Do Academic Supervisors Know What Their Employees Want from Work?

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Academic Chairpersons Conference (ACC) Leadership and Management Section - Best Practice 50 Minute Presentation

1. **Presentation Topic:** Do Supervisors Know What Their Employees Want from Work?

2. **Presenter Information- Primary Presenter CV/Resume or Biographical Sketch**

   Dr. John Griffith currently serves in the STEM Education Department for Embry-Riddle Aeronautical University - Worldwide Campus. He is an Associate Professor of Technology with over 20 years of teaching and leadership experience including service as an associate dean and academic department chair. He has published in the areas of distance learning, educational leadership, and emergency services management. Dr. Griffith developed a B.S. in Interdisciplinary Studies degree and has developed several courses. He holds a Ph.D. in Applied Technology, Training and Development and a Master of Science in Administration. Dr. Griffith retired from the U.S. Air Force after 23 years of service before joining Embry-Riddle full time in 2005.

   Dr. Emily Faulconer (Associate Professor, Embry-Riddle Aeronautical University - Worldwide Campus) co-authored the study but will not be presenting.

3. **Disciplines:** Education: Educational Leadership; Higher Education Administration

4. **Presentation Theme:** Leadership and Management
5. **Presentation Type**: Best Practice Session (50 minutes)

6. **Abstract:**

   Presenter will discuss the results of a survey which included respondents from the 2020 American Chairpersons Conference on what employees want from work. Results were compared between what employees valued and what supervisors thought employees wanted from work. Conference participants will be asked to consider how the 10 work factors evaluated in this study impact their employees to include faculty. Additionally, we will discuss strategies focusing on key work factors to improve motivation.

7. **Keywords:** Employee motivation, faculty motivation, distance learning administration, human relations, leadership
8. **Creative Commons License**: Creative Commons Attribution – Share Alike 4.0
9. **Presentation Documents:** Description of the Session (300-500 words)

   Academic faculty and staff were surveyed to determine if supervisors knew what their employees wanted from work. Responses from 50 academic supervisors, faculty, and staff from traditional and distance learning institutions (including Academic Chairpersons 2020 Conference attendees) were evaluated to determine if their answers were similar on ranking 10 job aspects of work. Employees were asked to rank 10 job aspects and supervisors were asked to rank the same job aspects from their employees' point of view. This study replicates research done by Lindahl in 1949 to determine if employer's perceptions of what their employees want from work have become more accurate. 2019-2020 survey results indicated non-significant differences between how employees ranked 10 aspects of work and supervisors believed employees would rank them. The 2019-20 survey absolute value difference between job aspect ranks

decreased threefold since the 1949 survey. Employees indicated higher importance to feeling in on things, sympathetic understanding of personal problems, and promotion and growth within the organization. Employee responses of appreciation, respect, good management, and good working conditions were cited as main reasons to stay with an organization. Replication in different settings such as universities, community colleges and organizations outside of education would inform organizational leadership efforts to ensure supervisors understand what motivates their employees.

For this seminar, conference participants will be asked to consider how the 10 work factors evaluated in this study impact their employees to include faculty. Additionally, we will discuss strategies focusing on key work factors to improve motivation.

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