludes Benefits- (compensation Vs Role and Culture). The Gender filter keeps Female.

Importance of Compensation Related Benefits across Age Group



Average of Benefit Importance -Values for each Benefits Importance_Categories broken down by Age (group). Color shows details about Benefits Importance_Categories. The data is filtered on Gender, which keeps Female. The view is filtered on Age (group) and Benefits Importance_Categories. The Age (group) filter excludes Seniors (>62). The Benefits Importance_Categories filter keeps Being paid a fair amount , Being paid fairly compared to others in same position and Chances for salary increases .

Importance of Organizational Culture by Age Group for Females

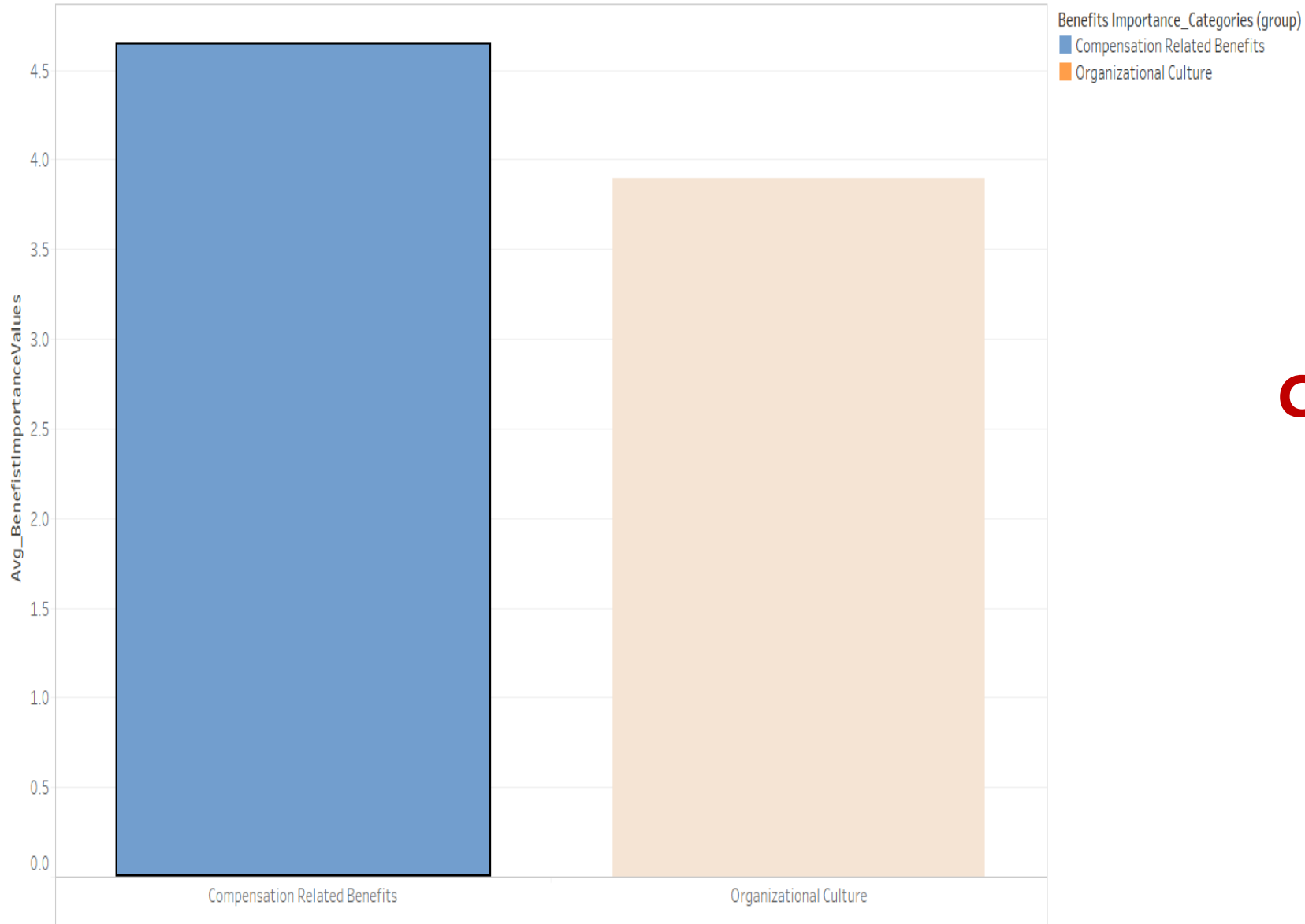


Benefits Importance_Categories

- Organization that emphasizes innovation and change
- Organization that values diversity/inclusion
- Organization where employees are treated like family

Average of Benefit Importance -Values for each Benefits Importance_Categories broken down by Age (group). Color shows details about Benefits Importance_Categories. The data is filtered on Gender, which keeps Female. The view is filtered on Age (group) and Benefits Importance_Categories. The Age (group) filter excludes Seniors (>62). The Benefits Importance_Categories filter keeps Organization that values diversity/inclusion , Organization that emphasizes innovation and change and Organization where employees are treated like family .

Importance of Compensation vs Organizational Culture for females across All Age Groups



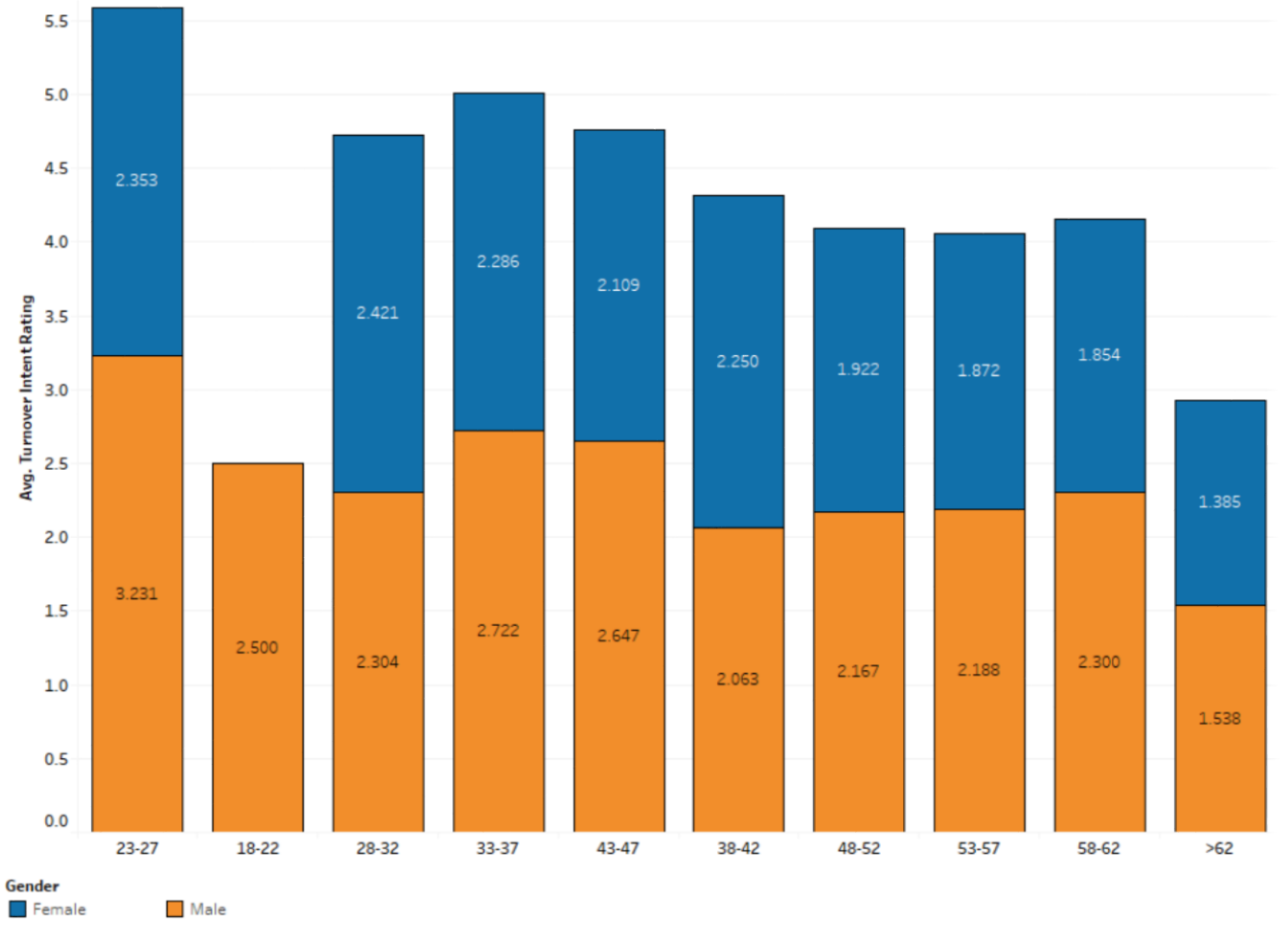
Compensation matters more than Culture.

Avg_BenefitImportanceValues for each Benefits Importance_Categories (group) broken down by Age. Color shows details about Benefits Importance_Categories (group).

data filtered on gender, which keep Female. The view is filtered on Age, which only Benefits (compensation,福利 and Culture).

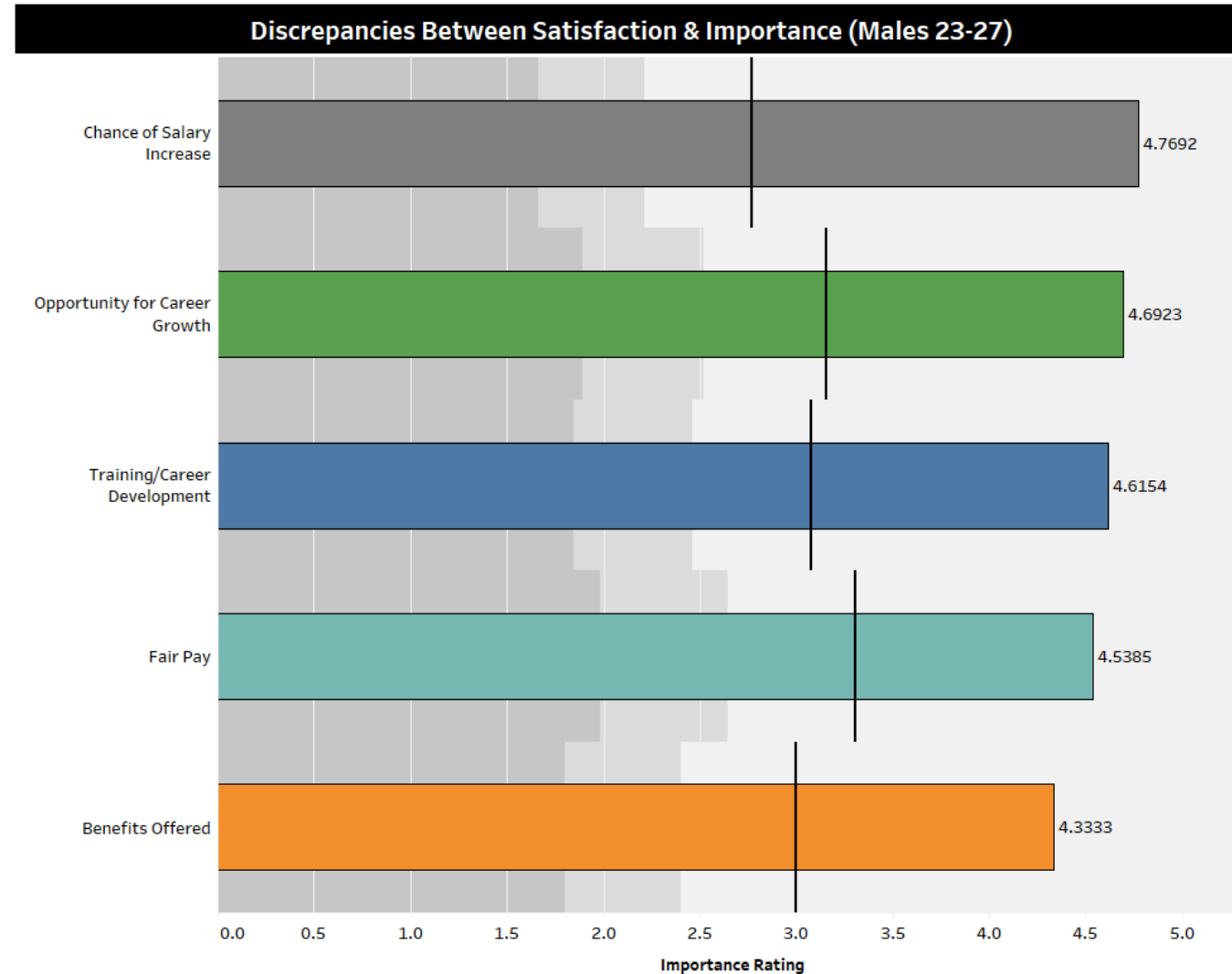
Turnover intentions vary by **age/gender**.

