



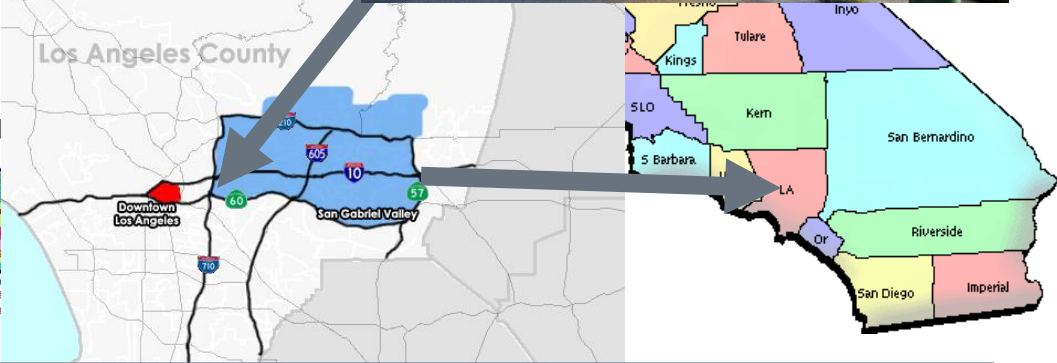
Job Satisfaction and Employee Retention: It's Not All About the Money!

