

FAIRMONT STATE UNIVERSITY

A Report on the *Quality of Work Life Survey*
Conducted During March-April 2007



Office of Institutional Research
April 2007

EXECUTIVE SUMMARY

Pursuant to Goal 7 of the Fairmont State University Strategic Plan: *Develop, retain, and recruit high quality people who contribute to a satisfying and productive work environment*, Year 1 - Action Step 1, the Office of Institutional Research was tasked to design and conduct an online survey that would provide baseline measures for various aspects of job satisfaction, job-related frustrations, and employee-proposed solutions to eliminate frustrations.

The FSU “Quality of Work Life Survey” was based on a similar survey conducted at George Mason University several times over the past 7 years, with their permission granted. This survey has as a basis the *Perceived Organizational Support* [POS] Eisenberger model/construct, which has been well-supported in research as being a key factor in influencing employee commitment to the organization. Several other factors/dimensions were included in the instrument design and arranged into several sections: Levels of Importance & Satisfaction paired items, Sources of Stress items, Levels of Agreement items, and a variety of demographic and grouping items. A complete copy of the survey instrument is available as Appendix D of the full report.

The use of the service SurveyMonkey.com was chosen to facilitate this online survey. 992 initial and follow up emails to all full-time and part-time FSU employees were processed with each containing a brief description of the request for participation and the web link to the online survey. 355 individuals responded to the online survey (a response rate of 36%).

Major Findings

Section I: Importance & Satisfaction Factors

The **Top Five** (5) Items of **Importance** by mean ranking:

Item 11	Sense that your work is meaningful – Importance
8	Retirement benefits – Importance
12	Relationship with your immediate supervisor – Importance
2	Job security – Importance
1	Relationship with co-workers – Importance

Note: Item number indicated is relative to that section’s numbering scheme.

The **Bottom Five** (5) Items of **Importance** by mean ranking:

Item 17	Productivity of work-related meetings – Importance
16	Access to and the cost of recreational/fitness facilities – Importance
13	Special recognition for achievements and milestones - Importance
14	Access to cultural events and/or sporting events - Importance
15	Availability of on-campus child care – Importance

The **Top Five** Items of **Satisfaction** by mean ranking:

Item 1	Relationship with co-workers – Satisfaction
4	Flexibility of work hours – Satisfaction
12	Relationship with your immediate supervisor – Satisfaction
2	Job Security – Satisfaction
11	Sense that your work is meaningful – Satisfaction

The **Bottom Five** Items of **Satisfaction** by mean ranking:

Item 7	Health care benefits – Satisfaction
6	Salary – Satisfaction
17	Productivity of work-related meetings – Satisfaction
15	Availability of on-campus child care – Satisfaction
16	Access to and the cost of recreational/fitness facilities - Satisfaction

As each of the 17 items in this section received ratings of both importance and satisfaction, it is possible to determine which items showed a significant difference in their paired ratings. Although both the paired t-test and Wilcoxon signed-rank non-parametric test showed that all paired item responses showed significant difference between importance ranking and satisfaction ranking for each item, an alternative approach is to determine a difference in their relative ranking by *position* [highest to lowest] of their means and indicate which showed a “gap” in their respective ranking of 4 positions or greater [note that 3.88 was the mean absolute deviation of all 17 ranking position differences]. The items importance ranked versus satisfaction ranked positions were significantly correlated utilizing the Spearman’s Rho statistic at the 0.05 level.

Importance Rankings greater than Satisfaction Rankings [gap significant; i.e., **Higher Importance relative to Lower Satisfaction position**]:

Item 8	Retirement benefits – Gap Size = 8
7	Health care benefits – Gap Size = 7
6	Salary – Gap Size = 5
11	Sense that your work is meaningful – Gap Size = 4

Satisfaction Rankings greater than Importance Rankings [gap significant; i.e. **Higher Satisfaction relative to Lower Importance position**]:

Item 14	Access to cultural events and/or sporting events - Gap Size = 10
4	Flexibility of work hours – Gap Size = 10
1	Relationship with co-workers – Gap Size = 4
10	Opportunities to develop new skills – Gap Size = 4

Section II – Source of Stress Factors

The **Five Highest Stress** Items by mean ranking:

Item 22	Institutional procedures and 'red tape'.
15	Work load.
4	Personal finances.
24	Top-down decisions contrasting with departmental expertise/knowledge.
2	Rapid pace of workplace change.

