

ORGANIZATIONAL EFFECTIVENESS RESEARCH GROUP

Work Climate Survey Report

A Report to the Great Place to Work Taskforce

Craig Talmage, Associate Consultant
Organizational Effectiveness Research Group
332 Wiecking
Minnesota State University

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Executive Summary

President Richard Davenport of MSU, Mankato commissioned a task force of the university's employees in 2007 to assess a variety of job-satisfaction issues. This task force, known as "The Great Place to Work Task Force," conducted its first employee survey in 2008. A second survey was then administered in November 2009. The results of that survey are contained in this report.

Overall, the response rate (781 out of 1614, 48.4%) of this survey was stronger than the 2008 administration (690 out of 1614, 42.8%). Four hundred forty-five (57%) female employees and 290 (37%) male employees responded to the survey. Forty-six (6%) respondents did not indicate their gender.

Nine categories of items used in the 2008-2009 survey were included in the 2009-2010 survey. An additional scale, role overload, was added to the 2009-2010 survey. This category was added to elucidate the reasons employees feel overloaded at work.

Nineteen items fell into the green category (80% and above ratings of favorability). Eighteen items fell into the yellow category (between 70 and 79.99%). Nine items fell into the red category (below 70%).

Thirty-four of the survey items showed minor improvement in percent favorable responses. Six of the survey items showed a slight decrease in favorable responses. No item responses switched from yellow to green. Two items switched from red to yellow ratings of favorability. Direct comparisons to the 2008-2009 survey showed that five items changed significantly between administrations, such that respondents answered three items more favorably and two items less favorably on this year's survey. Overall, most changes between years were small and not statistically significant.

Statistical analysis revealed the strongest predictors of the proposed work climate outcomes. Estimates were provided on the necessary increases in subscale category scores to obtain green percent favorable scores on the two yellow outcome items. Subscale categories that were related to outcome variables were assessed to determine their relative importance. Learning, Growth, and Achievement was most consistently related to work climate outcomes (6 out of the 8). Client Relationship and Innovation were least consistently related to work climate outcomes (2 out of the 8 each). Predictors of the nine red items were provided, such that interventions to increase favorability ratings may be more effective.

Three open-ended questions were included in this survey. Most answers fell into the already existing categories; however, a few additional themes emerged. A number of creative ideas emerged regarding ways to make MSU a better place to work, but most of these ideas would require a great deal of effort to implement. The most common answers for the questions regarding hindrance and improvement involved accountability, budgets, resources, unions, and university leadership.

This report contains recommendations to increase response rates of future administrations of the survey. It also contains information on how to increase scale reliability and also contains some alternate ways of assessing work climate outcomes. Additional categories, items, and demographic information are also suggested for inclusion in the next administration of the MSU's work climate survey.

Background of Categories

Nine categories of questions used in the 2008-2009 survey were included in the 2009-2010 survey. A new category, role overload, was added to the 2009-2010 survey. These items were added to elucidate the reasons employees feel overloaded at work. All categories used in the previous year showed improvement. The most favorable responses were in the client relationship category. The least favorable responses were in the role overload category.

Reliability of Survey Categories

Each category differed in reliability. Reliability is the degree to which items are related or measure the same thing. The most common method of measuring reliability is done by finding Cronbach's Alpha. This statistic tells us how well the items in a given scale correlate with each other and measure the same construct. Stronger inter-item correlations indicate a more reliable measure. Reliability becomes an important component when using multiple items to predict an outcome.

The following scales had acceptable to moderate reliability (.700 to .899). Improvement in the reliability of these scales can come from writing additional items that better suit the category in question.

- Outcomes ($\alpha = .826$)
- Trust ($\alpha = .815$)
- Role Overload ($\alpha = .798$)
- Interpersonal Relationships ($\alpha = .750$)
- Learning, Growth, and Advancement ($\alpha = .738$)
- Feedback & Recognition ($\alpha = .736$)
- Autonomy/Responsibility ($\alpha = .732$)

The following scales need improvement in reliability. Improvement for these scales can be done by writing additional items that better suit the category in question or by removing unrelated items.

- Innovation ($\alpha = .689$)
- Client Relationship ($\alpha = .684$)
- Job itself ($\alpha = .445$)

Ratings of Favorability

Ratings of favorability were classified into three categories. Item responses were categorized as green if 80% or more of the responses were favorable (Favorable response = Agree or strongly agree with a positively worded item, or strongly disagree or disagree with a negatively worded item). Responses were categorized as Yellow if 70 to 79.9% percent of the responses were favorable. Responses were categorized as Red if ratings of favorability were below 70%.

Switches in Favorability Categories

No item responses switched from yellow (between 70 and 79.99%) to green (80% and above) ratings of favorability. Two items switched from red (below 70%) to yellow ratings of favorability. One outcome item, "I have seriously thought about quitting in the last three months" increased in favorability ratings (less likely to quit) by 4.9% and 0.11 points on average. An item under the innovation category, "I have the resources I need to implement new projects or ideas" increased in favorability ratings by 6.1%; however, it decreased in favorability by .08 points on average. The decrease is likely due to an increase in strongly disagree responses or decrease in strongly agree responses.

Statistically Significant Changes between Years

Answers employees gave to the 2008-2009 survey were directly compared to their respective answers on this year's survey. Participants were matched based on email addresses provide in the first administration of the survey. A repeated-measures ANOVA showed significant differences across administrations.

The following positive changes in responses were statistically significant (although they may not be meaningful).

- I have close friends at work (Means: 2009 = 2.915; 2008 = 2.847)
- I know what is expected of me by my supervisors (Means: 2009 = 3.164; 2008 = 3.095)
- My work has a positive effect on peoples' lives (Means: 2009 = 3.600; 2008 = 3.535)

The following negative changes in responses were statistically significant (although they may not be meaningful).

- I have the resources I need to implement new projects or ideas (Means: 2009 = 2.716; 2008 = 2.810)
- I would recommend MSU to my friends as a great place to work (Means: 2009 = 2.943; 2008 = 3.033)

Top Five Ratings of Favorability

1. My work has a positive effect on peoples' lives
2. I enjoy the tasks that comprise my job
3. I can identify a specific person who directly benefits from my work
4. MSU delivers a high quality education
5. I am allowed to learn from my honest mistakes

Bottom Five Ratings of Favorability

1. I often eat lunch at my desk
2. I am overloaded with work
3. I do not have enough time to complete my tasks at work
4. I have a mentor at work
5. People I work with are held accountable for their actions

High and Low Items by Category

Learning, Growth, and Achievement

High: 86.6% of employees feel they are continuously learning interesting things.

Low: 77.4% of employees feel they have the support they need to pursue opportunities for growth.

Feedback and Recognition

High: 83.1% of employees feel their work is recognized by others.

Low: 68.2% of employees feel they get timely feedback about how they are doing on the job

Interpersonal Relationships

High: 87.4% of employees believe feel people in their department treat them with respect and civility.

Low: 49.3% of employees have a mentor at work.

Autonomy/Responsibility

High: 90.0% of employees have input into how to schedule their tasks during the day.

Low: 76.8% of employees have input on the decisions that affect them.

Job Itself

High: 95.2% of employees enjoy the tasks that comprise their jobs.

Low: 38.7% of employees do not feel overloaded at work.

Client Relationship

High: 97.9% of employees feel their work has a positive effect on peoples' lives.

Low: 89.0% of employees feel that the people who benefit from their work thank them.

Trust

High: 78.4% of employees feel their supervisor looks out for the best interest of his/her employees.

Low: 54.6% of employees feel that people they work with are held accountable for their actions.

Innovation

High: 91.1% of employees feel they are allowed to learn from their honest mistakes

Low: 70.7% of employees feel they have the resources they need to implement new projects or ideas.

Role Overload

High: 77.5% of employees do not feel their colleagues expect too much of them at work.

Low: 32.3% of employees do not eat lunch at their desk.

Outcomes

High: 92.6% of employees feel MSU delivers a high quality education

Low: 72.0% of employees have not thought seriously thought about quitting in the last three months.

Green Items

- I am continuously learning interesting things
- I find my job repetitive in ways I do not enjoy
- My work is recognized by others
- I regularly laugh with my colleagues
- People in my department treat me with respect and civility
- I have input into how to schedule my tasks during the day
- I have clear job responsibilities
- I know what is expected of me by my supervisors
- I enjoy the tasks that comprise my job
- My work has a positive effect on peoples' lives
- I can identify a specific person who directly benefits from my work
- The people who benefit from my work thank me
- I am allowed to learn from my honest mistakes
- I am proud of MSU
- I am allowed to learn from my honest mistakes
- My colleagues and co-workers are committed to doing quality work
- MSU delivers a high quality education
- I have fun at work
- I am encouraged to do my best at work

Yellow Items

- I have the support I need to pursue opportunities for growth
- I have opportunities and resources to pursue personal and professional growth
- I have the resources I need to do my job well
- There are opportunities in my department to celebrate
- I have close friends at work
- My department is inclusive of all people and ideas
- I have input on decisions that affect me
- My input counts with my supervisors
- I get so involved with work I frequently lose track of time
- People in my department follow through with their commitments
- My supervisor looks out for the best interests of his/her employees
- I can rely on what other people tell me at work
- I am encouraged to think creatively and raise new ideas
- I have the resources I need to implement new projects or ideas
- I feel I have too much responsibility at work
- My colleagues expect too much of me at work
- I have seriously thought about quitting in the last three months
- I would recommend MSU to my friends as a great place to work

Red Items

- I get timely feedback about how I am doing on my job
- I get an annual performance evaluation
- I have a mentor at work
- I would utilize an employee mentoring program if one was made available to me
- I am overloaded with work
- The University administrators do what is best for MSU
- People I work with are held accountable for their actions
- I do not have enough time to complete my tasks at work
- I often eat lunch at my desk

Statistics by Category

Learning, Growth, and Advancement <i>Reliability:</i> $\alpha = 0.738$						
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I have the support I need to pursue opportunities for growth	77.4%	3.03	76.0%	3.00	+1.4%	+0.03
I have opportunities and resources to pursue personal and professional growth	79.0%	3.06	79.8%	3.09	-0.9%	-0.03
I am continuously learning interesting things	86.6%	3.20	85.8%	3.19	+0.8%	+0.01
I find my job repetitive in ways I do not enjoy	81.8%	1.96	81.2%	1.97	+0.6%	+0.01

Feedback & Recognition <i>Reliability:</i> $\alpha = 0.736$						
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I get timely feedback about how I am doing on my job	68.2%	2.86	68.8%	2.85	-0.6%	+0.01
I get an annual performance evaluation	69.1%	2.86	68.9%	2.81	+0.2%	+0.05
I have the resources I need to do my job well	70.5%	2.87	74.2%	2.88	-3.7%	-0.01
My work is recognized by others	83.1%	3.06	80.4%	3.00	+2.7%	+0.06
There are opportunities in my department to celebrate	78.6%	2.97	76.7%	2.91	+1.9%	+0.06

Interpersonal Relationships <i>Reliability:</i> $\alpha = 0.750$						
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I have close friends at work [†]	72.2%	2.89	70.1%	2.83	+2.1%	+0.06
I regularly laugh with my colleagues	85.1%	3.10	83.8%	3.07	+1.3%	+0.03
People in my department treat me with respect and civility	87.4%	3.24	84.3%	3.17	+3.1%	+0.07
I have a mentor at work	49.3%	2.56	46.9%	2.52	+2.4%	+0.04
My department is inclusive of all people and ideas	73.1%	2.90	72.5%	2.87	+0.6%	+0.03

Mentoring Program	09-10 Percent Favorable	09-10 Mean
I would utilize an employee mentoring program if one was made available to me	56.5%	2.61

Autonomy/Responsibility		<i>Reliability:</i> $\alpha = 0.732$				
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I have input on decisions that affect me	76.8%	2.96	74.3%	2.89	+2.5%	+0.07
My input counts with my supervisors	79.3%	3.16	76.8%	3.02	+2.5%	+0.14
I have input into how to schedule my tasks during the day	90.0%	3.34	90.1%	3.32	-0.1%	+0.02

Job Itself		<i>Reliability:</i> $\alpha = 0.445$				
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I have clear job responsibilities	88.8%	3.34	89.1%	3.30	-0.3%	+0.04
I know what is expected of me by my supervisors ⁺	86.4%	3.14	82.1%	3.05	+4.3%	+0.09
I enjoy the tasks that comprise my job	95.2%	3.37	93.2%	3.34	+2.0%	+0.03
I am overloaded with work	38.7%	2.88	36.6%	2.88	+2.1%	0.00
I get so involved with work I frequently lose track of time	73.6%	2.99	75.3%	3.02	-1.7%	-0.03

Client Relationship		<i>Reliability:</i> $\alpha = 0.684$				
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
My work has a positive effect on peoples' lives ⁺	97.9%	3.56	97.7%	3.54	+0.2%	+0.02
I can identify a specific person who directly benefits from my work	93.7%	3.38	91.8%	*	+1.9%	*
The people who benefit from my work thank me	89.0%	3.06	82.5%	*	+6.5%	*

*Could not be calculated because 08-09 item used a dichotomous scale (Yes or No)

Trust <i>Reliability:</i> $\alpha = 0.815$						
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
The University administrators do what is best for MSU	67.7%	2.70	65.5%	2.67	+2.2%	+0.03
People in my department follow through with their commitments	77.1%	2.86	76.2%	2.85	+0.9%	+0.01
My supervisor looks out for the best interests of his/her employees	78.4%	3.06	75.5%	2.95	+2.9%	+0.11
People I work with are held accountable for their actions	54.6%	2.50	50.0%	2.38	+4.6%	+0.12
I can rely on what other people tell me at work	77.7%	2.88	74.8%	2.83	+2.9%	+0.05

Innovation <i>Reliability:</i> $\alpha = 0.689$						
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I am encouraged to think creatively and raise new ideas	77.8%	3.01	75.9%	2.97	+1.9%	+0.04
I have the resources I need to implement new projects or ideas ⁺	70.7%	2.69	64.6%	2.77	+6.1%	-0.08
I am allowed to learn from my honest mistakes	91.1%	3.11	89.1%	3.08	+2.0%	+0.03

Role Overload <i>Reliability:</i> $\alpha = .798$		
Item	09-10 Percent Favorable	09-10 Mean
I am overloaded with work	38.7%	2.88
I feel I have too much responsibility at work	72.7%	2.29
I do not have enough time to complete my tasks at work	47.8%	2.67
My colleagues expect too much of me at work	77.5%	2.19
I often eat lunch at my desk	32.3%	2.98

Outcomes		<i>Reliability:</i> $\alpha = 0.826$				
Item	09-10 Percent Favorable	09-10 Mean	08-09 Percent Favorable	08-09 Mean	Percent Favorable Change	Mean Change
I am proud of MSU	88.9%	3.18	87.0%	3.13	+1.9%	+0.05
I have seriously thought about quitting in the last three months	72.0%	2.05	67.1%	2.16	+4.9%	+0.11
I would recommend MSU to my friends as a great place to work ⁺	77.3%	2.98	76.7%	2.99	+0.6%	-0.01
My colleagues and co-workers are committed to doing quality work	86.0%	3.18	84.8%	3.12	+1.2%	+0.06
MSU delivers a high quality education	92.6%	3.31	92.5%	3.30	+0.1%	+0.01
I have fun at work	85.2%	3.08	83.9%	3.04	+1.3%	+0.04
I am encouraged to do my best at work	89.2%	3.27	86.2%	3.18	+3.0%	+0.09

⁺Statistically significant changes

Summary

- Most changes between administrations were minor or not statistically significant.
- Thirty-four of the survey items showed improvement in percent favorable; however, one item showed no change on average and two items showed a decrease on average. The decrease in these two items is likely due to an increase in strongly disagree responses or decrease in strongly agree responses.
- Six of the survey items showed a decrease in favorable responses; however, three of these items showed an increase on average. The increase in these three items is likely due to a decrease in strongly disagree responses or increase in strongly agree responses.

Note: Appendix A contains tables and charts of answers to each of the individual items administered.

Best Predictors of Work Climate Outcomes

Correlation and regression analyses were used to assess the relationship between the subscales (i.e. Learning, Growth, and Achievement) and outcome variables (i.e. MSU delivers a high quality education).

β -weights range from -1 to 1. A β -weight of 0 indicates no relationship between the variables. A positive β -weight indicates that as scores on that variable increase, scores on the outcome variable increase and vice versa. A negative β -weight indicates that as scores for that variable increase, scores on the outcome variable decrease and vice versa.

Information about the relationships of individual items to work climate outcomes is contained in Appendix B of this report.

