

# **LANGSTON UNIVERSITY**

## Faculty and Staff Survey

2008

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## EXECUTIVE SUMMARY

The Office of Institutional Research and Planning conducted an online Faculty and Staff Opinion Survey to assess employees' satisfaction with respect to specific areas and the University as a whole. The survey consisted of 53 Likert scale items divided into 8 major dimensions (see appendix A) and a demographics section. The survey was administered online through the use of employees' university e-mail accounts and disseminated through the LU announcements mechanism. Several follow up e-mails were sent to encourage participation.

A total of 114 surveys were completed of which 111 were full-time employees which represents about 28% of the total number of full time employees (398). Only 3 reported themselves as part time employees which represent only about 3% of the nearly 100 part-time employees. This may have been due to part time employees not utilizing their lunet accounts or checking their lu announcements. The sample is mostly female (69%), from the main campus (88%), and African American (62%).

Overall results of the survey showed fairly evenly distributed scores across the individual items and average ratings for the items between 3.0 and 4.0. This is due to a fairly high proportion of employees (10% – 20%) endorsing positively worded items with Strongly Disagree and Disagree indicating their lack of satisfaction with elements of their job and the university. A more satisfied employee group would have scores that tended to be closer to 4.0 or above.

The single item that received the lowest score by far was item 47 staff salary levels (2.11 average and 70% negative endorsement). This is consistent with most public jobs and one that the administration is aware of. The dimension that received the lowest average scores was for Recognition and Rewards. The average score for the items were 2.5 to 2.85 for the 3 items and items were endorsed negatively more than they were positively.

Position Satisfaction received the highest scores with 3 of the 5 items having an average score of 4.00 or better and all being above 3.5. This indicates that employees generally like the work that they are doing, but may have concerns about other aspects of their work and the university.

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## **INTRODUCTION**

This represents the first year conducting the Langston University Faculty & Staff Survey in the new format. Unfortunately, because of the new format, the results cannot be compared with previous efforts to gauge changes in attitudes. However, this administration sets the baseline for successive yearly surveys to monitor faculty and staff satisfaction by providing a starting point for yearly tracking of attitudes, and by establishing the initial dimensions that the survey will assess. As this is the first administration, items will be evaluated as to their usefulness for future inclusion.

This report discusses the results of the Spring 2008 Langston University Faculty & Staff survey which was administered online. A total of 114 surveys were returned which represents roughly 23% of the faculty & staff at Langston University. The participation by full-time employees (97%) was significantly higher than part-time (3%). The report is organized into four main sections (Introduction, Methodology, Results, and Discussion) with the methodology and results sections organized by the statistical analyses performed on the data.

## **METHODOLOGY**

The survey was administered online April 14<sup>th</sup> thru May 15<sup>th</sup> 2008 through the use of employees' lunet.edu e-mail accounts via the lu announcements mechanism. Several follow up e-mails were sent to encourage participation. The survey consisted of 53 items that were broken up into two parts. The first part asked employees to rate 39 items related to as to their agreement with various statements about various aspects of Langston University and their departments and jobs specifically. They indicated their responses on a 5 point Likert scale that ranged from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5). The second part consisted of 14 items that assessed employees satisfaction with specific items related to work. Employees indicated their responses on a 5 point Likert scale ranging from Very Dissatisfied (1), Dissatisfied (2), Neutral (3), Satisfied (4), or Very Satisfied (5). The 53 items were broken down into 8 main sections:

1. Communication (6 items)
2. Training and Development (6 items)
3. Recognition and Rewards (3 items)
4. Performance Evaluation (4 items)
5. Supervision/Management (12 items)
6. Physical Work Environment (3 items)
7. Position Satisfaction (5 items)
8. Overall Satisfaction (14 items)

The results were analyzed by performing a variety of statistical procedures to aid in the interpretation of the data. The specific analyses are detailed below.

## **Item Responses**

The frequencies, mean, and percentage of people endorsing each item choice were calculated for each survey item. This provided a visual representation of the data and allowed for the calculation of the overall percentage of positively and negatively endorsed items.

## Differences Based on Demographics

Differences based on demographics were computed by performing a one-way analysis of variance (ANOVA) procedure comparing differences in scores based on demographic variables. The variables of interest were gender, race, campus, employment category, and tenure. The variables were operationalized as the following:

- Gender – male, female
- Race – black, white, other
- Campus - Main, OKC, Tulsa
- Employment Category – administration, faculty, staff
- Tenure – grouped into 5 year intervals (0-5,6-10,11-15,16-20,21-25,25-30, 30+)

## Correlations

Two Pearson Product Moment Correlations ( $r$ ) were performed to identify relationships between item response patterns. The first correlation was between the items (1-53). The second was between global job satisfaction (item 40) and the eight survey dimensions that are an aggregate of the survey items.

## Regression

Two multiple linear regression analyses utilizing a forward selection method were performed to predict global job satisfaction (item 40). The first regression examined the individual survey items (1-53). The second utilized the aggregate dimensions (8) to predict global satisfaction. The most related items and the total variance accounted for (adjusted R-square) were reported for each analysis.

## Factor Analysis

An exploratory factor analysis (principal components) utilizing a varimax rotation was performed on items 1-53 to see how many distinct factors were present in the survey and to test the functioning of the survey instrument. If too few factors are present then it shows that the survey instrument is really only assessing one or two factors such as general satisfaction or mood. Ideally, the factor analysis should cluster the items into the larger dimensions present in the survey.

## RESULTS

### Item Responses

For each item the average (mean), number of responses (N), frequency and percent of selection for each Likert choice were computed for items 1-53. The overall results (Appendix A) showed that many of the items had an average rating (mean) between 3.0 and 4.0, with a few below 2.8 (items 13, 14, 46, 47) and a few above 4.2 (items 3, 35, 36). This is due to a couple of factors. For each item, there were a large number of neutral responses (20%-30%) that pulled the average closer to 3.0. Secondly, there were a fairly consistent (15% - 30%) number of respondents who endorsed the items in a negative fashion. This has the effect of canceling out the positive scores and pulling the mean closer to 3.0. The items responses for each survey dimension are presented below.



## **Demographics**

- Survey Respondents were mostly female 69%
- 97% were full-time employees
- 88% of respondents work at LU main campus
- 62% were Black/African American
- 47% were faculty
- # of years respondents have worked here 0 to 5 (28%), 6 to 10 (19%), 11 to 15 11% 16 to 20 (11%), 21 to 25 (4%), 26 to 30 (3%), 30+ (4%), and 21% unknown

## **Communication (1-6)**

Overall scores for this dimension ranged from a low of 3.15 (item 4) to a high of 4.23 (item 3). Employees rated communication rather favorable as far as Understanding departmental goals and mission (Item 3 positive rating of 88%). But in comparison show a low average rating of satisfaction for being informed by administration on issues affecting their department (Item 4 positive rating 43%).

## **Training and Development (7-12)**

Overall scores ranged from a low of 3.06 (item 7) to a high of 3.88 (item 9). Employees have mixed feelings on training and development. About 75% feel their supervisor lets them adjust their schedule so they can participate in training opportunities (item 9). But only 39% feel training and career development opportunities are allocated fairly (item 7).

## **Recognition and Rewards (13-15)**

This scale represented the lowest overall scores for any dimension on the survey. Overall scores ranged from a low of 2.5 (item 14) to a high of 2.85 (item 15). Employees express a rather high dissatisfaction in regards to rewards and recognition. Item 13 “*I am satisfied with the recognition I receive for doing a good job*” had a negative rating of 54%. Item 14 “*Outstanding service to customers is recognized and rewarded*” had a negative rating of 58%. Item 15 “*Quality work is valued by the university*” received a negative rating of 42%.

## **Performance Evaluation (16-19)**

Overall scores ranged from a low of 3.09 (item 16) to a high of 3.21 (item 19). The responses for this section were fairly well distributed with nearly equal numbers on people endorsing the *Strongly Disagree* as *Strongly Agree*. This dimension also had the highest percentage of *Neutral* responses with over 25 % falling into this category.

## **Supervision/Management (20-31)**

This dimension consisted of the most items (12), but the overall tended to be very similar and were ranged from a low of 3.31 (item 14) to a high of 3.72 (item 30). The majority of employees are satisfied with their supervisors, although not overwhelmingly so. Over 60% of employees agree their supervisor possesses the training and experience needed for his/or her position (item 20) and has the necessary skills to be a supervisor (item 21). However, fewer people (49%) feel their supervisor distributes the workload fairly (item 22).

### **Physical Work Environment (32-34)**

Overall scores ranged from a low of 3.22 (item 34) to a high of 3.67 (item 33). Employees indicated that they are satisfied with respect to physical work environment with an approval rating of 62% (item 32) and over 70% feel office space is sufficient to perform their job (item 33), but only 53% feel they have necessary equipment to perform their job successfully (item 34).

### **Position Satisfaction (35-39)**

Employees expressed their highest levels of satisfaction with their job positions. Position Satisfaction had the highest overall scores for any dimension of the survey and scores ranged from a low of 3.55 (item 38) to a high of 4.43 (item 36). Over 80% of employees enjoy the work they do (item 35), feel a sense of satisfaction for doing a good job (item 36), and feel their job is challenging enough (item 37).

### **Overall Satisfaction (40-53)**

The last section of the survey asked individuals to rate their level of satisfaction with several factors including benefits and global job satisfaction (item 40). Overall scores ranged from a low of 2.11 (item 47: salary levels) to a high of 3.65 (item 40: job satisfaction). Employees indicated a moderate level of overall satisfaction (nearly 70%), but nearly 20% indicated dissatisfaction. The highest concerns were items 43, 45, and 47: Item 43 *“The identity and sense of community at Langston University”* (32% satisfied); item 45 *“The level of cooperation and teamwork at Langston University”*. (25% satisfied) and item 47 *“Staff Salary levels”* by far the largest concern with 33% *very dissatisfied*, 37% *dissatisfied*, and only 1 person *very satisfied*.

## **Differences Based on Demographics**

### **ANOVA by Gender**

Overall there were few significant differences between responses based on gender (M, F). The only two items to show significant differences were items 36 and 45 (Appendix B). Item 36 *“I feel a sense of personal satisfaction when I do my job well”* (F=3.83) showed higher scores for women (4.57) than for men (4.20), but both scores were still relatively high (4.0 plus). Item 45 *“The level of cooperation and team work in my department”* (F=4.34) showed a significantly lower score for women (3.12) than for men (3.67).

### **ANOVA by Race**

Overall there were few significant differences between responses based on race (Black, White, other). The only item to show a significant difference was item 31 (Appendix C). Item 31 *“My supervisor supports initiatives to continually improve processes in our unit”* (F= 3.82) showed higher scores for Blacks (3.98) compared to whites (3.44) and others (3.10).

### **ANOVA by Campus**

Overall there were few significant differences between responses based on campus (Main, OKC, TUL). Only item 7 and item 32 showed a significant difference (Appendix D). Item 7 *“Training and career development opportunities are allocated fairly”* (F=3.99) showed relatively low scores for the Main campus (3.22), OKC campus (2.50), and Tulsa campus (2.0). OKC and

Tulsa scores were very low (below 3.0). Item 32 “*I am satisfied with my physical work environment*” (F=3.45) showed the Tulsa campus scored fairly high with a 4.43. The main campus scored significantly lower (3.31) as well as the OKC campus (2.75).

