

**Reassessment of North Dakota Department of Transportation
Organizational Health**

**Lynn Kalnbach,
Project Investigator**

**Upper Great Plains Transportation Institute
North Dakota State University
Fargo, North Dakota**

for

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EXECUTIVE SUMMARY

As one of the objectives of the North Dakota Department of Transportation's (NDDOT) strategic business plan, the employee survey is to be conducted on a regular basis in order to determine how well the employees believe the organization is doing. A comprehensive survey was conducted in 2002. The results of this survey allowed NDDOT to identify areas of strengths and weaknesses, in addition to serving as a baseline against which future survey results could be compared. As a result, the goal of the current survey is to determine areas of improvement and those needing further attention as well as highlighting any new areas of importance.

Results from this current survey suggested that employees had less positive opinions about organizational issues in general than they reported in the last survey. There were only a few instances where employees rated an area more positively than in the last survey. The data showed that employees were committed to the organization and had positive attitudes toward their jobs, but they had more negative opinions concerning some of the policies surrounding pay and performance management. Similar to the survey conducted in 2002, demographic information, such as tenure, grade level, and functional job category, was associated with different ratings on the majority of the dimensions assessed by the survey.

This survey also contained a section assessing physical health and well-being. The information from respondents indicated that there is great interest in the wellness program and in improving personal health through changing specific behaviors.

INTRODUCTION

In the spring of 2002, approximately two years ago, the Upper Great Plains Transportation Institute conducted an organizational health study for the North Dakota Department of Transportation (NDDOT). A major component of this study was an organization-wide survey assessing employee and manager perceptions regarding the jobs in the organization and the organization as a whole. The survey questions addressed several issues including organizational communication, technology, compensation, and employee morale. The results of this first survey have provided a good baseline against which comparisons could be made in each of the topic areas that were included.

NDDOT has made several changes and improvements over the last few years in areas such as human resource development and communication. In order to determine whether these changes had a positive effect on the perceptions of NDDOT employees, Bob Evans, HR Director, coordinated a reassessment of the original survey that was completed in 2002.

The current survey was designed to ultimately provide information about the changes in employee perceptions regarding various organizational issues. As a result, the dimensions and questions from the 2002 survey were utilized in the current survey. However, another objective for this assessment was to provide a more comprehensive survey with additional items for some areas and to include a section specifically focused on physical health and wellness. Therefore, many modifications were made to the survey in order to address NDDOT's most recent needs and concerns.

RESEARCH METHODOLOGY

The first step in conducting the current survey was to determine the modifications that needed to be made to the previous survey that was conducted in 2002. When the previous assessment was conducted, two surveys were developed; one was for managers and the second was for all other employees. Since the management and employee surveys contained basically the same questions, we made the decision to combine the two surveys into one to be distributed to all employees. In order to retain the ability to make comparisons between managers and employees, a demographic question assessing job grade level was added to the survey.

The final survey included five main sections (see Appendix A for the complete survey). The first section contained questions assessing general organizational issues, including structure, climate, supervision, innovation, human resource development (HRD), performance management, technology, communication, and motivation and retention. The second section of the survey contained questions that focused more specifically on issues related to employee motivation and retention, including job characteristics, organizational commitment, career development, and compensation. The third section asked for ratings of several organizational issues that affect employees' levels of motivation. The fourth section focused on physical health and well-being. The questions were designed to determine employees' ideas about what to include in the new NDDOT Wellness Program. The final section of the survey included the demographic questions. The items included assessed whether the employee was located in the Field or Central Office, the tenure as a NDDOT employee, gender, age, level of education, job grade level, and functional job category.

Just as with the previous survey, the current survey was made up of several different kinds of items. Various statements requiring ratings, open-ended questions, yes-no items, and items that required choosing all responses that apply were all included in the survey. Ratings of statements were based on a one to five scale, with a rating of one representing strongly disagree and a rating of five representing strongly agree. All of the statements were written in the positive frame of reference in order to avoid confusion about the statements' meaning. The open-ended questions asked for respondents' opinions about the improvements made over the last two years and those that were needed in the future. The responses to these questions were categorized and summarized to protect the confidentiality of the respondents. The yes-no and the choose all that apply questions were part of the physical health and well-being section of the survey. They assessed whether respondents were participating in specific healthy and unhealthy behaviors and what their preferences were for the NDDOT wellness program.

The modified survey was given to Bob Evans, Human Resources Director, for his review and input before it was printed. He made the final determination that the survey was ready for distribution. Surveys, which were accompanied by a letter from the NDDOT Director encouraging participation, were distributed to every employee at the NDDOT in March 2004. Employees were told that they could complete the survey during work time and that they needed to return completed surveys in the provided business reply envelopes to the Upper Great Plains Transportation Institute. However, the original response rate was lower than desired. As a result, the deadline for returning completed surveys was extended for approximately two weeks.

A total of 1020 surveys were originally distributed to employees. Of those surveys, 635 surveys were completed and returned, giving an overall return rate of 62 percent. This return rate was somewhat lower

than the rate (70%) obtained for the assessment done in 2002. However, the process that was used to distribute and collect the surveys was exactly the same in both administrations.

SURVEY RESULTS

Demographics

Similar to the findings from the 2002 survey, much of the demographic information that was requested on the survey was left blank by respondents. Although everyone responded to the gender question, the other demographic items had between 4% and 10% of the information missing. Still, the majority of the information was completed and could be used to describe the population of survey respondents. There were a total of 488 males and 147 females that completed the survey. Over half of the respondents (383) were located in the Field, while 218 were located in Central Office. Also, 462 of the respondents reported being in grades 1-13, and 118 reported being in grades 14-19. The other demographic information that was available from the completed surveys is displayed in the following tables (percentages of total number of respondents will not add to 100% due to missing data).

