



Employee Well-Being and Satisfaction Survey Results  
2017

Dr. Terry Beehr, Alex Jacobsen, & Brendon Woody  
December 4<sup>th</sup>, 2017

# Table of Contents

---

Employee Well-Being and Satisfaction Survey Results 2017.....	3
Comparison of CMU data to Employees from Other Organizations.....	4
External Comparisons of Employee Reactions.....	4
External Comparisons of the Nature of the Job.....	5
External Comparisons of Health Culture.....	6
Comparison of Results for CMU Employees over Time.....	7
Employee Reactions.....	7
Workload and Role Conflict.....	7
Autonomy.....	8
CMU Climate.....	8
Leadership at CMU.....	9
CMU Health Culture.....	10
Participation in Health Programs and Virgin Pulse.....	12
Comparison of Results across Groups of CMU Employees.....	16
Gender.....	16
Supervisors – Non-supervisors.....	18
Job Group.....	20
Open-Ended Comments about CMU.....	23
Appendix A.....	25
Appendix B.....	26
Appendix C.....	27

# Employee Well-Being and Satisfaction Survey Results 2017

---

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 (non-faculty) staff's well-being and job situations, and to identify any areas that were strengths and or that could use improvement. Additionally, comparisons are made with the results of CMU surveys from previous years and with employees at other organizations. This is the 9<sup>th</sup> administration of the survey, although some of the items have changed over the years. Examining survey responses and changes throughout the years when the same questions were asked 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 469 CMU staff members completed, or nearly completed, the entire survey, for a 29.5% 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, 66.7% were female and 26.4% were male, 0.4% did not identify as either gender, and 6.4% did not report their gender. Regarding ethnic background, 87% were Caucasian, 1.1% were Hispanic, 1.7% were African-American, .6% were American Indian, and 3.4% were multi-cultural, while 5.8% did not report their racial or ethnic background. The average age of the sample was 46 years, and the average length of employment at CMU was 11 years. Lastly, 38% indicated that they supervise one or more employees.

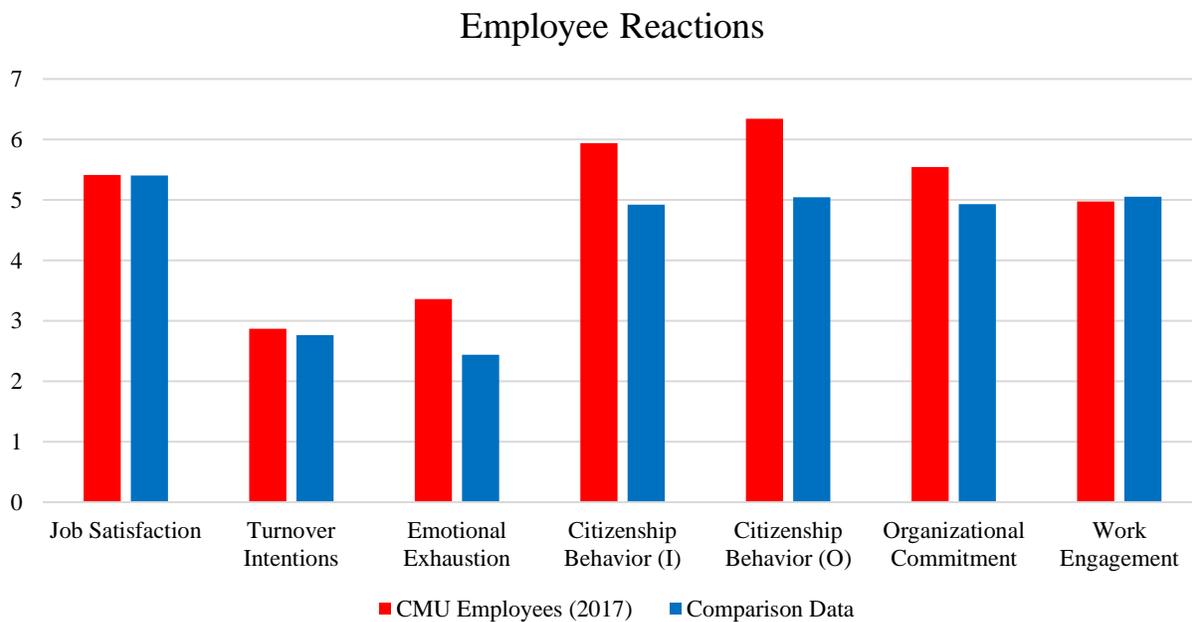
# Comparison of CMU Data to Employees from Other Organizations

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 6 to 12 other organizations and from about 1,100 to 34,000 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 Employees Reactions

Figure 1 compares CMU employees against others on employee experiences and suggests that, compared to other employees, CMU employees generally report more favorable outcomes, particularly with respect to engaging in citizenship behaviors (both interpersonal and organizational) and in organizational commitment. One notable exception is emotional exhaustion, which CMU employees report slightly more compared to others.

**Figure 1: Comparison Data – Employee Reactions**

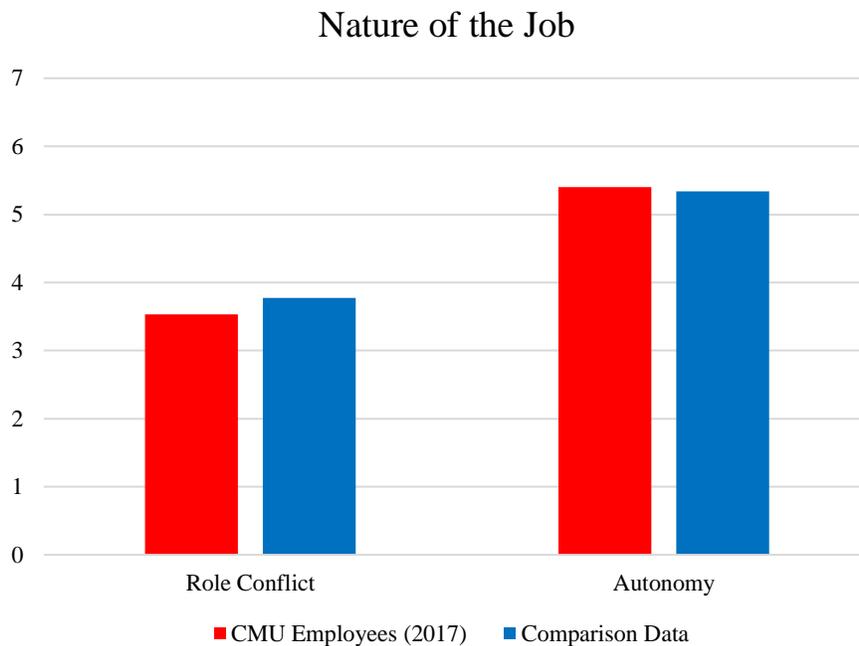


*Note.*  $N = 469$ . See Appendix A for breakdown of source and sample size used to construct comparison data. For Citizenship Behaviors, (I) stands for interpersonal and (O) stands for organizational.

## External Comparisons of the Nature of the Job

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 (noted above in relation to Figure 1 data).

**Figure 2:** Comparison Data – Nature of the Job



*Note.*  $N = 469$ . 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,” and (6) “Integral part of CMU’s 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 4.36 (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 reported similar perceptions of the overall health culture relative to employees at other organizations ( $M = 3.54$  and 3.56, respectively on a 5 point scale).

