

Organizational Assessment
ELTON DISTRIBUTORS, INC. — Part 2

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When contact with the most recent consultant was made, the only contract that was offered was the improvement of the job descriptions, in spite of the consultant's strong recommendation that an organizational assessment should be undertaken. This was viewed as critical because of their inadequacy and because of the many organizational changes made since the last job descriptions had been developed. The consultant agreed to take the contract with the hope that a successful intervention would develop trust in his work.

After a month of interviewing the employees again, a more comprehensive set of job descriptions, using a widely accepted model, was developed. From the company's point of view, the contract was then completed. But it had become obvious to the consultant in the interviews that there were many other problems within the company. A recommendation was again made to management that a broader set of objectives be established, including the development of a complete and relevant policy manual, the development of a procedures manual, the institution of a formal employee evaluation system, a reorganization of employee responsibilities, and the conduct of a climate survey.

Six months passed with no further interaction. Contact was again made with the consultant, with an oral contract to complete specific components of the previous year's recommendations. Some organizational changes had been made, including the hiring of a person from outside of the company to manage the inside sales force. But morale was deteriorating badly. Employees were not talking with other employees or their supervisors. The turnover rate had escalated, especially among the outside sales force. The outside sales manager was making major mistakes in pricing and, more importantly, in personnel management. The inside sales manager was not developing a proactive (rather than reactive) inside sales force and spent most of his time in nonproductive tasks. Bob had been recalled from Omaha because of a perceived inability to manage and had been placed in the role of inventory controller. One of the salespersons in Omaha was given the responsibility of managing the branch office. Management was reluctant to make major personnel changes (such as firing people) because of their commitment to employee loyalty.

In this environment, the consultant was asked to review the job descriptions with the management team (the Elton family) and to work with them to develop a new organization chart. The company was in the process of exploring the acquisition of two subsidiary companies that would give them broader outreach in the Midwest with the addition of three offices. This was to be incorporated into the organization chart. In addition, high priority was to be given to the development of a policy manual.

It was clear that management had made a higher level commitment to make the consulting process work this time. When requests were made of management, they were met consistently within the timeframe provided. Much management and employee time was given to providing input and critique of products produced. Within a matter of four months, the job descriptions were rewritten and approved, a 170-page policy manual was developed and approved, and a short-term and long-term organizational chart was developed and

approved. Work was begun on the procedures manual, according to the priorities established by management. The recommendation that had been raised throughout the process by the consultant regarding company assessment was put forward again. This time, management concurred and permission was given to undertake a climate survey.

The climate survey was developed following employee and management interviews conducted on an individual basis and intensive review and critique of the survey instrument by the management team. The resulting instrument is shown in Appendix 1, with the categories and items within each category shown in Appendix 2. The resulting, customized instrument was administered on the job in a conference room within a one-week period to all employees in groups of five from the same department, where possible, to minimize biasing of responses through conversation with other employees. Prior to completion, the purpose of the instrument, assurance of anonymity, and a commitment to share the group findings with the employees were communicated. Approximately 50 minutes were required for completion. Each supervisor was also asked to complete a questionnaire indicating what he or she felt would be the average response of his or her department, to determine how well the supervisor had a pulse on that department's morale.

While this information was being gathered, work proceeded in the development of an employee review system, and the preparation of long-range plans was begun.

Results of the climate survey are shown in Appendix 3. Such results express the quantitative responses only. Numerous written observations and comments were appended to the instruments. Results are shown across the entire company, as well as with breakdowns by selected demographic characteristics.

Appendix 1

ELTON DISTRIBUTORS, INC., CLIMATE SURVEY

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The purpose of this survey is to determine the attitudes and opinions of employees toward their jobs and the company. It is important, therefore, that you respond honestly to the items in this questionnaire. All information will be treated with complete anonymity; you are not being asked to provide your name, though the size of your department may permit identification in some instances; however, you will remain anonymous as all results will be shared with you and with management in summary form only.

PERSONAL INFORMATION

Your Department:

Your job title:

Your immediate supervisor's name:

Number of years of employment with Elton's (circle): Less than 1 year
1-2 years
3-4 years
5-6 years
Over 6 years

Sex (circle): Female Male

How are you paid? (circle) By the hour On salary

CLIMATE QUESTIONS

Read each of the following statements carefully. Circle the number under the column that best describes how you feel about the statement. If you wish to make any comments on any item, place the number of that item on the blank page at the back of the survey, followed by your comments.