Tenure as an NDDOT Employee

	<u>Less than a year</u>	<u>1-2 years</u>	<u>3-5 years</u>	<u>6-10 years</u>	<u>More than 10 years</u>
Actual Number	33	39	96	95	345
Percentages	5	6	15	15	54

Age

	<u>Under 25</u>	<u>25-30</u>	<u>31-40</u>	<u>41-50</u>	<u>51-60</u>	<u>Over 60</u>
Actual Number	20	42	102	199	190	47
Percentages	3	7	16	31	30	7

Educational Level

	<u>Less than high school</u>	<u>High School/ GED</u>	<u>Tech School</u>	<u>Some College</u>	<u>College Degree</u>	<u>Graduate School</u>
Actual Number	4	138	68	108	226	30
Percentages	.6	22	11	17	36	5

Job Category

	<u>Admin/ Clerical</u>	<u>IT</u>	<u>Driver & Vehicle Services</u>	<u>Engineering</u>	<u>Maintenance</u>	<u>Constr</u>
Actual Number	69	27	45	141	241	48

Percentages	11	4	7	22	38	8
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A brief examination of the percentages of respondents in each demographic category suggests that the sample of survey respondents matches the overall NDDOT population quite well. However, the Construction job category was substantially under-represented in the group of survey respondents, constituting only 8% of the group in the survey, and over 15% of the NDDOT population. Some of the respondents who left the job category demographic item blank or incorrectly chose multiple options may have been part of this Construction group. The only job category that was slightly over-represented was the Engineering group (22% of the survey group and 18.4% of the NDDOT population).

Section 1

Responses for each question were averaged across all of the respondents in order to obtain mean ratings. Responses on the questions for each dimension were also averaged to obtain overall ratings. As a result, the mean or average response was obtained for each of the dimensions measured in Section 1. The dimension in which each question was included is documented in Appendix A. Analyses were conducted to ensure the reliability of each of the dimensions. These analyses were calculated to show that all of the questions assessing a dimension were strongly related to one another. Results indicated that every dimension except accountability and motivation and retention had an acceptable level of consistency or reliability among the questions making up the dimension. As a result, the questions from those dimensions were added to other dimensions with which there was a better fit. The following table displays the mean responses (from ratings on the 1 to 5 scale) of employees on each of these dimensions from the current survey and from the 2002 survey administration.

<u>Dimension</u>	<u>2002 Means</u>	<u>2004 Means</u>
Organizational Structure	3.13	3.07
Organizational Climate	3.36	2.99
Supervision	3.31	3.24
Innovation	3.05	2.90
Human Resource Development	2.73	2.77
Performance Management	2.74	2.61
Accountability	2.80	N/A
Technology	3.21	3.29
Communication	3.02	2.91
Motivation/Retention	2.83	N/A

By comparing the 2002 means with the 2004 means in the table, one can see that there were two areas in which the ratings improved; they were human resource development (HRD) and technology. Both of these areas had at least one question that was not included in the previous survey but was added to the current survey to more fully assess the issues associated with that particular area. As a result, the technology dimension included a question assessing the affect of technological advancements on work, in addition to questions focused on the level and timeliness of individual support. New training-related questions were added to the HRD dimension, which was also made up of items assessing the recruitment, hiring, and promotion of employees. Although the increases in the dimension ratings for HRD and technology were small, all of the other dimensions were rated more negatively than in 2002. The largest decrease in ratings over the past two years was in the organizational climate dimension. This dimension consisted of questions about the work environment and coworkers. Possible reasons for this decline in ratings will be addressed in a later section of the report.

Using the same criteria as we did in the 2002 survey, we determined that areas having means over 3.2 on the 1-5 scale were organizational strengths. Similar to the findings from 2002, supervision and technology received average ratings over 3.2. The supervision dimension was assessed by whether supervisors encouraged and provided help and training to employees for the purpose of improving their performance and technology focused on the effect of technological advancements and level of support. Organizational climate, which was the highest rated category in the last survey was rated much lower in the current survey. According to some of the written comments on employee surveys, it may be that organizational climate was rated lower than in the past as a result of issues with pay stemming from the lack of pay raises. The individual questions that received the highest ratings were: "People have easy access to those in the DOT with whom they must work," (3.59 rating) and "Technological advancements have improved the methods for completing work at the DOT" (3.51 rating). The mean ratings for every question in each of the dimensions are displayed in Appendix B.

There were also some dimensions that were rated more negatively, having means under 2.8 on the 1-5 scale. The dimensions having the lowest ratings were human resource development and performance management. Human resource development questions in the survey assessed the recruiting, hiring, developing, and promoting of employees. The performance management dimension included items assessing whether there was an appropriate difference between pay to high performing and average employees, whether the performance assessment system was perceived as fair and met NDDOT's needs, whether rewards and recognition were prevalent, and whether performance standards were clear.

In the 2002 survey, the accountability dimension was also rated negatively. However, because the questions that were included for the accountability dimension for the current survey did not reach an acceptable level of consistency with one another, most of the items, which focused mainly on performance standards and performance-based rewards and reprimands, were added to the performance management dimension. This may help to explain why the ratings for the performance management dimension in the current survey were even lower than they were in the previous survey.

The individual questions that were rated most negatively both received ratings lower than 2.25 on the 1-5 scale. The item, " There is an appropriate difference between the pay awarded to high performers and average employees," had a mean rating of 2.08. A mean rating of 2.22 was calculated for the item, "Among the DOT employees, morale is high." These individual low ratings support the overall lower ratings for the performance management and organizational climate dimensions.

Section 1: Different Results Based upon Demographic Information

The survey findings from 2002 indicated that there were significant differences in responses based upon the demographic information. Consistent differences were found for the respondents' job category, job location, and length of time with NDDOT. As a result, analyses were conducted with the current data to determine whether there continued to be differences based on the grouping information from the demographic items.

The results of analyses showed that there were differences among the job categories included in the survey: administrative, engineering, information technology, maintenance, driver and vehicle services, and construction. The differences were evident among the groups in all of the dimensions measured in the first section of the survey. More specifically, responses by the maintenance group were more negative than those in other job categories. In the last survey, the construction group was also more negative in their responses on some dimensions than other groups. This was not the case in the current survey.

In order to determine the specific areas for which the issues were rated most negatively by the maintenance group, the two dimensions with the lowest mean ratings (performance management and HRD) were broken down into smaller components. Performance management was broken down into pay differential, performance standards, performance appraisal, and rewards. The analyses showed that only two of these components contributed to the overall lower rating by maintenance employees on the performance management dimension. Both performance appraisals and rewards were rated more negatively by maintenance than other groups. The pay differential and performance standard components of the dimension showed no significant differences in ratings among the job categories. HRD was broken down into recruitment, hiring and promotions, training and development, and retention. The analyses for this dimension showed that all four of these components contributed to the overall lower ratings by maintenance than other groups.