MSU delivers a high quality education

All subscales correlated with the item, “MSU delivers a high quality education.” Only the following subscale categories were significant predictors in the regression model accounting for 23.8% of the variance in item responses:

- Job Itself ($\beta = .224, p < .001$)
- Learning, Growth, and Achievement ($\beta = .171, p < .01$)
- Feedback and Recognition ($\beta = .165, p < .01$)

I am encouraged to do my best at work

All subscales correlated with the item, “I am encouraged to do my best at work.” Only the following subscale categories were significant predictors in the regression model accounting for 52.2% of the variance in item responses:

- Autonomy/Responsibility ($\beta = .290, p < .001$)
- Trust ($\beta = .196, p < .001$)
- Job Itself ($\beta = .154, p < .001$)
- Feedback and Recognition ($\beta = .118, p < .05$)
- Learning, Growth, and Achievement ($\beta = .096, p < .05$)

I am proud of MSU

All subscales correlated with the item, “I am proud of MSU.” Only the following subscale categories were significant predictors in the regressions model accounting 39.7% of the variance in item responses:

- Trust ($\beta = .262, p < .001$)
- Learning, Growth, and Achievement ($\beta = .221, p < .001$)
- Autonomy/Responsibility ($\beta = -.193, p < .001$)
- Job Itself ($\beta = .186, p < .001$)
- Client Relationship ($\beta = .139, p < .01$)
- Interpersonal Relationships ($\beta = .123, p < .05$)
- Role Overload ($\beta = -.083, p < .05$)

My colleagues and co-workers are committed to doing quality work

All subscales correlated with the item, “My colleagues and co-workers are committed to doing quality work.” Only the following subscale categories were significant predictors in the regression model accounting for 46.5% of the variance in item responses:

- Trust ($\beta = .467, p < .001$)
- Innovation ($\beta = .265, p < .001$)

I have fun at work

All subscales correlated with the item, “I have fun at work.” Only the following subscale categories were significant predictors in the regression model accounting for 43.8% of the variance in item responses:

- Interpersonal Relationships ($\beta = .393, p < .001$)
- Client Relationship ($\beta = .170, p < .001$)
- Learning, Growth, and Achievement ($\beta = .159, p < .001$)
- Job Itself ($\beta = .159, p < .01$)
- Role Overload ($\beta = -.138, p < .001$)
- Autonomy/Responsibility ($\beta = -.122, p < .05$)

I would recommend MSU to my friends as a great place to work

All subscales correlated with the item, “I would recommend MSU to my friends as a great place to work.” Only the following subscale categories were significant predictors in the regression model accounting for 54.9% of the variance in item responses:

- Trust ($\beta = .418, p < .001$)
- Learning, Growth, and Achievement ($\beta = .287, p < .001$)
- Innovation ($\beta = .139, p < .01$)

I have seriously thought about quitting in the last three months

All subscales correlated with the item, “I have seriously thought about quitting in the last three months.” Only the following subscale categories were significant predictors in the regression model accounting for 25.0% of the variance in item responses:

- Learning, Growth, and Achievement ($\beta = -.289, p < .001$)
- Trust ($\beta = -.194, p < .001$)
- Role Overload ($\beta = .185, p < .001$)

I am planning to retire in the next...

Only two subscales, “Feedback and Recognition” and “Interpersonal Relationships” correlated weakly with whether employees planned on retiring in less than 10 years or greater than 10 years. A useful regression equation could not be generated.

Increasing the Two Yellow Outcomes to Green Outcomes

I would recommend MSU to my friends as a great place to work

Currently, 77.3% of MSU employees would recommend MSU to their friends. Three of the aforementioned subscale scores should be increased in order to achieve an 80% favorability rating. Three scenarios are provided in order to illustrate how this figure can be increased to 80%. A regression analysis was used to generate these scenarios. Regression equations can be provided if requested. These figures are estimates using each scale's standard deviations and means.

Scenario One: Increasing Learning, Growth, and Achievement Scores

An 80% favorability rating can be achieved by only increasing the Learning, Growth, and Achievement scale to at least a 90-95% favorability rating on average across items.

Scenario Two: Increasing Trust Scores

An 80% favorability rating can be achieved by only increasing the Trust scale to at least a 75-80% favorability rating on average across items.

Scenario Three: Increasing Innovation Scores

An 80% favorability rating cannot be achieved by only increasing the Innovation scale. Increasing the scale scores to a 100% favorability rating across items still falls short of the 80% favorability rating.

I have seriously thought about quitting in the last three months

Currently, 72% of employees have not seriously thought about quitting in the last three months. Three aforementioned subscale scores should be increased in order to achieve an 80% favorability rating. Three scenarios are provided in order to illustrate how this figure can be increased to 80%. Regression analysis was used to generate these scenarios. Regression equations can be provided if requested.

Scenario One: Increasing Learning, Growth, and Achievement Scores

An 80% favorability rating cannot be achieved by only increasing the Learning, Growth, and Achievement scale. Increasing the scale scores to a 100% favorability rating across items still falls short of the 80% favorability rating.

Scenario Two: Increasing Trust Scores

An 80% favorability rating cannot be achieved by only increasing the Trust scale. Increasing the scale scores to a 100% favorability rating across items still falls short of the 80% favorability rating.

Scenario Three: Decreasing Role Overload Scores

An 80% favorability rating can be achieved by decreasing the role overload scale to yield at least a 70% favorability rating on average across items.

Items Related to Red Items

Nine items were rated favorably by less than 70% of respondents. This section provides information about items that predict each of the red items, such that interventions to increase favorability ratings may be more effective. Stepwise-regression analysis was used to assess related items.

I get timely feedback about how I am doing on my job ($R^2=.528$)

- I get an annual performance evaluation ($\beta = .180, p < .001$)
- My input counts with my supervisors ($\beta = .176, p < .001$)
- I know what is expected of me by my supervisors ($\beta = .167, p < .001$)
- I have the resources I need to implement new projects or ideas ($\beta = .158, p < .001$)
- I have clear job responsibilities ($\beta = .158, p < .001$)
- I have a mentor at work ($\beta = .125, p < .001$)
- People I work with are held accountable for their actions ($\beta = .090, p < .001$)

I get an annual performance evaluation ($R^2=.262$)

- I get timely feedback about how I am doing on my job ($\beta = .318, p < .001$)
- My supervisor looks out for the best interests of his/her employees ($\beta = .205, p < .001$)
- I get so involved with my work I frequently lose track of time ($\beta = .145, p < .01$)
- I find my job repetitive in ways I do not enjoy ($\beta = .128, P, .001$)
- I would utilize an employee mentoring program if one was made available to me ($\beta = .105, p < .05$)
- My colleagues expect too much of me at work ($\beta = -.105, p < .05$)

I have a mentor at work ($R^2=.381$)

- I get timely feedback about how I am doing on my job ($\beta = .223, p < .001$)
- My supervisor looks out for the best interests of his/her employees ($\beta = .205, p < .001$)
- I am continuously learning interesting things ($\beta = .149, p < .001$)
- I have the resources I need to do my job well ($\beta = .137, p < .01$)
- I have close friends at work ($\beta = .129, p < .01$)
- I would utilize an employee mentoring program if one was made available to me ($\beta = .105, p < .01$)
- I can identify a specific person who directly benefits from my work ($\beta = .088, p < .05$)

I would utilize an employee mentoring program if one was made available to me ($R^2=.093$)

- I have a mentor at work ($\beta = .175, p < .01$)
- The University administrators do what is best for MSU ($\beta = .162, p < .01$)
- I regularly laugh with colleagues ($\beta = -.159, p < .01$)
- My supervisor looks out for the best interests of his/her employees ($\beta = -.144, p < .05$)
- I feel I have too much responsibility at work ($\beta = .124, p < .01$)
- I am continuously learning interesting things ($\beta = .120, p < .05$)

I am overloaded with work ($R^2=.577$)

- I do not have enough time to complete my tasks at work ($\beta = .558, p < .001$)
- I feel I have too much responsibility at work ($\beta = .243, p < .001$)
- I often eat lunch at my desk ($\beta = .066, p < .05$)
- I am encouraged to think creatively and raise new ideas ($\beta = -.057, p < .05$)
- My work has a positive effect on peoples' lives ($\beta = .085, p < .01$)

The University administrators do what is best for MSU ($R^2=.312$)

- I have input on decisions that affect me ($\beta = .196, p < .001$)
- I have opportunities and resources to pursue personal and professional growth ($\beta = .190, p < .001$)
- People I work with are held accountable for their actions ($\beta = .146, p < .01$)
- I would utilize an employee mentoring program if one was made available to me ($\beta = .103, p < .05$)
- I enjoy the tasks that comprise my job ($\beta = .103, p < .05$)
- People in my department follow through with their commitments ($\beta = .128, p < .05$)

People I work with are held accountable for their actions ($R^2=.460$)

- I can rely on what other people tell me at work ($\beta = .309, p < .001$)
- People in my department follow through with their commitments ($\beta = .221, p < .001$)
- The University administrators do what is best for MSU ($\beta = .114, p < .01$)
- I get timely feedback about how I am doing on my job ($\beta = .107, p < .05$)
- I know what is expected of me by my supervisors ($\beta = .109, p < .05$)
- I have close friends at work ($\beta = -.094, p < .05$)
- I have a mentor at work ($\beta = .094, p < .05$)

I do not have enough time to complete my tasks at work ($R^2=.627$)

- I am overloaded with work ($\beta = .504, p < .001$)
- My colleagues expect too much of me at work ($\beta = .153, p < .001$)
- I get so involved with work I frequently lose track of time ($\beta = .169, p < .001$)
- I am encouraged to think creatively and raise new ideas ($\beta = .132, p < .001$)
- I have the support I need to pursue opportunities for growth ($\beta = -.122, p < .01$)
- I have the resources I need to do my job well ($\beta = -.107, p < .01$)
- I feel I have too much responsibility at work ($\beta = .105, p < .01$)

I often eat lunch at my desk ($R^2=.219$)

- I am overloaded with work ($\beta = .209, p < .001$)
- I do not have enough time to complete my tasks at work ($\beta = .182, p < .01$)
- I have input on decisions that affect me ($\beta = .177, p < .001$)
- I have the resources I need to do my job well ($\beta = -.166, p < .01$)
- My work has a positive effect on peoples' lives ($\beta = .108, p < .05$)
- I have close friends at work ($\beta = -.107, p < .05$)

Group Differences

Gender Differences

Four hundred forty-five (57%) female employees and Two hundred ninety (37%) male employees responded to the survey. Forty-six (6%) respondents did not indicate their gender. An independent samples t-test was used to assess significant differences between the two groups (male and female).

Male and female employees significantly differed on four subscale categories and ten individual items from the survey. Women significantly rated more favorably in the Learning, Growth, and Achievement, Feedback and Recognition, Job Itself, and Innovations subscale categories as shown in the table below. Additionally, ten individual items were rated more favorably by women when compared with men. One item, “I find my job repetitive in ways I do not enjoy,” women disagreed with more than men; thus, they rated the item more favorably.

t-test for Equality of Means				
Scale or Item	t	df	Sig. (2-tailed)	Mean Difference
Learning, Growth, and Achievement	3.085	698	< .01	0.559
Feedback and Recognition	3.492	638	< .01	0.777
Job Itself	2.265	702	< .05	0.323
Innovation*	2.176	612	< .05	0.281
I get timely feedback about how I am doing on my job	2.357	723	< .05	0.153
I have the resources I need to implement new projects or ideas	2.919	719	< .01	0.197
I have opportunities and resources to pursue personal and professional growth	3.315	720	< .01	0.213
I have the support I need to pursue opportunities for growth	3.292	718	< .01	0.203
I have a mentor at work	2.403	636	< .05	0.181
I have the resources I need to do my job well	2.034	728	< .05	0.122
I get an annual performance evaluation	2.412	674	< .05	0.163
I get so involved with work I frequently lose track of time	3.556	717	< .001	0.208
I am encouraged to do my best at work	2.430	713	< .05	0.130
I find my job repetitive in ways I do not enjoy	-3.045	714	< .01	-0.171

*Equal variances not assumed

Age Differences

Respondents to the survey indicated their age by selecting one of ten selected groups see Appendix A for the full breakdown of age groups. Employees significantly differed across age groups regarding several subscales and individual items.

To illustrate the relationships, the dataset was split into two groups for the following comparison: 1) 40 and under, and 2) above 40. These two groups significantly differed on two subscale categories and eight individual items. Employees above 40 years of age rated the Trust category less favorably. Employees over 40 years rated the Job Itself category more favorably than those 40 years of age or under.

Persons over 40 indicated that they enjoyed the tasks that comprised their job more than those 40 and under. Those 40 and under rated eight other items shown below more favorably than those over 40 years of age.

t-test for Equality of Means				
Scale or Item	t	df	Sig. (2-tailed)	Mean Difference
Job Itself	-2.191	686	< .05	-0.338
Trust*	2.006	385	< .05	0.490
I enjoy the tasks that comprise my job	-2.298	709	< .05	-0.112
I have a mentor at work	1.936	622	< .05	0.156
I would utilize an employee mentoring program if one was made available to me	3.108	635	< .01	0.205
I get an annual performance evaluation*	4.177	384	< .001	0.300
My department is inclusive of all people and ideas*	2.017	406	< .05	0.132
I have fun at work	2.867	701	< .01	0.158
I can rely on what other people tell me at work*	2.699	440	< .01	0.145

*Equal variances not assumed

Tenure Differences

Respondents to the survey indicated their tenure (years worked at MSU) by selecting one of eight selected groups see Appendix A for the full breakdown of tenure groups. Employees significantly differed across tenure groups regarding several subscales and individual items.

To illustrate the relationship, the dataset was split into two groups for comparison: 1) Employees who have worked for MSU for 10 years or less, and 2) employees who have worked for MSU for 11 years or more. These two groups significantly differed on one subscale category and fifteen individual items. Employees who worked for MSU 10 years or less rated the Trust subscale category more favorably than those who worked for MSU for 11 years or more.

Employees who have worked for MSU for 10 years or less rated 12 different items more favorably and 3 items less favorably than those with a longer tenure, as seen in the table below.

t-test for Equality of Means				
Scale or Item	t	df	Sig. (2-tailed)	Mean Difference
Trust	2.947	589	< .01	0.747
I have a mentor at work	2.256	595	< .05	0.185
I would utilize an employee mentoring program if one was made available to me	5.746	603	< .001	0.387
People I work with are held accountable for their actions	3.375	656	< .001	0.235
I am overloaded with work	-2.537	660	< .05	-0.183
My colleagues expect too much of me at work	-2.307	654	< .05	-0.134
I get an annual performance evaluation	5.371	628	< .001	0.372
I would recommend MSU to my friends as a great place to work	2.317	668	< .05	0.152
People in my department follow through with their commitments	2.389	660	< .05	0.134
My supervisor looks out for the best interests of his/her employees	2.127	657	< .05	0.150
My colleagues and co-workers are committed to doing quality work	2.372	671	< .05	0.139
The University administrators do what is best for MSU*	2.302	413	< .05	0.150
I have close friends at work*	-3.367	533	< .01	-0.197
I have fun at work	1.797	664	< .1	0.100
I can rely on what other people tell me at work*	3.178	456	< .01	0.180
I can identify a specific person who directly benefits from my work	1.967	661	< .05	0.100

*Equal variances not assumed

Divisional Differences

The dataset was split into two groups to compare divisions. The largest division was Academic Affairs (n = 443), which was compared against all other divisions (n = 245). Those who indicated multiple divisions were placed into the other division.

These two groups significantly differed on six subscale category and fourteen individual items. Employees who worked for Academic Affairs rated the Learning, Growth, and Achievement, Interpersonal Relationships, Accountability/Responsibility, Job Itself, and Trust subscale categories less favorably than those who worked for other divisions. Academic Affairs employees rated the overload subscale category significantly more favorably than other employees.

Employees who work for Academic Affairs rated 1 item more favorably and 13 items less favorably than those who work in other divisions, as seen in the table below.

t-test for Equality of Means				
Scale or Item	t	df	Sig. (2-tailed)	Mean Difference
Learning, Growth, and Achievement	-2.236	656	< .05	-0.434
Interpersonal Relationships	-1.992	552	< .05	-0.453
Accountability/Responsibility	-2.387	643	< .05	-0.349
Job Itself	-2.152	660	< .05	-0.326
Trust	-2.544	598	< .05	-0.634
Overload	-5.266	610	< .001	-1.327
I have clear job responsibilities	-2.402	683	< .05	-0.134
MSU delivers a high quality education	2.654	659	< .01	0.140
I have the support of my immediate supervisor	-2.031	679	< .05	-0.133
I have opportunities and resources to pursue personal and professional growth	-2.138	676	< .05	-0.146
I am overloaded with work	-2.118	671	< .05	-0.150
I feel I have too much responsibility at work*	-3.170	570	< .01	-0.184
I do not have enough time to complete my tasks at work*	-2.744	541	< .01	-0.184
I often eat lunch at my desk*	-6.167	472	< .001	-0.484
My department is inclusive of all people and ideas*	-3.181	456	< .01	-0.214
I am continuously learning interesting things	-3.357	677	< .01	-0.185
People in my department follow through with their commitments*	-2.464	464	< .05	-0.143
My supervisor looks out for the best interests of his/her employees	-3.478	665	< .01	-0.239
I have input on decisions that affect me*	-2.131	461	< .05	-0.133
The people who benefit from my work thank me	-2.498	664	< .05	-0.139

*Equal variances not assumed

Differences in Results between Who Returned the Survey Earlier than Later

The dataset was split between those who completed the survey prior to November 30th and those who completed the survey November 30th or later. Early returners and late returners of the survey did not significantly differ on any subscale categories. The early and late returners did significantly differ on six individual items from the survey as seen in the table below. Five of the items were rated more favorably by those who answered the survey November 30th or later. One item, “I get so involved with work I frequently lose track of time” was rated less favorably by late returners than early returners. Finally, one item, “I do not have enough time to complete my tasks at work” was agreed with more by early returners; thus, the item was rated less favorably by early returners than late returners.

t-test for Equality of Means

Scale or Item	t	df	Sig. (2-tailed)	Mean Difference
Trust	-2.226	675	< .05	-0.511
I have the resources I need to implement new projects or ideas	-2.414	761	< .05	-0.155
I do not have enough time to complete my tasks at work	2.024	763	< .05	0.126
My department is inclusive of all people and ideas*	-2.716	745	< .01	-0.161
I get so involved with work I frequently lose track of time*	2.497	749	< .05	0.139
The University administrators do what is best for MSU	-2.336	732	< .05	-0.132
I can rely on what other people tell me at work*	-2.278	742	< .05	-0.116

*Equal variances not assumed

Differences in Results between Who Returned the Survey and Those Who Did Not

It is not necessarily true that people who returned the survey were more satisfied or would have responded differently than those who did not return the survey. There are many reasons people do not return surveys:

1. Respondents may not have felt they had enough time to spare in their daily lives to complete the survey, or they may have found it to be bothersome for them to complete.
2. Sometimes, people have trouble understanding questions on a survey causing them to not complete the survey.
3. The design of the survey also plays an important role, such that those surveys that are poorly designed are often not completed.