### **ANOVA by Employment Category**

*No significant differences (Appendix E).*

### **ANOVA by Tenure**

Overall there were few significant differences between responses based on years of Tenure (1-5, 6-10, 11-15, 16-20, 21-25, 26-30, 30+) Only item 41 and item 45 showed a significant difference (Appendix F). Item 41 “*The clarity of objectives and plans for the next few years in my department*” (F=3.00) showed low scores for staff that have been employed 11-15 years (2.20). But very high scores for staff employed 21-25 years (4.50). Item 45 “*The level of cooperation and teamwork in my department*” (F=2.44) showed low scores for staff that have been employed 6-10 and 21-25 years (both below 3.00). Staff employed 26-30 years scored much higher (4.33).

## **Correlations**

### **Item Correlation**

The results of calculating a Pearson Product Moment correlation of the 53 items of the survey (Appendix G) revealed a high degree of inter-correlation among the items where nearly all items were correlated with each other to a fairly high degree ( $r = 0.3 - 0.6$ ). When looking specifically at global satisfaction (item 40) all the items showed a significant positive correlation. This is not uncommon when performing surveys.

### **Correlation between Job Satisfaction and Dimension**

The results of calculating a Pearson Product Moment correlation between global job satisfaction (item 40) and the eight derived dimensions from the survey instrument (communication, training, rewards, performance, management/supervision, work environment, position satisfaction, and benefits satisfaction) revealed again a high level of inter-correlation among the items (Appendix H). The average correlation coefficient generally ranged from 0.3-0.6.

## **Regression**

### **Regression Predicting Global Job Satisfaction with Items**

A multiple linear regression analysis using a forward selection methodology was utilized to determine which items 1-53 were most predictive of overall job satisfaction (item 40). The results of the analysis are presented in Appendix I and show that 5 items contribute significantly to the prediction of overall job satisfaction. The items are:

41. The clarity of objectives and plans for the next few years in my department.
22. My supervisor distributes the workload fairly among staff in my unit.
36. I feel a sense of satisfaction when I do my job well.
43. The identity and sense of community at Langston University.
20. My supervisor has the training and experience needed for his/her position as a supervisor.

These items make intuitive sense for predicting job satisfaction since they represent items that directly impact an individual's job. They accounted for 69% of the variance in overall job satisfaction (Adjusted R square = .690), which is quite high, but the results may be impacted by the high degree of multicollinearity of the items.

### ***Regression Predicting Global Job Satisfaction with Dimensions***

A multiple linear regression analysis using a forward selection methodology was utilized to determine which dimensions sections 1-8 were most predictive of overall job satisfaction (item 40). The results of the analysis are presented in Appendix J and show that 3 dimensions contribute significantly to the prediction of overall job satisfaction. The dimensions are:

- Section 7: Position Satisfaction
- Section 5: Supervision/Management
- Section 3: Rewards and Recognition

These dimensions make intuitive sense for predicting job satisfaction since they represent dimensions that impact a person's day to day work. They accounted for 64% of the variance in overall job satisfaction (adjusted R-square = .64), which is quite high, but again, the results might be impacted by the high degree of multicollinearity of the predictors.

### **Factor Analysis**

An exploratory factor analysis was performed on items 1-53 to see how many distinct factors were present in the survey and to test the functioning of the survey instrument. If too few factors are present then it shows that the survey instrument is really only assessing one or two factors such as general satisfaction or mood.

The results of the factor analysis show the presence of 10 distinct factors and that they disambiguate themselves from the other items pretty well. When examining the rotated factor matrix, a more liberal criterion of factor loadings above 0.6 on the main factor and below 0.4 on all other factors was used to determine the factors. The items that met this criterion are in bold and when they are examined, they seem to group fairly well along the pre determined dimensions. For example, the first factor extracted from the factor analysis shows that items 20-31 all meet the criteria for inclusion on the factor and they correspond to the survey dimension of Supervision /Management. The second factor represents items 8-12 which corresponds to the Training and Development dimension of the survey instrument. This is not a perfect system for determining the functioning of the survey instrument due to sample size, but it does lend some support for the function of the instrument by indicating that an underlying factor was captured by each dimension and not just a global level of affect.

### **DISCUSSION**

The results of the survey were mixed. Overall there tended to be a fairly consistent 15-20% of people who endorsed the items in a negative way which is pretty high for this type of survey. There also seemed to be a lack of enthusiasm among the respondents because there were a small percentage of *Strongly Agree* endorsements for the items and responses tended to be have a large number of neutral responses and then slightly more positive responses than negative responses. This produced scores that tended to be in the low to mid 3's. Generally with this type of survey where the responses are positively worded, you would expect scores to be closer to 4.0 where most people would at least agree with the items. The spread of score for this survey indicate that

there is a fairly large group of generally dissatisfied people (about 15-20%), a large number of not very enthusiastic people who were happy enough, and about 20% who really enjoy their job.

Position Satisfaction received the highest scores with 3 of the 5 items having an average score of 4.00 or better and all being above 3.5. This indicates that employees generally like the work that they are doing, but may have concerns about other aspects of their work and the university. There were still some negative endorsements for these items, but there were the highest numbers of strong positive endorsements for these items indicating people generally like their jobs.

The single item that received the lowest score by far was item 47 staff salary levels (2.11 average and 70% negative endorsement). This is consistent with most public jobs and when coupled with *Item 34: I have the necessary equipment to perform my job successfully* (32% disagree) shows that inadequate state funding does have an impact on people. This is an issue the administration is aware of. Surprisingly, although salary level was correlated ( $r = .318$ ) with overall satisfaction (item 40), the magnitude of the correlations was not that high in relation to other items in the survey.

The dimension that received the lowest average scores was for Recognition and Rewards. The average score for the items were 2.5 to 2.85 for the 3 items and items were endorsed negatively more than they were positively. This mirrors the results of the 2007 Faculty Survey where Rewards and Recognition was the most predictive of faculty satisfaction, but also endorsed most negatively. This indicates that individuals do not feel appreciated for the work they do. This could be impacted by the fact that 47% of the respondents were faculty, but there was no significant difference in the responses for these items based on employment category, so the problem does not seem to be confined to just faculty. It appears to be a more systemic problem, but one that is also one of the easier to correct.

Overall this survey will set the baseline for subsequent yearly surveys in order to track employee satisfaction and try and improve it. A few goals for next year's administration will be to increase the participation rate among full time employees and especially among part time employees. Also, in order to eliminate the high number of neutral responses, a forced choice format may be implemented by eliminating neutral as a response choice. This will force the respondent to choose either a negative or positive response.

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## APPENDIX A: ITEM RESPONSES

<b>Section 1. Communication</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Rating Average</b>	<b>N</b>
1. I am satisfied with the amount of information I receive about what is going on in my department.	11.6% (13)	13.4% (15)	17.0% (19)	36.6% (41)	21.4% (24)	3.43	112
2. I understand the connection between my work and the goals of my department.	4.5% (5)	3.6% (4)	6.3% (7)	48.6% (54)	36.9% (41)	4.1	111
3. I have a good understanding of my department's mission.	1.8% (2)	2.7% (3)	7.2% (8)	47.7% (53)	40.5% (45)	4.23	111
4. The administration keeps me informed about issues affecting my department.	14.4% (16)	18.0% (20)	24.3% (27)	24.3% (27)	18.9% (21)	3.15	111
5. The administration keeps me informed about university events.	8.3% (9)	15.6% (17)	21.1% (23)	41.3% (45)	13.8% (15)	3.37	109
6. My department has good working relationships with other departments in the university.	4.5% (5)	6.4% (7)	17.3% (19)	49.1% (54)	22.7% (25)	3.79	110

<b>Section 2. Training and Development</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Rating Average</b>	<b>N</b>
7. Training and career development opportunities are allocated fairly.	10.1% (11)	21.1% (23)	30.3% (33)	29.4% (32)	9.2% (10)	3.06	109
8. I am satisfied with the kinds of training currently available to me.	5.6% (6)	26.2% (28)	21.5% (23)	34.6% (37)	12.1% (13)	3.21	107
9. My supervisor lets me adjust my schedule so that I can participate in training opportunities.	5.6% (6)	5.6% (6)	14.0% (15)	44.9% (48)	29.9% (32)	3.88	107
10. Overall, the training I have attended for my present job has helped me perform my job better.	3.7% (4)	7.5% (8)	27.1% (29)	38.3% (41)	23.4% (25)	3.7	107
11. Overall, the training I have attended for my present job has contributed to my personal development.	4.6% (5)	8.3% (9)	27.8% (30)	40.7% (44)	18.5% (20)	3.6	108
12. I have training opportunities available to me that are useful for my future career and my personal development.	3.7% (4)	17.6% (19)	23.1% (25)	38.0% (41)	17.6% (19)	3.48	108

<b>Section 3. Recognition and Rewards</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Average</b>	<b>N</b>
13. I am satisfied with the recognition I receive for doing a good job.	21.3% (23)	32.4% (35)	17.6% (19)	17.6% (19)	11.1% (12)	2.65	108
14. Outstanding service to customers is recognized or rewarded.	20.4% (22)	38.0% (41)	21.3% (23)	12.0% (13)	8.3% (9)	2.5	108
15. Quality work is valued by the university.	18.3% (20)	23.9% (26)	22.0% (24)	25.7% (28)	10.1% (11)	2.85	109

## APPENDIX A CONTINUED

<b>Section 4. Performance Evaluation</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Average</b>	<b>N</b>
<b>16. I am satisfied with how performance evaluations are conducted in my department.</b>	13.8% (15)	15.6% (17)	27.5% (30)	33.9% (37)	9.2% (10)	3.09	109
<b>17. My last performance evaluation provided me with information I could use to improve my performance.</b>	10.1% (11)	14.7% (16)	33.0% (36)	30.3% (33)	11.9% (13)	3.19	109
<b>18. My supervisor provides feedback and coaching to me on a consistent basis.</b>	14.7% (16)	10.1% (11)	26.6% (29)	37.6% (41)	11.0% (12)	3.2	109
<b>19. My supervisor provides feedback and coaching to me on a consistent basis.</b>	12.7% (13)	10.8% (11)	30.4% (31)	35.3% (36)	10.8% (11)	3.21	102

