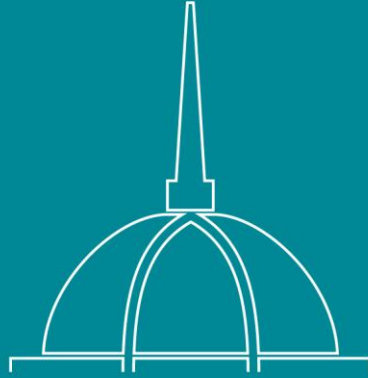




OIEP

OFFICE OF INSTITUTIONAL EFFECTIVENESS
AND PLANNING



Staff Satisfaction Survey

SPRING 2023



OFFICE OF INSTITUTIONAL EFFECTIVENESS AND PLANNING

auk.edu.krd

Admin Staff Members Highlights of Survey Findings

This Survey was sent to 78 admin staff members.

Total Responses collected: 59.

Response Rate: 75.6%.

I enjoy working at AUK.	I would recommend AUK as a place for employment.
<p>● 5 - Strongly Agree ● 4 - Agree ● 3 - Neutral ● 2 - Disagree ● 1 - Strongly Disagree</p>	<p>● 5 - Strongly Agree ● 4 - Agree ● 3 - Neutral ● 2 - Disagree ● 1 - Strongly Disagree</p>
67.241% of the admin staff members strongly agree that AUK is an enjoyable workplace, 22.414% agree, and 10.345% are neutral. None of the respondents disagreed.	51.724% of the admin staff members strongly agree and recommend AUK as a place for employment, 37.931% agree, and 6.897% are neutral. And the rest disagreed.
53.3% of admin staff members reported they agreed or strongly agreed of events organized at AUK help them develop personally and professionally, 34.4% are neutral, and the rest disagreed.	In response to a Yes/No question: <i>“Since being employed, have you been promoted at AUK?”</i> 55% of the admin staff members responded Yes.
77.1% of the admin staff members are very satisfied, or satisfied of the impact of their work in Duhok and in Kurdistan/Iraq. 35.09% of the admin staff members agree that there is a lack of promotion, motivation and professional development opportunities. 51.79% of the admin staff members believe that there is no discrimination in the work place. 19.64% believe that there is discrimination in the work place, the rest are neutral.	46% of the admin staff members are very familiar or familiar with AUK's initiative for institutional accreditation. 46.94% of the admin staff members are very familiar or familiar with the requirements and standards of accreditation. 47. 17% of the admin staff members are very familiar or familiar with the AUK handbook of Administrative Policies.
<ul style="list-style-type: none"> ● The 3 things admin staff members are highly satisfied at AUK. <ul style="list-style-type: none"> ○ Work Environment (average score of 4. 15 on a scale of 1 to 5) ○ Impact of your work in Duhok and in Kurdistan/Iraq (average score of 4. 12 on a scale of 1 to 5) ○ Campus Service Department (average score of 4. 11 on a scale of 1 to 5) ● Top 3 grievances of the admin staff members working at AUK <ul style="list-style-type: none"> ○ Cafeteria has high prices (68.4% agreement). ○ Lack of facilities (parking, recreation, etc.) (52.6% agreement) ○ Too much work (42. 1% agreement) ● The 3 things admin staff members like MOST about the AUK workplace. <ul style="list-style-type: none"> ○ “I am proud to be working at AUK.” (average score of 4.6 on a scale of 1 to 5) ○ “I feel safe on campus at AUK.” (average score of 4.58 on a scale of 1 to 5) ○ “I enjoy working at AUK.” (average score of 4.56 on a scale of 1 to 5) 	

Methodology

Instrument Design and Timeline:

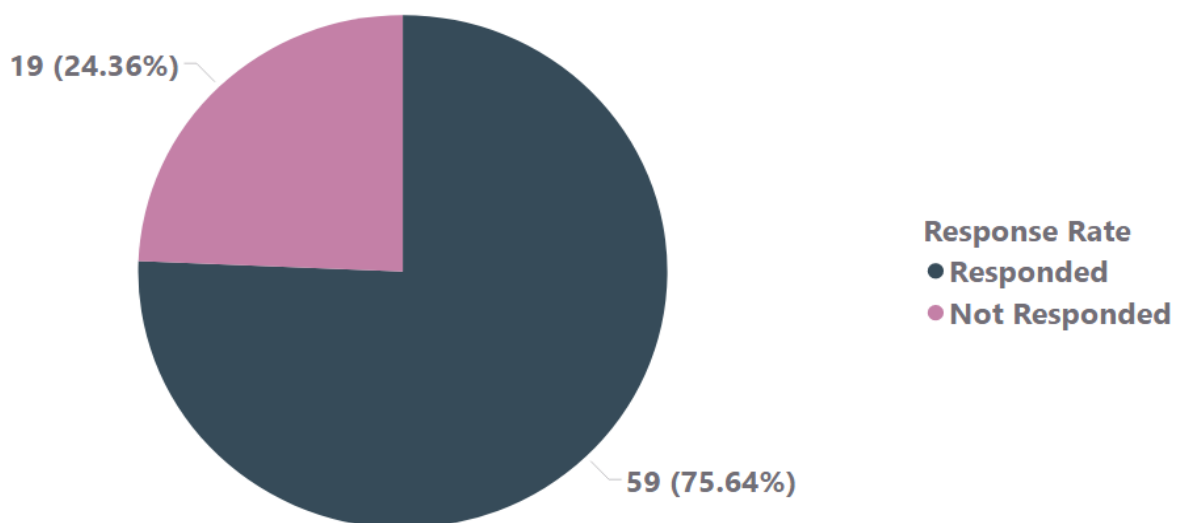
The American University of Kurdistan (AUK) conducted the 2023 AUK Staff Satisfaction Survey from March 13, 2023 to April 1, 2023. This survey has been completed in two phases. In first phase, the survey was sent to 78 admin staff members, and in the 2nd phase the survey was sent to 30 labor staff members. The survey was carried out by the university's Office of Institutional Effectiveness and Planning.

The objectives of the survey are as follow:

- Help Leaders to better understand employee's perspective on their jobs and how they feel about working at AUK.
- To study the factors influencing employee satisfaction.
- To develop an employee engagement program for the organization.
- Provide data to define or adjust strategies for employee change adoption.
- To gather information from staff about workload, job satisfaction, the work environment and services, decision-making and communication at AUK, and to identify areas of possible improvement.

Sample, Procedures, and Response Rate:

The survey was sent to all 78 admin staff members. A total of 59 admin staff members (75.6% of the total) participated in the survey, the response rate is shown in figure below. In terms of the respondents' genders, 47.46% of the recorded respondents were female, 1.69% preferred not to say, and 50.85% were male. In terms of respondents' age groups, 3.45% of the respondents were over 50, 6.9% were between 41 and 50, 46.5% were between 30 and 40, and 43.1% were less than 30. As for years of working experience at AUK, 28% of the respondents had worked with AUK for less than 1 year, 31% of the respondents had worked with AUK from 1 to 3 years, 10% had worked with AUK from 3 to 5 years, and 31% had worked with AUK for over 5 years.



Graphical Summary

About the respondents

The respondents of the 2023 admin staff satisfaction survey include 30 male admin staff members, and 28 female admin staff members, and 1 admin staff members of unspecified gender.