There are some methods that will help increase future response rates:

1. If people are notified that a survey will be administered, they may be more likely to return it.
2. Follow-up reminders help respondents complete the survey.
3. Offering incentives, such as gift cards or prizes can help increase response rates.

Which Categories Are More Important?

Subscale categories that were related to outcome variables were assessed to determine their relative importance. Scales were assessed by frequency of occurrence regarding relationships to outcomes.

Learning, Growth, and Achievement was most consistently related to work climate outcomes (6 out of the 8). Client Relationship and Innovation were least consistently related to work climate outcomes (2 out of the 8). The following list illustrates the relative importance of each subscale based on frequency of relationships with the survey's outcomes:

- Learning, Growth, and Achievement (6 out of 8)
- Trust (5 out of 8)
- Job Itself (4 out of 8)
- Interpersonal Relationships (3 out of 8)
- Role Overload (3 out of 8)
- Feedback and Recognition (3 out of 8)
- Autonomy/Responsibility (3 out of 8)
- Client Relationship (2 out of 8)
- Innovation (2 out of 8)

Open-Ended Responses

Answers to the three open-ended questions fell into the common categories of satisfaction and dissatisfaction from past research on satisfaction. In accordance with Frederick Herzberg's Dual Structure Theory of Motivation, some answers indicated things that led to dissatisfaction, while others indicated things that led to satisfaction.

Factors Leading to Satisfaction	Factors Leading to Dissatisfaction
Achievement Recognition Work Itself Responsibility Promotion Growth	Pay and Benefits Company Policy & Administration Co-workers Supervision Status Job Security Working Conditions Personal Life

The following section provides summaries and recommendations based on each of the three open-ended questions. Appendix C contains the full list of comments for a more thorough read-through. **[Appendix C has been omitted from this report until all comments can be reviewed and identifying information redacted.]**

What three things make MSU a good place to work?

Appendix C provides the full list of answers to the open-ended question, “What three things make MSU a good place to work?” Most answers fell into the categories used in this version of the survey. The following themes emerged from the open-ended questions and might be worthy of consideration for inclusion in the next version of the survey.

- Students
- Facilities (Buildings, Equipment, Food, and Parking)
- Community Involvement (Campus and Mankato)
- Work Schedules (Flexible)
- Vision for the University
- Willingness of Colleagues and Supervisors to Listen to Employee Needs
- Location (Mankato, Off-site [7700 France], and On-line)
- Technology (Support and Equipment)
- Compensation (Salary and Benefits)
- Communication across Divisions

What three things can be done today to make MSU a better place to work?

A number of creative ideas emerged regarding ways to make MSU a better place to work. Many ideas were not small changes that could be made by employees themselves or administrators. The most common answers involved accountability and resources. Appendix C provides the full list of answers to the open-ended question, “What three things can be done today to make MSU a better place to work?”

What three things most stand in the way of MSU being a great place to work?

The most common answers involved budgets, resources, unions, and university leadership. Appendix C provides the full list of answers to the open-ended question, “What three things most stand in the way of MSU being a great place to work?”

Future Survey Recommendations

Response Rate

Overall, the response rate (781 out of 1614, 48.4%) of this survey was stronger than the 2008 administration (690 out of 1614, 42.8%). Six follow-up reminders were sent every three working days to every employee after the initial launch of the survey. The Great Place to Work Task Force also used other methods to make employees aware of the survey. Future administrations should look at using the same if not more reminders and venues for advertising the survey.

Increasing Scale Reliability

Reliability is an important factor to consider when predicting outcomes and assessing how well items relate to each other. Cronbach’s Alpha is the most consistently used estimate of reliability. An ideal Cronbach’s Alpha is above 0.7 and below 1.0.

The following scales need improvement in reliability. Two scales need small improvements while the last scale listed below needs significant large amounts of improvement. Improvement in reliability can come from writing additional items that better suit the category in question or by removing unrelated items.

- Innovation ($\alpha = .689$)
- Client Relationship ($\alpha = .684$)
- Job itself ($\alpha = .445$)

Work Climate Outcomes

This year's administration added an additional retirement outcome to the survey. There are two other recommend outcomes that likely can be accessed from the Human Resources Division at MSU, Mankato if desired. These other outcomes include:

- Performance evaluation information
- Teacher course evaluation information

In future surveys, tenure should be assessed by having people enter the years they have worked at MSU, Mankato instead of selecting from range of years. Listed years of work (not tenure ranges) allow for more accurate and precise statistical analyses. Listed tenure may still be presented as ranges in future reports; however, statistical analyses will be stronger if tenure is listed in the future.

Demographic Information

Two pieces of demographic information may also be changed or added in order to make future comparisons. First, racial/ethnicity/nationality information was missing from this survey. Second, age was assessed by having employees select from a range of age groups. Listed ages (not age ranges) allow for more accurate and precise statistical analyses. Listed ages may still be presented as ranges in future reports; however, statistical analyses will be stronger if age is listed in the future.

Additional Categories and Items

As mentioned previously in this report, other subscale categories may be worth adding to future surveys in order to assess other possible dimensions of what constitutes "A Great Place to Work." These possible categories may include:

- Students
- Facilities (Buildings, Equipment, Food, and Parking)
- Community Involvement (Campus and Mankato)
- Work Schedules (Flexibility)
- Vision for the University
- Willingness of Colleagues and Supervisors to Listen to Employee Needs
- Location (Mankato, Off-site [7700 France], and On-line)
- Technology (Support and Equipment)
- Compensation (Salary and Benefits)
- Communication across Divisions

Appendix A – Tables and Charts of Individual Questions

Table 1. I have clear job responsibilities

Mean = 3.34

Responses	Frequency	Percent
Strongly Disagree	11	1.41%
Disagree	77	9.92%
Agree	326	42.10%
Strongly Agree	362	46.65%
Total	776	100%

Chart 1. I have clear job responsibilities

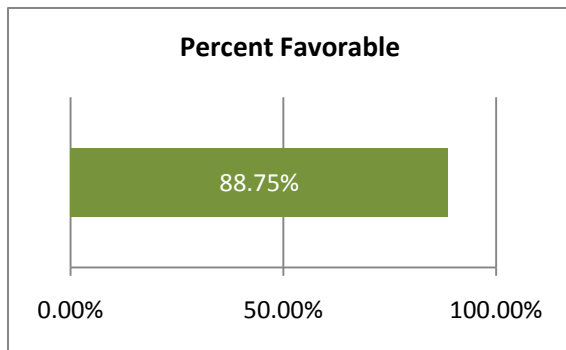
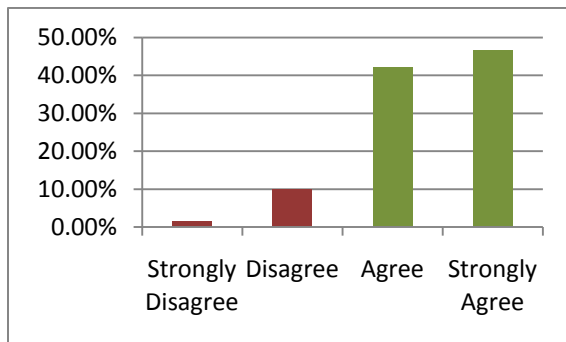


Table 2. MSU delivers a high quality education

Mean = 3.31

Responses	Frequency	Percent
Strongly Disagree	9	1.21%
Disagree	46	6.17%
Agree	392	52.62%
Strongly Agree	298	40.00%
Total	745	100%

Chart 2. MSU delivers a high quality education

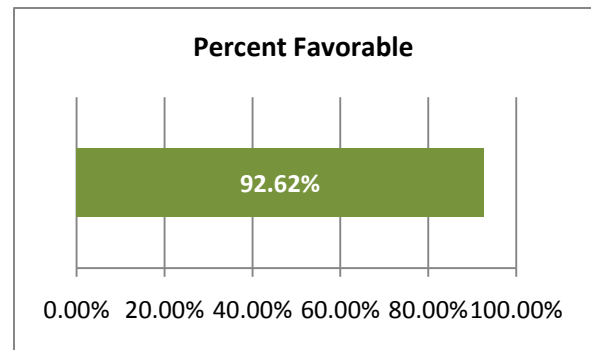
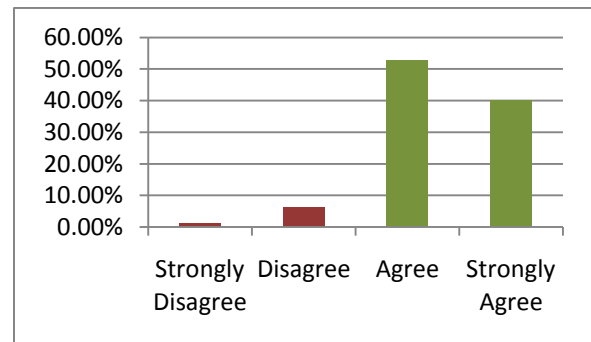


Table 3. I get timely feedback about how I am doing on my job

Mean = 2.86

Responses	Frequency	Percent
Strongly Disagree	49	6.36%
Disagree	196	25.45%
Agree	335	43.51%
Strongly Agree	190	24.68%
Total	770	100%

Chart 3. I get timely feedback about how I am doing on my job

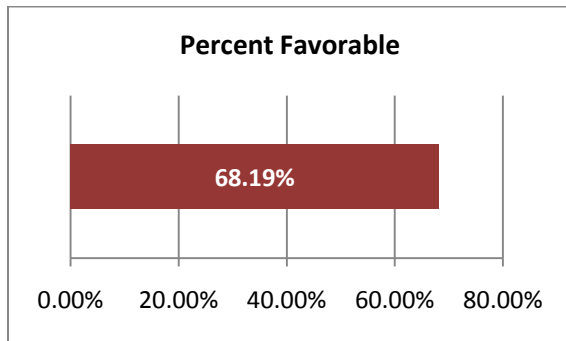
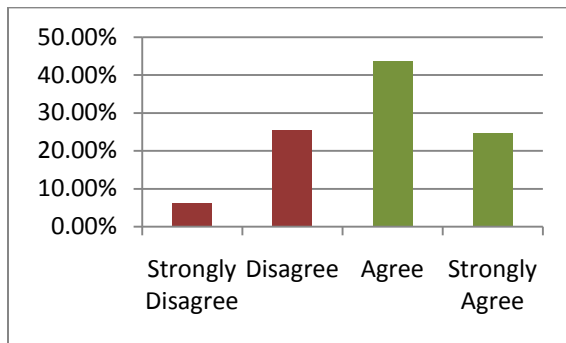


Table 4. I have the resources I need to implement new projects or ideas

Mean = 2.69

Responses	Frequency	Percent
Strongly Disagree	78	10.22%
Disagree	222	29.10%
Agree	322	42.20%
Strongly Agree	141	28.48%
Total	763	100%

Chart 4. I have the resources I need to implement new projects or ideas

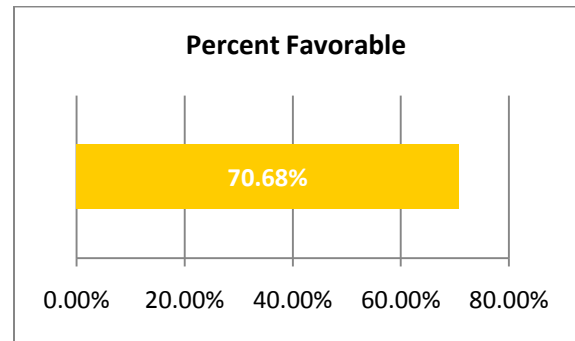
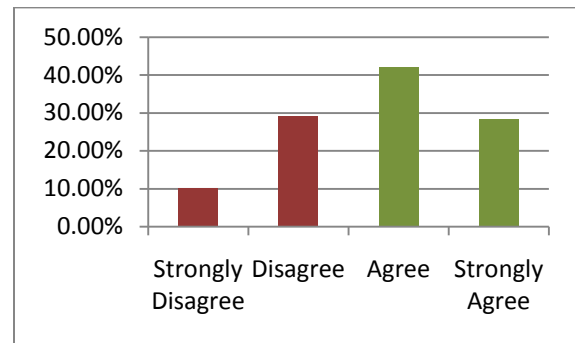


Table 5. I have the support of my immediate supervisor

Mean = 3.36

Responses	Frequency	Percent
Strongly Disagree	38	4.93%
Disagree	63	8.16%
Agree	257	33.29%
Strongly Agree	414	53.63%
Total	772	100%

Chart 5. I have the support of my immediate supervisor

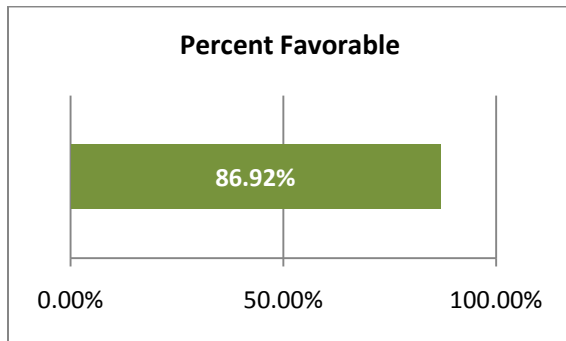
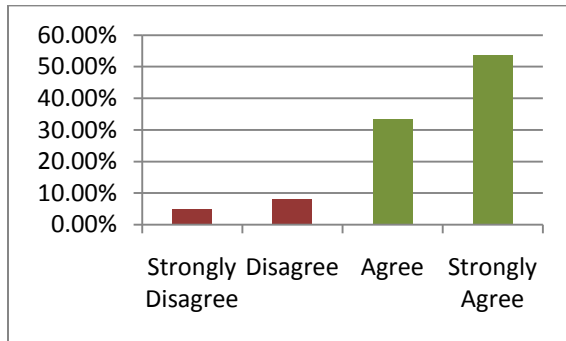


Table 6. I have opportunities and resources to pursue personal and professional growth

Mean = 3.06

Responses	Frequency	Percent
Strongly Disagree	45	5.88%
Disagree	116	15.16%
Agree	351	45.88%
Strongly Agree	253	33.07%
Total	765	100%

Chart 6. I have opportunities and resources to pursue personal and professional growth

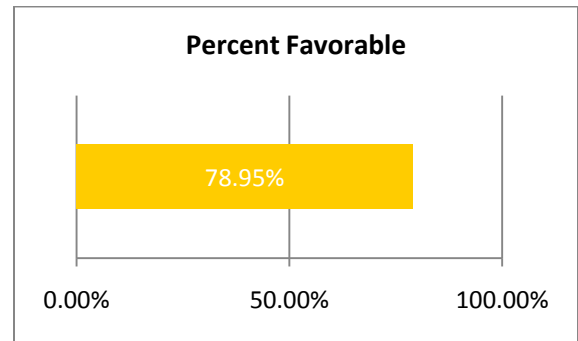
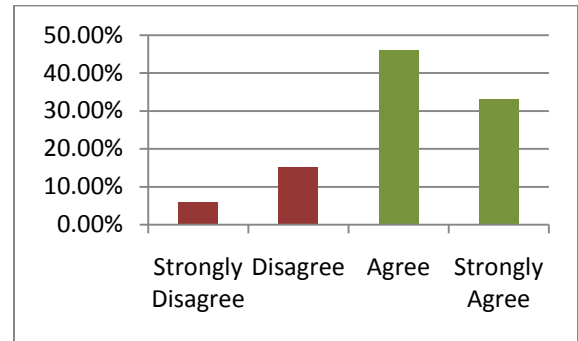


Table 7. My work has a positive effect on peoples' lives

Mean = 3.56

Responses	Frequency	Percent
Strongly Disagree	4	0.52%
Disagree	12	1.56%
Agree	301	39.19%
Strongly Agree	451	58.72%
Total	768	100%