<b>Section 5. Supervision/Management</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Average</b>	<b>N</b>
<b>20. My supervisor has the training and experience needed for his/her position as a supervisor.</b>	13.0% (14)	8.3% (9)	12.0% (13)	38.0% (41)	28.7% (31)	3.61	108
<b>21. My supervisor has the supervisory skills needed in his/her position as a supervisor.</b>	9.3% (10)	11.2% (12)	17.8% (19)	32.7% (35)	29.0% (31)	3.61	107
<b>22. My supervisor distributes the workload fairly among staff in my unit.</b>	12.0% (13)	14.8% (16)	24.1% (26)	27.8% (30)	21.3% (23)	3.31	108
<b>23. My supervisor bases decisions primarily on facts and data rather than on opinions and feelings.</b>	12.1% (13)	8.4% (9)	29.9% (32)	29.9% (32)	19.6% (21)	3.36	107
<b>24. My supervisor supports free exchanges of opinions and ideas related to work.</b>	11.1% (12)	4.6% (5)	19.4% (21)	36.1% (39)	28.7% (31)	3.67	108
<b>25. My supervisor is open to new ways of doing things.</b>	8.3% (9)	10.2% (11)	22.2% (24)	34.3% (37)	25.0% (27)	3.57	108
<b>26. My supervisor demonstrates that quality is important in his/her day-to-day activities (e.g., holding meetings to discuss quality issues, interacting with others).</b>	8.4% (9)	9.3% (10)	18.7% (20)	36.4% (39)	27.1% (29)	3.64	107
<b>27. My supervisor provides staff with constructive suggestions to improve their job performance.</b>	7.5% (8)	14.2% (15)	19.8% (21)	34.0% (36)	24.5% (26)	3.54	106
<b>28. My supervisor personally recognizes the contributions of individuals on a regular basis.</b>	11.2% (12)	15.9% (17)	22.4% (24)	28.0% (30)	22.4% (24)	3.35	107
<b>29. I receive adequate guidance from my supervisor to succeed in my job.</b>	12.3% (13)	8.5% (9)	23.6% (25)	37.7% (40)	17.9% (19)	3.41	106
<b>30. My supervisor is generally available to discuss issues related to my work.</b>	10.2% (11)	5.6% (6)	13.9% (15)	42.6% (46)	27.8% (30)	3.72	108
<b>31. My supervisor supports initiatives to continually improve processes in our unit.</b>	8.5% (9)	7.5% (8)	22.6% (24)	36.8% (39)	24.5% (26)	3.61	106



## APPENDIX A: CONTINUED

<b>Section 6. Physical Work Environment</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Average</b>	<b>N</b>
<b>32. I am satisfied with my physical work environment.</b>	12.1% (13)	15.0% (16)	11.2% (12)	43.0% (46)	18.7% (20)	3.41	107
<b>33. My office space is sufficient to perform my job.</b>	8.4% (9)	11.2% (12)	8.4% (9)	48.6% (52)	23.4% (25)	3.67	107
<b>34. I have the necessary equipment to perform my job successfully.</b>	15.9% (17)	16.8% (18)	14.0% (15)	35.5% (38)	17.8% (19)	3.22	107

<b>Section 7. Position Satisfaction</b>							
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Average</b>	<b>N</b>
<b>35. I like the work I do in my current position.</b>	3.7% (4)	3.7% (4)	4.7% (5)	43.9% (47)	43.9% (47)	4.21	107
<b>36. I feel a sense of personal satisfaction when I do my job well.</b>	3.7% (4)	0.9% (1)	2.8% (3)	33.6% (36)	58.9% (63)	4.43	107
<b>37. My job is challenging enough for me.</b>	2.8% (3)	1.9% (2)	13.1% (14)	43.9% (47)	38.3% (41)	4.13	107
<b>38. I am satisfied with my involvement in decisions that affect my work.</b>	7.5% (8)	15.0% (16)	18.7% (20)	32.7% (35)	26.2% (28)	3.55	107
<b>39. My job makes good use of my skills and abilities.</b>	8.4% (9)	8.4% (9)	10.3% (11)	40.2% (43)	32.7% (35)	3.8	107

<b>Section 8. Overall Satisfaction</b>							
	<b>Very Dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very Satisfied</b>	<b>Average</b>	<b>N</b>
<b>40. My overall job satisfaction.</b>	5.7% (6)	15.2% (16)	9.5% (10)	47.6% (50)	21.9% (23)	3.65	105
<b>41. The clarity of objectives and plans for the next few years in my department.</b>	9.5% (10)	12.4% (13)	20.0% (21)	44.8% (47)	13.3% (14)	3.4	105
<b>42. The clarity of objectives and plans for the next few years at Langston.</b>	9.4% (10)	17.0% (18)	33.0% (35)	30.2% (32)	10.4% (11)	3.15	106
<b>43. The identity and sense of community at Langston University.</b>	14.0% (15)	18.7% (20)	35.5% (38)	24.3% (26)	7.5% (8)	2.93	107
<b>44. Morale in my department.</b>	14.0% (15)	20.6% (22)	28.0% (30)	25.2% (27)	12.1% (13)	3.01	107
<b>45. The level of cooperation and teamwork in my department.</b>	13.1% (14)	9.3% (10)	29.0% (31)	33.6% (36)	15.0% (16)	3.28	107
<b>46. The level of cooperation and teamwork at Langston University.</b>	18.1% (19)	25.7% (27)	31.4% (33)	19.0% (20)	5.7% (6)	2.69	105
<b>47. Staff salary levels.</b>	33.0% (35)	36.8% (39)	17.0% (18)	12.3% (13)	0.9% (1)	2.11	106
<b>48. Medical insurance benefits.</b>	7.5% (8)	22.6% (24)	23.6% (25)	34.9% (37)	11.3% (12)	3.2	106
<b>49. Dental insurance benefits.</b>	8.5% (9)	13.2% (14)	29.2% (31)	37.7% (40)	11.3% (12)	3.3	106
<b>50. Retirement benefits.</b>	5.7% (6)	13.2% (14)	33.0% (35)	34.9% (37)	13.2% (14)	3.37	106
<b>51. Paid time off benefits.</b>	10.4% (11)	11.3% (12)	27.4% (29)	37.7% (40)	13.2% (14)	3.32	106
<b>52. Staff development opportunities in my department.</b>	7.6% (8)	21.9% (23)	30.5% (32)	29.5% (31)	10.5% (11)	3.13	105
<b>53. Staff development opportunities at Langston University.</b>	8.6% (9)	21.9% (23)	34.3% (36)	27.6% (29)	7.6% (8)	3.04	105

## APPENDIX A: CONTINUED

### Section 9. Demographics

#### 1. GENDER

	Response Rate	Response Count
Male	30.6%	30
Female	69.4%	68

#### 2. EMPLOYMENT CATEGORY

	Response Rate	Response Count
Administration	13.0%	13
Faculty	47.0%	47
Staff	40.0%	40

#### 3. WORK STATUS (FT or PT)

	Response Rate	Response Count
Full-time	97.0%	96
Part-time	3.0%	3

#### 4. Primary Campus

	Response Rate	Response Count
Main	88.0%	88
OKC	4.0%	4
Tulsa	8.0%	8

#### 5. Race

	Response Rate	Response Count
African American/Black	62.0%	57
Caucasian/White	27.2%	25
Other	10.9%	10

#### 6. # of Years working at Langston University

	Response Rate	Response Count
0-5	28.1%	32
6-10	19.3%	22
11-15	11.4%	13
15-20	10.5%	12
21-24	3.5%	4
26-30	2.6%	3
30+	3.5%	4
Unknown	21.1%	24

## APPENDIX B: ANOVA BY GENDER

ITEM	UNK	Male	Female	F	p
1. I am satisfied with the amount of information I receive about what is going on in my department.	2.87	3.47	3.54	0.07	0.80
2. I understand the connection between my work and the goals of my department.	3.43	4.23	4.18	0.07	0.79
3. I have a good understanding of my department's mission.	3.57	4.27	4.34	0.20	0.65
4. The administration keeps me informed about issues affecting my department.	2.64	3.13	3.27	0.22	0.64
5. The administration keeps me informed about university events.	2.69	3.55	3.42	0.29	0.59
6. My department has good working relationships with other departments in the university.	3.00	4.07	3.84	1.28	0.26
7. Training and career development opportunities are allocated fairly.	2.75	3.07	3.12	0.05	0.83
8. I am satisfied with the kinds of training currently available to me.	3.36	3.13	3.23	0.14	0.71
9. My supervisor lets me adjust my schedule so that I can participate in training opportunities.	3.73	3.97	3.87	0.17	0.68
10. Overall, the training I have attended for my present job has helped me perform my job better.	3.60	3.73	3.70	0.02	0.89
11. Overall, the training I have attended for my present job has contributed to my personal development.	3.55	3.57	3.63	0.07	0.79
12. I have training opportunities available to me that are useful for my future career and my personal development.	3.27	3.70	3.42	1.39	0.24
13. I am satisfied with the recognition I receive for doing a good job.	2.08	2.87	2.65	0.56	0.46
14. Outstanding service to customers is recognized or rewarded.	2.33	2.60	2.48	0.19	0.66
15. Quality work is valued by the university.	2.50	3.07	2.82	0.77	0.38
16. I am satisfied with how performance evaluations are conducted in my department.	2.75	3.00	3.19	0.59	0.45
17. My last performance evaluation provided me with information I could use to improve my performance.	2.67	3.17	3.30	0.28	0.60
18. My supervisor provides feedback and coaching to me on a consistent basis.	2.75	3.20	3.28	0.10	0.75
19. My supervisor provides feedback and coaching to me on a consistent basis.	2.80	3.14	3.30	0.34	0.56
20. My supervisor has the training and experience needed for his/her position as a supervisor.	3.00	3.73	3.66	0.07	0.79
21. My supervisor has the supervisory skills needed in his/her position as a supervisor.	2.82	3.67	3.71	0.03	0.87
22. My supervisor distributes the workload fairly among staff in my unit.	2.82	3.43	3.34	0.10	0.75
23. My supervisor bases decisions primarily on facts and data rather than on opinions and feelings.	2.73	3.53	3.39	0.27	0.60

## APPENDIX B: ANOVA BY GENDER CONTINUED

ITEM	UNK	Male	Female	F	p
24. My supervisor supports free exchanges of opinions and ideas related to work.	2.82	3.70	3.79	0.12	0.73
25. My supervisor is open to new ways of doing things.	2.82	3.60	3.69	0.12	0.73
26. My supervisor demonstrates that quality is important in his/her day-to-day activities (e.g., holding meetings to discuss quality issues, interacting with others).	2.80	3.83	3.69	0.34	0.56
27. My supervisor provides staff with constructive suggestions to improve their job performance.	3.10	3.63	3.56	0.08	0.78
28. My supervisor personally recognizes the contributions of individuals on a regular basis.	2.70	3.63	3.31	1.35	0.25
29. I receive adequate guidance from my supervisor to succeed in my job.	2.60	3.50	3.48	0.00	0.95
30. My supervisor is generally available to discuss issues related to my work.	2.82	3.60	3.93	1.68	0.20
31. My supervisor supports initiatives to continually improve processes in our unit.	2.80	3.63	3.73	0.15	0.70
32. I am satisfied with my physical work environment.	3.50	3.57	3.33	0.72	0.40
33. My office space is sufficient to perform my job.	3.70	3.77	3.63	0.29	0.60
34. I have the necessary equipment to perform my job successfully.	2.70	3.30	3.27	0.01	0.92
35. I like the work I do in my current position.	3.90	4.17	4.27	0.24	0.63
<b>36. I feel a sense of personal satisfaction when I do my job well.</b>	<b>4.20</b>	<b>4.20</b>	<b>4.57</b>	<b>3.83</b>	<b>0.05*</b>
37. My job is challenging enough for me.	3.90	4.17	4.15	0.01	0.93
38. I am satisfied with my involvement in decisions that affect my work.	3.00	3.50	3.66	0.35	0.56
39. My job makes good use of my skills and abilities.	3.20	3.83	3.88	0.03	0.86
40. My overall job satisfaction.	3.33	3.70	3.67	0.02	0.89
41. The clarity of objectives and plans for the next few years in my department.	2.70	3.50	3.46	0.02	0.88
42. The clarity of objectives and plans for the next few years at Langston.	2.50	3.23	3.21	0.01	0.93
43. The identity and sense of community at Langston University.	2.40	3.07	2.94	0.26	0.61
44. Morale in my department.	2.60	3.17	3.00	0.39	0.54
<b>45. The level of cooperation and teamwork in my department.</b>	<b>3.20</b>	<b>3.67</b>	<b>3.12</b>	<b>4.34</b>	<b>0.04*</b>
46. The level of cooperation and teamwork at Langston University.	2.89	3.00	2.52	3.72	0.06
47. Staff salary levels.	1.56	2.43	2.04	2.91	0.09
48. Medical insurance benefits.	2.89	3.20	3.24	0.02	0.88
49. Dental insurance benefits.	2.89	3.43	3.30	0.31	0.58
50. Retirement benefits.	2.67	3.57	3.37	0.73	0.40
51. Paid time off benefits.	3.44	3.40	3.27	0.27	0.61
52. Staff development opportunities in my department.	3.00	3.17	3.14	0.02	0.90
53. Staff development opportunities at Langston University.	2.88	3.13	3.01	0.26	0.61