When comparing the current survey with the one conducted in 2021, the gender distribution of respondents in the 2021 survey was as follows: 11 (34.3%) were male, 14 (43.7%) were female, and 3 (9.3%) preferred not to say. It is worth noting that there has been a significant increase of 48% in the number of male respondents.

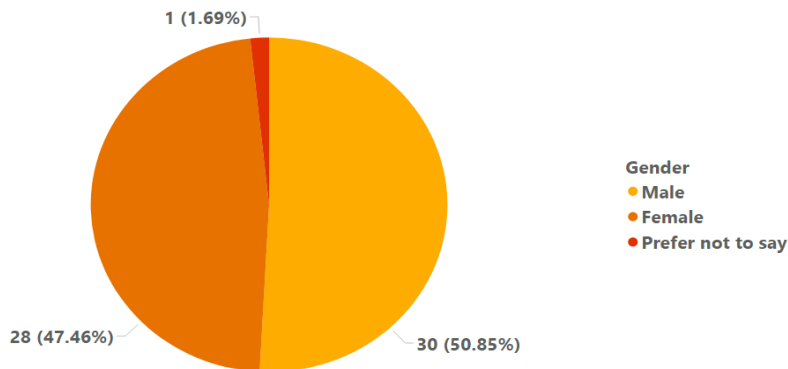


Figure 1: Gender of respondents

In terms of years of working experience at AUK, 28% of the respondents had worked with AUK for less than 1 year, 31% of the respondents had worked with AUK from 1 to 3 years, 10% had worked with AUK from 3 to 5 years, and 31% had worked with AUK for over 5 years. 31% of AUK staff members have been with the University for more than 5 years, which is the highest percentage. However, **AUK is still a young institution it remains premature to analyze the long-term staff retention rate.**

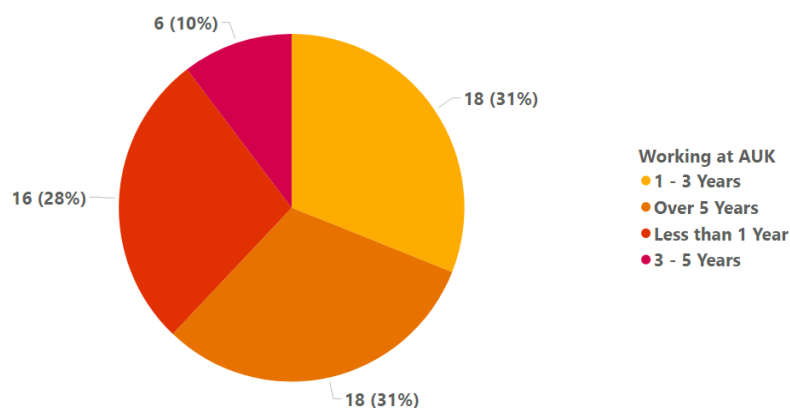


Figure 2: Work experience at AUK

On the matter of respondents' age groups, 46.55% of the respondents were between 30 and 40, 43% were less than 30, 6.9% were between 41 and 50, and 3.4% were over 50. Almost all admin staff members are 40 or below 40 years of age.

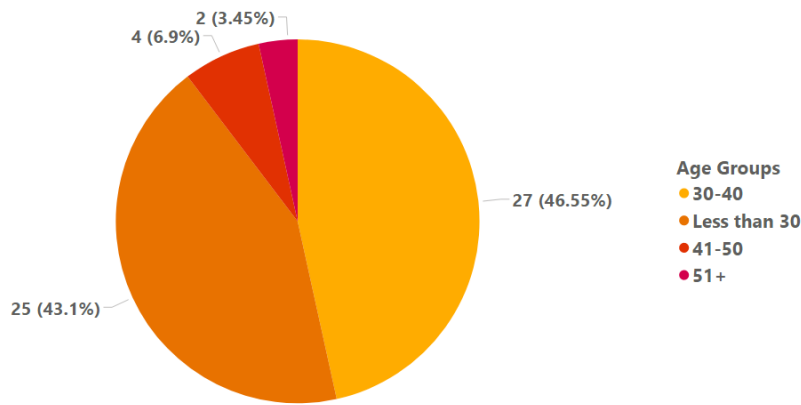


Figure 3: Age groups of the respondents

What do you like about working at AUK?

Figure 4 shows the summary of all the questions under the heading “What do you like about working at AUK?” In the graph below, questions are listed to the left of the bars, and each bar is broken up into color-coded sections to show the percentages of respondents reporting a certain level of satisfaction. In the current survey, an impressive 53.45% of the respondents expressed being very satisfied with the work environment, making it the highest satisfaction rating in this category, followed by 45.61% very satisfied of campus services department and 43.86% very satisfied of on time salary payment.

The following areas require the attention of concerned departments. They are marked as falling below the defined threshold of 60% and an average score of 3.55 on a scale of 1 to 5. The respondents reported very low satisfaction with the *Opportunity for Promotion in your department or at AUK* (53.57%, average score of 3.35), and *AUK salaries* (33.9%, average score of 3.1).

When assessing on a scale of 1 to 5, the average score for this section in the current survey is 3.8. In comparison, the average score for the same section in the staff survey conducted in 2021 was 3.3. This indicates a significant improvement of 13.3% in the overall satisfaction of working at AUK.

● 5 - Very Satisfied ● 4 ● 3 ● 2 ● 1 - Very Dissatisfied

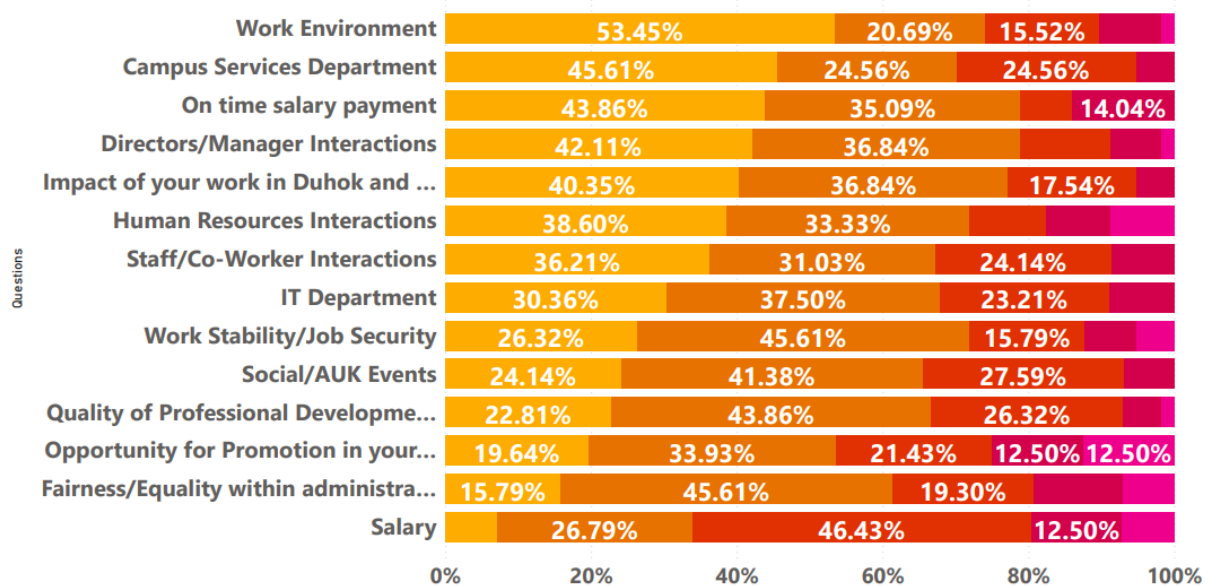


Figure 4: What do you like about working at AUK?