Chart 7. My work has a positive effect on peoples' lives

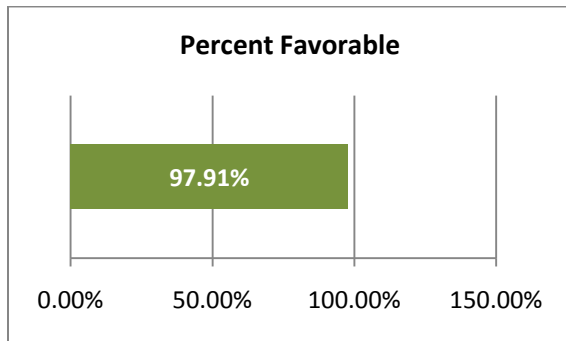
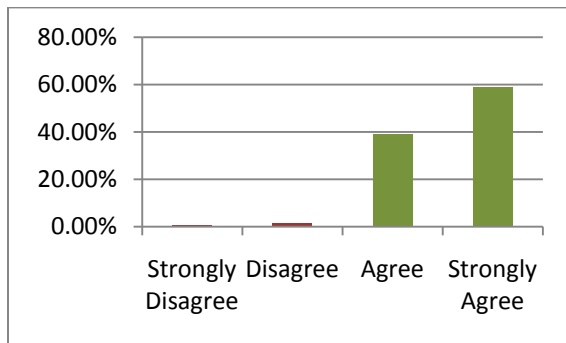


Table 8. I have the support I need to pursue opportunities for growth

Mean = 3.03

Responses	Frequency	Percent
Strongly Disagree	36	4.73%
Disagree	136	17.87%
Agree	360	47.31%
Strongly Agree	229	30.09%
Total	761	100%

Chart 8. I have the support I need to pursue opportunities for growth

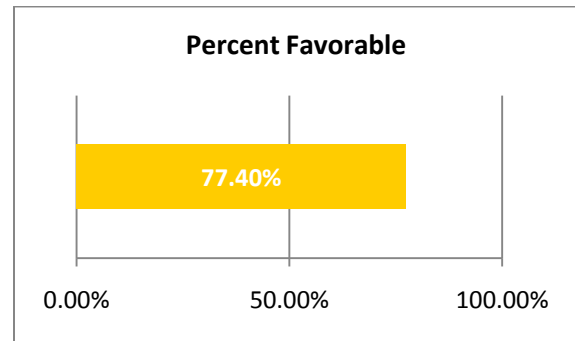
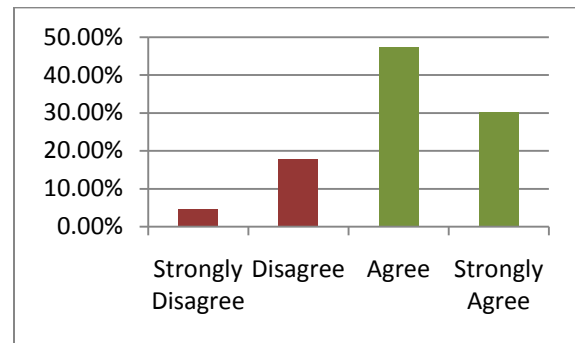


Table 9. I enjoy the tasks that comprise my job

Mean = 3.37

Responses	Frequency	Percent
Strongly Disagree	8	1.04%
Disagree	29	3.77%
Agree	402	52.21%
Strongly Agree	331	42.99%
Total	770	100%

Chart 9. I enjoy the tasks that comprise my job

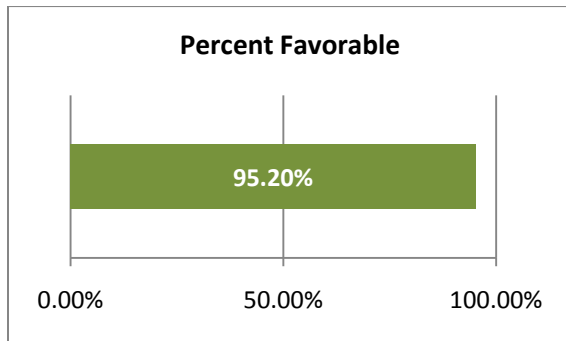
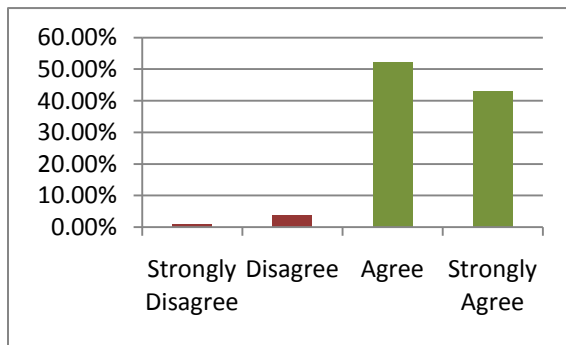


Table 10. My input counts with my supervisors

Mean = 3.16

Responses	Frequency	Percent
Strongly Disagree	37	4.86%
Disagree	98	12.86%
Agree	333	43.70%
Strongly Agree	294	35.58%
Total	762	100%

Chart 10. My input counts with my supervisors

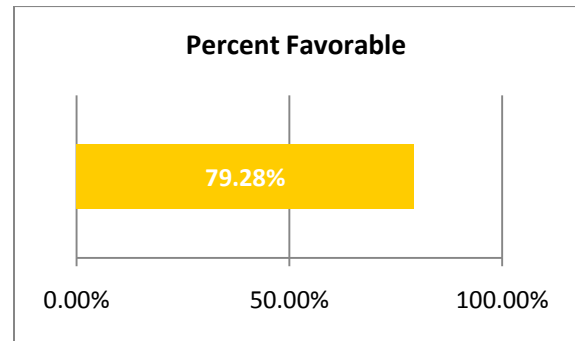
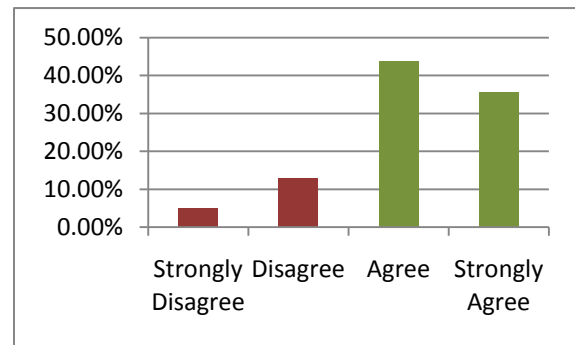


Table 11. I have a mentor at work

Mean = 2.56

Responses	Frequency	Percent
Strongly Disagree	84	12.44%
Disagree	258	38.22%
Agree	207	30.67%
Strongly Agree	126	18.67%
Total	675	100%

Chart 11. I have a mentor at work

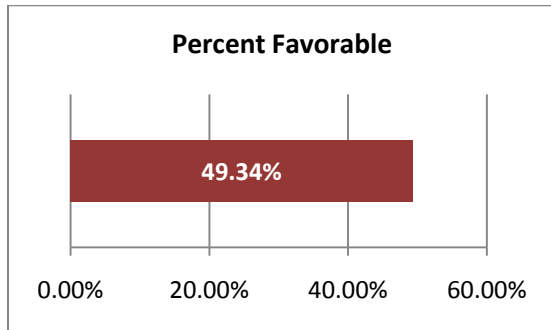
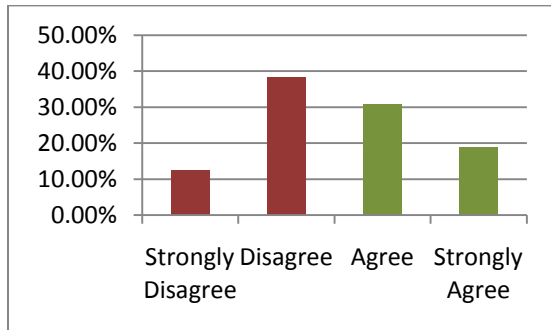


Table 12. I would utilize an employee mentoring program if one was made available to me

Mean = 2.61

Responses	Frequency	Percent
Strongly Disagree	52	3.56%
Disagree	247	35.90%
Agree	304	44.19%
Strongly Agree	85	12.35%
Total	688	100%

Chart 12. I would utilize an employee mentoring program if one was made available to me

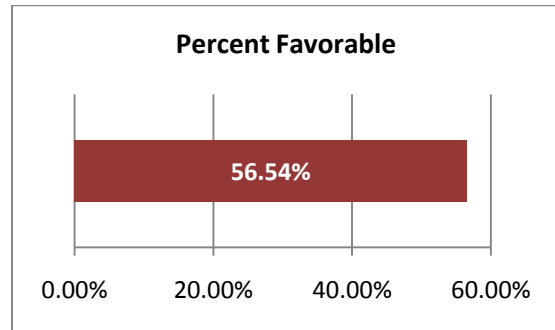
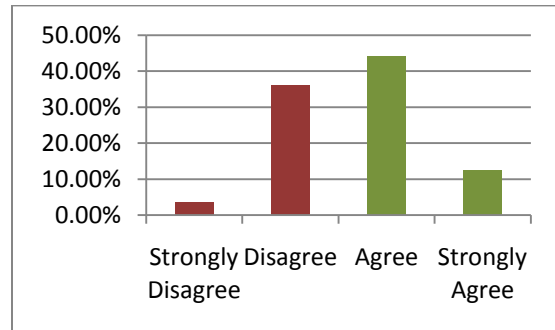


Table 13. My work is recognized by others

Mean = 3.06

Responses	Frequency	Percent
Strongly Disagree	21	2.71%
Disagree	110	14.19%
Agree	444	57.29%
Strongly Agree	200	25.81%
Total	775	100%

Chart 13. My work is recognized by others

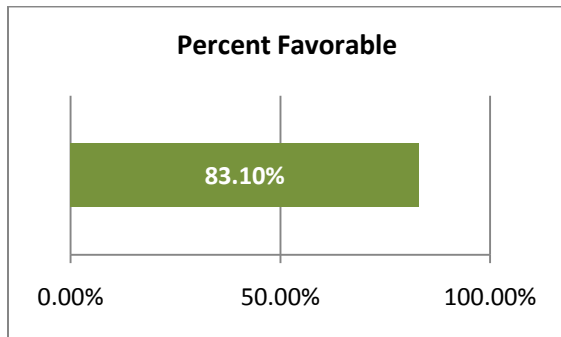
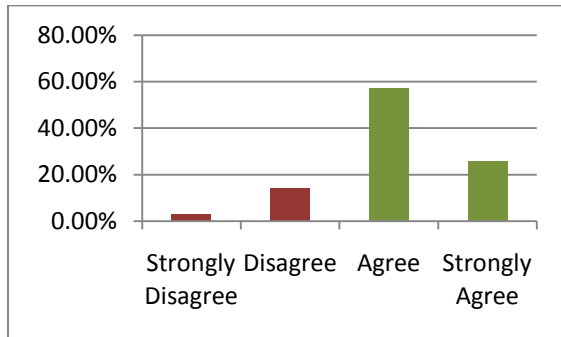


Table 14. People I work with are held accountable for their actions

Mean = 2.50

Responses	Frequency	Percent
Strongly Disagree	109	14.48%
Disagree	233	30.94%
Agree	334	44.36%
Strongly Agree	77	10.23%
Total	753	100%

Chart 14. People I work with are held accountable for their actions

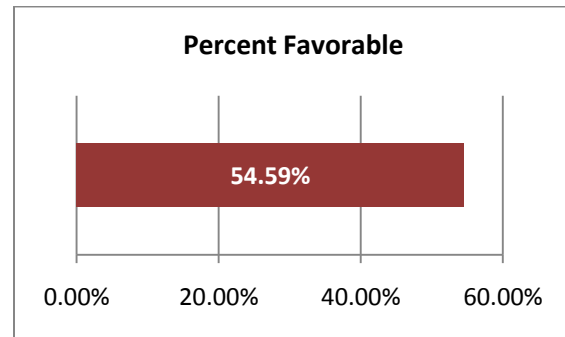
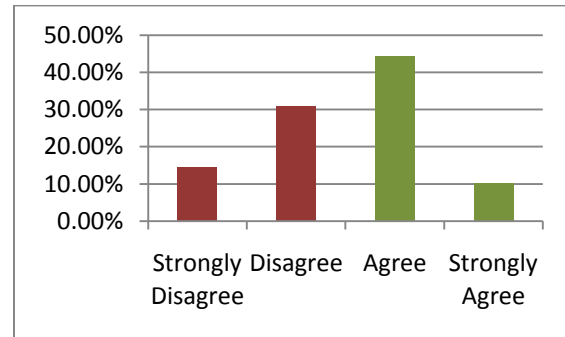


Table 15. I know what is expected of me by my supervisors

Mean = 3.14

Responses	Frequency	Percent
Strongly Disagree	24	3.12%
Disagree	81	10.53%
Agree	425	55.27%
Strongly Agree	239	31.08%
Total	769	100%

Chart 15. I know what is expected of me by my supervisors

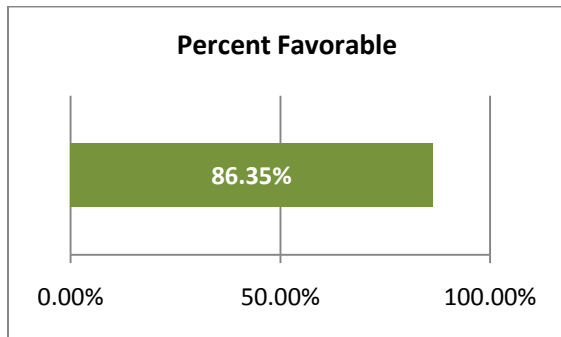
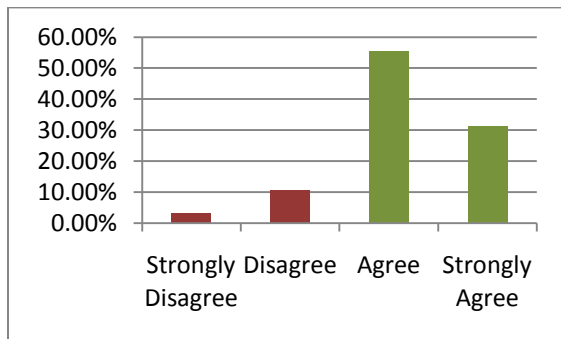


Table 16. People in my department treat me with respect and civility

Mean = 3.24

Responses	Frequency	Percent
Strongly Disagree	27	3.50%
Disagree	70	9.08%
Agree	364	47.21%
Strongly Agree	310	40.21%
Total	771	100%

Chart 16. People in my department treat me with respect and civility

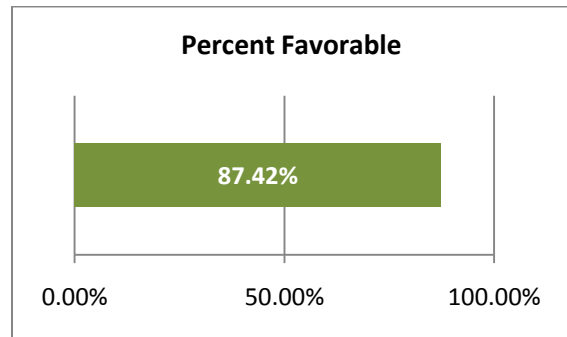
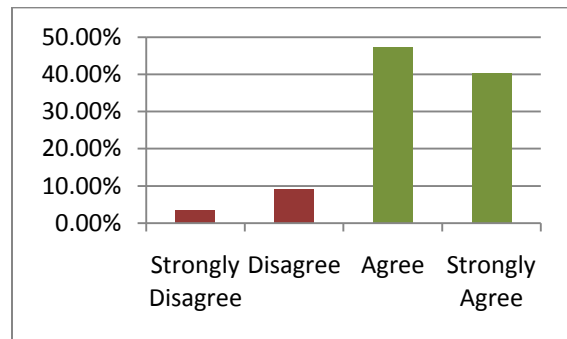


Table 17. I have the resources I need to do my job well

Mean = 2.87

Responses	Frequency	Percent
Strongly Disagree	36	4.65%
Disagree	192	24.81%
Agree	384	49.61%
Strongly Agree	162	20.93%
Total	774	100%

Chart 17. I have the resources I need to do my job well

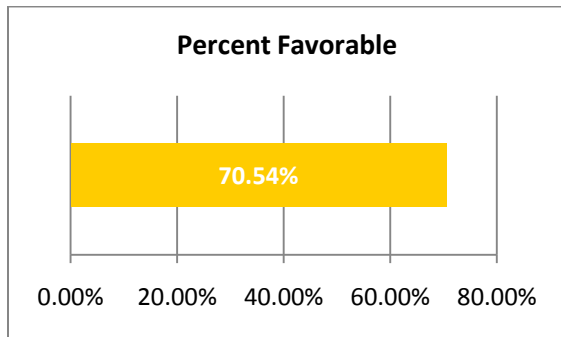
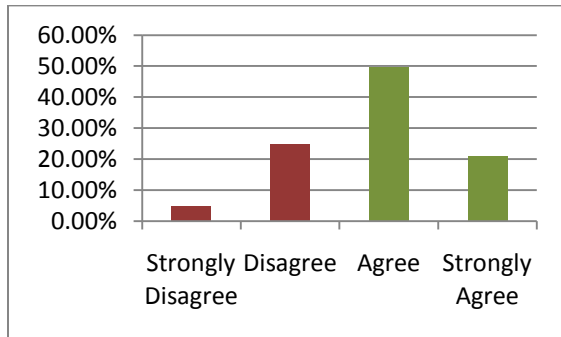