	Strongly Agree	Agree	Undecided	Disagree	strongly Disagree
1. I am doing something really worthwhile on my job.	5	4	3	2	1
2. The people in my department get along well together.	5	4	3	2	1
3. My supervisor is often unfair with employees.	5	4	3	2	1
4. Our company makes too many changes too quickly.	5	4	3	2	2
5. I often think my job counts for little.	5	4	3	2	1
6. The people in my department make new employees feel part of the group.	5	4	3	2	1
7. My supervisor is friendly toward me.	5	4	3	2	1
8. My recommendations to management are not likely to be given serious consideration.	5	4	3	2	1
9. My job is frequently monotonous.	5	4	3	2	1
10. The development of a policy manual was a good management decision.	5	4	3	2	1
11. I can usually talk with my supervisor as often as I need.	5	4	3	2	1
12. My job description accurately describes what I do on the job.	5	4	3	2	1
13. My supervisor usually gives me credit for work well done.	5	4	3	2	1
14. I feel I am an important part of what goes on in my department.	5	4	3	2	1
15. I have little opportunity to use my abilities in my present job.	5	4	3	2	1
16. There are too many cliques or small groups among employees, creating an unfriendly atmosphere.	5	4	3	2	1
17. My supervisor keeps promises made.	5	4	3	2	1
18. Management is interested in the well-being of employees.	5	4	3	2	1
19. New people are given a clear understanding of what is expected of them.	5	4	3	2	1
20. The departments fail to cooperate with each other.	5	4	3	2	1
21. It is difficult to understand the benefits available to employees.	5	4	3	2	1
22. My supervisor tries to get my ideas on decisions.	5	4	3	2	1
23. I can be sure of keeping my job as long as I do good work.	5	4	3	2	1
24. This company's employee benefits fit my needs.	5	4	3	2	1
25. My supervisor often puts things off.	5	4	3	2	1
26. Management is generally respected by employees.	5	4	3	2	1
27. Sometimes my supervisor seems to understand little about my job.	5	4	3	2	1
28. Within the company there are good opportunities for those who do a good job.	5	4	3	2	1
29. The decisions management makes are usually fair.	5	5	3	2	1
30. Little effort is made to get the opinions and thinking of employees.	5	4	3	2	1
31. I do not understand how my performance on the job is evaluated.	5	4	3	2	1
32. My department operates efficiently.	5	4	3	2	1
33. My supervisor does a good job of building teamwork in my department.	5	4	3	2	1
34. Honestly expressing my opinion will likely create problems for me in this company.	5	4	3	2	1
35. I think my performance is judged fairly.	5	4	3	2	1

36. I have a clear idea of the results expected of me on the job.	5	4	3	2	1
37. The quality of work done in my department is excellent.	5	4	3	2	1
38. My job is what I thought it would be.	5	4	3	2	1
39. The procedures we use in this company make it difficult for me to do a good job.	5	4	3	2	1
40. My supervisor frequently fails to pass on information I need to do a good job.	5	4	3	2	1
41. Adequate information is available about the overall activities of the company.	5	4	3	2	1
42. I would recommend this company as a good place in which to work.	5	4	3	2	1
43. There are too many unnecessary procedures that keep me from doing my work as well as I would like.	5	4	3	2	1
44. My supervisor seldom seems to know what is going on in our department.	5	4	3	2	1
45. So long as employees are performing their jobs well, management seldom interferes.	5	4	3	2	1
46. I seldom get the help I need to improve my performance on the job.	5	4	3	2	1
47. The personnel policies of the company are fair.	5	4	3	2	1
48. The company is not doing enough to insure safe working conditions.	5	4	3	2	1
49. I often think that what management tells us is not true.	5	4	3	2	1
50. Many employees here have poor attitudes toward their job.	5	4	3	2	1
51. The company is well managed.	5	4	3	2	1
52. My supervisor helps me solve problems that occur on my job.	5	4	3	2	1
53. I feel free to recommend improvements to my supervisor.	5	4	3	2	1
54. We usually hear about important decisions or actions first through the grapevine.	5	4	3	2	1
55. I want to continue to work for this company as long as I can.	5	4	3	2	1
56. I would rather work for this company than for most other companies.	5	4	3	2	1
57. The equipment with which I work is safe and up-to-date.	5	4	3	2	1
58. I am often bothered by too much pressure on the job.	5	4	3	2	1
59. My supervisor cooperates well with other supervisors in getting the work done.	5	4	3	2	1
60. Too much time is wasted in my department.	5	4	3	2	1
61. My supervisor has enough authority to get the work done efficiently.	5	4	3	2	1
62. There is too much waste of materials and supplies in my department.	5	4	3	2	1
63. New people receive adequate orientation.	5	4	3	2	1
64. My supervisor insures that I put in a good day's work.	5	4	3	2	1
65. I get the information I need on company policies and practices.	5	4	3	2	1
66. The head office management team provides me with a good leadership model.	5	4	3	2	1
67. Management generally listens to what I have to say.	5	4	3	2	1
68. My supervisor is respected by the employees in my department.	5	4	3	2	1
69. Management shows little interest in developing people for better jobs.	5	4	3	2	1