**Sayori Baldwin
Jennifer Claar
Tom Sy**

Personal Story



Cam Ranh Bay



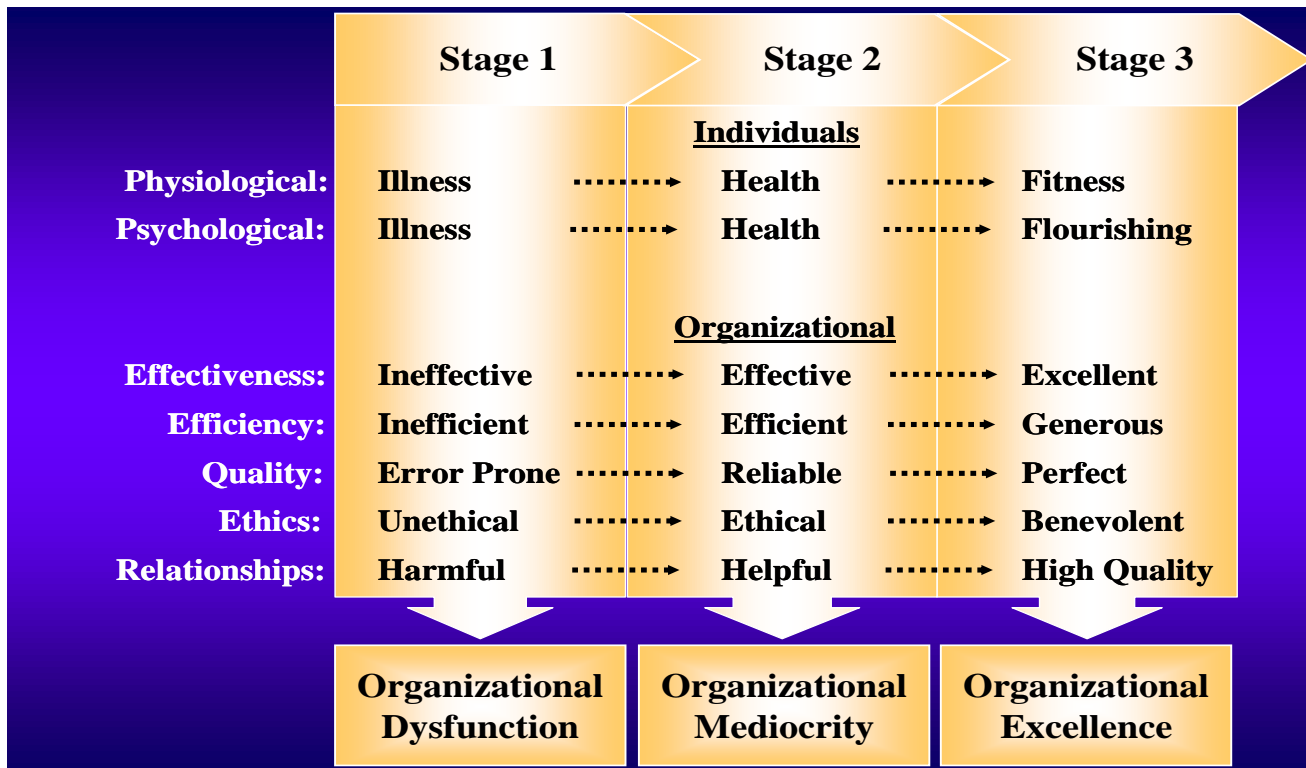
Context sets Mindset

Individual Trajectory



Mindset sets Trajectory

Organizational Trajectory



Many Organizations are stuck on mediocrity

Organizational Excellence

Levers

Organizational

Proper Leadership
Supervisor Behaviors
Compensation
DEI
DPSS Cultural Values

Interpersonal

Reward & Recognition
Work Environment
 Physical
 Emotional
 Telework Satisfaction
Work-Life Balance
Participatory Decision-Making

Individual

Training & Development
Promotion/Growth
Job Security
Job Autonomy/Control



Mindsets

Engagement
Meaning at Work
Psychological Safety



Outcomes

Job Satisfaction
Intention to Quit
(Retention)

