NONPROFIT EMPLOYEE BENEFITS STUDY

EMPLOYEE BENEFITS, JOB AND BENEFITS SATISFACTION, AND DEMOGRAPHICS

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UNIVERSITY OF GEORGIA

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EXECUTIVE SUMMARY

This report identifies important trends in employee benefits offered by nonprofit organizations in Georgia. Utilizing responses from 126 unique nonprofit organizations, this report explores the offerings of traditional employee benefits, such as health, dental, vision, and retirement, and additional benefits relating to work schedule (e.g. remote work, sick leave, etc.), personal life (e.g. maternity leave, disability insurance, etc.), and professional development (e.g. attendance to professional conferences, coaching, etc.). Beyond providing the frequency of offered benefits, this report also includes data on employee satisfaction with their jobs, current pay, and benefits packages based on responses from 260 nonprofit employees. Additionally, topics surrounding retention and burnout are also included. Lastly, this report presents descriptive information about the employee and organizations in the study (e.g. organization size, level of employment, marital status, age, etc.).

MAJOR FINDINGS

- Sixty-five percent of nonprofits organizations offer health insurance, 59% offer dental insurance, and 56% offer vision insurance. Small organizations (less than $1,000,000 in annual budget) are substantially less likely to offer benefits compared to large organizations. Employees who opted out of their employer's benefits either received their benefits through a spouse's workplace or found less expensive insurance elsewhere.
- Few nonprofit organizations offer retirement benefits—only 21% offer a Roth IRA, 29% offer a 401(k), and 19% offer a 403(b). Small organizations were less likely to offer retirement benefits compared to large organizations (e.g. 6% of small organizations offer a 401(k) compared to 23% of large organizations).
- Georgia nonprofits offer paid time off at high rates and over one-third provide some type of flexible scheduling or teleworking opportunities. While small nonprofits were less likely to provide paid time off compared to large nonprofits, they were more likely to provide certain types of flexible work arrangements.
- Approximately half of the employees reported being satisfied or very satisfied with their overall level of pay (47%) and benefits package (49%), but a non-trivial number of employees were dissatisfied with either pay (32%) or benefits package (28%).
- Nearly 80% of employees feel their organization's work policies are family-friendly.
- The most common reasons for leaving an organization are low pay, no pay growth, personal or family concerns, and lack of benefits. However, the top reason for leaving varied by age, marital status, and whether the organization offers benefits.
- Eighty-five percent of employees report being likely or very likely to be working at the same organization in a year and 82% report high or very high overall job satisfaction.
- About one-third of employees reported symptoms of burnout at work. Seventy-four percent of employees report that their supervisor encouraged them to set appropriate work-life boundaries.

BACKGROUND

In 2021, Texas A&M psychologist and professor Anthony Lotz coined the term "The Great Resignation" to describe the perplexing labor shortage that the COVID-19 pandemic created. At the time, the United States Bureau of Labor Statistics reported 4.4 million Americans (about 3% of the entire work force) leaving their jobs (Gloudemans, 2021). Despite the impact being felt across all sectors, this trend was particularly devastating to nonprofits. Before 2020, the voluntary turnover rate (i.e. people quitting) was around 13% - 14% (Nonprofit HR, 2016). Since 2020, the voluntary turnover rate has consistently been around 19%, with smaller nonprofits experiencing turnover rates up to 25% (Cerini, 2024; Smith, 2023). That is 58.3% higher than the private sector's voluntary turnover rate of 12% (Cerini, 2024). Nonprofit organizations have been struggling to attract and retain employees.

With such a dramatic gap between the two sectors, it is evident that there is a need for more research on nonprofit employees. As one recent survey found, 59% of employees in the business sector were willing to give up some salary for better benefits (McGlauflin, 2024). Very little research exists, however, indicates whether such is the same for employees in the nonprofit sector. This report provides insight into such questions by exploring the perspectives of a sample of nonprofit employees throughout Georgia. It clarifies what benefits are most important and offers guidance as to how nonprofit leaders can optimize their limited resources. Ultimately, this report highlights nonprofit employees' perspectives on their benefits. Managers can use this information to improve retention and organizational effectiveness.

The Interdisciplinary Alliance for Nonprofit Organizations at the University of Georgia (IANP) is a group of academic and public service faculty at the University of Georgia. IANP's mission is to work to collaborative harness and make available the spectrum of the university's academic resources—teaching, research, and service—in support of nonprofit organizations in Georgia. The participating units include the School of Public & International Affairs, the J.W. Fanning Institute of Leadership Development, the Institute of Nonprofits in the School of Social Work, and the Office of Service-Learning. Through conversations with nonprofit leaders in the Athens area, IANP members saw a need for more data on nonprofit employee benefits.

METHODOLOGY

The data for this report were collected through a thirty-seven question survey. Two optional of questions on employee burnout were asked at the end of the survey. The survey questions were created by members of the Interdisciplinary Alliance for Nonprofit Organizations at UGA (IANP). Questions from empirically tested scales were also utilized in order to decrease the chance of a question being interpreted incorrectly.

The online survey was sent out to IANP's organizational contacts and other nonprofit networks throughout Georgia. Recipients were asked to pass the survey along to their colleagues and peers. The survey link was sent out in January 2024 and the research team received responses until June 2024. In total, 374 individuals responded to the survey, but only 260 responses were usable due to missing data. Respondents who failed to answer half or more survey questions were omitted from the analysis. Employees who identified as contractors or an employee of a for-profit organization were also omitted. Some impartial responses were included

in the analysis. These would have only been respondents that missed at most one or two questions. In most of those cases, respondents declined to report their demographic information. As such, the demographic data has the most variation in total respondents. Of the 260 respondents, 186 volunteered to answer further questions on burnout at the end of the survey.

Other variation in respondent totals can be explained by the fact that not all questions were posed to every single employee. Utilizing branching and survey logic, some questions were either skipped or displayed based on the responses that were previously given (e.g. an individual that reported being single was not asked if they received any benefits from their spouse). With this in mind, some totals are not 260 because the question was only applicable to a specific subset of the sample population. Ultimately, analysis was conducted at the individual level (n = 260) for topics involving an employee's perception about benefits, satisfaction with their job, or reasons why they would potentially leave.

The 260 respondents represented 126 unique nonprofit organizations. Figure 1 depicts a map of the geographical location of participating organizations. Forty-nine of these are from the greater Athens area. This makes up almost 40% of the organizations present in the study and presents a potential bias that should be considered when interpreting the results of the study. The other 77 organizations are located throughout Georgia. Some range from as far south as Alma and Brunswick and others from as far north as Cartersville and the Tennessee border. The only area with little representation is the southwest region of Georgia. Analyses[1] conducted at the organization level (n = 126) include breakdowns of the types of benefits offered (see Part 1 below).

Finally, the organizational data was often broken down by organization size. Organization size was determined by the size of the annual budget and not the number of employees. Organizations that operate with a budget over $1,000,000 were considered to be "large" while those operating less than $1,000,000 were considered to be "small." In the end, we have 63 small organizations and 63 large organizations represented in the study.

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[1] Analysis was conducted at the organizational level (denominator of 126) for questions surrounding the frequency of organizations offering benefits. This was to avoid any skewing of the data as not all organizations were represented by the same number of respondents. Demographic information for organizations and whether the organization offered benefits was determined by the employee responses. On rare occasions when there were differences in the responses of individuals belonging to the same organization, further research was conducted to find accurate information from their organization's website or Form 990. If such information was not available, the most frequent response among the participants was chosen to represent the organization. The only exception to this was in relation to benefits being offered. If there was a difference in responses on whether the organization offered the benefit (i.e. some saying "yes" and others saying "no") then the organization was recorded as offering the benefit. In these few cases, the assumption was that the benefit may not be offered at every level and for all positions, and that someone saying "yes" likely is utilizing the benefit themselves.

Figure 1: Geographical Distribution of Sampled Nonprofit Organizations in Georgia

OVERVIEW

This report is broken down into 6 different topics, described below:

Part 1: Offered Benefits – reports which employee benefits are offered by the nonprofit organizations, including breakdowns of small and large organizations. Specifically, it addresses traditional benefits, such as health, dental, vision, and retirement, and additional benefits that relate to work schedule (e.g. remote work, sick leave, etc.), personal life (e.g. maternity leave, disability insurance, etc.), and professional development (e.g. attendance to professional conferences, coaching, etc.). It also identifies the number of employees that receive their benefits through their spouse or partner rather than their employer.

Part 2: Employee Satisfaction of Benefits – delves into employees' satisfaction with their current benefits and pay. It examines how family-friendly employees feel their organizations' policies are and whether their current benefits address their needs.

Part 3: Reasons for Leaving – explores the top reasons why an employee would consider leaving their current organization, the likelihood that they would leave, and where they would see themselves pursuing subsequent employment (e.g. private sector, another nonprofit, government position, etc.)

Part 4: Employee Job Satisfaction and Burnout – delves into employee satisfaction with their job overall and the level of burnout they are experiencing currently.

Part 5: Organizational Demographics – provides demographic information on the 126 unique organizations in the sample. This demographic information includes budget size, important funding sources, number of employees, the age of the organization, and mission type. It provides useful context for understanding the frequencies and trends discussed in part 1.

Part 6: Employee Demographics – provides demographic information on the individual employee respondents. This demographic information includes gender, race, age, education, marital status, number of dependents, and the level of employment (i.e. full-time or part-time). This contextualizes the trends discussed in parts 2, 3, and 4.

PART 1: OFFERED BENEFITS

There is very little research and data on the prevalence of employee benefits offered by nonprofit organizations. The purpose of this section is to examine the frequency of benefits offered by nonprofit organizations to their employees. Throughout this report, it is important to clarify that benefits exceed the traditional concepts of health, dental, and vision, and extend to organizations offering more flexible schedule options, various forms of leave, and opportunities for professional development.

Table 1.1 shows the frequency of traditional benefits offered by Georgia nonprofit organizations. Of the 126 organizations, 65% of them offer health insurance, 59% offered dental insurance, and 56% offered vision insurance. This is well below the U.S. Census Bureau's report that found that 86% of businesses offer employer-sponsored health insurance (Grundy et. al., 2024). Among the 82 nonprofits that offer health benefits, 90% of them also offer dental benefits and 85% of them offer vision benefits. This is almost the exact same as the national averages for firms that offer such benefits with 92% for dental and 84% for vision (KFF, 2023).

Table 1.1: Benefits Offered by Organization

	Health	Dental	Vision
Offered	65% (82)	59% (74)	56% (70)
Not offered	35% (44)	41% (52)	44% (56)
TOTAL	100% (126)	100% (126)	100% (126)

*Table 1.1 describes the total number of nonprofit organizations offering health, dental, and vision insurance benefits.