## APPENDIX C: ANOVA BY RACE

ITEM	UNK	BLACK	WHITE	OTHER	F	p
1. I am satisfied with the amount of information I receive about what is going on in my department.	2.90	3.52	3.72	3.30	0.43	0.65
2. I understand the connection between my work and the goals of my department.	3.70	4.18	4.32	3.90	0.17	0.84
3. I have a good understanding of my department's mission.	3.85	4.23	4.32	4.70	1.37	0.26
4. The administration keeps me informed about issues affecting my department.	2.85	3.25	3.52	2.30	2.90	0.06
5. The administration keeps me informed about university events.	2.95	3.49	3.48	3.20	0.13	0.88
6. My department has good working relationships with other departments in the university.	3.21	3.82	4.08	4.00	1.70	0.19
7. Training and career development opportunities are allocated fairly.	2.72	3.09	3.32	2.90	0.94	0.40
8. I am satisfied with the kinds of training currently available to me.	3.18	3.27	3.36	2.60	0.81	0.45
9. My supervisor lets me adjust my schedule so that I can participate in training opportunities.	3.71	4.09	3.72	3.40	1.69	0.19
10. Overall, the training I have attended for my present job has helped me perform my job better.	3.63	3.80	3.68	3.30	0.36	0.70
11. Overall, the training I have attended for my present job has contributed to my personal development.	3.59	3.75	3.44	3.20	0.58	0.56
12. I have training opportunities available to me that are useful for my future career and my personal development.	3.24	3.68	3.28	3.30	0.73	0.48
13. I am satisfied with the recognition I receive for doing a good job.	2.17	2.80	2.68	2.56	0.08	0.92
14. Outstanding service to customers is recognized or rewarded.	2.11	2.59	2.68	2.22	0.42	0.66
15. Quality work is valued by the university.	2.28	3.07	3.00	2.30	2.51	0.09
16. I am satisfied with how performance evaluations are conducted in my department.	2.67	3.21	3.12	3.10	0.04	0.96
17. My last performance evaluation provided me with information I could use to improve my performance.	3.00	3.27	3.20	3.10	0.02	0.98
18. My supervisor provides feedback and coaching to me on a consistent basis.	2.83	3.30	3.36	2.90	0.28	0.76
19. My supervisor provides feedback and coaching to me on a consistent basis.	2.88	3.31	3.36	2.78	0.32	0.73
20. My supervisor has the training and experience needed for his/her position as a supervisor.	3.00	3.73	4.00	3.00	1.91	0.16

## APPENDIX C: ANOVA BY RACE CONTINUED

ITEM	UNK	BLACK	WHITE	OTHER	F	p
21. My supervisor has the supervisory skills needed in his/her position as a supervisor.	2.94	3.75	3.92	3.20	1.00	0.37
22. My supervisor distributes the workload fairly among staff in my unit.	2.76	3.48	3.36	3.20	0.34	0.71
23. My supervisor bases decisions primarily on facts and data rather than on opinions and feelings.	2.76	3.51	3.60	3.00	0.79	0.46
24. My supervisor supports free exchanges of opinions and ideas related to work.	3.12	3.89	3.64	3.40	0.74	0.48
25. My supervisor is open to new ways of doing things.	2.88	3.88	3.56	3.10	1.12	0.33
26. My supervisor demonstrates that quality is important in his/her day-to-day activities (e.g., holding meetings to discuss quality issues, interacting with others).	3.19	3.80	3.68	3.40	0.43	0.65
27. My supervisor provides staff with constructive suggestions to improve their job performance.	3.25	3.71	3.48	3.20	0.85	0.43
28. My supervisor personally recognizes the contributions of individuals on a regular basis.	2.69	3.57	3.52	2.70	1.52	0.23
29. I receive adequate guidance from my supervisor to succeed in my job.	2.75	3.64	3.44	3.00	1.41	0.25
30. My supervisor is generally available to discuss issues related to my work.	2.94	3.96	3.84	3.40	1.22	0.30
<b>31. My supervisor supports initiatives to continually improve processes in our unit.</b>	<b>2.94</b>	<b>3.98</b>	<b>3.44</b>	<b>3.10</b>	<b>3.82</b>	<b>0.03*</b>
32. I am satisfied with my physical work environment.	3.50	3.36	3.24	4.00	2.07	0.13
33. My office space is sufficient to perform my job.	3.63	3.61	3.72	4.00	0.76	0.47
34. I have the necessary equipment to perform my job successfully.	2.75	3.30	3.44	3.00	0.57	0.57
35. I like the work I do in my current position.	3.94	4.36	4.20	3.80	1.00	0.37
36. I feel a sense of personal satisfaction when I do my job well.	4.38	4.50	4.36	4.30	0.50	0.61
37. My job is challenging enough for me.	4.00	4.11	4.20	4.30	1.15	0.32
38. I am satisfied with my involvement in decisions that affect my work.	3.06	3.73	3.48	3.50	0.84	0.44
39. My job makes good use of my skills and abilities.	3.38	3.95	3.72	3.90	0.41	0.66
40. My overall job satisfaction.	3.40	3.73	3.84	3.10	1.18	0.31
41. The clarity of objectives and plans for the next few years in my department.	3.00	3.51	3.52	3.11	0.06	0.94
42. The clarity of objectives and plans for the next few years at Langston.	2.63	3.29	3.28	2.90	0.31	0.74
43. The identity and sense of community at Langston University.	2.50	3.00	3.12	2.70	0.19	0.83

## APPENDIX C: ANOVA BY RACE CONTINUED

ITEM	UNK	BLACK	WHITE	OTHER	F	p
44. Morale in my department.	2.56	3.04	3.20	3.10	0.08	0.93
45. The level of cooperation and teamwork in my department.	3.44	3.27	3.40	2.80	0.39	0.68
46. The level of cooperation and teamwork at Langston University.	2.71	2.63	2.88	2.50	0.71	0.50
47. Staff salary levels.	1.67	2.23	2.12	2.10	0.06	0.94
48. Medical insurance benefits.	3.07	3.21	3.20	3.30	0.08	0.92
49. Dental insurance benefits.	3.07	3.41	3.24	3.20	0.16	0.85
50. Retirement benefits.	3.07	3.45	3.44	3.20	0.10	0.91
51. Paid time off benefits.	3.20	3.32	3.32	3.50	0.50	0.61
52. Staff development opportunities in my department.	2.73	3.35	3.12	2.60	1.26	0.29
53. Staff development opportunities at Langston University.	2.71	3.16	3.08	2.70	0.24	0.79

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## APPENDIX D: ANOVA BY CAMPUS

ITEM	UNK	Main	OKC	TUL	F	p
1. I am satisfied with the amount of information I receive about what is going on in my department	3.15	3.52	2.75	3.14	0.37	0.69
2. I understand the connection between my work and the goals of my department.	3.67	4.19	3.00	4.29	0.05	0.95
3. I have a good understanding of my department's mission.	3.92	4.25	4.00	4.57	0.49	0.62
4. The administration keeps me informed about issues affecting my department.	3.00	3.19	1.75	3.71	0.93	0.40
5. The administration keeps me informed about university events.	3.18	3.41	2.75	3.43	0.75	0.47
6. My department has good working relationships with other departments in the university.	3.45	3.83	3.25	4.14	0.38	0.69
<b>7. Training and career development opportunities are allocated fairly.</b>	<b>2.70</b>	<b>3.22</b>	<b>2.50</b>	<b>2.00</b>	<b>3.99</b>	<b>0.02*</b>
8. I am satisfied with the kinds of training currently available to me.	3.44	3.27	2.67	2.43	1.79	0.17
9. My supervisor lets me adjust my schedule so that I can participate in training opportunities.	4.33	3.93	2.75	3.29	1.02	0.36
10. Overall, the training I have attended for my present job has helped me perform my job better.	3.88	3.77	3.00	3.00	1.53	0.22
11. Overall, the training I have attended for my present job has contributed to my personal development.	3.78	3.66	3.25	2.86	1.57	0.21
12. I have training opportunities available to me that are useful for my future career and my personal development.	3.44	3.55	3.25	2.86	1.14	0.32
13. I am satisfied with the recognition I receive for doing a good job.	2.22	2.78	1.75	2.00	1.21	0.30
14. Outstanding service to customers is recognized or rewarded.	2.44	2.55	2.00	2.29	0.19	0.82
15. Quality work is valued by the university.	2.50	2.91	1.75	3.29	0.29	0.75
16. I am satisfied with how performance evaluations are conducted in my department.	3.00	3.08	2.50	3.71	1.45	0.24
17. My last performance evaluation provided me with information I could use to improve my performance.	2.90	3.20	2.75	3.71	1.00	0.37
18. My supervisor provides feedback and coaching to me on a consistent basis.	3.00	3.26	2.25	3.29	0.22	0.80
19. My supervisor provides feedback and coaching to me on a consistent basis.	2.89	3.25	2.67	3.29	0.25	0.78

