



Employee Well-Being and Satisfaction Survey Results
2015

Dr. Terry Beehr, Alex Stemer, & Annie Simpson
November 30th, 2015

Table of Contents

Employee Well-Being and Satisfaction Survey Results 2015	3
Comparison of CMU data to Employees from Other Organizations.....	3
External Comparisons of the Nature of the Job and Employee Reactions	4
External Comparisons of Health Culture.....	5
Comparison of Results for CMU Employees over Time.....	6
Employee Reactions and the Nature of the Job	6
Autonomy.....	7
CMU Climate.....	8
Leadership at CMU	9
CMU Health Culture	10
Appendix A.....	12

Employee Well-Being and Satisfaction Survey Results 2015

A survey evaluating employee well-being and satisfaction was administered on behalf of the Human Resources Department (HR) at CMU. The purpose of the survey was to assess the staff's (non-faculty) well-being and identify any areas that were strengths and areas that could use improvement. Additionally, comparisons are made with the results of surveys from previous years and with employees at other organizations. The survey, with some variations, has been administered since 2004, and this is the 8th administration. Examining survey responses and changes throughout the years will help HR ensure that the CMU staff continues to have positive perceptions of the workplace.

In the next section, participation rates and demographics are briefly discussed. The remainder of the report details the comparison of the results over time, comparisons with employees at other organizations, and lastly comparisons between certain employee groups within CMU.

Participation

A total of 524 CMU staff members completed, or nearly completed, the entire survey, for a 32.3% response rate. Although some respondents did not complete the entire survey, their responses were used for the scales that they did complete, as they provide valuable information. Therefore there are slightly different sample sizes for different variables. Of those who responded, 70.1% were female and 29.3% were male. Regarding ethnic background, 95.4% were Caucasian, 1.2% were Hispanic, 1.3% were African-American, .4% were Asian-Americans, .2% were American Indian, and 1.5% were multi-cultural. The average age of the sample was 44.91 years and 10.67 was the average length of employment at CMU. Lastly, 43.9% indicated that they supervise one or more employees.

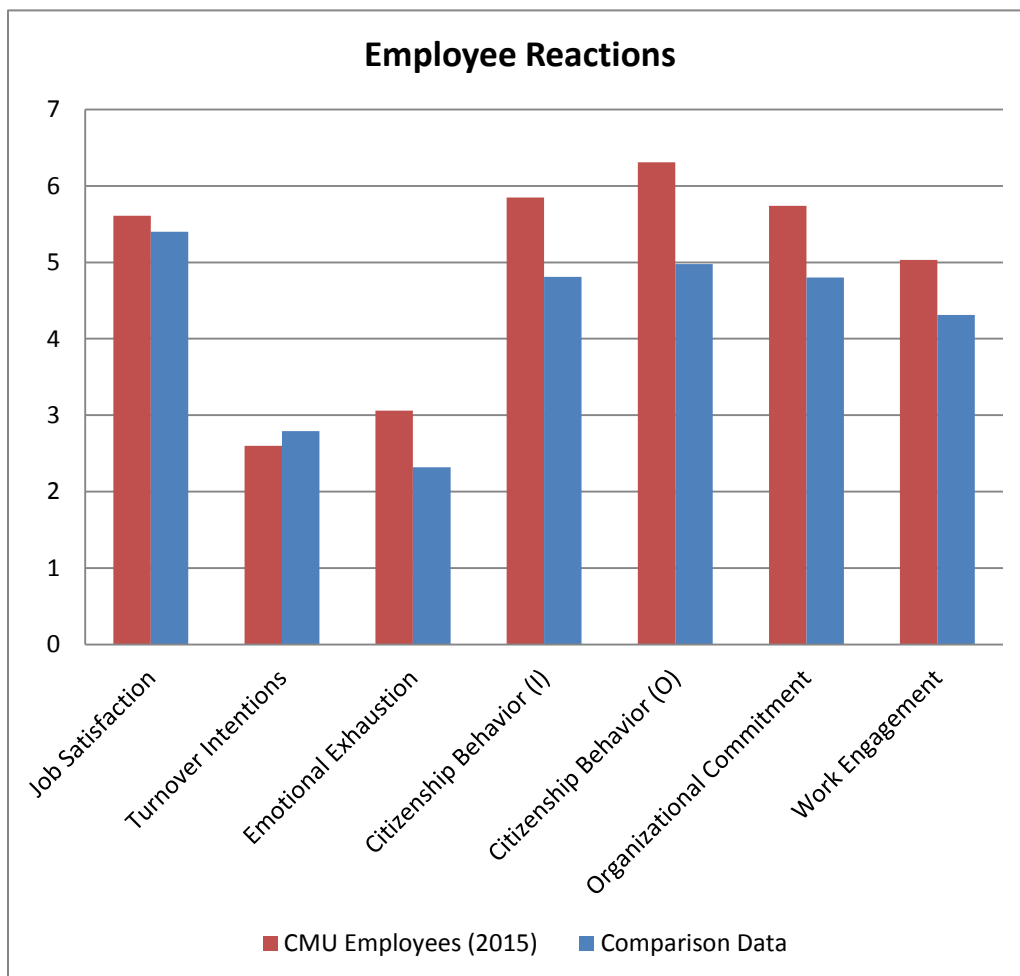
Comparison of CMU Data to Employees from Other Organizations