When accounting for the organization size, the results dramatically change. As shown in Figure 1.1, small organizations (those that have an annual budget less than $1,000,000) are far less likely to offer any of the three benefits to their employees than large organizations (e.g. only 40% of small organizations offer health insurance compared to 90% of large organizations). This could be due to the financial capacity of the nonprofit organization, the reliance on part-time positions, or because businesses and nonprofit organizations with fewer than 50 full-time employees are not required to provide health care under the Affordable Care Act (U.S Department of Health and Human Services, 2023).
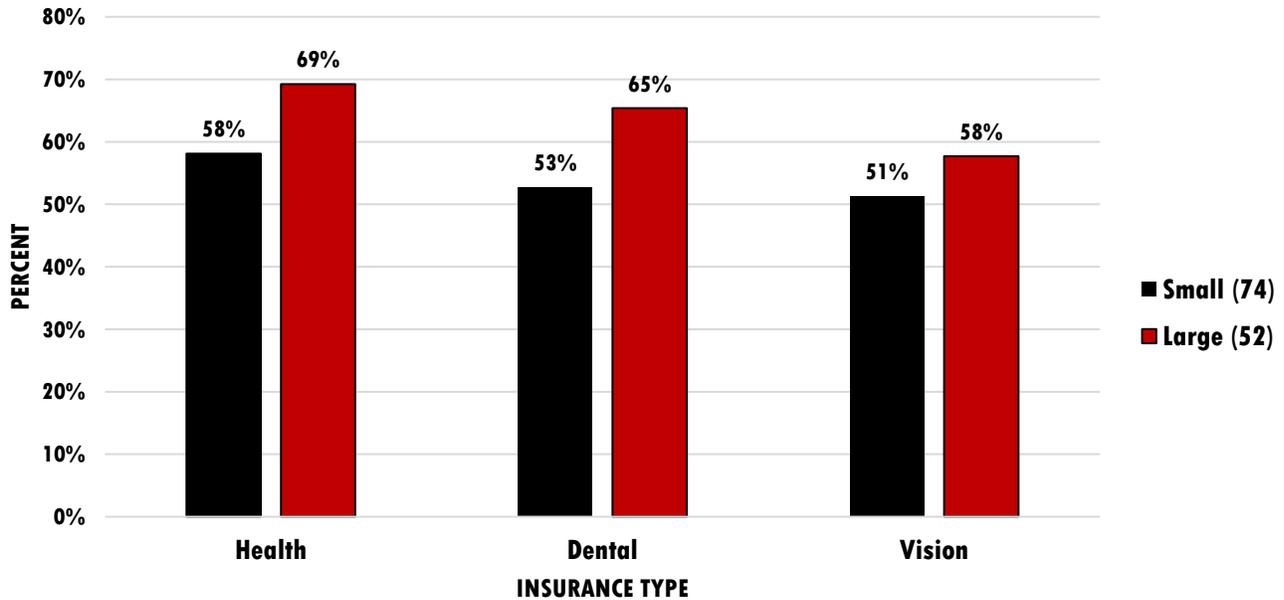
Figure 1.1: Insurance Benefits by Organization Size (Based on Annual Budget)
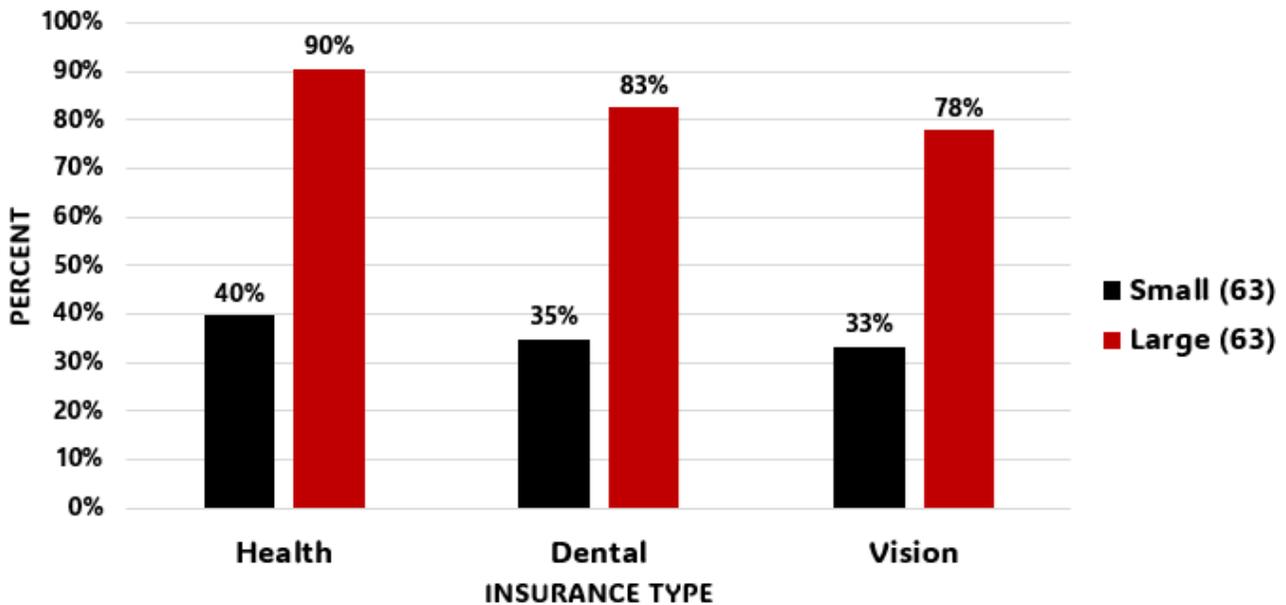
*Figure 1.1 describes the percentage of small and large organizations that offer health, dental, and vision insurance (e.g. 17% of the small nonprofit organizations in the study provide dental insurance). Organization size is determined by the annual budget (i.e. less than $1,000,000 is considered a small organization). T-tests comparing large and small organizations based on the annual budget were statistically significant ($p < 0.01$).

When we use the number of full-time employees to determine organization size instead of the annual budget (i.e. organizations with less than 50 employees are considered small) we find that the percentage of small organizations offering benefits increases greatly. Figure 1.2 shows that 58% of small organizations provide health benefits compared to 69% of large organizations. This compares favorably to the business sector where 51% of small businesses (those with fewer than 50 employees) that offer health benefits (Grundy et. al., 2024).

Figure 1.2: Insurance Benefits Offered by Organization Size (Based on Number of Employees)

*Figure 1.2 describes the percentage of small or large organizations that offer health, dental, and vision insurance, but the organization size is based on the number of employees at the organization (i.e. less than 50 employees is considered a small organization). T-tests comparing large and small organizations based on the number of employees were statistically significant ($p < 0.01$) for both dental and vision benefits, but not significant ($p = 0.34$) for health benefits.

Despite over half of the nonprofit organizations offering health, dental, and vision benefits, not all eligible employees use those benefits. The number one reason that an eligible employee chose to opt out when a benefit is offered is because they receive better benefits from their spouse or partner's employer. Figure 1.3 depicts the percentage of married employees who "opt out" of their employer's benefits and receive benefits through their spouse's workplace.

Figure 1.3: Recieving Benefits from Spouse/Partner
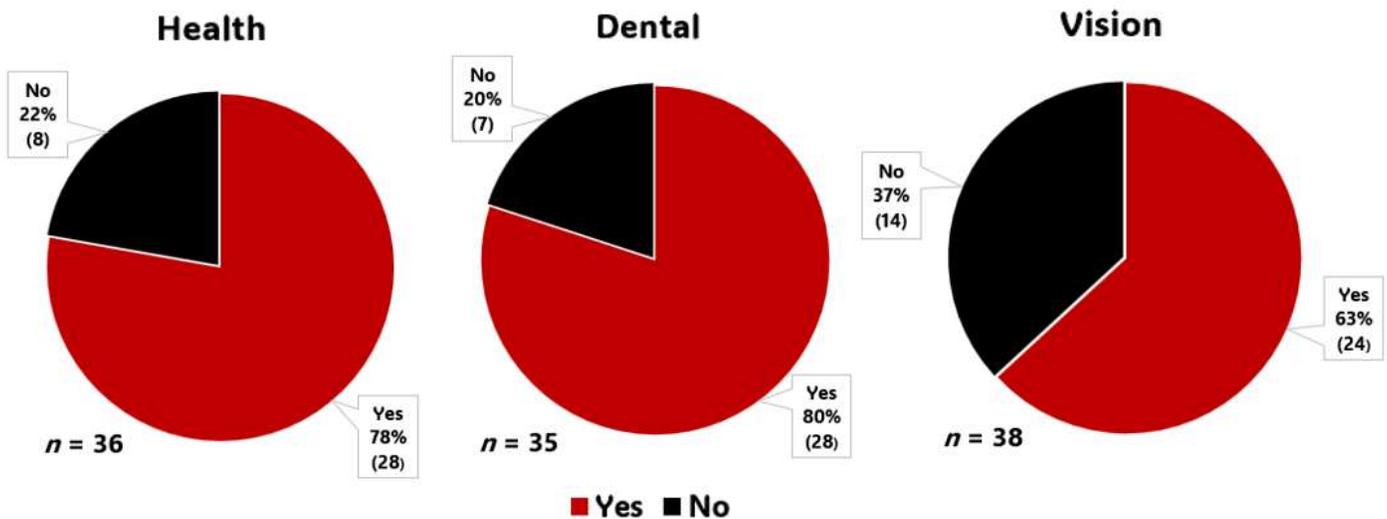
*Figure 1.3 shows the number of married employees that "opt out" of using their organizations benefits and choose to use their spouse or partners.

Beyond using a partner's benefits, the other main reason why an eligible employee would opt out of their organization's benefits is because they found better (or less expensive) insurance elsewhere. This was the case around 25% of the time for health coverage, and 40% of the time for dental and vision. The alternative health insurance was often a Medicare plan, but sometimes it was a better plan from another job, or from their parents (for those younger than 26).

RETIREMENT BENEFITS

Another important employee benefit is retirement preparation. A 2023 Morgan Stanley study found that 92% of employees prioritize retirement planning and packages when choosing where to work (Morgan Stanley, 2023 as cited in Smart, 2023). As Table 1.2 reveals, only 21% of the nonprofits offered Roth IRA's, 29% offered 401(k)'s, and 19% offered 403(b)'s. Additionally, around a quarter of the time, respondents were unsure whether their employer offered any of those benefits. This is significant because the results are reported by the employees. This means that there is a substantial number of employees who do not know whether their organization offers such benefits, indicating either a lack of awareness or a lack of communication from organization leaders.

Table 1.2: Retirement Benefits Offered by Organization

	Yes	No	Unsure	TOTAL
Roth IRA	21% (26)	52% (66)	27% (34)	100% (126)
401(k)	29% (36)	48% (60)	24% (30)	100% (126)
403(b)	19% (24)	56% (70)	25% (32)	100% (126)
Other	14% (18)	33% (42)	52% (66)	100% (126)

*Table 1.2 describes the total number of organizations that offer retirement benefits for the 126 unique organizations in the study. The category of "Other" includes SEP IRA's, Simple IRA's, 401(a), pension plans, TRS, etc.

Figure 1.4 breaks down retirement benefits offered by the organization size (based on annual budget size). Organization size dramatically impacts the likelihood that the organization offers retirement benefits. On average, only 5% - 13% of the small organizations offer some kind of retirement benefit, whereas 16% - 46% of large organizations offer such benefits. The most common retirement plan offered by large organizations is a 401(k), offered by 46% of large organizations.

