



EMPLOYEE MORALE SURVEY

SEPTEMBER 2020

research@jturnerresearch.com
www.jturnerresearch.com

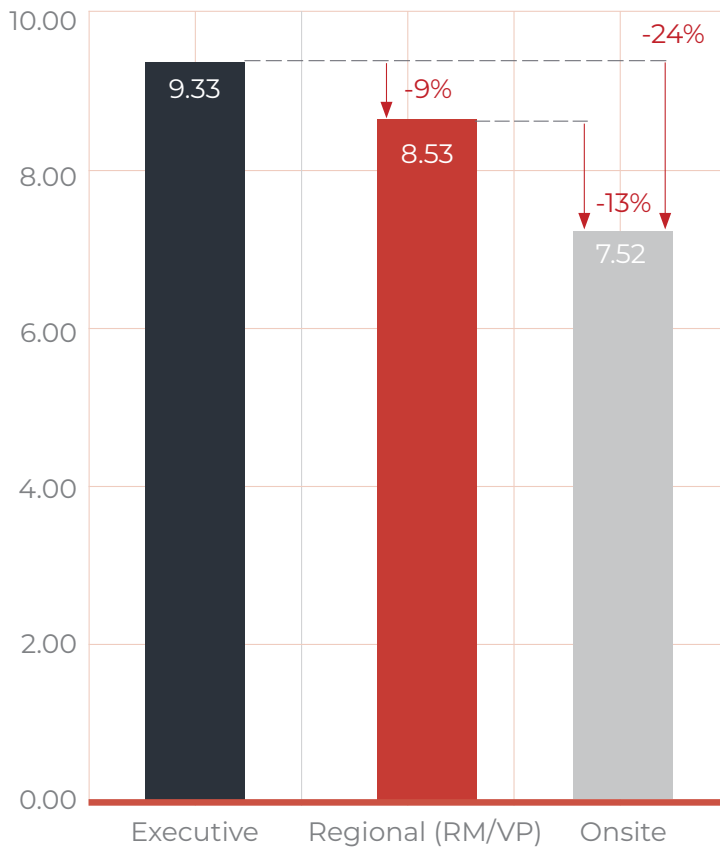
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EXECUTIVE SUMMARY

Onsite teams and executives disagree about their company's handling of the pandemic.

In a recently conducted employee morale survey by J Turner Research, the onsite teams and executives disagree about their company's handling of the pandemic. There is a 24% differential between the onsite teams and executives rating of their satisfaction with their company's handling of the pandemic. This disconnect decreases when comparing onsite teams and regional managers/vice presidents (VPs)—there is a 13% difference between the rating given by these two management levels.



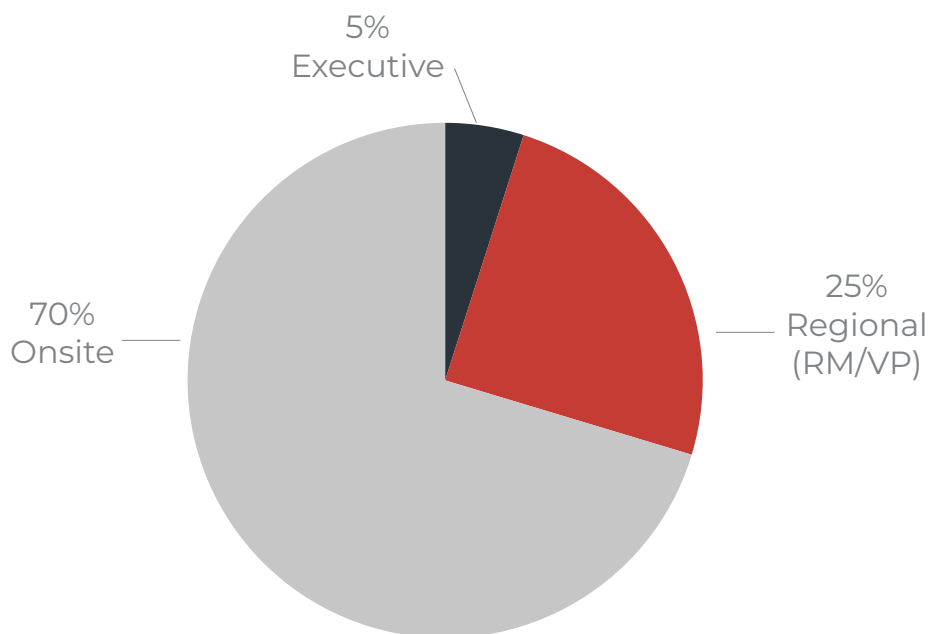
“The employee morale survey highlights a gap between the executives and onsite team members’ perceptions regarding the handling of COVID-19. We have seen this difference of opinion between the two, even during pre-COVID times. In a Leaders Survey conducted in late 2019, both management levels disagreed on challenging issues for their company.