Table 18. I am overloaded with work

Mean = 2.88

Responses	Frequency	Percent
Strongly Disagree	26	3.43%
Disagree	267	35.27%
Agree	238	31.44%
Strongly Agree	226	29.85%
Total	757	100%

Chart 18. I am overloaded with work

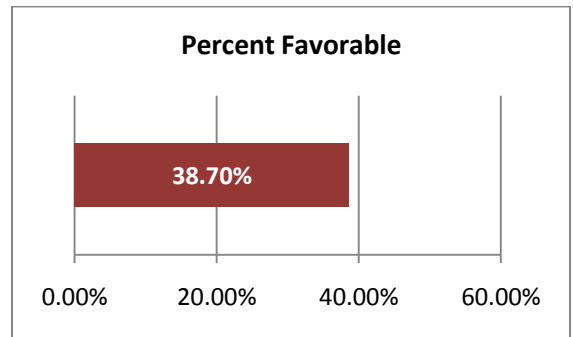
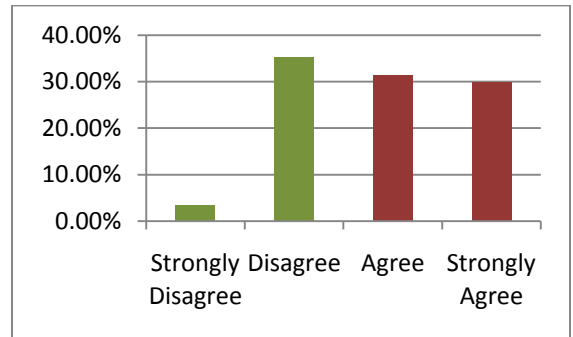


Table 19. I feel I have too much responsibility at work

Mean = 2.29

Responses	Frequency	Percent
Strongly Disagree	68	8.94%
Disagree	485	63.73%
Agree	130	17.08%
Strongly Agree	78	10.25%
Total	761	100%

Chart 19. I feel I have too much responsibility at work

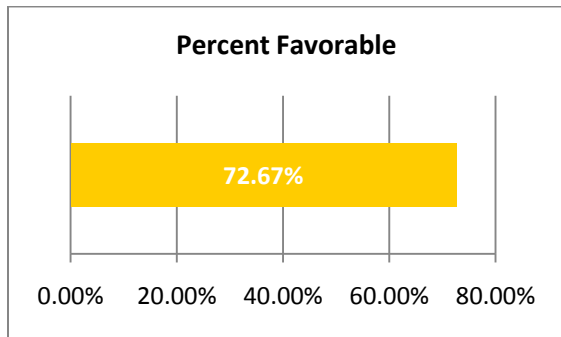
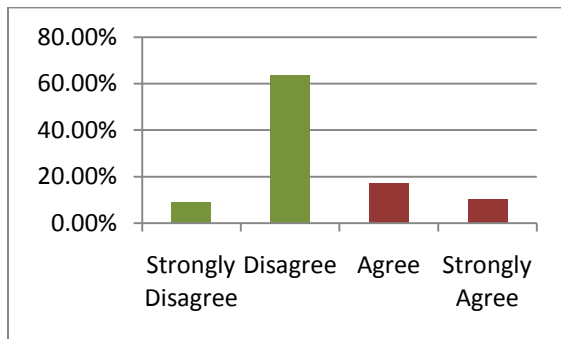


Table 20. I do not have enough time to complete my tasks at work

Mean = 2.67

Responses	Frequency	Percent
Strongly Disagree	43	5.62%
Disagree	323	42.22%
Agree	245	32.03%
Strongly Agree	154	20.13%
Total	765	100%

Chart 20. I do not have enough time to complete my tasks at work

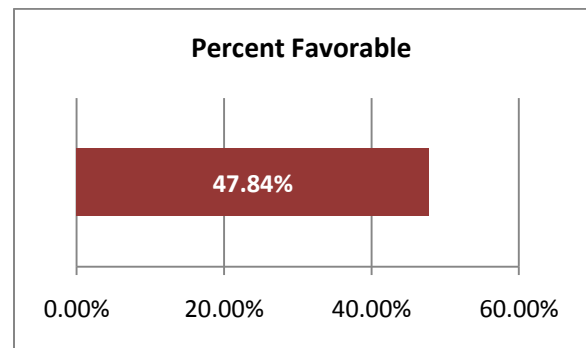
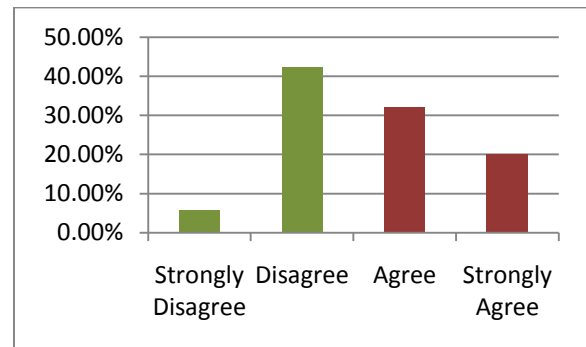


Table 21. My colleagues expect too much of me at work

Mean = 2.19

Responses	Frequency	Percent
Strongly Disagree	74	9.92%
Disagree	504	67.56%
Agree	118	15.82%
Strongly Agree	50	6.70%
Total	746	100%

Chart 21. My colleagues expect too much of me at work

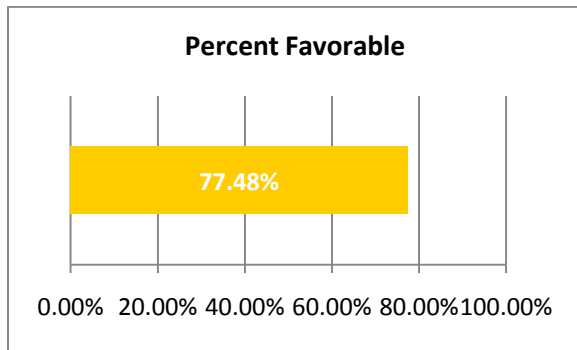
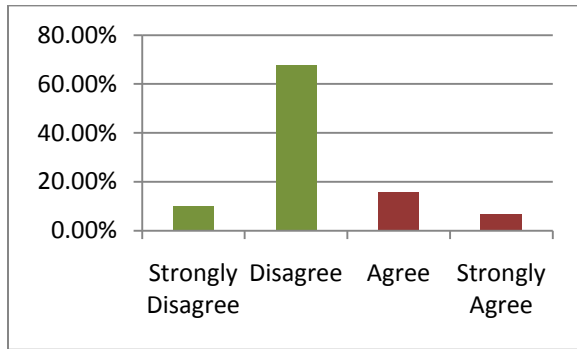


Table 22. I often eat lunch at my desk

Mean = 2.98

Responses	Frequency	Percent
Strongly Disagree	60	8.24%
Disagree	175	24.04%
Agree	212	29.12%
Strongly Agree	281	38.60%
Total	728	100%

Chart 22. I often eat lunch at my desk

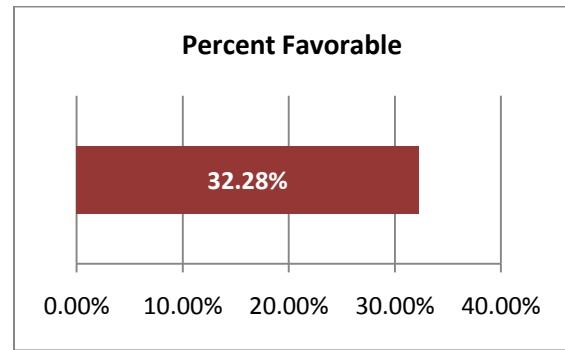
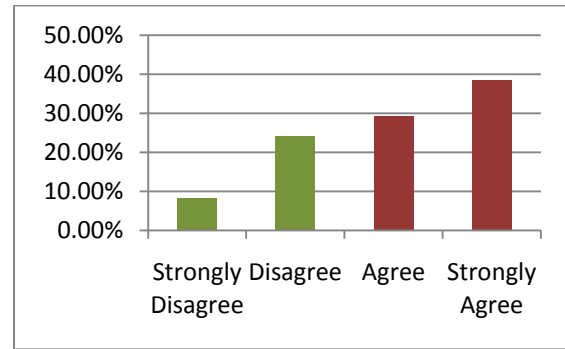


Table 23. I get an annual performance evaluation

Mean = 2.86

Responses	Frequency	Percent
Strongly Disagree	54	7.52%
Disagree	168	23.40%
Agree	324	45.13%
Strongly Agree	172	23.96%
Total	718	100%

Chart 23. I get an annual performance evaluation

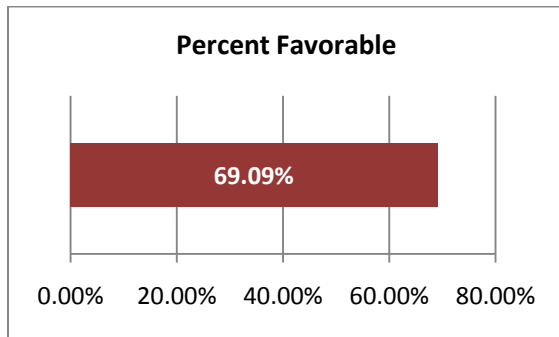
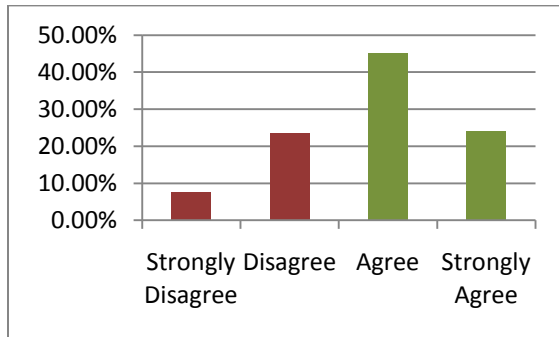


Table 24. My department is inclusive of all people and ideas

Mean = 2.90

Responses	Frequency	Percent
Strongly Disagree	44	5.87%
Disagree	158	21.07%
Agree	379	50.53%
Strongly Agree	169	22.53%
Total	750	100%

Chart 24. My department is inclusive of all people and ideas

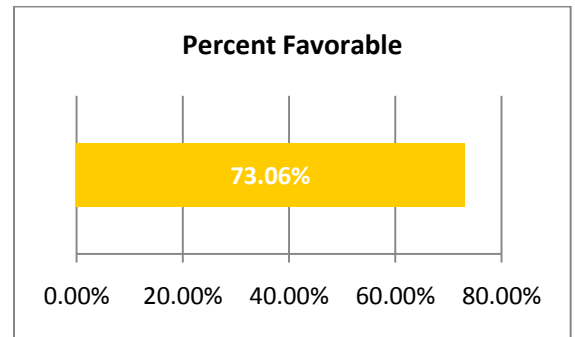
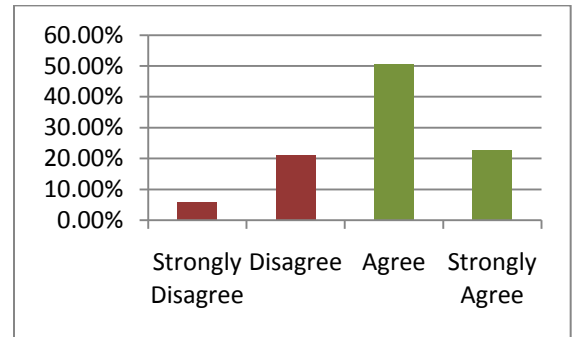


Table 25. I get so involved with work I frequently lose track of time

Mean = 2.99

Responses	Frequency	Percent
Strongly Disagree	15	1.97%
Disagree	186	24.44%
Agree	353	46.39%
Strongly Agree	207	27.20%
Total	761	100

Chart 25. I get so involved with work I frequently lose track of time

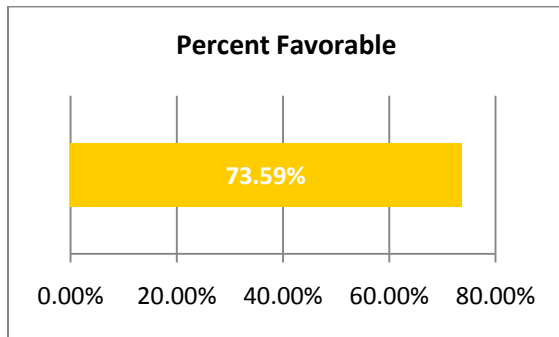
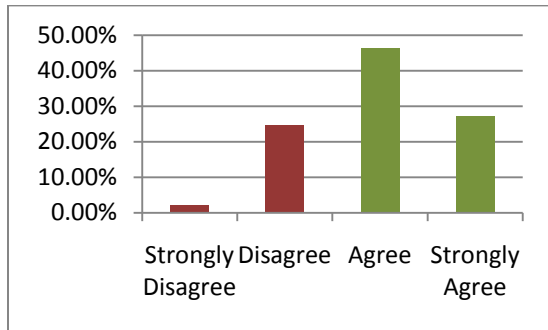


Table 26. I am encouraged to think creatively and raise new ideas

Mean = 3.01

Responses	Frequency	Percent
Strongly Disagree	32	4.20%
Disagree	137	17.98%
Agree	385	50.52%
Strongly Agree	208	27.30%
Total	762	100%

Chart 26. I am encouraged to think creatively and raise new ideas

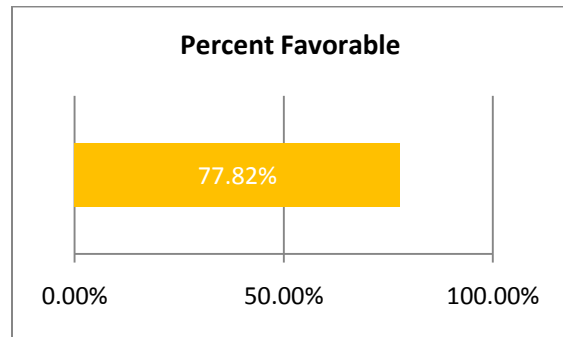
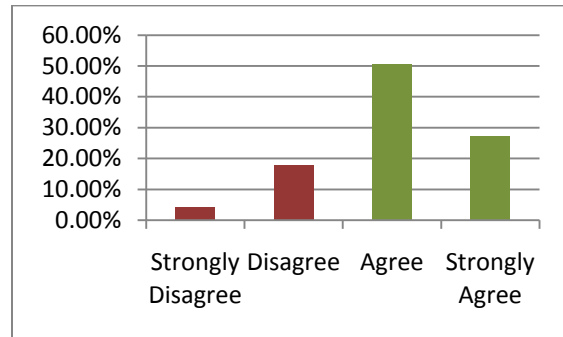


Table 27. I am continuously learning interesting things

Mean = 3.20

Responses	Frequency	Percent
Strongly Disagree	12	1.56%
Disagree	89	11.60%
Agree	402	52.41%
Strongly Agree	264	34.42%
Total	767	100%

Chart 27. I am continuously learning interesting things

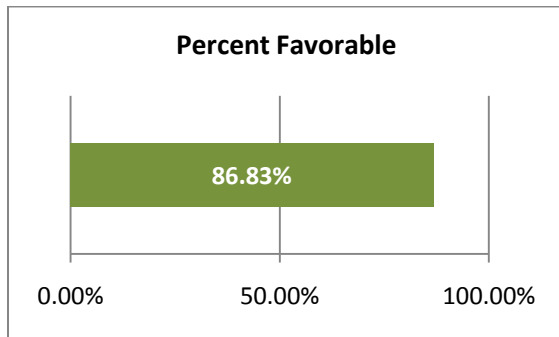
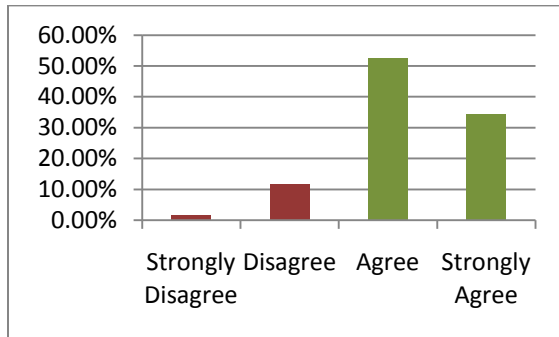


Table 28. I would recommend MSU to my friends as a great place to work

Mean = 2.98

Responses	Frequency	Percent
Strongly Disagree	41	5.40%
Disagree	131	17.26%
Agree	389	51.25%
Strongly Agree	198	26.09%
Total	759	100%