Figure 1.4: Retirement Benefits by Organization Size
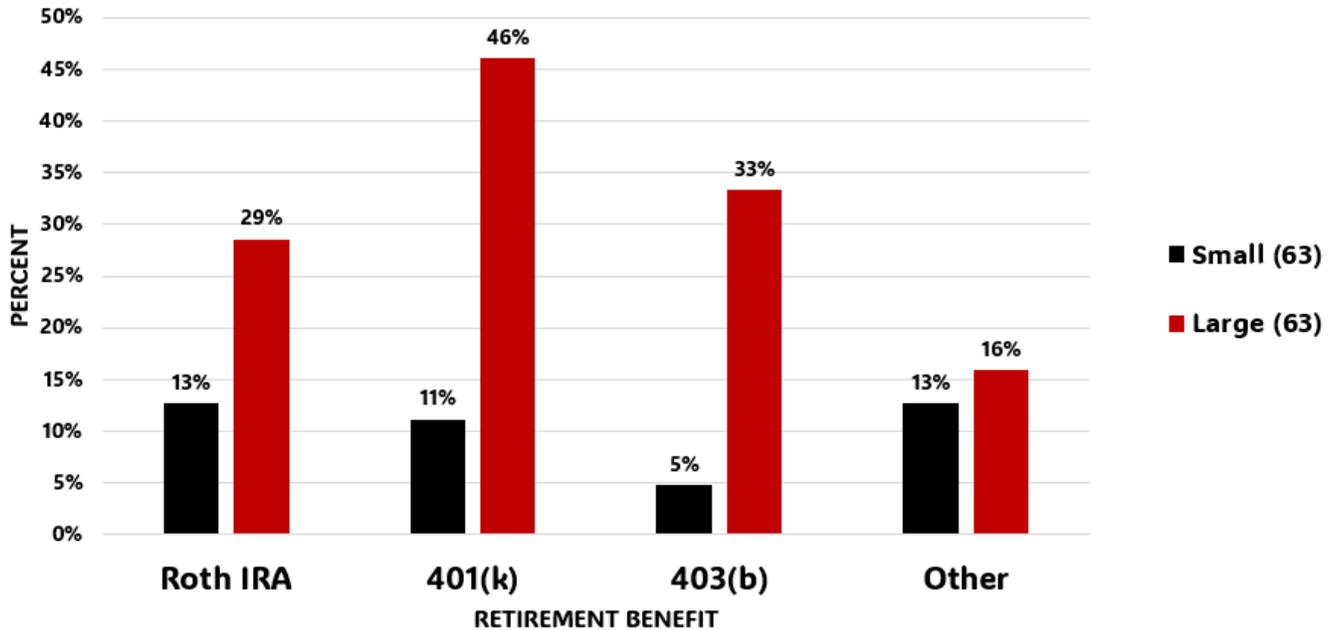
*Figure 1.4 describes the percentage of small or large organizations that offer retirement benefits (e.g. 23% of the large nonprofit organizations in the study provide a 401(k)). T-tests comparing large and small organizations were statistically significant ($p < 0.05$) for Roth IRA's, 401(k)'s, and 403(b)'s, but not for other benefits ($p = 0.62$).

SCHEDULING BENEFITS

Outside of the traditional benefits, nonprofit organizations can offer flexible work schedules as an important, attractive employee benefit. Table 1.3 shows the percentage of organizations that offer various scheduling benefits. The most common of these benefits offered were paid time off (87%), paid holiday leave (88%), and annual sick leave (79%). Overall, about 37% of the organizations offer some form of telework, but only 17% of the organizations offer telework full-time.

Table 1.3: Scheduling Benefits Offered by Organization

	Yes	No	TOTAL
Paid time off	87% (110)	13% (16)	100% (126)
Paid holiday leave	88% (111)	12% (15)	100% (126)
Annual sick leave	79% (100)	21% (26)	100% (126)
Work solely from home	17% (22)	83% (104)	100% (126)
Work from home part of the week (e.g. two days a week)	37% (47)	63% (79)	100% (126)
Work from home only when needed (e.g. when a child is sick)	37% (46)	63% (79)	100% (126)
Flexible work schedule (e.g. you can choose when to work during the week)	38% (48)	62% (78)	100% (126)
Non-traditional work schedule (e.g. four ten-hour days in a week)	20% (25)	80% (101)	100% (126)
Sabbaticals	6% (8)	94% (118)	100% (126)

*Table 1.3 describes the total number of organizations that offer scheduling benefits.

In Figure 1.5 the scheduling benefits are broken down by organization size. Paid time off, paid holiday leave, and annual sick leave are consistently offered, regardless of organization size. For example, 76% of small organizations offer paid time off compared to 98% of large organizations. When it comes to teleworking and flexible scheduling, the smaller organizations provide competitive full-time and flexible scheduling (e.g. choosing what days you want to work during the week) relative to the large organizations. For example, 21% of small organizations offer fulltime telework compared to 14% of large organizations.

Research supports these findings in that smaller nonprofits are known for being more adaptable and responsive because they have fewer layers of bureaucracy and closer connections with their community (Bennett et. al., 2023). In lieu of being able to offer traditional benefits, offering flexible work schedules might potentially be a way for small nonprofits to attract and retain employees. Some employees may be willing to accept fewer benefits for more scheduling autonomy.

Figure 1.5: Scheduling Benefits by Organization Size
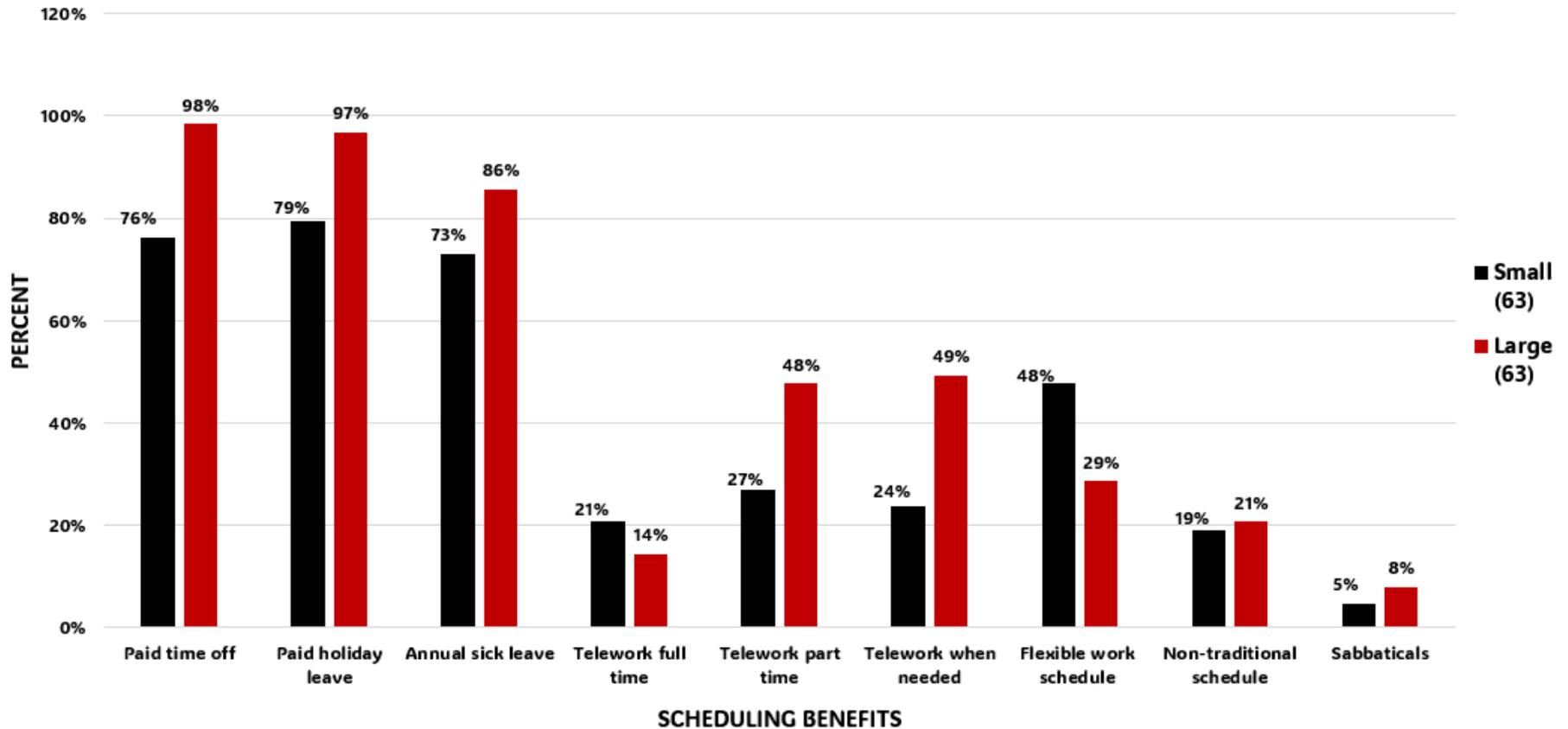
*Figure 1.5 describes the percentage of small or large organizations that offer scheduling benefits (e.g. 24% of the small nonprofit organizations in the study provide a flexible work schedule). Small organizations have annual budgets less than $1,000,000. T-tests comparing large and small organizations were statistically significant (p < 0.01) for paid time off, paid holiday leave, annual sick leave, part time telework, teleworking when needed, and sabbaticals. The differences between small and large organizations were not statistically significant for teleworking full-time (p = 0.12) and offering flexible (p = 0.33) and non-traditional (p = 0.04) work schedules.

ADDITIONAL BENEFITS

In addition to traditional benefits (e.g. health, dental, vision, and retirement) and scheduling benefits, there are a variety of other benefits that organizations utilize to improve the quality of their employees' work experience. These additional benefits include paid maternity or paternity leave and disability and life insurances. Table 1.4 shows that the most common additional benefits are unpaid maternity leave (47%), life insurance (49%), and short-term disability insurance (47%). The next tier of benefits includes paid maternity leave (38%), unpaid and paid paternity leave (33% and 29%), and long-term disability insurance (37%).

Table 1.4: Additional Benefits Offered by Organization

	Yes	No	Unsure	TOTAL
Unpaid maternity leave	47% (59)	37% (47)	16% (20)	100% (126)
Paid maternity leave	38% (48)	50% (63)	12% (15)	100% (126)
Unpaid paternity leave	33% (41)	48% (61)	19% (24)	100% (126)
Paid paternity leave	29% (36)	55% (69)	17% (21)	100% (126)
Life insurance	49% (62)	48% (61)	2% (3)	100% (126)
Short-term disability insurance	47% (59)	48% (61)	5% (6)	100% (126)
Long-term disability insurance	37% (46)	56% (70)	8% (10)	100% (126)

*Table 4 describes the total number of organizations that offer additional benefits (e.g. maternity or paternity leave).

Figure 1.6 breaks down each of the additional benefits by organization size. Much like the traditional benefits of health, dental, vision, and retirement, there is a noticeable difference between large and small organizations in offering these additional benefits. For example, 35% of small nonprofits offer unpaid maternity leave and 25% offer paid maternity leave, compared to 59% and 51% of large organizations, respectively. The biggest gap is for offering life insurance—24% of small organizations compared to 75% of large organizations. It is clear that an organization's budget greatly impacts whether such benefits are offered.