**Table 1:** *Comparison Data--Health Culture*

Variable	CMU 2017 Mean	Comparison Data Mean
Health Culture Promotion Item	4.36	3.53
Overall Health Culture (7-items)	3.54	3.56

*Note.*  $n$  of CMU Employees = 466 in 2017.  $N$  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. Health Culture Promotion is on a 6-point scale and Overall Health Culture is on a 5-point scale.

# Comparison of Results for CMU Employees over Time

---

## Employee Reactions

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 variable 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.

Table 2 reports the means for employees’ work reactions from 2006 to 2017. Generally, employees are satisfied with their job ( $M = 5.41$ ), are engaged in their work ( $M = 4.97$ ), and are committed to CMU ( $M = 5.54$ ). Employees also report frequently engaging in organizational citizenship behaviors towards both individuals ( $M = 5.94$ ), and the organization ( $M = 6.34$ ). Notwithstanding these favorable ratings, it is worth noting that these averages are lower than previous years. Further, averages are at an eleven-year high for turnover intentions ( $M = 2.87$ ), and emotional exhaustion ( $M = 3.36$ ).

**Table 2:** *Comparison of Descriptive Statistics for Employee Reactions to their Jobs*

Variable	2006 Mean	2008 Mean	2013 Mean	2015 Mean	2017 Mean
Job Satisfaction	5.17	5.51	5.62	5.61	5.41
Turnover Intentions	2.68	2.70	2.52	2.60	2.87
Emotional Exhaustion	3.04	3.00	3.25	3.06	3.36
Citizenship Behavior (I)	--	--	5.83	5.85	5.94
Citizenship Behavior (O)	--	--	6.31	6.34	6.34
Organizational Commitment	--	--	--	5.74	5.54
Work Engagement	--	--	--	5.03	4.97

*Note.*  $N = 403$  for 2006.  $N = 392$  for 2008.  $N = 400$  to  $441$  for 2013.  $N = 527$  to  $572$  for 2015.  $N = 469$  for 2017. All variables were scored on a 1 to 7 scale. "--" indicates that no score was available for that year. Citizenship behavior (I) refers to good behaviors targeted at individuals, and (O) refers to good behaviors targeted at the organization.

## Workload and Role Conflict

Regarding the nature of the jobs at CMU, the average workload reported in 2017 ( $M = 3.99$ ) is similar to averages from previous years except 2008. On the other hand, role conflict is higher than in recent years ( $M = 3.53$ ). 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	2017 Mean
Workload	5.48	3.92	4.05	3.99
Role Conflict	3.20	3.38	3.41	3.53

*Note.*  $N = 403$  for 2006.  $N = 392$  for 2008.  $N = 400$  to  $441$  for 2013.  $N = 527$  to  $572$  for 2015.  $N = 469$  for 2017. 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 and 2017, but only one of which was used in 2013. The use of three items allowed a comparison with external employees (above in Figure 2). The means for the single item are shown in Table 4. Responses ranged from 1 to 7, and employees overall indicated how autonomous they felt in their job. Similar to 2015, employees report that they have moderate autonomy over their job in 2017 ( $M = 5.21$ ), but less than in 2013 ( $M = 5.62$ ).

**Table 4: Comparison of Descriptive Statistics for Autonomy**

Item	2013 Mean	2015 Mean	2017 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	5.21

*Note.*  $N = 422$  for 2008.  $N = 452$  for 2013.  $N = 527$  for 2015.  $N = 469$  for 2017.

### CMU Climate

Employees evaluated 13 items measuring various characteristics of CMU that together could be summarized as 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 13 items for years 2004-2017 are in Table 5. Overall, the results from the 2017 survey were very similar to those from 2015. When compared to 2004 (overall a year with relatively unfavorable scores), the perceptions of CMU climate are noticeably better in 2017. The item that was evaluated most positively in 2017 was, "CMU employees are caring and helpful." The item that was evaluated least positively, and could be an area for improvement, was, "I am actively seeking employment outside of CMU," which is somewhat higher than it was even in 2004.

**Table 5: Comparison of Descriptive Statistics for CMU Climate Items**

Item	2004 Mean	2006 Mean	2008 Mean	2013 Mean	2015 Mean	2017 Mean
I trust CMU's management/administrators to make good decisions	3.12	3.56	3.66	3.75	3.65	3.30
I would recommend CMU as a good place to work	3.97	4.30	4.40	4.42	4.42	4.17
I am actively seeking employment outside of CMU	2.07	1.98	1.95	1.86	1.90	2.18
I am rewarded for exceptional work	2.57	2.68	2.67	2.75	2.71	2.61
I fit in comfortably as a member of this organization	4.05	4.03	4.00	4.06	4.15	4.05
I feel inhibited to express my personal individuality at work	2.46	2.58	2.55	2.52	2.57	2.63
CMU is an exceptional place to earn a degree	3.85	3.99	4.02	4.09	4.12	4.11
CMU employees are caring and helpful	4.04	4.22	4.25	4.31	4.29	4.24
CMU employees follow through on their commitments to me	4.12	4.02	4.07	4.03	4.01	4.01
CMU employees are knowledgeable about their jobs	4.09	4.18	4.26	4.20	4.21	4.13
CMU employees are available when I need them to assist me	2.26	4.11	4.14	4.17	4.18	4.09
It is difficult to form social ties with my coworkers	4.22	2.46	2.36	2.44	2.46	2.36
I am provided opportunities for professional development	--	--	--	3.86	3.88	3.88

*Note.*  $N = 466$  for 2004.  $N = 403$  for 2006.  $N = 422$  for 2008.  $N = 452$  for 2013.  $N = 601$  for 2015.  $N = 469$  for 2017. 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 30 items assessing the culture of CMU's leadership standards were included in the survey. These six leadership standards or expectations were developed conceptually and described in written documents by a CMU committee, and the items to measure them were subsequently developed by the authors of this report along with input and advice from Ph.D. students in a course on organization surveys and from a small committee of faculty and administrators. This is the first time these specific items have been administered, and so means from prior years are not available.

Six different types of leader standards were assessed, each measured by five items (see Appendix B for definitions of each leader expectation). All items were answered on a scale from 1

(*strongly disagree*) to 7 (*strongly agree*). Table 6 displays the means for each leader standard for the year 2017.

Overall, in 2017 employees slightly agreed that their supervisors were meeting leadership expectations. The total average for all leader expectations was favorable ( $M = 5.31$ ). Of the leadership expectations, “Focused on Students and Passionate about CMU” received the highest average rating in 2017 ( $M = 5.74$ ), while “Thoughtful/Open Communicators” received the lowest average rating in 2017 ( $M = 5.17$ ).

**Table 6:** Comparison of Descriptive Statistics for CMU Leadership Behavior

Leadership Behavior	2017 Mean
Team Builder	5.29
Thoughtful/Open Communicator	5.17
Service-Oriented	5.25
Proactive, Responsible, and Accountable	5.22
Courageous and Effective	5.18
Focused on Students and Passionate about CMU	5.74
<i>Total Scale Mean:</i>	5.31

*Note.*  $N = 449-451$  for 2017. 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 2017 are generally lower than those in 2013 and 2015. Overall, respondents indicated they slightly agreed with the statements regarding health culture. The item “Coworkers support one another in efforts to adopt healthy lifestyle practices” received the highest rating ( $M = 3.81$ ), while “CMU leaders are models for a healthy lifestyle” received the lowest rating ( $M = 3.13$ ).