Job grade level was also related to differences in responses. Two job grade categories were utilized in this survey, grades 1-13 and grades 14-19. The higher grade levels (14-19) were to reflect the group of managers, while the other category (grades 1-13) included all other NDDOT employees. The analyses showed that employees in the lower grade levels rated HRD, structure, innovation, technology, and communication lower than the managers. Conversely, there were no significant differences in the ratings of the performance management, organizational climate, and supervision dimensions.

Analyses were also conducted to examine differences between the job locations (Central Office or the Field), gender, and the tenure of employees. Those in the Field gave responses that were more negative than in Central Office on every dimension measured. Gender was related to different responses on only one dimension. Male employees gave more negative ratings to questions in the HRD dimension than did the females. In addition, just as in 2002, tenure of employees was found to be related to the responses given on many dimensions. Results showed that, in general, the longer the employees had been with the DOT, the more negative they were about structure, climate, supervision, HRD, performance management, and communication. However, the most negative group responding to the survey was the group that reported being with NDDOT for 6-10 years, rather than the group who had been with NDDOT for more than 10 years. The only dimension that was not associated with different responses based upon tenure was innovation, which was assessed with questions about openness to creativity and new ideas.

Section 1: Open-Ended Questions

The responses to the open-ended questions were read and manually placed into one of several categories. Every response was included in a closely-related category or in a category of its own when an appropriate option was not available. As a result, every response was given equal consideration in the summary analysis.

The first open-ended question in the survey asked respondents to report the biggest improvements they had seen over the past two years. The responses given by the greatest number of employees were the following:

- Availability of new and better equipment and tools (159 respondents)
- Technological advancements (94 respondents)
- No improvements/things have gotten worse (94 respondents)
- Better training and more development opportunities, including career pathing and mentoring (37 respondents)
- Better organizational communication and access to management (35 respondents).

The responses show that many NDDOT employees are aware of the significant changes that have been made and the continuing effort of upper management to make improvements over the past two years.

The second open-ended question asked respondents to indicate what improvements in their jobs or the organization they would most like to see happen in the future. The answers provided to this question varied widely. However, an overwhelming number of employees (196) indicated that pay increases were needed. In addition, another 38 employees suggested greater use of merit raises and pay for performance, while 19 others indicated that a new pay structure was needed. Other answers given by large numbers of respondents included the following:

- Need for more communication across the organization, including between employees at higher and lower levels (53 respondents)
- Managers need improved supervisory/management skills (38 respondents)
- Would like more new and user-friendly equipment (35 respondents)
- More input into decision making, with no fear of retaliation (32 respondents)

Other suggestions that employees listed included a need for more training (22) and development or advancement opportunities (21). There were also 22 people who indicated that there is too much micromanagement at NDDOT. Some of the suggestions made in response to this question contradicted the improvements that were listed in the previous question. These contradictions may have been due to the awareness of changes that have been taking place but also the perceptions that the improvements need to continue into the future.

Section 2

The second section of the survey contained 26 job-focused items that made up the job characteristics, organizational commitment, compensation, retention and motivation, and career development dimensions. See the following table which lists the dimension and what each dimension assesses. As in the first section of the survey, analyses were conducted to determine whether the questions associated with each dimension were consistent or reliable. For each of the dimensions listed above, the analyses showed acceptable reliability among the questions assessing a particular category.

Dimension	What is being assessed
Job Characteristics	variety of work tasks, autonomy, feedback, etc
Organizational Commitment	loyalty and attachment to the organization
Compensation	fairness of pay
Retention and Motivation	participation and amount of work
Career Development	opportunities for training and advancement

Other than the responses associated with compensation, the survey results of Section 2 were relatively positive. Although the current mean ratings were somewhat lower, the pattern of the mean ratings from the current survey matched that of the 2002 survey very well. In both 2002 and 2004, the lowest rated dimension was compensation and the highest was job characteristics. The following table displays the mean responses (from ratings on the 1 to 5 scale) on each of the dimensions measured in Section 2 of the survey in 2002 and in 2004. However, the motivation and retention dimension was not utilized in the last survey because it did not meet the acceptable level of reliability or consistency. As a result, no value will be given for that dimension in the 2002 survey.

<u>Dimension</u>	<u>2002 Means</u>	<u>2004 Means</u>
Job Characteristics	3.52	3.49
Organizational Commitment	3.45	3.33
Career Development	3.11	2.89
Compensation	2.55	2.18
Retention/Motivation	N/A	3.12

The results showed that responses concerning the characteristics of the job and commitment to the organization were very favorable. These dimensions had means greater than 3.3 on the 1-5 scale. In addition, employees reported good levels of job satisfaction at NDDOT, with a mean of 3.27. However, there were some areas that were not rated as positively. Although the retention and motivation dimension was rated 3.12, the career development dimension received a mean rating of 2.89, which might suggest a need

for continued improvement in this area. In addition, the mean job satisfaction rating in 2002 was 3.5, which means that the overall job satisfaction level for the current survey was significantly lower. Unfortunately, it is possible that the negative feelings and perceptions regarding compensation could have negatively impacted ratings in other areas as well, including overall satisfaction.

Section 2: Different Results Based upon Demographic Information

As was done for the Section 1 results, analyses were conducted to examine differences in the ratings of the dimensions among job categories. Results showed that for the job characteristics, organizational development, career development, and compensation dimensions, the responses given by those in maintenance were more negative than other job categories. These differences are similar to those found in the 2002 survey. However, current responses from the construction group were not significantly lower than other job groups on any of the dimensions, as they were in the 2002 survey. Even though the maintenance group was more negative on many of these dimensions, there were no differences in job satisfaction among the respondents in various job categories. All employees were generally satisfied with their jobs at the NDDOT.

There were also some differences in responses based on the respondents' job location, gender, and tenure. Ratings given by those in the Field were more negative than in Central Office on all of the dimensions measured in this section of the survey. Also, males were more negative than females on the questions assessing job characteristics, career development, and compensation. Again, these findings are very similar to those from the 2002 survey. Tenure of employees was also found to be related to the responses given on two dimensions. Results showed that employees who had been with NDDOT for 6-10 years were significantly more negative than other groups of employees regarding career development opportunities and compensation. In addition, the results generally showed that the longer employees were with NDDOT, the more negatively they rated these two dimensions.