Chart 28. I would recommend MSU to my friends as a great place to work

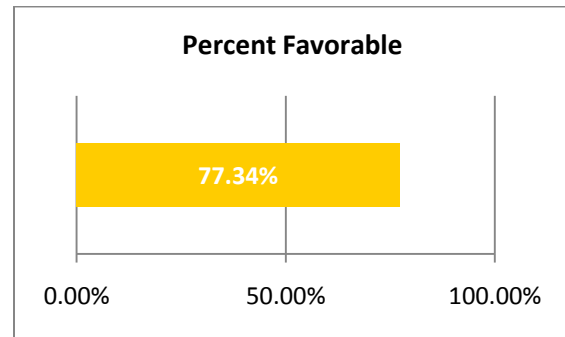
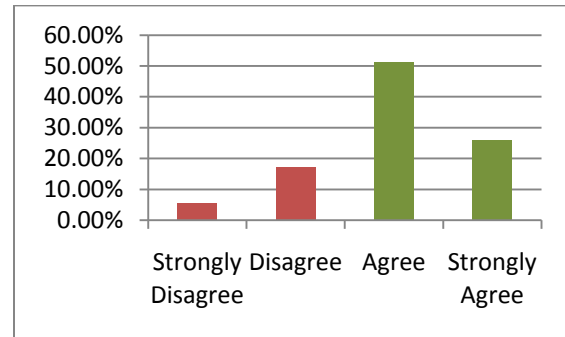


Table 29. People in my department follow through with their commitments

Mean = 2.86

Responses	Frequency	Percent
Strongly Disagree	40	5.28%
Disagree	133	17.57%
Agree	478	63.14%
Strongly Agree	106	14.00%
Total	757	100%

Chart 29. People in my department follow through with their commitments

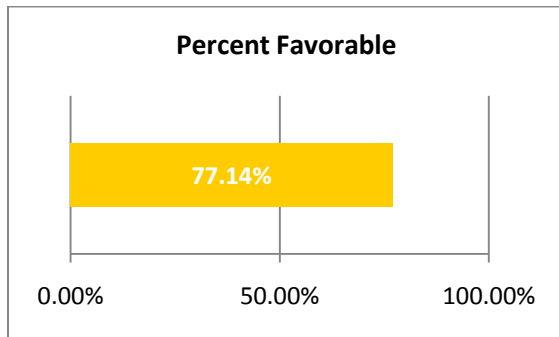
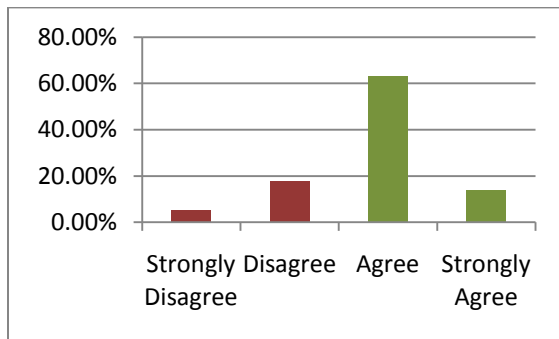


Table 30. My supervisor looks out for the best interests of his/her employees

Mean = 3.06

Responses	Frequency	Percent
Strongly Disagree	51	6.76%
Disagree	112	14.85%
Agree	328	43.50%
Strongly Agree	263	34.88%
Total	754	100%

Chart 30. My supervisor looks out for the best interests of his/her employees

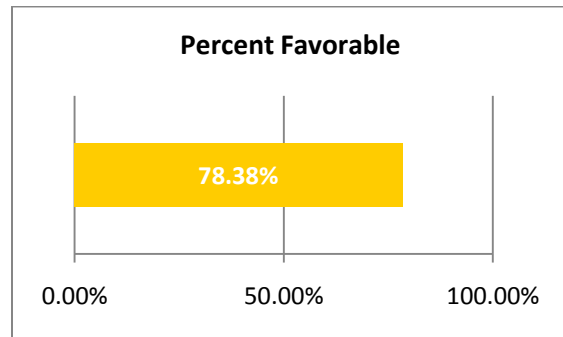
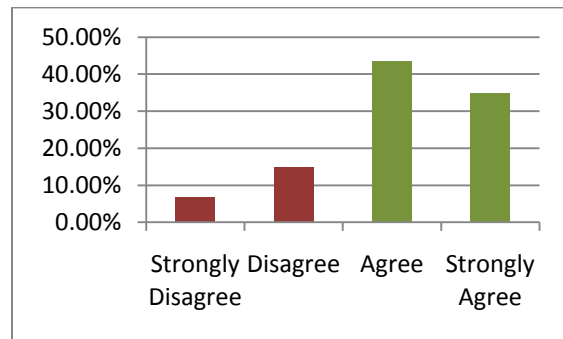


Table 31. I have input on decisions that affect me

Mean = 2.96

Responses	Frequency	Percent
Strongly Disagree	35	4.57%
Disagree	143	18.67%
Agree	407	53.13%
Strongly Agree	181	23.63%
Total	766	100%

Chart 31. I have input on decisions that affect me

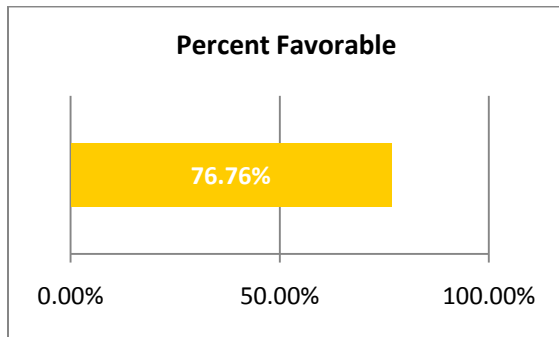
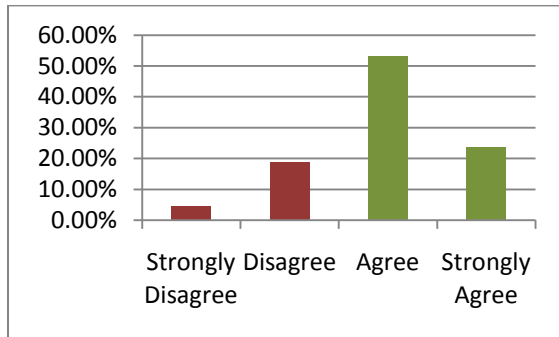


Table 32. I am allowed to learn from my honest mistakes

Mean = 3.11

Responses	Frequency	Percent
Strongly Disagree	21	2.83%
Disagree	45	6.06%
Agree	508	68.37%
Strongly Agree	169	22.75%
Total	743	100%

Chart 32. I am allowed to learn from my honest mistakes

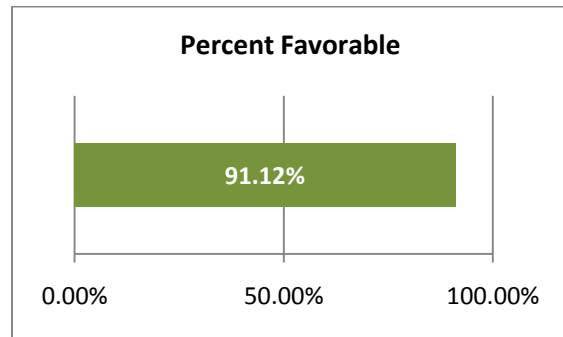
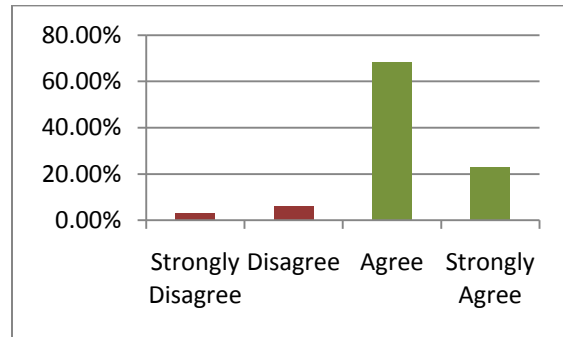


Table 33. My colleagues and co-workers are committed to doing quality work

Mean = 3.18

Responses	Frequency	Percent
Strongly Disagree	21	2.75%
Disagree	86	11.24%
Agree	394	51.50%
Strongly Agree	264	34.51%
Total	765	100%

Chart 33. My colleagues and co-workers are committed to doing quality work

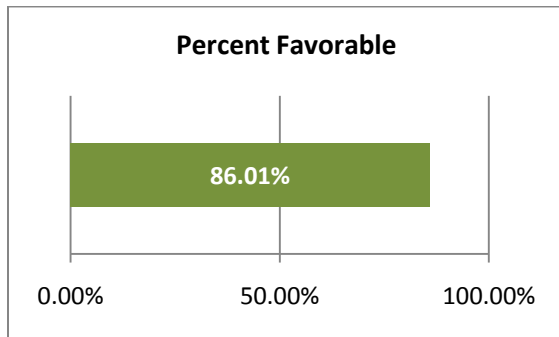
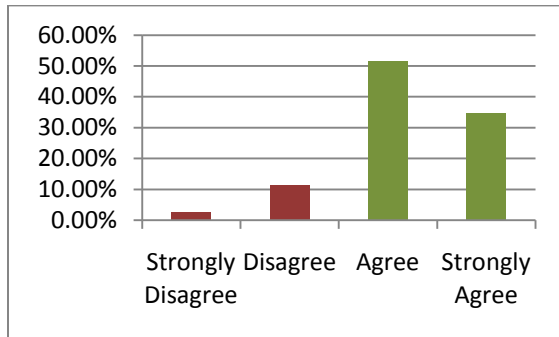


Table 34. I have input into how to schedule my tasks during the day

Mean = 3.34

Responses	Frequency	Percent
Strongly Disagree	14	1.89%
Disagree	60	8.09%
Agree	331	44.61%
Strongly Agree	337	45.42%
Total	742	100%

Chart 34. I have input into how to schedule my tasks during the day

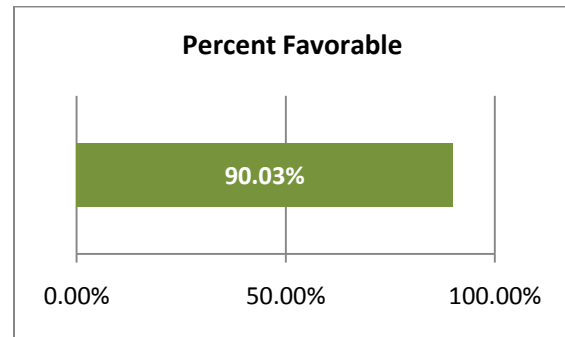
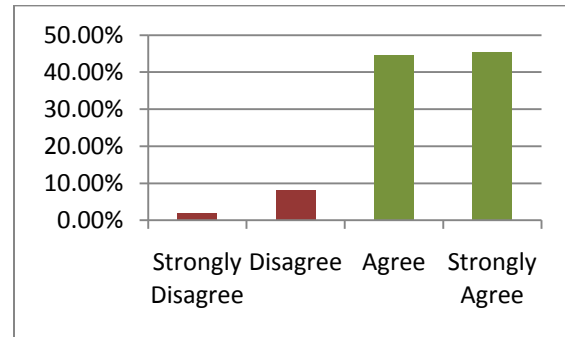


Table 35. I am encouraged to do my best at work

Mean = 3.27

Responses	Frequency	Percent
Strongly Disagree	17	2.25%
Disagree	65	8.59%
Agree	374	49.41%
Strongly Agree	301	39.76%
Total	757	100%

Chart 35. I am encouraged to do my best at work

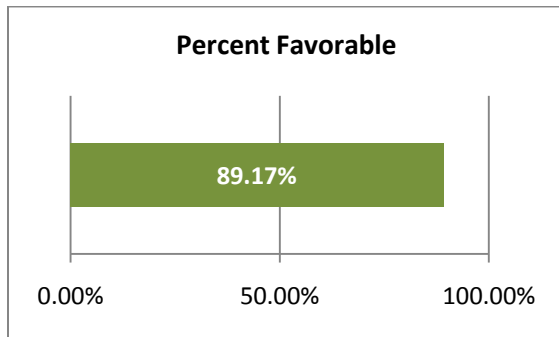
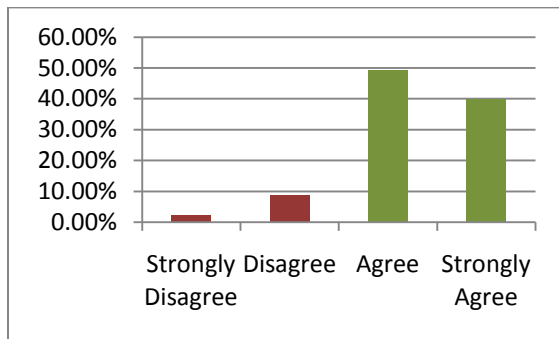


Table 36. The University administrators do what is best for MSU

Mean = 2.70

Responses	Frequency	Percent
Strongly Disagree	62	8.45%
Disagree	175	23.84%
Agree	421	57.36%
Strongly Agree	76	10.35%
Total	734	100%

Chart 36. The University administrators do what is best for MSU

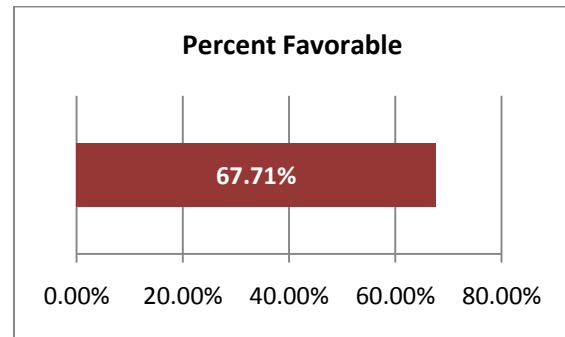
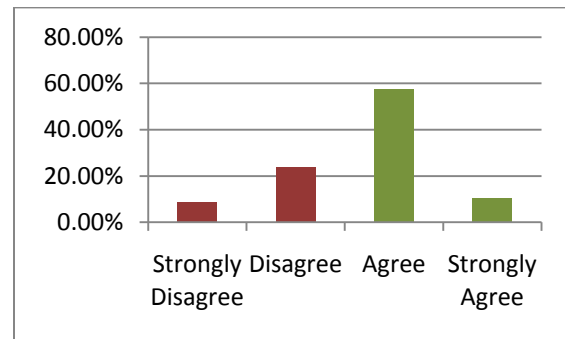


Table 37. I have seriously thought about quitting in the last three months

Mean = 2.05

Responses	Frequency	Percent
Strongly Disagree	250	33.51%
Disagree	287	38.47%
Agree	129	17.29%
Strongly Agree	80	10.72%
Total	746	100

Chart 37. I have seriously thought about quitting in the last three months

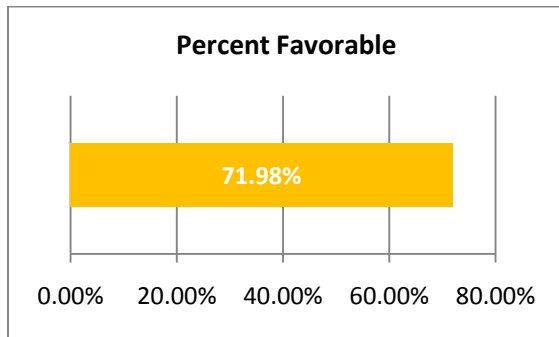
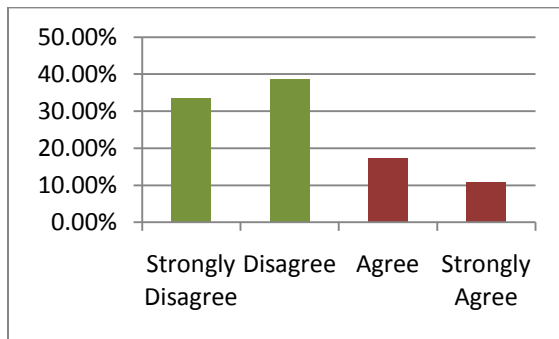


Table 38. I find my job repetitive in ways I do not enjoy

Mean = 1.96

Responses	Frequency	Percent
Strongly Disagree	197	25.99%
Disagree	423	55.80%
Agree	111	14.64%
Strongly Agree	27	3.56%
Total	758	100%

Chart 38. I find my job repetitive in ways I do not enjoy

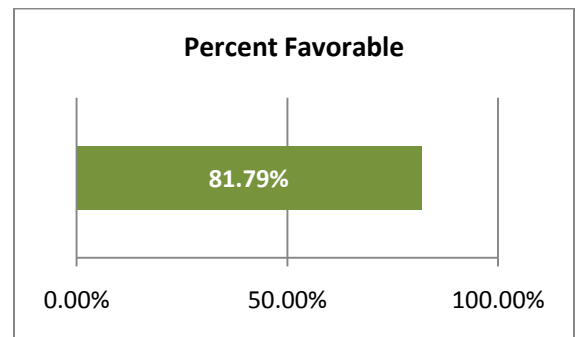
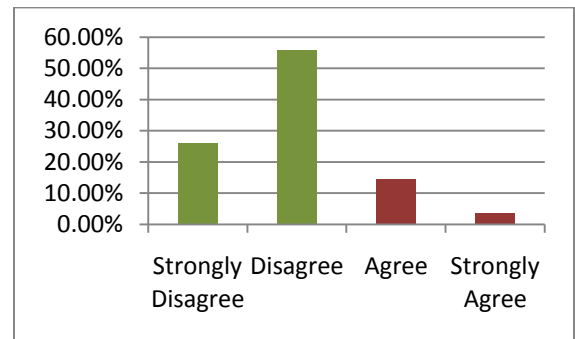