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

Item	2008 Mean	2013 Mean	2015 Mean	2017 Mean
My immediate supervisor supports my efforts to adopt healthy lifestyle practices	3.53	3.59	3.56	3.63
People are rewarded and recognized for efforts to live a healthy lifestyle	3.98	4.07	3.98	3.77
New employees at CMU are made aware of the university's support for healthy lifestyles	3.51	3.77	3.77	3.62

People at CMU are taught skills needed to achieve a healthy lifestyle	3.57	3.62	3.59	3.41
CMU demonstrates its commitment to supporting healthy lifestyles through its resources such as time, space and money	3.58	3.63	3.60	3.44
CMU leaders are models for a healthy lifestyle	3.24	3.28	3.26	3.13
Coworkers support one another in efforts to adopt healthy lifestyle practices	3.63	3.72	3.80	3.81

*Note.*  $N = 422$  for 2008.  $N = 452$  for 2013.  $N = 526$  for 2015.  $N = 466$  for 2017.

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, 2015, and 2017.

Employees felt the program was generally promoted at CMU, however, ratings have dropped in 2017 ( $M = 4.36$ ).

**Table 8:** *Comparison of Descriptive Statistics for Health Culture Variables*

Variable	2008 Mean	2013 Mean	2015 Mean	2017 Mean
Health Culture Promotion Item	4.74	4.70	4.61	4.36
Overall Health Culture (7-items)	3.58	3.67	3.66	3.54

*Note.*  $N = 403$  for 2006.  $N = 392$  for 2008.  $N = 400$  to  $441$  for 2013.  $N = 527$  to  $572$  for 2015.  $N = 466$  for 2017. Health Promotion scored on a 1 to 5 scale. Overall Health Culture scored on a 1 to 6 scale.

### Participation in Health Programs and Virgin Pulse

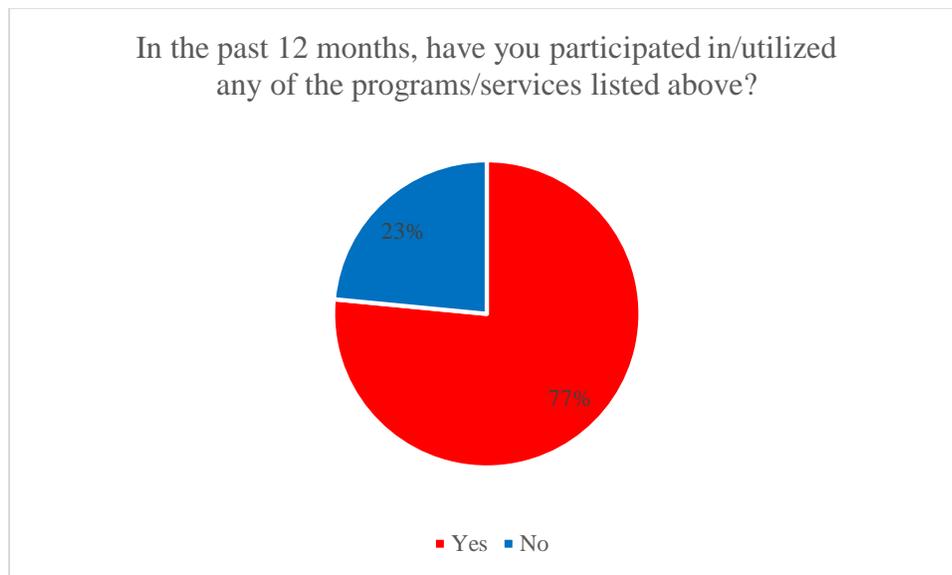
The current administration of the survey asked employees about their level of involvement with various health programs at CMU (see Appendix C for list of health programs mentioned). Four questions were asked of employees regarding their involvement in the health programs at CMU as well as involvement with Virgin Pulse. These questions exhibited different patterns of missing data relative to other questions, and so the data presented based on these questions is from a slightly smaller sample size relative to other sections in this report.

Of those who responded to the question, “In the past 12 months, have you participated in/utilized any of the programs/services listed above?” (in regard to all recent CMU wellness programs), 77% reported that they had, while 23% responded “No” (see Figure 3).

Three questions were asked of employees specifically regarding Virgin Pulse programs, the first being, “Have you ever been a member of Virgin Pulse?”, and 83% responded “Yes”, while 17% responded “No”. The second question asked, “How many months have you been an actively

participating member of Virgin Pulse?”, 17% of employees responded “Zero”, 5% responded “less than 1 month”, 11% responded “1-6 months”, 7% responded “7-11 months”, 30% responded “1-3 years”, and 30% responded “3 or more years” (see Figure 5). The final question asked, “What is the typical level you get to?”, 23% responded “None”, 1% responded “0”, 5% responded “1”, 11% responded “2”, 12% responded “3”, and 48% responded “4” (see Figure 6).

**Figure 3: CMU Health Program Participation**



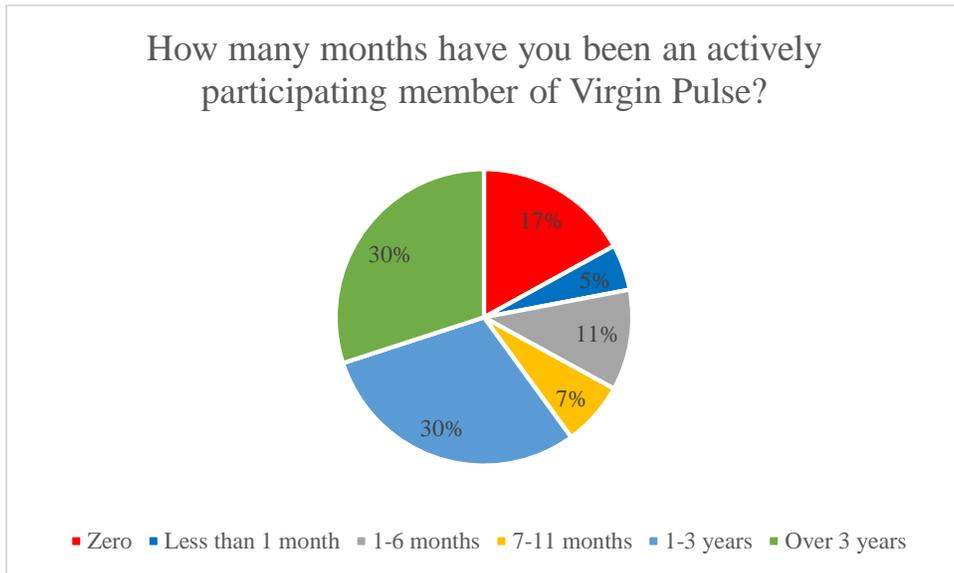
*Note. N = 345. See Appendix C for list of programs/services referenced in employee survey.*