The **Five Lowest Stress** Items by mean ranking:

Item 17	Commuting.
9	Discrimination (e.g. prejudice, racism, sexism)
30	Difficult relationship with subordinate.
25	Difficult relationship with immediate supervisor.
10	Marital friction.

Section III – Level of Agreement

The **Five Items with Highest Level of Agreement** by mean ranking:

Item 7	In general, managers in this organization are quite accommodating of family-related needs.
8	Colleagues and supervisors support my work endeavors.
15	Considering everything, the quality of my work life is very good.
14	I would be very happy to spend the rest of my career with FSU.
10	I enjoy discussing FSU with people outside it.

The **Five Items with Lowest Level of Agreement** [i.e., disagreement] by mean ranking:

Item 2	FSU management strongly considers my goals and values.
16	The demands of my work interfere with my home and family life.
11	I do not feel 'emotionally attached' to this organization.
13	My organization shows very little concern for me.
17	The demands of my family or spouse/partner interfere with work-related activities.

Section IV – Categories/Demographics

The following are the modal categories of survey respondents for each item:

- 32.8% are in the 45-54 age category
- 60.8% are Female
- 73.4% are a full-time employee
- 29.1% have worked more than 12 years at FSU and/or PC&TC
- 38.3% have worked in their current position less than 3 years
- 25.3% are full-time faculty (benefits eligible)
- 72.0% are associated primarily with FSU as compared to PC&TC
- 75.1% are married/living with partner
- 38.1% have highest educational level attained a master's degree
- 94.8% indicated an ethnic group of White

Themes from the open-ended item: *What improvements could the university make that would add to your quality of work life? [Please be as specific as possible!!!]*

- Changes to rec-center accessibility, pricing, cost
- Improved and more private office spaces/environments
- Uniform work-loads across departments/campuses
- Better/improved health benefits
- Improved communication channels at all levels
- Respect for faculty and their input in decision-making
- Review and manage the rapid pace of change on campus
- Improved compensation, environment, and services for adjunct faculty
- FSU a good place to work
- Disparity of work loads
- Fostering a more collegial environment among faculty, staff, and students
- Too much “red tape” to get things accomplished in a timely fashion
- Micro-managing in decision-making
- Revise the evaluation process
- Review job descriptions
- Increase the number of full-time faculty in targeted departments

End of Executive Summary

OVERVIEW

Pursuant to Goal 7 of the Fairmont State University Strategic Plan: *Develop, retain, and recruit high quality people who contribute to a satisfying and productive work environment*, Year 1 - Action Step 1, the Office of Institutional Research was tasked to design and conduct an online survey that would provide baseline measures for various aspects of job satisfaction, job-related frustrations, and employee-proposed solutions to eliminate frustrations.

It is expected that this survey [modified appropriately to fit the current environment at that time] will be repeated at regular intervals [optimally every 2-3 years] going forward to determine longitudinal trends and measure changed work life conditions/stressors.

METHODOLOGY

The FSU “Quality of Work Life [QOWL] Survey” was based on a similar survey conducted at George Mason University several times over the past 7 years, with their permission granted via email correspondence. This survey has as a basis the *Perceived Organizational Support* [POS] Dr. Robert Eisenberger model/construct, which has been well-supported in research as being a key factor in influencing employee commitment to the organization. Several other factors/dimensions were included in the instrument design and arranged into several sections: (I) Levels of Importance & Satisfaction paired items, (II) Sources of Stress items, (III) Levels of Agreement items, and (IV) a variety of demographic and grouping items.

The FSU working group [Harvey, Rohrbaugh, Finley] went through a several stage survey drafting process and review. SurveyMonkey.com was chosen as the survey facilitating service. A testing/pilot was conducted with approximately 15 respondents. All respondents were followed up with specific questions to determine clarity of the various items in the various sections. The final form of the instrument contained: 17 items with both importance and satisfaction scales; 30 items to elicit levels of stress; 17 items/statements to determine levels of agreement; 10 items for demographics/grouping analysis; 1 open-ending comment item. The testing time indicated about 12 minutes to complete the survey.

The survey went into production during Mid-March 2007 with an initial email to each employee’s university email account. A follow up reminder was sent the following week to those that had not responded during the initial round and also announcing the closing date of April 5th. 992 initial and follow up emails to all full-time and part-time FSU [including Pierpont Community & Technical College] employees were processed with each containing a brief description of the request for participation and the web link to the online survey. 355 individuals responded to the online survey (a response rate of 36%).