What grievances do you have about working at AUK?

Figure 5 shows the graph-based summary of all questions of a certain type: “What grievances do you have about working at AUK?” In the graph below, questions are again listed to the left of the bars, each bar indicating, with color coding, the respective percentages for agreement, disagreement, and having no opinion. 46.43% disagree with the notion that there is a lack of internal unity at AUK, 54.39% expressed disagreement that management makes promises they don’t keep, and 57.14% disagree with the notion that there is no communication between employees/departments (registering the highest percentage of disagreement for any question in this category).

When assessing on a scale of 1 to 3, the average score for this section in the current survey is 1.9. In comparison, the average score for the same section in the staff survey conducted in 2021 was 2.2. This indicates a decrease of 13.0% in the overall grievances of admin staff.

Here are the concerns:

- 68.42% of the respondents agreed with the “Cafeteria has high prices”.
- 52.63% agreed that there is a lack of proper facilities (parking, recreation, etc.).
- 42.11% agreed on the huge amount of working load.
- 40.35% agreed on the low salary scale at AUK. In section 2 of the same survey, we have a question in regards to the salary, staff shows very low satisfaction of the salaries.

● Agree ● No Opinion ● Disagree

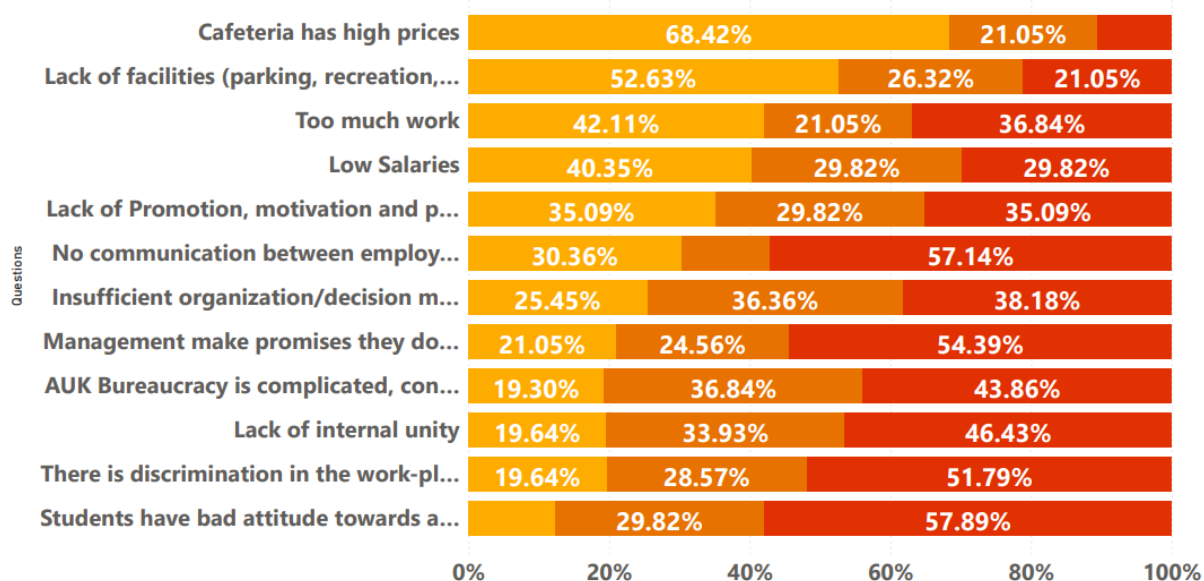


Figure 5: What do you least like about working at AUK?

What is ONE thing that you would change at AUK?

In this section, the participants in the survey were asked about the *ONE thing they would change at AUK if they could change only one thing*. 40.35% of the respondents indicated their preference for improving working conditions or reducing working hours. This represents a substantial increase of 152% when compared to the responses collected in the 2021 survey. 26.32% voiced a preference for Increase salaries, and 12.28% went for more transparency with HR policies, salaries, promotions, etc. In comparison to the survey conducted in 2021, there has been a notable decline in the demand for "more transparency with HR policies." The current survey shows that only 12.28% of respondents opted for this option, reflecting a significant decrease of 64% compared to the last survey.

When multiple parts of the survey are taken into account, it becomes clear that satisfaction with salary is fairly rare among members of AUK's staff.

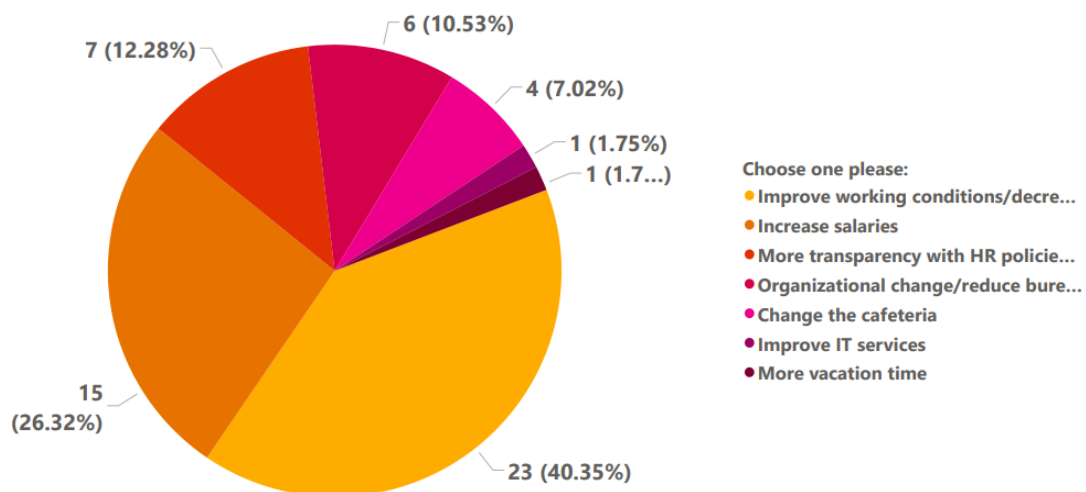


Figure 6: What is ONE thing that you would change at AUK?

Working Knowledge:

30% of the respondents are very familiar with AUK’s vision and mission statements, the highest percentage in this category. This is followed by 26% very familiarity with AUK’s initiative for institutional accreditation. Furthermore, 26% of the respondents were very familiar with academic programs offered by AUK.

In figure 7 we can see that the percentage summation of the very familiar and familiar is less than 60%, on the other hand the percentage of not familiar at all and slightly familiar is closer to very familiar and familiar. All the points in this category requires special concentration of the concerned departments.

When assessing on a scale of 1 to 5, the average score for this section in the current survey is 3.2. In comparison, the average score for the same section in the staff survey conducted in 2021 was 2.9. This indicates an improvement of 10.3% in the overall familiarity of working knowledge of the admin staff.