- Analysis based survey response to “I am planning to look for a new job within the next 12 months
- Answers rated on scale 1-5, average response >3 indicates intent to job search
- **Males 23-27 only group across age/gender breakdown to score >3**
- What factors contribute to this group’s dissatisfaction?



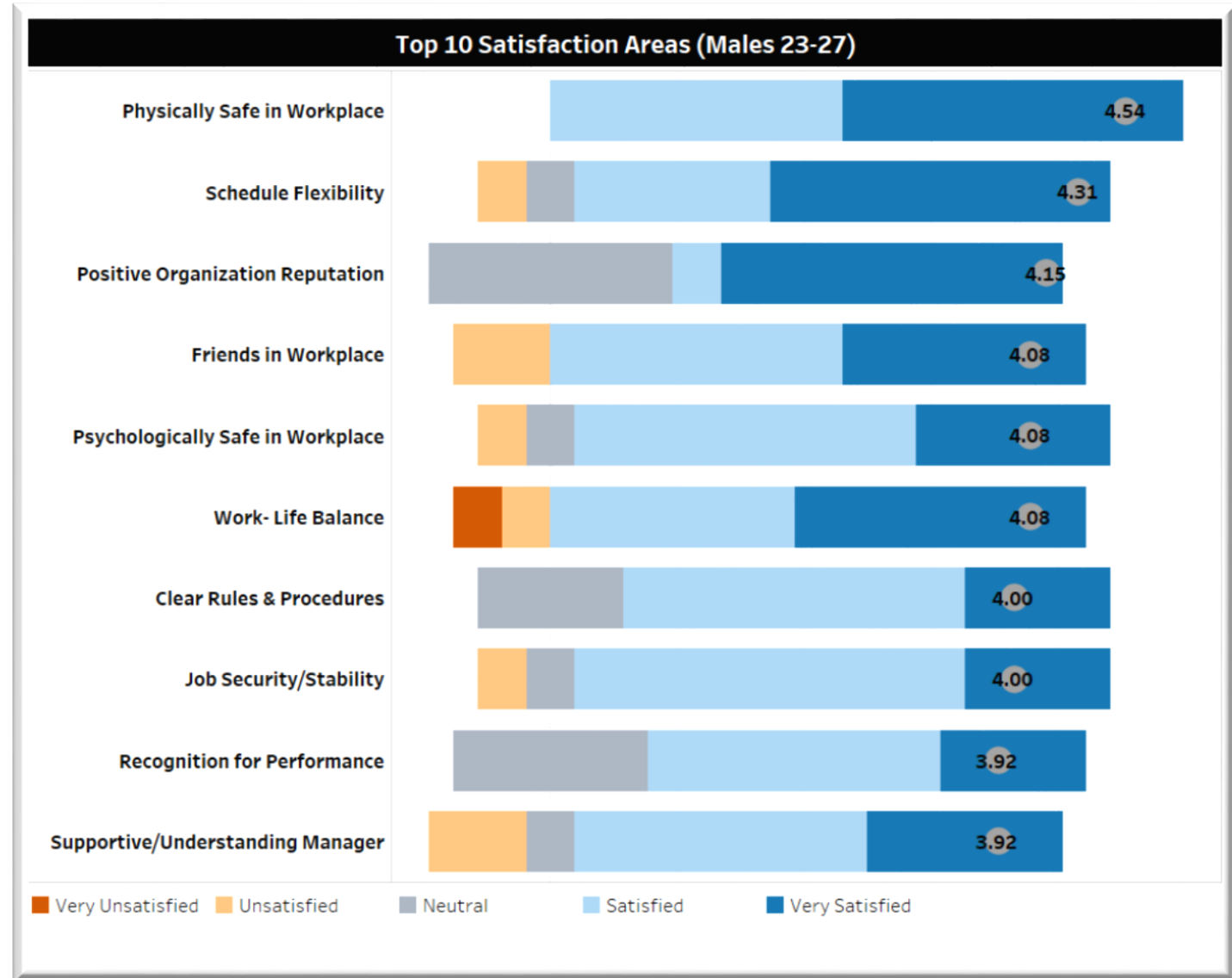
Significant Areas for Improvement

- Analysis conducted examining **largest gaps** between reported importance and satisfaction levels
- Variables selected from those rating highest in importance
- Greatest discrepancies noted in areas related to **compensation/benefits** and **career development/growth opportunities**



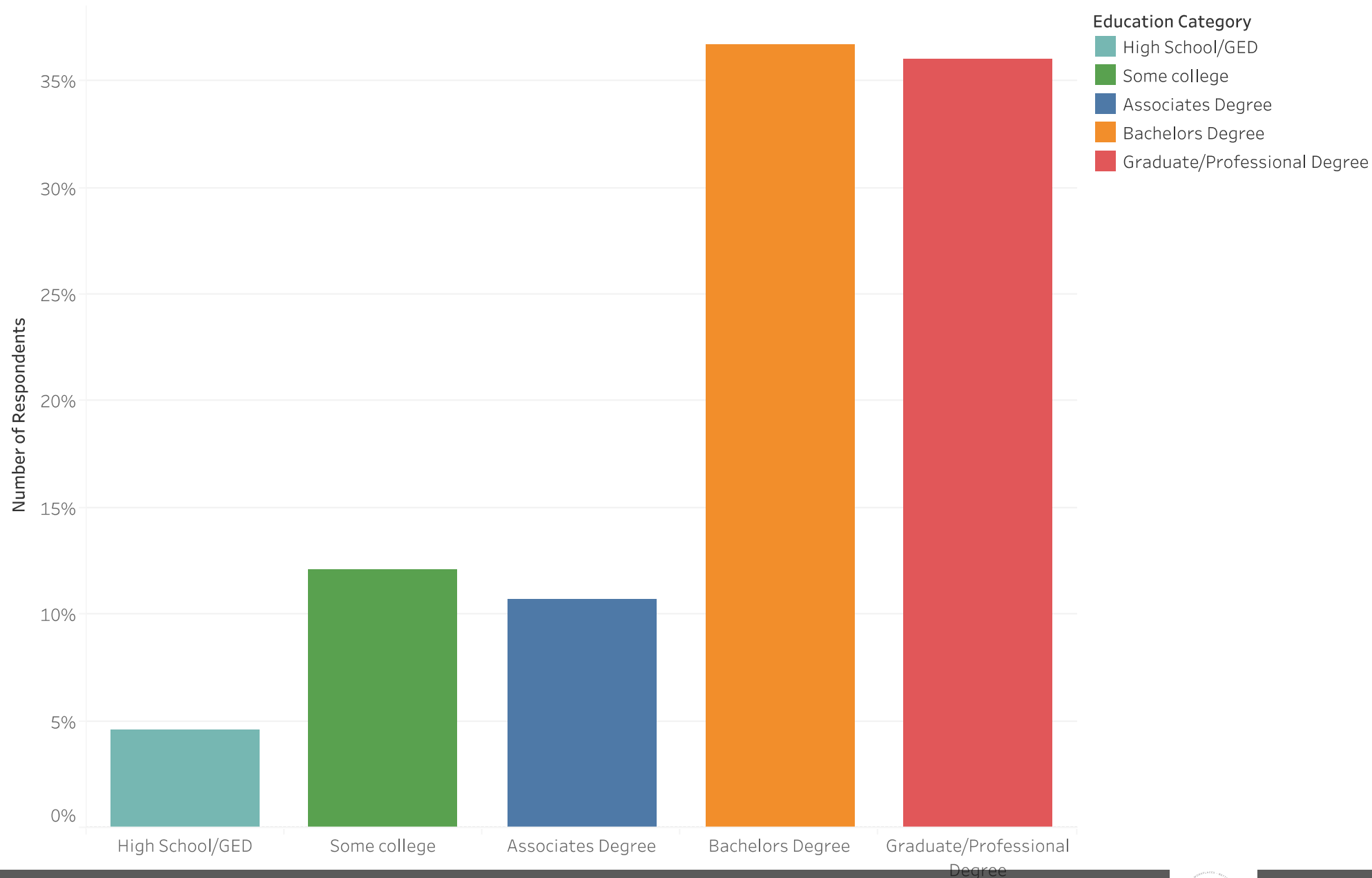
Areas Employers are **Excelling**

- Analysis conducted on variables rated most important to employees
- Satisfaction levels exceed importance rating
- Safety in workplace
- Flexibility
- Positive environment
- Work-life balance
- Clear rules/procedures
- Job security
- Recognition



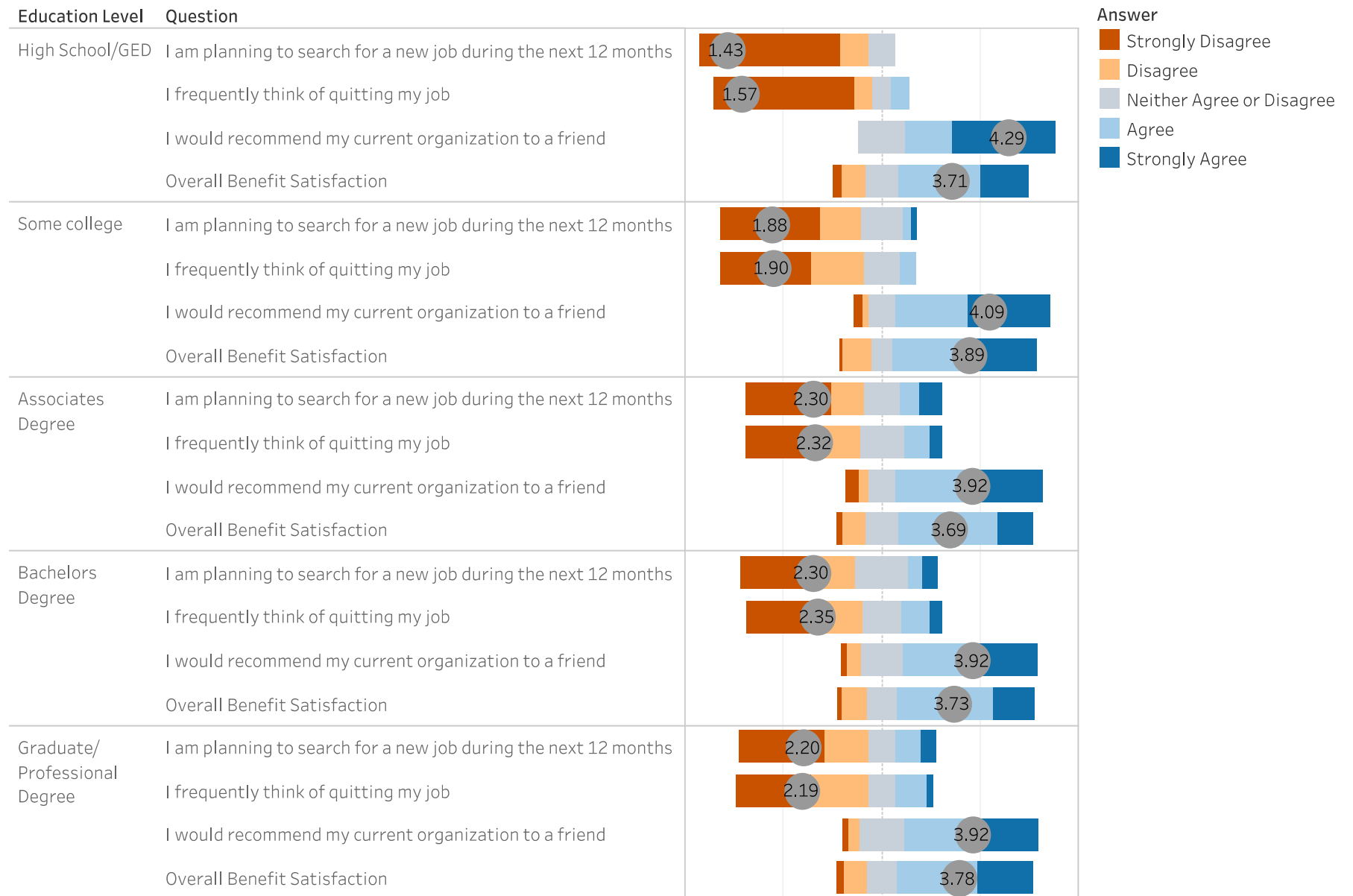
Distribution of Education Level Held by Survey Respondents