Most of the scales in the study are widely used, and therefore there are comparison data available from previous survey projects in other organizations, available in various publications. These external "benchmarks" ranged from about 5 to 11 other organizations and from about 1,000 to 30,000 employees. The variables compared with these available benchmarks are job satisfaction, turnover intentions, role conflict, autonomy, emotional exhaustion, citizenship behaviors, organizational commitment, and work engagement.

External Comparisons of the Nature of the Job and Employees Reactions to It

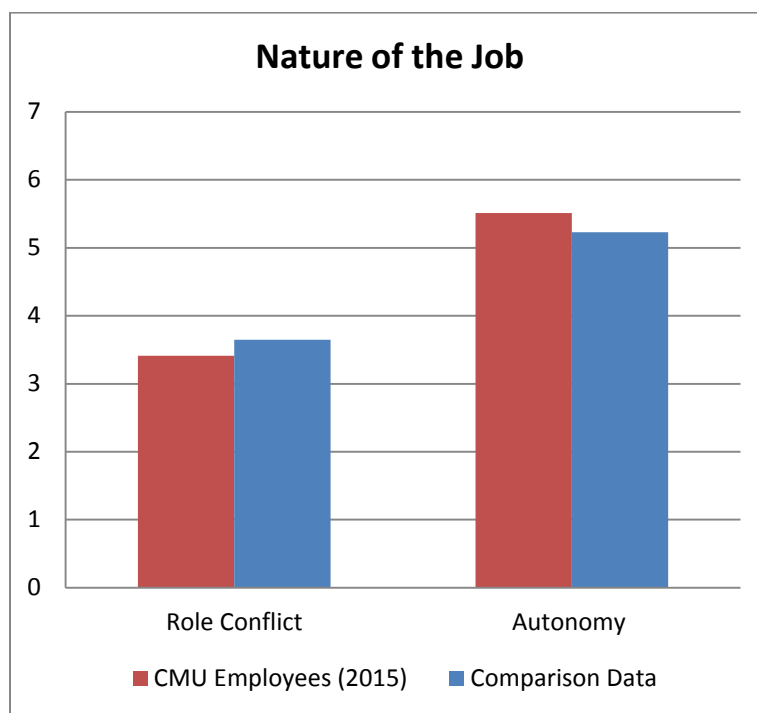
Figure 1 compares CMU employees against others on employee experiences and suggests that, compared to other employees, CMU employees generally report more favorable outcomes. One notable exception is for emotion exhaustion, which CMU employees report slightly more of compared to others. Figure 2 compares CMU employees against others on the nature of the job and suggests that CMU employees report slightly less role conflict and slightly more autonomy compared to other employees. These comparison data suggest that CMU employees generally experience comparable if not somewhat more favorable impressions of work and their reactions to work than other employees. An interpretation of these results is that CMU employees may be a little more active and enthused about their jobs than the comparison samples, but there may be a “cost” to this in the form of feeling more exhausted by their jobs.

Figure 1: Comparison Data – Employee Reactions



Note. See Appendix for breakdown of source and sample size used to construct comparison data.

Figure 2: Comparison Data – Nature of the Job



Note. See Appendix for breakdown of source and sample size used to construct comparison data.