Table 39. I have close friends at work

Mean = 2.89

Responses	Frequency	Percent
Strongly Disagree	28	3.72%
Disagree	181	24.04%
Agree	389	51.66%
Strongly Agree	155	20.58%
Total	753	100%

Chart 39. I have close friends at work

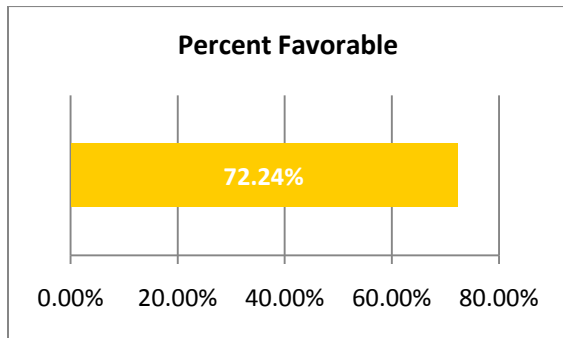
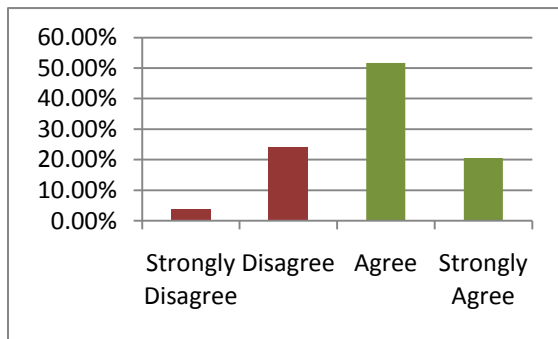


Table 40. I regularly laugh with my colleagues

Mean = 3.10

Responses	Frequency	Percent
Strongly Disagree	17	2.26%
Disagree	95	12.62%
Agree	438	58.17%
Strongly Agree	203	26.96%
Total	753	100%

Chart 40. I regularly laugh with my colleagues

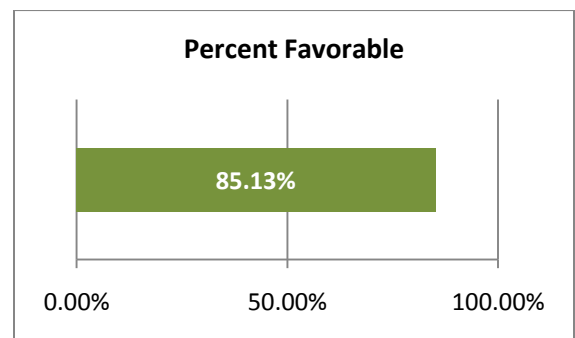
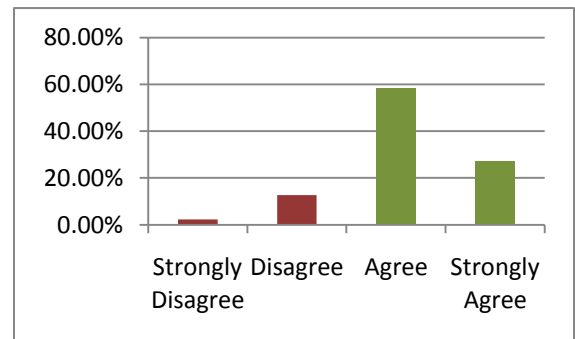


Table 41. I am proud of MSU

Mean = 3.18

Responses	Frequency	Percent
Strongly Disagree	18	2.40%
Disagree	65	8.68%
Agree	427	57.01%
Strongly Agree	239	31.91%
Total	749	100%

Chart 41. I am proud of MSU

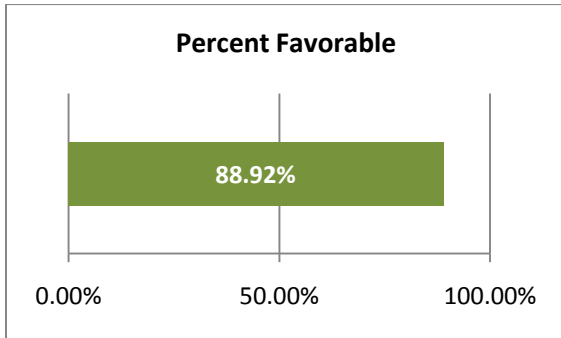
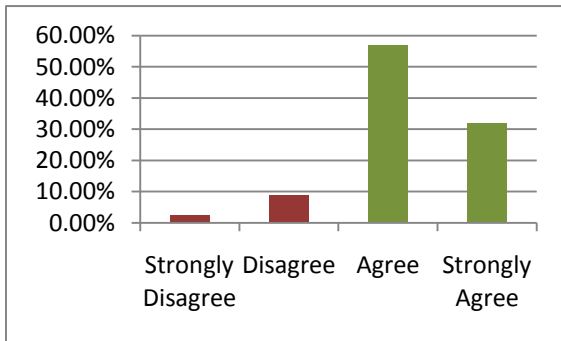


Table 42. I have fun at work

Mean = 3.08

Responses	Frequency	Percent
Strongly Disagree	17	2.25%
Disagree	95	12.58%
Agree	450	59.60%
Strongly Agree	193	25.56%
Total	755	100%

Chart 42. I have fun at work

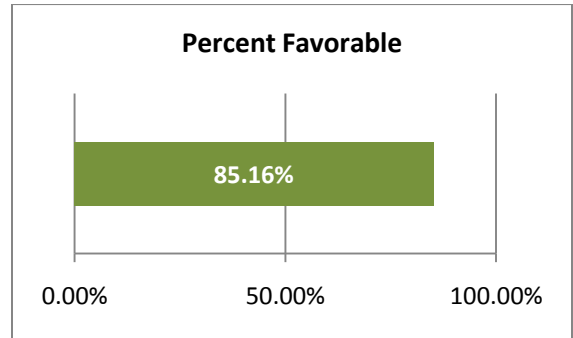
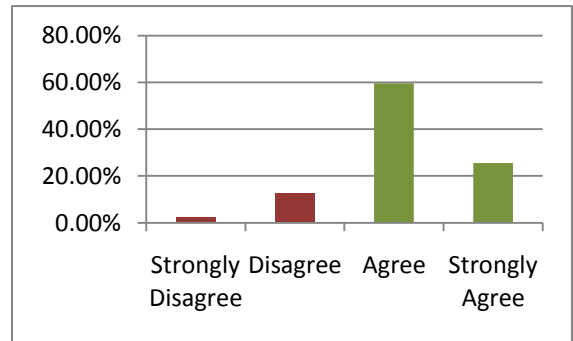


Table 43. I can rely on what other people tell me at work

Mean = 2.88

Responses	Frequency	Percent
Strongly Disagree	32	4.30%
Disagree	134	17.99%
Agree	471	63.22%
Strongly Agree	108	14.50%
Total	745	100%

Chart 43. I can rely on what other people tell me at work

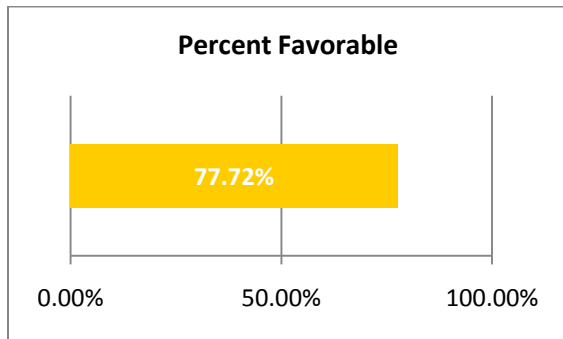
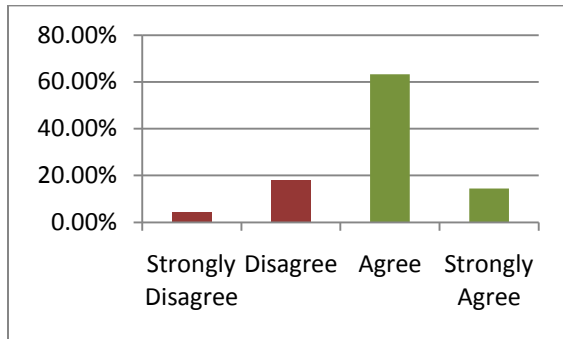


Table 44. There are opportunities in my department to celebrate

Mean = 2.97

Responses	Frequency	Percent
Strongly Disagree	34	4.55%
Disagree	126	16.87%
Agree	414	55.42%
Strongly Agree	173	23.16%
Total	747	100%

Chart 44. There are opportunities in my department to celebrate

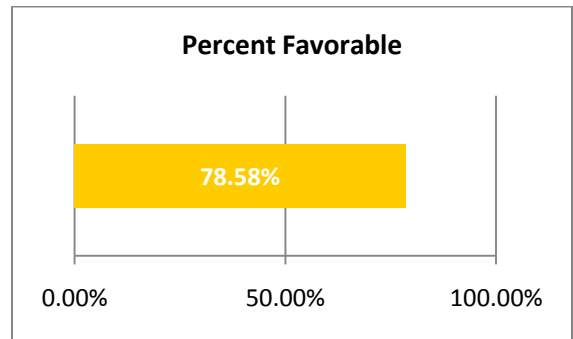
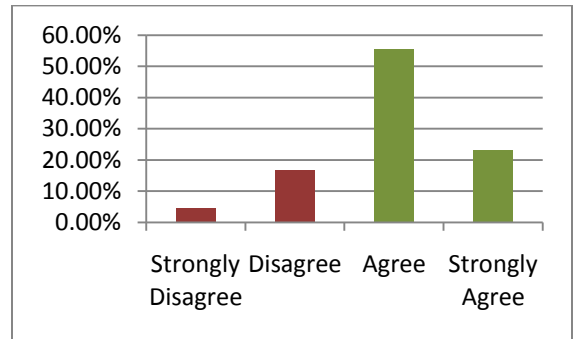


Table 45. I can identify a specific person who directly benefits from my work

Mean = 3.38

Responses	Frequency	Percent
Strongly Disagree	4	0.53%
Disagree	44	5.80%
Agree	369	48.62%
Strongly Agree	342	45.06%
Total	759	100%

Chart 45. I can identify a specific person who directly benefits from my work

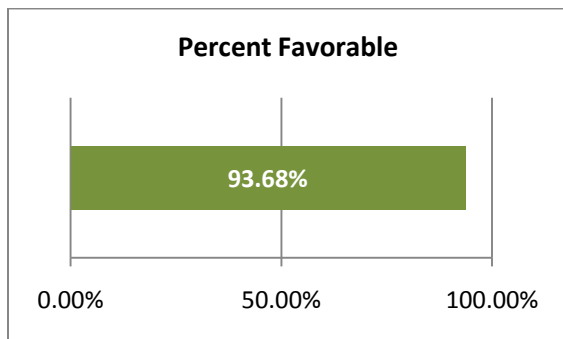
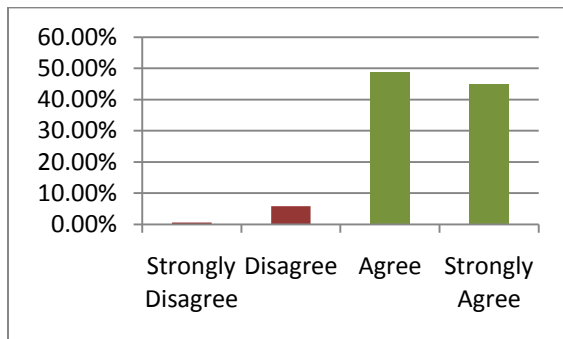


Table 46. The people who benefit from my work thank me

Mean = 3.06

Responses	Frequency	Percent
Strongly Disagree	16	2.12%
Disagree	120	15.92%
Agree	420	55.70%
Strongly Agree	198	26.26%
Total	754	100%

Chart 46. The people who benefit from my work thank me

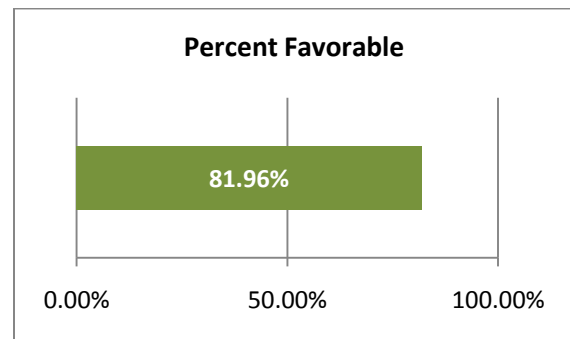
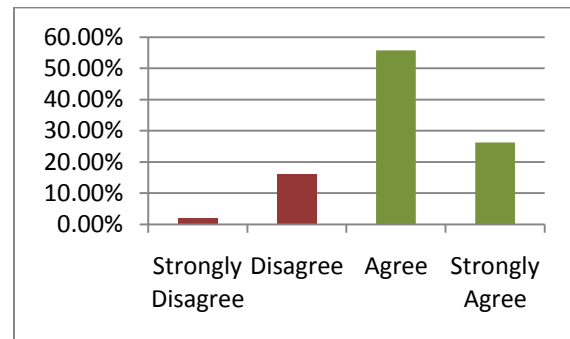


Table 47. I am planning to retire within the next...

Responses	Frequency	Percent
1-5 years	135	17.46%
6-10 years	107	13.84%
11-15 years	141	18.24%
16 or more years	330	42.69%
Not applicable	60	7.76%
Total	773	100%

Chart 47. I am planning to retire within the next...

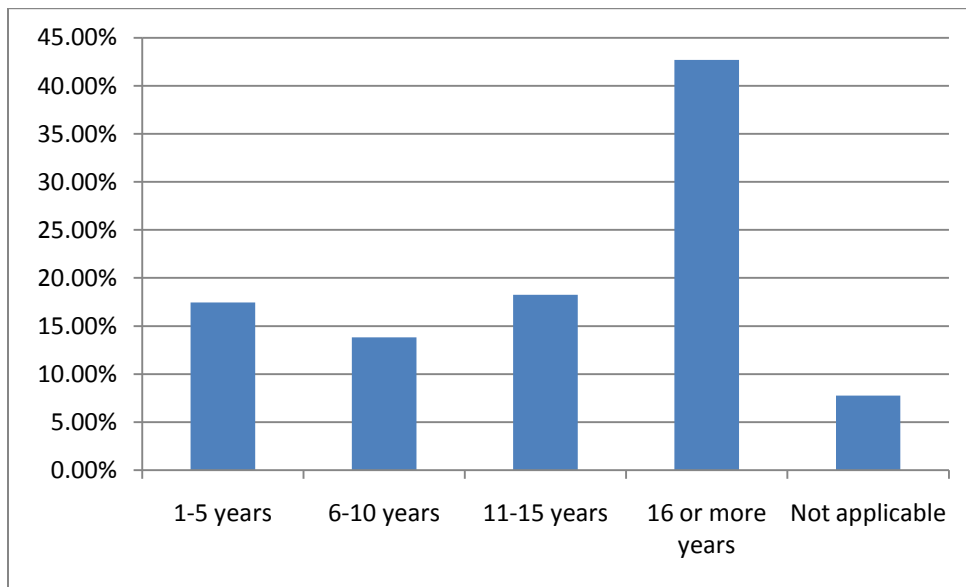


Table 48. What is your age?

Responses	Frequency	Percent
Less than 20	1	0.13%
21-25	8	1.02%
26-30	49	6.27%
31-35	81	10.37%
36-40	76	9.73%
41-45	80	10.24%
46-50	96	12.29%
51-55	121	15.49%
56-60	115	14.72%
61 and over	91	11.65%
No response	63	8.01%
Total	781	100%

Chart 48. What is your age?