The majority of respondents hold **Bachelor** or **Professional Degrees**

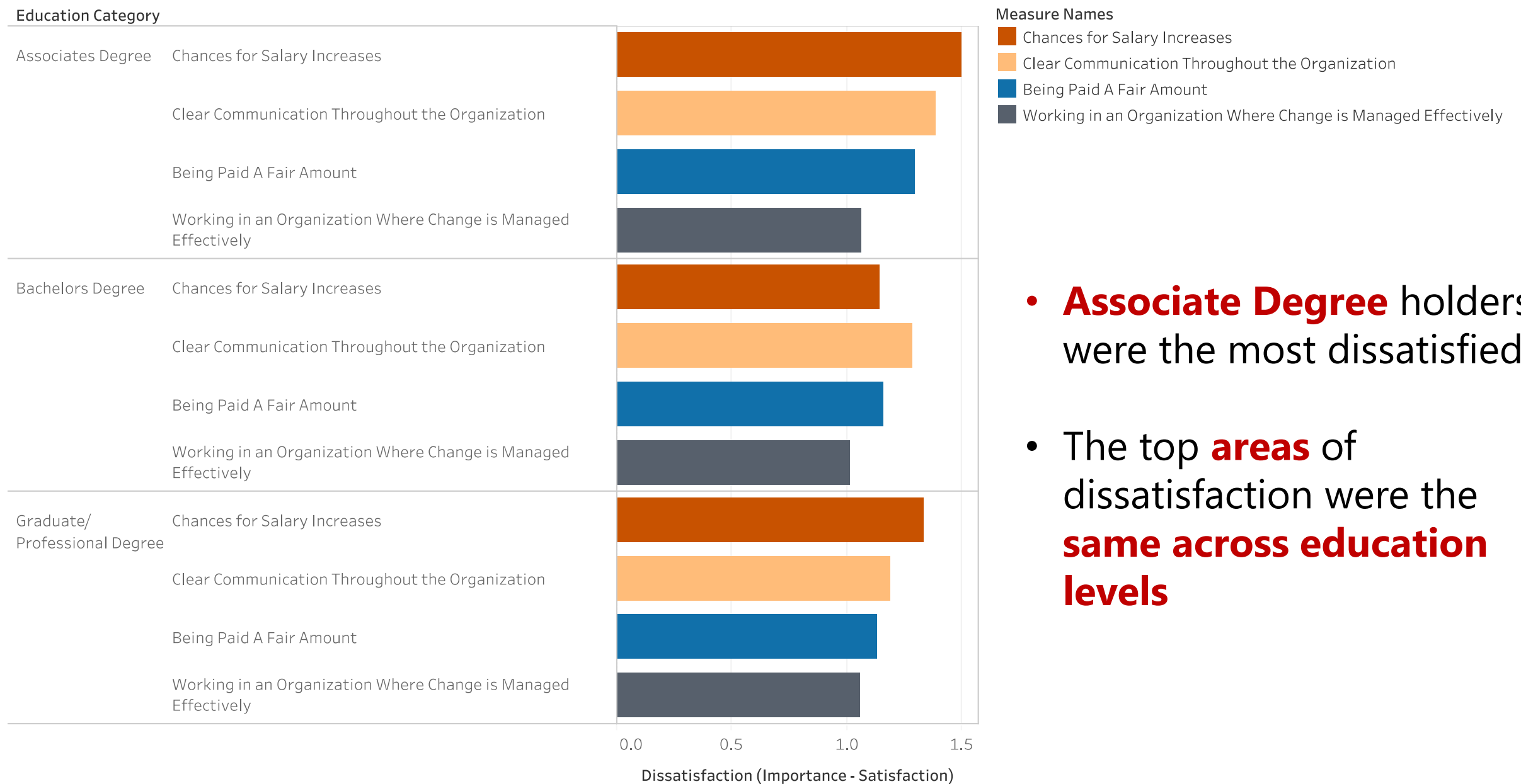


Employee Sentiment by Education

- The average response was “Strongly Disagree” to turnover related questions
- The average respondent answered **Positively toward recommending** their organization
- These trends held true **across all education levels**



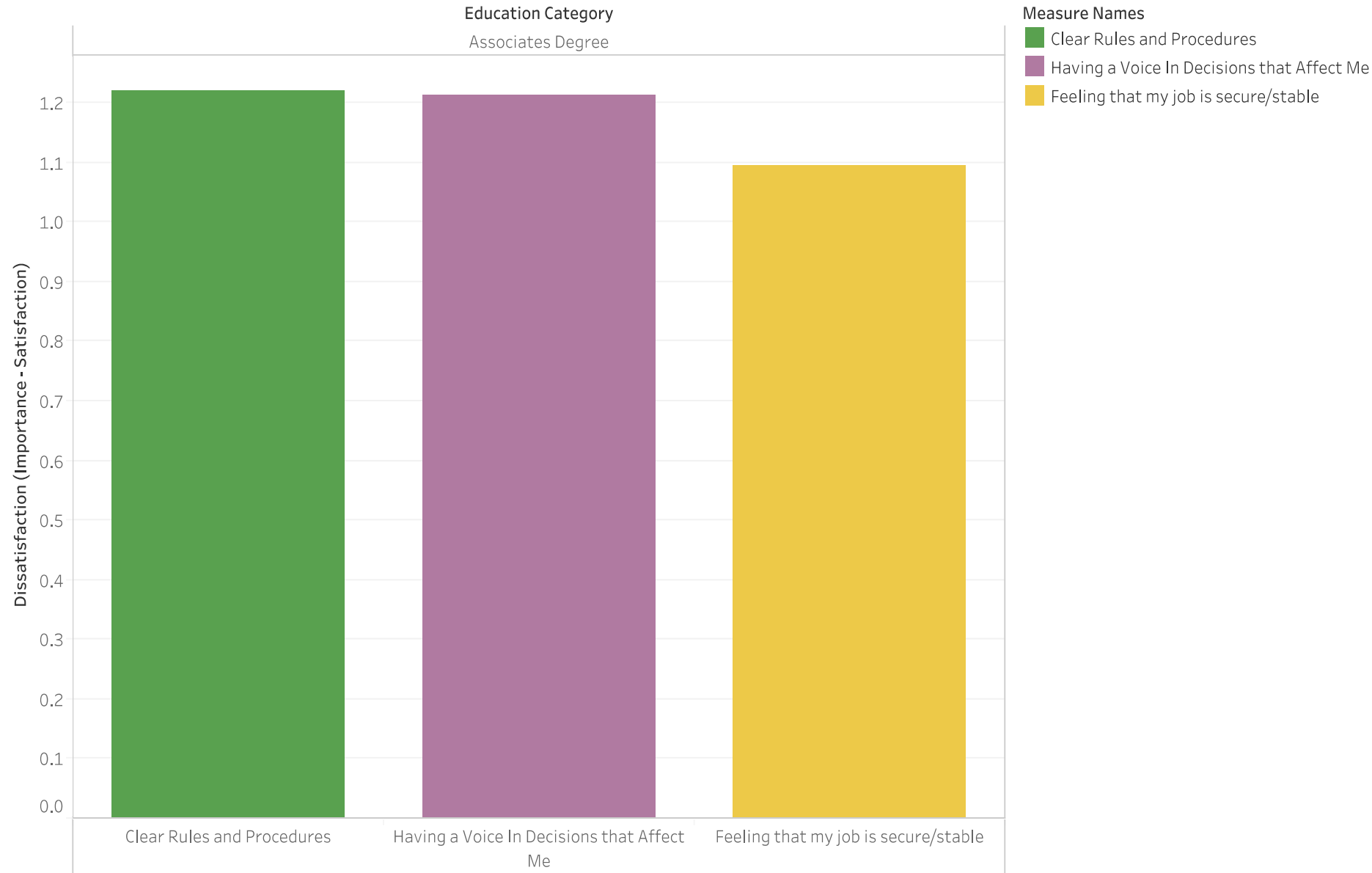
Top 4 Areas of Dissatisfaction by Education



- **Associate Degree** holders were the most dissatisfied
- The top **areas** of dissatisfaction were the **same across education levels**

3 Areas of Dissatisfaction Unique to Associates Degree

Those with Associate Degrees were also dissatisfied in the **most areas**



Key Takeaways

- Overall responses to survey were over 70% Female (take as context to the overall results of the analysis).
- The population is becoming more diverse.
- Respondents prioritize a 'Fair Wage' as most important and are most dissatisfied with a 'lack of clear communication throughout the organization'.
- Female respondents aged 18-32 are the most dissatisfied with their current benefits offerings, however satisfaction levels increase with females in older age groups.
- Respondents (across all demographics) that are thinking about leaving within the next 12 months are doing so because they are not satisfied with their 'Chances for Salary Increase'.
- Male respondents aged 23-27 are most likely to 'plan to look for a new job within the next 12 months'. Top reasons are 'Changes for Salary Increase' and 'Opportunity for Career Growth'.
- Respondents with Associates Degrees are most likely to 'plan to look for a new job within the next 12 months'. Top reasons 'Clear Rules and Procedures', 'Having a Voice in Decisions That Affect Me', 'Feeling that my Job is Safe/Secure'.

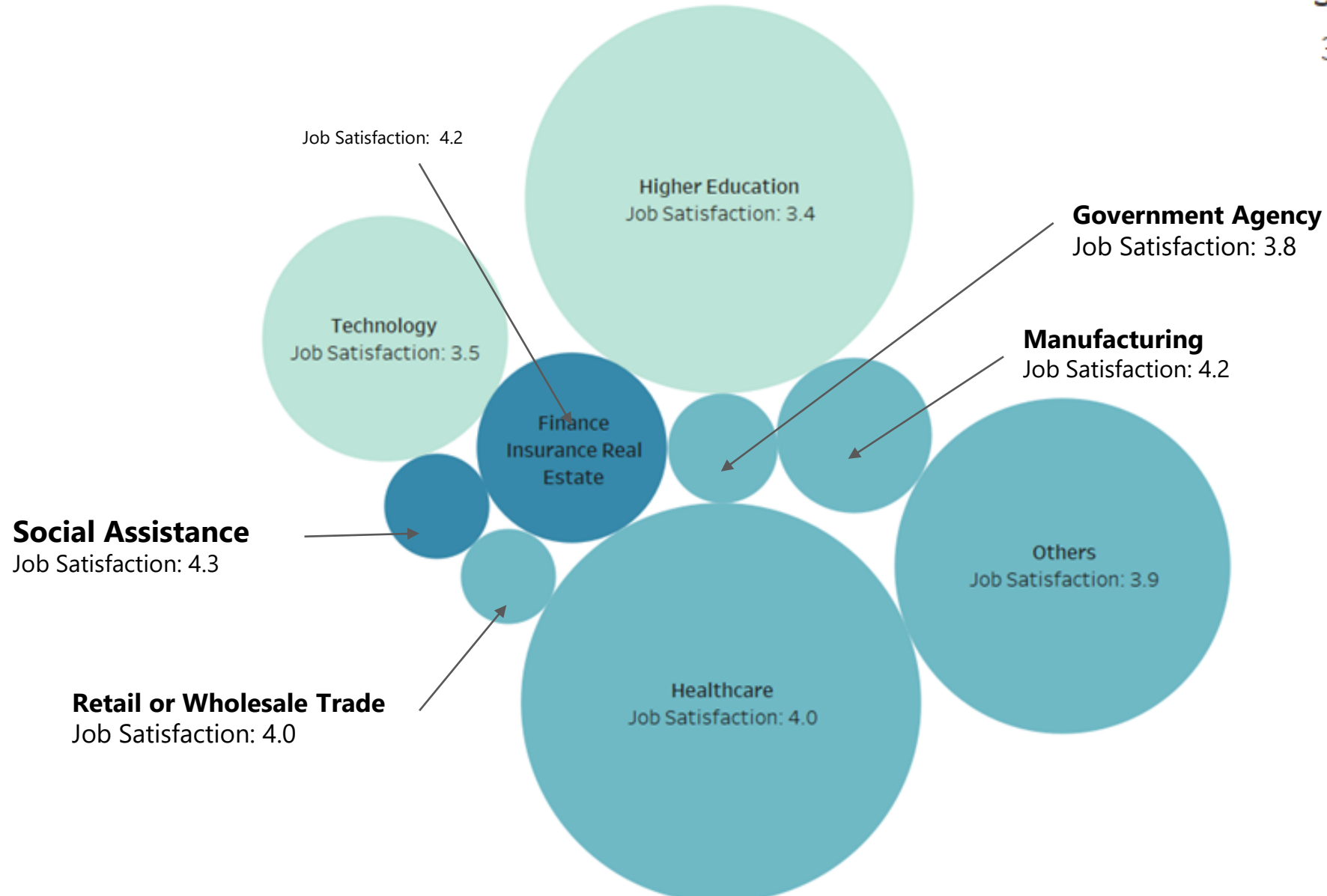
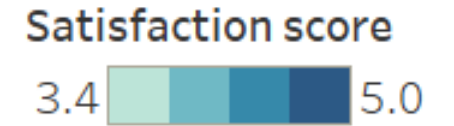
Red Team

