

Strategies for Workforce Sustainability:
Assessing job satisfaction of agricultural workers

XXXX COMPANY REPORT

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CONTENTS:

- 1. SUMMARY OF KEY RESULTS**
- 2. STUDY OBJECTIVES**
- 3. MEASURES**
- 4. SAMPLE**
- 5. WHERE DOES THE NAPA WORKFORCE LIVE?**
- 6. PERMANENT & SEASONAL CREW MEMBERS**
 - 6A. Differences between seasonal and permanent crew**
 - 6B. Additional breakdown of XXXX crew scores**
- 7. TRACTOR DRIVERS**
- 8. SUPERVISORS**
- 9. PAY SATISFACTION: WHAT WAS A SATISFYING WAGE IN 2018?**
- 10. BENEFITS SATISFACTION**
- 11. SATISFACTION AS A PREDICTOR OF TURNOVER**
- 12. SUMMARY OF INTERVIEW DATA**
- 13. SUMMARY OF SEXUAL HARASSMENT STUDY**

1. SUMMARY OF KEY RESULTS FOR ALL PARTICIPANTS

AVERAGE JOB SATISFACTION RATINGS FOR CREW MEMBERS		
VERY SATISFIED	SATISFIED	DISSATISFIED
Work Tasks (working w/opposite) Gender Supervisor(s) Co-workers Vineyard work environment	Industry & job role Family (commitments) Communication Employment stability Pay	Benefits (Job-related) health consequences Promotion (Non-wage) rewards/recognition Commute/housing

SATISFACTION CATEGORIES THAT PREDICTED TURNOVER
1 Industry & Job Role
2 Vineyard work environment
3 Communication
4 Pay
5 Health consequences
6 Family

SAMPLE
41 crews
14 companies
611 crew members
54 supervisors

PAY & BENEFITS
<ul style="list-style-type: none"> • <u>Seasonal crew</u> considered \$17/hour a satisfactory wage in 2018. • <u>Permanent crew</u> were dissatisfied with wages of \$17/hour and under; unless there was a clear structure opportunity for tenure-based wage increases. • Worker views on <u>benefits</u> are complicated. • Offering few benefits is clearly dissatisfactory but it is not clear what constitutes a satisfactory benefits package. Healthcare with a generous company co-pay was a feature of all highly rated benefits packages, but not consistently so. • The lack of clarity may partly stem from some workers not understanding the benefits they receive and how the deductions work.

COMMUTE/HOUSING		
Workers reported travelling to Napa from a 200-mile radius, residing in the following counties (ranked highest population of workers to lowest):		
SEASONAL CREW	PERMANENT CREW	SUPERVISORS/CREW LEADERS
San Joaquin	Solano	Napa
Solano	Napa	Solano
Yuba	San Joaquin	San Joaquin
Napa	Sonoma	
Sonoma	Yuba	
Madera	Lake	
Yolo/Sacramento		
Freson/Lake/San Mateo/Santa Clara		

2. STUDY OBJECTIVES:

- 1) Quantify job satisfaction of vineyard crews and their supervisors in various categories to build an understanding of job satisfaction from the viewpoint of the workers themselves. Companies will gain a quantifiable measure of satisfaction and can implement strategies to address worker satisfaction.
- 2) Relate satisfaction to turnover (intention to quit) to determine which components of satisfaction (e.g. pay, co-workers) are most likely to result in turnover. Companies can then be advised on how to improve the work environment to boost worker retention.
- 3) Relate satisfaction to demographic characteristics, such as gender and job role, to investigate how sub-populations might differ in job satisfaction.
- 4) Develop a tried and tested questionnaire tool which can be made available to vineyard companies for internal use and may also be applied to workers in other crop industries.

Important caveats:

Workers may give low ratings in general for some categories if they reflect industry wide issues (such as housing availability) outside the control of your company or are concerned with unpopular characteristics inherent to vineyard work. Low satisfaction could therefore stem from perception rather than company practice.

Large samples from a single company will drag average company scores towards the regional average; smaller samples can give more extreme high or low scores if a minority of workers give very high/low individual ratings. Please bear this in mind and consider the error bars which indicate variation in answers between workers. We have also supplied an additional breakdown of your company scores to illustrate the spread of opinion from your workers.

We have selected results that we think you will find interesting but what follows does not exhaust what could be done with this data. Additional analysis will be presented when we produce publications.

3. MEASURES

Job satisfaction was quantified by having employees rate their level of agreement on 60 statements relating to 15 aspects of their jobs, defined below:

<i>Satisfaction with.....</i>	
AGRICULTURAL WORK ENVIRONMENT	Nature of agricultural work (e.g. work hours; type of tasks).
BENEFITS	Suitable benefits offered that are comparable to other companies.
COMMUNICATION	Communication of company goals & work tasks.
COMMUTE/HOUSING	Commute distance, ease of transport, & housing availability.
CO-WORKERS	Conflict and camaraderie with other crew members (or other supervisors).
EMPLOYMENT STABILITY <i>(crew only):</i>	Security and consistency of work.
FAMILY	Compatibility of job with family commitments.
GENDER	Working with members of opposite sex in crew.
HEALTH CONSEQUENCES	Impact of agricultural work on body.
INDUSTRY & JOB ROLE	Preference for job roles and work in agricultural industry compared to other industries.
OPERATING PROCEDURES <i>(supervisors only)</i>	Workload and rules/regulations.
PAY	Fairness of pay level, opportunity for raises.
PROMOTION	Opportunity for promotion.
REWARDS/RECOGNITION	Recognition, appreciation, and rewards for good work.
SATISFACTION W/CREW <i>(supervisors only)</i>	Motivating, controlling, and personal like for crew members
SUPERVISORS <i>(crew only)</i>	Competency, fairness, and consideration of supervisor/crew leader.
WORK TASKS	Enjoyment and pride in work tasks.