The following are the Lickert rating scales utilized in each respective section:

Section I:

Importance: 1 – Not Important at all to 5 – Very Important
Satisfaction: 1- Very Dissatisfied to 5 – Very Satisfied

Section II:

1 – Not a source of Stress to 5 – Extreme Stress

Section III:

1 – Strongly Disagree to 5 – Strongly Agree

A complete copy of the survey instrument is available as Appendix D of this full report.

It was determined that both distribution based and non-parametric analysis would be utilized to determine significant differences in the various scaled survey items.

Appendices A and B contain the statistical analyses [frequencies, descriptive statistics]; Crosstabs, chi-square, ANOVA with Post Hoc analysis (Scheffe), and the various appropriate non-parametric tests of the various survey items are available as separate reports upon request.

Respondent’s comments to the open-ended item: *What improvements could the university make that would add to your quality of work life? [Please be as specific as possible!!!]* are found in their entirety in Appendix C of this report.

DEMOGRAPHICS/GROUPS

1. What is your age [in years]?			
		Response Percent	Response Total
24 or younger		2.9%	10
25-34		15.2%	53
35-44		21.8%	76
45-54		32.8%	114
55 or older		27.3%	95
Total Respondents			348
(skipped this question)			7

2. What is your gender?			
		Response Percent	Response Total
Female		60.8%	211
Male		39.2%	136
Total Respondents			347
(skipped this question)			8

3. Are you a full-time employee?			
		Response Percent	Response Total
Yes		73.4%	254
No		26.6%	92
Total Respondents			346
(skipped this question)			9

4. How long have you worked at Fairmont State University and/or Pierpont C&TC?

		Response Percent	Response Total
less than 3 years		27.3%	94
3 - 5 years		17.7%	61
6 - 8 years		15.1%	52
9 - 11 years		10.8%	37
more than 12 years		29.1%	100
Total Respondents			344
(skipped this question)			11

5. How long have you worked in your current position?

		Response Percent	Response Total
less than 3 years		38.3%	132
3 - 5 years		23.5%	81
6 - 8 years		14.8%	51
9 - 11 years		7.8%	27
more than 12 years		15.7%	54
Total Respondents			345
(skipped this question)			10

6. How would you classify your position?

		Response Percent	Response Total
Administration		8.1%	28
Administrative faculty		5.8%	20
Full-time faculty (benefits eligible)		25.3%	87
Part-time faculty		18%	62
Non-classified staff		15.1%	52
Full-time classified staff (benefits eligible)		20.3%	70
Part-time staff		7.3%	25
Total Respondents			344
(skipped this question)			11

7. You are associated primarily with:

		Response Percent	Response Total
Pierpont Community & Technical College		28%	97
Fairmont State University		72%	249
Total Respondents			346
(skipped this question)			9

8. What is your marital status?

		Response Percent	Response Total
Married/Living with partner		75.1%	257
Separated / Divorced		10.2%	35
Single		13.5%	46
Widowed		1.2%	4
Total Respondents			342
(skipped this question)			13

9. What is the highest educational level you have attained?

		Response Percent	Response Total
High school / GED		3.2%	11
Some college		6.3%	22
Associate/Technical degree		9.7%	34
Bachelor's Degree		20.3%	71
Master's Degree		38.1%	133
Doctorate		22.3%	78
Total Respondents			349
(skipped this question)			6

10. What is your racial or ethnic group?

		Response Percent	Response Total
White		94.8%	326
African-American		2%	7
Latino / Hispanic		0.9%	3
Asian American / Asian		0.6%	2
Native American		0.3%	1
Other		1.5%	5
Total Respondents			344
(skipped this question)			11