**Figure 4: Virgin Pulse Membership**



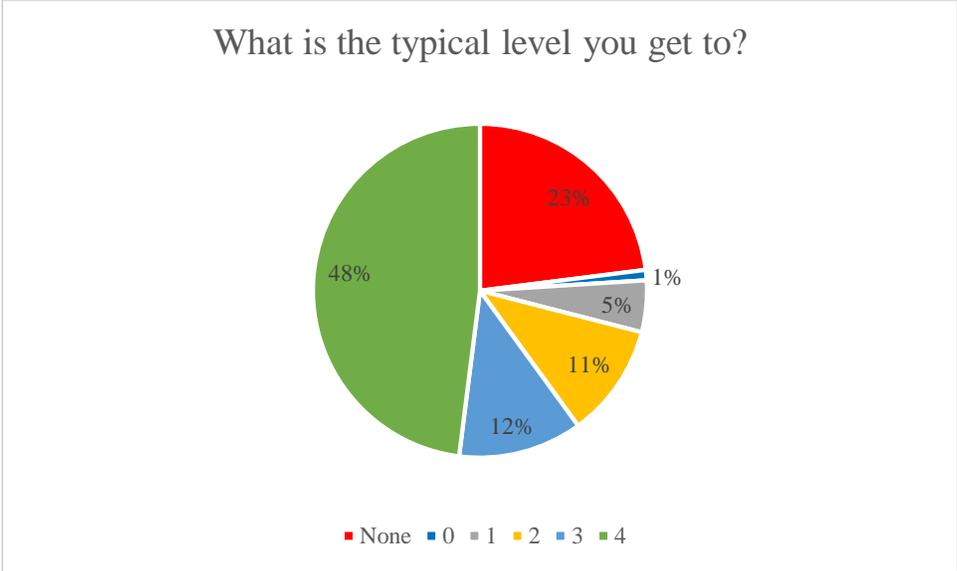
*Note.*  $N = 461$ . See Appendix for breakdown of source and sample size used to construct comparison data.

**Figure 5: Length of Virgin Pulse Membership Among CMU Employees**



*Note.*  $N = 461$ .

**Figure 6:** *Level of Virgin Pulse Membership Among CMU Employees*



*Note.* N = 448.

## Comparison of Results across Groups of CMU Employees

---

Several group differences were analyzed in the 2017 survey to see if opinions could be more finely determined based on gender, supervisory responsibilities, and job group. The variables presented by group differences are job satisfaction, turnover intention, role conflict, workload, emotional exhaustion, autonomy, citizenship behaviors, organizational commitment, work engagement, leadership items, and CMU climate items.

### Gender

Of the 469 employee responses used in previous analyses, 30 did not provide gender information. Additionally, two respondents did not identify their gender as male or female (i.e., “Other”), but could not be included in the analysis as this is too small of a sample to make meaningful comparisons. In total, 437 respondents identified as either male or female.

Table 9 provides the average response for variables relating to the nature of the job and employee reactions by gender. Findings show that men and women were similar regarding job satisfaction, workload, emotional exhaustion, autonomy, and work engagement. Men exhibited higher turnover intentions and role conflict relative to women. Women exhibited greater citizenship behaviors (both interpersonal and organizational) and organizational commitment relative to men.

**Table 9:** *Gender Comparisons for Nature of the Job and Employee Reactions*

Variable	Women’s Means	Men’s Means
Job Satisfaction	5.54	5.33
Turnover Intentions	<b>2.69</b>	<b>3.12</b>
Role Conflict	<b>3.32</b>	<b>3.84</b>
Workload	3.85	4.16
Emotional Exhaustion	3.31	3.26
Autonomy	5.44	5.48
Citizenship Behavior (I)	<b>6.00</b>	<b>5.81</b>
Citizenship Behavior (O)	<b>6.39</b>	<b>6.20</b>
Organizational Commitment	<b>5.65</b>	<b>5.37</b>
Work Engagement	5.02	5.00

*Note.*  $n = 313$  for females.  $n = 124$  for males. All items were scored on a 1 to 7 scale. Bold text indicates significantly different results.

Table 10 provides the average response for leadership by gender. Overall men and women were very similar regarding how they perceived their supervisor relative to the CMU Leadership Standards, with one exception: Women reported their supervisors to be more focused on students and passionate about CMU relative to what men reported.

**Table 10: Gender Comparisons for CMU Leadership Dimensions**

Variable	Women's Means	Men's Means
Team Builder	5.35	5.22
Thoughtful/Open Communicator	5.23	5.12
Service-Oriented	5.29	5.20
Proactive, Responsible, and Accountable	5.26	5.15
Courageous and Effective	5.21	5.15
Focused on Students/Passionate about CMU	<b>5.85</b>	<b>5.51</b>

*Note.*  $n = 313$  for females.  $n = 124$  for males. All items were scored on a 1 to 7 scale. Bold text indicates significantly different results.

Table 11 shows that overall men and women were similar regarding their perceptions of the CMU climate. The two exceptions were that men were more likely than women to indicate that they were actively seeking employment outside of CMU (consistent with the findings regarding turnover intentions in Table 10 above) and women reported more agreement with the statement, “CMU employees are knowledgeable about their jobs,” relative to men.

**Table 11: Gender Comparisons for CMU Climate**

Variable	Women's Means	Men's means
I trust CMU's management/administrators to make good decisions	3.37	3.35
I would recommend CMU as a good place to work	4.25	4.14
I am actively seeking employment outside of CMU	<b>2.04</b>	<b>2.43</b>
I am rewarded for exceptional work	2.64	2.67
I fit in comfortably as a member of this organization	4.10	4.11
I feel inhibited to express my personal individuality at work	2.64	2.52
CMU is an exceptional place to earn a degree	4.19	4.02
CMU employees are caring and helpful	4.26	4.24
CMU employees follow through on their commitments to me	4.06	3.98
CMU employees are knowledgeable about their jobs	<b>4.23</b>	<b>4.02</b>
CMU employees are available when I need them to assist me	4.16	4.02
It is difficult to form social ties with my coworkers	2.29	2.40
I am provided opportunities for professional development	3.98	3.73

*Note.*  $n = 313$  for females.  $n = 124$  for males. All items were answered on a 1 to 5 scale. Bolded text indicates significantly different results.

## Supervisors – Non-Supervisors

Of the 469 responses used in previous analyses, 25 did not include information regarding whether or not the respondent supervised any other employees. In total 444 respondents provided information about whether they were a supervisor or not.

Table 12 provides the average responses for variables relating to the nature of the job and employee reactions. The two groups were similar regarding job satisfaction, turnover intentions, role conflict, and emotional exhaustion. Supervisors reported higher workload, autonomy, citizenship behaviors (both interpersonal and organizational), organizational commitment, and work engagement relative to non-supervisors.

**Table 12:** *Comparison Between Supervisors and Non-Supervisors for Nature of the Job and Employee Reactions*

Variable	Supervisor Means	Non-Supervisor Means
Job Satisfaction	5.47	5.44
Turnover Intentions	2.83	2.83
Role Conflict	3.53	3.49
Workload	<b>4.23</b>	<b>3.76</b>
Emotional Exhaustion	3.42	3.25
Autonomy	<b>5.63</b>	<b>5.26</b>
Citizenship Behavior (I)	<b>6.06</b>	<b>5.87</b>
Citizenship Behavior (O)	<b>6.46</b>	<b>6.25</b>
Organizational Commitment	<b>5.70</b>	<b>5.46</b>
Work Engagement	<b>5.18</b>	<b>4.87</b>

*Note.*  $n = 178$  for supervisors.  $n = 266$  for non-supervisors. All items were scored on a 1 to 7 scale. Bold text indicates significantly different results.