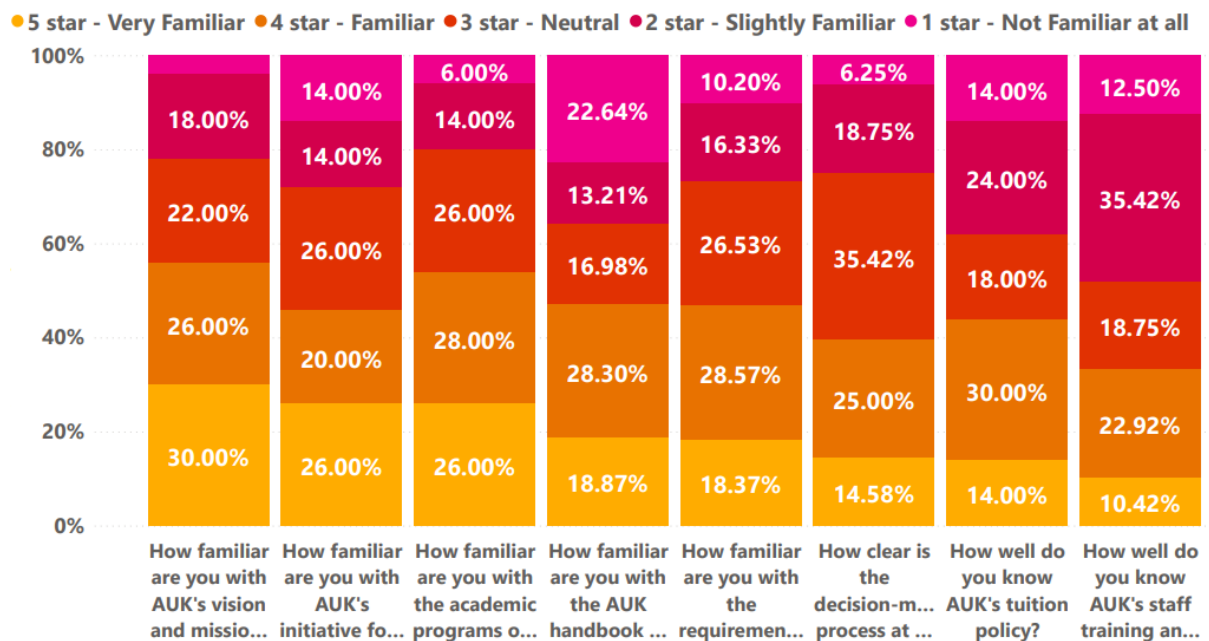


Figure 7: Working Knowledge

AUK Workplace:

Figure 8 shows the graphical summary of all questions related to the topic “AUK Workplace.” 72.414% of the respondents strongly agree that they feel safe on campus at AUK, 72.414% strongly agree and proud of working at AUK, and 67.241% of the staff members strongly agree that AUK is an enjoyable workplace.

Once again, satisfaction with salary was remarkably low, with only about one-third of the staff finding it adequate. As for the benefits, 48.1% of AUK admin staff members reported strongly agree or agree.

When assessing on a scale of 1 to 5, the average score for this section in the current survey is 3.7. In comparison, the average score for the same section in the staff survey conducted in 2021 was 3. This indicates a significant improvement of 23.3% in the overall workplace of AUK.

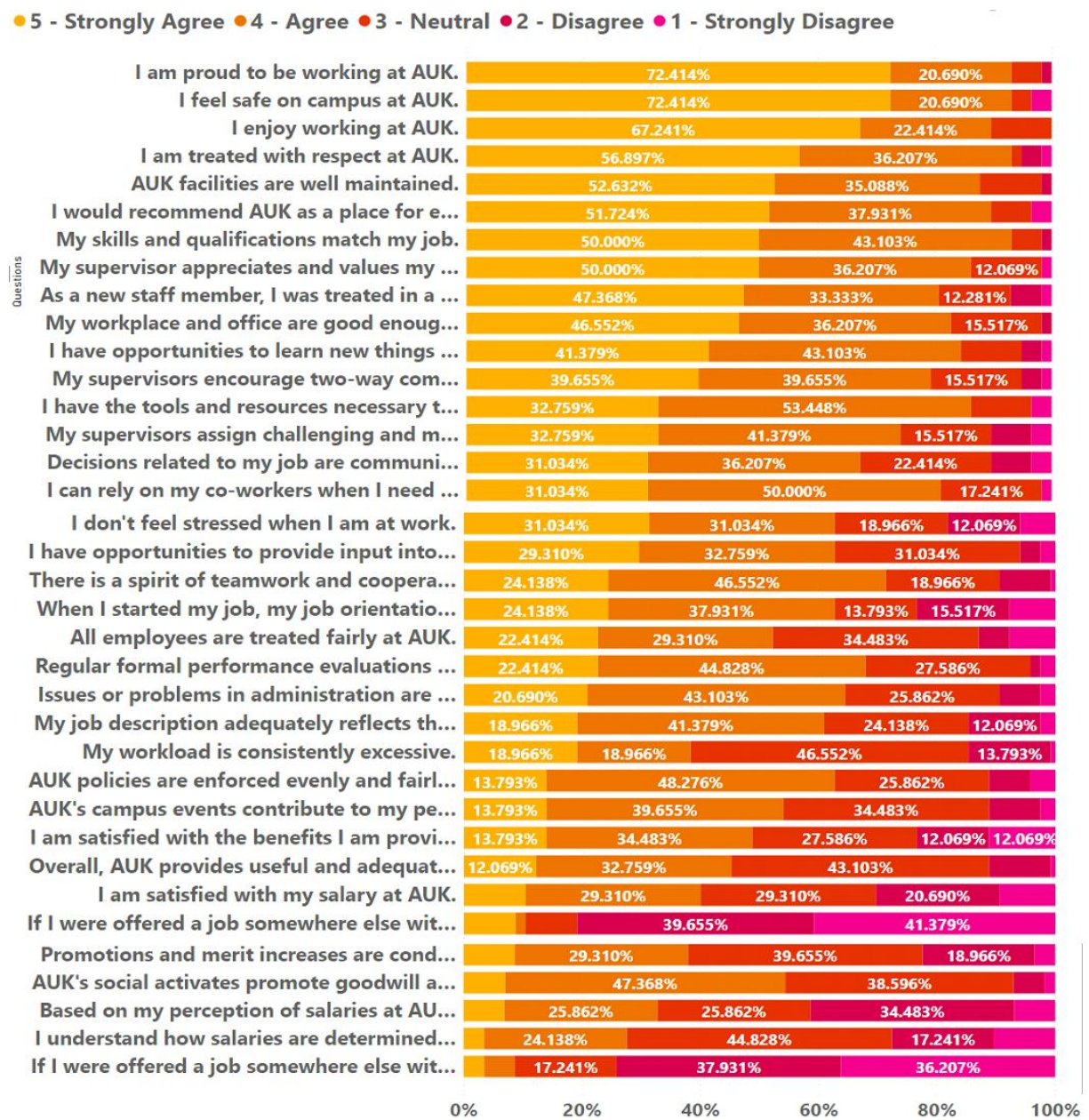


Figure 8: AUK Workplace

A series of yes/no questions, regarding professional development, promotion, rewards, and discrimination

The chart associated with Figure 9 shows the respective percentages of “yes” answers and “no” answers to a series of yes/no questions. In the current survey 76.79% say “yes” to “Since AUK does not provide adequate support for professional development, I invest in my own professional development”, while 86.6% of the respondents say “yes” to the same question in the survey conducted in 2021. On the exact same figure of the current survey, it was reported that 44.83% of respondents stated they have never been promoted during their time at AUK. This marks a substantial improvement of 70% compared to the survey conducted in 2021, where 75% reported the same lack of promotion. According to the survey, 47.37% of respondents reported a negative response to the question, “Since being employed at AUK, have you experienced university-wide recognition for outstanding performance/achievement related to your job and/or for service outside of your job responsibilities?” This indicates a significant decrease of 41.9% in the negation compared to the survey conducted in 2021, where 81.2% reported a negative response to the same question.