70. I think the company is highly respected in the community.	5	4	3	2	1
71. The company is too slow in making improvements.	5	4	3	2	1
72. Work is distributed fairly among employees in my department.	5	4	3	2	1
73. My supervisor is qualified for that position.	5	4	3	2	1
74. False rumors are heard frequently.	5	4	3	2	1
75. Important values are often compromised in decisions made in this company.	5	4	3	2	1
76. The general attitude here is too impersonal.	5	4	3	2	1
77. I feel confident that employee benefits will continue to change to meet my needs.	5	4	3	2	1
78. The equipment with which I work is usually in good condition.	5	4	3	2	1
79. Men and women are not given an equal opportunity of being hired by this company.	5	4	3	2	1
80. My supervisor usually makes clear-cut decisions so we know where we stand.	5	4	3	2	1
81. The company does not demonstrate sufficient concern for the community.	5	4	3	2	1
82. My supervisor tries to help me learn from my mistakes.	5	4	3	2	1
83. Management generally does not understand the problems of my department.	5	4	3	2	1
84. From what I hear, our benefits are as good as those of other companies.	5	4	3	2	1
85. Morale in my department is high.	5	4	3	2	1
86. Usually nothing happens when I make suggestions to my supervisor.	5	4	3	2	1
87. Policy changes are clearly communicated.	5	4	3	2	1
88. My department is an important part of the company.	5	4	3	2	1
89. Other departments view my department as an important part of the company.	5	4	3	2	1
90. The annual employee evaluation/review is helpful in improving my performance.	5	4	3	2	1
91. Minorities are given an equal chance of being hired by this company.	5	4	3	2	1
92. Training is done on a "hit and miss" basis.	5	4	3	2	1
93. The company usually offers vacancies to qualified people from within before hiring outsiders.	5	4	3	2	1
94. Management appears to administer policies consistently.	5	4	3	2	1
95. The company is not run on an ethical basis.	5	4	3	2	1
96. The most qualified people appear to be the ones who receive promotions.	5	4	3	2	1
97. Management recognizes employees for outstanding performance on the job.	5	4	3	2	1
98. The company management team is very effective.	5	4	3	2	1
99. If I have a complaint, and I disagree with my supervisor's decision, I can get a review of my complaint by the next person in line.	5	4	3	2	1
100. New employees are given adequate time to learn product knowledge before they are expected to use that knowledge.	5	4	3	2	1
101. New employees are given adequate time to learn procedures before they are expected to use those procedures.	5	4	3	2	1
102. Completing this survey is a good way to let management know what I think.	5	4	3	2	1

103. I think management will act on most of the issues brought to its attention through this survey.		5	4	3	2	1
104. I am frequently worried about accidents on the job.		5	4	3	2	1
105. I am frequently worried about being laid off.		5	4	3	2	1
106. I am not looking forward to my retirement.		5	4	3	2	1
107. I frequently worry about the number of changes taking place in personnel.		5	4	3	2	1
108. I frequently worry about the future of the company.	5	4	3	2		1
109. The acquisition of the subsidiary companies will improve the future of the company.	5	4	3	2		1
110. Men and women are given an equal opportunity of being promoted.	5	4	3	2		1
111. An annual pay review is too infrequent.	5	4	3	2		1
112. Management is too aloof and so is not available.	5	4	3	2		1
113. Minorities in this company are likely to be paid at a rate equal to that of other employees.	5	4	3	2		1
114. Management often seems to waste time.	5	4	3	2		1
115. I receive training on the job that qualifies me to transfer to another position or be promoted.	5	4	3	2		1
116. I am often preoccupied in looking forward to the end of work each day.	5	4	3	2		1
117. Sexual harassment is not a problem in this company.	5	4	3	2		1
118. Men and women are paid equally for comparable jobs in this company.	5	4	3	2		1
119. Management provides appropriate direction as needed.	5	4	3	2		1
120. I seldom worry about being fired.	5	4	3	2		1
121. The company has too many people in management positions.	5	4	3	2		1
122. Management interfere too often in departmental decisions.	5	4	3	2		1
123. I am encouraged to develop skills that will permit me to transfer to another position or be promoted.	5	4	3	2		1