Comparisons of the group of managers (grades 14-19) to the other employees (grades 1-13) also showed differences on the career development and compensation dimensions. Employees were more negative than managers on both of these dimensions. This finding differs from the previous survey where managers rated the items associated with compensation more negatively than the employees did. However, this result is consistent with the other findings from the first section of the survey, where employees were more negative than managers on several dimensions.

Section 3: Ratings of Motivating Issues

Survey respondents were asked to rate 18 issues in terms of the extent to which each issue motivates them as employees. The 18 issues included in this section of the survey were: compensation, recognition, autonomy, responsibility for work/outcomes, feedback about performance, variety in tasks, benefits, flexible work arrangements, relationships with coworkers, work environment, significance of work, relationships with supervisors, new equipment/technology, opportunities for growth and advancement, communication in the organization, rewards for good performance, job security, and formalized rules and procedures.

Employees assigned the highest mean rating to benefits (4.08) and the second highest rating to job security (4.04). Other issues rated highly were responsibility for work/outcomes (3.97), significance/importance of work (3.83), and variety in work tasks (3.81). Comparisons of the current findings in this section to the findings from 2002 were surprising. In 2002, the highest rated issue was compensation, followed by benefits and job security. The current result is surprising because compensation appeared to be a main issue for most respondents in this survey, but as a motivating issue, the rating was not high enough to be in the top five. This result is difficult to interpret and assimilate with the results from the first two sections of the survey. It may be that compensation is perceived as being so low right now that employees cannot say that it motivates them to a large extent. They may be relying on other motivators at this time since they seem to be very unsatisfied with the current levels of compensation.

Survey respondents rated formalized rules and procedures (3.08) as the least motivating issue. This finding was consistent with the results of the 2002 survey. Other issues that received lower ratings for motivation included communication in the organization (3.29), recognition (3.34), and culture or work environment of the organization (3.35). Even though these issues received the lowest mean ratings, the absolute level of the ratings (over 3.2) were quite high, suggesting that employees find most of the issues listed in this section of the survey to be motivating. All of the mean ratings for each of the 18 issues are displayed in Appendix B.

Employees were also asked to rank the top five issues that motivated them and the top five issues that affected their willingness to stay with NDDOT. Unfortunately, the majority of respondents either left these questions blank or did not complete them according to the instructions. As a result, the information obtained for these questions could not be summarized into meaningful results.

Section 4: Physical Health and Well-Being

The physical health and wellness section of the survey was added in order to assess employees' perceptions and to assist in providing the most useful wellness program to NDDOT employees. Because the information that was provided by respondents in this section was completely qualitative, no statistical analyses could be conducted. As a result, the actual numbers of people who chose each specific answer are displayed in parentheses next to each item in the following questions.

		Yes	No
1.	I exercise moderately for at least 30 minutes three or more days a week.	(333)	(284)
2.	I smoke cigarettes or use other tobacco products.	(140)	(481)
3.	I am exposed to secondhand smoke.	(322)	(294)
4.	I am more than 20 pounds over my ideal weight.	(328)	(290)
5.	I limit my intake of fat, sugar, and salt.	(370)	(248)
6.	I practice some type of stress management on a regular basis.	(239)	(376)
7.	I maintain my blood pressure within recommended limits.	(542)	(79)
8.	I have had a bout of back pain in the last six months.	(260)	(361)
9.	I wear a seat belt all the time when I am in a motor vehicle.	(504)	(115)
10.	I have at least three drinks containing alcohol every day.	(23)	(598)
11.	I eat breakfast every day.	(324)	(296)
12.	I usually consult a medical self-care book or helpline when I am sick.	(182)	(436)

What are your specific health goals?

- Improve mental health (219)
- Improve nutritional habits (341)
- Reduce stress (357)
- Control cholesterol (248)
- Stop tobacco usage (105)
- Reduce back pain (188)
- Feel better overall (394)
- Reduce alcohol consumption (30)
- Increase my safety awareness (129)
- Increase strength and endurance (384)
- Improve cardiovascular fitness (418)
- Reduce body fat (439)

What would motivate you to participate in wellness programs?

- Convenience/location (419)
- Incentives (269) – Gym membership (250)
- Flex time (129) Prizes (28)
- Financial (163)
- Improved health (354)
- Family participation (121)
- Time of day (218) – Before work (62) After work (184) During lunch (71)
- Peer support (89)
- Health promotion events at worksite (193)

There are many ways to receive health information at the worksite. Which of the following ways would you prefer?

- Pamphlets and other written materials (262)
- Films and videos (186)
- Presentations by experts (seminars) (283)
- Internet/Intranet (167)
- Classes and courses (229)
- Screenings (211)
- Contests and incentive programs (129)
- Employee assistance programs (174)

Examination of the answers given to each of these questions suggests that NDDOT employees are participating in many healthy behaviors. The behaviors being practiced by the largest number of people were: having less than three alcoholic drinks a day, maintaining appropriate blood pressure, and always wearing a seat belt. In addition, employees have varied interests in terms of their wellness goals and the factors that would encourage them to participate in the wellness program. The health goals chosen by the largest number of respondents were to reduce body fat, improve cardiovascular fitness, and to feel better overall. The least chosen goals were to reduce alcohol consumption, stop tobacco usage, and to increase personal safety awareness. Respondents indicated that the convenience and location of the wellness program would motivate them to participate, as would a result of improved health. They also indicated that they would prefer to receive health information through presentations by experts and from pamphlets and other written materials.

Overall Result for the Organization

In addition to the dimensions measured in the first two sections of the survey, another global or overall dimension was created to assess the general perceptions regarding NDDOT as an organization. The two statements that made up this dimension were, “The DOT is a well-run organization,” and “The DOT is a great place to work.” The mean rating obtained for this dimension on the 1-5 scale, with a rating of 5 being “strongly agree,” was 3.05. This is a positive rating despite some of the more negative ratings in specific areas measured throughout the survey. It suggests that there is a good amount of positive regard for the organization.

DISCUSSION

Overall, the findings are slightly more negative than those of the 2002 survey. Areas of concern that were identified in the last survey still appear to be perceived negatively by employees. Unfortunately, the biggest area of concern continued to be compensation. In fact, it is likely that until NDDOT employees feel more satisfied with their compensation, their ratings of all other organizational dimensions will be negatively biased to a certain extent. However, employees still report high levels of organizational commitment, in addition to enjoying the work and tasks they perform.