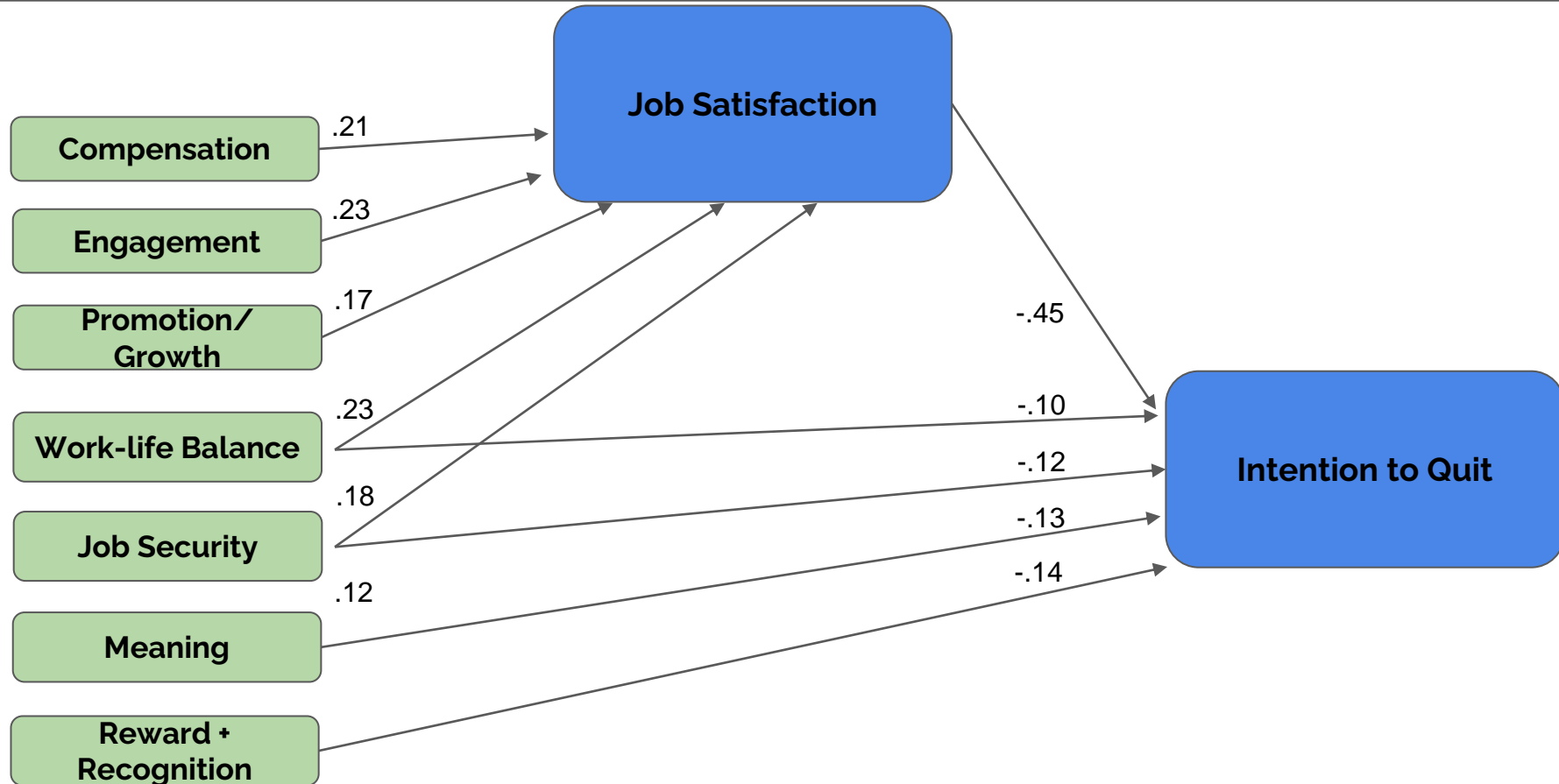
Survey Respondents

- ▷ 3152 full-time employees took the survey (74% of all DPSS employees)
- ▷ 92% survey completion rate
- ▷ Average age: 41.5 years old
- ▷ Average years at DPSS: 9.37 years
- ▷ 83% identified as female
- ▷ Top 3 largest Ethnic/Race groups:
 - Latinx (53%), White (21%) and Black (13%)

Ranking of Mindsets and Levers

1	Proper Leadership 4.15	10	Job Security 3.55
2	Supervisor Behaviors 4.12	11	Promotion & Growth 3.37
3	Telework Satisfaction 3.92	12	Autonomy & Control 3.29
4	Meaning at Work 3.91	13	Training & Development 3.18
5	Physical Work Environment 3.83	14	Participatory Decision Making 3.14
6	Emotional Work Environment 3.82	15	Psychological Safety 3.14
7	DPSS's Cultural Values 3.82	16	Reward & Recognition 3.01
8	Engagement 3.81	17	Work-Life Balance 2.95
9	Diversity, Equity, and Inclusion 3.78	18	Compensation 2.67

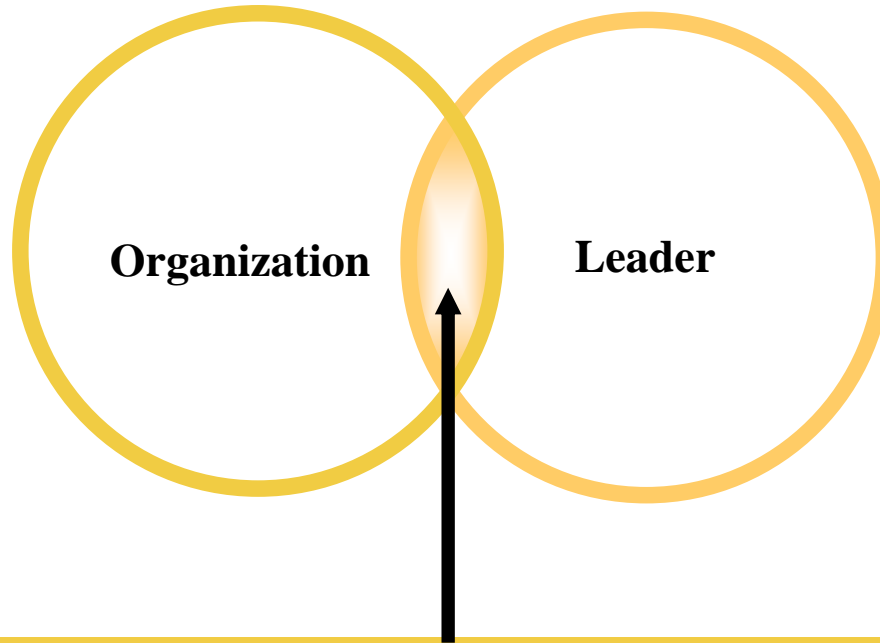
Top Predictors including Compensation, accounting for 59% in Intention to Quit and 61% in Job Satisfaction



Top Predictors excluding Compensation, accounting for 59% in Intention to Quit and 59% in Job Satisfaction



Domain of Excellence



**Organizational Excellence is the creation of an enabling mindset that
deploys the strengths, talents, and potential in people**

How Do Leaders Bend the Trajectory Toward Organizational Excellence?

Mindset Moments (MIMOs):

- ▷ MIMOs: Episodic events (stories) that capture the core essence of organizational purpose, goals, and values
- ▷ Our story or organizational meaning is a culmination of our MIMOs
- ▷ Leaders shape Organizational Excellence by connecting Vision with MIMOs (meaning and mindset)

Organizational Excellence Equation

Einstein: World's Most Known Equation

$$E=MC^2$$



Energy equals mass times the speed of light squared

Secret: World's Least Known Equation

$$B=MC^3$$



Behavior = Mindset (Cultivate x Condition x Connect)

What's Your MIMO Story?

