Retention of Permanent Recreation Employees in Nova Scotia: Is It All About the Money?



Jen Heddon PhD, MPA

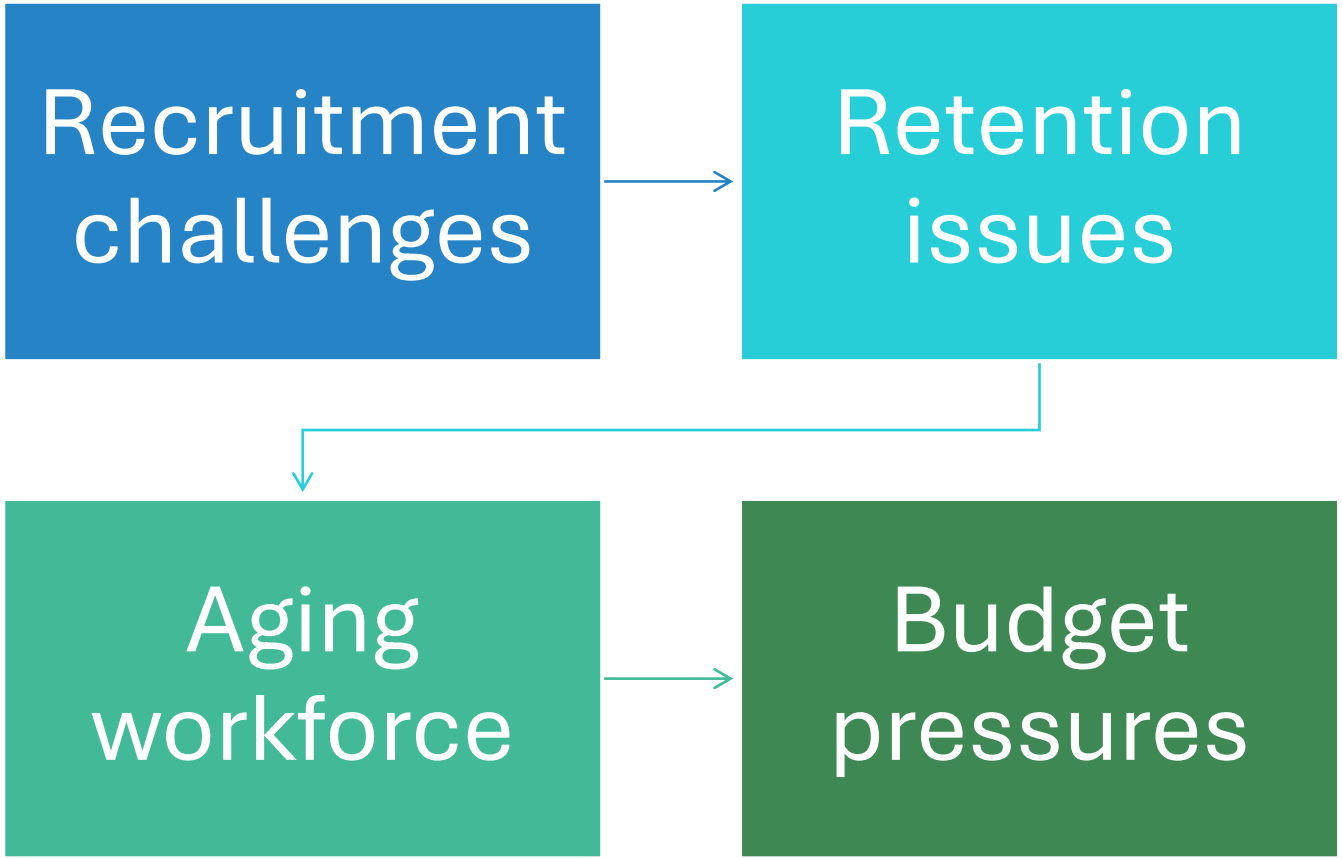
What do you think has the BIGGEST impact on job satisfaction in the NS recreation sector for full-time employees?

Is it all about the money???