External Comparisons of Health Culture

In addition to comparing CMU employees with others on employee reactions and nature of the job, comparison data were also available for health culture. Table 1 compares the mean levels of health culture promotion and overall health culture of CMU employees with other employees. Health culture promotion was assessed by mean responses to the item, “the culture of health at [CMU] can be best described as...” Response options for this item were (1) “Not at all visible/evident,” (2) “Talked about, not in practice,” (3) “Programs offered, not promoted,” (4) “Somewhat promoted,” (5) “Strongly promoted,” (6) “Integral part of company mission.” In general, CMU employees tended to endorse the degree of health promotion more positively than employees at other organizations with a mean response of 4.61 (out of 6) compared to 3.53 (out of 6) for other employees. Table 1 also compares means between CMU and other employees on overall health culture. Compared to other employees, CMU employees generally reported slightly more positive perceptions of overall health culture than employees at other organizations with a mean of 3.66 versus 3.56 on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*).

Table 1: Comparison of Health Culture

Variable	CMU 2015 Mean	Comparison Data Mean
Health Culture Promotion	4.61	3.53
Overall Health Culture	3.66	3.56

Note. N of CMU Employees=526 in 2015. N of Comparison Data for “Health Culture Promotion” = 3,007 full time employees from a variety of large companies. N of Comparison Data for “Overall Health Culture” = 2,837 employees primarily from manufacturing, government, and lower and higher education.

Comparison of Results for CMU Employees over Time

Employee Reactions and the Nature of the Job

Several questions in the survey measured employees’ reactions towards their jobs, shown in Table 2, as well as perceptions of the nature of the job, shown in Table 3. Each of these variables was measured by a set of items that were averaged to obtain a more comprehensive score. Because the survey changed over the years, data from earlier years were not available for all variables. For example, citizenship behavior was not added until 2013, and so there is no information on this factor for 2006 or 2008.

Looking at the employee reaction variables in Table 2, it appears that most employee reactions remained relatively unchanged since 2013. Compared to 2006 and 2008 though, the average for job satisfaction in 2015 is higher. Organizational commitment was a new variable that was added to the survey in 2015. This variable assesses employee’s positive emotional attachment to the organization. Overall, employees indicated that they felt committed to CMU (as indicated by the mean of 5.74 on a 7-point scale). A measure of work engagement was also added to the survey for the 2015 administration. Employees at CMU were slightly engaged with their work, meaning that they found their work to be somewhat engaging and lively (as indicated by the mean of 5.03 on a 7-point scale). The means for the employees’ work reactions across the years are shown in Table 2 below.

Table 2: Comparison of Descriptive Statistics for Employee Reactions

Variable	2006 Mean	2008 Mean	2013 Mean	2015 Mean
Job Satisfaction	5.17	5.51	5.62	5.61
Turnover Intentions	2.68	2.70	2.52	2.60
Emotional Exhaustion	3.04	3.00	3.25	3.06
Citizenship Behavior (I)	--	--	5.83	5.85
Citizenship Behavior (O)	--	--	6.31	6.34
Organizational Commitment	--	--	--	5.74
Work Engagement	--	--	--	5.03

Note. $N = 403$ for 2006. $N = 392$ for 2008. $N = 400$ to 441 for 2013. $N = 527$ to 572 for 2015. All variables were scored on a 1 to 7 scale. "--" indicates that no score was available for that year. Citizenship behaviors (I) refers to good behaviors targeted at individuals, and (O) refers to good behaviors targeted at the organization.

Regarding the nature of the jobs at CMU, compared to 2013, workload and role conflict are about the same in 2015. Workload is down from 2008 when it was very high (note from the benchmark data above, the CMU workload scores in 2008 were extremely high and may be returning to normal). The averages across years for the nature of the job variables are displayed in Table 3.

Table 3: Comparison of Descriptive Statistics for the Nature of the Job

Variable	2008 Mean	2013 Mean	2015 Mean
Workload	5.48	3.92	4.05
Role Conflict	3.20	3.38	3.41

Note. $N = 403$ for 2006. $N = 392$ for 2008. $N = 400$ to 441 for 2013. $N = 527$ to 572 for 2015. All variables were scored on a 1 to 7 scale.

Autonomy

Autonomy is a job characteristic that is reported separately because it was measured in a more inconsistent way. It was assessed by three items in 2015, only one of which was used in 2013. The use of three items allowed a comparison with external employees (above). The mean for the single item that was also used in 2013 is shown in Table 4. Responses ranged from 1 to 7, and employees overall indicated that they felt autonomous in their job. However, the average for the item is slightly lower compared to 2013.