In addition, we measured the following:

Age; Gender; Company Tenure; Seasonal/Permanent Employment Status; No. Family Members in Crew; Zip Code/City of Residence; Prior Diversity Training; Pay Range; Crew Size; Turnover Intentions (does employee plan to leave company?).

Select companies also agreed for us to collect questionnaire measures for a study of sexual harassment:

Sexist attitudes (men and women); experiences of sexual harassment in current job (women only)

4. SAMPLE

We surveyed 611 (28% female) crew members and 54 (7% female) supervisors/crew leaders. These workers were from 41 distinct crews, working in 14 companies based in Napa. The characteristics of the sample are shown below:

Table 1 Number of workers in each type of company (female¹)

	Seasonal Crew	Permanent Crew	Irrigator ²	Tractor Driver ³	Supervisor
Management Company (sample=6)	284 (108)	131 (31)	5	11 (1)	47 (4)
Labor Contractor (sample=2)	90 (12)	5 (1)	-	1	2
Vineyard (sample=6)	11	24 (10)	1	21	5
TOTALS	385 (120)	160 (42)	6 (0)	33 (1)	54 (4)

NOTES:

1. Male and female satisfaction responses were very similar and are not distinguished in the report.
2. We do not provide a separate analysis of the irrigators later in the report because there were so few.
3. 3 tractor drivers also trained in irrigation.

5. WHERE DOES THE NAPA WORKFORCE LIVE?

The map below shows where the permanent workers (including irrigators & tractor drivers), seasonal workers, and supervisors/crew leaders lived based on zip code. 589 employees provided a valid zip code.