Table 13 provides the average responses on leadership standards for supervisors and non-supervisors. No significant differences were found regarding the CMU Leadership Dimensions exhibited by their supervisors.

**Table 13: Comparison Between Supervisors and Non-Supervisors for CMU Leadership Dimensions**

Variable	Supervisor Means	Non-Supervisor Means
Team Builder	5.25	5.32
Thoughtful/Open Communicator	5.18	5.18
Service-Oriented	5.27	5.25
Proactive, Responsible, and Accountable	5.25	5.20
Courageous and Effective	5.22	5.16
Focused on Students/Passionate about CMU	5.87	5.66

*Note.*  $n = 178$  for supervisors.  $n = 266$  for non-supervisors. All items were scored on a 1 to 7 scale. Bold text indicates significantly different results.

Table 14 provides the average responses on CMU climate for supervisors and non-supervisors. Overall, supervisors and non-supervisors were similar regarding their perceptions of CMU's climate, however, supervisors exhibited somewhat stronger agreement with the statements, "CMU employees follow through on their commitments to me" and "CMU employees are available when I need them to assist me" relative to non-supervisors.

**Table 14: Comparison Between Supervisors and Non-Supervisors for CMU Climate**

Variable	Supervisor Means	Non-supervisor Means
I trust CMU's management/administrators to make good decisions	3.43	3.28
I would recommend CMU as a good place to work	4.26	4.15
I am actively seeking employment outside of CMU	2.16	2.16
I am rewarded for exceptional work	2.71	2.57
I fit in comfortably as a member of this organization	4.12	4.04
I feel inhibited to express my personal individuality at work	2.52	2.69
CMU is an exceptional place to earn a degree	4.16	4.10
CMU employees are caring and helpful	4.32	4.19
CMU employees follow through on their commitments to me	<b>4.13</b>	<b>3.94</b>
CMU employees are knowledgeable about their jobs	4.19	4.12
CMU employees are available when I need them to assist me	<b>4.22</b>	<b>4.03</b>
It is difficult to form social ties with my coworkers	2.30	2.36
I am provided opportunities for professional development	3.99	3.85

*Note.*  $n = 178$  for supervisors.  $n = 266$  for non-supervisors. All items were answered on a 1 to 5 scale. Bolded text indicates significantly different results.

## Job Group

Five employee groups had sufficient numbers of employees to analyze the data by job group: Office Professionals, Service Maintenance, Supervisory/Technical, Professional and Administrative, and Senior Officers. These results are shown in Tables 15 and 16. There were several notable differences among the employee groups, especially between senior officers and others. The main differences among groups were found for job satisfaction, turnover intentions, autonomy, interpersonal citizenship behavior, organizational citizenship behavior, organizational commitment, work engagement, and leadership variables.

Table 15 shows that senior officers reported having the most favorable situations, with more favorable job situations in terms of less role conflict and more autonomy than all other groups; they also had more favorable reactions to work in terms of lower turnover intentions, higher job satisfaction, organizational commitment, work engagement, and citizenship behaviors than all other employee groups. Professional and administrative employees reported higher perceived workload compared to all other employee groups. Office professionals reported significantly lower levels of workload, emotional exhaustion, and work engagement compared to professional and administrative employees. Overall, no single employee group reported uniformly low levels of favorable situations and reactions compared to all other groups.

**Table 15:** Comparison Between Job Groups for Nature of the Job and Employee Reactions

Variable	Office Professional	Service Maintenance	Supervisory/ Technical	Professional & Administrative	Senior Office
Job Satisfaction	5.32 <sup>e</sup>	5.67 <sup>e</sup>	5.19 <sup>e</sup>	5.48 <sup>e</sup>	6.43 <sup>abcd</sup>
Turnover Intentions	2.81 <sup>e</sup>	2.33 <sup>e</sup>	2.95 <sup>e</sup>	2.93 <sup>e</sup>	1.49 <sup>abcd</sup>
Role Conflict	3.42	3.48	3.02 <sup>d</sup>	3.62 <sup>c</sup>	3.05
Workload	3.54 <sup>d</sup>	3.82	3.83	4.16 <sup>a</sup>	4.05
Emotional Exhaustion	3.18 <sup>d</sup>	2.86 <sup>d</sup>	3.31	3.46 <sup>abe</sup>	2.78 <sup>d</sup>
Autonomy	5.19 <sup>be</sup>	5.81 <sup>ae</sup>	5.50 <sup>e</sup>	5.44 <sup>e</sup>	6.46 <sup>abcd</sup>
Citizenship Behavior (I)	5.93 <sup>e</sup>	5.68 <sup>de</sup>	5.91 <sup>e</sup>	5.97 <sup>b</sup>	6.33 <sup>abc</sup>
Citizenship Behavior (O)	6.20 <sup>de</sup>	5.94 <sup>cde</sup>	6.31 <sup>b</sup>	6.42 <sup>ab</sup>	6.65 <sup>ab</sup>
Organizational Commitment	5.45 <sup>e</sup>	5.39 <sup>e</sup>	5.55 <sup>e</sup>	5.60 <sup>e</sup>	6.22 <sup>abcd</sup>
Work Engagement	4.71 <sup>de</sup>	4.99 <sup>e</sup>	4.96 <sup>e</sup>	5.08 <sup>ae</sup>	6.01 <sup>abcd</sup>

*Note:* *n* for Office Professional=113. *n* for Service Maintenance=22. *n* for Supervisory/Technical=35. *n* for Professional/Administrative=254. *n* for Senior Officer=13. Regarding significant differences: Superscript ‘a’ = significantly different from Office Professional. ‘b’ = significantly different from Service Maintenance. ‘c’ = significantly different from Supervisory/Technical. ‘d’ = significantly different from Professional/Administrative. ‘e’ = difference from Senior Officer.

Table 16 shows very consistent differences between groups on climate. Most clear is that senior officers score more favorably on nearly every item regarding the nature of their jobs, their reactions to their jobs, the leadership they receive, and their views of the quality of CMU and its employees than other employee groups. On the low end of the scale, the Service Maintenance employees are generally more likely to express somewhat less favorable job situations and job reactions than the other groups.