- **Daily Uplifts**
- **Inspirational Incidents**

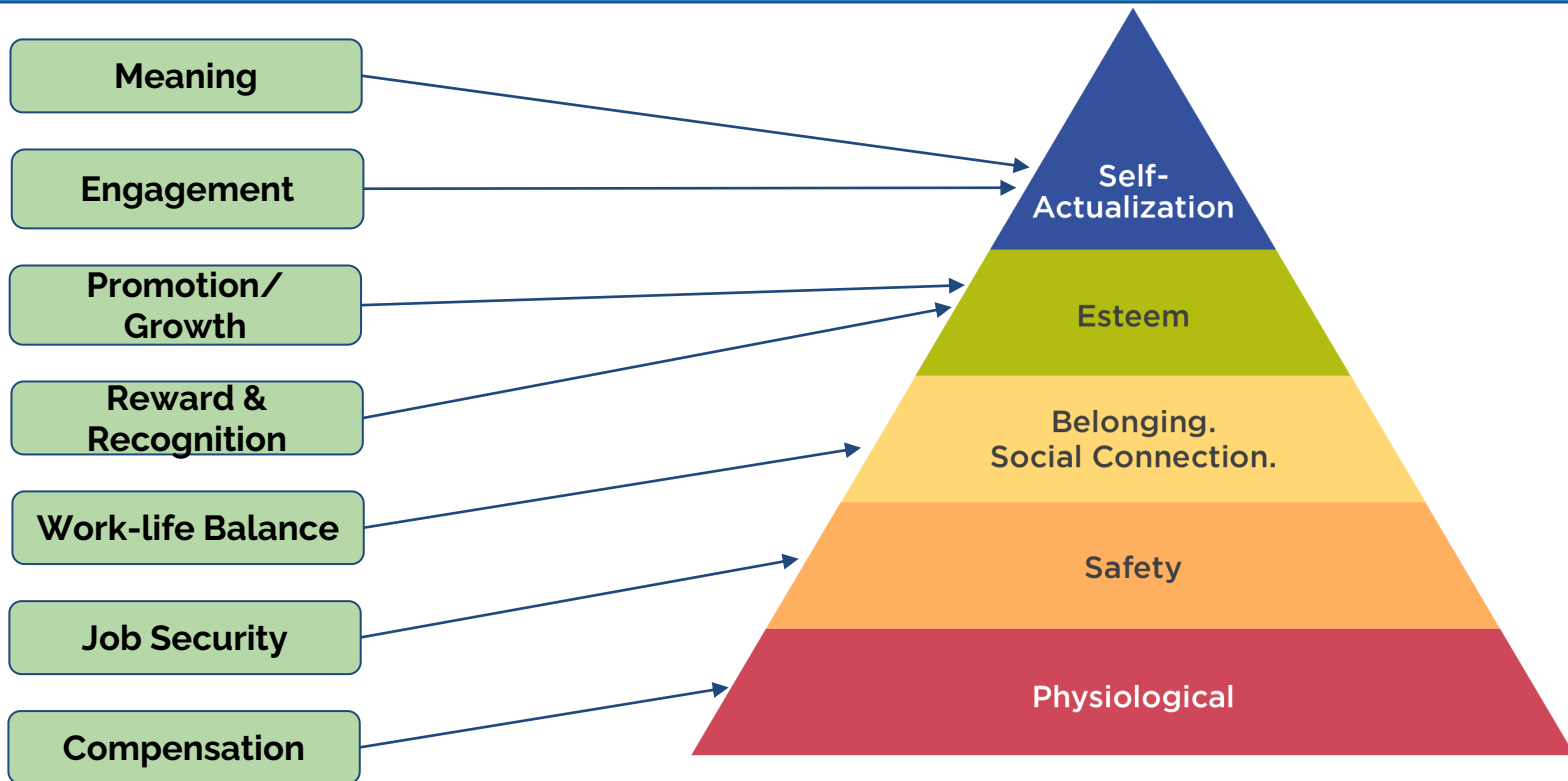
Thank you!
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Mindset Training Application



¹ Lock & Latham, 2002; ² van Bockstaele et al., 2014; ³ Lee et al., 2007; ⁴ Kress & Aue, 2019; ⁵ Chen et al., 2019; ⁶ Corneille & Stah, 2019;