Figure 1.6: Additional Benefits by Organization Size
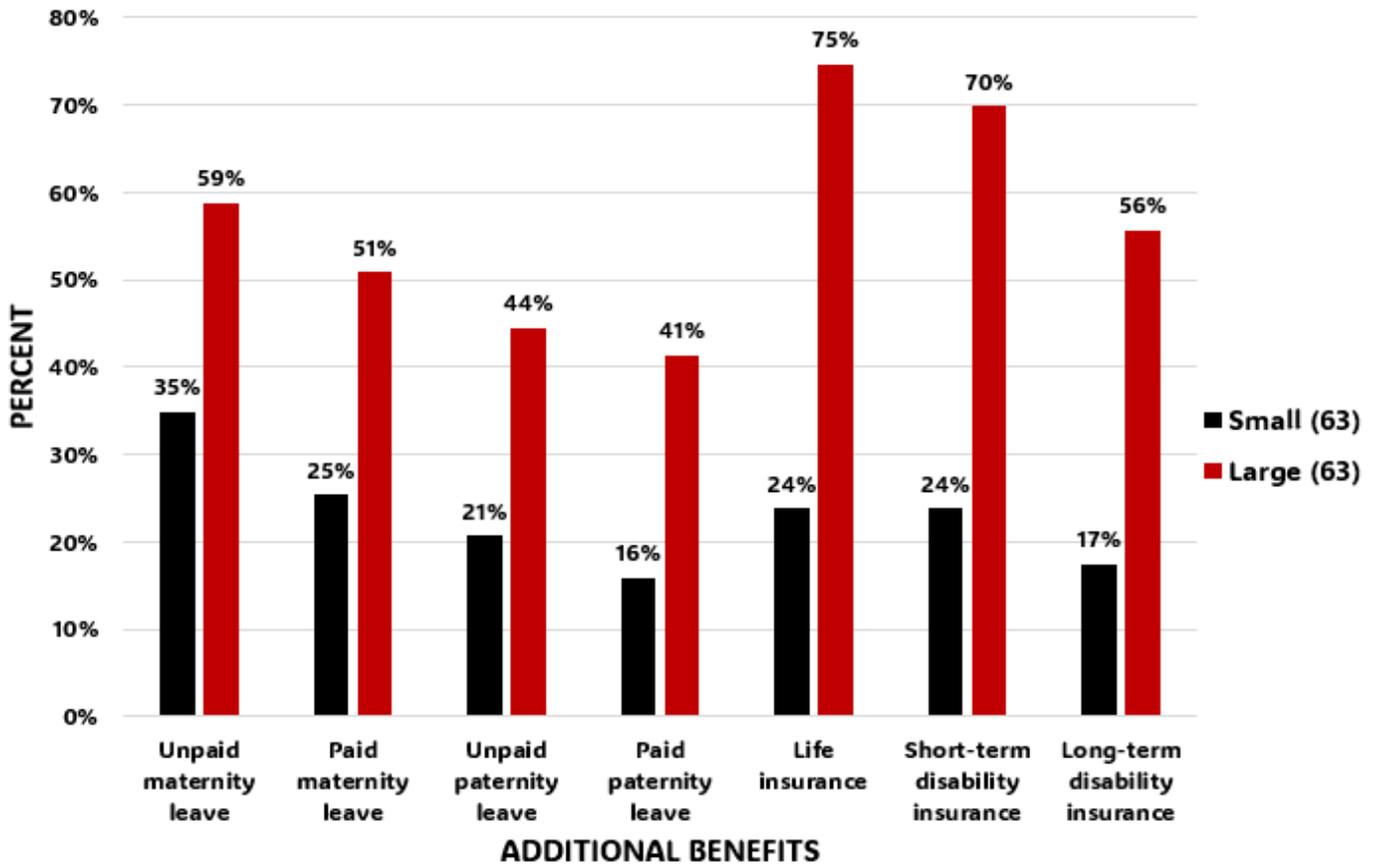
*Figure 1.6 describes the percentage of small or large organizations that offer additional benefits, such as maternity or paternity leave (e.g. 41% of the large nonprofit organizations in the study provide paid paternity leave). T-tests comparing large and small organizations were statistically significant ($p < 0.01$) for all additional benefits offered.

PROFESSIONAL DEVELOPMENT

The final benefits to consider are professional development opportunities. This can include various opportunities for training, coaching, and mentoring, but also include connecting employees to resources, organizations, and networks that are otherwise unavailable to them. These benefits help improve the capabilities of the employees, while ensuring that employees feel that their employer values and invests in them.

Table 1.5 shows that overall, Georgia nonprofits do a great job at providing a variety of professional development opportunities. The overwhelming majority of organizations offer opportunities to attend professional conferences (83%) and webinars (87%). Fifty-three percent of organizations offer membership to professional organizations. The less common professional development benefits include career coaching (43%) and journal subscriptions (33%).

Table 1.5: Professional Development Offered by Organization

	Yes	No	TOTAL
Attendance at professional conferences	83% (104)	17% (22)	100% (126)
Participation in online classes or webinars	87% (109)	13% (17)	100% (126)
Journal and periodical subscriptions	33% (41)	67% (85)	100% (126)
Membership in professional organizations	53% (67)	47% (59)	100% (126)
Career development coaching	43% (54)	57% (72)	100% (126)
Other	9% (11)	91% (115)	100% (126)

*Table 1.5 describes the total number of organizations that offer professional development opportunities. The category of "Other" includes cell phone stipends, mentorship, paid certifications, etc.

Figure 1.7 shows the breakdown of professional development opportunities by organization size. Small and large organizations offered several of these benefits at fairly comparable rates. For example, 78% of small organizations and 87% of large organizations sponsor employees to attend professional conferences. The biggest gap between large and small organizations was offering journal subscriptions (22% of small organizations compared to 43% of large organizations). Overall, nonprofits in Georgia (large and small) seem to be investing into the professional development of their employees. As with scheduling benefits, this may again be an area where small organizations can compensate partially for being unable to offer traditional benefits (i.e. health, dental, and vision).

Figure 1.7: Professional Development Opportunities by Organization Size
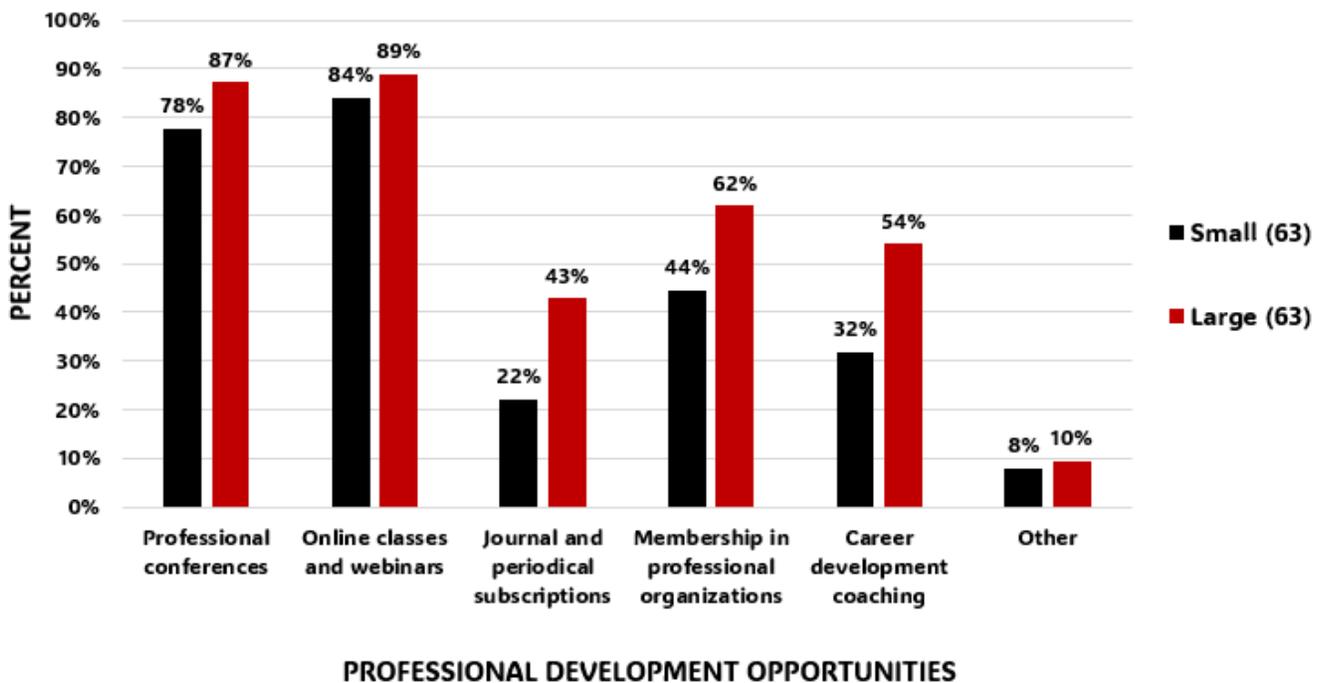
*Figure 1.7 describes the percentage of small or large organizations that offer professional development opportunities (e.g. 44% of the small nonprofit organizations pay for memberships in professional organizations). T-tests comparing large and small organizations were statistically significant ($p < 0.01$) for all the professional development opportunities offered except for journal/periodical subscriptions ($p = 0.03$).

In addition to understanding the frequency of benefits offered by nonprofit organizations, this report indicates how employees feel about those benefits. This section looks specifically at the level of satisfaction that nonprofit employees have with their current pay, benefits, and employer policies.

SATISFACTION WITH PAY AND BENEFITS

Table 2.1 shows employee satisfaction on a five-point scale with their pay and benefits. Approximately half of the employees reported being satisfied or very satisfied with their take-home pay (51%), current salary (52%), and overall level of pay (47%). About one-fifth of respondents' report being neutral regarding all three measurements of pay (i.e. "Neither satisfied nor dissatisfied"). Thirty percent of respondents report being dissatisfied or very dissatisfied with their take-home pay, with a similar number for current salary (28%) and overall level of pay (32%). In essence, about half of nonprofit employees are content with their pay, one-fifth are neutral, and one-third are unhappy. Additionally, when we break down those that are dissatisfied with their pay by full-time employment status, we find that regardless of whether they are part-time or full-time employees, they are both consistent in their preferences.

Approximately half of the employees reported being satisfied or very satisfied with their benefit package (49%), the amount the employer pays toward benefits (49%), the value of the benefits (51%), and the number of benefits received (51%). Notably, a higher proportion of employees' report being very satisfied with their benefits relative to their satisfaction with pay. Close to one-fourth of respondents were neutral about the benefit package (22%), amount employer pays (25%), the value of the benefits (21%), and the number of benefits (23%). Another quarter of respondents indicated being dissatisfied or very dissatisfied with all the benefits measures, with a higher proportion reporting being very dissatisfied relative to benefits.

Full-time employment status was a significant factor related to whether respondents were satisfied with their benefits. We find that 45% of part-time employees were dissatisfied with the number of benefits they receive, while 23% of full-time employees were dissatisfied with the number of benefits they receive. This difference is to be expected considering that being a part-time employee often disqualifies you from receiving a lot of benefits.

Table 2.1: Employee Satisfaction with Pay/Benefits

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	TOTAL
My take-home pay	7% (18)	23% (60)	19% (50)	46% (119)	5% (13)	100% (260)
My current salary	6% (17)	22% (57)	20% (52)	47% (121)	5% (13)	100% (260)
My overall level of pay	7% (17)	25% (65)	21% (55)	41% (108)	6% (15)	100% (260)
My benefit package	11% (29)	17% (45)	22% (58)	36% (93)	13% (35)	100% (260)
Amount the company pays toward my benefits	12% (30)	14% (37)	25% (65)	32% (83)	17% (45)	100% (260)
The value of my benefits	13% (34)	15% (38)	21% (55)	33% (87)	18% (46)	100% (260)
The number of benefits I receive	12% (32)	14% (36)	23% (60)	35% (91)	16% (41)	100% (260)

*Table 2.1 describes the level of satisfaction that each employee has with regards to their current pay and benefits. In total there were 260 respondents from 126 unique nonprofit organizations.

In Figures 2.1 and 2.2, we break down the employee satisfaction with overall pay and benefit packages by organization size. We find that employees that work for larger organizations report more satisfaction then those in smaller organizations. This trend is almost identical for both pay and benefits with roughly 50% of the employees in large organizations being satisfied and 38% of employees in small organizations being satisfied.