What is your opinion of:

	Very	Good	Good	Average	Poor	Very	Poor
124....the noise level in your work area?		5	4	3	2		1
125....the cleanliness of your work area?		5	4	3	2		1
126....the restroom facilities?		5	4	3	2		1
127....the lunchroom facilities?		5	4	3	2		1
128....the first aid facilities available to you?		5	4	3	2		1
129....your working hours?		5	4	3	2		1
130....the availability of necessary supplies?		5	4	3	2		1
131....the availability of necessary equipment?		5	4	3	2		1
132....the safety conditions in your work area?		5	4	3	2		1
133....the comfort level in your work area?		5	4	3	2		1
134....the vacation days allowed?		5	4	3	2		1
135....the holidays given?		5	4	3	2		1
136....the medical insurance plan?		5	4	3	2		1
137....the sick leave provisions?		5	4	3	2		1

138....the profit sharing plan?	5	4	3	2	1
139....the adequacy of salaries or wages you receive?	5	4	3	2	1
140....the opportunity to purchase company products at a discount?	5	4	3	2	1

For pay and promotion purposes within the company, how important is:

	Important	Somewhat Important	Neither important Nor Unimportant	Somewhat Important	Important
141....doing a good job?	5	4	3	2	1
142....on-the-job work experience?	5	4	3	2	1
143....seniority?	5	4	3	2	1
144....being a friend of someone in management?	5	4	3	2	1
145....playing company politics?	5	4	3	2	1
146....formal education?	5	4	3	2	1
147....your sex?	5	4	3	2	1
148....the supervisor's recommendations?	5	4	3	2	1

149. What things do you like best about your present job assignment?

150. What things do you like least about your present job assignment?

If you have comments on any items, place the number of that item below, followed by your comments.

Appendix 2

SUMMARY OF CLIMATE SURVEY CATEGORIES

The climate survey consists of eleven categories. Each category is listed below with brief questions to indicate the nature of the items in that category. Also listed are the survey item numbers that are presented in each category.

Management Effectiveness

How is management viewed? Are they competent? fair? helpful? respected? Are there the right number? Are good decisions made?

8, 10, 26, 29, 45, 51, 66, 83, 94, 98, 99, 103, 112, 114, 119, 121, 122

Supervisor Effectiveness

How is the immediate supervisor viewed? Is that person competent? fair? helpful? respected? Are the right actions taken? Are good decisions made?

3, 7, 17, 22, 25, 27, 33, 40, 44, 52, 53, 59, 64, 68, 73, 80, 82, 86

Work Associates

Is there cooperation among and within departments in the company? Is there a good attitude? Are people friendly and helpful?

2, 6, 16, 20, 50, 76, 85, 88, 89

Department Work Efficiency

Are procedures appropriate? Is work distributed fairly? Are there adequate supplies and equipment available? What is the quality of work performed? How efficiently is time used?

32, 37, 39, 43, 58, 60, 61, 62, 72

Communications

Is there sufficient communication? Is it accurate and timely? Are employee opinions valued? Is communication one-way or two-way?

11, 30, 34, 41, 54, 65, 67, 74, 87, 102

Job Evaluation and Promotions

How are employees recognized for work quality? Are there promotions available? Are the criteria for transfers and promotions appropriate and fairly administered?

13, 23, 28, 31, 35, 90, 93, 96, 97, 141, 142, 143, 144, 145, 146, 147, 148

Job Descriptions, Training and Development

Are the jobs adequately described and understood? Is there sufficient variety? Are objectives established? Are employees adequately trained and retrained? Is new employee orientation adequate? Are employees provided means to acquire new skills for job advancement?

12, 19, 36, 46, 63, 69, 92, 100, 101, 115

Job Satisfaction/Job Security

Are employees satisfied with their jobs? Are their jobs rewarding? Are they able to apply their abilities? Do they feel secure in their jobs?