Better Workplaces, Better World (Part One)

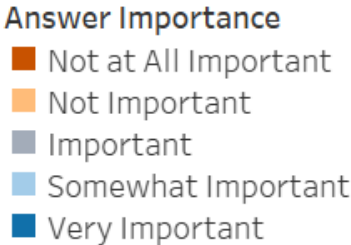


Mahdi Tella | Samir Patel | Abe Gage | Chen Pang | Thi Nguyen

Job Satisfaction by Industry












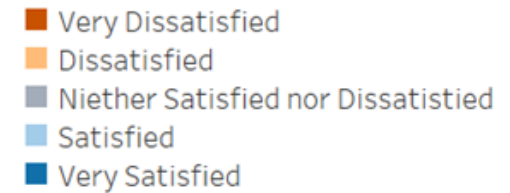
Top Factor Ranked **Most Important by Industry**



Social Assistance	Being able to arrange for a flexible schedule when I need one.	5.0
Technology	Having the flexibility I need to balance my work and non-work responsibilities.	4.8
Healthcare	Feeling that my job is secure/stable.	4.8
Higher Education	Feeling that my job is secure/stable.	4.7
Retail or Wholesale Trade	Having the flexibility I need to balance my work and non-work responsibilities.	4.7
Manufacturing	The benefits that my organization offers.	4.7
Finance Insurance Real Estate	Feeling emotionally/psychologically safe at work.	4.7
Others	Feeling that my job is secure/stable.	4.6
Government Agency	Feeling that my job is secure/stable.	4.5

Top Factors Ranked **Least Satisfied by Industry**

Government Agency	Being able to work from home.	
Retail or Wholesale Trade	Being provided with a useful onboarding experience when I am new on the job.	
Social Assistance	Being provided with a useful onboarding experience when I am new on the job.	
Higher Education	The benefits that my organization offers.	
Technology	Being provided with a useful onboarding experience when I am new on the job.	
Manufacturing	Being able to work from home.	
Others	Being provided with a useful onboarding experience when I am new on the job.	
Healthcare	The benefits that my organization offers.	
Finance Insurance Real Estate	Diversity and Inclusion Culture Satisfaction	



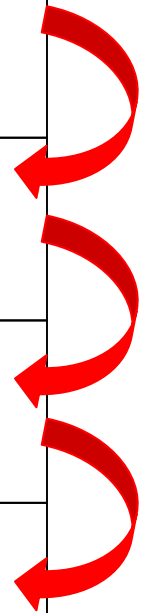
Deeper Dive Into **Higher Education**

Relationship Between Demographics

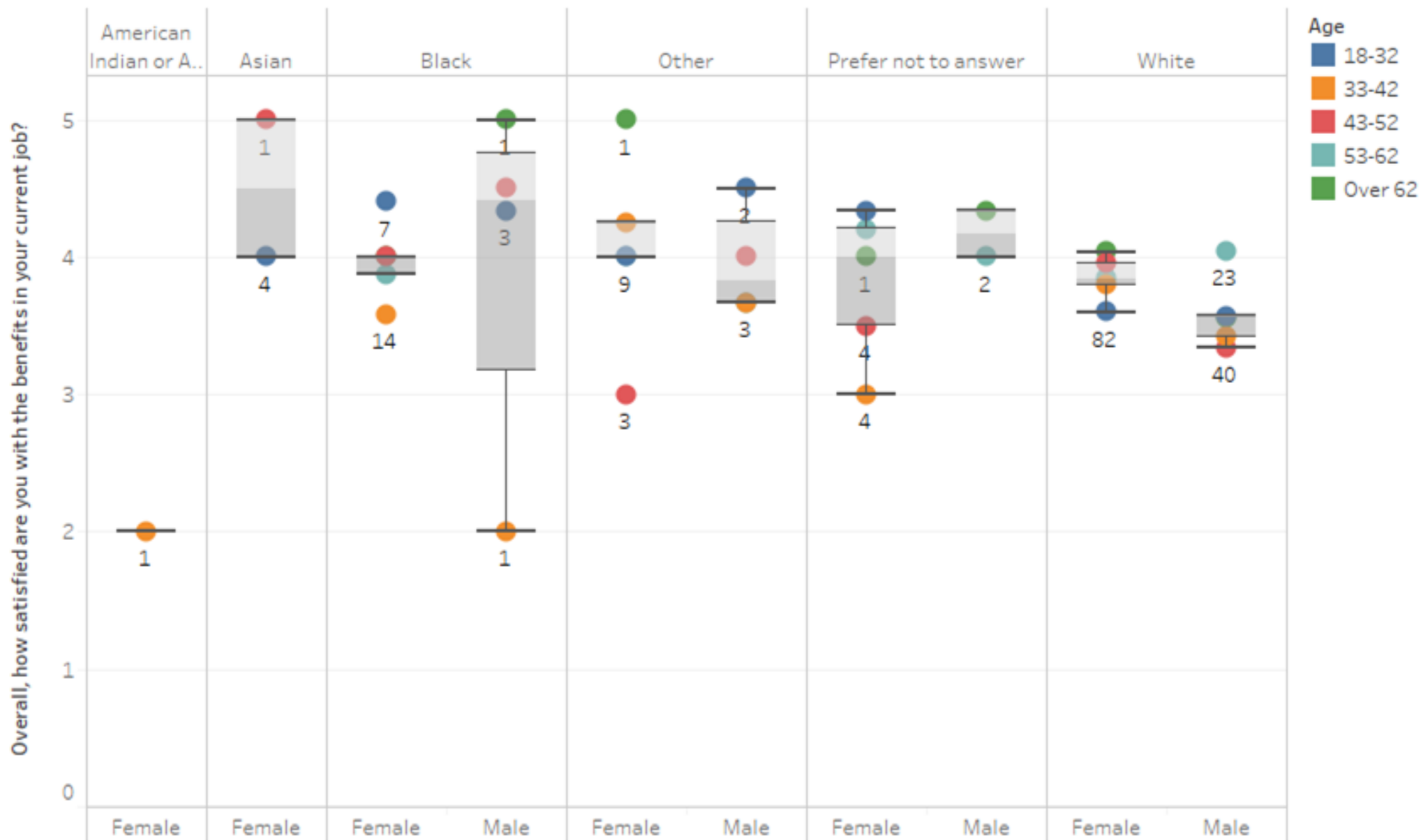
What Do They Want? Solutions to make them more satisfied