Figure 2.1 Employee Satisfaction with Overall Pay by Organization Size

Small Organization

Satisfied 38% (32)
Dissatisfied 39% (32)
Neither Satisfied nor Dissatisfied 23% (18)
n = 82

Large Organization

Dissatisfied 29% (46)
Satisfied 50% (79)
Neither Satisfied nor Dissatisfied 21% (32)
n = 157

■ Dissatisfied ▪ Neither Satisfied nor Dissatisfied ■ Satisfied
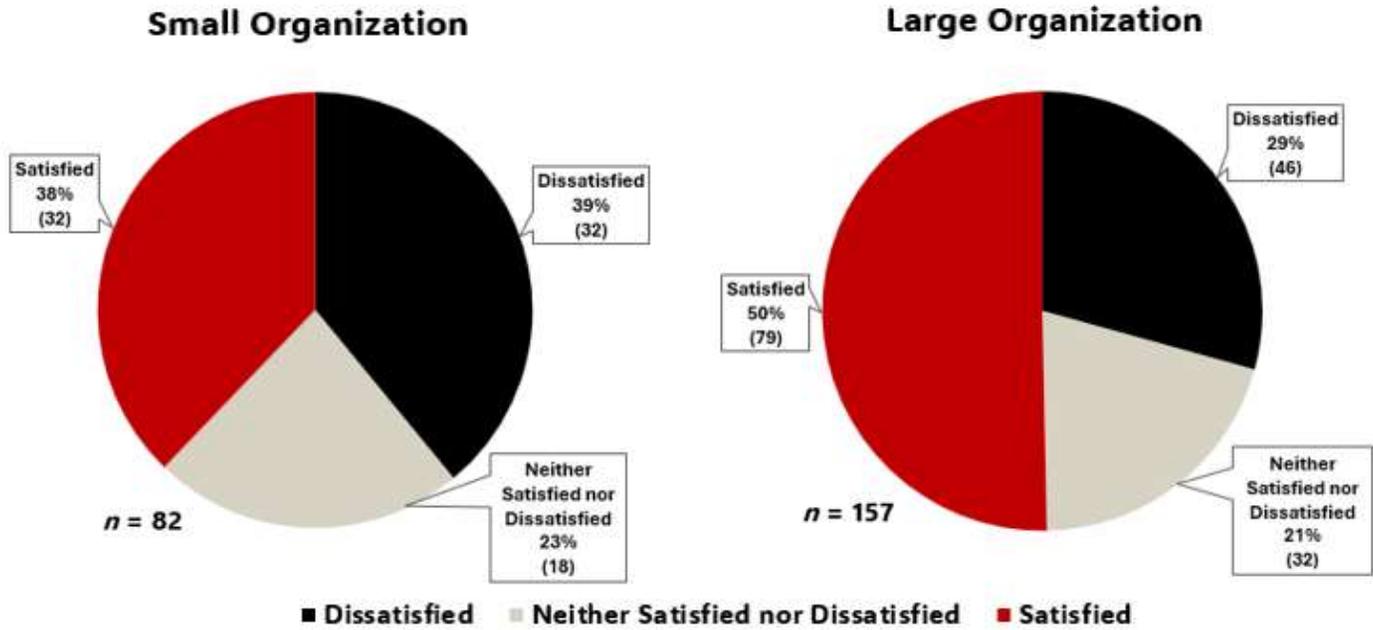
*Figure 2.1 describes employee satisfaction with overall pay in small and large organizations (e.g. 38% of the employees in small nonprofit organizations are satisfied with their overall pay). T-tests comparing large and small organizations were statistically significant ($p < 0.01$) for overall pay.

Figure 2.2 Employee Satisfaction with Benefit Package by Organization Size

Small Organization

Satisfied
38%
(31)

Dissatisfied
39%
(32)

Neither Satisfied nor Dissatisfied
23%
(19)

n = 82

Large Organization

Dissatisfied
25%
(39)

Satisfied
54%
(85)

Neither Satisfied nor Dissatisfied
21%
(33)

n = 157

■ Dissatisfied   ▪ Neither Satisfied nor Dissatisfied   ■ Satisfied
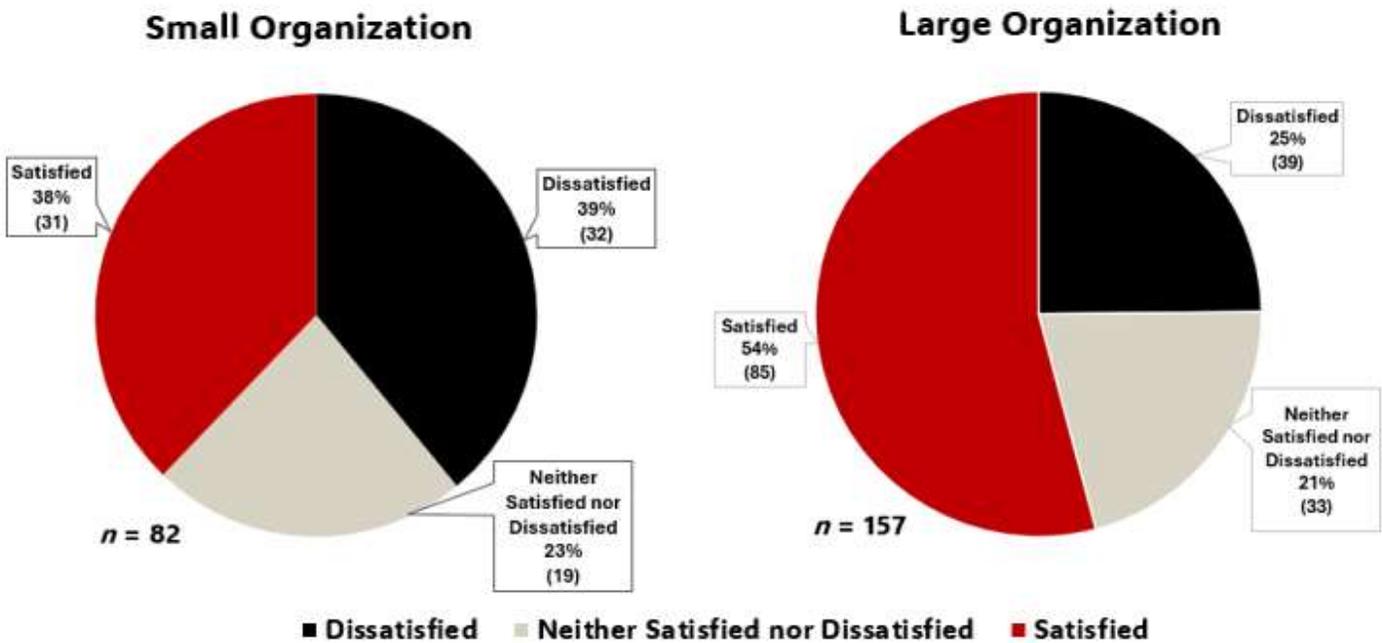
*Figure 2.2 describes employee satisfaction with their benefits package in small and large organizations (e.g. 54% of the employees in large nonprofit organizations are satisfied with their overall pay). T-tests comparing large and small organizations were statistically significant ($p < 0.01$) for preferences on benefit packages.

One final important demographic characteristic to consider in relation to employee satisfaction with benefits is whether their organization even offers benefits. As Figure 2.3 shows, there is an overwhelming correlation between receiving employee benefits and satisfaction with benefits. As seen in Figure 2.3, 55% of employees that work for an organization that does not offer health benefits are dissatisfied, while only 17% of employees that work for an organization that does offer health benefits are dissatisfied. Additionally, though Figure 2.3 only shows this relationship for health benefits, the same trends exist for dental and vision.

Figure 2.3: Employee Satisfaction by Offering of Health Benefits
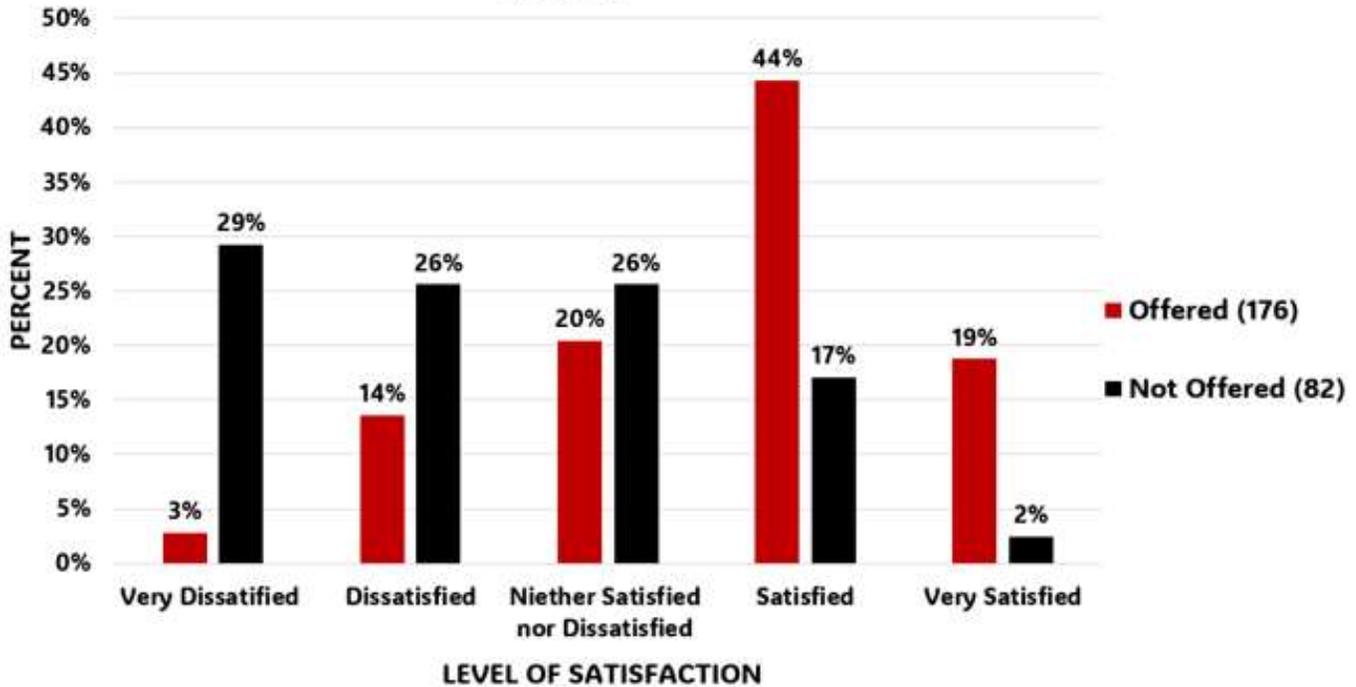
*Figure 2.3 displays the level of employee satisfaction with health benefits, based on whether they work for an organization that offers health benefits (e.g. 29% of employees that work for an organization that does not offer health benefits are very dissatisfied with benefits). T-tests comparing whether an organization offered health benefits were statistically significant ($p < 0.01$).

FAMILY-FRIENDLY POLICIES

In addition to employee satisfaction with their pay and benefits, this report addresses employees' perceptions of how family-friendly their employer's policies are. For this context, family-friendly simply means organizational policies that allow for flexibility and promote good work-life balance. The report found that nonprofit organizations are doing really well in this area. Seventy-eight percent of employees felt their employer provides family-friendly policies, another 82% felt those policies were sufficiently flexible, and 79% were satisfied with the family-friendly policies. The results were very similar across full-time and part-time employees. When broken down by organization, we find that 90 of the 126 organizations in this study were considered to be family-friendly places to work. Relatively few (16) organizations accounted for most of the "dissatisfied" responses.

Table 2.2: Employee Assessment of Family Friendly Policies

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TOTAL
My employer provides family-friendly policies that assist in balancing my work and family responsibilities	7% (17)	5% (12)	12% (30)	28% (72)	50% (129)	100% (260)
My employer provides family-friendly policies that are flexible enough to accommodate my needs	5% (13)	5% (12)	8% (22)	30% (78)	52% (135)	100% (260)
I am satisfied with my employer's family-friendly policies that I use	5% (14)	3% (7)	13% (35)	31% (80)	48% (124)	100% (260)

*Table 2.2 describes the extent to which employees agree with each of the statements surrounding family-friendly workplace policies. In total, there are 260 respondents from 126 unique nonprofit organizations.

PART 3: REASONS FOR LEAVING

Central to this report is the need to understand why employees would leave their current organization. As mentioned, voluntary turnover rates in nonprofit organizations are much higher than in the business-sector. Part 3 of this report explores the top three reasons why an individual would consider leaving their current organization. It also identifies trends by age/career stage, including "Early career" from ages 18 - 34, "Middle career" from ages 35 – 54, and "Late career" from ages 55 and over.