1, 5, 9, 14, 15, 105, 106, 107, 116, 120

View of the Organization

How do employees view the company? What is the perceived image of the company, internally and within the community? Is the company stable? ethical? growing? Is its future bright?

4, 18, 42, 55, 56, 70, 71, 75, 81, 95, 108, 109

Working Conditions

Is the company a comfortable place in which to work, e.g., clean, appropriate facilities, noise level, etc.? Is there excessive pressure? Are employment practices equitable, e.g., minorities, men and women, etc.? Is this a safe place to work?

47, 48, 57, 78, 79, 91, 104, 110, 113, 117, 118, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133

Pay and Benefits

Is pay adequate? Is it determined fairly? Are pay and benefits comparable to other companies? Is the benefit package understood? Is it adequate? Are specific benefits viewed positively?

21, 24, 77, 84, 111, 134, 135, 136, 137, 138, 139, 140

Appendix 3

CLIMATE SURVEY RESULTS, BY TOTAL, SEX, AND SUPERVISORY STATUS

ITEM	SEX						POSITION IN COMPANY			
	TOTAL		FEMALE		MALE		NON-SUPERVISOR		SUPERVISOR	
	(n=31)		(n=13)		(n=18)		(n=25)		(n=6)	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SE	MEAN	SD
Management Effectiveness										
8	3.4	0.9	3.2	0.7	3.6	1.0	3.3	0.9	4.0	0.9
10	4.4	0.7	4.5	0.8	4.3	.06	4.4	0.6	4.5	.08
26	3.1	1.1	2.8	1.1	3.4	1.0	3.2	1.1	2.8	1.0
29	3.5	0.8	3.0	0.8	4.8	0.6	3.4	0.9	3.8	0.4
45	3.8	0.9	3.7	0.9	3.9	0.9	3.8	0.9	4.0	0.9
49	3.5	1.1	3.1	1.0	3.8	1.0	3.4	1.1	4.2	0.8
51	3.3	0.9	3.2	0.8	3.4	1.0	3.5	0.9	2.5	0.8
66	3.0	0.9	2.8	0.9	3.2	0.9	3.1	1.0	2.7	0.5
83	3.4	1.0	3.1	1.2	3.7	0.8	3.4	1.0	3.5	1.2
94	2.9	0.9	2.7	0.8	3.0	1.0	2.8	0.9	3.2	1.0
98	3.0	0.9	2.7	0.9	3.2	0.9	3.1	1.0	2.5	0.5
99	3.5	0.8	3.3	0.6	3.6	0.9	3.5	0.8	3.3	0.8
103	3.6	0.8	3.4	0.7	3.7	0.9	3.5	0.2	4.0	0.6
112	3.4	1.0	3.0	0.9	3.6	1.0	3.3	1.0	3.5	0.8
114	2.9	1.0	2.7	0.8	3.1	1.1	3.2	0.9	2.0	0.6
119	3.2	1.0	2.8	0.9	3.6	1.0	3.4	1.0	2.7	1.2
121	3.4	1.0	2.9	1.0	3.7	1.0	3.2	1.1	3.8	0.8
122	3.3	0.9	3.4	0.8	3.3	1.0	3.4	0.9	3.2	1.0

Supervisory Effectiveness

3	3.6	1.2	3.3	1.3	3.8	1.2	3.8	1.0	2.8	1.8
7	4.4	0.6	4.3	0.6	4.5	0.5	4.4	0.6	4.7	0.5
17	3.5	1.1	3.2	1.1	3.8	14.1	3.5	1.1	3.7	1.4
22	3.1	0.9	3.1	1.0	3.2	0.9	2.9	0.9	4.0	0.6
25	3.3	1.3	3.5	1.5	3.2	1.3	3.1	1.4	4.2	0.8
27	3.6	1.0	3.5	1.0	3.7	1.1	3.8	1.0	3.0	0.9
33	3.2	1.1	3.1	1.1	3.2	1.1	3.4	1.0	2.3	1.2
40	3.3	1.1	3.0	1.1	3.5	1.0	3.5	1.0	2.5	0.8
44	3.6	1.0	3.4	1.0	3.7	1.1	3.6	1.1	3.5	0.8
52	4.0	0.8	3.8	0.9	4.1	0.7	4.0	0.9	4.0	0.0
43	3.9	0.9	3.6	1.0	4.2	0.8	3.8	1.0	4.5	0.5
59	3.4	1.0	3.0	0.9	3.7	0.9	3.5	0.9	3.0	1.3
64	3.4	0.9	3.3	0.9	3.4	0.9	3.4	0.9	3.2	1.0
68	3.7	1.0	3.4	1.0	4.0	0.9	3.7	0.9	3.8	1.2
73	4.0	0.8	3.7	0.9	4.2	0.8	4.0	0.8	4.0	1.1
80	3.0	1.1	2.8	1.1	3.1	1.2	3.2	1.1	1.8	0.8
82	3.6	1.0	3.5	1.0	3.6	1.0	3.6	1.0	3.5	1.2
86	3.5	0.8	3.4	1.0	3.7	0.8	3.5	0.9	3.7	0.5