Motivation



Organizational Excellence Strategies

Enabling Context

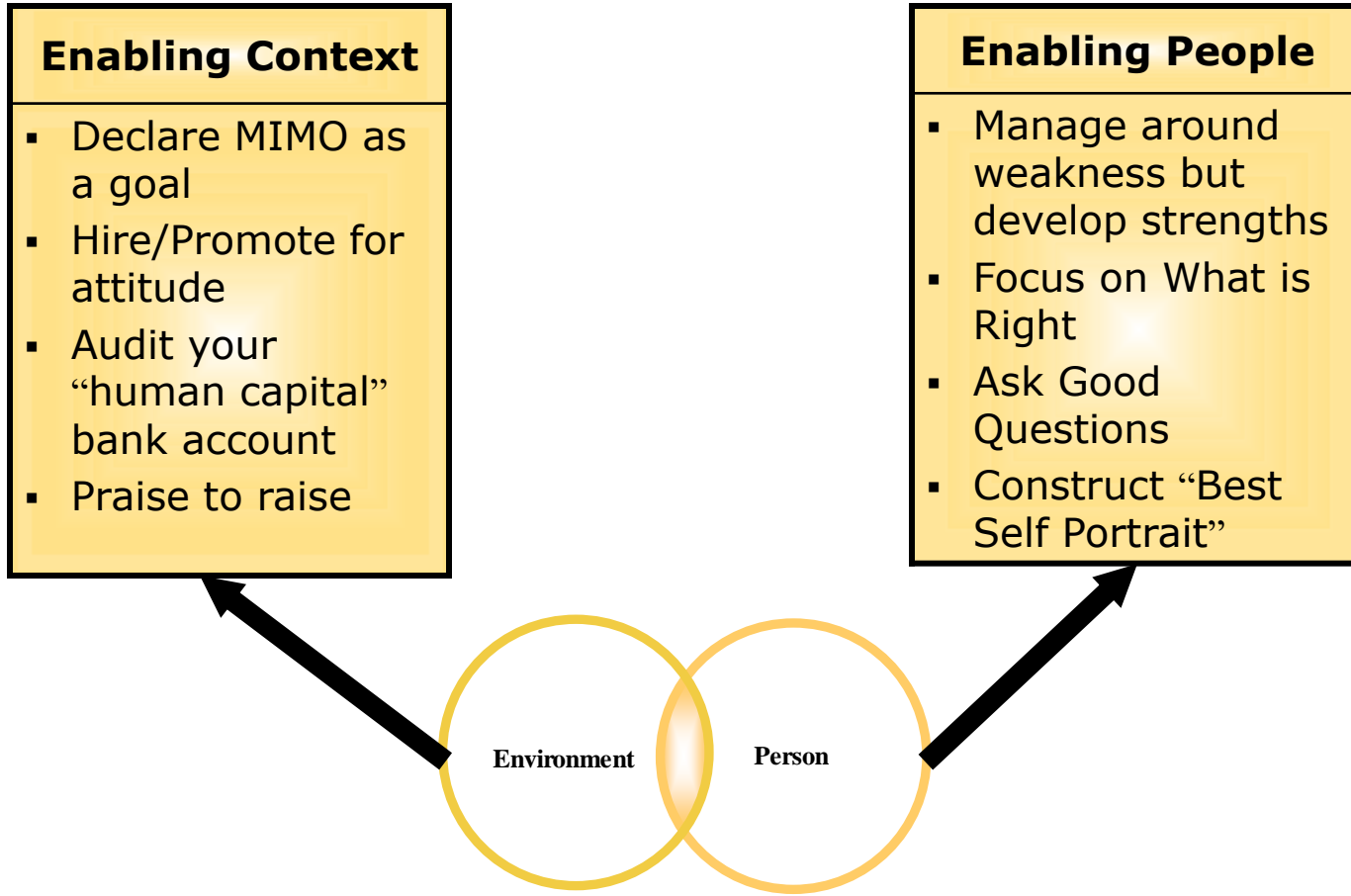
- Declare MIMO as a goal
- Hire/Promote for attitude
- Audit your “human capital” bank account
- Praise to raise

Enabling People

- Manage around weakness but develop strengths
- Focus on What is Right
- Ask Good Questions
- Construct “Best Self Portrait”

Environment

Person



Three Common Methods

**MINDSET
INFORMATION
BEHAVIOR**



Mindset is Key But How do you Change it?