On a much more positive note, 82.46% of respondents claimed never to have observed or experienced discrimination as AUK employees.

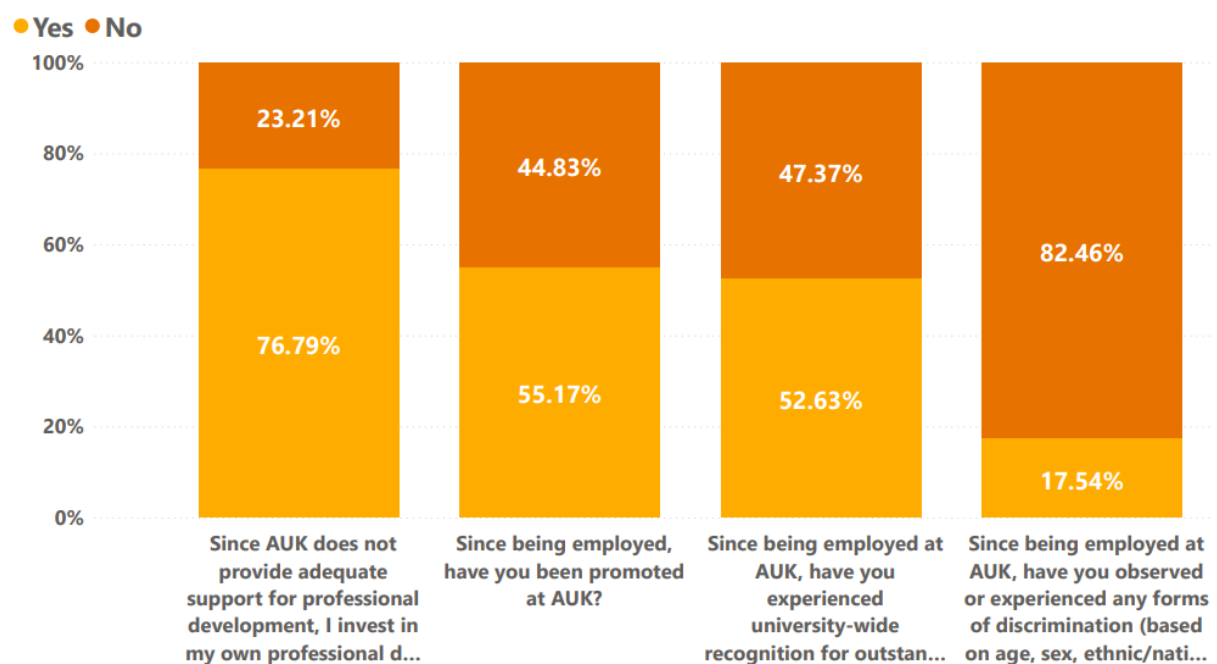


Figure 9: Professional development, promotion, rewards, discrimination

Comparison of years 2021-2022 with previous years

85.6% of the respondents strongly agree or agree with the statement: *“Things are starting to improve and I have hope for AUK’s future and developing my career here.”* 58.9% of the respondents strongly agree or agree that professional communication has recently improved: *“When comparing 2021-2022 with previous years, Administrative and Academic policies are better communicated to us”*. 53.5% of the respondents likewise strongly agree or agree that human resources’ expectations are clearer now than they were previously: *“When comparing 2021-2022 with previous years, HR policies are clearer and fairly implemented”*. Only 43.8% of the respondents, however, strongly agree or agree that there has been a noticeable decrease in red tape: *“When comparing 2021-2022 with previous years, Administrative bureaucracy has decreased”*.

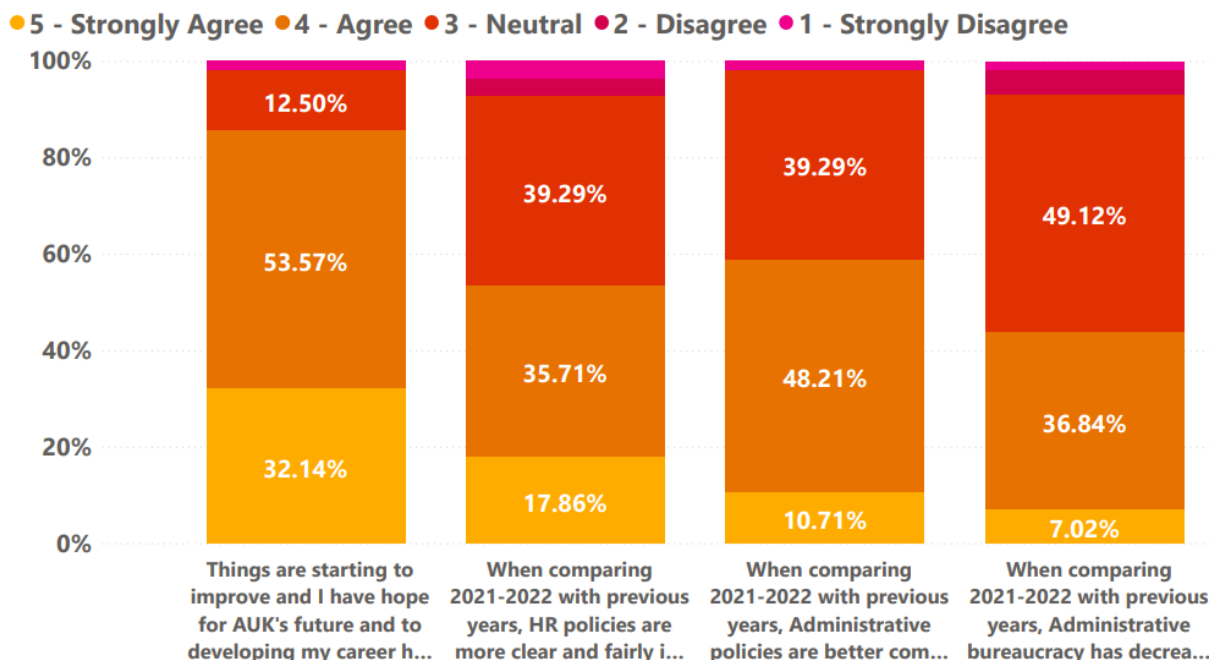


Figure 10: Comparison of 2021-2022 with previous years

Open-Ended Questions:

At end of the survey there were two open-ended questions where the respondents were given chance to enter the answer by themselves and not to choose from available options. Figure 13 shows that, 100% of the respondents responded positively in response to a question: “Do you think AUK is helping the people in Duhok to develop and acquire more education?”, the actual responses entered by the respondents are shown in figure 11, the font size of the responses (“yes”, “Definitely”, “Sure”, “Absolutely agree”, “course”, “نعم”, “سرور بكل نعم”) reflects the number it was entered by respondents. Unlike the first question, the responses for the 2nd question were not so pleasing, 82.69% of the respondents responded negatively to question: “Have you ever made use of the CAPA discounts available to AUK employees for their trainings and courses?” shown in figure 13. The actual responses entered by the respondents for the 2nd question is shown in figure 12, We summarized the text based on the keyword “Yes”, “No”, “كلا”, “نعم”.