Just as in the previous survey, there were many instances where employees of different work groups, locations, and tenure had conflicting opinions. The groups that tended to be most negative were maintenance employees, those who work in the Field, and those who have been with the NDDOT for 6-10 years. It is difficult to explain why the group of employees who have been with NDDOT for 6-10 years were significantly more negative, especially than the group of employees who have been with NDDOT for over 10 years. There may be some confounding variable that partially explains the finding. Currently, there is no consensus on what the variable might be.

Written answers to the open-ended questions did indicate that many employees were aware of some of the major changes taking place in the organization. However, it was very clear that there was also a large group of employees that had not observed any significant changes. This contradiction may have resulted from a perceived lack of communication or from a perceived lack of concern about other areas needing improvement. Either way, it may be most beneficial for NDDOT to present the findings from the current survey, along with improvements that have been made since the last survey, and plans for future improvements based on this new information. Nevertheless, no matter how many improvements are made, there will still be some people who are not happy with the situation. It is important to remember that overall the organization was rated well and that employees are committed to NDDOT.

APPENDIX A

North Dakota Department of Transportation Employee Survey

Upper Great Plains Transportation Institute
North Dakota State University
Fargo, North Dakota

February 2004

INSTRUCTIONS

1. On the following pages, you will find several different kinds of questions about the nature of your organization. Specific instructions are given at the start of each section. Please read carefully, and move through the questionnaire quickly.
2. **DO NOT** put your name on this survey to ensure confidentiality.
3. When you have finished, place this survey in the Business-Reply envelope (no postage is required).
4. Please **return this survey as soon as possible**.
5. Feel free to use the back of the survey, as well as any white space, for any comments you may have.

ALL RESPONSES AND COMMENTS ARE CONFIDENTIAL

THANK YOU FOR YOUR PARTICIPATION.

This survey is being conducted by the Upper Great Plains Transportation Institute at North Dakota State University in cooperation with the North Dakota DOT. If you have any questions or concerns regarding this survey, please contact Lynn Kalnbach at (262) 376-9835.

General Organizational Questions

Section 1. This section of the questionnaire asks you to describe the DOT organization (as a whole) as objectively as you can. Read through each statement and circle the number (1-5) that best represents the extent to which you agree or disagree with each item. Try to make your descriptions as accurate as possible. The dimensions for each question are shown in parentheses.

		Strongly Disagree			Strongly Agree			Does Not Apply
1.	Red tape is kept to a minimum in the DOT. (Structure)	1	2	3	4	5	NA	
2.	Jobs in the DOT are well defined and logically structured. (Structure)	1	2	3	4	5	NA	
3.	Most of the DOT employees share a clear understanding of where the organization is going and what it is trying to achieve. (Structure)	1	2	3	4	5	NA	
4.	The DOT creates a very friendly atmosphere for employees. (Climate)	1	2	3	4	5	NA	
5.	Employees of the DOT generally support each other well. (Climate)	1	2	3	4	5	NA	
6.	The DOT has a relaxed, easy-going working environment. (Climate)	1	2	3	4	5	NA	
7.	In general, the DOT is a caring and cooperative organization. (Climate)	1	2	3	4	5	NA	
8.	Supervisors encourage their employees to give their best effort at work. (Supervision)	1	2	3	4	5	NA	
9.	DOT supervisors provide help, training, and guidance so that employees can improve their performance. (Supervision)	1	2	3	4	5	NA	
10.	Employee roles within the DOT are clearly defined, yet flexible enough to adapt to changing needs. (Structure)	1	2	3	4	5	NA	
11.	The DOT's work groups make good decisions and solve problems well. (Structure)	1	2	3	4	5	NA	
12.	The DOT is willing to take a chance on an innovative idea. (Innovation)	1	2	3	4	5	NA	
13.	The DOT supports employees' creative work solutions. (Innovation)	1	2	3	4	5	NA	
14.	The right people are placed in the appropriate jobs in the DOT. (HRD)	1	2	3	4	5	NA	
15.	The DOT is successful in developing people from within for advanced jobs. (HRD)	1	2	3	4	5	NA	
16.	The performance appraisal system meets the DOT's organizational needs. (Performance Mgmt.)	1	2	3	4	5	NA	
17.	The DOT's performance appraisal system leads to fair evaluations of employees' work on their jobs. (Performance Mgmt.)	1	2	3	4	5	NA	

		Strongly Disagree			Strongly Agree		Does Not Apply
		1	2	3	4	5	
18.	The most qualified employees are hired and are promoted within the DOT. (HRD)	1	2	3	4	5	NA
19.	The DOT provides for the training and development needs of the employees. (HRD)	1	2	3	4	5	NA
20.	DOT employees receive all the training needed to do a good job. (HRD)	1	2	3	4	5	NA
21.	The DOT provides sufficient support for employees trying to obtain work-related certifications or licenses. (HRD)	1	2	3	4	5	NA
22.	High performing employees in the DOT are rewarded appropriately. (Performance Mgmt.)	1	2	3	4	5	NA
23.	In the DOT, rewards and recognition are more prevalent than negativity and criticism. (Performance Mgmt.)	1	2	3	4	5	NA
24.	When employees do not meet performance standards, they are reprimanded or punished. (Performance Mgmt.)	1	2	3	4	5	NA
25.	There is an appropriate difference between the pay awarded to high performers and average employees. (Performance Mgmt.)	1	2	3	4	5	NA
26.	Overall, the DOT's level of technical resources is appropriate to carry out its functions. (Technology)	1	2	3	4	5	NA
27.	Technological advancements have improved the methods for completing work at the DOT. (Technology)	1	2	3	4	5	NA
28.	In general, DOT employees have good access to technology support staff for solving problems. (Technology)	1	2	3	4	5	NA
29.	The technology support that is provided to employees is adequate and timely. (Technology)	1	2	3	4	5	NA
30.	Organizational plans, policies, and procedures are generally followed by employees. (Structure)	1	2	3	4	5	NA
31.	Organizational plans do provide adequate direction to the employees. (Structure)	1	2	3	4	5	NA
32.	In the DOT, it is clear who has the formal authority to make decisions. (Structure)	1	2	3	4	5	NA
33.	In the DOT, decisions are made in a timely manner. (Performance Mgmt.)	1	2	3	4	5	NA
34.	DOT employees feel that there is adequate, ongoing communication about the organization's activities. (Communication)	1	2	3	4	5	NA
35.	Employees are kept informed about significant issues in the DOT as a whole. (Communication)	1	2	3	4	5	NA
36.	There is sufficient opportunity for employees to express their views in the DOT. (Communication)	1	2	3	4	5	NA