RESULTS

Item No.	Importance and Satisfaction Items	Importance Rating Mean	Satisfaction Rating Mean	Difference of Means
1	Relationship with co-workers	4.611	4.166	0.445*
2	Job security	4.614	3.841	0.772*
3	Working conditions (comfort, safety)	4.577	3.736	0.841*
4	Flexibility of work hours	4.436	4.135	0.302*
5	Clearly defined job expectations	4.504	3.714	0.790*
6	Salary	4.513	3.103	1.410*
7	Health care benefits	4.595	3.364	1.231*
8	Retirement benefits	4.671	3.519	1.152*
9	Fair and equitable work performance evaluations	4.535	3.454	1.081*
10	Opportunities to develop new skills	4.488	3.746	0.743*
11	Sense that your work is meaningful	4.770	3.820	0.950*
12	Relationship with your immediate supervisor	4.638	4.127	0.511*
13	Special recognition for achievements and milestones	3.745	3.415	0.330*
14	Access to cultural events and/or sporting events	3.630	3.783	-0.153*
15	Availability of on-campus child care	3.242	2.623	0.619*
16	Access to and the cost of recreational/fitness facilities	3.838	2.404	1.434*
17	Productivity of work-related meetings	4.215	3.100	1.115*

* significant at the 0.05 level (2-tailed)

Item No.	Level of Stress Items	Mean	Std. Deviation
1	Keeping up with technology.	2.828	1.270
2	Rapid pace of workplace change.	2.962	1.324
3	Availability and cost of child care.	2.088	1.522
4	Personal finances.	3.127	1.400
5	Care of elderly parent.	2.364	1.527
6	Availability of promotion opportunities.	2.718	1.328
7	Availability and cost of food services.	1.943	1.203
8	Inefficient use of technology on campus.	2.653	1.342
9	Discrimination (e.g. prejudice, racism, sexism)	1.766	1.193
10	Marital friction.	1.584	1.100
11	Managing household responsibilities.	2.604	1.406
12	Insufficient available information for decision-making.	2.359	1.284
13	Frequency of work-related meetings.	2.423	1.372
14	Conflict among co-workers in the work place.	2.234	1.363
15	Work load.	3.130	1.410
16	Availability of parking.	1.957	1.292
17	Commuting.	1.772	1.152
18	Ineffective communication methods.	2.575	1.386
19	Difficulties with other work units.	2.152	1.321
20	Rude or inconsiderate students.	2.211	1.330
21	Illness or death of a family member.	2.327	1.578
22	Institutional procedures and 'red tape'.	3.131	1.397
23	Cost of parking.	2.593	1.445
24	Top-down decisions contrasting with departmental expertise/knowledge.	3.069	1.479
25	Difficult relationship with immediate supervisor.	1.636	1.125
26	Physical health.	1.982	1.247
27	Review / promotion process.	2.500	1.397
28	Departmental budget concerns.	2.881	1.459
29	Unproductive committee work.	2.410	1.410
30	Difficult relationship with subordinate.	1.697	1.146

Item No.	Level of Agreement Items	Mean	Std. Deviation
1	The university really cares about my well-being.	2.953	1.079
2	FSU management strongly considers my goals and values.	2.782	1.092
3	The university community operates from a strong sense of shared mission and goals.	3.043	1.075
4	Help is available when I have a problem.	3.629	0.989
5	FSU cares about and values my opinions.	2.971	1.122
6	I feel a strong sense of belonging to this organization.	3.371	1.104
7	In general, managers in this organization are quite accommodating of family-related needs.	3.946	0.900
8	Colleagues and supervisors support my work endeavors.	3.926	0.920
9	The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.	3.664	1.266
10	I enjoy discussing FSU with people outside it.	3.741	1.107
11	I do not feel 'emotionally attached' to this organization.	2.543	1.283
12	The university would forgive an honest mistake on my part.	3.615	0.918
13	My organization shows very little concern for me.	2.376	1.067
14	I would be very happy to spend the rest of my career with FSU.	3.760	1.089
15	Considering everything, the quality of my work life is very good.	3.854	0.953
16	The demands of my work interfere with my home and family life.	2.772	1.343
17	The demands of my family or spouse/partner interfere with work-related activities.	1.972	1.078

Group/Cohort Analysis

The following survey items showed a significant difference (0.05 level) when grouped by **Gender**:

Items
Relationship with co-workers - Importance
Relationship with co-workers - Satisfaction
Job Security - Satisfaction
Working conditions (comfort, safety) - Importance
Working conditions (comfort, safety) - Satisfaction
Flexibility of work hours - Importance
Clearly defined job expectations - Importance
Salary - Importance
Health care benefits - Importance
Health care benefits - Satisfaction
Retirement benefits - Importance
Fair and equitable work performance evaluations - Importance
Fair and equitable work performance evaluations - Satisfaction
Opportunities to develop new skills - Importance
Opportunities to develop new skills - Satisfaction
Sense that your work is meaningful - Importance
Sense that your work is meaningful - Satisfaction
Relationship with your immediate supervisor - Importance
Special recognition for achievements and milestones - Importance
Access to cultural events and/or sporting events - Satisfaction
Productivity of work-related meetings - Satisfaction
Inefficient use of technology on campus.
Frequency of work-related meetings.
Commuting.
Physical health.
Departmental budget concerns.
Unproductive committee work.
Difficult relationship with subordinate.
The university community operates from a strong sense of shared mission and goals.
Help is available when I have a problem.
The university would forgive an honest mistake on my part.
Considering everything, the quality of my work life is very good.
The demands of my work interfere with my home and family life.

The following survey items showed a significant difference (0.05 level) when grouped by **Age**:

Items
Job Security - Satisfaction
Availability of on-campus child care - Importance
Availability of on-campus child care - Satisfaction
Fair and equitable work performance evaluations - Satisfaction
Availability and cost of child care.
Personal finances.
Care of elderly parent.
Marital friction.
Managing household responsibilities.
Commuting.
I would be very happy to spend the rest of my career at FSU.
The demands of my work interfere with my home and family life.
The demands of my family or spouse/partner interfere with work-related activities.

The following survey items showed a significant difference (0.05 level) when grouped by **Full-time vs. Part-time employment status**:

Items
Relationship with co-workers - Importance
Job Security - Satisfaction
Working conditions (comfort, safety) - Importance
Working conditions (comfort, safety) - Satisfaction
Flexibility of work hours - Satisfaction
Clearly defined job expectations - Satisfaction
Health care benefits - Importance
Health care benefits - Satisfaction
Retirement benefits - Satisfaction
Fair and equitable work performance evaluations - Importance
Fair and equitable work performance evaluations - Satisfaction
Sense that your work is meaningful - Importance
Productivity of work-related meetings - Satisfaction
Inefficient use of technology on campus.
Managing household responsibilities.
Insufficient available information for decision-making.
Frequency of work-related meetings.
Conflict among co-workers in the work place.
Work load.
Availability of parking.
Ineffective communication methods.
Difficulties with other work units.
Institutional procedures and 'red tape'.
Top-down decisions contrasting with departmental expertise/knowledge.
Review / promotion process.
Departmental budget concerns.

Unproductive committee work.
Difficult relationship with subordinate.
The university community operates from a strong sense of shared mission and goals.
Help is available when I have a problem.
I feel a strong sense of belonging to this organization.
The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.
I enjoy discussing FSU with people outside it.
Considering everything, the quality of my work life is very good.
The demands of my work interfere with my home and family life.

The following survey items showed a significant difference (0.05 level) when grouped by **Years Employed**:

Items
Relationship with co-workers - Satisfaction
Health care benefits - Importance
Retirement benefits - Importance
Fair and equitable work performance evaluations - Importance
Access to cultural events and/or sporting events - Importance
Productivity of work-related meetings - Satisfaction
Keeping up with technology.
Rapid pace of workplace change.
Personal finances.
Discrimination (e.g. prejudice, racism, sexism)
Frequency of work-related meetings.
Conflict among co-workers in the work place.
Ineffective communication methods.
Top-down decisions contrasting with departmental expertise/knowledge.
Physical health.
Unproductive committee work.
The university really cares about my well-being.
FSU management strongly considers my goals and values.
The university community operates from a strong sense of shared mission and goals.
Help is available when I have a problem.
FSU cares about and values my opinions.
I enjoy discussing FSU with people outside it.
My organization shows very little concern for me.

The following survey items showed a significant difference (0.05 level) when grouped by **Years in Current Position**:

Items
Health care benefits - Satisfaction
Retirement benefits - Satisfaction
Fair and equitable work performance evaluations - Satisfaction
Relationship with your immediate supervisor - Satisfaction

Productivity of work-related meetings - Satisfaction
Keeping up with technology.
Rapid pace of workplace change.
Frequency of work-related meetings.
Top-down decisions contrasting with departmental expertise/knowledge.
Unproductive committee work.
The university really cares about my well-being.
FSU management strongly considers my goals and values.
Help is available when I have a problem.
FSU cares about and values my opinions.