Efficiently run organizations have everyone on the same page. Winning over the onsite team members’ trust and confidence is critical as they are the boots on the ground at the end of the day.”

— Joseph Batdorf, President, J Turner Research

This survey was conducted in August to determine the effect of the pandemic on the multifamily employees’ morale and company loyalty. The study drew participation from over 6,100 employees. Seventy percent of respondents were onsite team members, including property managers, maintenance professionals, and leasing consultants.

In this study, the three levels of management – executives, regionals/VPs, and onsite teams rated each question on a scale of 0-10 points, with ten being the highest.



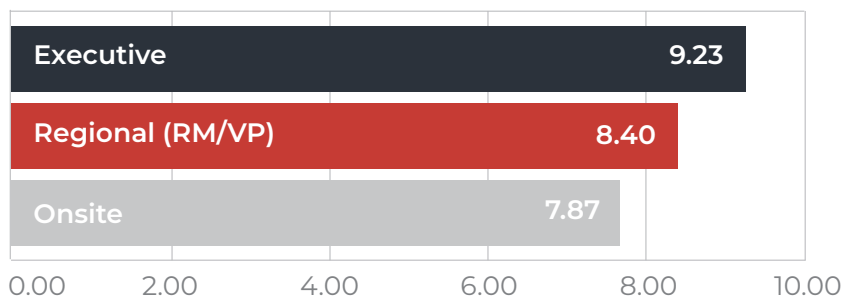
KEY FINDINGS

Motivation Level

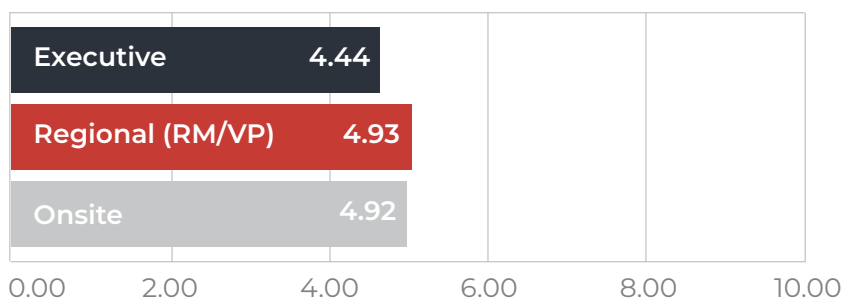
Overall, the motivation level of executives, regionals/VPs, and onsite teams is high. However, with a rating of 7.87, the onsite teams are less motivated at their workplace than the regionals/VPs and executives. There is a 17% differential between onsite teams and executives in the rating of this question. In their open-ended comments, the onsite teams have echoed sentiments of feeling burned out, stressed, uncertain about their jobs, overworked, and under fire by residents.

When it came to rating their colleagues' motivation level, the general perception among the three levels is that their colleagues are less motivated than them.