		Strongly Disagree			Strongly Agree		Does Not Apply
37.	The information given to employees by management is accurate. (Communication)	1	2	3	4	5	NA
38.	People have easy access to those in the DOT with whom they must work. (Communication)	1	2	3	4	5	NA
39.	The DOT's policy for dealing with conflicts or disagreements among employees is effective. (Communication)	1	2	3	4	5	NA
40.	The DOT is supportive of employees voicing their opinions, even though conflicts or disagreements may result. (Communication)	1	2	3	4	5	NA
41.	The DOT has ongoing partnerships with external organizations that bring in new ideas. (Innovation)	1	2	3	4	5	NA
42.	Employees are provided with specific information about what level of work performance is expected of them. (Performance Mgmt.)	1	2	3	4	5	NA
43.	Specific goals have been set for each department within the DOT. (Performance Mgmt.)	1	2	3	4	5	NA
44.	The DOT is a well-run organization. (Overall)	1	2	3	4	5	NA
45.	The DOT is a great place to work. (Overall)	1	2	3	4	5	NA
46.	The DOT is able to recruit highly qualified employees. (HRD)	1	2	3	4	5	NA
47.	The DOT is able to retain qualified workers. (HRD)	1	2	3	4	5	NA
48.	Among the DOT employees, morale is high. (Climate)	1	2	3	4	5	NA
49.	In general, DOT employees are highly motivated to do a good job. (Climate)	1	2	3	4	5	NA
50.	The DOT is effective in getting employees to meet the organization's needs and contribute to its effectiveness. (Climate)	1	2	3	4	5	NA

For the two questions listed below, please write in your brief answers.

51. In what aspects of your job and the organization have you seen the biggest improvements over the last two years?

52. In what aspects of your job and the organization would you most like to see improvements made in the future?



Section 2. On this page, there are several statements that are specifically focused on your job within the DOT. Indicate whether you **agree or disagree** with each statement in regard to your own job at the DOT. Please try to be as objective as you can. (circle number)

		Strongly Disagree			Strongly Agree	
1.	My job at the DOT involves production of a “whole” or substantial part of a product or service. (Job Characteristics)	1	2	3	4	5
2.	My job at the DOT is challenging. (Job Characteristics)	1	2	3	4	5
3.	My job at the DOT has a great deal of variety. (Job Characteristics)	1	2	3	4	5
4.	At the DOT, I have opportunities to work independently. (Job Characteristics)	1	2	3	4	5
5.	My job at the DOT has clear goals and objectives. (Job Characteristics)	1	2	3	4	5
6.	My job at the DOT is designed so that I can tell from the work itself how well I am doing. (Job Characteristics)	1	2	3	4	5
7.	I feel a strong sense of belonging to the organization. (Organizational Commitment)	1	2	3	4	5
8.	At the DOT, there are opportunities for advancement. (Career Development)	1	2	3	4	5
9.	At the DOT, there are opportunities for learning. (Career Development)	1	2	3	4	5
10.	I have adequate technical training at the DOT. (Career Development)	1	2	3	4	5
11.	I have access to adequate soft skill/supervisory training. (Career Development)	1	2	3	4	5
12.	I would like more job-related training. (Career Development)	1	2	3	4	5
13.	My supervisor treats all employees fairly and equitably. (Motivation/Retention)	1	2	3	4	5
14.	At the DOT, I feel like part of the family. (Organizational Commitment)	1	2	3	4	5
15.	I am given an appropriate amount of work. (Motivation/Retention)	1	2	3	4	5
16.	I am loyal to the organization. (Organizational Commitment)	1	2	3	4	5
17.	The DOT provides fair pay. (Compensation)	1	2	3	4	5
18.	The DOT provides fair benefits. (Benefits)	1	2	3	4	5
19.	Considering the work I do at the DOT, my present compensation level is satisfactory. (Compensation)	1	2	3	4	5
20.	At the DOT, participation is invited and encouraged in matters that affect me. (Motivation/Retention)	1	2	3	4	5
21.	I am given explanations for the reasons decisions or requests are made at the DOT (I am told “why”). (Motivation/Retention)	1	2	3	4	5
22.	I am emotionally attached to the organization. (Organizational Commitment)	1	2	3	4	5
23.	Periodic meetings are held to review my individual performance. (Job Characteristics)	1	2	3	4	5

24.	Periodic meetings are held to review my team or unit performance. (Job Characteristics)	1	2	3	4	5
25.	Informal feedback about my individual performance is constructive and frequent. (Job Characteristics)	1	2	3	4	5
26.	I am satisfied with my job at the DOT (Satisfaction)	1	2	3	4	5

MOTIVATION AND RETENTION ISSUES

For each of the following items on this page, please indicate to what extent you believe (1-5) the issue listed motivates you as an NDDOT employee.

Issue motivates me:	To a Very Small Extent			To a Very Large Extent	
	1	2	3	4	5
1. Compensation	1	2	3	4	5
2. Recognition	1	2	3	4	5
3. Autonomy or independence	1	2	3	4	5
4. Responsibility for work and/or outcomes	1	2	3	4	5
5. Feedback about work performance	1	2	3	4	5
6. Variety in work tasks	1	2	3	4	5
7. Benefits	1	2	3	4	5
8. Flexible work arrangements (e.g., flextime, job sharing, telecommuting)	1	2	3	4	5
9. Relationships with coworkers	1	2	3	4	5
10. Culture of the organization or work environment	1	2	3	4	5
11. Significance or importance of work	1	2	3	4	5
12. Relationships with supervisors or managers	1	2	3	4	5
13. New equipment or technology	1	2	3	4	5
14. Opportunities for growth and advancement	1	2	3	4	5
15. Communication in the organization	1	2	3	4	5
16. Rewards for good performance	1	2	3	4	5
17. Job security	1	2	3	4	5
18. Formalized rules and procedures	1	2	3	4	5

Of the issues listed in the table above, please rank the top five that *motivate you* in your job and organization. Rank

these five issues, with 1 being the most motivating and 5 being the least motivating.

Of the issues listed in the table above, please rank the top five that *affect your willingness to stay with NDDOT*. Rank these five issues, with 1 being the most important for retention and 5 being the least important for retention.