## APPENDIX D: ANOVA BY CAMPUS CONTINUED

ITEM	UNK	Main	OKC	TUL	F	p
20. My supervisor has the training and experience needed for his/her position as a supervisor.	3.44	3.66	2.75	3.71	0.53	0.59
21. My supervisor has the supervisory skills needed in his/her position as a supervisor.	3.22	3.68	2.75	3.71	0.61	0.55
22. My supervisor distributes the workload fairly among staff in my unit.	2.89	3.40	2.75	3.14	0.92	0.40
23. My supervisor bases decisions primarily on facts and data rather than on opinions and feelings.	3.00	3.45	2.50	3.29	0.15	0.86
24. My supervisor supports free exchanges of opinions and ideas related to work.	3.11	3.76	2.75	3.71	0.03	0.97
25. My supervisor is open to new ways of doing things.	2.89	3.65	3.25	3.71	0.69	0.51
26. My supervisor demonstrates that quality is important in his/her day-to-day activities (e.g., holding meetings to discuss quality issues, interacting with others).	3.13	3.72	2.75	3.86	0.71	0.50
27. My supervisor provides staff with constructive suggestions to improve their job performance.	3.38	3.59	2.75	3.57	0.71	0.49
28. My supervisor personally recognizes the contributions of individuals on a regular basis.	2.63	3.45	2.50	3.29	0.84	0.44
29. I receive adequate guidance from my supervisor to succeed in my job.	2.88	3.45	3.00	3.57	0.87	0.42
30. My supervisor is generally available to discuss issues related to my work.	2.89	3.82	3.50	3.71	0.52	0.60
31. My supervisor supports initiatives to continually improve processes in our unit.	3.00	3.70	3.25	3.43	0.81	0.45
<b>32. I am satisfied with my physical work environment.</b>	<b>4.00</b>	<b>3.31</b>	<b>2.75</b>	<b>4.43</b>	<b>3.45</b>	<b>0.04*</b>
33. My office space is sufficient to perform my job.	4.00	3.58	3.75	4.43	2.34	0.10
34. I have the necessary equipment to perform my job successfully.	3.13	3.17	3.00	4.14	2.58	0.08
35. I like the work I do in my current position.	4.50	4.16	3.75	4.71	1.29	0.28
36. I feel a sense of personal satisfaction when I do my job well.	4.75	4.40	3.75	4.86	0.92	0.40
37. My job is challenging enough for me.	4.13	4.10	3.75	4.71	1.77	0.18
38. I am satisfied with my involvement in decisions that affect my work.	3.50	3.55	3.50	3.71	0.70	0.50
39. My job makes good use of my skills and abilities.	3.63	3.76	3.75	4.57	1.84	0.17
40. My overall job satisfaction.	3.86	3.68	2.75	3.57	0.67	0.52
41. The clarity of objectives and plans for the next few years in my department.	3.00	3.45	2.00	4.00	0.97	0.38

## APPENDIX D: ANOVA BY CAMPUS CONTINUED

ITEM	UNK	Main	OKC	TUL	F	p
42. The clarity of objectives and plans for the next few years at Langston.	2.63	3.18	2.50	3.71	0.95	0.39
43. The identity and sense of community at Langston University.	2.63	2.97	2.50	3.00	0.39	0.68
44. Morale in my department.	2.63	3.07	2.25	3.14	0.28	0.76
45. The level of cooperation and teamwork in my department.	3.50	3.28	2.50	3.43	0.18	0.84
46. The level of cooperation and teamwork at Langston University.	3.17	2.65	3.00	2.57	0.75	0.48
47. Staff salary levels.	2.00	2.17	1.50	1.86	0.26	0.78
48. Medical insurance benefits.	3.57	3.15	3.00	3.57	0.91	0.41
49. Dental insurance benefits.	3.57	3.32	2.75	3.14	0.75	0.47
50. Retirement benefits.	3.57	3.36	3.00	3.43	0.80	0.45
51. Paid time off benefits.	3.71	3.30	3.00	3.43	0.20	0.82
52. Staff development opportunities in my department.	3.29	3.17	3.00	2.57	1.08	0.34
53. Staff development opportunities at Langston University.	3.00	3.09	2.75	2.57	1.14	0.32

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## APPENDIX E: ANOVA BY EMPLOYMENT CATEGORY

ITEM	UNK	Admin	Faculty	Staff	F	p
1. I am satisfied with the amount of information I receive about what is going on in my department.	3.15	3.69	3.40	3.46	0.26	0.77
2. I understand the connection between my work and the goals of my department.	3.67	4.31	4.02	4.26	0.89	0.41
3. I have a good understanding of my department's mission.	3.75	4.54	4.23	4.26	0.80	0.45
4. The administration keeps me informed about issues affecting my department.	3.08	3.62	3.04	3.15	0.99	0.38
5. The administration keeps me informed about university events.	3.00	3.69	3.36	3.37	0.46	0.63
6. My department has good working relationships with other departments in the university.	3.25	4.00	3.70	4.00	1.25	0.29
7. Training and career development opportunities are allocated fairly.	2.80	3.31	2.98	3.15	0.54	0.59
8. I am satisfied with the kinds of training currently available to me.	3.56	3.31	3.15	3.18	0.09	0.91
9. My supervisor lets me adjust my schedule so that I can participate in training opportunities.	4.00	4.08	3.72	3.97	0.80	0.45
10. Overall, the training I have attended for my present job has helped me perform my job better.	3.88	3.85	3.62	3.72	0.26	0.77
11. Overall, the training I have attended for my present job has contributed to my personal development.	3.89	3.77	3.49	3.62	0.39	0.67
12. I have training opportunities available to me that are useful for my future career and my personal development.	3.33	3.46	3.60	3.38	0.40	0.67
13. I am satisfied with the recognition I receive for doing a good job.	2.30	2.77	2.55	2.82	0.45	0.64
14. Outstanding service to customers is recognized or rewarded.	2.40	2.85	2.40	2.53	0.71	0.50
15. Quality work is valued by the university.	2.80	2.92	2.81	2.90	0.07	0.93
16. I am satisfied with how performance evaluations are conducted in my department.	2.90	3.15	3.04	3.18	0.15	0.86
17. My last performance evaluation provided me with information I could use to improve my performance.	2.70	3.38	3.15	3.31	0.32	0.73
18. My supervisor provides feedback and coaching to me on a consistent basis.	3.10	3.38	2.98	3.44	1.66	0.20
19. My supervisor provides feedback and coaching to me on a consistent basis.	3.00	3.38	3.07	3.37	0.80	0.45
20. My supervisor has the training and experience needed for his/her position as a supervisor.	3.22	3.77	3.43	3.87	1.28	0.28
21. My supervisor has the supervisory skills needed in his/her position as a supervisor.	3.00	3.77	3.53	3.79	0.49	0.61

## APPENDIX E: ANOVA BY EMPLOYMENT CATEGORY CONTINUED

ITEM	UNK	Admin	Faculty	Staff	F	p
22. My supervisor distributes the workload fairly among staff in my unit.	2.67	3.15	3.47	3.33	0.33	0.72
23. My supervisor bases decisions primarily on facts and data rather than on opinions and feelings.	2.78	3.69	3.32	3.45	0.48	0.62
24. My supervisor supports free exchanges of opinions and ideas related to work.	3.00	3.85	3.66	3.77	0.15	0.86
25. My supervisor is open to new ways of doing things.	2.89	4.23	3.51	3.59	1.98	0.14
26. My supervisor demonstrates that quality is important in his/her day-to-day activities (e.g., holding meetings to discuss quality issues, interacting with others).	3.13	4.15	3.55	3.69	1.34	0.27
27. My supervisor provides staff with constructive suggestions to improve their job performance.	3.25	4.00	3.45	3.56	0.98	0.38
28. My supervisor personally recognizes the contributions of individuals on a regular basis.	2.63	3.62	3.34	3.41	0.23	0.79
29. I receive adequate guidance from my supervisor to succeed in my job.	2.75	3.85	3.30	3.51	1.08	0.34
30. My supervisor is generally available to discuss issues related to my work.	2.78	3.92	3.81	3.77	0.08	0.92
31. My supervisor supports initiatives to continually improve processes in our unit.	2.88	4.00	3.51	3.76	1.12	0.33
32. I am satisfied with my physical work environment.	3.88	3.92	3.28	3.31	1.34	0.27
33. My office space is sufficient to perform my job.	3.88	3.92	3.70	3.51	0.62	0.54
34. I have the necessary equipment to perform my job successfully.	2.88	3.38	3.06	3.44	0.89	0.41
35. I like the work I do in my current position.	4.25	4.54	4.04	4.28	1.47	0.23
36. I feel a sense of personal satisfaction when I do my job well.	4.63	4.62	4.26	4.54	1.36	0.26
37. My job is challenging enough for me.	4.25	4.46	3.96	4.21	1.79	0.17
38. I am satisfied with my involvement in decisions that affect my work.	3.38	3.92	3.36	3.69	1.41	0.25
39. My job makes good use of my skills and abilities.	3.63	4.54	3.64	3.79	2.92	0.06
40. My overall job satisfaction.	3.71	3.69	3.47	3.84	1.09	0.34
41. The clarity of objectives and plans for the next few years in my department.	3.00	3.77	3.28	3.51	1.11	0.33
42. The clarity of objectives and plans for the next few years at Langston.	2.75	3.85	3.11	3.05	2.87	0.06
43. The identity and sense of community at Langston University.	2.38	3.15	3.11	2.74	1.33	0.27
44. Morale in my department.	2.50	2.62	3.15	3.08	0.98	0.38
45. The level of cooperation and teamwork in my department.	3.38	3.08	3.28	3.33	0.21	0.81

## APPENDIX E: ANOVA BY EMPLOYMENT CATEGORY CONTINUED

ITEM	UNK	Admin	Faculty	Staff	F	p
46. The level of cooperation and teamwork at Langston University.	2.86	2.69	2.80	2.51	0.69	0.50
47. Staff salary levels.	1.86	2.08	2.02	2.28	0.73	0.48
48. Medical insurance benefits.	3.57	2.92	3.19	3.23	0.36	0.70
49. Dental insurance benefits.	3.29	3.38	3.21	3.38	0.29	0.75
50. Retirement benefits.	3.43	3.46	3.17	3.56	1.57	0.21
51. Paid time off benefits.	4.00	3.46	3.06	3.46	1.47	0.24
52. Staff development opportunities in my department.	3.14	3.69	2.91	3.21	2.74	0.07
53. Staff development opportunities at Langston University.	3.00	3.38	2.96	3.03	0.83	0.44

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## APPENDIX F: ANOVA BY TENURE CONTINUED