Compare Findings To Other Industries

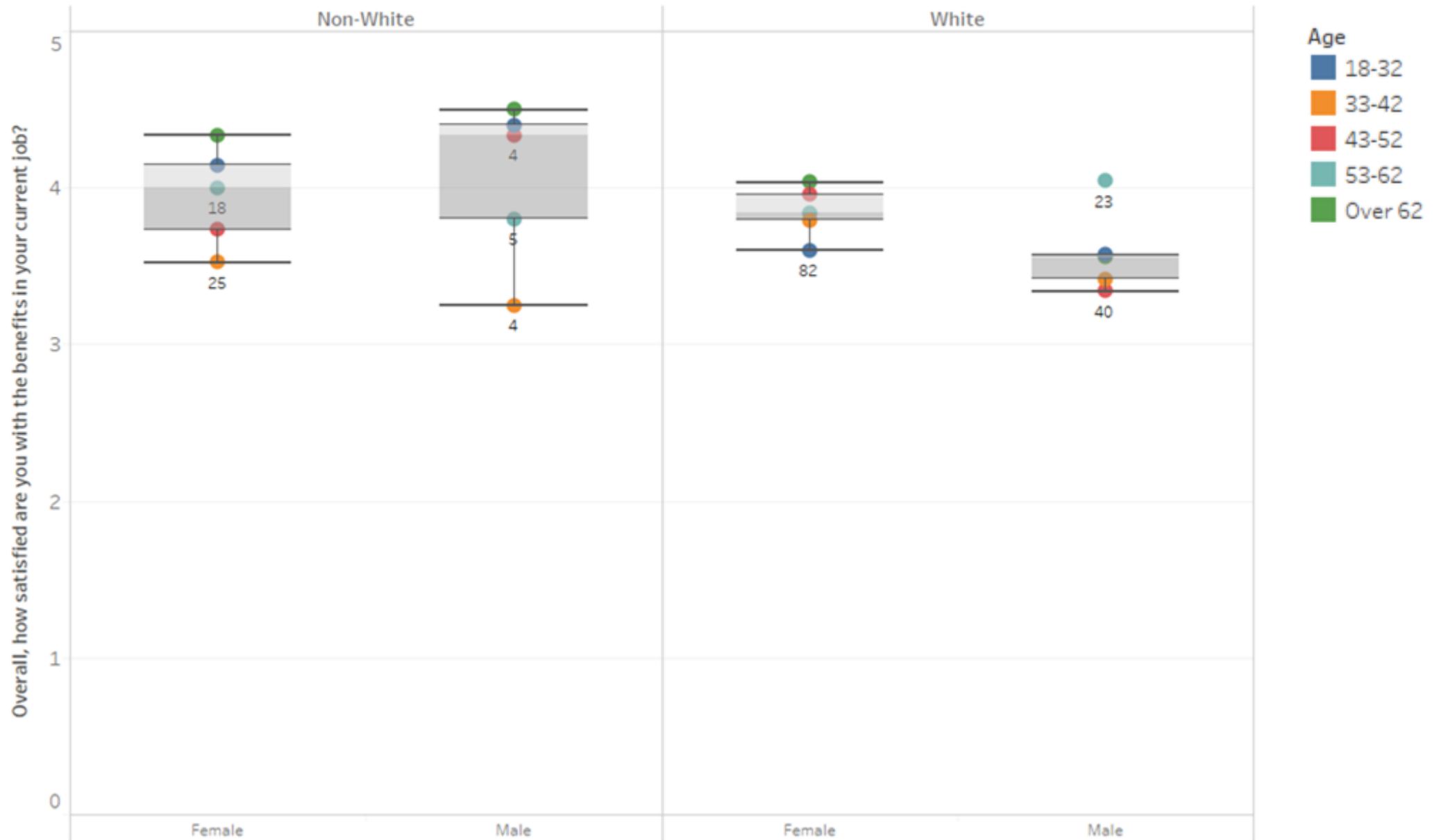
Key Points



Overall Benefit Satisfaction by Race, Gender, and Age

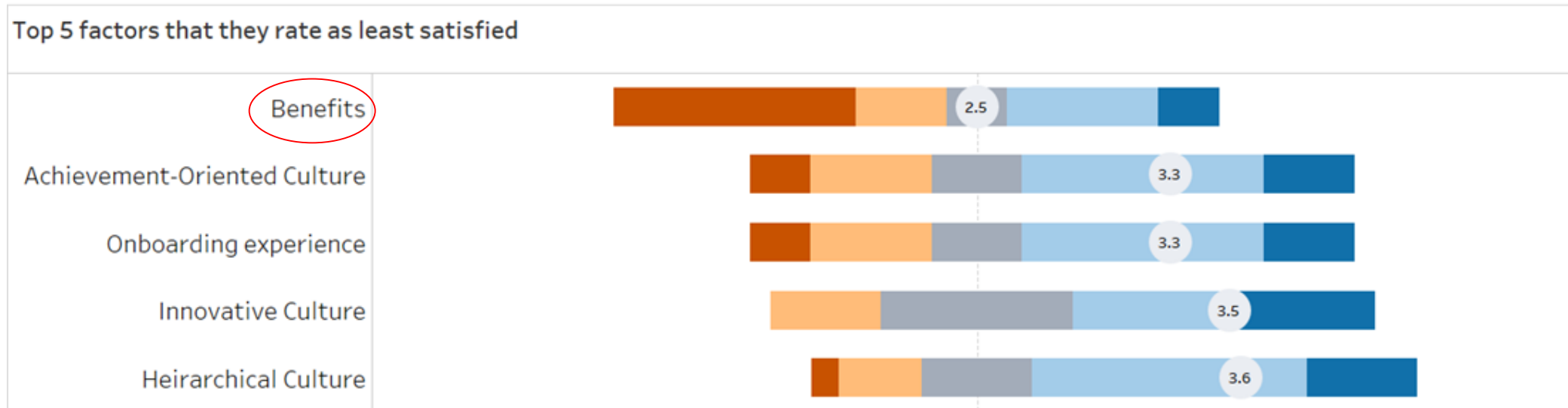
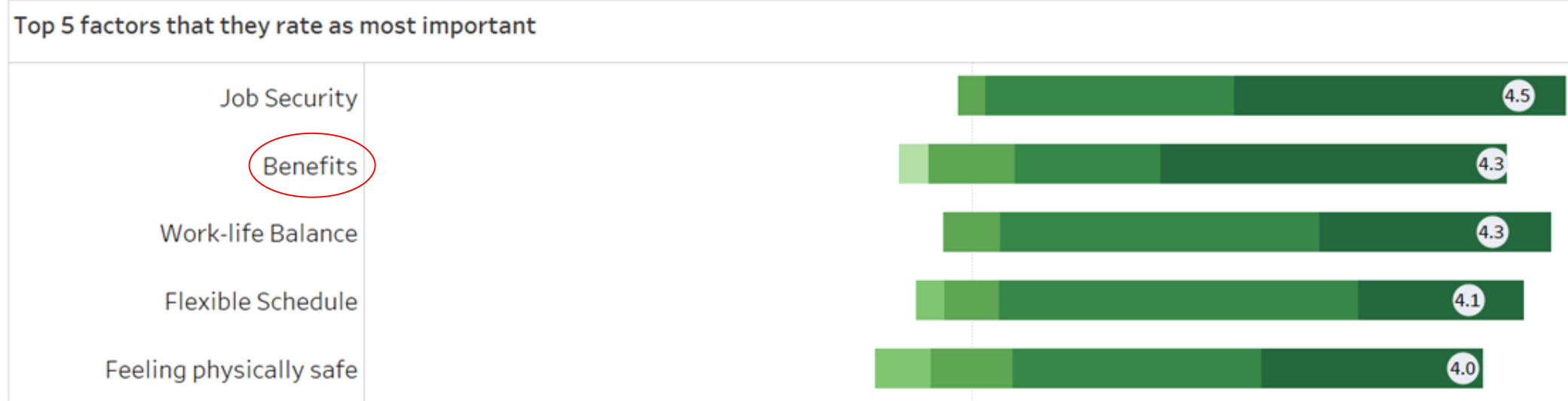


Overall Benefit Satisfaction by Race, Gender, and Age



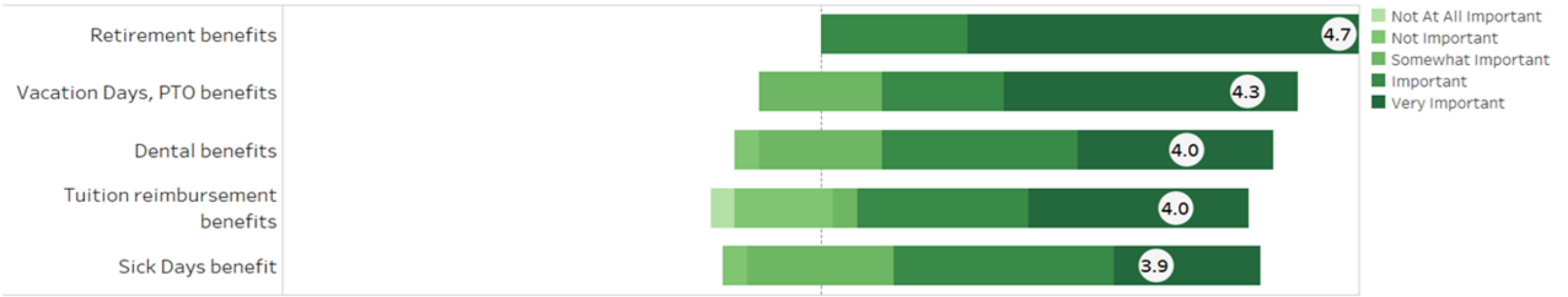
A closer look at Higher Education, White, Male group

Why do they have a low overall satisfaction score ?





Which benefits this group considers most important ?

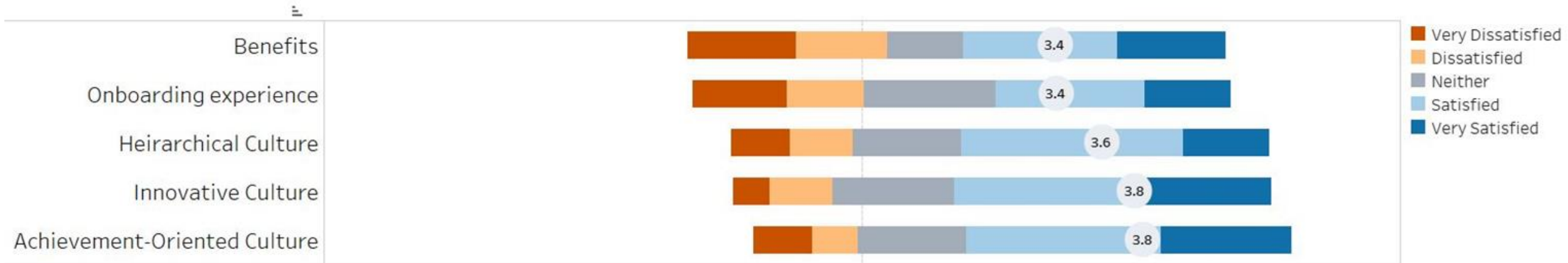


White, Male in All industries

Top 5 factors that they rate as most important



Top 5 factors that they rate as least satisfied





Key **Takeaways**

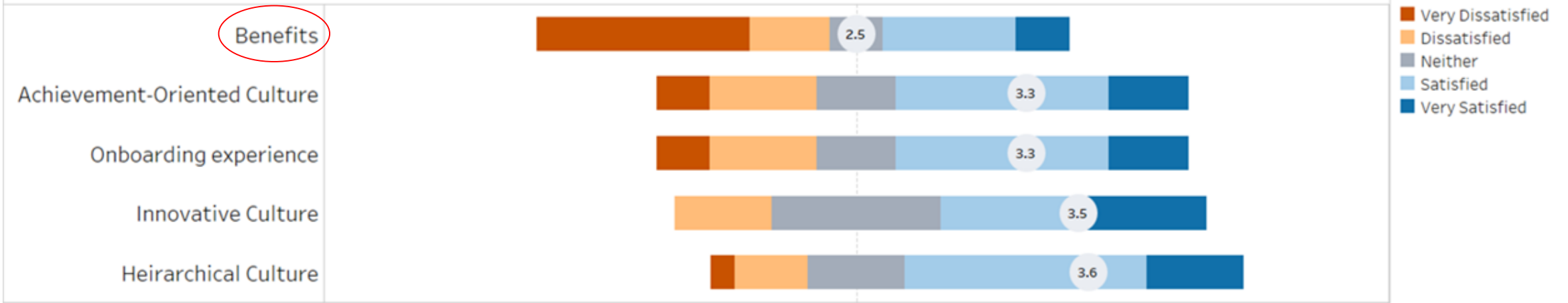
In the lowest satisfied industry, Higher Education, we found that the white male compared to all other demographics was the least satisfied with their industry.

Comparing the top factors:

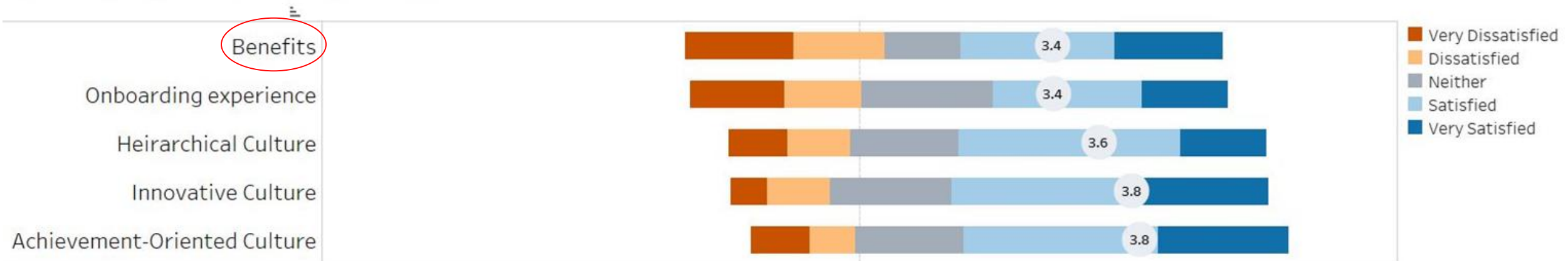
- Benefits is ranked one of the top priority in all industries
- Ranked least satisfied in all industries
 - Significant difference in how unsatisfied

No other significant differences among demographic variables.

Top 5 factors that they rate as least satisfied



Top 5 factors that they rate as least satisfied



Blue Team

Better Workplaces, Better World (Part One)



Brandon Beaven | Laura Clemente | Mariana Mayer | Yusif Morsy | Mohammed Uzair

This group will analyze the impact of **contemporary** work situations.

WHAT

Focus on analyzing the impact of different work situations:

- 100% employer's location
- Less than 50% from home
- Flexibility to work from home
- 100% from home

HOW

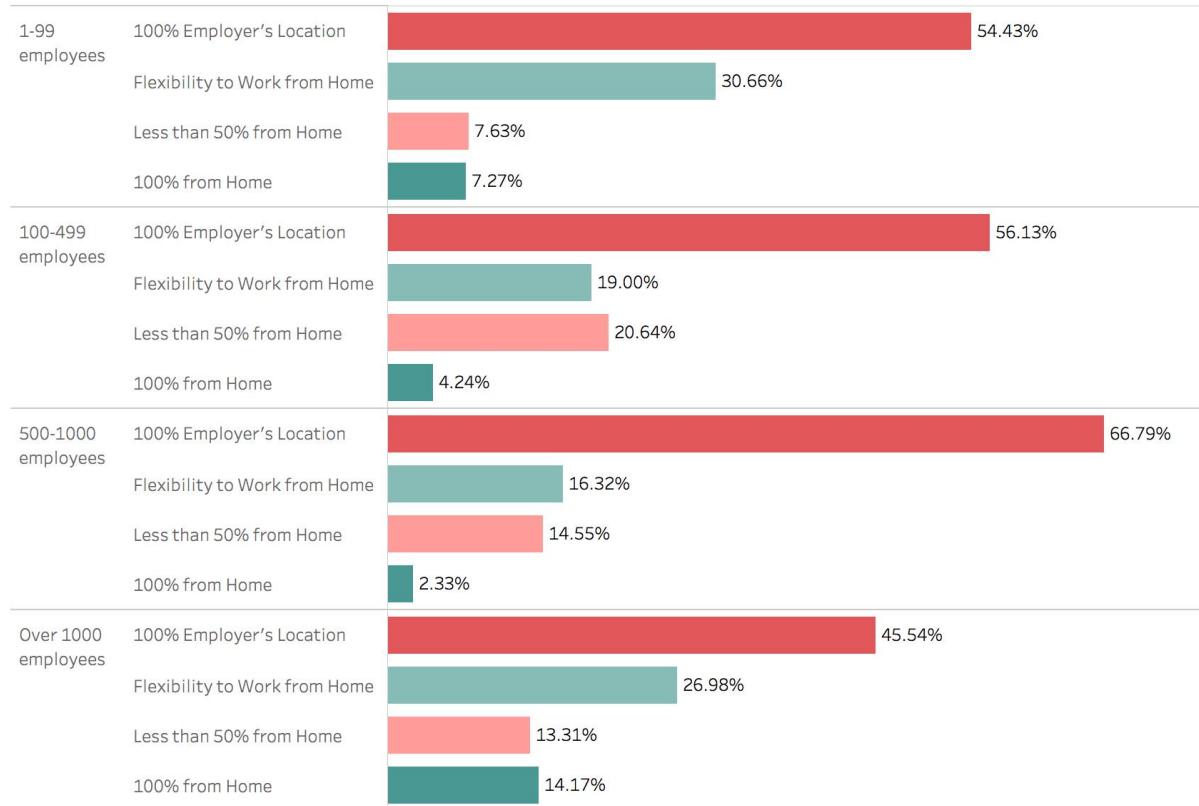
- Explore demographics
- Compare importance and satisfaction rates
- Analyze the productivity of the different work situations
- Evaluate the impact that COVID-19 has had