Physical Health and Well-Being

NDDOT is initiating a Wellness Program for employees. This section of the questionnaires is devoted specifically to wellness-related issues in order to help the wellness task force focus on programs that will best assist employees in achieving their wellness goals.

For the following questions, check the responses that apply to you, and write in any additional answers.

		Yes	No	Complete if Appropriate
1.	I exercise moderately for at least 30 minutes three or more days a week.			I would if:
2.	I smoke cigarettes or use other tobacco products.			I would stop if:
3.	I am exposed to secondhand smoke.			If yes, check all that apply: <input type="checkbox"/> Work <input type="checkbox"/> Home <input type="checkbox"/> Public Places
4.	I am more than 20 pounds over my ideal weight.			I would lose weight if:
5.	I limit my intake of fat, sugar, and salt.			I would if:
6.	I practice some type of stress management on a regular basis.			I would if:
7.	I maintain my blood pressure within recommended limits.			I would if:
8.	I have had a bout of back pain in the last six months.			I would do more to prevent it if:
9.	I wear a seat belt all the time when I am in a motor vehicle.			I would if:
10.	I have at least three drinks containing alcohol every day.			I would drink less if:
11.	I eat breakfast every day.			I would if:
12.	I usually consult a medical self-care book or helpline when I am sick.			I would if:

13. What are your specific health goals? (Mark all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Improve mental health | <input type="checkbox"/> Improve nutritional habits |
| <input type="checkbox"/> Reduce stress | <input type="checkbox"/> Control cholesterol |
| <input type="checkbox"/> Stop tobacco usage | <input type="checkbox"/> Reduce back pain |
| <input type="checkbox"/> Feel better overall | <input type="checkbox"/> Reduce alcohol consumption |
| <input type="checkbox"/> Increase my safety awareness | <input type="checkbox"/> Increase strength and endurance |
| <input type="checkbox"/> Improve cardiovascular fitness | <input type="checkbox"/> Reduce body fat |

14. What would motivate you to participate in wellness programs? (Mark all that apply)

- Convenience/location
- Incentives – Gym membership Flex time Prizes Financial
- Improved health
- Family participation
- Time of day – Before work After work During lunch
- Peer support
- Health promotion events at worksite

15. There are many ways to receive health information at the worksite. Which of the following ways would you prefer? (Mark all that apply)

- Pamphlets and other written materials
- Films and videos
- Presentations by experts (seminars)
- Internet/Intranet
- Classes and courses
- Screenings
- Contests and incentive programs
- Employee assistance programs

1. Please give any suggestions or recommendations for specific activities to include in the health promotion program.

2. What aspects of your work environment should be changed to be more supportive of healthy lifestyles among employees?

Demographic Questions

Please check the appropriate response.

1. Where are you located in the NDDOT? Central Office Field

2. How long have you been a NDDOT employee?
 Less than a year 1-2 years 3-5 years
 6-10 years More than 10 years

3. Sex: Male Female

4. Age: Under age 25 31-40 51-60
 25-30 41-50 Over age 60

5. What is the highest level of education you have achieved?
 Less than high school High school diploma or equivalent
 Technical school Some college
 College degree Graduate school

6. In which of the following functional categories would your job be classified?
 Administrative and Clerical Engineering and Related
 Information Technology Maintenance
 Driver and Vehicle Services Construction

7. What is your current grade level? Grade 1-13 Grade 14-19

THANK YOU!

APPENDIX B

Mean Ratings for Each Question in the First Three Sections of the Survey

General Organizational Questions

Section 1. This section of the questionnaire asks you to describe the DOT organization (as a whole) as objectively as you can.

		Strongly Disagree		Strongly Agree			Mean Value
1.	Red tape is kept to a minimum in the DOT.	1	2	3	4	5	2.65
2.	Jobs in the DOT are well defined and logically structured.	1	2	3	4	5	3.03
3.	Most of the DOT employees share a clear understanding of where the organization is going and what it is trying to achieve.	1	2	3	4	5	3.05
4.	The DOT creates a very friendly atmosphere for employees.	1	2	3	4	5	3.17
5.	Employees of the DOT generally support each other well.	1	2	3	4	5	3.37
6.	The DOT has a relaxed, easy-going working environment.	1	2	3	4	5	3.13
7.	In general, the DOT is a caring and cooperative organization.	1	2	3	4	5	3.15
8.	Supervisors encourage their employees to give their best effort at work.	1	2	3	4	5	3.35
9.	DOT supervisors provide help, training, and guidance so that employees can improve their performance.	1	2	3	4	5	3.13
10.	Employee roles within the DOT are clearly defined, yet flexible enough to adapt to changing needs.	1	2	3	4	5	3.16
11.	The DOT's work groups make good decisions and solve problems well.	1	2	3	4	5	2.87
12.	The DOT is willing to take a chance on an innovative idea.	1	2	3	4	5	2.85
13.	The DOT supports employees' creative work solutions.	1	2	3	4	5	2.86
14.	The right people are placed in the appropriate jobs in the DOT.	1	2	3	4	5	2.44
15.	The DOT is successful in developing people from within for advanced jobs.	1	2	3	4	5	2.85
16.	The performance appraisal system meets the DOT's organizational needs.	1	2	3	4	5	2.54

		Strongly Disagree			Strongly Agree			Mean Value
17.	The DOT's performance appraisal system leads to fair evaluations of employees' work on their jobs.	1	2	3	4	5	2.49	
18.	The most qualified employees are hired and are promoted within the DOT.	1	2	3	4	5	2.46	
19.	The DOT provides for the training and development needs of the employees.	1	2	3	4	5	3.14	
20.	DOT employees receive all the training needed to do a good job.	1	2	3	4	5	2.92	
21.	The DOT provides sufficient support for employees trying to obtain work-related certifications or licenses.	1	2	3	4	5	3.40	
22.	High performing employees in the DOT are rewarded appropriately.	1	2	3	4	5	2.35	
23.	In the DOT, rewards and recognition are more prevalent than negativity and criticism.	1	2	3	4	5	2.76	
24.	When employees do not meet performance standards, they are reprimanded or punished.	1	2	3	4	5	2.48	
25.	There is an appropriate difference between the pay awarded to high performers and average employees.	1	2	3	4	5	2.08	
26.	Overall, the DOT's level of technical resources is appropriate to carry out its functions.	1	2	3	4	5	3.25	
27.	Technological advancements have improved the methods for completing work at the DOT.	1	2	3	4	5	3.51	
28.	In general, DOT employees have good access to technology support staff for solving problems.	1	2	3	4	5	3.25	
29.	The technology support that is provided to employees is adequate and timely.	1	2	3	4	5	3.14	
30.	Organizational plans, policies, and procedures are generally followed by employees.	1	2	3	4	5	3.38	
31.	Organizational plans do provide adequate direction to the employees.	1	2	3	4	5	3.10	
32.	In the DOT, it is clear who has the formal authority to make decisions.	1	2	3	4	5	3.33	
33.	In the DOT, decisions are made in a timely manner.	1	2	3	4	5	2.67	
34.	DOT employees feel that there is adequate, ongoing communication about the organization's activities.	1	2	3	4	5	2.76	
35.	Employees are kept informed about significant issues in the DOT as a whole.	1	2	3	4	5	2.84	
36.	There is sufficient opportunity for employees to express their views in the DOT.	1	2	3	4	5	2.74	
37.	The information given to employees by management is accurate.	1	2	3	4	5	3.05	