ITEM	SEX						POSITION IN COMPANY			
	TOTAL		FEMALE		MALE		NON-SUPERVISOR		SUPERVISOR	
	(n=31)		(n=13)		(n=18)		(n=25)		(n=6)	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SE	MEAN	SD
Work Associates										
2	4.2	0.5	4.3	0.5	4.2	0.5	4.2	0.5	4.0	0.0
6	4.2	0.7	4.4	0.5	4.1	0.8	4.2	0.5	4.0	1.1
16	3.9	0.8	4.1	0.6	3.8	0.9	4.0	0.7	3.7	1.0
20	3.3	1.1	3.4	1.0	3.3	1.2	3.5	1.0	2.5	1.2
50	2.7	1.3	2.2	1.2	3.1	1.2	2.8	1.3	2.3	1.4
76	3.8	0.8	3.7	0.6	3.9	1.0	3.8	0.8	3.8	1.2
85	3.3	1.1	2.8	1.0	3.7	1.0	3.4	1.0	3.0	1.3
88	4.5	0.5	4.5	0.5	4.6	0.5	4.5	0.5	4.7	0.5
89	4.0	0.9	3.9	1.0	4.0	0.9	4.0	1.0	3.7	0.8

Department Work Efficiency

32	3.3	1.1	3.2	1.1	3.3	1.1	3.4	0.9	2.5	1.4
37	3.5	1.0	3.3	1.0	3.7	0.9	3.8	0.7	2.5	1.2
39	3.4	1.0	3.4	1.0	3.4	1.0	3.5	1.0	3.0	0.9
43	3.2	1.2	3.0	1.2	3.3	1.2	3.2	1.2	3.0	1.3
58	3.3	1.1	3.2	1.1	3.3	1.2	3.4	1.2	2.8	1.0
60	3.2	1.3	2.9	1.3	3.3	1.3	3.5	1.1	1.8	1.2
61	3.9	0.9	3.5	0.8	4.2	0.8	3.8	0.9	4.3	0.5
62	4.0	0.7	4.1	0.5	4.0	0.8	4.2	0.5	3.5	1.2
72	3.6	0.9	3.3	1.0	3.8	0.8	3.5	1.0	3.8	0.8

Communications

11	3.7	1.1	3.6	1.2	3.8	1.0	3.6	1.1	4.5	0.5
30	3.0	1.1	2.5	1.1	3.4	1.0	3.0	1.2	3.0	0.9
34	3.4	1.2	3.0	0.9	3.7	1.3	3.3	1.1	3.7	1.4
41	3.0	1.1	2.6	1.3	3.2	1.0	2.9	1.2	3.2	1.0
54	2.4	1.2	1.9	1.0	2.7	1.2	2.3	1.2	2.5	1.2
65	3.7	0.9	3.3	1.1	4.1	0.4	3.6	0.9	4.2	0.4
67	3.8	0.7	3.8	0.6	3.8	0.7	3.7	0.7	4.2	0.4
74	3.1	1.2	3.5	1.1	2.7	1.1	3.2	1.2	2.3	0.8
87	3.1	1.0	2.9	1.0	3.3	1.0	3.2	1.0	2.7	0.5
102	4.0	0.5	4.1	0.3	4.0	0.6	4.0	0.4	4.0	0.9

Job Evaluation and Promotions

13	3.6	1.0	3.4	0.9	3.8	1.0	3.6	1.0	3.5	0.8
23	4.1	0.6	4.0	0.6	4.1	0.6	4.0	0.5	4.2	0.8
28	3.0	1.1	2.4	1.0	3.4	0.9	3.0	1.1	3.2	1.0
31	3.1	1.2	2.9	1.1	3.2	1.2	3.2	1.1	2.3	1.0
35	3.4	0.8	3.3	0.6	3.5	0.9	3.5	0.9	3.2	0.4
90	3.0	1.3	2.9	1.4	3.0	1.3	3.0	1.2	3.0	1.9
93	3.0	1.1	2.4	1.0	3.4	1.0	3.0	1.1	3.0	1.3
96	3.1	0.7	2.8	0.7	3.3	0.7	3.1	0.7	3.0	0.9
97	2.9	1.2	2.2	1.1	3.4	0.9	3.0	1.2	2.3	1.0