REASONS FOR LEAVING

Table 3.1 presents the top three reasons that an employee would give for leaving their current organization. The number one reason an employee would leave was because of "low pay" (16.5%). The second most popular reason is personal or family concerns (12.3%). However, the factor that was most consistently included in the top three reasons for leaving was "no pay growth," (43.5% of employees selected this as one of their top three reasons for leaving).

Additionally, "personal or family concerns" was another consistently included reason for leaving with 40.4% of employees including it as either their first, second, or third reason. This highlights the importance of nonprofits considering how family-friendly their policies are, as discussed in Part 2 of this report. Twenty-four percent of respondents indicated retirement as one of their top three reasons for leaving. Only a minority of respondents would leave due to work conditions, poor organizational culture, or difficult relationships, which indicates that the organizations in our sample are doing a good job at creating a healthy work environment.

As we did with Figure 2.3 in Part 2, Table 3.2 shows the rankings from Table 3.1 broken down by whether the employee's organization offers health benefits. Again, we find that whether an employee's organization offers health benefits is very influential on how an employee feels about their benefits. Here, we find that employees were much more likely to include "lack of benefits" in their top three reasons for leaving when they worked for an organization that does not offer health benefits. As we found before, this same trend existed for dental and vision benefits as well. The other reasons for leaving were consistent regardless of whether the respondent's organization offers health benefits.

Table 3.1: Reasons for Leaving

	Ranked #1	Ranked #2	Ranked #3	Unranked	TOTAL
Low pay	16.5% (43)	10.8% (28)	10.8% (28)	61.9% (161)	100% (260)
Lack of benefits	5% (13)	6.15% (16)	8.1% (21)	80.8% (210)	100% (260)
Work conditions	5.4% (14)	7.3% (19)	6.5% (17)	80.8% (210)	100% (260)
Poor organizational culture	6.2% (16)	8.5% (22)	5.4% (14)	80% (208)	100% (260)
Difficult relationship with supervisor or colleagues	6.5% (17)	4.6% (12)	5% (13)	83.9% (218)	100% (260)
No room for promotion	7.3% (19)	5.8% (15)	11.5% (30)	75.4% (196)	100% (260)
No pay growth	9.6% (25)	21.9% (57)	11.9% (31)	56.5% (147)	100% (260)
Retirement	10.4% (27)	5.8% (15)	7.7% (20)	76.1% (198)	100% (260)
Personal or family concerns	12.3% (32)	13.5% (35)	14.6% (38)	59.6% (155)	100% (260)
Other	10% (26)	5% (13)	7.7% (20)	77.3% (201)	100% (260)

*Table 3.1 shows the rankings of the top three reasons why an individual would choose to leave their current organization. The category of "Other" includes poor work-life balance, stress, lack of funding, etc., as additional reasons for leaving

## Table 3.2: Reasons for Leaving by Offering of Health Benefits

Rank	Offered					Not Offered				
	#1	#2	#3	-	TOTAL	#1	#2	#3	-	TOTAL
Low pay	16% (29)	8% (15)	14% (25)	61% (108)	100% (177)	13% (8)	18% (11)	5% (3)	63% (38)	100% (60)
Lack of benefits	1% (2)	3% (5)	3% (5)	93% (165)	100% (177)	17% (10)	15% (9)	18% (11)	50% (30)	100% (60)
Work conditions	6% (11)	9% (16)	7% (13)	77% (137)	100% (177)	2% (1)	3% (2)	5% (3)	90% (54)	100% (60)
Poor organizational culture	8% (14)	11% (20)	7% (12)	74% (131)	100% (177)	2% (1)	2% (1)	2% (1)	95% (57)	100% (60)
Difficult relationship with supervisor or colleagues	8% (15)	7% (12)	6% (11)	79% (139)	100% (177)	2% (1)	0% (0)	2% (1)	97% (58)	100% (60)
No room for promotion	10% (17)	7% (13)	12% (21)	71% (126)	100% (177)	3% (2)	0% (0)	13% (8)	83% (50)	100% (60)
No pay growth	11% (20)	24% (42)	12% (21)	53% (94)	100% (177)	7% (4)	17% (10)	10% (6)	67% (40)	100% (60)
Retirement	10% (17)	5% (9)	6% (10)	80% (141)	100% (177)	15% (9)	8% (5)	5% (3)	72% (43)	100% (60)
Personal or family concerns	12% (21)	14% (24)	16% (28)	59% (104)	100% (177)	10% (6)	12% (7)	15% (9)	63% (38)	100% (60)
Other	10% (17)	4% (7)	10% (17)	77% (136)	100% (177)	10% (6)	5% (3)	5% (3)	80% (48)	100% (60)

*Table 3.2 shows the rankings of the top three reasons why an individual would choose to leave their current organization by whether their organization offers health benefits.

The following figures break down the top reasons why an employee would leave their current organization by age/career stage. Figure 3.1 shows the percentage of employees that ranked "low pay," "no room for promotion," and "no pay growth" as their number one reason for leaving by age group/career status. For the career stages, early career represents ages 18-34, middle career represents ages 35-54, and late career represents ages 55 and above. We find that younger employees overwhelmingly have "low pay" as their number one reason for leaving (31.7%). This trend continues in the middle career group as 17.5% put it as their number one reason for leaving as well. For employees in their late career, "pay growth," was their number one reason for leaving (18.0%). Beyond pay, many late and middle career employees ranked "personal or family concerns" as their number one reason for leaving as well.
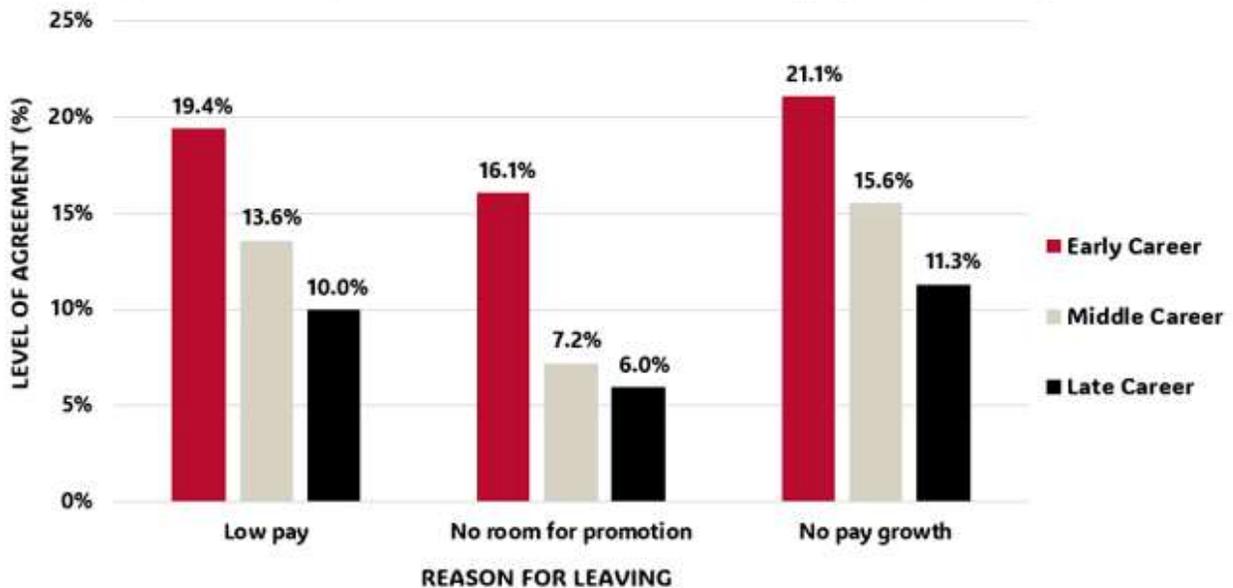
Figure 3.1 Number One Reason for Leaving by Age Group
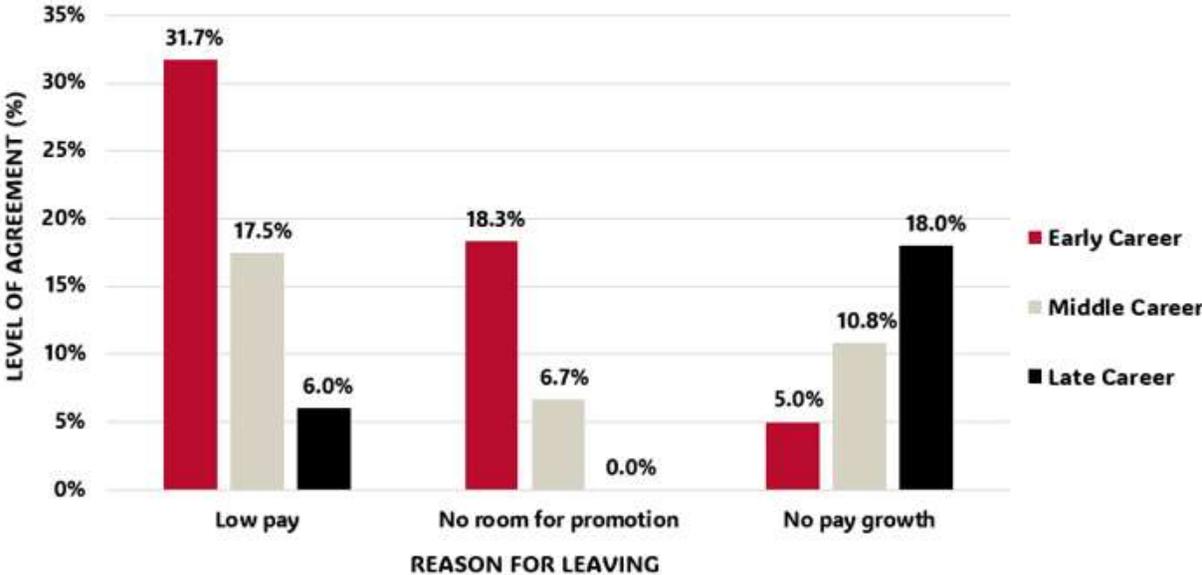
*Figure 3.1 breaks down three different hypothetical reasons why an employee would leave their current organization by age group. Only 230 respondents answer questions about their age and reasons for leaving their organization. As such, the number of respondents for each age group in this question was 60 (early), 120 (middle), and 50 (late). Each percentage above is calculated based on those individual sample sizes.

In addition to looking at each age group's number one reasons for leaving, we also looked at their overall top three reasons for leaving. Figure 3.2 shows that early career employees are more likely to indicate low pay (19.4%), lack of promotion opportunities (16.1%), and no pay growth (21.1%) as important reasons for leaving relative to late career employees (10.0%, 6.0%, and 11.3%, respectively). This is expected given that the older employees may be at the top of their position and pay scales while the younger employees are at the bottom. For late career employees, we found that 14% included retirement in their top three reasons for leaving. This is important as it means that a significant number of employees may be leaving the workforce within the next year.

30

Figure 3.2 Top Three Reasons for Leaving by Age Group

*Figure 3.2 breaks down three different hypothetical reasons why an employee would leave their current organization by age group. Only 230 respondents answer questions about their age and reasons for leaving their organization. As such, the number of respondents for each age group in this question was 60 (early), 120 (middle), and 50 (late). Each percentage is calculated based on the individual sample sizes.

Ultimately, what both these figures show is that the reasons why an employee may leave an organization is heavily determined by their age/career stage. This information may help organizations with limited resources to be more prescriptive in addressing their employees' needs. Younger employees worry about pay and promotion more than older employees, so increasing opportunities to move up, creating career plans and goals, and providing professional development opportunities could all be great ways to help younger employees feel they have a future at an organization. Middle and late career employees worry more about personal and family concerns. As such, offering more flexible work schedules could help improve their levels of satisfaction and retention.