		Strongly Disagree			Strongly Agree			Mean Value
		1	2	3	4	5		
38.	People have easy access to those in the DOT with whom they must work.	1	2	3	4	5	3.59	
39.	The DOT's policy for dealing with conflicts or disagreements among employees is effective.	1	2	3	4	5	2.81	
40.	The DOT is supportive of employees voicing their opinions, even though conflicts or disagreements may result.	1	2	3	4	5	2.61	
41.	The DOT has ongoing partnerships with external organizations that bring in new ideas.	1	2	3	4	5	3.04	
42.	Employees are provided with specific information about what level of work performance is expected of them.	1	2	3	4	5	3.16	
43.	Specific goals have been set for each department within the DOT.	1	2	3	4	5	3.15	
44.	The DOT is a well-run organization.	1	2	3	4	5	2.88	
45.	The DOT is a great place to work.	1	2	3	4	5	3.21	
46.	The DOT is able to recruit highly qualified employees.	1	2	3	4	5	2.50	
47.	The DOT is able to retain qualified workers.	1	2	3	4	5	2.50	
48.	Among the DOT employees, morale is high.	1	2	3	4	5	2.22	
49.	In general, DOT employees are highly motivated to do a good job.	1	2	3	4	5	2.92	
50.	The DOT is effective in getting employees to meet the organization's needs and contribute to its effectiveness.	1	2	3	4	5	3.00	

Section 2. On this page, there are several statements that are specifically focused on your job within the DOT. Indicate whether you **agree or disagree** with each statement in regard to your own job at the DOT. Please try to be as objective as you can. (circle number)

		Strongly Disagree			Strongly Agree		Mean Values
1.	My job at the DOT involves production of a “whole” or substantial part of a product or service.	1	2	3	4	5	3.77
2.	My job at the DOT is challenging.	1	2	3	4	5	3.78
3.	My job at the DOT has a great deal of variety.	1	2	3	4	5	3.97
4.	At the DOT, I have opportunities to work independently.	1	2	3	4	5	3.89
5.	My job at the DOT has clear goals and objectives.	1	2	3	4	5	3.50
6.	My job at the DOT is designed so that I can tell from the work itself how well I am doing.	1	2	3	4	5	3.52
7.	I feel a strong sense of belonging to the organization.	1	2	3	4	5	3.24
8.	At the DOT, there are opportunities for advancement.	1	2	3	4	5	2.61
9.	At the DOT, there are opportunities for learning.	1	2	3	4	5	3.36
10.	I have adequate technical training at the DOT.	1	2	3	4	5	3.17
11.	I have access to adequate soft skill/supervisory training.	1	2	3	4	5	3.03
12.	I would like more job-related training.	1	2	3	4	5	3.70
13.	My supervisor treats all employees fairly and equitably.	1	2	3	4	5	3.23
14.	At the DOT, I feel like part of the family.	1	2	3	4	5	3.09
15.	I am given an appropriate amount of work.	1	2	3	4	5	3.64
16.	I am loyal to the organization.	1	2	3	4	5	4.10
17.	The DOT provides fair pay.	1	2	3	4	5	2.07
18.	The DOT provides fair benefits.	1	2	3	4	5	3.53
19.	Considering the work I do at the DOT, my present compensation level is satisfactory.	1	2	3	4	5	2.29
20.	At the DOT, participation is invited and encouraged in matters that affect me.	1	2	3	4	5	3.02
21.	I am given explanations for the reasons decisions or requests are made at the DOT (I am told “why”).	1	2	3	4	5	2.73
22.	I am emotionally attached to the organization.	1	2	3	4	5	2.87
23.	Periodic meetings are held to review my individual performance.	1	2	3	4	5	3.25
24.	Periodic meetings are held to review my team or unit performance.	1	2	3	4	5	2.78
25.	Informal feedback about my individual performance is constructive and frequent.	1	2	3	4	5	2.97

MOTIVATION AND RETENTION ISSUES

For each of the following items on this page, please indicate to what extent you believe (1-5) the issue listed motivates you as an NDDOT employee.

Issue motivates me:	To a Very Small Extent		To a Very Large Extent			Mean Values
1. Compensation	1	2	3	4	5	3.69
2. Recognition	1	2	3	4	5	3.34
3. Autonomy or independence	1	2	3	4	5	3.60
4. Responsibility for work and/or outcomes	1	2	3	4	5	3.97
5. Feedback about work performance	1	2	3	4	5	3.44
6. Variety in work tasks	1	2	3	4	5	3.81
7. Benefits	1	2	3	4	5	4.08
8. Flexible work arrangements (e.g., flextime, job sharing, telecommuting)	1	2	3	4	5	3.61
9. Relationships with coworkers	1	2	3	4	5	3.79
10. Culture of the organization or work environment	1	2	3	4	5	3.35
11. Significance or importance of work	1	2	3	4	5	3.83
12. Relationships with supervisors or managers	1	2	3	4	5	3.55
13. New equipment or technology	1	2	3	4	5	3.61
14. Opportunities for growth and advancement	1	2	3	4	5	3.44
15. Communication in the organization	1	2	3	4	5	3.29
16. Rewards for good performance	1	2	3	4	5	3.47
17. Job security	1	2	3	4	5	4.04
18. Formalized rules and procedures	1	2	3	4	5	3.07