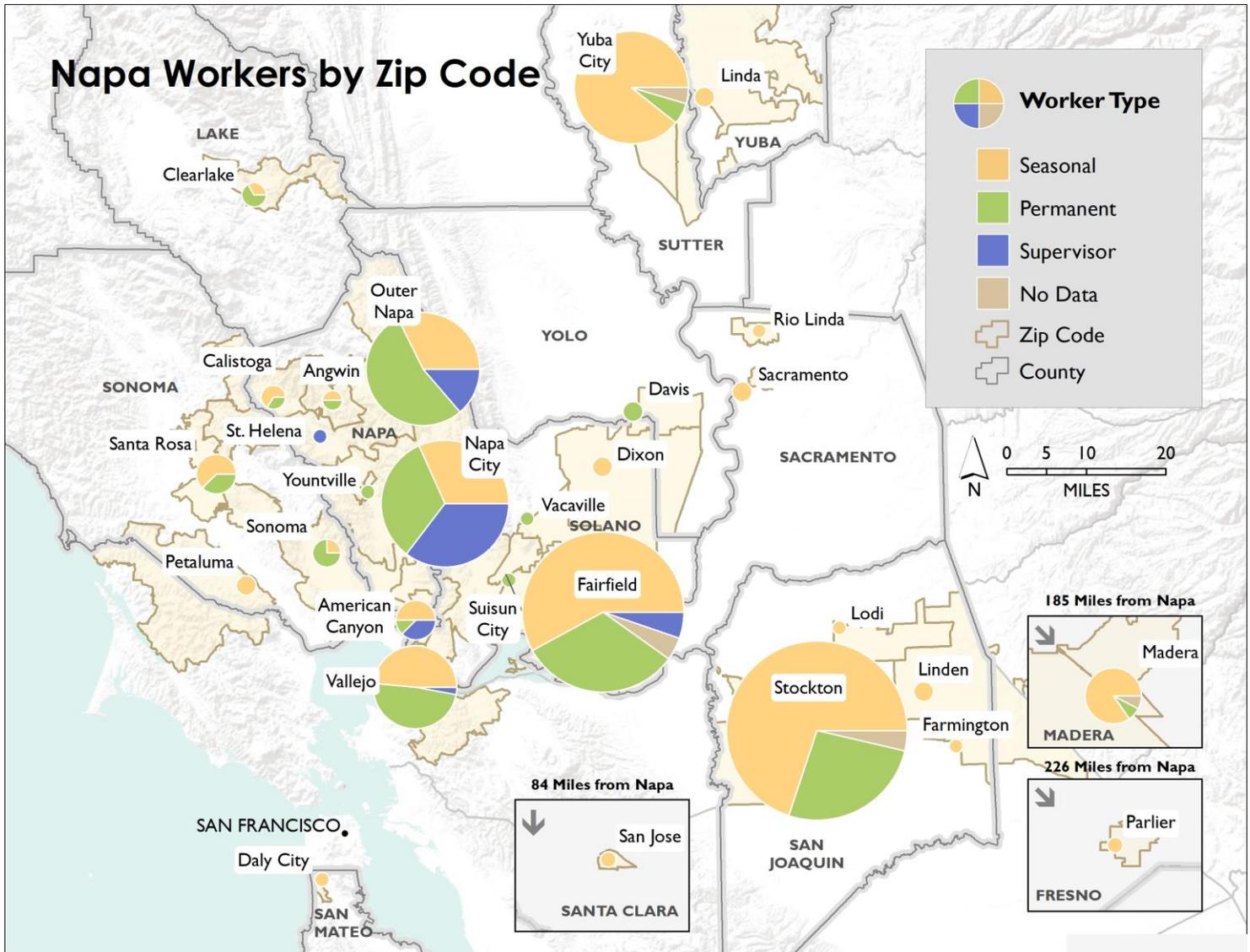


Figure 1. Workers' place of residence by zip code. The size of each pie gives an indication of the number of workers living in each area.

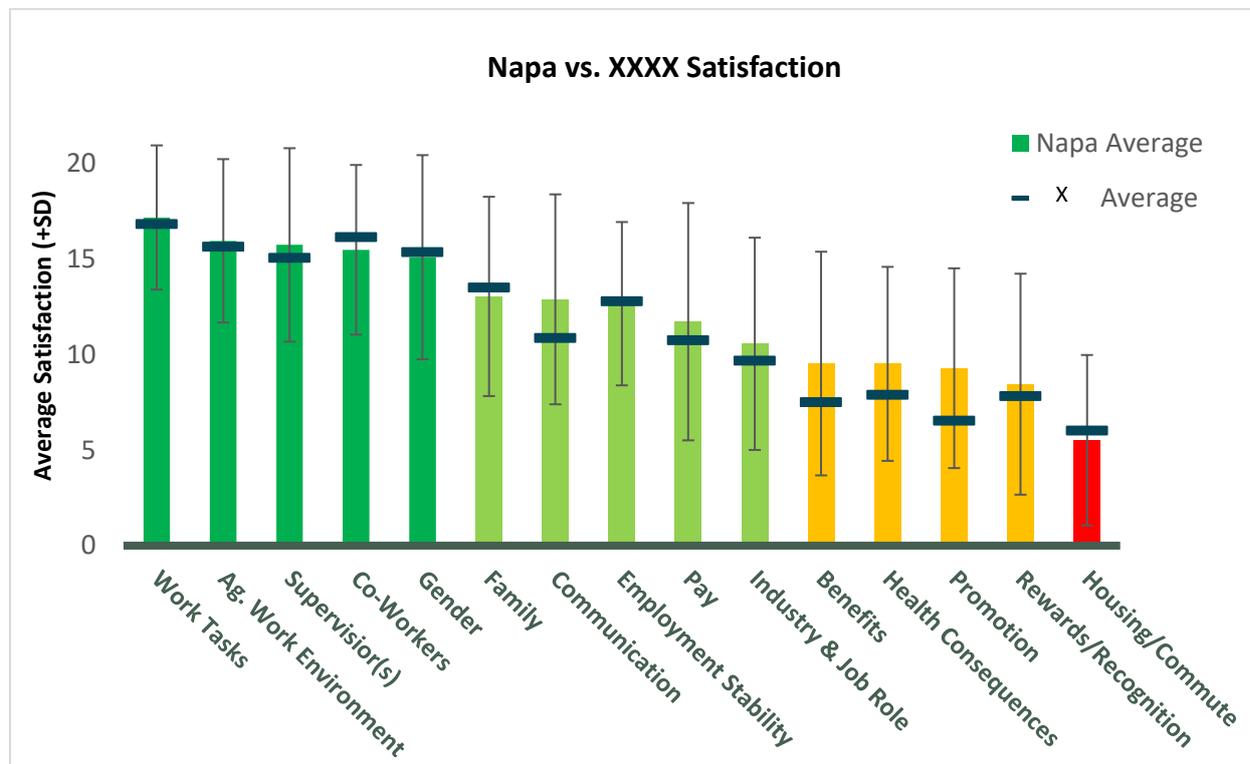
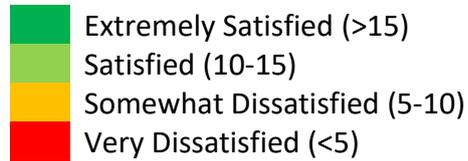
KEY POINTS:

1. Supervisors/crew leaders resided in, or close, to Napa (the furthest were in Fairfield)
2. This was also the case for most permanent workers, but a significant number commuted longer distances (e.g. Stockton)
3. Most seasonal workers commuted from Fairfield and Stockton, but a significant number were in Napa (perhaps Farmworker Housing?) and Vallejo.
4. A significant number of seasonal workers travelled very long distances to work: notably Yuba City (100 miles) and Madera (185 miles).
5. Additional analysis will be forthcoming.

6. PERMANENT AND SEASONAL CREW MEMBERS

The graph shows average satisfaction scores for all seasonal and permanent crew members in Napa (excludes irrigators, tractor drivers, and supervisors) who participated in the study. The black dashes are the average scores from your workers, for comparison.