BREAKDOWN BY MARITAL STATUS

In addition to employee age, we also looked at reasons why an employee might leave based on their marital status. Figure 3.3 shows two reasons for leaving that stood out due to both groups feeling similar on one ("low pay") and noticeably different on the other ("personal and family concerns").

For both groups, low pay ranked as one of the top reasons why a single or married individual would consider leaving their current organization. For single individuals, the only other reason that ranked higher was "other." Here, employee's written submissions most often included poor work-life balance and stress, lack of flexibility, or better opportunities elsewhere.

For employees that are married or living with a partner, "personal and family concerns" were dramatically much more likely to be of concern with 17% ranking it as their number one reason and only 6% of single individuals ranking it as their number one reason. This could be because married individuals are more likely to have dependents and dependencies that restrict their decision making (e.g. new job offers for their spouse or partner, moving to be closer to grandchildren, better school for their kids). As such, nonprofit leaders could consider how family-friendly and flexible their policies are to better address the individual circumstances of both single and married individuals.

Figure 3.3: Number One Reason for Leaving by Marital Status
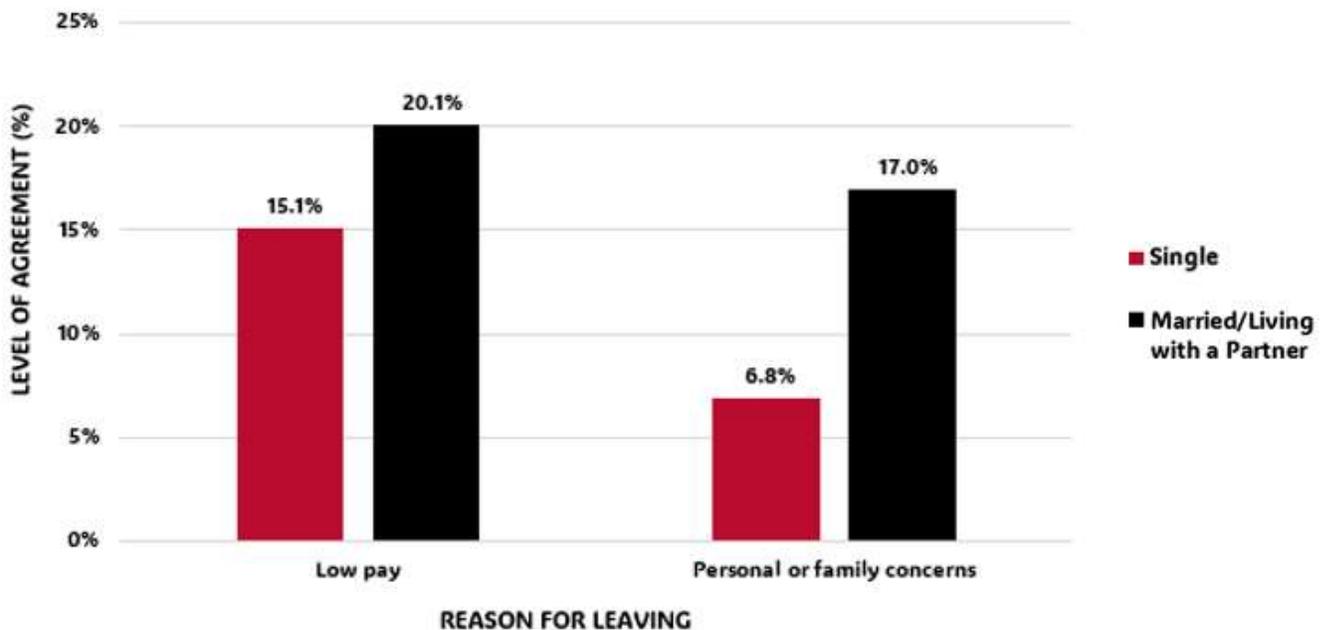
*Figure 3.3 presents two different hypothetical reasons for why an employee would leave their current organization by one's marital status. Only 232 respondents provided their marital status and responded to the question about reasons for leaving their organization. As such, the number of respondents for each group for this question is 73 (single) and 159 (married or living with a partner). Each percentage above is calculated based on those individual sample sizes. T-tests comparing marital status for "low pay" were not statistically significant ($p = 0.16$), but for "personal or family concerns" they were statistically significant ($p < 0.01$).

Beyond understanding why an employee would potentially leave, this report also informs us where they might consider going. Table 3.2 shows the likelihood of an employee staying at their current organization, moving to another organization, or retiring. Of the employees that responded, 84.9% report being likely or very likely to be working at their current organization in one year. Thirty-one percent of employees thought they would be likely/very likely to be working at another nonprofit organization in a year, 23.5% reporting being likely/very likely to work at a government organization, and 29.9% responded that they were likely/very likely to be working at a for-profit organization. Fourteen percent of respondents felt they were likely/very likely to retire within a year.

Table 3.3: Where the Employees See Themselves Working in One Year

	Very Unlikely	Unlikely	Likely	Very Likely	TOTAL
At my current organization	6% (15)	9.1% (23)	20.2% (51)	64.7% (163)	100% (252)
Another nonprofit organization	27% (67)	41.9% (104)	23% (57)	8.1% (20)	100% (248)
A for-profit organization	31.9% (79)	38.3% (95)	19.8% (49)	10.1% (25)	100% (248)
Moving to a government organization	40.1% (99)	36.4% (90)	17.8% (44)	5.7% (14)	100% (247)
Retiring	70.5% (160)	15.9% (36)	7.9% (18)	5.7% (13)	100% (227)
Not sure which type of organization, it will depend on the job	38.5% (89)	23.8% (55)	25.5% (59)	12.1% (28)	100% (231)

*Table 3.3 indicates the likelihood of an employee leaving their current organization to work for another type of organization (e.g. 18.9% of employees are likely to leave to work for a for-profit organization).

PART 4: EMPLOYEE JOB SATISFACTION

A final product of this report is to understand whether employees are satisfied in their work and to assess their level of burnout. Part 4 explores these topics and helps inform nonprofit leaders of how employees are feeling overall. Though benefits and pay can influence job satisfaction and burnout, they do not necessarily define it. As such, these measures are important indicators to consider when seeking to make an organization a more enjoyable place to work.

JOB SATISFACTION

Figure 4.1 shows nonprofit employees' job satisfaction. Fortunately, 82.8% of the employees report being satisfied at their job (high or very high satisfaction). Not surprisingly, of those that reported low job satisfaction, 66% of them also reported it unlikely that they would continuing working at their current organization. This means that even among those with low job satisfaction, one third of them plan to remain at their current position.

Additionally, of those that reported low job satisfaction, a majority of them indicated poor organizational culture and difficult relationships with supervisors in their top three reasons for why they would leave their current job. This gives insight into how important interpersonal relationships are in employee satisfaction. Given that both organizational culture and relationships with supervisors were some of the least included factors in the top reasons for leaving, it shows that job satisfaction is greatly influenced by interpersonal and cultural elements.

Figure 4.1: Employee Job Satisfaction
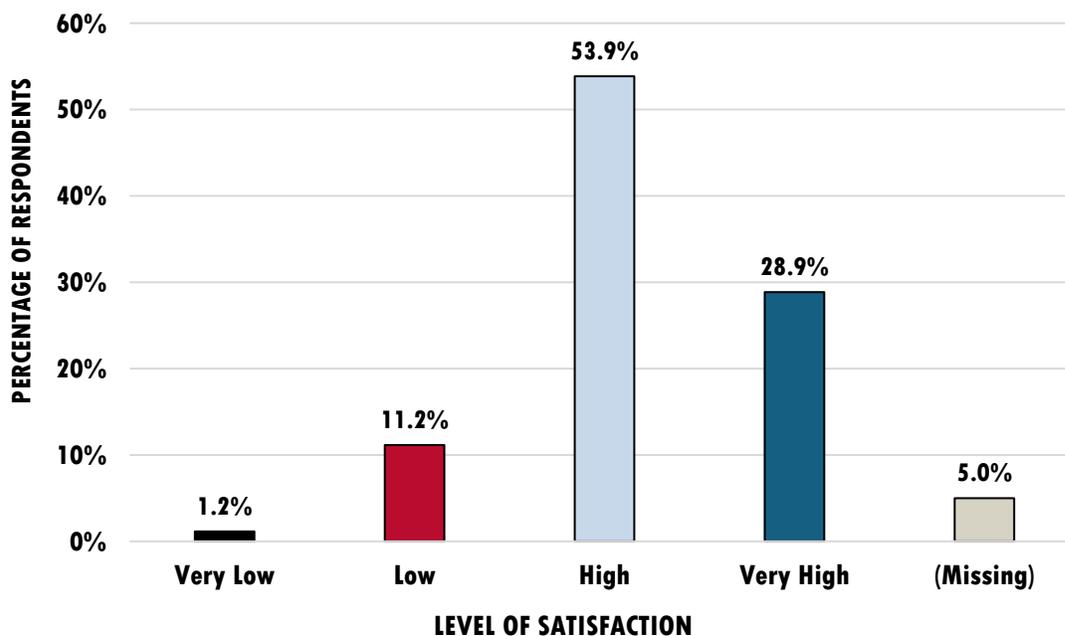
*Figure 4.1 provides the overall levels of satisfaction reported by the employees (e.g. nearly 54% of employees are highly satisfied in their current job.

BURNOUT

This report also explores employee burnout, defined as an ongoing state of physical, mental, and emotional exhaustion at work. Table 4.1 displays the frequency of report burnout symptoms, such as exhaustion, frustration, and lack of motivation. At least half of the time, one third of the employees reported feeling exhausted at just the thought of another day at work (31%). Additionally, 31% of the employees also reported feeling burnout at least half the time. When analyzed further, we found that it is not the same employees who reported feeling exhausted and feeling burned out, meaning that minor symptoms of burnout might be more widespread within Georgia nonprofits. Thirty-one percent of employees reported that they were emotionally exhausted by their work most or all of the time and 13% were frustrated by their work most or all of the time.

Table 4.1: Frequency of Burnout

	Never	Sometimes	About half the time	Most of the time	Always	TOTAL
Do you feel worn out at the end of the working day?	1% (2)	44% (82)	16% (29)	29% (55)	10% (18)	100% (186)
Are you exhausted in the morning at the thoughts of another day at work?	22% (41)	46% (86)	16% (30)	10% (19)	5% (10)	100% (186)
Do you feel that every working hour is tiring for you?	34% (64)	46% (85)	10% (19)	5% (10)	4% (8)	100% (186)
Do you have enough energy for family and friends during your leisure time?	3% (5)	23% (42)	22% (41)	46% (85)	7% (13)	100% (186)
Is your work emotionally exhausting?	8% (15)	42% (78)	19% (35)	22% (42)	9% (16)	100% (186)
Does your work frustrate you?	13% (24)	61% (114)	13% (25)	10% (18)	3% (5)	100% (186)
Do you feel burned out because of your work?	23% (42)	45% (83)	16% (30)	10% (18)	7% (13)	100% (186)

*Table 4.1 indicates the frequency of employees experiencing burnout at work (e.g. 22% of employees report most of the time feeling emotionally exhausted at work). This question was asked after the main survey had been completed. Participants were asked if they would be willing to answer a few more questions about employee burnout. As such, the total number of respondents for the question was 186 instead of 260.

WORK-LIFE BALANCE

One antidote to burnout are policies, organizational cultures, and examples set by leaders that promote good work-life balance. Table 4.2 displays how often supervisors model and encourage good work-life balance. Most employees report that their supervisors care about their mental and emotional health (74% agree or strongly agree) and encourage them to set appropriate work-life boundaries (74% agree or strongly agree). However, supervisors do not always model good work-life boundaries (52% agree or strongly agree) or ask whether their employee is feeling burned out (36%). These areas represent opportunities for nonprofit leadership to both model good work-life boundaries and to be more intentional about addressing work-life balance among their employees.