- Pay
- Supervisor Support
- Work-life balance
- Workplace culture/ environment



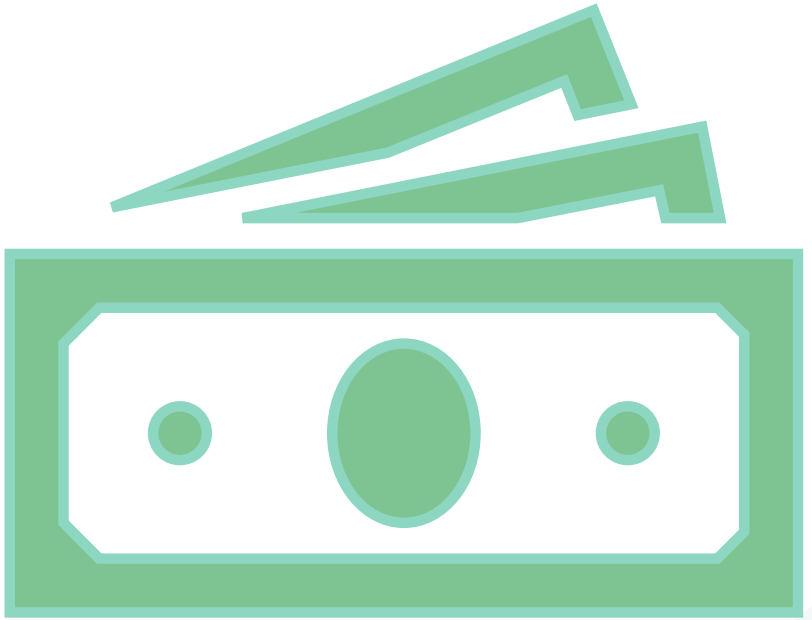
Why did I study this?



How much does it cost to replace an employee?

“Replacing an employee can cost up to 150% of their annual salary.”

— McHenry Martin, 2014



Research Questions



RQ1

Compensation

To what extent do compensation factors influence the job satisfaction of permanent employees in the recreation sector of Nova Scotia?



RQ2

Work–Life Balance

How do work-life balance factors influence job satisfaction among permanent employees in the recreation sector of Nova Scotia?



RQ3

Supervisory Support

How do supervisory support factors influence job satisfaction among permanent employees in the recreation sector of Nova Scotia?