WHY

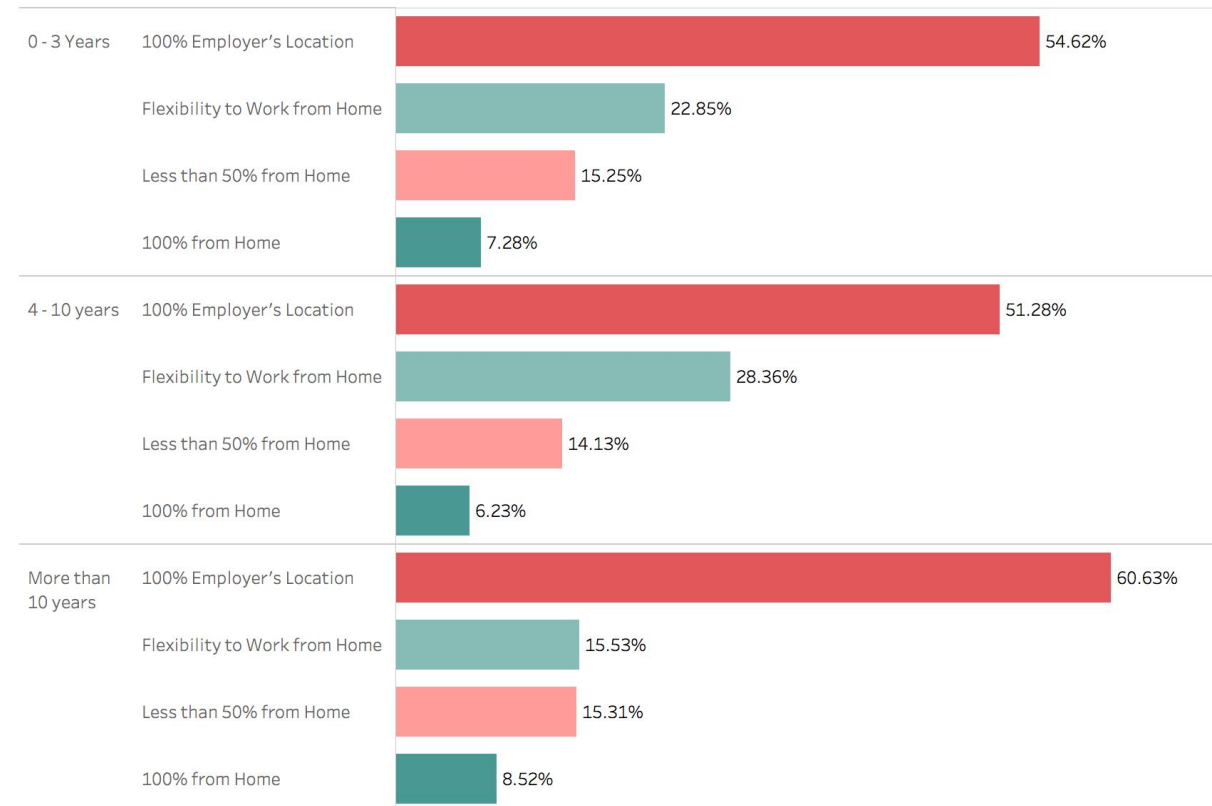
- Increased employee interest in the flexibility/option to work from home
- COVID-19 – Many Americans required to work-from-home for extended period
- Determining if work situation options could impact the retention of talent

Very small (37.93%) and very large (41.15%) organizations offer more job flexibility than mid-sized organizations

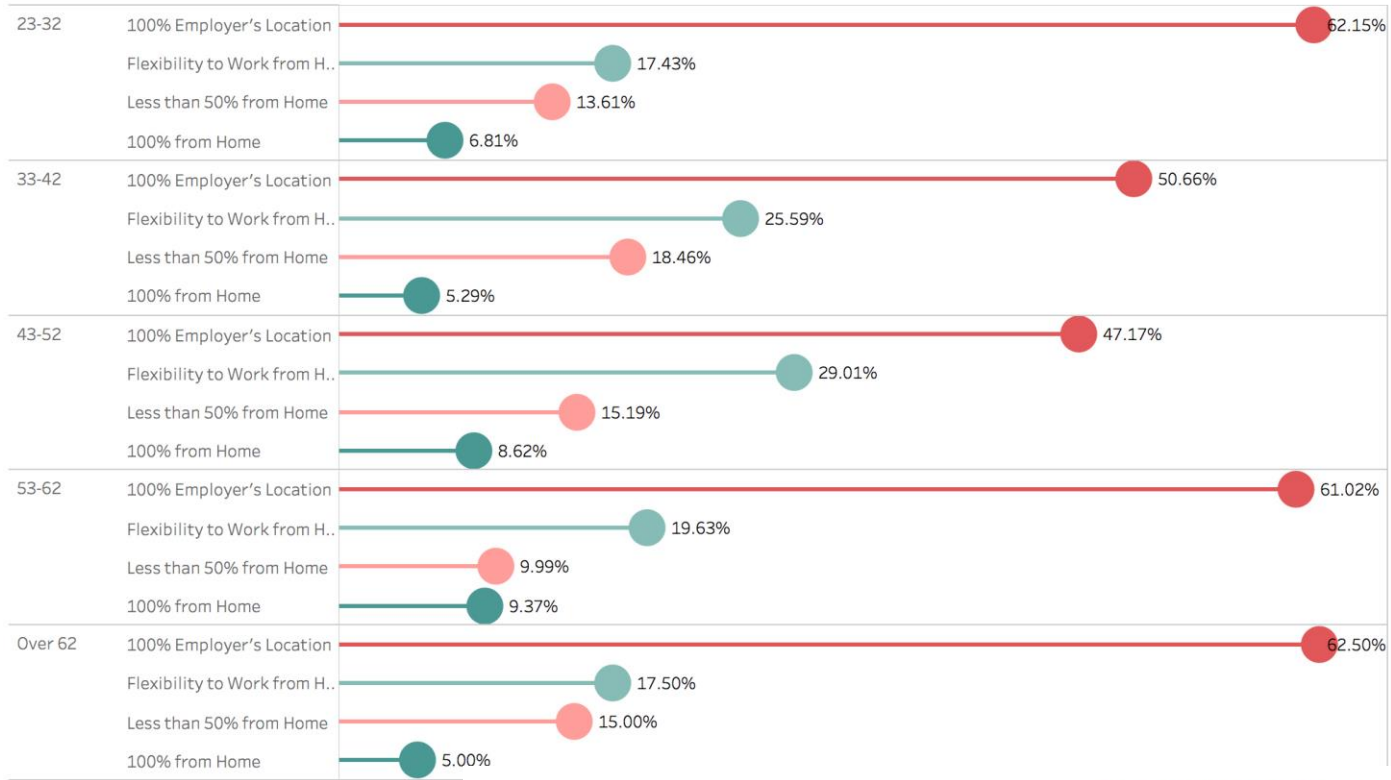
ORGANIZATIONAL SIZE



YEARS WITH COMPANY



WORK SITUATION BY AGE

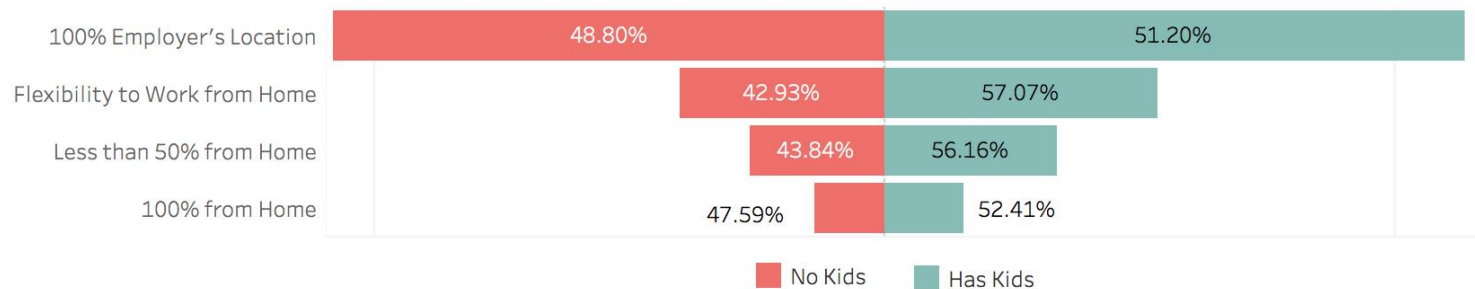


WHO MADE UP THE **WORK-FROM-HOME** POPULATION BEFORE COVID-19?

Demographic trends were similar across work situation categories

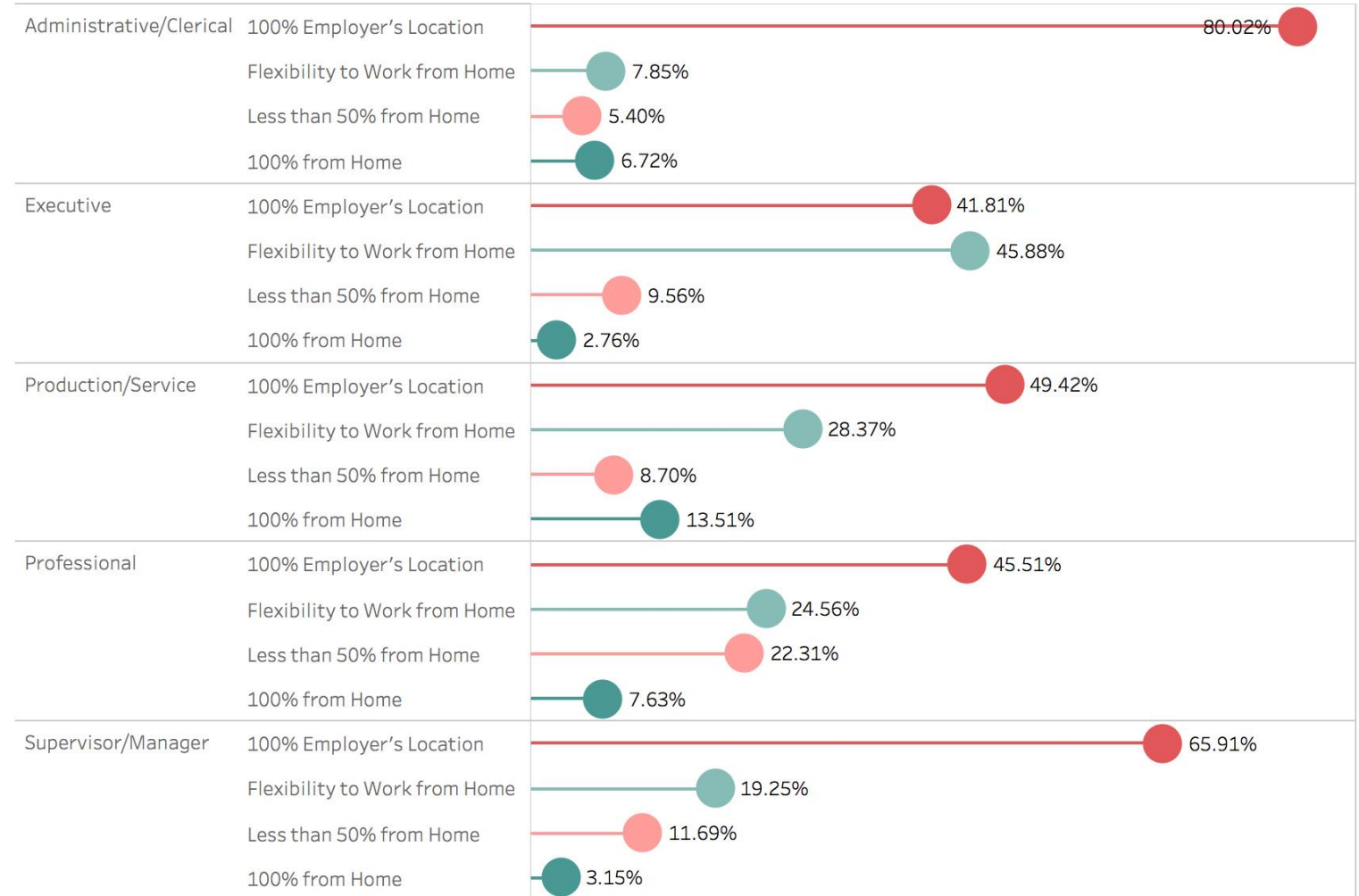
100% from home was the smallest population across personal and organizational demographics