Color coding is as follows:

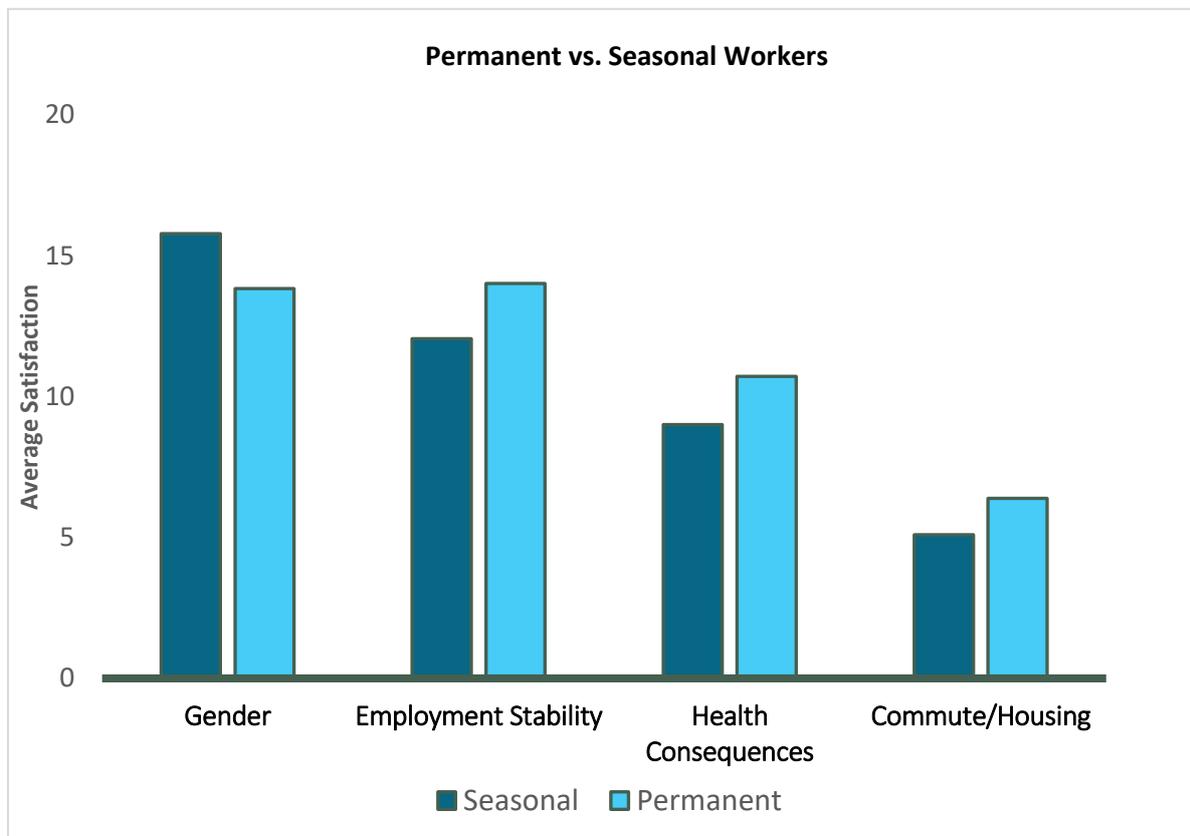


Graph 1. Average satisfaction scores for all crew members in Napa with your company scores as reference. XXXX sample size = 70.

KEY POINTS:

1. **Most workers were very positive about the type of work they do**, the vineyard work environment, their co-workers (regardless of gender), and supervisors.
2. **Most crew members were very dissatisfied with their commute/housing situation.**
3. There was **widespread dissatisfaction with rewards/recognition, promotion prospects, the health consequences of vineyard work, and the benefits offered.**
4. Average pay satisfaction was near the middle of the scale with a wide spread of scores, indicating that some workers were very happy, while others were very unhappy with their pay (see section 9).

6A. DIFFERENCES BETWEEN SEASONAL AND PERMANENT CREW



Graph 2. Average satisfaction scores for seasonal and permanent workers for categories on which they differed.

KEY POINTS

1. Average permanent and seasonal crew responses differed on 4 categories.
2. Seasonal crew were more positive about working with members of the opposite gender.
3. Permanent crew were slightly more satisfied with the stability of their employment, the health consequences of vineyard work, and their commute/housing situation.

6B. ADDITIONAL BREAKDOWN OF XXXX CREW SCORES

All the categories on the satisfaction questionnaire can be combined to give an overall (global) satisfaction score as a general summary value. Below are the % of your workers that fell in each satisfaction zone based on this measure.