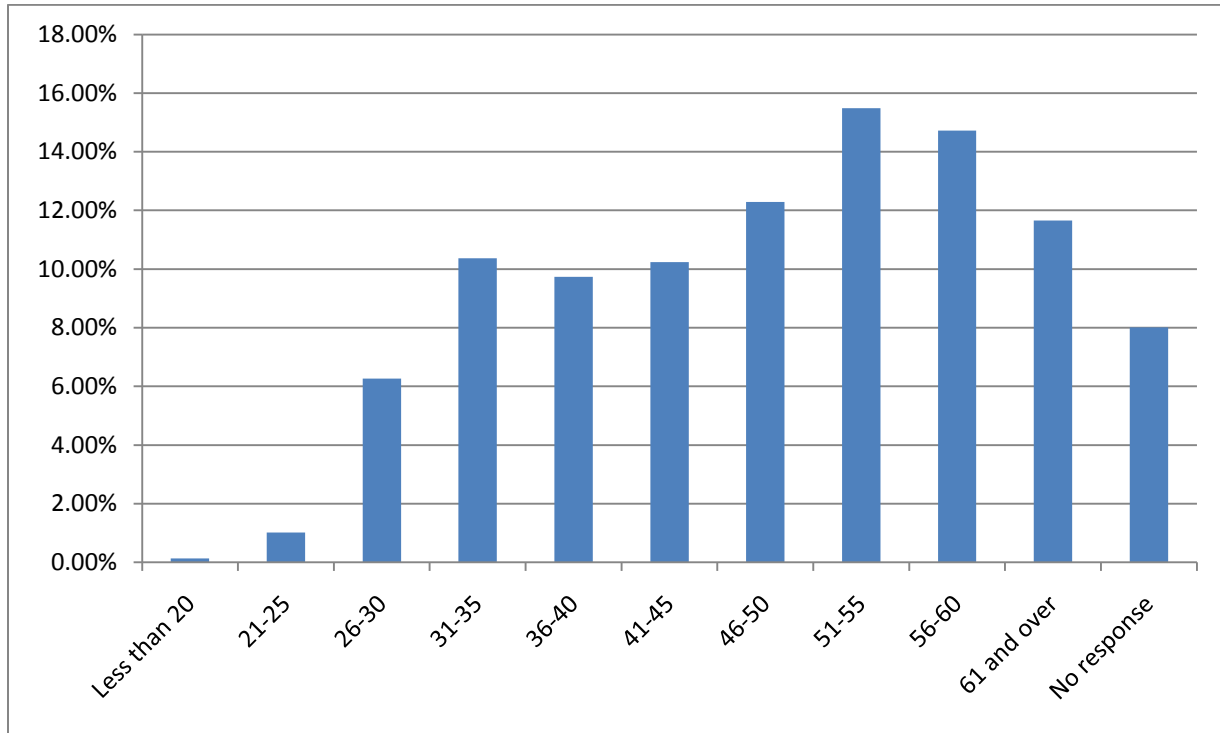


Table 49. What is your gender?

Response	Frequency	Percent
Female	445	56.98%
Male	290	37.13%
No Response	46	5.89%
Total	781	100%

Chart 49. What is your gender?

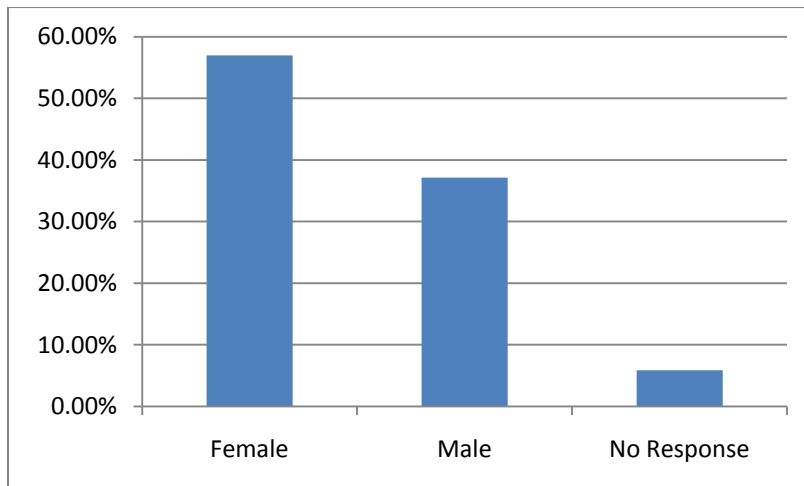


Table 50. How many years have you worked at MSU?

Response	Frequency	Percent
Less than 1 year	13	1.66%
Less than 6 months	30	3.84%
1-5 years	244	31.24%
6-10 years	160	20.49%
11-15 years	78	9.99%
16-20 years	71	9.09%
21-25 years	70	8.96%
Over 25 years	87	11.14%
No Response	28	3.59%
Total	781	100%

Chart 50. How many years have you worked at MSU?

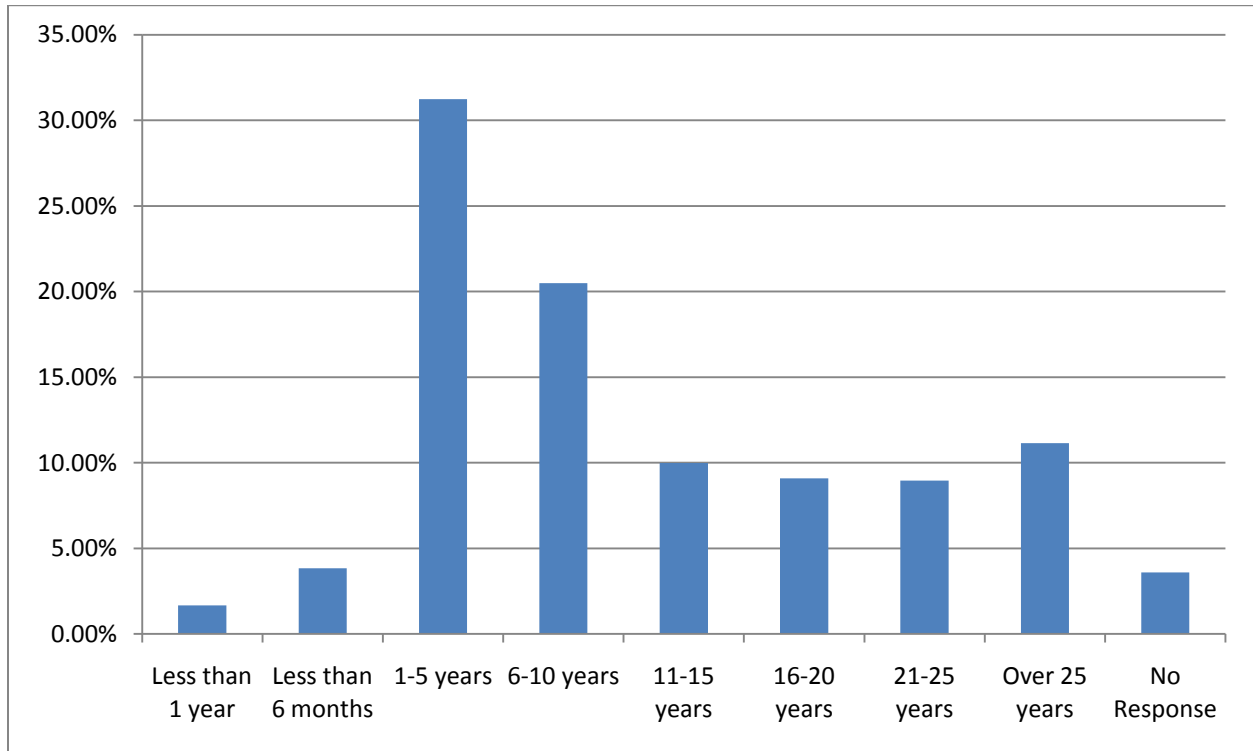


Table 51. In which division do you work?

Division	Frequency	Percent
Academic Affairs	463	59.28%
College of Allied Health and Nursing	72	9.22%
College of Arts and Humanities	73	9.35%
College of Business	26	3.33%
College of Education	54	6.91%
College of Graduate Studies and Research	10	1.28%
College of Science, Engineering and Technology	83	10.62%
College of Social and Behavioral Sciences	78	9.99%
Extended Learning	3	0.38%
Library Services	35	4.48%
Office of Academic Affairs	29	3.71%
Finance and Administration	62	7.94%
Information and Technology Services	37	4.74%
Institutional Diversity	9	1.15%
President's Division	12	1.54%
Student Affairs	89	11.40%
University Advancement	26	3.33%
Strategic Educational, Business and Regional Partnerships	10	1.28%
No Response	73	9.35%
Total	781	100%

Chart 51. In which division do you work?

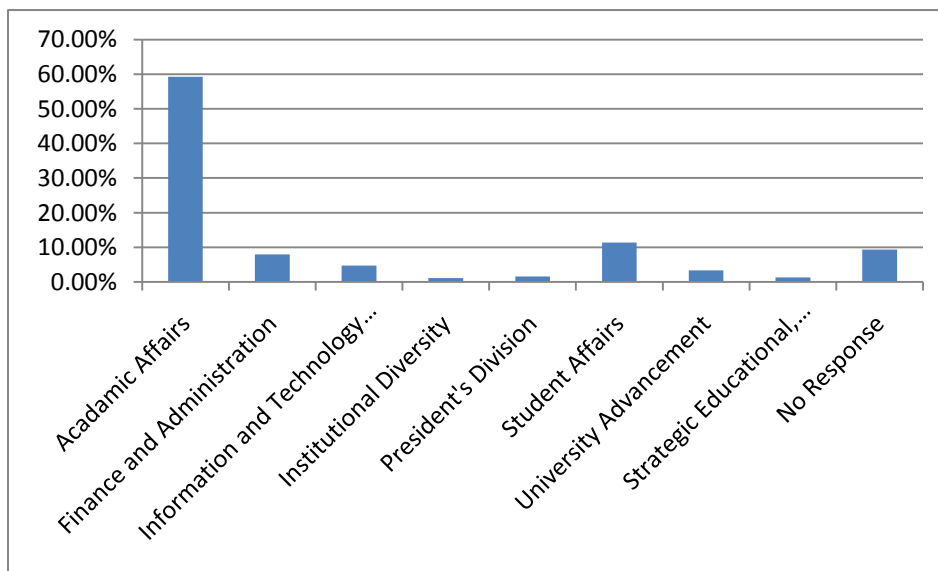
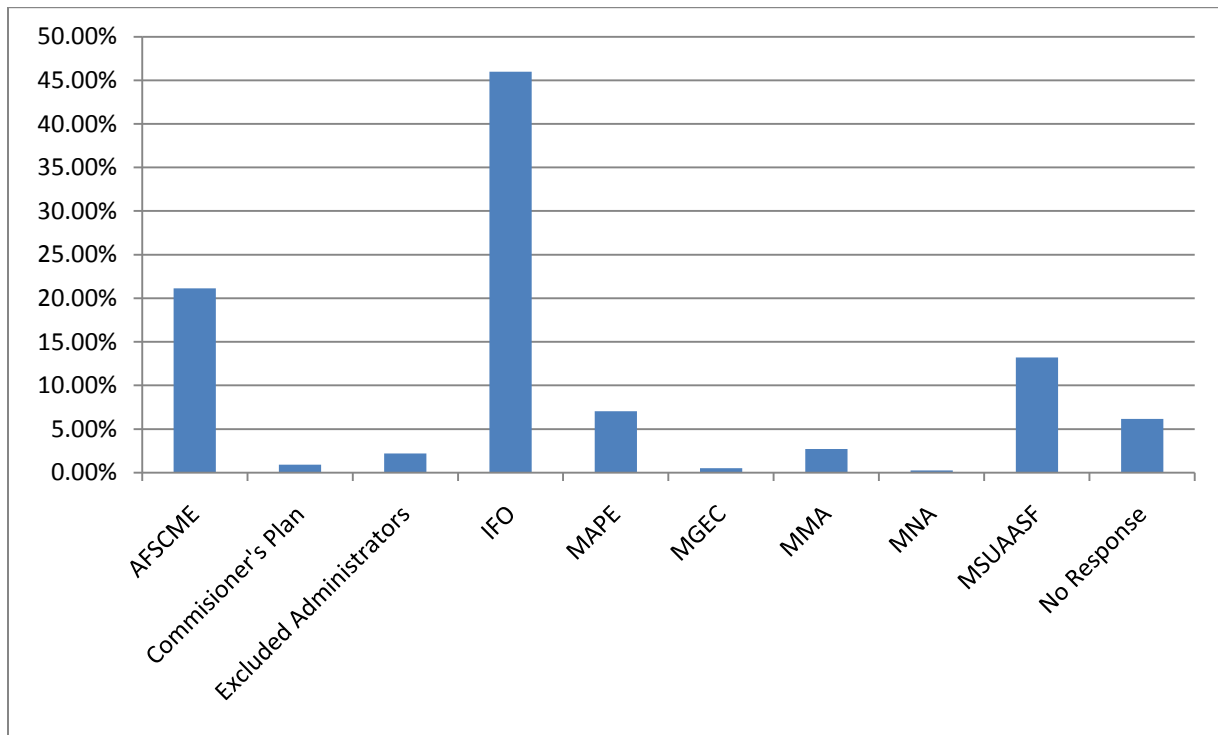


Table 52. Under which bargaining unit or personnel plan are you covered?

Responses	Frequency	Percent
AFSCME	165	21.12%
Commissioner's Plan	7	0.90%
Excluded Administrators	17	2.18%
IFO	359	45.97%
MAPE	55	7.04%
MGEC	4	0.51%
MMA	21	2.69%
MNA	2	0.26%
MSUAASF	103	13.19%
No Response	48	6.15%
Total	781	100%

Chart 52. Under which bargaining unit or personnel plan are you covered?



Appendix B – Individual Items Predictive of Work Climate Outcomes

Stepwise regression analysis was used to assess which items together best predicted survey outcomes.

MSU delivers a high quality education ($R^2 = .283$)

- I am proud of MSU ($\beta = .416, p < .001$)
- I have clear job responsibilities ($\beta = .197, p < .001$)
- My work is recognized by others ($\beta = .124, p < .01$)
- I would utilize an employee mentoring program if one was made available to me ($\beta = .103, p < .05$)

I am encouraged to do my best at work ($R^2 = .594$)

- I am encouraged to think creatively and raise new ideas ($\beta = .245, p < .001$)
- I know what is expected of me by my supervisors ($\beta = .181, p < .001$)
- My colleagues and co-workers are committed to doing quality work ($\beta = .180, p < .001$)
- I have input into how to schedule my tasks during the day ($\beta = .128, p < .001$)
- I am proud of MSU ($\beta = .125, p < .01$)
- I have input on decisions that affect me ($\beta = .131, p < .01$)
- The people who benefit from my work thank me ($\beta = .076, p < .05$)

I am proud of MSU ($R^2 = .643$)

- I would recommend MSU to my friends as a great place to work ($\beta = .369, p < .001$)
- I have fun at work ($\beta = .234, p < .001$)
- MSU delivers a high quality education ($\beta = .217, p < .001$)
- I get so involved with work I frequently lose track of time ($\beta = .139, p < .001$)
- My supervisor looks out for the best interest of his/her employees ($\beta = -0.116, p < .01$)
- I regularly laugh with my colleagues ($\beta = .103, p < .05$)
- The University administrators do what is best for MSU ($\beta = .095, p < .05$)
- My work have a positive effect on peoples' lives ($\beta = .093, p < .01$)
- My colleagues expect too much of me at work ($\beta = -.090, p < .01$)

My colleagues and co-workers are committed to doing quality work ($R^2 = .564$)

- People in my department follow through with their commitments ($\beta = .221, p < .001$)
- I am allowed to learn from my honest mistakes ($\beta = .166, p < .001$)
- People I work with are held accountable for their actions ($\beta = .159, p < .001$)
- I am encouraged to do my best at work ($\beta = .156, p < .01$)
- MSU delivers a high quality education ($\beta = .109, p < .01$)
- There are opportunities in my department to celebrate ($\beta = .108, p < .05$)
- I have input into how to schedule my tasks during the day ($\beta = .096, p < .05$)
- People in my department treat me with respect and civility ($\beta = .094, p < .05$)
- I can rely on what other people tell me at work ($\beta = .089, p < .10$)
- I feel I have too much responsibility at work ($\beta = .073, p < .05$)
- I know what is expected of me by my supervisors ($\beta = -.138, p < .01$)

I have fun at work ($R^2 = .600$)

- I regularly laugh with my colleagues ($\beta = .310, p < .001$)
- I am proud of MSU ($\beta = .226, p < .001$)
- I can rely on what other people tell me at work ($\beta = .166, p < .001$)
- There are opportunities in my department to celebrate ($\beta = .157, p < .001$)
- The people who benefit from my work thank me ($\beta = .119, p < .01$)
- My input counts with my supervisors ($\beta = -.113, p < .01$)
- I have clear job responsibilities ($\beta = .111, p < .01$)
- I enjoy the tasks that comprise my job ($\beta = .111, p < .01$)

I would recommend MSU to my friends as a great place to work ($R^2 = .682$)

- I am proud of MSU ($\beta = .301, p < .001$)
- I have seriously thought about quitting in the last three months ($\beta = -.208, p < .001$)
- The University administrators do what is best for MSU ($\beta = .162, p < .001$)
- I have the resources I need to do my job well ($\beta = .139, p < .001$)
- People in my department treat me with respect and civility ($\beta = .129, p < .001$)
- I am continuously learning interesting things ($\beta = .123, p < .001$)
- My supervisor looks out for the best interests of his/her employees ($\beta = .116, p < .01$)
- My colleagues expect too much of me at work ($\beta = .110, p < .001$)
- People I work with are held accountable for their actions ($\beta = .100, p < .01$)

I have seriously thought about quitting in the last three months ($R^2 = .407$)

- I would recommend MSU to my friends as a great place to work ($\beta = -.358, p < .001$)
- I find my job repetitive in ways I do not enjoy ($\beta = .307, p < .001$)
- My colleagues expect too much of me at work ($\beta = .184, p < .001$)
- I regularly laugh with my colleagues ($\beta = -.118, p < .01$)
- I can identify a person who directly benefits from my work ($\beta = .108, p < .05$)

I am planning to retire in the next...(less than ten years or greater than ten years) ($R^2 = .074$)

- I get an annual performance evaluation ($\beta = .189, p < .001$)
- I have a mentor at work ($\beta = .161, p < .01$)
- The University administrators do what is best for MSU ($\beta = -.135, p < .05$)