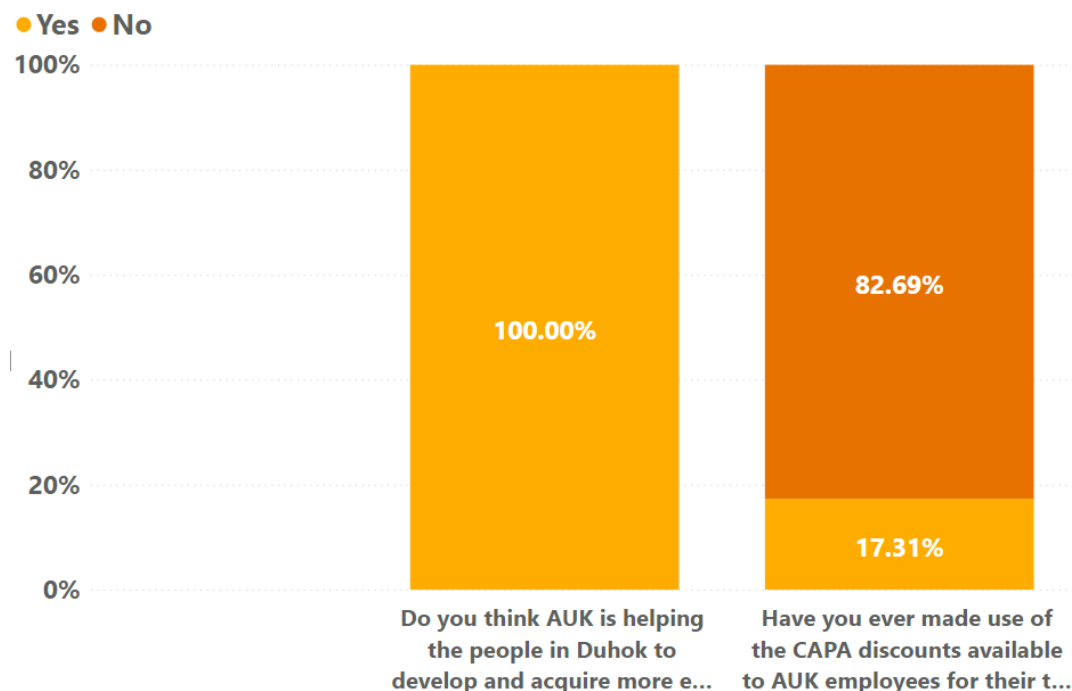



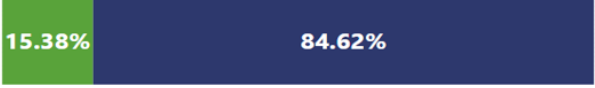
Figure 13: Satisfaction with Staff Senate and Academic Council

Labor Staff Members Highlights of Survey Findings

In this phase, the survey was sent to 30 labor staff members.

Total Responses collected: 13.

Response Rate: 43.3%.

I enjoy working at AUK.  <p>61.54% 38.46%</p> <p>5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree</p>	I would recommend AUK as a place for employment.  <p>15.38% 84.62%</p> <p>5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree</p>
<p>61.54% of the labor staff members strongly agree that AUK is an enjoyable workplace, 38.46% agree, and none of the respondents disagreed.</p>	<p>15.38% of the labor staff members strongly agree and recommend AUK as a place for employment, 84.62% agree, and none of the respondents disagreed.</p>
<p>69.23% of the labor staff members agree that cafeteria has high prices.</p> <p>61.54% of the labor staff members agree that there is too much work.</p> <p>46.15% of the labor staff members agree with the notion of low salary, 38.46% has no opinion, and 15.38 disagreed.</p>	<p>In response to a Yes/No question: <i>“Since being employed at AUK, have you observed or experienced any forms of discrimination (based on age, sex, ethnic/national origin, family status, Political views, language, etc.) or harassment”</i> 100% of the labor staff members responded No.</p>
<ul style="list-style-type: none"> ● The 3 things labor staff members are highly satisfied at AUK. <ul style="list-style-type: none"> ○ Work Stability/Job Security (average score of 4.6 on a scale of 1 to 5). ○ Work Environment (average score of 4.5 on a scale of 1 to 5). ○ Staff/Co-Worker Interactions (average score of 4.5 on a scale of 1 to 5). ● Top 3 grievances of the admin staff members working at AUK <ul style="list-style-type: none"> ○ Lack of facilities (parking, recreation, etc.) (84.6% agreement) ○ Cafeteria has high prices (69.23% agreement). ○ Too much work (61.54% agreement) ● The 3 things labor staff members like MOST about the AUK workplace. <ul style="list-style-type: none"> ○ “My skills and qualifications match my job.” (average score of 4.7 on a scale of 1 to 5) ○ “I can rely on my co-workers when I need help.” (average score of 4.6 on a scale of 1 to 5) ○ “I enjoy working at AUK.” (average score of 4.6 on a scale of 1 to 5) 	

Sample, Procedures, and Response Rate:

In this phase, survey was sent to 30 labor staff members. A total of 13 labor staff members (43.3% of the total) participated in the survey, the response rate is shown in figure LS-01. In terms of the respondents' genders, 100% of the recorded respondents were male. In terms of respondents' age groups as shown in figure LS-02, 15.38% of the respondents were over 50, 61.54% were between 30 and 40, and 23.08% were less than 30. As for years of working experience at AUK as shown in figure LS-03, 7.69% of the respondents had worked with AUK for less than 1 year, 53.85% of the respondents had worked with AUK from 3 to 5 years, 15.38% had worked with AUK from 1 to 3 years, and 23.08% had worked with AUK for over 5 years.