**Table 16: Comparison Between Job Groups for CMU Climate Items**

Variable	Office Professional	Service Maintenance	Supervisory/ Technical	Professional & Administrative	Senior Officer
I trust CMU's management/administrators to make good decisions	3.19 <sup>e</sup>	3.18 <sup>e</sup>	3.37 <sup>e</sup>	3.38 <sup>e</sup>	4.46 <sup>abcd</sup>
I would recommend CMU as a good place to work	4.12 <sup>e</sup>	4.23 <sup>e</sup>	4.11 <sup>e</sup>	4.22 <sup>e</sup>	4.85 <sup>abcd</sup>
I am actively seeking employment outside of CMU	2.16 <sup>e</sup>	1.82	2.15	2.21 <sup>e</sup>	1.46 <sup>ad</sup>
I am rewarded for exceptional work	2.52 <sup>e</sup>	2.36 <sup>e</sup>	2.63 <sup>e</sup>	2.63 <sup>e</sup>	3.62 <sup>abcd</sup>
I fit in comfortably as a member of this organization	3.94 <sup>e</sup>	3.86 <sup>e</sup>	4.17	4.12 <sup>e</sup>	4.54 <sup>abd</sup>
I feel inhibited to express my personal individuality at work	2.80 <sup>e</sup>	2.73 <sup>e</sup>	2.57 <sup>e</sup>	2.57 <sup>e</sup>	1.69 <sup>abcd</sup>
CMU is an exceptional place to earn a degree	4.06	3.95	4.00	4.19	4.23
CMU employees are caring and helpful	4.17 <sup>e</sup>	4.05 <sup>e</sup>	4.37	4.25 <sup>e</sup>	4.69 <sup>abd</sup>
CMU employees follow through on their commitments to me	3.90 <sup>e</sup>	4.05 <sup>e</sup>	3.97 <sup>e</sup>	4.05 <sup>e</sup>	4.69 <sup>abcd</sup>
CMU employees are knowledgeable about their jobs	4.19 <sup>e</sup>	4.14 <sup>e</sup>	4.23	4.11 <sup>e</sup>	4.62 <sup>abd</sup>
CMU employees are available when I need them to assist me	4.04 <sup>e</sup>	4.23 <sup>e</sup>	4.14 <sup>e</sup>	4.09 <sup>e</sup>	4.77 <sup>abcd</sup>
It is difficult to form social ties with my coworkers	2.40	2.73	2.14	2.30	2.31
I am provided opportunities for professional development	3.81 <sup>e</sup>	3.55 <sup>e</sup>	3.71 <sup>e</sup>	3.96 <sup>e</sup>	4.46 <sup>abcd</sup>

Note: *n* for Office Professional=113. *n* for Service Maintenance=22. *n* for Supervisory/Technical=35. *n* for Professional/Administrative=254. *n* for Senior Officer=13. Regarding significant differences: Superscript 'a' = significantly different from Office Professional. 'b'= significantly different from Service Maintenance. 'c'= significantly different from Supervisory/Technical. 'd'= significantly different from Professional/Administrative. 'e'=difference from Senior Officer.

Table 17 displays leadership expectation differences across employee groups. Again, senior officers scored more favorably for each leadership expectation than other employee groups. Employees from the Supervisory/Technical group, however, scored the least favorably for each leadership expectation than other employee groups.

**Table 17:** Comparison Between Job Groups for Leadership Expectations

Variable	Office Professional	Service Maintenance	Supervisory/ Technical	Professional & Administrative	Senior Officer
Team Builder	5.37 <sup>ce</sup>	5.40 <sup>e</sup>	4.63 <sup>ade</sup>	5.31 <sup>ce</sup>	6.17 <sup>abcd</sup>
Thoughtful/Open Communicator	5.27 <sup>e</sup>	5.31 <sup>e</sup>	4.68 <sup>e</sup>	5.14 <sup>e</sup>	6.37 <sup>abcd</sup>
Service-Oriented	5.28 <sup>e</sup>	5.21 <sup>e</sup>	4.79 <sup>e</sup>	5.28 <sup>e</sup>	6.12 <sup>abcd</sup>
Proactive, Responsible, and Accountable	5.22 <sup>ce</sup>	4.72 <sup>de</sup>	4.52 <sup>ade</sup>	5.32 <sup>bce</sup>	6.12 <sup>abcd</sup>
Courageous and Effective	5.20 <sup>e</sup>	5.02 <sup>e</sup>	4.64 <sup>de</sup>	5.23 <sup>ce</sup>	6.08 <sup>abcd</sup>
Focused on Students and Passionate about CMU	5.76 <sup>e</sup>	5.25 <sup>de</sup>	5.36 <sup>e</sup>	5.82 <sup>be</sup>	6.38 <sup>abcd</sup>
Overall Leadership Expectations	5.34 <sup>ce</sup>	5.15 <sup>e</sup>	4.77 <sup>ade</sup>	5.35 <sup>ce</sup>	6.21 <sup>abcd</sup>

Note: *n* for Office Professional=111. *n* for Service Maintenance=21. *n* for Supervisory/Technical=35. *n* for Professional/Administrative=254. *n* for Senior Officer=13. Regarding significant differences: Superscript ‘a’ = significantly different from Office Professional. ‘b’= significantly different from Service Maintenance. ‘c’= significantly different from Supervisory/Technical. ‘d’= significantly different from Professional/Administrative. ‘e’=difference from Senior Officer.

## Open-Ended Comments about CMU

---

Employees also were able to provide written feedback about their perceptions of CMU in their own words (see Table 18). A total of 100 comments were made, of which nearly 50% were about CMU in general and could be categorized into five categories. Specifically, employees made comments about recent administrative decisions, issues with direct supervision, not using previous data collection efforts to implement change, and compensation. Several positive remarks were made about CMU as well. Of the comments made, the majority of people reported having issues with administrative decisions. Few people commented on not using previous data collection efforts to implement change and compensation.

**Table 18:** *Open-Ended Comments about CMU*

Topic Mentioned	Number of Times Mentioned	Example Response
<b>Issues with administrative decisions (e.g., change in vision, bureaucracy, decisions not being made with students in mind)</b>	17	“Sadly, my responses to this survey would have been much more positive a few years ago. CMU is a great school offering a quality education but somewhere down the line their vision and goals have gone awry.”
<b>Issues with direct supervision</b>	11	“I believe the leadership here at CMU is lacking and heading downward and we are losing students because decisions are being made not for the good of the student and that students and employees have become numbers and not people”
<b>Positive remarks about CMU</b>	9	“I feel very fortunate to have the opportunity to work for CMU! Fire up Chips.”

**Table 18 Continued: Open-Ended Comments about CMU**

Topic Mentioned	Number of Times Mentioned	Example Response
<b>Not using data collection efforts to implement change</b>	3	“A survey is only as good as the implementation of the valuable information it has collected. Don't disrespect the people who took the time to answer the questions by not using the material to effect REAL change, not just having endless ideological discussions that the University is so famous for.”
<b>Compensation</b>	3	“Satisfaction with CMU job is low due to low wage and desire to move into a P&A position. Actively searching for employment - within CMU walls. Supervisor dissatisfaction is also a big reason for wanting to leave this area but not CMU as a whole. CMU is an excellent employer and I remind myself daily that I do not work for my boss, I work for CMU.”

## 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 = 2,183 from 6 studies representing nurses, university faculty, and municipal employees.

**Emotional Exhaustion.** N = 33,168 from 12 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 = 2,931 from 7 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=2,304 from 6 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 = 2,536 from 9 studies representing employees from various industries including post-secondary education, information-technology, medicine, science and engineering, and retail.