The following survey items showed a significant difference (0.05 level) when grouped by **Position Classification**:

Items
Relationship with co-workers - Importance
Job Security - Satisfaction
Working conditions (comfort, safety) - Importance
Working conditions (comfort, safety) - Satisfaction
Clearly defined job expectations - Satisfaction
Salary - Importance
Salary - Satisfaction
Health care benefits - Importance
Health care benefits - Satisfaction
Retirement benefits - Satisfaction
Fair and equitable work performance evaluations - Importance
Fair and equitable work performance evaluations - Satisfaction
Opportunities to develop new skills - Importance
Relationship with your immediate supervisor - Importance
Access to cultural events and/or sporting events - Importance
Access to and the cost of recreational/fitness facilities - Satisfaction
Productivity of work-related meetings - Satisfaction
Rapid pace of workplace change.
Inefficient use of technology on campus.
Managing household responsibilities.
Insufficient available information for decision-making.
Frequency of work-related meetings.
Conflict among co-workers in the work place.
Work load.
Availability of parking.
Ineffective communication methods.
Difficulties with other work units.
Institutional procedures and 'red tape'.
Cost of parking.
Review / promotion process.
Departmental budget concerns.
Unproductive committee work.

Difficult relationship with subordinate.
The university really cares about my well-being.
FSU cares about and values my opinions.
The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.
I enjoy discussing FSU with people outside it.
The demands of my work interfere with my home and family life.

The following survey items showed a significant difference (0.05 level) when grouped by **Primarily FSU or PC&TC**:

Items
Working conditions (comfort, safety) - Satisfaction
Fair and equitable work performance evaluations - Satisfaction
Special recognition for achievements and milestones - Satisfaction
Access to and the cost of recreational/fitness facilities - Satisfaction
Inefficient use of technology on campus.
Conflict among co-workers in the work place.
Commuting.
Ineffective communication methods.
Difficulties with other work units.
Top-down decisions contrasting with departmental expertise/knowledge.
Departmental budget concerns.
The university really cares about my well-being.
FSU management strongly considers my goals and values.
The university community operates from a strong sense of shared mission and goals.
Help is available when I have a problem.
FSU cares about and values my opinions.
I enjoy discussing FSU with people outside it.
The university would forgive an honest mistake on my part.
I would be very happy to spend the rest of my career with FSU.
Considering everything, the quality of my work life is very good.
The demands of my family or spouse/partner interfere with work-related activities.

The following survey items showed a significant difference (0.05 level) when grouped by **Marital Status**:

Items
Health care benefits - Satisfaction
Retirement benefits - Satisfaction
Insufficient available information for decision-making.
Difficulties with other work units.
I feel a strong sense of belonging to this organization.

The following survey items showed a significant difference (0.05 level) when grouped by **Ethnicity [coded]**:

Items
Relationship with co-workers - Satisfaction
Working conditions (comfort, safety) - Importance
Clearly defined job expectations - Satisfaction
Salary - Importance
Fair and equitable work performance evaluations - Importance
Sense that your work is meaningful - Importance
Sense that your work is meaningful - Satisfaction
Relationship with your immediate supervisor - Satisfaction
Special recognition for achievements and milestones - Importance
Access to cultural events and/or sporting events - Importance
Access to and the cost of recreational/fitness facilities - Importance
Productivity of work-related meetings - Satisfaction
Availability and cost of child care.
Availability and cost of food services.
Discrimination (e.g. prejudice, racism, sexism)
Institutional procedures and 'red tape'.
Cost of parking.
Unproductive committee work.
I enjoy discussing FSU with people outside it.
I would be very happy to spend the rest of my career with FSU.

Appendix A – Frequencies of all Survey Items

Factors of Importance & Satisfaction

Relationship with co-workers - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	5	1.4	1.4	1.4
	Not very important	4	1.1	1.1	2.6
	Can't decide	10	2.8	2.8	5.4
	Somewhat important	85	23.9	24.1	29.5
	Very important	248	69.9	70.5	100.0
	Total	352	99.2	100.0	
Missing	System	3	.8		
Total		355	100.0		

Relationship with co-workers - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	3	.8	.9	.9
	Dissatisfied	16	4.5	4.6	5.4
	Neutral	52	14.6	14.9	20.3
	Satisfied	128	36.1	36.6	56.9
	Very Satisfied	151	42.5	43.1	100.0
	Total	350	98.6	100.0	
Missing	System	5	1.4		
Total		355	100.0		