Table 4: *Comparison of Descriptive Statistics for Autonomy*

Item	2013 Mean	2015 Mean
How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?	5.62	5.29

Note. $N = 422$ for 2008. $N = 452$ for 2013. $N = 527$ for 2015.

CMU Climate

Employees evaluated 12 items measuring CMU Climate on a scale from 1 (*disagree*) to 5 (*agree*). These items were originally developed based on input from CMU administration. They assessed employee's feelings and experiences regarding working at CMU. Means for all 12 items for years 2004-2015 are in Table 5. Overall, the results from the 2015 survey were very similar to those from 2013. When compared to 2004, the perceptions of CMU climate are noticeably better in 2015. The item that was evaluated most positively in 2015 was, "I would recommend CMU as a good place to work." The item that was evaluated least positively, and could be an area for improvement, was, "I am rewarded for exceptional work," which is similar to what was found in 2013.

Table 5: Comparison of Descriptive Statistics for CMU Climate Items

Item	2004 Mean	2006 Mean	2008 Mean	2013 Mean	2015 Mean
I trust CMU's management/administrators to make good decisions	3.12	3.56	3.66	3.75	3.65
I would recommend CMU as a good place to work	3.97	4.30	4.40	4.42	4.42
I am actively seeking employment outside of CMU	2.07	1.98	1.95	1.86	1.90
I am rewarded for exceptional work	2.57	2.68	2.67	2.75	2.71
I fit in comfortably as a member of this organization	4.05	4.03	4.00	4.06	4.15
I feel inhibited to express my personal individuality at work	2.46	2.58	2.55	2.52	2.57
CMU is an exceptional place to earn a degree	3.85	3.99	4.02	4.09	4.12
CMU employees are caring and helpful	4.04	4.22	4.25	4.31	4.29
CMU employees follow through on their commitments to me	4.12	4.02	4.07	4.03	4.01
CMU employees are knowledgeable about their jobs	4.09	4.18	4.26	4.20	4.21
CMU employees are available when I need them to assist me	2.26	4.11	4.14	4.17	4.18
It is difficult to form social ties with my coworkers	4.22	2.46	2.36	2.44	2.46
I am provided opportunities for professional development	--	--	--	3.86	3.88

Note. $N = 466$ for 2004. $N = 403$ for 2006. $N = 422$ for 2008. $N = 452$ for 2013. $N = 601$ for 2015. Possible range is from 1 (disagree) to 5 (agree). The last item in the table was used for the first time in 2013.

Leadership at CMU

A set of 15 items assessing leadership expectations were included in the survey as well. These items were added in the 2013 version of the survey and were based on the *Senior Leadership Team Expectations* document created by a presidential committee in 2010. Five different areas of expectations were assessed, each measured by three items. All items were answered on a scale from 1 (*strongly disagree*) to 7 (*strongly agree*). Table 6 displays the means for all items for the years 2013 and 2015.

Overall, in 2015 employees indicated they slightly agreed that their supervisors were meeting leadership expectations. The total average for all items was slightly lower than that of 2013. All of the items were rated lower in 2015 compared to 2013. The item showing the biggest decrease since 2013 was, "my supervisor treats people fairly." Similar to 2013, the item receiving the lowest ratings was, "my supervisor manages by motivating people." Also consistent with 2013 results, the item receiving the highest ratings in 2015 was, "my supervisor considers the views of those who come from different backgrounds."

Table 6: Comparison of Descriptive Statistics for CMU Leadership Items

Item	2013 Mean	2015 Mean
My supervisor accepts the consequences (good or bad) of his/her work performance	5.17	4.93
My supervisor always acts with integrity	5.52	5.20
My supervisor treats people fairly	5.48	5.12
My supervisor constantly seeks new ways to improve our team	5.11	4.96
When changes make our work uncertain, my supervisor is open to trying new methods	5.33	5.15
When mistakes are made, my supervisor uses them to learn and improve in the future	5.32	5.11
My supervisor listens attentively to concerns expressed by others	5.35	5.15
My supervisor considers the views of those who come from different backgrounds	5.53	5.34
My supervisor collaborates well with others in order to meet joint goals	5.46	5.26
My supervisor communicates effectively in high pressure situations	5.18	4.91
My supervisor has an appropriate sense of urgency regarding current goals	5.28	5.14
My supervisor is willing to confront difficult issues head-on	5.10	4.96
My supervisor respects people even if there are disagreements	5.43	5.22
My supervisor manages by motivating people	4.61	4.52
My supervisor recognizes the accomplishments of people in our team	5.14	5.11
<i>Total Scale Mean:</i>	<i>5.27</i>	<i>5.07</i>

Note. $N = 415$ to 417 for 2013. $N = 521$ to 526 for 2015. Possible range is from 1 (*strongly disagree*) to 7 (*strongly agree*).