**Work Engagement.** N = 16,276 from 8 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 = 1,432 from 6 studies representing employees from a variety of industries, including education, medicine (nurses and physicians), skilled labor, social work, and public administration

**Autonomy.** N = 2,492 from 6 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.

## Appendix B

### *Definitions and Example Items of Leadership Expectations*

Leadership Expectation	Definition	Example item
<b>Team Builder</b>	Encourages his/her people to work together as a team that values openness belonging, and development of team members.	“My supervisor offers assistance if a team member is struggling with a task.”
<b>Thoughtful/Open Communicators</b>	Encourages two-way communication among people with a variety of information and views.	“My supervisor listens attentively to concerns expressed by others.”
<b>Service-Oriented</b>	Provides the best possible service for internal and external constituents.	“My supervisor sets time aside to be available to help coworkers, students, and visitors.”
<b>Proactive, Responsible, and Accountable</b>	Takes responsibility and expects to be held accountable even while promoting innovation.	“My supervisor holds others accountable for the quality of their work.”
<b>Courageous and Effective</b>	Takes stands, uses goals for direction, while being open to change and to others’ ideas.	“My supervisor is willing to confront difficult issues head-on.”
<b>Focused on Students and Passionate about CMU</b>	Shows pride in working for CMU, and prioritizes the university and students’ needs.	“Speaks highly of CMU when communicating with others.”

## Appendix C

### *CMU Health Programs Mentioned in the Employee Survey*

Please read each question carefully, and then select the option that best indicates you. Consider the following programs when you respond:

#### CHIP Services:

- Fitness Program (CHIP fitness facility, personal training, wellness coaching and screening)
- Rehabilitation Program (rehab of musculoskeletal injuries and ergonomic evaluations)

#### “Your Health – It’s Central” Wellness Program:

- Annual Poker Walk
- Fiscally Fit Workshops
- Anti-Inflammatory Lifestyle Nutrition Series
- Grocery Store Tours
- Virgin Pulse Wellness & Rewards program
  - Employees can earn up to \$400
  - Spouse/Other Eligible Individual can earn up to \$200
  - Free activity-tracking device included, and access to personalized tracking website

#### Other opportunities:

- CMU University Recreation/Student Activities Center
- Employee Assistance Program through Encompass (confidential short-term counseling issues impacting work or personal life; work-life consultation and referral services)
- Utilize CMU Health Primary & Specialty Services clinic

## Appendix D

### *Frequency of Employee Responses by Item*

#### *Frequency of Organizational Climate Items*

Item	Disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Agree (5)
I trust CMU's management/administrators to make good decisions	10%	21%	17%	33%	19%
I would recommend CMU as a good place to work	2%	7%	11%	32%	48%
I am actively seeking employment outside CMU	52%	9%	17%	12%	9%
I am rewarded for exceptional work	28%	23%	19%	21%	9%
I fit in comfortably as a member of CMU	2%	7%	15%	33%	41%
I feel inhibited to express my personal individuality at work	28%	21%	22%	22%	9%
CMU is an exceptional place to earn a degree	2%	3%	20%	34%	41%
CMU employees are caring and helpful	1%	4%	8%	45%	42%
CMU employees follow through on their commitments to me	3%	6%	14%	41%	36%
CMU employees are knowledgeable about their jobs	2%	4%	11%	44%	39%
CMU employees are available when I need them to assist me	3%	5%	12%	41%	39%
It is difficult to form social ties with my coworkers	32%	27%	19%	17%	5%
I am provided opportunities for professional development	8%	9%	11%	30%	41%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Autonomy Item*

	Very little; the job gives me almost no personal "say" about how and when the work is done (1)	2	3	Moderate autonomy; many things are standardized and not under my control, but I can make some decisions about the work (4)	5	6	Very Much; the job gives me almost complete responsibility for deciding how and when the work is done (7)
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?	4%	3%	3%	22%	19%	27%	22%

*Frequency of Autonomy, Workload, & Role Conflict Items*

Item	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<b>Autonomy</b>							
The job gives me considerable opportunity for independence and freedom in how I do the work.	3%	4%	5%	6%	20%	41%	21%
The job gives me a chance to use my personal initiative and judgment in carrying out the work.	2%	5%	4%	5%	19%	40%	25%
<b>Workload</b>							
My job often requires me to work too hard	5%	21%	10%	22%	19%	13%	10%
My job often requires me to work too fast	6%	22%	10%	22%	22%	10%	7%
I have too many projects, assignments or tasks to complete at my job	6%	21%	12%	19%	21%	12%	9%
<b>Role Conflict</b>							
I have to do things that I think should be done differently	5%	22%	10%	18%	23%	15%	7%
I work under incompatible policies and guidelines	18%	28%	8%	20%	15%	6%	5%
I receive incompatible requests from two or more people	18%	29%	9%	18%	13%	9%	5%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Emotional Exhaustion Items*

Item	Never (1)	A few times a year or less (2)	Once a month (3)	A few times a month (4)	Once a week (5)	A few times a week (6)	Everyday (7)
I feel emotionally drained from my work	10%	24%	10%	22%	9%	16%	9%
I feel used up at the end of my workday	7%	25%	9%	19%	10%	19%	11%
I feel fatigued when I get up in the morning and have to face another day on the job	18%	27%	10%	13%	9%	12%	10%
Working with people all day is really a strain for me	46%	28%	8%	9%	3%	5%	1%
I feel burned out from my work	28%	29%	9%	12%	6%	9%	7%
I feel very energetic	3%	8%	5%	16%	12%	38%	18%
I feel frustrated by my job	12%	25%	11%	18%	10%	14%	9%
I feel like I'm at the end of my rope	54%	19%	5%	7%	4%	6%	5%
In my work, I deal with emotional problems very calmly	2%	12%	7%	12%	9%	23%	32%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Organizational Commitment Items*

Item	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am willing to put in a great deal of effort beyond that normally expected in order to help CMU be successful	1%	1%	2%	5%	13%	38%	40%
I talk up CMU to my friends as a great organization to work for	2%	3%	4%	14%	12%	32%	33%
I find that my values and CMU's values are very similar	2%	5%	7%	14%	15%	32%	25%
I am proud to tell others that I am part of CMU	1%	2%	3%	10%	12%	31%	40%
CMU really inspires the very best in me in the way of job performance	4%	8%	9%	18%	20%	25%	17%
I am extremely glad that I chose CMU to work for over others I was considering at the time I joined	1%	3%	5%	18%	11%	29%	32%
I really care about the fate of CMU	1%	2%	0%	5%	8%	29%	56%
For me this is the best of all possible organizations for which to work.	4%	10%	8%	18%	17%	20%	22%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Job Satisfaction and Turnover Intention Items*

Item	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<b>Job Satisfaction</b>							
All in all, I am satisfied with my job	3%	7%	9%	5%	18%	38%	21%
In general, I don't like my job	36%	32%	8%	9%	9%	4%	2%
In general, I like working here	0%	3%	5%	7%	15%	42%	28%
I feel fairly well satisfied with my present job	3%	8%	9%	8%	18%	26%	18%
<b>Turnover Intentions</b>							
I intend to search for a position with another employer within the next year	36%	19%	5%	17%	6%	8%	9%
I intend to leave CMU within the next year	39%	21%	3%	18%	7%	5%	8%
I often think about quitting my job	39%	21%	4%	11%	11%	7%	7%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Organizational Citizenship Behavior (OCB) Items*