ITEM	UNK	0-5	6-10	11-15	16-20	21-25	26-30	30+	F	p
1. I am satisfied with the amount of information I receive about what is going on in my department.	3.04	3.84	3.45	2.92	3.75	3.00	3.67	3.00	1.08	0.38
2. I understand the connection between my work and the goals of my department.	3.82	4.19	4.23	3.85	4.58	4.33	3.67	3.75	1.02	0.42
<b>3. I have a good understanding of my department's mission.</b>	3.91	4.38	4.36	4.23	4.58	3.33	3.67	4.00	1.88	0.09
4. The administration keeps me informed about issues affecting my department.	2.68	3.41	3.32	3.00	3.08	4.00	3.33	2.75	0.46	0.84
5. The administration keeps me informed about university events.	3.00	3.53	3.32	3.54	3.36	3.67	3.67	3.25	0.16	0.99
6. My department has good working relationships with other departments in the university.	3.24	3.84	3.95	3.62	4.25	4.67	4.33	3.50	1.12	0.36
7. Training and career development opportunities are allocated fairly.	3.00	3.19	3.14	2.69	3.00	4.00	3.00	2.75	0.75	0.61
8. I am satisfied with the kinds of training currently available to me.	3.32	3.13	3.14	2.92	3.58	4.00	3.33	3.00	0.67	0.67
9. My supervisor lets me adjust my schedule so that I can participate in training opportunities.	3.79	3.78	3.91	3.77	4.45	4.00	3.67	3.75	0.63	0.71
10. Overall, the training I have attended for my present job has helped me perform my job better.	3.50	3.66	3.73	3.38	4.17	4.67	3.67	3.75	1.13	0.35
11. Overall, the training I have attended for my present job has contributed to my personal development.	3.53	3.66	3.59	3.15	4.00	4.67	3.33	3.25	1.44	0.21
12. I have training opportunities available to me that are useful for my future career and my personal development.	3.11	3.53	3.36	3.54	3.92	3.67	4.00	3.50	0.47	0.83
13. I am satisfied with the recognition I receive for doing a good job.	2.15	2.91	2.57	2.31	2.58	3.67	3.33	3.50	0.99	0.44
14. Outstanding service to customers is recognized or rewarded.	2.10	2.53	2.67	2.38	2.58	3.67	3.00	2.25	0.60	0.73
15. Quality work is valued by the university.	2.30	3.00	3.00	2.54	3.25	3.33	3.00	3.00	0.39	0.88
16. I am satisfied with how performance evaluations are conducted in my department.	2.80	3.41	2.86	3.23	3.08	3.67	3.00	2.50	0.80	0.58
17. My last performance evaluation provided me with information I could use to improve my performance.	2.75	3.47	3.23	3.15	3.17	3.67	3.33	2.75	0.38	0.89
18. My supervisor provides feedback and coaching to me on a consistent basis.	2.80	3.72	3.05	3.00	3.00	3.67	4.00	2.25	1.89	0.09
19. My supervisor provides feedback and coaching to me on a consistent basis.	2.72	3.69	3.10	3.25	3.00	3.50	3.50	2.25	1.50	0.19
20. My supervisor has the training and experience needed for his/her position as a supervisor.	2.74	4.19	3.73	3.08	3.75	4.00	4.33	3.00	1.72	0.13

## APPENDIX F: ANOVA BY TENURE CONTINUED

ITEM	UNK	0-5	6-10	11-15	16-20	21-25	26-30	30+	F	p
21. My supervisor has the supervisory skills needed in his/her position as a supervisor.	2.79	4.22	3.64	3.08	3.75	4.00	4.33	3.00	2.05	0.07
22. My supervisor distributes the workload fairly among staff in my unit.	2.63	3.63	3.14	3.23	3.58	4.00	3.67	3.75	0.55	0.77
23. My supervisor bases decisions primarily on facts and data rather than on opinions and feelings.	2.63	3.59	3.59	3.08	3.67	3.50	4.33	3.00	0.71	0.65
24. My supervisor supports free exchanges of opinions and ideas related to work.	2.89	4.00	3.59	3.62	3.83	4.00	4.33	4.00	0.43	0.86
25. My supervisor is open to new ways of doing things.	2.89	3.94	3.36	3.54	3.75	4.00	4.00	4.00	0.66	0.68
26. My supervisor demonstrates that quality is important in his/her day-to-day activities (e.g., holding meetings to discuss quality issues, interacting with others).	2.94	4.16	3.45	3.31	4.08	3.67	4.33	3.00	1.93	0.08
27. My supervisor provides staff with constructive suggestions to improve their job performance.	3.00	3.94	3.36	3.31	3.83	3.33	4.33	3.25	0.99	0.44
28. My supervisor personally recognizes the contributions of individuals on a regular basis.	2.56	3.72	3.18	3.31	3.67	3.67	4.00	3.25	0.58	0.74
29. I receive adequate guidance from my supervisor to succeed in my job.	2.67	3.75	3.41	3.23	3.58	3.33	4.00	3.67	0.44	0.85
30. My supervisor is generally available to discuss issues related to my work.	2.58	4.25	3.68	3.69	3.92	4.33	4.00	4.00	0.87	0.52
31. My supervisor supports initiatives to continually improve processes in our unit.	2.83	3.91	3.68	3.54	3.67	4.00	4.00	4.00	0.26	0.95
32. I am satisfied with my physical work environment.	3.61	3.47	3.45	3.23	3.08	3.00	3.33	3.75	0.25	0.96
33. My office space is sufficient to perform my job.	3.44	3.81	3.55	3.92	3.58	3.33	3.67	4.00	0.30	0.94
34. I have the necessary equipment to perform my job successfully.	2.94	3.09	3.64	2.62	3.58	4.67	2.33	3.75	2.02	0.07
35. I like the work I do in my current position.	3.94	4.09	4.18	4.46	4.50	4.67	4.67	4.00	0.63	0.70
36. I feel a sense of personal satisfaction when I do my job well.	4.28	4.50	4.32	4.38	4.67	4.67	4.67	4.25	0.31	0.93
37. My job is challenging enough for me.	3.72	4.22	3.95	4.31	4.42	4.67	4.67	4.00	0.90	0.50
38. I am satisfied with my involvement in decisions that affect my work.	3.00	3.66	3.59	3.23	4.00	4.67	3.67	3.75	0.79	0.58
39. My job makes good use of my skills and abilities.	3.28	3.88	3.59	4.00	4.25	4.67	4.33	3.75	0.75	0.61
40. My overall job satisfaction.	3.18	3.94	3.32	3.38	4.08	4.67	4.33	3.50	1.71	0.13
<b>41. The clarity of objectives and plans for the next few years in my department.</b>	<b>2.78</b>	<b>3.81</b>	<b>3.38</b>	<b>2.77</b>	<b>3.83</b>	<b>4.50</b>	<b>3.67</b>	<b>3.00</b>	<b>2.20</b>	<b>0.05*</b>

## APPENDIX F: ANOVA BY TENURE CONTINUED

ITEM	UNK	0-5	6-10	11-15	16-20	21-25	26-30	30+	F	p
42. The clarity of objectives and plans for the next few years at Langston.	2.56	3.28	3.27	2.85	3.67	3.50	3.00	3.50	0.71	0.64
43. The identity and sense of community at Langston University.	2.11	3.16	2.82	3.00	3.50	3.67	3.00	2.75	0.75	0.61
44. Morale in my department.	2.33	3.50	2.77	2.69	3.25	3.33	3.67	3.00	1.33	0.26
<b>45. The level of cooperation and teamwork in my department.</b>	<b>3.17</b>	<b>3.53</b>	<b>2.95</b>	<b>3.15</b>	<b>3.83</b>	<b>2.67</b>	<b>4.33</b>	<b>2.00</b>	<b>2.44</b>	<b>0.03*</b>
46. The level of cooperation and teamwork at Langston University.	2.44	2.56	2.64	2.69	3.17	2.67	3.33	3.00	0.63	0.71
47. Staff salary levels.	1.76	2.28	1.91	1.62	2.50	2.67	3.33	2.50	1.96	0.08
48. Medical insurance benefits.	3.12	3.31	2.91	3.23	3.67	3.33	3.33	2.50	0.99	0.44
49. Dental insurance benefits.	3.18	3.38	3.14	3.23	3.83	3.67	3.33	2.50	1.06	0.39
50. Retirement benefits.	3.24	3.38	3.45	3.15	3.67	3.67	3.33	3.00	0.42	0.87
51. Paid time off benefits.	3.41	3.47	3.23	2.92	3.83	3.00	3.00	2.50	1.24	0.29
52. Staff development opportunities in my department.	2.76	3.31	3.00	2.75	3.67	3.67	3.67	2.75	1.21	0.31
53. Staff development opportunities at Langston University.	2.69	3.19	2.86	3.00	3.58	2.33	3.33	3.00	0.99	0.44

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## APPENDIX G: ITEM CORRELATION

	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13
1	1												
2	.518**	1											
3	.462**	.827**	1										
4	.680**	.488**	.387**	1									
5	.494**	.230*	.201*	.604**	1								
6	.281**	.475**	.432**	.399**	.417**	1							
7	.455**	.428**	.328**	.411**	.365**	.398**	1						
8	.363**	.351**	.244*	.351**	.284**	.231*	.703**	1					
9	.353**	.406**	.333**	.312**	.266**	.335**	.475**	.528**	1				
10	.348**	.333**	.223*	.326**	.311**	.366**	.499**	.517**	.667**	1			
11	.309**	.304**	.216*	.337**	.331**	.373**	.506**	.572**	.673**	.886**	1		
12	.383**	.292**	.234*	.345**	.225*	.243*	.495**	.610**	.616**	.685**	.691**	1	
13	.412**	.377**	.252**	.489**	.408**	.329**	.500**	.454**	.517**	.456**	.475**	.545**	1
14	.405**	.298**	.196*	.507**	.417**	.300**	.403**	.444**	.439**	.421**	.462**	.505**	.739**
15	.348**	.307**	0.169	.506**	.489**	.322**	.334**	.354**	.404**	.433**	.460**	.424**	.550**
16	.268**	.341**	.267**	.448**	.470**	.326**	.421**	.312**	.373**	.320**	.367**	.344**	.532**
17	.236*	.397**	.343**	.419**	.394**	.367**	.355**	.294**	.392**	.339**	.387**	.379**	.512**
18	.474**	.446**	.355**	.488**	.316**	.391**	.428**	.369**	.464**	.410**	.456**	.451**	.528**
19	.472**	.392**	.330**	.460**	.335**	.363**	.461**	.402**	.480**	.422**	.479**	.460**	.501**
20	.581**	.447**	.350**	.634**	.411**	.376**	.361**	.219*	.494**	.479**	.460**	.407**	.588**
21	.593**	.448**	.359**	.576**	.359**	.372**	.320**	.229*	.464**	.460**	.455**	.407**	.578**
22	.395**	.388**	.293**	.402**	.252**	.343**	.414**	.363**	.620**	.435**	.458**	.502**	.651**
23	.548**	.443**	.305**	.573**	.407**	.340**	.444**	.312**	.516**	.430**	.412**	.399**	.564**
24	.637**	.488**	.367**	.621**	.350**	.330**	.362**	.230*	.551**	.449**	.392**	.421**	.608**
25	.533**	.435**	.337**	.580**	.336**	.350**	.413**	.217*	.524**	.413**	.384**	.406**	.605**
26	.549**	.496**	.469**	.588**	.335**	.380**	.359**	.268**	.447**	.339**	.383**	.407**	.550**
27	.584**	.428**	.411**	.609**	.358**	.363**	.405**	.352**	.584**	.428**	.440**	.497**	.611**
28	.498**	.402**	.331**	.583**	.358**	.319**	.371**	.349**	.429**	.367**	.376**	.454**	.699**
29	.606**	.517**	.446**	.590**	.294**	.367**	.390**	.339**	.553**	.492**	.483**	.516**	.575**
30	.528**	.411**	.346**	.585**	.352**	.340**	.369**	.260**	.497**	.477**	.495**	.462**	.576**
31	.542**	.547**	.414**	.633**	.364**	.371**	.370**	.294**	.554**	.447**	.487**	.521**	.655**
32	.264**	.326**	.241*	.286**	.284**	.277**	0.168	0.171	.313**	.275**	.299**	.255**	.284**
33	.208*	.202*	0.18	.277**	.270**	.268**	0.096	0.178	.242*	.282**	.284**	.312**	.246*
34	.195*	.401**	.276**	.378**	.297**	.409**	0.187	.226*	.354**	.358**	.386**	.254**	.294**
35	.195*	.387**	.322**	.368**	.282**	.418**	0.177	.286**	.349**	.317**	.373**	.315**	.324**
36	.361**	.390**	.376**	.382**	.255**	.272**	.210*	.197*	.478**	.341**	.344**	.261**	.290**
37	.284**	.368**	.341**	.416**	.314**	.386**	.341**	.310**	.371**	.313**	.355**	.449**	.394**
38	.433**	.472**	.400**	.539**	.370**	.413**	.391**	.413**	.538**	.527**	.531**	.464**	.562**
39	.324**	.464**	.420**	.440**	.384**	.346**	.237*	.309**	.320**	.336**	.341**	.331**	.405**
40	.471**	.454**	.293**	.504**	.297**	.399**	.432**	.445**	.531**	.443**	.482**	.453**	.606**
41	.533**	.567**	.430**	.651**	.406**	.417**	.463**	.423**	.418**	.469**	.453**	.435**	.568**
42	.421**	.458**	.326**	.572**	.512**	.429**	.404**	.413**	.386**	.495**	.457**	.429**	.515**
43	.370**	.308**	.194*	.479**	.504**	.446**	.447**	.470**	.323**	.439**	.444**	.469**	.567**
44	.440**	.285**	.205*	.427**	.195*	.292**	.356**	.285**	.320**	.304**	.316**	.375**	.619**
45	.371**	.341**	.241*	.364**	0.164	.310**	.206*	0.185	.263**	.221*	.266**	.265**	.377**
46	.339**	.247*	0.145	.426**	.385**	.396**	.371**	.416**	.237*	.428**	.423**	.387**	.472**
47	.214*	0.148	0.042	.296**	.411**	.345**	.308**	.272**	0.175	.272**	.278**	.349**	.387**
48	0.186	.246*	.312**	.271**	.258**	.283**	.254**	.299**	0.097	0.167	.216*	.215*	.229*
49	0.157	.241*	.268**	.268**	.285**	.273**	.310**	.339**	0.126	0.175	.244*	.229*	0.176
50	0.155	.206*	.248*	.322**	.287**	.307**	.275**	.361**	0.174	.211*	.228*	.237*	.242*
51	0.011	.202*	.228*	0.076	0.089	.211*	.209*	.194*	.222*	.202*	.239*	0.158	0.096
52	.491**	.427**	.335**	.519**	.383**	.297**	.515**	.589**	.560**	.600**	.643**	.621**	.572**
53	.450**	.405**	.340**	.439**	.418**	.365**	.559**	.576**	.467**	.577**	.529**	.554**	.503**