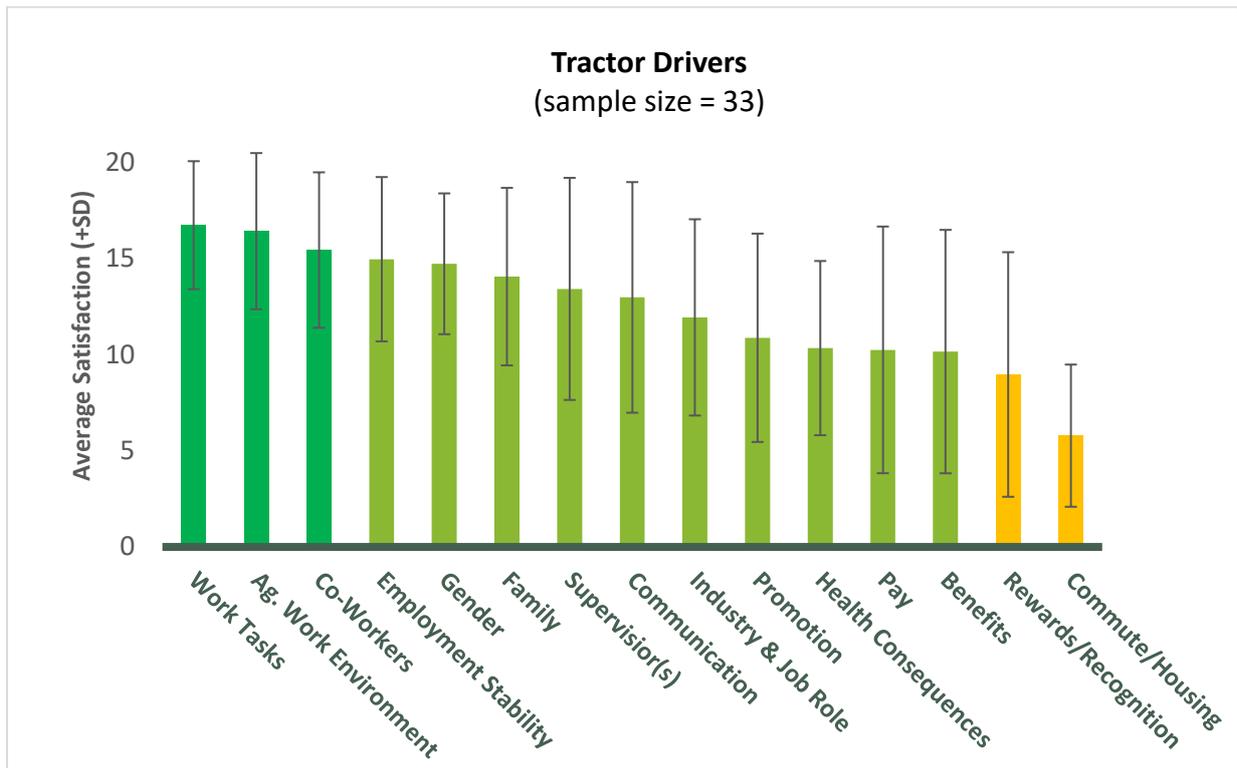
GLOBAL JOB SATISFACTION	Extremely Satisfied	1%	
	Satisfied	76%	
	Somewhat Dissatisfied	20%	
	Very Dissatisfied	3%	

Overall company averages can be misleading as they may suggest all workers are unhappy in a category when this is not the case. To address this, we have split your company scores into the percentage of workers that fell within each satisfaction zone in each category (Table 2). For example, even though average benefits satisfaction was low, 35% of workers were satisfied with their benefits package.

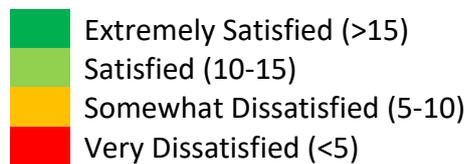
Table 2. Percentage of your company crew in each satisfaction zone

Sample=70	Extremely Satisfied	Satisfied	Somewhat Dissatisfied	Very Dissatisfied
Work Tasks	65%	25%	9%	1%
Ag. Work Environment	51%	31%	13%	5%
Supervisors	47%	32%	15%	6%
Co-workers	55%	39%	4%	2%
Gender	54%	25%	13%	8%
Family	36%	33%	23%	8%
Communication	10%	38%	42%	10%
Employment Stability	18%	48%	30%	4%
Pay	20%	32%	27%	21%
Industry & Job Role	3%	32%	48%	17%
Benefits	-	35%	29%	36%
Health Consequences	1%	18%	51%	30%
Promotion	5%	12%	43%	40%
Rewards/Recognition	2%	23%	50%	25%
Commute/Housing	2%	14%	26%	58%