CMU Health Culture

The survey also contained a 7-item measure of health culture at CMU. These items assessed the extent to which health is promoted at CMU, and scores could range from 1 (*strongly disagree*) to 5 (*strongly agree*). The means for each of these items are shown in Table 7 for each year they were assessed. The means for the items in 2015 are similar to those in 2013 and 2008. Overall, respondents indicated they slightly agreed with the statements regarding health culture. The item rated highest was, “people are rewarded and recognized for efforts to live a healthy lifestyle,” and the item rated lowest was, “CMU leaders are models for a healthy lifestyle.”

Table 7: Comparison of Descriptive Statistics for CMU Health Culture Items

Item	2008 Mean	2013 Mean	2015 Mean
My immediate supervisor supports my efforts to adopt healthy lifestyle practices	3.53	3.59	3.56
People are rewarded and recognized for efforts to live a healthy lifestyle	3.98	4.07	3.98
New employees at CMU are made aware of the university's support for healthy lifestyles	3.51	3.77	3.77
People at CMU are taught skills needed to achieve a healthy lifestyle	3.57	3.62	3.59
CMU demonstrates its commitment to supporting healthy lifestyles through its resources such as time, space and money	3.58	3.63	3.60
CMU leaders are models for a healthy lifestyle	3.24	3.28	3.26
Coworkers support one another in efforts to adopt healthy lifestyle practices	3.63	3.72	3.80

Note. $N = 422$ for 2008. $N = 452$ for 2013. $N = 526$ for 2015.

In addition to the 7 specific items described above assessing health culture, a single item about implementation of an “overall health culture” was also included. This item asked, “the culture of health at CMU can best be described as...” The means for this item, along with the total mean for the 7 items in Table 7, are shown in Table 8 for years 2008, 2013, and 2015. There was little change over time, but employees felt the program was generally promoted, and many felt it was strongly promoted.

Table 8: Comparison of Descriptive Statistics for Health Culture Variables

Variable	2008 Mean	2013 Mean	2015 Mean
Health Culture Promotion (7 items)	4.74	4.70	4.61
Overall Health Culture Item	3.58	3.67	3.66

Note. $N = 403$ for 2006. $N = 392$ for 2008. $N = 400$ to 441 for 2013. $N = 527$ to 572 for 2015. Health Promotion scored on a 1 to 6 scale. Overall Health Culture scored on a 1 to 5 scale.

Appendix A

Sources and sample sizes used to construct comparison data:

Job Satisfaction. N = 15,234 employees from large-scale study of employees in various industries.

Turnover Intentions. N = 949 from 5 studies representing nurses, university faculty, and municipal employees.

Emotional Exhaustion. N = 32,672 from 11 studies representing workers primarily in the medical field (i.e., nurses, hospital staff, lab technicians, and managers) as well as social workers, teachers, salespeople, and other professionals.

Citizenship Behavior (I). N = 2,185 from 6 studies representing employees and supervisors in diverse industries including education (secondary and post-secondary), medicine, skilled labor, community and social work, and sales.

Citizenship Behaviors (O). N=1,558 from 5 studies representing employees and supervisors from various industries including education (secondary and post-secondary), medicine, skilled labor and trade, sales, and private administration.

Organizational Commitment. N = 1,932 from 7 studies representing employees from various industries including post-secondary education, information-technology, medicine, science and engineering, and retail.

Work Engagement. N = 15,208 from 6 studies of employees from various sources including a large-scale study of employees from a variety of organizations as well as nurses, military, law-enforcement, information-technology, and employed students.

Role Conflict. N = 1,131 from 5 studies representing employees from a variety of industries, including education, medicine (nurses and physicians), skilled labor, social work, and public administration

Autonomy. N = 1,092 from 5 studies of individuals employed in a variety of settings including post-secondary education and human resources.

Health Culture Promotion. N = 3,007 full time employees from a variety of large companies.

Overall Health Culture. N = 2,837 employees primarily from manufacturing, government, and lower and higher education.