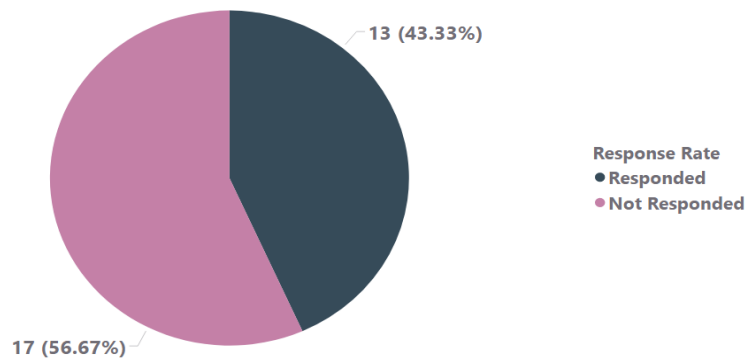


Figure LS-01: Response Rate

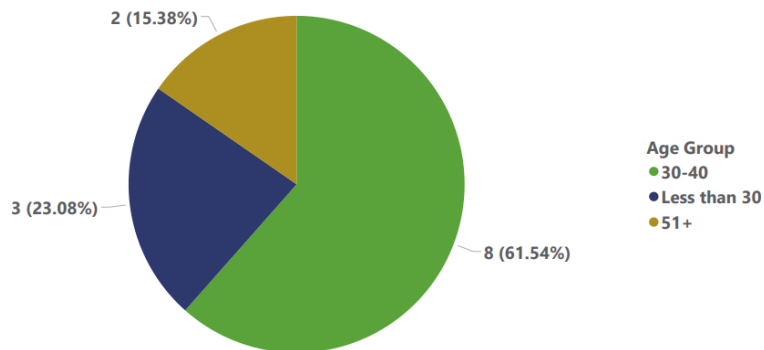


Figure LS-02: Age group

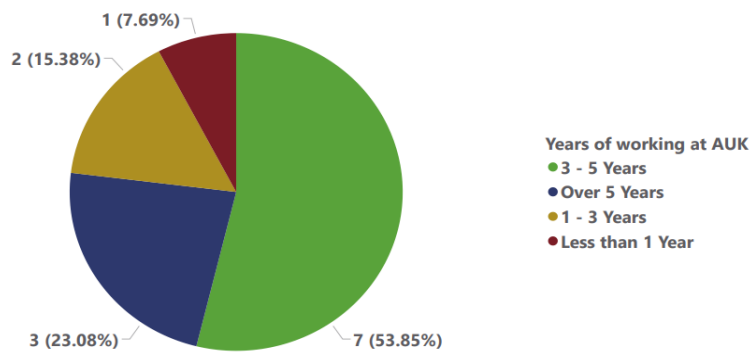


Figure LS-03: Years of working at AUK.

What do you like about working at AUK?

Figure LS-04 shows the summary of all the questions under the heading “What do you like about working at AUK?” In the graph below, questions are listed to the left of the bars, and each bar is broken up into color-coded sections to show the percentages of respondents reporting a certain level of satisfaction. 76.92% of the respondents were very satisfied of work environment, tops in this category, followed by 69.23% very satisfied of Work stability/job security and 61.54% very satisfied of on time salary payment.

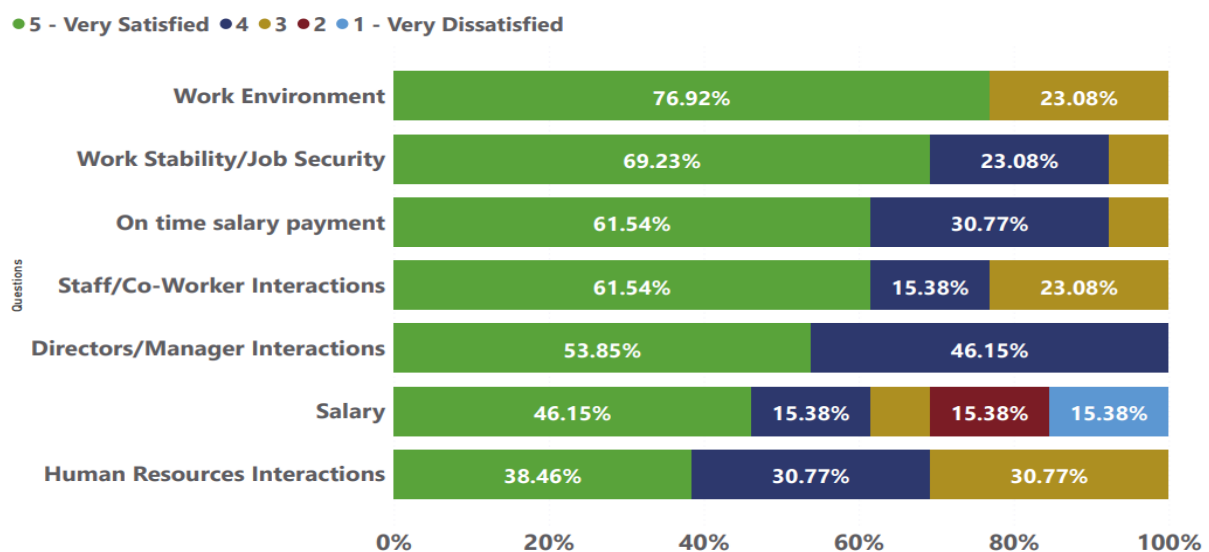


Figure LS-04: What do you like about working at AUK?

What grievances do you have about working at AUK?

Figure LS-05 shows the graph-based summary of all questions of a certain type: “What grievances do you have about working at AUK?” In the graph below, questions are again listed to the left of the bars, each bar indicating, with color coding, the respective percentages for agreement, disagreement, and having no opinion. 53.85% disagree with the notion that there is discrimination in the work-place.

Here are the concerns:

- 84.62% agreed that there is a lack of proper facilities (parking, recreation, etc.).
- 69.23% of the respondents agreed with the “Cafeteria has high prices”.
- 61.54% agreed on the huge amount of working load.
- 46.15% agreed on the low salary scale at AUK. In section 2 of the same survey, we have a question in regards to the salary, labor staff shows low satisfaction of the salaries.

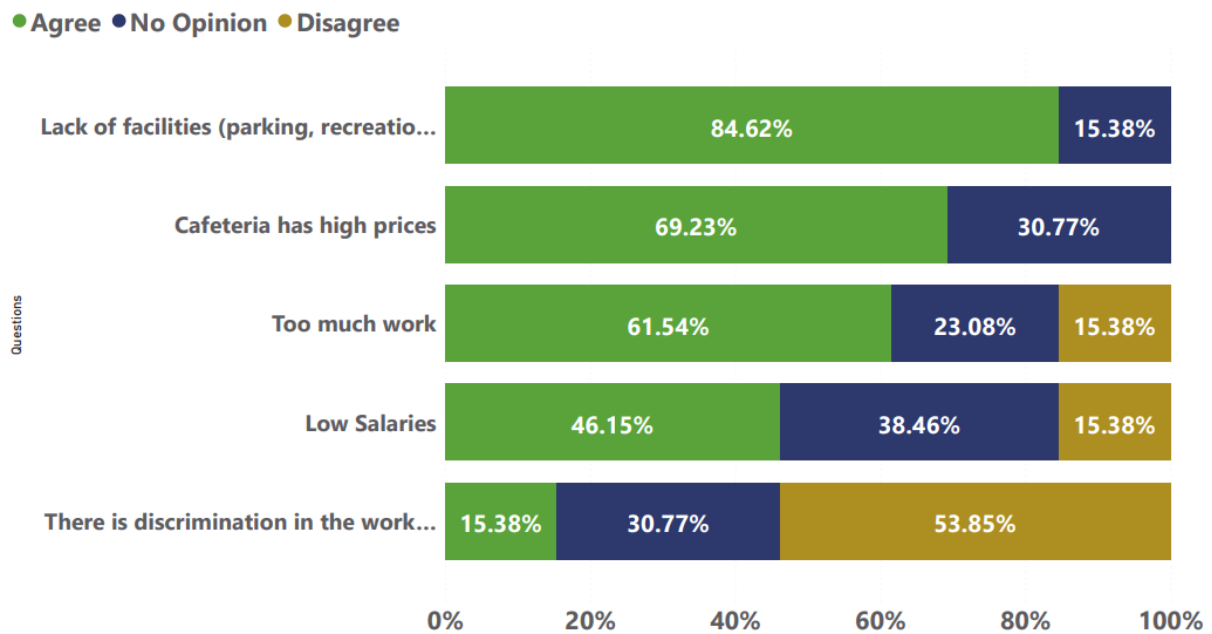


Figure LS-05: What do you least like about working at AUK?

What is ONE thing that you would change at AUK?

In this section, the participants in the survey were asked about the *ONE thing they would change at AUK if they could change only one thing*. Figure LS-06 shows that 46.15% of the respondents opted for Improve working conditions/decrease working hours, 46.15% voiced a preference for Increase salaries, and 7.69% went for more vacation time.