Item	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
<b>OCBI</b>							
I help others who have been absent	0%	0%	0%	6%	12%	51%	31%
I help others who have heavy work loads	0%	1%	0%	5%	15%	48%	30%
I assist my supervisor with his/her work (when not asked)	2%	4%	4%	19%	16%	34%	21%
I take time to listen to co-workers' problems and worries	0%	1%	1%	4%	13%	45%	35%
I go out of my way to help new employees	0%	0%	1%	5%	14%	46%	34%
I take a personal interest in other employees	0%	1%	4%	7%	16%	43%	28%
I pass along information to co-workers	0%	0%	0%	1%	7%	52%	39%
<b>OCBO</b>							
My attendance at work is above the norm	0%	1%	2%	9%	7%	38%	43%
I give advance notice when unable to come to work	0%	0%	1%	2%	3%	39%	50%
I conserve and protect organizational property	0%	0%	0%	2%	3%	30%	56%
I adhere to informal rules devised to maintain order	0%	0%	0%	4%	5%	38%	43%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Work Engagement Items*

Item	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
At my work, I feel bursting with energy	5%	13%	14%	20%	22%	14%	3%
At my job, I feel strong and vigorous	4%	10%	13%	16%	25%	19%	5%
I am enthusiastic about my job	2%	6%	6%	9%	23%	31%	13%
My job inspires me	3%	8%	7%	13%	23%	23%	12%
When I get up in the morning, I feel like going to work	5%	8%	10%	12%	22%	27%	7%
I feel happy when I am working intensely	1%	4%	4%	10%	19%	35%	17%
I am proud of the work that I do	0%	0%	2%	2%	10%	36%	41%
I am immersed in my work	1%	2%	4%	10%	18%	34%	22%
I get carried away when I'm working	4%	6%	8%	25%	17%	20%	11%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Overall CMU Health Culture Item*

Item	Not at all Visible/Evident (1)	Talked about, Not in Practice (2)	Programs Offered, Not Promoted (3)	Somewhat Promoted (4)	Strongly Promoted (5)	Integral Part of CMU's Mission (6)
The culture of health at CMU can best be described as:	1%	9%	5%	31%	32%	13%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of CMU Health Culture Items*

Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
CMU leaders are models for a healthy lifestyle	5%	14%	42%	25%	5%
CMU demonstrates its commitment to supporting healthy lifestyles through its resources such as time, space, and money	3%	13%	25%	39%	11%
People at CMU are taught skills needed to achieve a healthy lifestyle	3%	10%	31%	37%	9%
New employees at CMU are made aware of the university's support for healthy lifestyles	2%	7%	29%	40%	14%
People are rewarded and recognized for efforts to live a healthy lifestyle	2%	7%	19%	43%	19%
My immediate supervisor supports my efforts to adopt healthy lifestyle practices	3%	7%	27%	38%	16%
Coworkers support one another in efforts to adopt healthy lifestyle practices	1%	6%	23%	41%	20%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Team Building Leadership Items*

Item	Strongly Disagree (1)	Disagree (2)	Slightly disagree (3)	Neutral (4)	Slightly agree (5)	Agree (6)	Strongly Agree (7)
My supervisor offers assistance if a team member is struggling with a task.	4%	5%	5%	9%	13%	30%	24%
My supervisor values each team member, demonstrating genuine care and support regardless of differences of background, culture, or perspectives.	5%	5%	6%	6%	12%	26%	31%
My supervisor demonstrates the ability to admit mistakes and ask for help when needed.	7%	6%	6%	10%	10%	26%	25%
My supervisor recognizes the accomplishments of people in their team.	6%	6%	5%	6%	14%	28%	26%
My supervisor encourages members of the team to learn and improve their skills	5%	4%	5%	8%	11%	28%	30%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Thoughtful/Open Communicator Leadership Items*

Item	Strongly Disagree (1)	Disagree (2)	Slightly disagree (3)	Neutral (4)	Slightly agree (5)	Agree (6)	Strongly Agree (7)
My supervisor listens attentively to concerns expressed by others.	5%	4%	5%	6%	10%	34%	25%
My supervisor seeks input from multiple sources, including conflicting viewpoints.	6%	5%	7%	10%	12%	27%	22%
My supervisor encourages all team members to voice their opinions.	5%	5%	6%	9%	11%	30%	25%
My supervisor engages in honest and open communication with co-workers.	6%	5%	5%	9%	9%	29%	27%
My supervisor presents information to others in a clear, concise, and timely manner.	8%	6%	7%	7%	12%	29%	20%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Service-Oriented Leadership Items*

Item	Strongly Disagree (1)	Disagree (2)	Slightly disagree (3)	Neutral (4)	Slightly agree (5)	Agree (6)	Strongly Agree (7)
My supervisor strives to provide the best possible service for co-workers, students, faculty, and external constituents.	4%	5%	4%	9%	8%	33%	27%
My supervisor sets time aside to be available to help coworkers, students, and visitors.	4%	4%	6%	11%	9%	31%	25%
My supervisor solicits first-hand information from others to improve services.	6%	4%	4%	14%	11%	28%	23%
My supervisor engages in small acts that improve the team's service to others.	6%	5%	7%	16%	10%	25%	21%
My supervisor demonstrates knowledge to deliver the best possible service.	6%	5%	4%	10%	10%	27%	29%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Proactive, Responsible, and Accountable Leadership Items*

Item	Strongly Disagree (1)	Disagree (2)	Slightly disagree (3)	Neutral (4)	Slightly agree (5)	Agree (6)	Strongly Agree (7)
My supervisor always acts with integrity.	5%	4%	6%	9%	6%	29%	32%
My supervisor holds others accountable for the quality of their work.	5%	5%	7%	8%	12%	31%	23%
My supervisor holds themselves accountable when they make a mistake.	6%	4%	5%	11%	10%	26%	28%
My supervisor asks for constructive feedback from their supervisor/manager.	6%	3%	3%	31%	8%	19%	20%
My supervisor seeks opportunities to take on new responsibilities and challenges.	4%	3%	4%	17%	1%	26%	25%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Courageous and Effective Leadership Items*

Item	Strongly Disagree (1)	Disagree (2)	Slightly disagree (3)	Neutral (4)	Slightly agree (5)	Agree (6)	Strongly Agree (7)
My supervisor follows through on tasks in a timely and decisive manner.	7%	4%	8%	9%	13%	28%	21%
My supervisor is willing to confront difficult issues head-on.	6%	7%	7%	7%	13%	24%	27%
My supervisor uses discussion as an opportunity to foster creative ideas and change.	5%	5%	6%	8%	12%	30%	24%
My supervisor respects people even if there are disagreements.	4%	3%	5%	11%	10%	30%	26%
My supervisor helps others implement their ideas through periods of conflict or change.	5%	6%	4%	17%	8%	28%	22%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.

*Frequency of Passionate and CMU Leadership Items*

Item	Strongly Disagree (1)	Disagree (2)	Slightly disagree (3)	Neutral (4)	Slightly agree (5)	Agree (6)	Strongly Agree (7)
My supervisor speaks highly of CMU when communicating with others.	1%	1%	1%	11%	7%	32%	36%
My supervisor makes decisions with the good of CMU students in mind.	2%	2%	3%	11%	8%	28%	36%
My supervisor demonstrates a “One CMU” mindset, with concern for how their actions impact the university overall.	2%	3%	3%	12%	10%	27%	33%
My supervisor shows enthusiasm that their work benefits and promotes CMU.	2%	2%	2%	12%	10%	27%	34%
My supervisor effectively collaborates with other parts of CMU to serve each other and our students well.	4%	3%	2%	10%	10%	27%	33%

*Note.*  $N = 517$  employees. Due to missing data throughout the survey, percentages may not add up to 100%.