I am motivated by my role/workplace



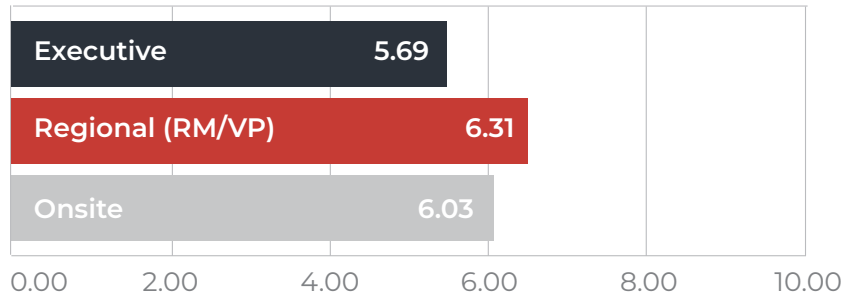
My colleagues seem less motivated



Effect on Morale

With executives leading the charge of guiding the company through the pandemic, their morale is the least impacted in the current situation. Out of the three, the regional managers/VPs indicate their morale being the most negatively affected by the pandemic.

Overall, I feel like morale has been affected negatively by the current pandemic



“Overall lack of connection with coworkers. Lots of Zoom/Teams calls but interdepartmental interactions are less organic. Less collaboration and camaraderie. Seems to be more finger-pointing and blame-shifting these days.”

— Regional Manager

“Decisions regarding pay and policies during the Coronavirus pandemic are made by executives who are safely working from home. 2/3 of the company is on WFH terms, and the company has done a great job supporting them. Staff on-site face greatly increased risk, especially when a resident or household has tested positive or is sick, yet there is no increased pay or recognition of the increases stress, workload, and risk for on-site employees.”

— Onsite Respondent

Company Loyalty and Recommendation

With a rating of 0.91 (0 being very unlikely and 10 being highly likely), the executives are the least likely to leave their current company. Across the board, the three levels gave this question a low rating, signaling high company loyalty.

How likely are you to leave your current position for another company with similar pay?

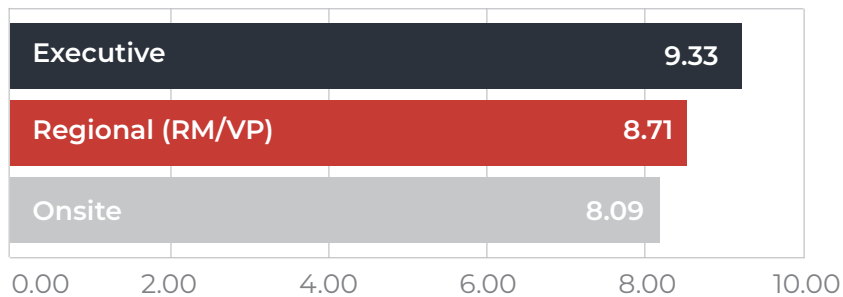


“I just wish management were more worried about their employees/people than occupancy and the market.”

— Onsite Respondent

All employees are willing to recommend their company as a good place to work as reflected in their high ratings—executives 9.33, regionals/VP 8.71, and the onsite teams at 8.09.

I would recommend my company as a good place to work.



However, there is a 15% difference in the onsite team’s rating of the recommendation question compared to the executives.

Open-Ended Comments: Themes

The onsite team members were asked to answer this question; “Please provide any comments/thoughts on the industry’s handling of the pandemic such as what your company could have done better, what were some successes and challenges?” In analyzing the onsite team’s open-ended comments, the following common themes emerged:

Lack of adequate compensation/hazard pay

Many respondents from the onsite group echoed not being adequately compensated or not receiving hazard pay for working additional hours or putting their lives in danger. They complained of reduced bonuses and expressed the need for more paid time off (PTO).

Increased workload, no appreciation

Another recurring sentiment was increased workload due to staffing shortages, not getting any days off, additional responsibilities of virtual leasing such as making videos of the community, and increased reporting and zoom meetings. Respondents expressed that the senior management did not understand their stress as ‘front line workers,’ and they did show any support or flexibility for team members with children.

Communication deluge

Onsite team members felt overwhelmed by a deluge of emails and constantly changing rules and policies in response to the pandemic. They expressed being on the receiving end from residents both in online reviews and in face-to-face interactions due to the delay from the corporate in outlining the policies regarding opening the amenities.



J Turner Research
14811 St. Mary's Ln STE 140, Houston TX 77079
research@jturnerresearch.com
www.jturnerresearch.com

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