## APPENDIX G: ITEM CORRELATION CONTINUED

	V14	V15	V16	V17	V18	V19	V20	V21	V22	V23	V24	V25	V26
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													
13													
14	1												
15	.622**	1											
16	.570**	.540**	1										
17	.551**	.566**	.811**	1									
18	.526**	.479**	.621**	.639**	1								
19	.533**	.468**	.621**	.649**	.980**	1							
20	.521**	.501**	.498**	.460**	.693**	.671**	1						
21	.486**	.462**	.443**	.450**	.668**	.652**	.924**	1					
22	.539**	.512**	.500**	.537**	.550**	.552**	.668**	.742**	1				
23	.550**	.469**	.557**	.481**	.599**	.592**	.782**	.786**	.727**	1			
24	.497**	.432**	.470**	.429**	.643**	.628**	.790**	.783**	.734**	.817**	1		
25	.500**	.409**	.512**	.397**	.616**	.602**	.726**	.702**	.672**	.757**	.868**	1	
26	.483**	.454**	.480**	.481**	.720**	.682**	.808**	.806**	.657**	.715**	.764**	.743**	1
27	.564**	.450**	.483**	.493**	.702**	.682**	.769**	.778**	.768**	.791**	.842**	.778**	.853**
28	.626**	.443**	.441**	.418**	.632**	.609**	.737**	.758**	.712**	.671**	.733**	.750**	.773**
29	.527**	.449**	.477**	.504**	.760**	.746**	.813**	.832**	.706**	.765**	.814**	.766**	.783**
30	.464**	.496**	.440**	.446**	.621**	.630**	.795**	.805**	.718**	.750**	.818**	.735**	.741**
31	.550**	.535**	.483**	.471**	.667**	.651**	.777**	.786**	.720**	.744**	.846**	.831**	.793**
32	.357**	.342**	.458**	.437**	.447**	.440**	.308**	.317**	.316**	.326**	.334**	.335**	.317**
33	.280**	.265**	.366**	.296**	.346**	.371**	.344**	.336**	.292**	.386**	.334**	.266**	.315**
34	.419**	.465**	.413**	.435**	.278**	.262**	.356**	.330**	.339**	.353**	.305**	.259**	.267**
35	.364**	.365**	.366**	.398**	.305**	.267**	.303**	.335**	.352**	.377**	.359**	.356**	.319**
36	.289**	.301**	.343**	.333**	.309**	.286**	.376**	.430**	.397**	.473**	.491**	.468**	.407**
37	.363**	.274**	.353**	.347**	.415**	.408**	.414**	.371**	.307**	.359**	.377**	.444**	.434**
38	.528**	.510**	.427**	.433**	.551**	.550**	.633**	.636**	.500**	.533**	.603**	.571**	.564**
39	.488**	.378**	.419**	.364**	.394**	.367**	.471**	.422**	.318**	.387**	.403**	.431**	.479**
40	.571**	.497**	.438**	.420**	.567**	.539**	.644**	.633**	.638**	.657**	.632**	.567**	.598**
41	.519**	.517**	.538**	.527**	.586**	.551**	.617**	.603**	.557**	.643**	.649**	.588**	.636**
42	.552**	.632**	.483**	.480**	.429**	.435**	.451**	.420**	.442**	.583**	.474**	.488**	.436**
43	.550**	.536**	.447**	.424**	.351**	.369**	.411**	.413**	.496**	.525**	.414**	.368**	.354**
44	.517**	.467**	.439**	.372**	.481**	.496**	.550**	.585**	.584**	.549**	.567**	.550**	.496**
45	.401**	.380**	.462**	.404**	.453**	.476**	.465**	.477**	.434**	.470**	.429**	.391**	.467**
46	.621**	.486**	.489**	.412**	.393**	.423**	.383**	.349**	.385**	.477**	.360**	.323**	.327**
47	.422**	.464**	.362**	.355**	.370**	.345**	.316**	.311**	.350**	.345**	.220*	.237*	.251**
48	.306**	.403**	.231*	.207*	0.166	0.168	0.155	0.122	0.135	0.042	0.09	0.114	0.141
49	.282**	.386**	0.179	0.115	0.113	0.111	0.108	0.057	0.041	0.105	0.074	0.128	0.083
50	.336**	.412**	.358**	.336**	.387**	.392**	.226*	0.157	0.125	0.179	0.137	.200*	.213*
51	0.179	.364**	.329**	.249*	.252**	.278**	0.12	0.052	0.124	0.135	0.042	0.1	0.119
52	.640**	.518**	.478**	.442**	.562**	.591**	.573**	.535**	.510**	.514**	.501**	.500**	.547**
53	.510**	.586**	.446**	.418**	.453**	.508**	.450**	.424**	.455**	.458**	.423**	.426**	.417**

## APPENDIX G: ITEM CORRELATION CONTINUED

	V27	V28	V29	V30	V31	V32	V33	V34	V35	V36	V37	V38	V39
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
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13													
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15													
16													
17													
18													
19													
20													
21													
22													
23													
24													
25													
26													
27	1												
28	.774**	1											
29	.835**	.778**	1										
30	.761**	.710**	.836**	1									
31	.791**	.748**	.821**	.818**	1								
32	.345**	.281**	.336**	.238*	.352**	1							
33	.298**	.317**	.347**	.317**	.298**	.652**	1						
34	.290**	.272**	.392**	.339**	.366**	.606**	.471**	1					
35	.394**	.348**	.377**	.351**	.434**	.423**	.368**	.410**	1				
36	.476**	.332**	.422**	.439**	.478**	.431**	.350**	.345**	.708**	1			
37	.413**	.432**	.390**	.363**	.434**	.428**	.394**	.289**	.589**	.619**	1		
38	.574**	.544**	.628**	.604**	.644**	.395**	.295**	.460**	.439**	.487**	.537**	1	
39	.370**	.412**	.397**	.403**	.451**	.440**	.388**	.385**	.551**	.462**	.632**	.663**	1
40	.647**	.555**	.605**	.609**	.602**	.339**	.373**	.358**	.604**	.618**	.589**	.635**	.559**
41	.647**	.614**	.664**	.615**	.606**	.498**	.470**	.478**	.555**	.556**	.579**	.600**	.582**
42	.484**	.429**	.475**	.474**	.514**	.481**	.449**	.495**	.536**	.480**	.507**	.539**	.596**
43	.427**	.469**	.366**	.519**	.422**	.318**	.356**	.348**	.462**	.369**	.394**	.436**	.445**
44	.583**	.595**	.538**	.596**	.519**	.222*	0.189	0.088	.323**	.393**	.371**	.510**	.289**
45	.488**	.421**	.489**	.423**	.426**	.276**	.314**	0.115	.352**	.365**	.307**	.358**	.277**
46	.411**	.442**	.383**	.368**	.396**	.439**	.485**	.382**	.349**	.255**	.310**	.376**	.344**
47	.290**	.327**	.262**	.215*	.286**	.251**	.213*	.267**	0.118	0.076	.207*	.237*	.200*
48	0.14	0.155	0.09	0.175	0.142	0.164	0.136	0.146	.308**	0.154	.343**	.256**	.324**
49	0.092	0.132	0.055	0.112	0.122	.227*	.225*	.263**	.334**	0.162	.313**	.278**	.320**
50	0.158	.213*	0.182	0.115	0.187	.240*	.308**	.270**	.244*	0.059	.270**	.271**	.294**
51	0.08	-	0.033	0.041	0.1	.211*	.261**	0.192	0.17	0.064	0.106	0.131	0.152
52	.578**	.517**	.600**	.542**	.583**	.266**	.267**	.334**	.446**	.362**	.447**	.600**	.542**
53	.478**	.416**	.448**	.430**	.486**	.344**	.364**	.260**	.388**	.348**	.406**	.501**	.496**

## APPENDIX G: ITEM CORRELATION CONTINUED

	V40	V41	V42	V43	V44	V45	V46	V47	V48	V49	V50	V51	V52	V53
1														
2														
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30														
31														
32														
33														
34														
35														
36														
37														
38														
39														
40	1													
41	.720**	1												
42	.616**	.761**	1											
43	.632**	.638**	.768**	1										
44	.603**	.558**	.448**	.565**	1									
45	.491**	.400**	.290**	.389**	.695**	1								
46	.471**	.495**	.563**	.675**	.505**	.561**	1							
47	.318**	.337**	.413**	.417**	.356**	.237*	.450**	1						
48	.303**	.216*	.254**	.325**	.302**	.327**	.311**	.279**	1					
49	.298**	.296**	.349**	.410**	.227*	.246*	.370**	.236*	.775**	1				
50	.280**	.304**	.357**	.300**	0.18	.221*	.334**	.363**	.580**	.639**	1			
51	.213*	.203*	.257**	0.162	0.111	.284**	.243*	.295**	.412**	.429**	.588**	1		
52	.631**	.638**	.559**	.486**	.494**	.395**	.449**	.403**	.319**	.287**	.319**	.317**	1	
53	.577**	.600**	.676**	.610**	.502**	.393**	.558**	.454**	.378**	.396**	.422**	.408**	.775**	1