ITEM	SEX						POSITION IN COMPANY			
	TOTAL		FEMALE		MALE		NON-SUPERVISOR		SUPERVISOR	
	(n=31)		(n=13)		(n=18)		(n=25)		(n=6)	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SE	MEAN	SD
Working Conditions										
47	3.7	0.9	3.3	0.9	3.9	0.9	3.5	1.0	4.3	0.5
48	3.7	1.1	3.8	0.9	3.7	1.2	3.7	1.1	3.8	1.0
57	4.3	0.8	4.3	0.9	4.2	0.8	4.2	0.9	4.5	0.5
78	4.1	0.6	4.1	0.3	4.1	0.8	4.1	0.6	4.2	0.4
79	3.7	1.0	3.5	1.0	3.8	1.1	3.6	1.1	4.0	0.6
91	3.2	1.0	3.0	0.9	3.4	1.0	3.2	1.0	3.5	1.0
104	4.1	0.8	4.0	0.8	4.2	0.7	4.1	0.8	4.3	0.5
110	3.1	1.1	2.6	1.2	3.4	0.8	3.0	1.1	3.3	0.8
113	3.7	1.0	3.2	0.9	4.0	1.0	3.5	1.0	4.3	0.8
117	3.9	0.9	3.6	0.9	4.1	0.9	3.8	1.0	4.3	0.5
118	2.8	1.1	2.5	1.0	3.1	1.0	2.6	1.1	3.7	0.5
124	3.6	1.1	3.5	1.2	3.7	1.0	3.6	1.1	3.5	1.0
125	3.5	1.1	3.3	0.9	3.6	1.3	3.6	1.1	3.0	1.3
126	4.0	1.0	3.7	0.9	4.2	1.0	4.0	1.0	3.8	0.8
127	3.2	1.1	2.7	1.1	3.6	1.0	3.2	1.2	3.5	0.8
128	3.9	0.9	4.0	0.6	3.8	1.1	4.0	1.0	3.7	0.5
129	3.8	1.0	3.9	0.7	3.8	1.2	4.1	0.8	2.7	0.8
130	3.7	0.9	3.8	1.0	3.6	0.9	3.7	0.9	3.5	1.0
131	3.7	0.8	3.8	0.8	3.7	0.9	3.8	0.8	3.5	0.8

132	4.2	0.6	4.0	0.4	4.3	0.7	4.1	0.6	4.5	0.5
133	3.9	1.1	3.5	1.1	4.2	1.0	3.8	1.2	4.3	0.5

Pay and Benefits

21	3.5	1.0	3.1	1.0	3.8	0.9	3.4	1.0	3.7	0.5
24	3.5	1.2	3.4	1.1	3.5	1.3	3.4	1.2	3.7	1.4
77	3.4	0.9	3.2	0.9	3.6	0.9	3.2	0.9	4.0	0.6
84	3.2	1.1	2.8	1.1	3.6	1.0	3.2	1.1	3.5	1.2
111	2.8	1.1	2.6	1.0	2.9	1.1	2.8	1.1	3.0	0.9
134	3.7	0.8	3.4	0.5	3.8	1.0	3.6	0.8	4.0	0.9
135	3.5	0.9	3.1	0.7	3.7	1.0	3.5	1.0	3.5	0.8
136	3.3	0.8	3.3	0.5	3.4	1.0	3.3	0.8	3.3	0.8
137	3.4	0.9	2.9	0.7	3.7	1.0	3.4	1.0	3.5	0.8
138	3.6	1.2	3.3	1.3	3.8	1.12	3.5	1.3	4.0	0.9
139	3.2	1.0	2.8	1.1	3.4	0.9	3.2	1.0	3.3	1.2
140	3.8	0.8	3.6	0.9	3.9	0.7	3.8	0.8	3.7	0.8
141	4.7	0.7	4.5	1.0	4.9	0.2	4.7	0.7	4.8	0.4
142	4.6	0.8	4.2	1.1	4.9	0.2	4.6	0.7	4.5	1.2
143	3.5	1.1	3.2	1.2	3.7	1.1	3.6	1.2	3.0	0.9
144	3.5	1.3	3.5	1.5	3.5	1.2	3.6	1.3	3.2	1.3
145	3.2	1.3	3.1	1.2	3.2	1.4	3.0	1.3	3.7	1.4
146	3.8	0.9	3.5	0.8	3.9	0.9	3.8	0.9	3.8	0.8
147	3.3	1.2	3.4	1.6	3.2	1.0	3.2	1.3	3.3	1.0
148	4.5	0.7	4.2	0.7	4.7	0.6	4.5	0.7	4.7	0.5