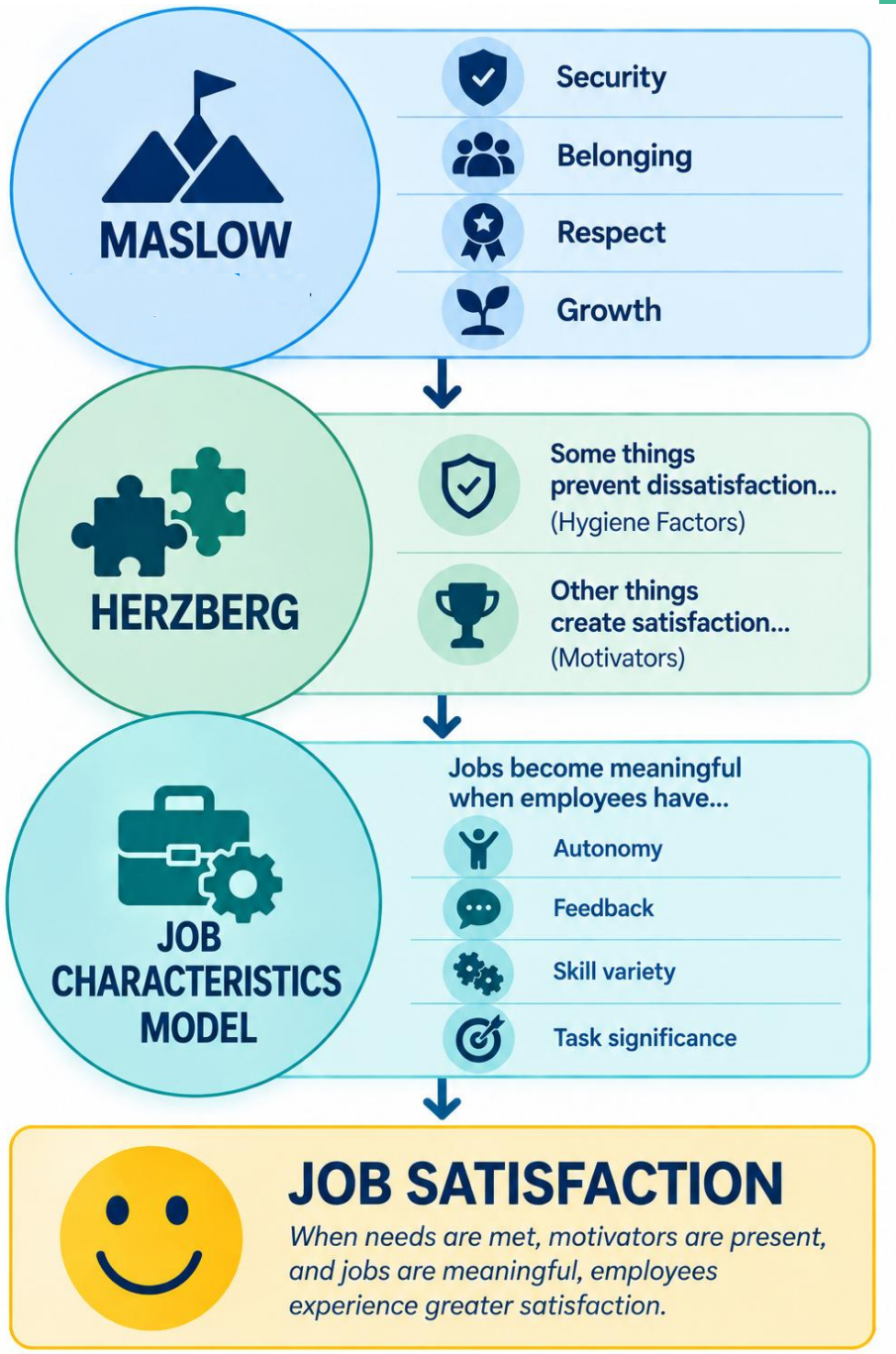


RQ4

Working Environment

Do working environmental factors affect job satisfaction among permanent employees in the recreation sector of Nova Scotia?

Theoretical Framework



How this was studied



COMPENSATION FACTOR



Compensation:
B = .262 | p = .073 → Positive, but **not statistically significant.**

Combined Model:
p = .521 → Not statistically significant.

You are the supervisor of a recreation facility, and one of your best employees has just told you they're thinking about leaving.

They're experienced, reliable, and a valuable member of your team. Losing them would have a significant impact on your department.

The challenge? You have no additional money to offer them.



Significant initially

Work–life balance was significantly related to job satisfaction in the initial analysis.

B = 0.451

p = 0.003



Not significant after controlling for other variables

Work–life balance was no longer a significant predictor of job satisfaction in the multiple regression analysis.

B = 0.237

p = 0.112

WORK LIFE BALANCE FACTOR

WORKING ENVIRONMENT FACTOR



Significant

Working environment was a significant predictor of job satisfaction.