## APPENDIX H: CORRELATION BETWEEN JOB SATISFACTION AND DIMENSIONS

	V40	COMM	TRAINING	REWARDS	PERFMGT	MGT	ENVIOR	JOBSAT	BENSAT
V40	1								
COMM	.559(**)	1							
TRAINING	.565(**)	.539(**)	1						
REWARDS	.635(**)	.591(**)	.617(**)	1					
PERFMGT	.558(**)	.589(**)	.553(**)	.683(**)	1				
MGT	.698(**)	.691(**)	.568(**)	.692(**)	.713(**)	1			
ENVIOR	.422(**)	.448(**)	.368(**)	.459(**)	.502(**)	.426(**)	1		
JOBSAT	.741(**)	.627(**)	.535(**)	.564(**)	.544(**)	.617(**)	.567(**)	1	
BENSAT	.333(**)	.357(**)	.344(**)	.398(**)	.330(**)	0.166	.315(**)	.346(**)	1

\* p < .05  
 \*\* p < .001

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## APPENDIX I: REGRESSION PREDICTING GLOBAL JOB SATISFACTION WITH ITEMS

Model	Unstandardized Coefficients		Standardized Coefficients			Model Summary	
	B	Std. Error	Beta	t	Sig.	R	Adjusted R Square
1 (Constant)	1.154	0.302		3.824	0.000	0.688	0.4669
V41	0.722	0.082	0.688	8.786	0.000		
2 (Constant)	0.734	0.284		2.584	0.011	0.763	0.573
V41	0.492	0.088	0.468	5.576	0.000		
V22	0.363	0.077	0.398	4.733	0.000		
3 (Constant)	-0.312	0.380		-0.822	0.413	0.803	0.632
V41	0.332	0.092	0.316	3.62	0.001		
V22	0.32	0.072	0.350	4.436	0.000		
V36	0.392	0.102	0.309	3.834	0.000		
4 (Constant)	-0.401	0.365		-1.098	0.275	0.823	0.662
V41	0.213	0.097	0.203	2.191	0.031		
V22	0.272	0.071	0.297	3.823	0.000		
V36	0.384	0.098	0.303	3.922	0.000		
V43	0.236	0.081	0.238	2.914	0.005		
5 (Constant)	-0.615	0.358		-1.719	0.089	0.841	0.690
V41	0.105	0.100	0.100	1.042	0.300		
V22	0.172	0.077	0.188	2.241	0.028		
V36	0.405	0.094	0.319	4.297	0.000		
V43	0.249	0.078	0.251	3.198	0.002		
V20	0.216	0.075	0.242	2.868	0.005		

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## APPENDIX J: REGRESSION PREDICTING GLOBAL JOB SATISFACTION WITH DIMENSIONS

Model	Unstandardized Coefficients		Standardized Coefficients			Model Summary	
	B	Std. Error	Beta	t	Sig.	R	Adjusted R Square
1 (Constant)	-0.419	0.372		-1.127	0.262	0.742	0.546
JOBSAT	1.007	0.09	0.742	11.171	0		
2 (Constant)	-0.483	0.339		-1.426	0.157	0.794	0.623
JOBSAT	0.666	0.11	0.491	6.073	0		
MGT	0.404	0.086	0.378	4.682	0		
3 (Constant)	-0.407	0.335		-1.216	0.227	0.804	0.636
JOBSAT	0.622	0.11	0.459	5.669	0		
MGT	0.29	0.101	0.271	2.872	0.005		
REWARDS	0.188	0.089	0.181	2.108	0.037		

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## APPENDIX K: FACTOR ANALYSIS

### Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	12.915	24.369	24.369
2	5.585	10.537	34.906
3	3.767	7.107	42.013
4	3.464	6.536	48.549
5	3.462	6.532	55.081
6	3.110	5.867	60.948
7	2.990	5.642	66.590
8	2.526	4.766	71.356
9	2.449	4.622	75.978
10	1.122	2.117	78.095

Extraction Method: Principal Component Analysis.

## APPENDIX K: FACTOR ANALYSIS CONTINUED

	1	2	3	4	5	6	7	8	9	10
V1	0.54	0.16	0.01	0.05	0.44	-0.07	-0.04	0.14	0.47	-0.14
V2	0.26	0.19	0.21	0.14	0.08	0.10	0.15	0.02	<b>0.80</b>	0.08
V3	0.26	0.11	0.24	0.19	-0.01	0.11	0.11	-0.04	<b>0.81</b>	-0.05
V4	0.50	0.04	0.15	0.20	0.60	0.02	0.07	0.05	0.28	-0.03
V5	0.17	0.15	0.11	0.11	<b>0.79</b>	0.12	0.11	0.02	0.07	-0.04
V6	0.08	0.26	0.09	0.19	0.06	-0.02	0.40	0.41	0.29	-0.07
V7	0.16	0.57	-0.05	0.10	0.30	0.17	-0.08	0.24	0.42	-0.09
V8	0.11	<b>0.68</b>	0.07	0.18	0.29	0.19	-0.01	0.21	0.25	-0.12
V9	0.44	<b>0.69</b>	0.15	-0.01	-0.08	0.16	0.08	-0.02	0.20	0.16
V10	0.27	<b>0.82</b>	0.09	0.08	0.07	-0.04	0.21	0.03	0.02	0.06
V11	0.28	<b>0.81</b>	0.14	0.13	0.04	0.04	0.21	0.07	0.02	0.03
V12	0.37	<b>0.73</b>	0.13	0.06	0.09	0.09	0.12	0.09	0.04	-0.09
V13	0.53	0.38	0.12	0.06	0.35	0.25	-0.01	0.25	-0.01	0.01
V14	0.41	0.34	0.10	0.19	0.43	0.36	0.11	0.24	-0.09	0.00
V15	0.35	0.29	0.06	0.41	0.40	0.32	0.12	0.04	-0.08	0.30
V16	0.28	0.11	0.17	0.10	0.23	<b>0.75</b>	0.17	0.14	0.12	0.07
V17	0.22	0.18	0.18	0.09	0.11	<b>0.81</b>	0.16	0.11	0.09	0.04
V18	0.62	0.19	0.00	0.16	0.02	0.52	0.22	0.08	0.10	-0.35
V19	0.61	0.23	0.00	0.15	0.01	0.54	0.19	0.08	0.07	-0.33
V20	<b>0.87</b>	0.16	0.04	0.13	0.16	0.07	0.13	0.04	0.04	-0.05
V21	<b>0.88</b>	0.16	0.07	0.07	0.08	0.04	0.12	0.10	0.04	-0.05
V22	<b>0.69</b>	0.35	0.12	-0.01	-0.02	0.22	0.06	0.26	0.05	0.28
V23	<b>0.75</b>	0.14	0.11	-0.02	0.20	0.16	0.15	0.25	0.10	0.23
V24	<b>0.87</b>	0.14	0.15	-0.02	0.11	0.04	0.08	0.08	0.16	0.10
V25	<b>0.81</b>	0.13	0.20	0.06	0.11	0.09	0.05	0.03	0.10	0.08
V26	<b>0.82</b>	0.10	0.15	0.09	0.09	0.17	0.08	0.01	0.15	-0.14
V27	<b>0.83</b>	0.23	0.16	-0.01	0.12	0.16	0.06	0.15	0.14	-0.01
V28	<b>0.77</b>	0.16	0.11	0.07	0.23	0.06	0.07	0.17	-0.02	-0.16
V29	<b>0.83</b>	0.26	0.09	0.02	0.04	0.17	0.18	0.07	0.16	-0.06
V30	<b>0.83</b>	0.23	0.18	0.04	0.10	0.02	0.08	0.11	0.03	0.08
V31	<b>0.80</b>	0.25	0.21	0.08	0.13	0.13	0.10	0.01	0.11	0.08
V32	0.15	0.09	0.30	0.06	0.08	0.26	<b>0.71</b>	0.04	0.11	-0.13
V33	0.27	0.05	0.24	0.07	0.05	0.08	<b>0.74</b>	0.16	-0.01	-0.07
V34	0.09	0.27	0.14	0.13	0.19	0.13	<b>0.74</b>	-0.10	0.13	0.27
V35	0.18	0.13	<b>0.77</b>	0.13	0.06	0.09	0.22	0.16	0.13	0.13
V36	0.34	0.12	<b>0.73</b>	-0.04	-0.01	0.08	0.14	0.13	0.25	0.13
V37	0.27	0.19	<b>0.68</b>	0.18	0.12	0.08	0.20	0.06	0.14	-0.34
V38	0.57	0.40	0.33	0.16	0.19	0.08	0.23	-0.06	0.11	-0.13
V39	0.29	0.17	<b>0.62</b>	0.18	0.33	0.14	0.26	-0.11	0.04	-0.16
V40	0.52	0.27	0.48	0.17	0.13	0.11	0.09	0.33	0.04	0.09
V41	0.48	0.17	0.41	0.08	0.35	0.17	0.28	0.18	0.19	0.05
V42	0.25	0.25	0.42	0.20	0.51	0.17	0.35	0.20	0.01	0.25
V43	0.22	0.28	0.29	0.14	0.48	0.06	0.20	0.55	-0.07	0.18
V44	0.59	0.12	0.19	0.13	0.07	0.13	-0.15	0.61	-0.02	-0.06
V45	0.49	0.02	0.17	0.19	-0.13	0.26	-0.04	0.58	0.11	-0.03
V46	0.24	0.28	0.07	0.17	0.33	0.15	0.36	<b>0.61</b>	-0.03	0.00
V47	0.15	0.18	-0.19	0.35	0.33	0.23	0.22	0.28	-0.17	-0.01
V48	0.07	0.12	0.23	<b>0.79</b>	0.13	-0.04	-0.12	0.15	0.16	-0.11
V49	-0.01	0.12	0.21	<b>0.78</b>	0.22	-0.15	0.07	0.16	0.14	-0.01
V50	0.10	0.07	-0.01	<b>0.80</b>	0.13	0.23	0.20	0.03	0.04	-0.08
V51	0.03	0.17	-0.03	<b>0.68</b>	-0.16	0.35	0.16	-0.02	0.11	0.27
V52	0.44	0.56	0.24	0.21	0.27	0.27	-0.02	0.05	0.06	-0.01
V53	0.29	0.53	0.22	0.31	0.34	0.24	0.04	0.22	0.04	0.07

\* Extraction Method: Principal Component Analysis.

\*\* Rotation Method: Varimax with Kaiser Normalization

\*\*\* Highlighted loadings above .6 and lower than .4 on other factors