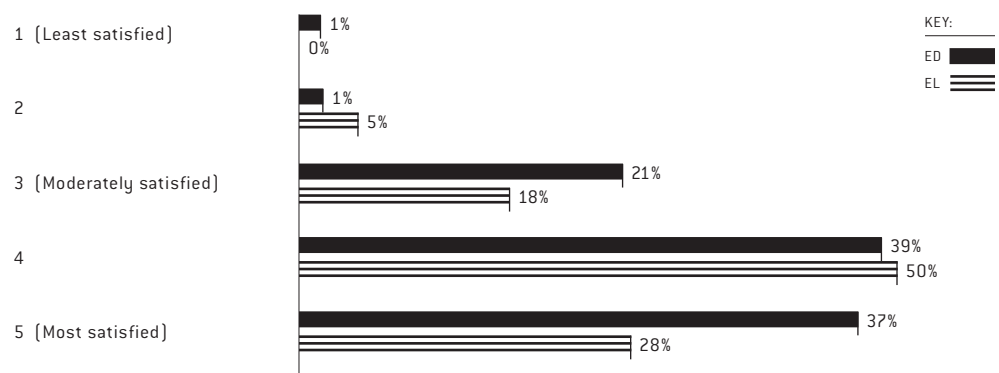


#### IV. JOB SATISFACTION

*Key findings:*

- Job satisfaction was high in our sample, despite substantial job stress.
- Mission and the organization's artistic product were major sources of satisfaction.
- Salary dissatisfaction was markedly higher for EL respondents than for ED respondents.
- Main sources of stress included the organization's financial problems, long hours, and staff inadequacies.
- Perceptions of discrimination on the job were not uncommon.

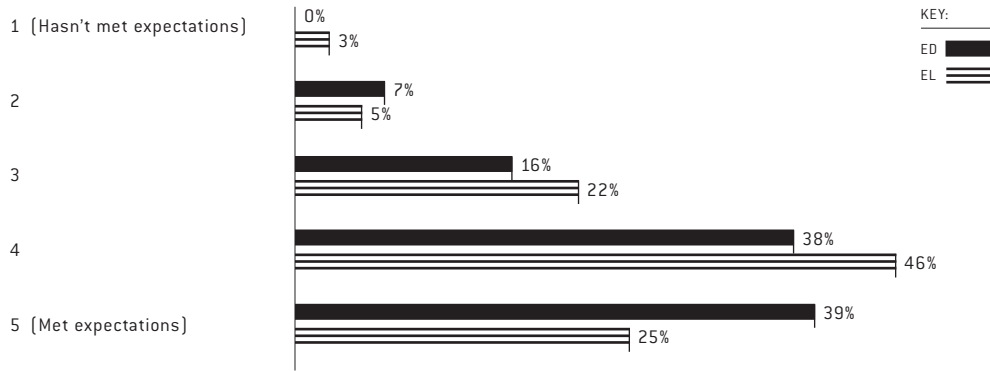
#### JOB SATISFACTION RANKING



EL: "I have found that the most intelligent, passionate, and motivated people I know are working in arts management. I am so inspired by the people working in this field, especially in light of the long hours and relatively low salaries we are all experiencing."

*Satisfaction:* We asked respondents how satisfied they were with their current job and with their compensation, and we asked about specific sources of satisfaction and dissatisfaction. Job satisfaction was high among both ED and EL respondents, confirming CompassPoint’s results. In a range of 1–5, where 5 is the most satisfied, most people rated their job satisfaction at 4 or 5. EDs had a somewhat higher overall satisfaction rate. Salary satisfaction clustered more in the 3 and 4 range, with EDs again showing higher satisfaction.<sup>11</sup>

**HOW THE JOB MATCHED PERSONAL EXPECTATIONS**



Job satisfaction may have something to do with whether the job meets expectations. ELs reported more discrepancies between their expectations and the reality of their current job than did EDs, but their scores still leaned toward agreement between expectations and job conditions.

*Sources of Satisfaction:* When asked to rate the importance of various factors to their job satisfaction, both groups rated mission, engagement with the arts and community, and relationships highly. Both groups consistently ranked salary and benefits as the least important factors. EDs also ranked “relationships with board” lower than most other factors, and ELs ranked “opportunities for professional growth” low.

Respondents seem to have rated highly those factors that, as the question stated, “have been” important to their current job satisfaction, not necessarily the factors that motivated them to enter the field or that motivate them professionally. The results show that while ED respondents derive satisfaction from mission and relationships, they are not necessarily “mission-driven” to the extent that salaries are not important. Rather, salaries have not been a source of satisfaction (see the next section of results).

*Sources of Dissatisfaction:* When asked which factors were “adversely affecting” them on the job, ED and EL respondents were quite consistent, with both ranking organizational finances and high stress/long hours as the two highest. In this section, however, ELs rated “low compensation” rather more highly than EDs did. EDs ranked low compensation eighth out of nine possible adverse factors, while ELs ranked it third.

**RANKING OF FACTORS “ADVERSELY AFFECTING” NONPROFIT ARTS PROFESSIONALS**

	EXECUTIVE DIRECTORS	EMERGING LEADERS
1.	Finances	High stress/long hours
2.	High stress/long hours	Finances
3.	Funding requirements	Low compensation
4.	Audience	Audience
5.	Fund-raising	Fund-raising
6.	Personnel problems	Funding requirements
7.	Isolation	Conflict among staff
8.	Low compensation	Personnel problems
9.	Conflict with board	Isolation

Note: Write-in responses revealed other areas of satisfaction and dissatisfaction that could not be adequately captured by multiple-choice questions.