7. TRACTOR DRIVERS



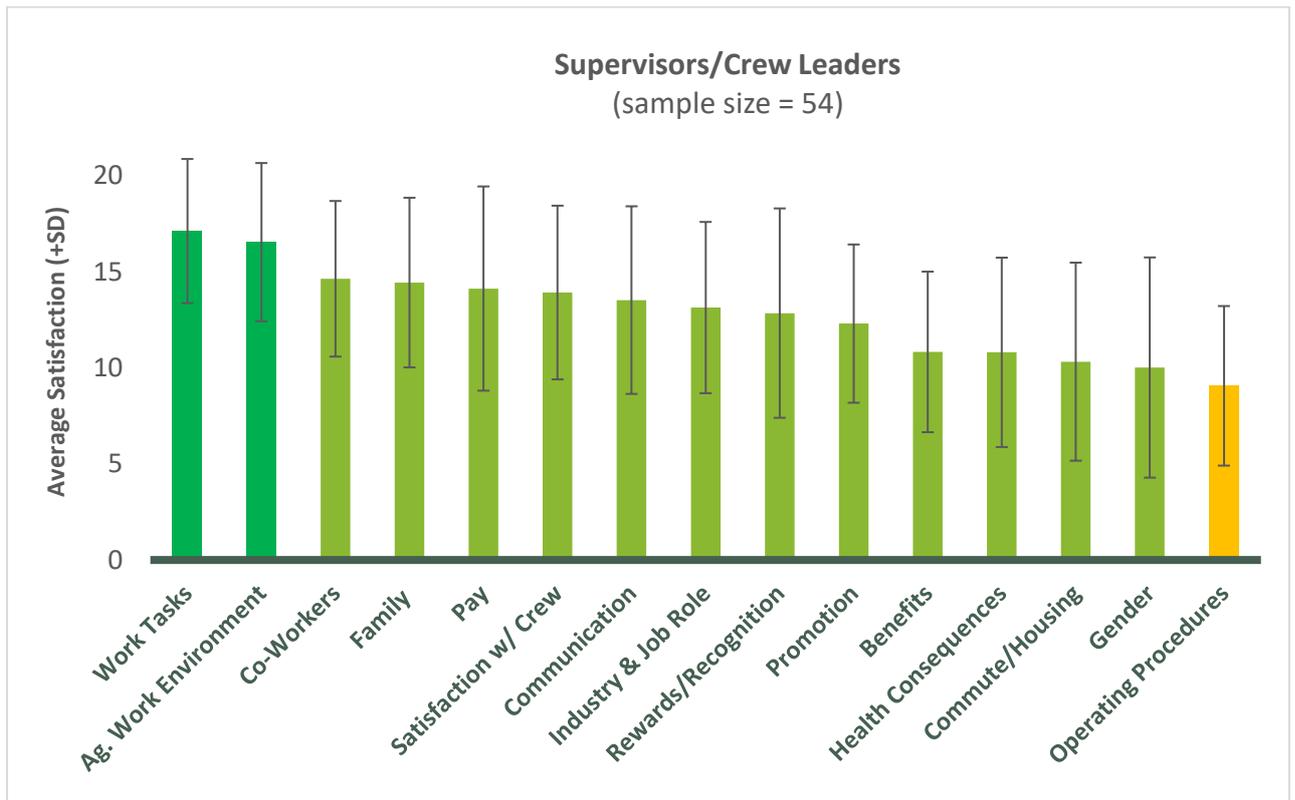
Graph 3. Average (+SD) satisfaction scores for all tractor drivers participating in the study



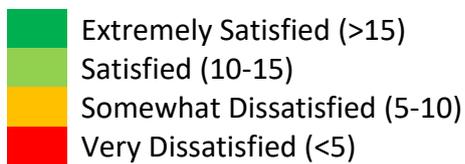
KEY POINTS:

1. 9/15 categories were rated in a very similar manner to other crew members.
2. Tractor drivers were **more satisfied** than crew members with the **stability of their job, promotion prospects** (no doubt because they had been promoted to this role), **how their job affected family commitments**, and **preferred the vineyard industry/tractor driver role** over others available to them.
3. Satisfaction with **pay and supervisors** was rated **slightly lower** than crew members.

8. SUPERVISORS/CREW LEADERS



Graph 4. Average (+SD) satisfaction scores for all supervisors participating in the study

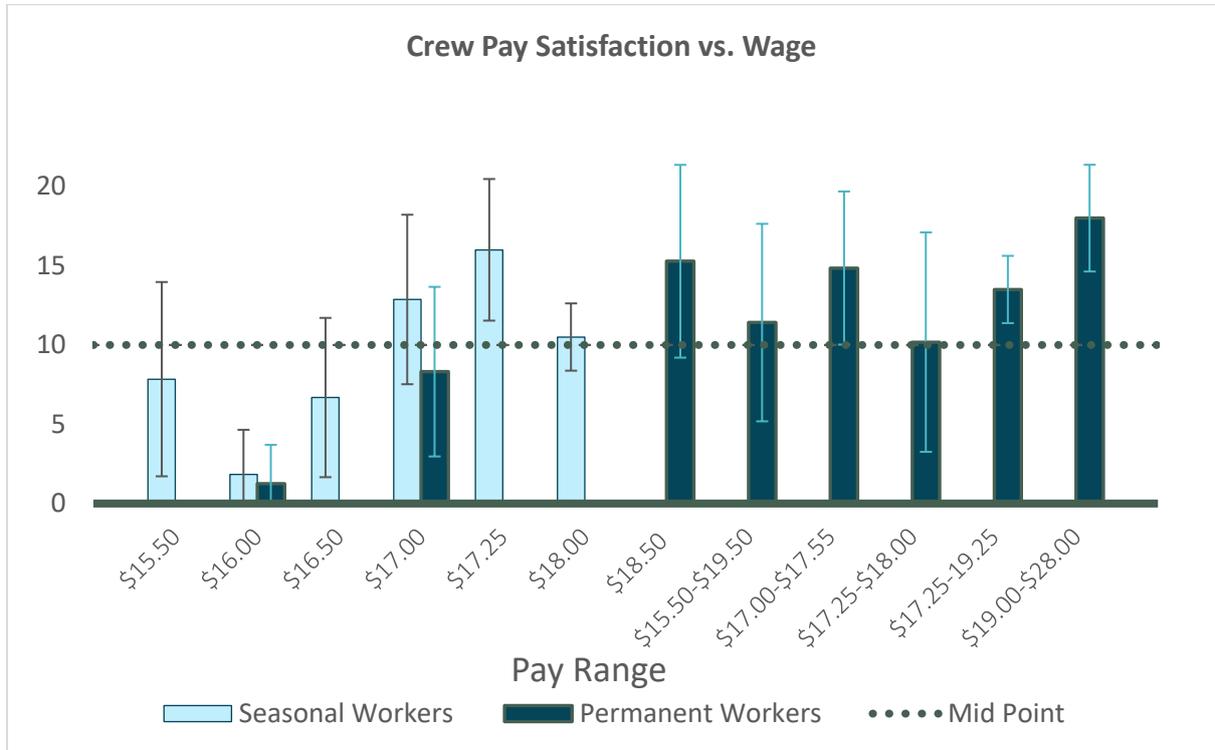


KEY POINTS:

1. **Supervisors/Crew Leaders were, on average, much more satisfied than crew members.** Every category was in the satisfied or extremely satisfied zone, aside from operating procedures (workload; rules and regulations).
2. Several categories had a spread of opinion (denoted by error bar) that indicated numerous supervisors were individually dissatisfied (<10): communication; rewards/recognition; benefits; health consequences; commute/housing; gender.

9. CREW PAY SATISFACTION: WHAT WAS A SATISFYING CREW WAGE IN 2018?

The graph shows the average pay satisfaction scores for seasonal and permanent crew members against the wage they received. Tractor drivers and irrigators are not included.



Graph 5. Average (+SD) seasonal and permanent crew pay satisfaction scores for each wage level.

KEY POINTS:

1. Seasonal workers: were satisfied, on average, with wages of \$17.00 and over.
2. Permanent workers:
 - a. when paid a static wage, it needed to be high (\$18.50) to be considered satisfying. \$16.00 was rated very poorly.
 - b. when a range of wages was offered, with opportunity for progression, workers were satisfied on average with their pay; even when starting pay was on the lower end of those offered (\$15.50).

10. CREW BENEFITS SATISFACTION:

We have detailed benefits information provided by 11 companies, and are working on a more detailed analysis, but for now are summarizing our key findings to date.

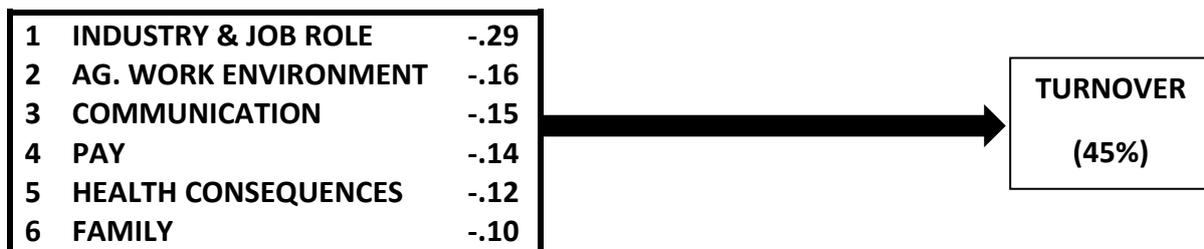
KEY POINTS:

1. **Worker views on benefits do not appear to be straightforward** and for this reason we are interviewing workers to get more detail on their views (see section 12).
2. **Some workers may not have a full understanding of the benefits offered.** It is possible that the value an employee assigns to a specific benefits package is contingent upon that employee understanding the package and having an awareness of benefits offered by other employers.
3. Companies offering little or no benefits, other than those legally required, were rated very poorly.
4. **Healthcare coverage where the company provided a generous co-pay was a feature of all highly rated benefits packages**, but this was not consistently the case:
5. Some companies offering generous healthcare packages rated low on benefits satisfaction. This may partially be explained by the length of time an employee had to be at the company before large co-pays were made.
6. The desirability of the non-healthcare benefits (e.g. 401k; life insurance) was not clear.
7. We made a personal observation that workers seemed happier with benefits in companies who employed someone specifically as an HR manager.

11. CREW SATISFACTION AS A PREDICTOR OF TURNOVER

To assess turnover, we used a proxy called 'Turnover Intentions' – a series of statements about the respondent's thoughts/plans about leaving the company. We then used regression to determine the satisfaction categories that significantly predict turnover intentions. The significant categories are displayed, ranked in order of importance. The value to the right is an indication of the relative strength of each category in predicting turnover intentions.

1	INDUSTRY & JOB ROLE	-.29
2	AG. WORK ENVIRONMENT	-.16
3	COMMUNICATION	-.15
4	PAY	-.14
5	HEALTH CONSEQUENCES	-.12
6	FAMILY	-.10



TURNOVER
(45%)

KEY POINTS:

1. **6 categories explained 45% of turnover intentions. Lower satisfaction in these categories predicted higher turnover.** These results indicate that job satisfaction is of considerable importance for explaining turnover.
2. **Association does not equal causation:** although we cannot say that dissatisfaction with all these categories causes turnover, the regression analysis indicates they are highly associated with turnover intentions.
3. **Industry & job role and agricultural work environment were the strongest predictors.** This should not be surprising: workers who dislike the overall vineyard work environment and would prefer to work in another industry will quit. Since the average scores for these categories were high, these workers probably get weeded out quickly. Other occupations might screen workers with an interview process, but this is no doubt hard for agricultural labor.
4. **Communication** may predict turnover both because it exacerbates other problems and decreases the likelihood those problems are resolved.
5. **Pay** predicted turnover but was not the most important factor. There is probably an expectation each year of what constitutes a fair wage and workers will make comparisons with wages offered in other companies (see section 9).
6. We explored specific **health consequences** that concern workers in follow-up interviews (see Section 12).
7. **Family** commitments were a factor for workers considering leaving a company.
8. Several categories are conspicuous by their absence, notably **benefits** and **commute/housing**. Although a long commute distance could have negative impacts on work performance and mood, it was not enough to deter workers from travelling.