NO CHILDREN VS. HAS CHILDREN



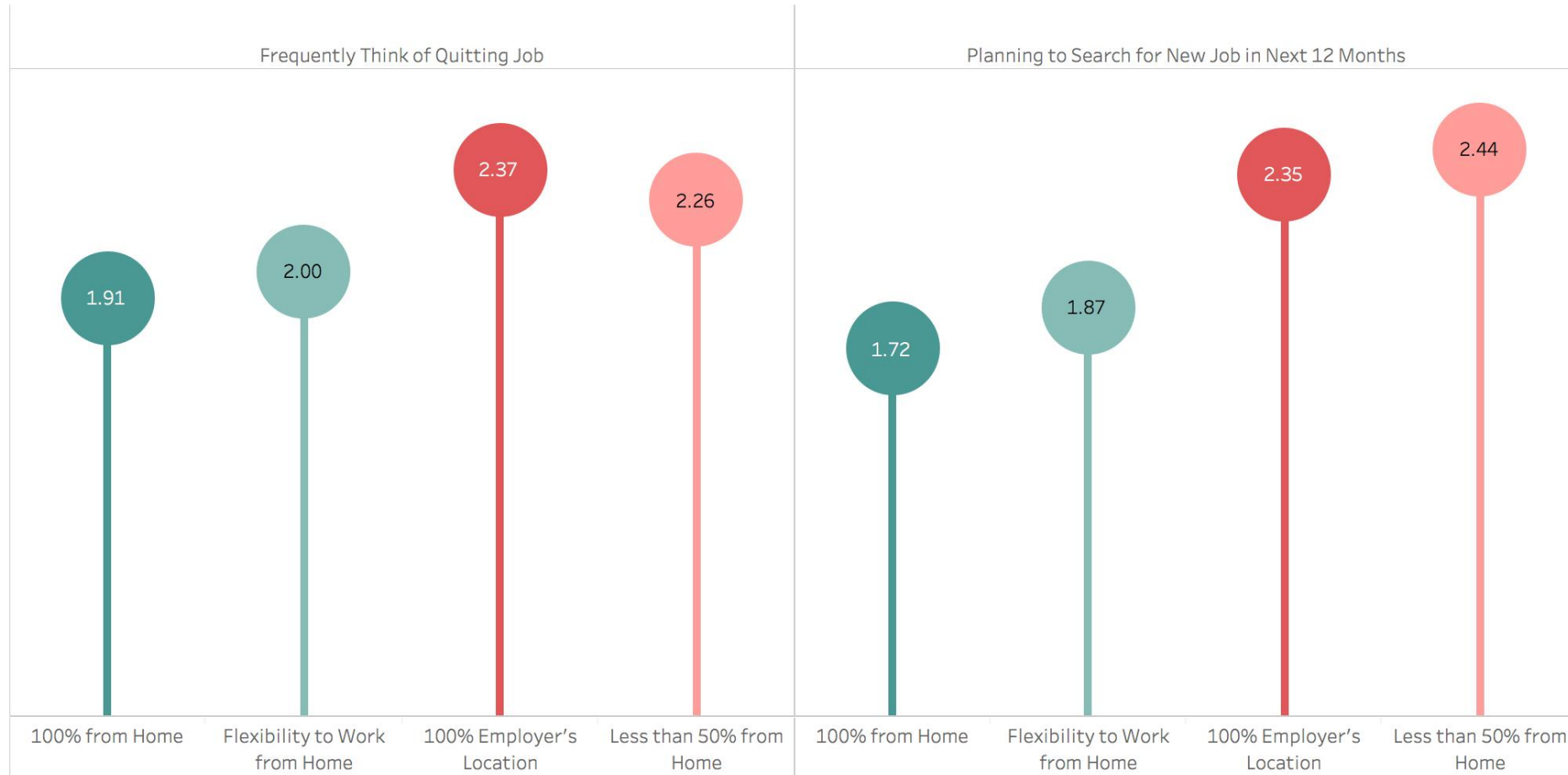
WHO MADE UP THE **WORK-FROM-HOME** POPULATION BEFORE COVID-19?

CURRENT POSITION WITHIN ORGANIZATION



Those in **higher-ranking positions** have greater flexibility to work from home, which could skew our values and satisfaction findings

DOES JOB FLEXIBILITY IMPACT JOB **RETENTION**?



Those who work **100% from Employer's Location** most frequently **think about quitting** their job

Those who work **Less than 50% from Home** are most likely to **search for a new job** within the next 12 months

Those who work **100% from Home** are **least likely** to quit their job or search for a new job within the year

ARE EMPLOYEES WHO WORK FROM HOME **HAPPIER**?

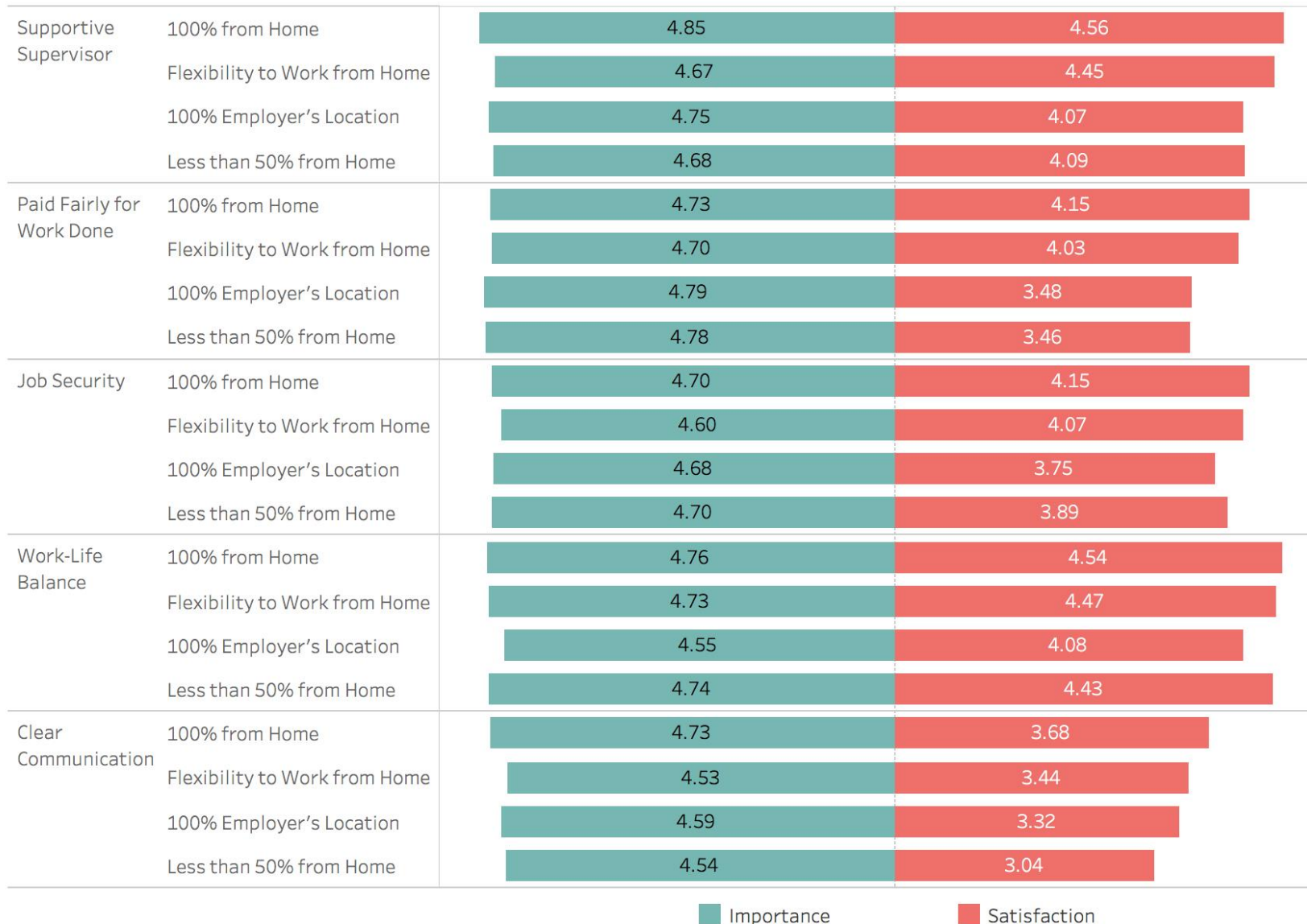
IMPORTANCE VS. SATISFACTION



“Work 100% from Home” and **“Have the Flexibility to Work from Home”** are the only two categories where **the satisfaction levels out-score the importance levels.**

WHAT DO EMPLOYEES VALUE MOST?

TOP 5: IMPORTANCE VS. SATISFACTION



Importance outweighs satisfaction scores on all Top-5 factors

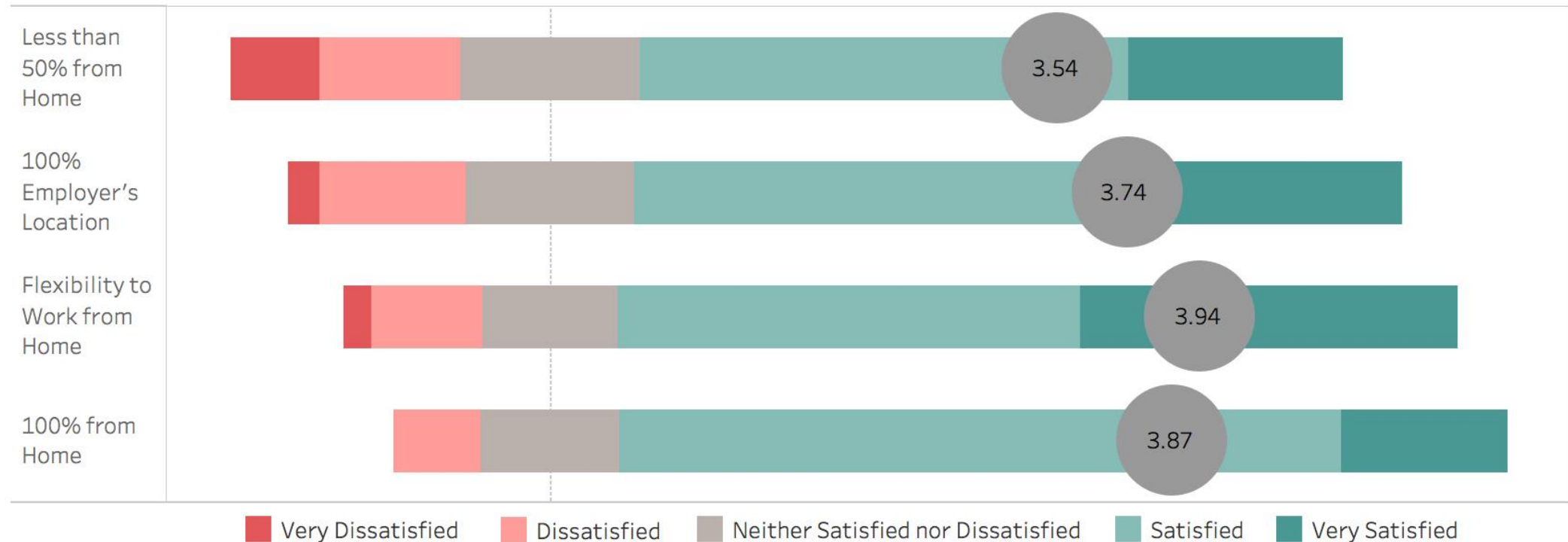
100% from Home has the **highest satisfaction score** for every category

The overall importance and satisfaction factors are **skewed by** a large percentage of survey respondents falling to **the 100% Employer's Location category**

There is only one factor that is in the Top 5 for all work situation categories – **Supportive Supervisor**