ITEM	SEX						POSITION IN COMPANY			
	TOTAL		FEMALE		MALE		NON-SUPERVISOR		SUPERVISOR	
	(n=31)		(n=13)		(n=18)		(n=25)		(n=6)	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SE	MEAN	SD
Job Description, Training and Development										
12	3.7	1.0	3.5	1.1	3.8	1.0	3.9	1.0	2.8	1.0
19	3.0	1.2	2.7	1.0	3.2	1.3	3.2	1.1	2.3	1.4
36	3.7	0.9	3.7	0.9	3.7	0.9	4.0	0.6	2.7	1.2
38	3.4	1.1	3.2	1.3	3.5	0.9	3.6	1.1	2.7	0.8
46	3.1	1.3	2.6	1.1	3.5	1.3	3.3	1.3	2.5	1.2
63	2.8	1.2	2.4	1.2	3.2	1.2	3.0	1.2	2.2	1.2
69	3.0	1.1	2.5	1.1	3.3	0.9	3.0	1.1	2.8	0.8
92	2.9	1.2	2.3	0.9	3.3	1.2	3.1	1.1	2.0	1.1
100	2.9	1.0	2.5	0.9	3.1	1.1	2.9	1.0	2.7	1.2
101	2.9	1.1	2.4	0.8	3.3	1.1	2.9	1.0	3.2	1.3
115	2.8	1.0	2.5	1.1	2.9	0.9	2.8	1.0	2.7	1.2

Job Satisfaction/Job Security

1	4.4	0.6	4.4	0.7	4.4	0.5	4.4	0.6	4.2	0.4
5	4.1	0.9	3.8	1.2	4.3	0.7	4.1	0.9	3.8	1.0
9	3.8	1.1	3.4	1.3	4.1	0.9	3.6	1.2	4.3	0.8
14	4.1	0.7	3.9	0.5	4.2	0.8	4.1	0.5	3.8	1.2
15	3.7	1.1	3.5	1.3	3.9	1.0	3.8	1.2	3.7	1.0
105	4.1	0.6	4.0	0.0	4.2	0.7	4.1	0.6	4.3	0.5
106	3.1	1.0	3.2	0.9	3.0	1.1	3.3	1.0	2.2	0.4
107	2.5	1.3	2.5	1.1	2.4	1.4	2.6	1.3	2.0	1.1
116	3.0	1.0	2.7	1.1	3.2	0.9	3.0	1.0	3.2	1.0
120	3.8	0.8	3.7	0.6	3.9	0.9	3.8	0.7	4.0	1.1

View of the Organization

4	3.5	1.0	2.9	1.1	3.9	0.6	3.5	1.0	3.5	0.8
18	3.7	0.9	3.2	1.1	4.1	0.6	3.6	1.0	3.8	1.8
42	3.8	0.9	3.4	0.9	4.2	0.7	3.7	0.8	4.3	0.8
55	3.9	1.0	3.4	1.2	4.2	0.7	3.8	1.0	4.2	1.0
56	3.7	1.0	3.2	1.0	4.1	0.9	3.6	1.0	4.0	1.3
70	4.0	0.6	3.8	0.4	4.1	0.8	4.0	0.6	4.2	0.8
71	3.4	0.9	3.2	0.9	3.5	0.9	3.4	0.9	3.2	1.0
75	3.5	1.0	3.1	0.8	3.7	1.1	3.4	1.0	3.7	1.4
81	3.9	0.9	3.6	0.8	4.2	0.9	3.9	0.9	4.2	0.8
95	4.0	0.7	3.4	0.5	4.4	0.5	3.9	0.7	4.5	0.5
108	3.6	1.0	3.4	1.0	3.8	1.0	3.7	1.0	3.2	1.0
109	3.7	0.6	3.5	0.5	3.9	0.6	3.8	0.6	3.7	0.8