B = .457

STANDARDIZED COEFFICIENT

p = .031

STATISTICALLY SIGNIFICANT

SUPERVISORY SUPPORT FACTOR



STRONGEST PREDICTOR

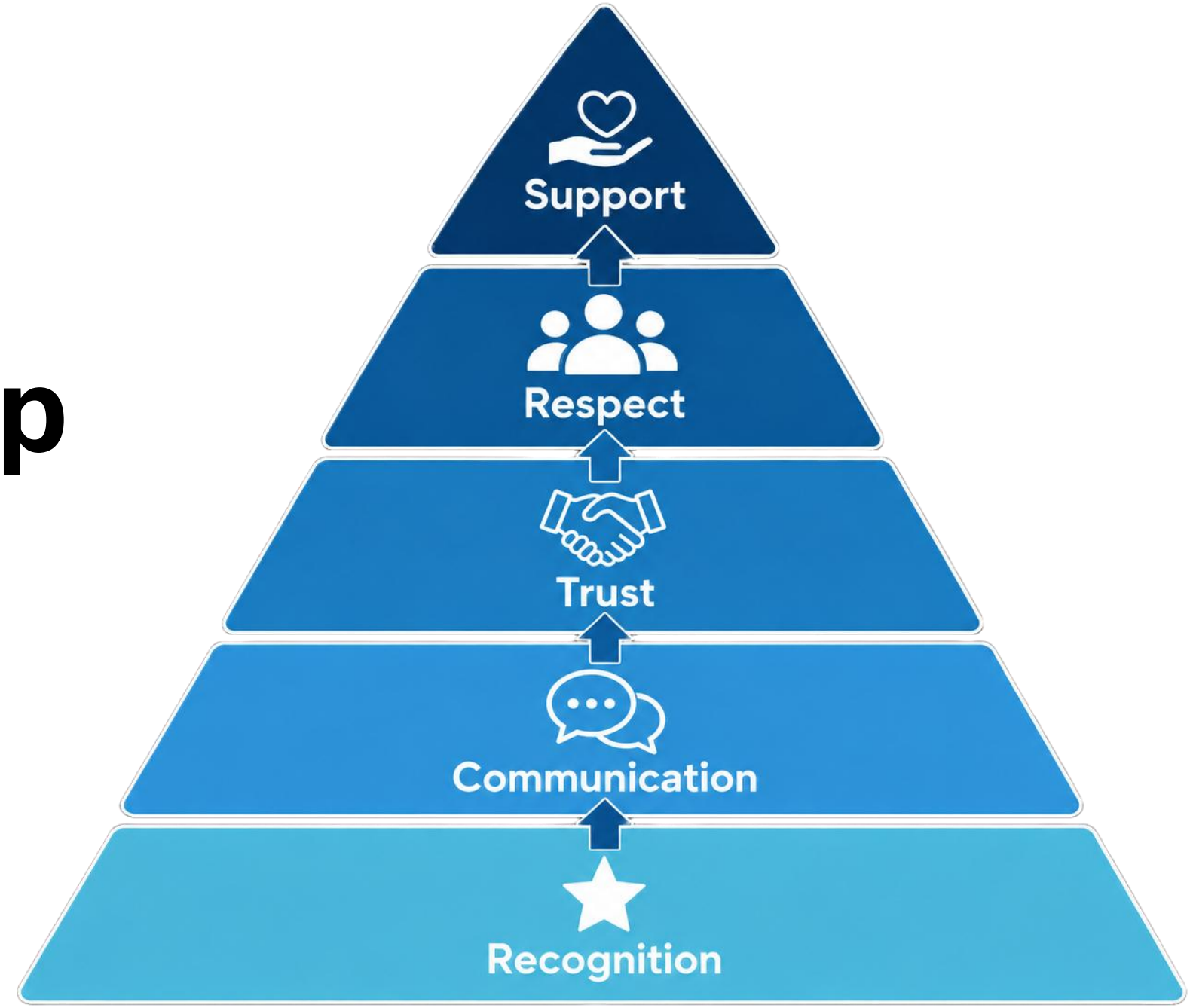
B = 0.601

POSITIVE RELATIONSHIP WITH JOB SATISFACTION

p < .001

STATISTICALLY SIGNIFICANT

Leadership Triangle



What Participants Actually Said



Drivers of Job Satisfaction

1. Supervisory Support ⭐⭐⭐⭐⭐

Train leaders, Recognize employees, Communicate.

2. Working Environment ⭐⭐⭐⭐

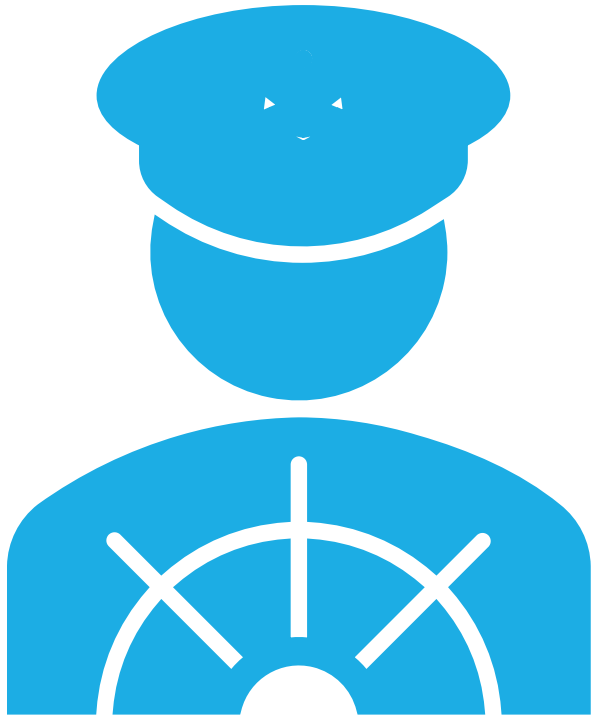
Safe, Respectful, Well-equipped.

3. Work-Life Balance ⭐⭐⭐

Flexible scheduling, Manage workload.

4. Compensation ⭐⭐

Necessary, But not sufficient.



What is ONE realistic change your organization could make in the next six months to improve employee job satisfaction?

Key Takeaways

- ✓ Pay matters.
- ✓ Leadership matters more.
- ✓ Employees stay where they feel valued.
- ✓ Recreation organizations can improve satisfaction without increasing salaries.

Future Research

- Longitudinal studies
- Part-time/ casual staff to compare
- Different provinces

Questions?

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