Table 4.2: Work-Life Balance

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TOTAL
My supervisor encourages me to set appropriate work-life boundaries.	3% (5)	5% (9)	19% (35)	41% (76)	33% (61)	100% (186)
My supervisor models appropriate work-life boundaries.	6% (11)	14% (26)	27% (51)	31% (58)	21% (40)	100% (186)
My supervisor asks me whether I feel burned on my job.	15% (28)	19% (36)	30% (55)	23% (42)	13% (25)	100% (186)
My supervisor cares about my mental and emotional health at work.	4% (8)	3% (6)	19% (35)	39% (72)	35% (65)	100% (186)

*Table 4.2 indicates the level of agreement an employee has with the given statements about work-life balance (e.g. 14% of employees do not feel their supervisor models appropriate work-life boundaries). This question was asked after the main survey had been completed. Participants were asked if they would be willing to answer a few more questions about employee burnout. As such, the total number of respondents for the question was 186 instead of 260.

PART 5: ORGANIZATIONAL DEMOGRAPHICS

Part 5 provides demographic information on the organizations where responding employees work. This demographic information includes budget size, important funding sources, number of employees, the age of the organization, and mission type.

ORGANIZATIONAL BUDGET

Table 5.1 shows the organizations' annual budget size in categories. The distribution is very even with each category (apart from the smallest category) being represented relatively equally. The median annual budget across all responding organizations is between $1,000,000 and $2,500,000, and 75% of the organizations surveyed are working with budgets over $250,000.

Table 5.1: Annual Budget of Organization by Organization

	Frequency
Under $49,999	1% (1)
$50,000 - $249,999	25% (31)
$250,000 - $999,999	25% (31)
$1,000,000 - $2,500,000	27% (34)
Over $2,500,000	23% (29)
TOTAL	100% (126)

*Table 5.1 reports the annual budget amount for each organization (e.g. 27% of the organizations in the study have an annual budget of $1,000,000 to $2,500,000).

AGE OF ORGANIZATION

An additional factor that influences a nonprofit's organizational capacity is their level of experience. Just as the annual budget helps assess capacity and size, the age of a nonprofit helps determine resilience. As the National Center on Charitable Statistics found, approximately 30% of nonprofits fail within their first 10 years (National Center on Charitable Statistics, 2019 as cited in Ebarb, 2019). As such, age is important to consider regardless of organizational size. Large or small, time gives a nonprofit the opportunity to develop networks, make a name for themselves, and grow institutional knowledge.

Table 5.2 depicts organizational age for large and small organizations. As Table 5.2 shows, 85% of the organizations are over 10 years old, 67% of them are over 20 years old, and 46% of them are over 30 years old. Among small organizations, 21% are less than 10 years old with 59% of them being over 20 years old. Among large organizations, only 8% are less than 10 years old and 75% are over 20 years old.

Table 5.2: Age of Organization

	Small	Large	OVERALL
Less than 5 years	8% (5)	2% (1)	5% (6)
5 – 10 years	13% (8)	6% (4)	10% (12)
11 – 20 years	21% (13)	17% (11)	18% (23)
21 – 30 years	24% (15)	19% (12)	21% (27)
Over 30 years	35% (22)	56% (35)	46% (58)
TOTAL	100% (63)	100% (63)	100% (126)

*Table 5.2 indicates the age of the organizations in the study (e.g. 46% of the organizations are 30 years or older).

SOURCES OF FUNDING

Another feature of a nonprofit organization to consider is where they receive their funding. Table 5.3 shows the percent of nonprofit organizations that report a given funding source as being their most important, both for the full sample (126 organizations) and by size (63 small and 63 large). About half of all the organizations indicate their most important revenue source as government grants and contracts (56% small organizations, 40% large organizations). The next most commonly listed important source of revenue for small organizations is corporate sponsorships or donations (13%). For large organizations, the next most common response for most important revenue source is foundation grants (22%). Additionally, fundraising from individuals or special events are least likely to be indicated as the most important funding source.

Table 5.3: Most Important Funding Source by Organization

	Small	Large	OVERALL
Fees for service/program service revenue	11% (7)	10% (6)	10% (13)
Government grants or contracts	56% (35)	40% (25)	48% (61)
Foundation grants	11% (7)	22% (14)	17% (22)
Corporate sponsorships and donations	13% (8)	6% (4)	10% (12)
Fundraising from special events	2% (1)	5% (3)	2% (3)
Fundraising from individuals	8% (5)	17% (11)	12% (15)
TOTAL	63% (100)	63% (100)	100% (126)

*Table 5.3 indicates which funding sources are most important to the different organizations in the study (e.g. 48% of the organizations rely most on government grants and contracts).

NUMBER OF EMPLOYEES

As discussed in Part 1, an alternative measure of size for nonprofit organizations is the number of employees. In this report, Table 5.4 shows that one third of the nonprofit organizations have less than 5 employees. Additionally, 54% of the organizations employ between 20 to 150 employees. Relatively few organizations in our sample employ more than 150 employees.

Table 5.4: Number of Employees by Organization

	Frequency
Fewer than 5	33% (41)
5 – 9	4% (5)
10 – 19	5% (6)
20 – 49	17% (21)
50 – 99	15% (19)
100 – 149	22% (28)
150 – 499	3% (4)
500 – 999	0% (0)
1,000 or more	2% (2)
TOTAL	100% (126)

*Table 5.4 indicates the sizes of the organizations by number of employees (e.g. Only 3% of the organizations have 150-499 employees).

MISSION

One final organizational characteristic is the organization's mission area. Table 5.5 shows the organizations' mission areas. Our sample population heavily skews toward human service organizations (46%). Outside of this domain, the other larger mission areas are in education (17%) and community development (13%).

Table 5.5: Mission of Organization

	Frequency
Health	6% (8)
Human service	46% (58)
Education	17% (22)
Arts and culture	2% (2)
Sports and recreation	1% (1)
Environment and animals	2% (3)
Community and economic development	13% (16)
Religious	2% (3)
Other	10% (13)
TOTAL	100% (126)

*Table 5.5 categorizes each organization's mission and service interest (e.g. 46% of the organizations work within human services).

PART 6: EMPLOYEE DEMOGRAPHICS

Just as valuable as the demographic information of the organizations is the demographic information of the employees. In total there were 260 employees that responded to the survey. However, due to the personal nature of demographic questions some survey participants elected to not respond. As such, the totals for this section are based on all those that responded to each question.

GENDER OF EMPLOYEES

Table 6.1 captures the number of employees that identify as male, female, and non-binary. In this report, the sample population heavily skews to being female with 86.5% of the participants being women. This trend however is not far off from the greater nonprofit population. As one study by Candid reported, roughly 70% of employees and 62% of leaders in nonprofits are women (Uchida, 2024). With that in mind, it is still an important consideration when analyzing the results of the report.

Table 6.1: Gender

	Frequency
Male	11.5% (29)
Female	86.5% (218)
Non-binary / third gender	0.4% (1)
Prefer not to say	1.6% (4)
TOTAL	100% (252)

*Table 6.1 indicates employee gender. The total number of respondents is 252.

MARITAL STATUS OF EMPLOYEES

Table 6.2 shows the marital status of the employees in the study. In general, about one third of the sample are single and two thirds of the sample are married or living with a partner.

Table 6.2: Marital Status

	Frequency
Single (never married)	17.7% (46)
Single (widowed or divorced)	16.2% (42)
Married	61.2% (159)
Living with partner	5% (13)
TOTAL	100% (260)

*Table 6.2 indicates the marital status of the employee. The total number of respondents is 260.

DEPENDENTS

In addition to gender and marital status, this report identifies how many of the 260 employees have children living at home. Overall, the sample population is well balanced with roughly half of the participants having children. The average number of children per participant that reported having children was 2. The maximum number of children was 6.

Figure 6.1: Children Living in the Home

No
48%
(125)

Yes
52%
(135)

■ Yes   ■ No
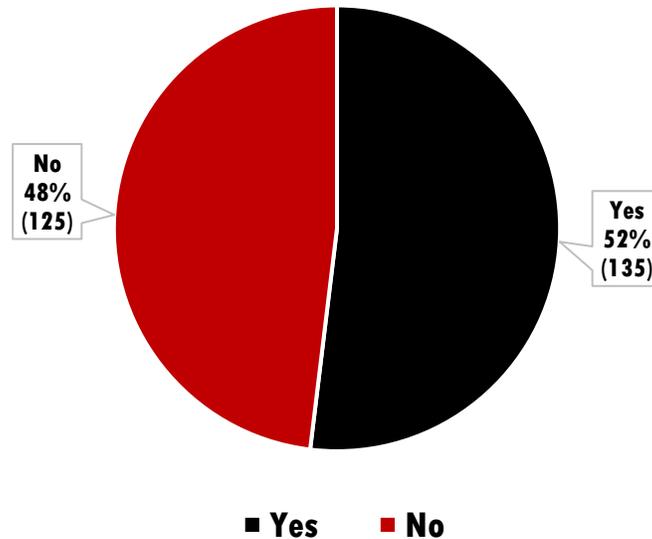
*Figure 6.1 indicates the number of individuals that report having children, or dependents (under the age of 26), living in the home (e.g. 2% of the employees have children in the home).

RACE OF EMPLOYEES

Another important characteristic to consider is race. Roughly two thirds of the employees were White, while one quarter of the participants were Black, or African American.

Table 6.3: Race and Ethnicity

	Frequency
White	67.9% (169)
Black or African American	24.9% (62)
American Indian or Alaska Native	0.4% (1)
Asian	1.6% (4)
Native Hawaiian or Pacific Islander	0% (0)
Other	5.2% (13)
TOTAL	100% (249)

*Table 6.3 indicates the employee's race.

EDUCATION LEVEL OF EMPLOYEES

Table 6.4 shows the level of education of the employees in this report. Around 78% of the employees have received a bachelor's degree or higher, indicating a highly educated sample.

Table 6.4: Education

	Frequency
High school graduate or equivalent	3.6% (9)
Some college	17.9% (45)
Bachelor's degree	36.1% (91)
Master's degree	37.3% (94)
Doctorate/PhD	5.2% (13)
TOTAL	100% (252)

*Table 6.4 indicates the employees' level of education.

AGE OF EMPLOYEES

Table 6.5 describes the ages of the employees in the report. Around 90% of the population is about the age of 25 and younger than 65. Three age groups were included in the report. "Early career" from ages 18 - 34, "Middle career" from ages 35 – 54, and "Late career" from ages 55 and over. The number of respondents for each age group would therefore be 61 (early), 130 (middle), and 61 (late).

Table 6.5: Age

	Frequency
18 – 24	4.8% (12)
25 – 34	19.4% (49)
35 – 44	25.4% (64)
45 – 54	26.2% (66)
55 – 64	17.5% (44)
65 – 74	6.3% (16)
75 – 84	0.4% (1)
TOTAL	100% (252)

*Table 6.5 shows the age range of the employee.

LEVEL OF EMPLOYMENT

Table 6.6 displays employees' fulltime/part-time work status. In this case, the vast majority of the employees work full-time with only 12% working part-time. Full-time vs. part-time status is an important consideration in that organizations are not legally mandated to offer specific benefits to part-time employees. As such, viewpoints and frustrations with pay and benefits can differ based on how often they work and the benefits that they qualify for.

Table 6.6: Level of Employment

	Frequency
Work fulltime (40+ hours a week)	87.7% (228)
Work part time (20 – 39 hours a week)	10% (26)
Work part time (Under 20 hours a week)	2.3% (6)
TOTAL	100% (260)

*Table 6.6 indicates the number of hours the employee works per week. The total number of respondents is 260.

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