When asked, “*What advice would you give to someone starting out on a career path similar to yours?*” the top two answers (tied) for both groups were, to paraphrase, “do it for the passion, not for the money,” and “get experience.” The second most common answer for both groups (about half as common as the top two) was “get formal training.” The third most common answer for EDs was “be prepared for hard work/long hours.” Only one EL gave that advice. The number-three advice from ELs was a tie between “network” and “demand a decent salary.”



EL: “Be willing to sacrifice salary for job satisfaction. Having a few years experience in the for-profit world to get out from student debt and build some savings, but not enough time to get too comfortable with the lifestyle, was key.”

Immediately following the question where respondents were asked to rank adverse factors, respondents were given a space to “*write in your own words what you need as an arts professional that you can’t seem to get.*”

The most common answer for EDs was some version of “a better board” (15 out of 68 scored answers). This was surprising because the board rated the lowest of the 9 possible adverse factors in the previous question. The second most common answers—“more money for the organization” and “a better staff”—followed close behind (14 each). The latter response was differentiated from responses that called for “more staff” or “an assistant” (4 each). The next five most common responses were:

- *more networking opportunities* (6)
- *more time* (5)
- *more staff* (4)
- *an assistant* (4)
- *better facilities/better technology* (3)

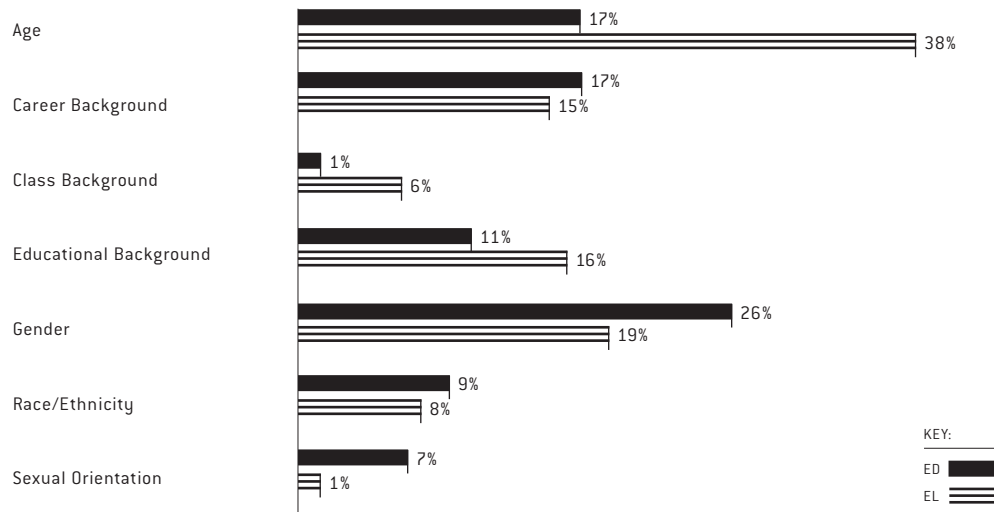
The EL responses were rather different (values out of 60 scored responses):

- *more salary/benefits* (14)
- *more career development opportunities* (9)
- *more money for the organization* (8)
- *better management/better facilities or equipment* (7)

In sum, these two questions sketch some key features of ED and EL morale:

- *ED respondents cite job stresses more often than compensation as a source of frustration.*
- *After salary, EL respondents are as frustrated with issues in organizational culture (professional development opportunities, management styles) as with the organization’s lack of resources (though the two are likely to be related).*
- *A significant number of EL respondents advised their peers to demand better compensation.*
- *At the same time, many ED respondents were dissatisfied with the quality of their staffs.*

## REPORTS OF DISCRIMINATION



## DISCRIMINATION

In all, 42% of ED respondents and 56% of EL respondents reported some kind of discrimination. When reviewing their written answers, we found that most of these reports referred to perceived discrimination—such as subtle hostility or condescension, or a sense of lowered expectations from directors—rather than more actionable discrimination—such as outright salary differences.

*Gender:* About one-quarter of respondents from both groups reported that they had been discriminated against because of their gender. While there was one report of salary discrimination, the respondents who provided written answers about gender discrimination for the most part described problems with staff or board interactions.

*Ethnicity:* Two of the seven EDs who reported discrimination due to ethnicity were white and working with a predominantly nonwhite organization or constituency. There were 11 EDs who described their ethnicity as other than white, and of these, nearly half (5) reported racial discrimination (none elaborated on this in the write-in section). Of the 20 nonwhite ELs, 4 reported discrimination based on ethnicity. Racial discrimination may be experienced less often by ELs than by EDs, because they are in less high-profile, less high-pressure positions.<sup>12</sup>

*Age:* Some EDs report discrimination in regard to their senior age. And ELs report age discrimination above all other types of discrimination, mostly in the sense of “not being taken seriously.” As the workforce ages, age-based discrimination is a growing concern of public agencies and companies.



ED: “‘Discrimination’ is too strong a word, but I have felt that there are different expectations for a woman ED from some staff and volunteers. My authority is more [often] questioned, [and] at the same time, I am . . . expected to be ‘nice’ all the time, never show irritation, etc.”