12. SUMMARY OF INTERVIEW DATA

Interview summary based on 17 permanent workers (14 women) working in 2 management companies. Interviewees were asked to discuss a select number of satisfaction categories in more detail. This data has not been formally analyzed, but the key points put forward by workers are listed below. We are looking to expand this data by interviewing more workers in more of the companies that took part in the study if you would like to offer assistance.

Table 3. summary of comments made by crew members interviewed

Category	Satisfied With	Concerns	Suggestions
PAY	Pay in general	Raises Heavy physical work Company tenure	Could be higher and/or more frequent Women think heavy physical work deserves higher compensation Wages should reflect tenure (seniority)
HEALTH CONSEQUENCES	Training provided Health practices of company	Chemical drift, esp. when nearby vineyards sprayed during work hours Re-entry after spraying not long enough	Improve communication with nearby vineyards
PROMOTION	Promotion when seniority considered	Personal record: not clear why some workers 'jump ahead' Nepotism: worried those with family in company most likely to be promoted Gender: women feel do not have equal opportunity for promotion Lack of promotion opportunities reduces motivation	More consideration to prior good work in promotions Give more feedback to workers as to why workers promoted Women want specialist training (irrigation; tractor, etc)
BENEFITS		Dental & Vision Some workers did not understand benefits received and how much is deducted Some workers think deductions too high and do not want to pay for benefits Sick days Workers offered annual bonuses appeared unaware of them	Workers are willing to pay for dental/vision Workers want sick days to accumulate across years

REWARDS/ RECOGNITION	Company parties/ gifts/merchandise appreciated and motivate workers Occasional small gestures appreciated	Lack of crew leader verbal encouragement during workday Noticed company no longer provides free donuts	Verbal reinforcement by crew leaders motivates workers Provide lunch following day when workers meet certain targets Provide work clothes & boots
COMMUTE/ HOUSING	Driving own car to work	Company buses take away independence esp. for women if need to get home in emergency for children Commute time (3-4 hours for some workers) Gas expense for long commutes Vineyard assignment: complaints that those who live close to specific vineyards always get to work there	Rotate crews among work locations so that when working at far away locations it is not for whole season
SUPERVISOR(S)	Crews that are united and 'feel like family'	Preferential treatment e.g. when priority given to family and friends on crew Failure of crew leaders to stop bad behavior	Best crew leaders facilitate team unity Crew leaders who started as crew members considered to do a better job
COMMUNICATION		Some crews felt very informed, but others feel very uninformed, about happenings in the company: many repeatedly claimed no one has talked with them about some subjects	Better communication between crew leaders and higher supervisors
GENDER		Workers felt 'there is equality only in certain things'. Women did not feel they have the same opportunities in the companies	

13. SUMMARY OF SEXUAL HARASSMENT STUDY

100 female crew members, from 9 companies, answered a questionnaire about sexual harassment (in their current job), measuring 3 types of harassment: gender harassment, unwanted sexual attention, and sexual coercion. **30 women reported gender harassment, of which 9 also reported unwanted sexual attention, and 1 sexual coercion.** Gender harassment was reported in 8 out of 9 companies.

<p>GENDER HARASSMENT: 30% Offensive jokes, comments, or gestures</p> <p>UNWANTED SEXUAL ATTENTION: 9% Unwanted touching; pestering for romantic & sexual encounters</p> <p>SEXUAL COERCION: 1% Reprisals or promotion dependent on providing sexual favors</p>

KEY FINDINGS:

- 1 **These figures are low compared to other studies of California farmworkers.** In a 2018 study of farmworkers in Lodi, 44% of women reported gender harassment, 40% unwanted sexual attention, and 7% sexual coercion. Lower incidence in Napa is encouraging but sexual harassment is clearly still a barrier for female workers.
- 2 **Harassed women were younger than non-harassed women (2/3 of harassed women were under 40 years old) and 8/9 women reporting the more severe types of harassment were seasonal workers.**
- 3 **Harassed women had lower job satisfaction and higher turnover intentions; as did men working in crews where harassment occurred.** It was concluded that harassment negatively affects the retention of both male and female workers.
- 4 **The proportion of women, or the presence of a woman's family members, on a crew was not related to occurrence of sexual harassment.** Restructuring crews to increase the number of women or to group family members together may, therefore, not prevent harassment.
- 5 **Hostile sexist attitudes (especially in men) were associated with the presence of sexual harassment in a crew.** The theory is that these attitudes contribute to a climate of tolerance for harassment. Such attitudes may be difficult to change, perhaps indicated by the fact that:
- 6 **Sexual harassment awareness training was not related to a reduction in harassment.** Training has a poor research record of effectiveness in reducing harassment. However, it should still be encouraged as it makes women more likely to speak out when harassed and makes explicit which behaviors will not be tolerated. In some cases, company policy and the manner in which managers handle incidences of harassment have been shown to be more pivotal in reducing/discouraging harassment than awareness training.