



Strategies to Support a Positive School Climate

Job Satisfaction

Job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976). Perceptions of job satisfaction are associated with the extent to which employees enjoy components of their job (Spector, 1997), as well as reflecting a positive reaction to the workplace (Worrell et al., 2006).



Why is it important?

- Job satisfaction is linked to job commitment or intent to leave the profession (Singh & Billingsley, 1996).
- Poor job satisfaction is associated with job-related stress (Klassen & Chiu, 2010).
- Job satisfaction among educators can impact student achievement (Banerjee & Lamb, 2016).

In Practice

When considering areas for improvement to boost job satisfaction, school leaders should look into the nature of the day-to-day activities of their staff and overall climate of the school.



What can schools do?

Create a flexible work culture

- Wherever possible, empower employees by allowing them to determine how to complete their work, including the tasks and timeframes expected of them, and provide opportunities for staff to have a say in key decisions that impact their roles.

Support professional growth

- Set work-related goals alongside staff to ensure they are invested in their work.
- Set aside time for career development and look into opportunities for professional collaboration to build new skills.

Cultivate a sense of community

- Implement a variety of strategies aimed at ensuring staff has opportunities to form bonds with their colleagues (e.g., team outings, non-work games, and activities).

Make work personally meaningful

- Give staff the flexibility to work in areas they are passionate about. Work with each employee to document their preferences and consider assignments or projects that align with those interests and strengths.



Leader Reflection

School leaders can employ the following practical strategies to help support employee job satisfaction:

- Recognize employee efforts by providing specific, timely praise.
- Lead by example and demonstrate vulnerability by taking ownership of one's shortcomings; thus, modeling how employees can be similarly transparent about their self-efficacy concerns.
- Engage in informal discussions and solicit feedback to better understand employee needs.
- Co-develop both short and long-term career goals alongside staff and provide ongoing constructive feedback in relation to those goals.
- Invest in additional training as needed and look into mentoring systems and job shadowing opportunities to freshen up duties and develop new skill sets.
- Make time for team building by organizing activities based on common interests, much like you would for students.
- Prioritize employee well-being and work-life balance (e.g., rotated assignments, shorter meeting times).
- Initiate a survey to measure staff engagement and inform school leadership of areas in need of improvement.

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