When multiple parts of the survey are taken into account, it becomes clear that satisfaction with salary is fairly rare among members of AUK's staff.

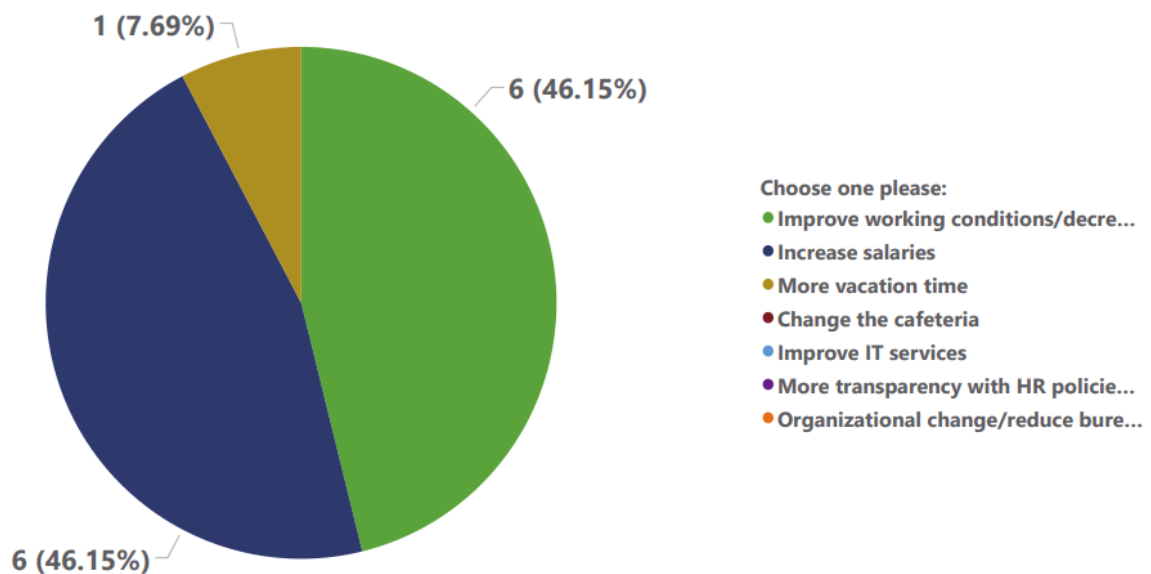


Figure LS-06: What is ONE thing that you would change at AUK?

AUK Workplace

Figure LS-07 shows the graphical summary of all questions related to the topic "AUK Workplace." 100% of the respondents strongly agree that they are treated with respect at AUK, 76.92% believes that their skills and qualification meets the job needs, and 69.23% of the labor staff members strongly agree that they feel safe on campus at AUK.

Once again, satisfaction with salary was remarkably low, with only about one-fourth of the labor staff finding it adequate. As for the benefits, 0% of AUK labor admin staff members reported strongly agree or agree.

● 5 - Strongly Agree ● 4 - Agree ● 3 - Neutral ● 2 - Disagree ● 1 - Strongly Disagree

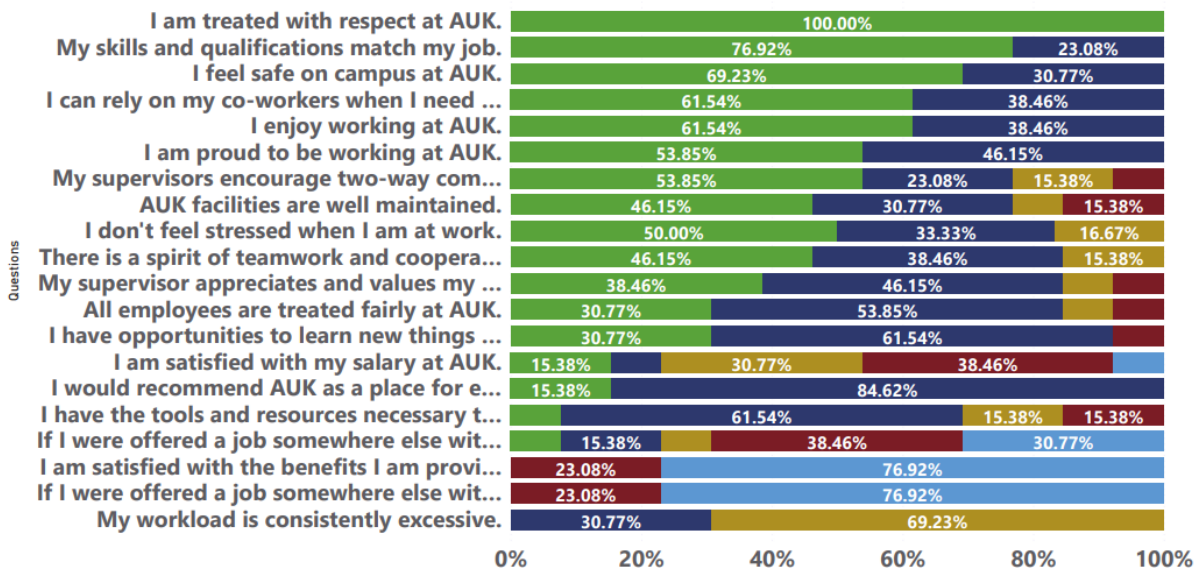


Figure LS-07: AUK Workplace

A yes/no questions regarding discrimination.

In response to a yes no question regarding “discrimination (based on age, sex, ethnic/national origin, family status, Political views, language, etc.) or harassment”, 100% of respondents claimed never to have observed or experienced discrimination as AUK employees.

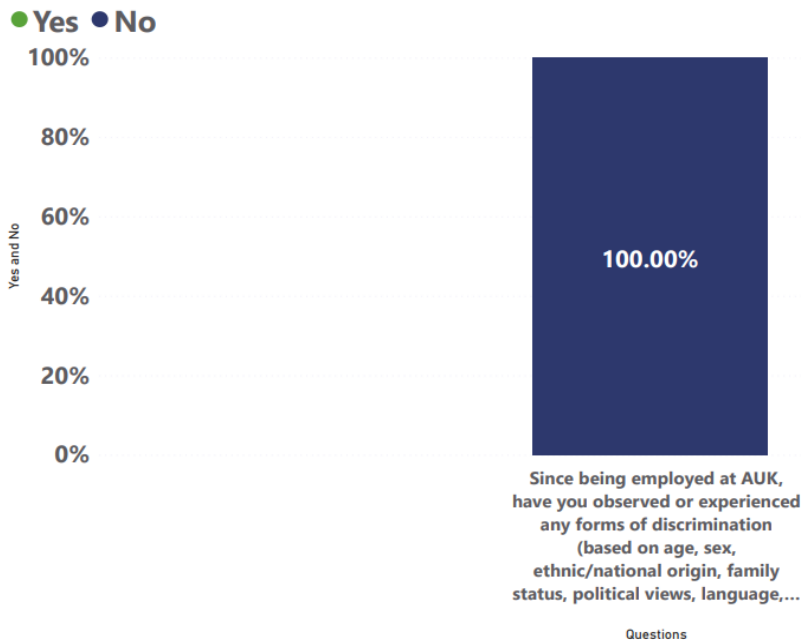


Figure 08: A yes/no questions regarding and discrimination