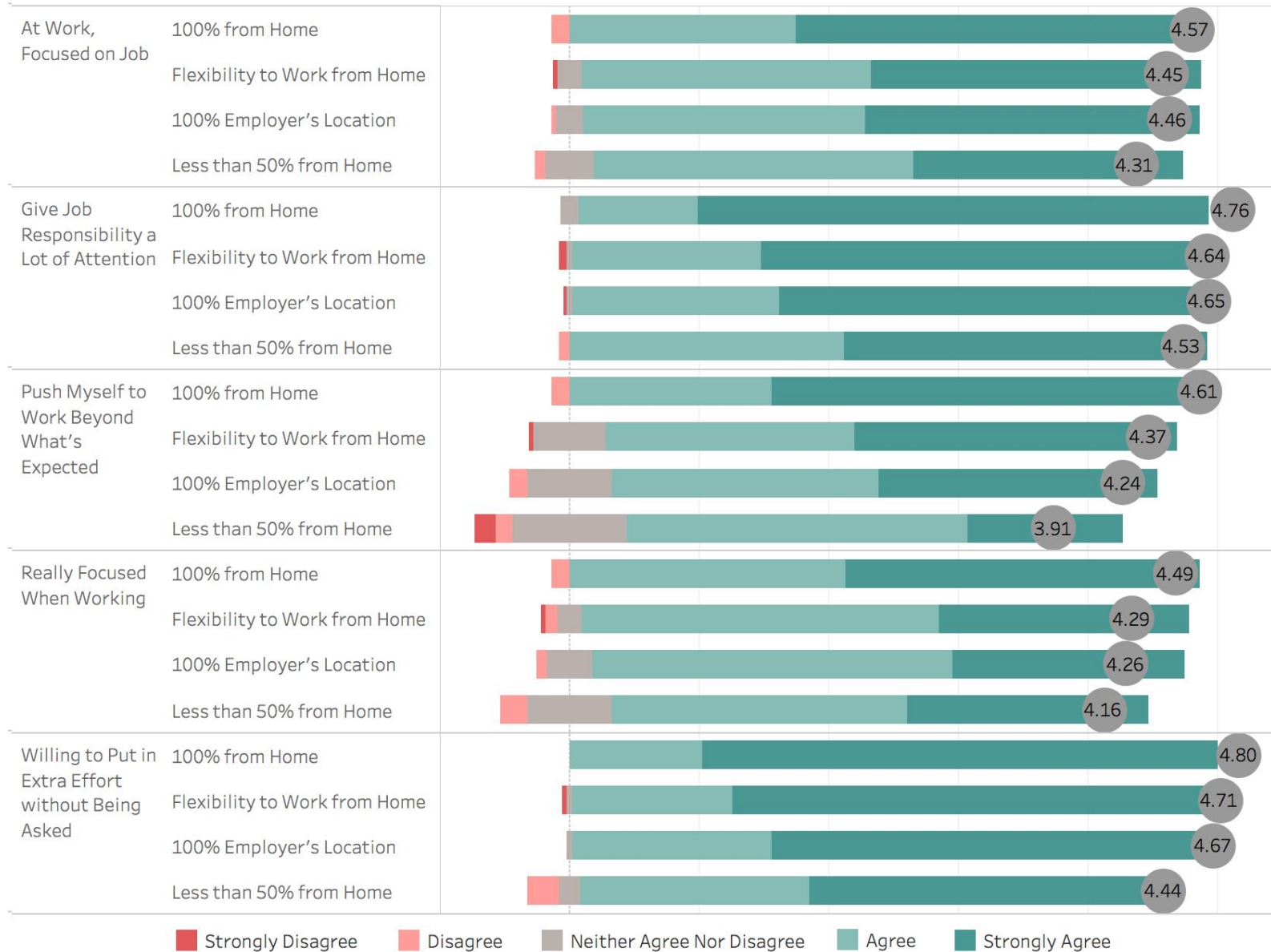
HOW **SATISFIED** ARE EMPLOYEES WITH **BENEFITS** OFFERRED?

OVERALL SATISFACTION WITH BENEFITS



Those who have the **flexibility to work from home** are the **most satisfied** with the benefits offered by their companies

IS WORKING REMOTELY A **PRODUCTIVE** ARRANGEMENT?



For every question, each work situation has at least **75%** of responses as **"Agree"** or **"Strongly Agree"**

Less than 50% from Home is the only category that scored **below a 4** (Agree) on any of the responses

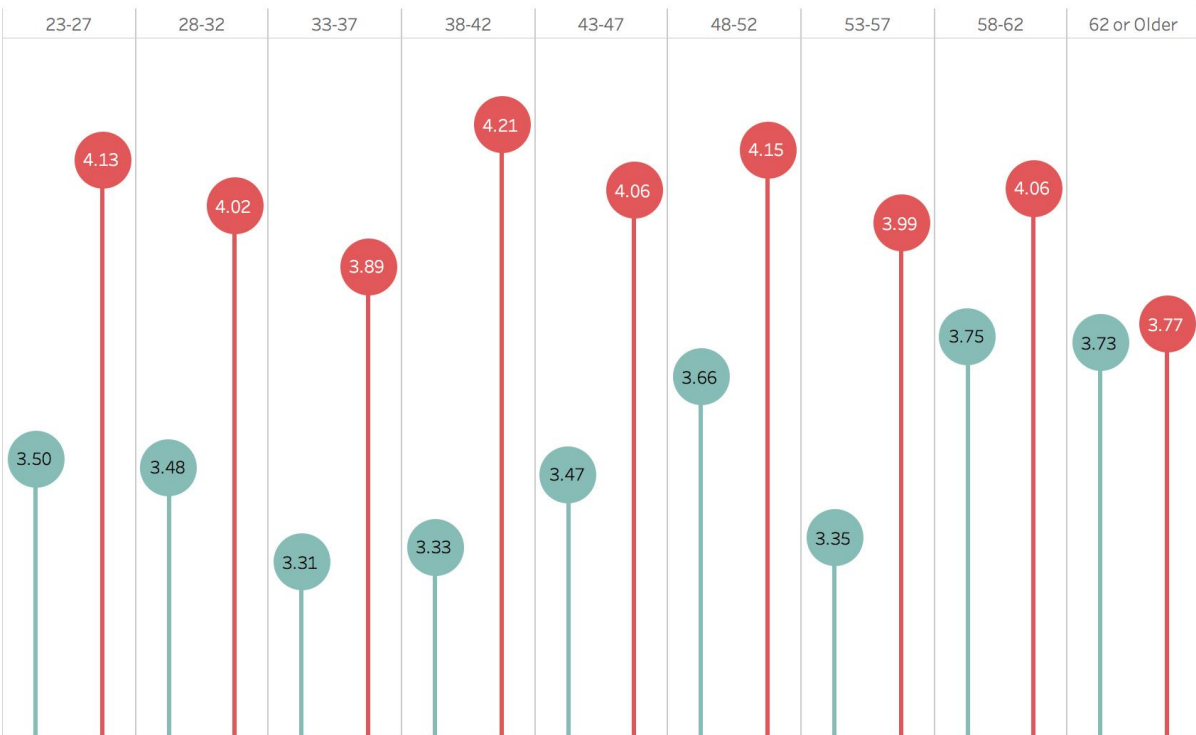
The category ranking is consistent across at questions:

- 1) **100% from Home**
- 2) Flexibility to Work from Home
- 3) 100% Employer's Location
- 4) Less than 50% from Home

Working from home increases productivity

HOW DOES COVID-19 AFFECT RESULTS?

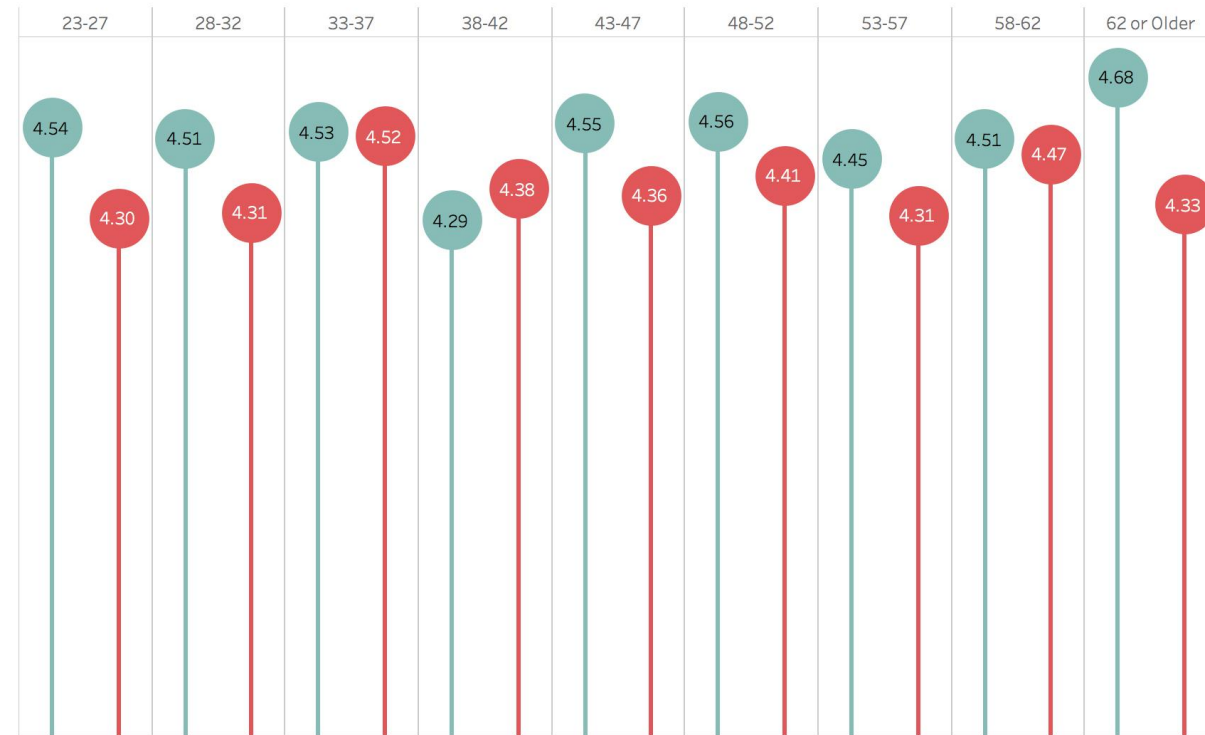
HOW IMPORTANT IS IT TO WORK FROM HOME?



Average Importance By Gender:
Female = 3.47 | Male = 3.52

■ Avg. Importance ■ Avg. Satisfaction

HOW IMPORTANT IS IT TO FEEL PHYSICALLY SAFE AT WORK?



Average Importance By Gender:
Female = 4.47 | Male = 4.57

■ Avg. Importance ■ Avg. Satisfaction

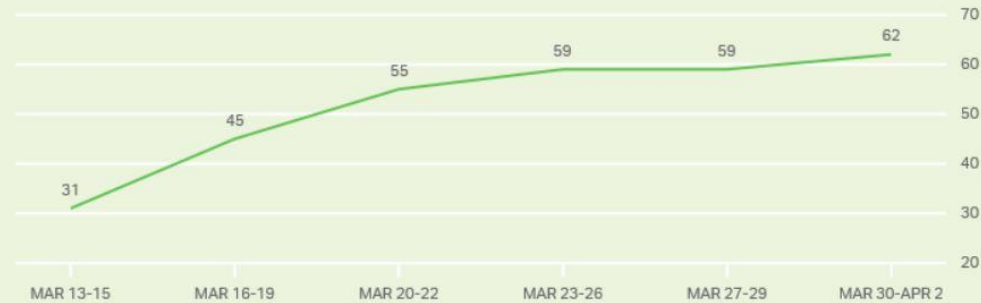
Those groups **53 and Older** don't value working from home, but **safety is highly important** – Given the health/safety concerns caused by COVID-19, this group's results will likely change and working from home will increase in importance.

HOW DOES **COVID-19** AFFECT RESULTS?

Americans Increasingly Working Remotely

There are some things people may do because of their concern about the coronavirus. Please indicate if this is something you have done, are considering doing or have not considered.

■ % of U.S. workers who have worked remotely



GALLUP PANEL, 2020

From March 13 to April 2, the amount of **Americans working from home went up 31%**

Even when restrictions are lifted, **59% of Americans want to work remotely** as much as possible

Workers Taking to Remote Work Amid COVID-19 Crisis

Once restrictions on businesses and school closures are lifted, if your employer left it up to you, would you prefer to:

	U.S. adults
	%
Work remotely as much as possible	59
Return to working at your office as much as you previously did	41

Based on U.S. workers who are working from home as a result of the coronavirus situation

GALLUP PANEL, MARCH 28-APRIL 2, 2020

KEY TAKEAWAYS

1

EMPLOYEES WHO HAVE THE **FLEXIBILITY** TO WORK FROM HOME, OR WORK FROM HOME 100% ARE THE **MOST SATISFIED**

2

EMPLOYEES WHO WORK REMOTELY HAVE **SELF-IDENTIFIED** AS THE **MOST PRODUCTIVE** GROUP

3

COVID-19 HAS CHANGED THE WAY WE WORK AND WILL CONTINUE TO SET A "**NEW NORMAL**" ON WORKPLACE EXPECTATIONS

Better Workplaces, Better World

The Story of Louisville's Workforce



Thank You!

Master of Science in Business Analytics 625 | Storytelling with Data (Part One)
Q & A Session Directed at Any Team