Job security - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	6	1.7	1.7	1.7
	Not very important	7	2.0	2.0	3.7
	Can't decide	11	3.1	3.2	6.9
	Somewhat important	67	18.9	19.3	26.2
	Very important	256	72.1	73.8	100.0
	Total	347	97.7	100.0	
Missing	N/A	4	1.1		
	System	4	1.1		
	Total	8	2.3		
Total		355	100.0		

Job Security - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	16	4.5	4.6	4.6
	Dissatisfied	26	7.3	7.5	12.1
	Neutral	61	17.2	17.6	29.7
	Satisfied	138	38.9	39.8	69.5
	Very Satisfied	106	29.9	30.5	100.0
	Total	347	97.7	100.0	
Missing	N/A	4	1.1		
	System	4	1.1		
	Total	8	2.3		
Total		355	100.0		

Working conditions (comfort, safety) - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	4	1.1	1.1	1.1
	Not very important	3	.8	.9	2.0
	Can't decide	11	3.1	3.1	5.1
	Somewhat important	101	28.5	28.9	34.0
	Very important	231	65.1	66.0	100.0
	Total	350	98.6	100.0	
Missing	N/A	2	.6		
	System	3	.8		
	Total	5	1.4		
Total		355	100.0		

Flexibility of work hours - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	10	2.8	2.9	2.9
	Dissatisfied	15	4.2	4.4	7.3
	Neutral	44	12.4	12.9	20.2
	Satisfied	123	34.6	36.0	56.1
	Very Satisfied	150	42.3	43.9	100.0
	Total	342	96.3	100.0	
Missing	N/A	8	2.3		
	System	5	1.4		
	Total	13	3.7		
Total		355	100.0		

Clearly defined job expectations - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	5	1.4	1.4	1.4
	Not very important	6	1.7	1.7	3.1
	Can't decide	12	3.4	3.4	6.6
	Somewhat important	112	31.5	31.9	38.5
	Very important	216	60.8	61.5	100.0
	Total	351	98.9	100.0	
Missing	N/A	2	.6		
	System	2	.6		
	Total	4	1.1		
Total		355	100.0		

Clearly defined job expectations - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	15	4.2	4.3	4.3
	Dissatisfied	40	11.3	11.4	15.7
	Neutral	66	18.6	18.9	34.6
	Satisfied	138	38.9	39.4	74.0
	Very Satisfied	91	25.6	26.0	100.0
	Total	350	98.6	100.0	
Missing	N/A	2	.6		
	System	3	.8		
	Total	5	1.4		
Total		355	100.0		

Salary - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	5	1.4	1.4	1.4
	Not very important	5	1.4	1.4	2.8
	Can't decide	16	4.5	4.5	7.4
	Somewhat important	105	29.6	29.7	37.1
	Very important	222	62.5	62.9	100.0
	Total	353	99.4	100.0	
Missing	System	2	.6		
Total		355	100.0		

Salary - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	31	8.7	8.8	8.8
	Dissatisfied	82	23.1	23.4	32.2
	Neutral	92	25.9	26.2	58.4
	Satisfied	112	31.5	31.9	90.3
	Very Satisfied	34	9.6	9.7	100.0
	Total	351	98.9	100.0	
Missing	System	4	1.1		
Total		355	100.0		

Health care benefits - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	8	2.3	2.7	2.7
	Not very important	5	1.4	1.7	4.3
	Can't decide	13	3.7	4.3	8.6
	Somewhat important	49	13.8	16.3	24.9
	Very important	226	63.7	75.1	100.0
	Total	301	84.8	100.0	
Missing	N/A	50	14.1		
	System	4	1.1		
	Total	54	15.2		
Total		355	100.0		

Health care benefits - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	31	8.7	10.8	10.8
	Dissatisfied	41	11.5	14.3	25.2
	Neutral	60	16.9	21.0	46.2
	Satisfied	101	28.5	35.3	81.5
	Very Satisfied	53	14.9	18.5	100.0
	Total	286	80.6	100.0	
Missing	N/A	65	18.3		
	System	4	1.1		
	Total	69	19.4		
Total		355	100.0		

Retirement benefits - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	6	1.7	1.9	1.9
	Not very important	1	.3	.3	2.2
	Can't decide	11	3.1	3.5	5.8
	Somewhat important	54	15.2	17.3	23.0
	Very important	241	67.9	77.0	100.0
	Total	313	88.2	100.0	
Missing	N/A	38	10.7		
	System	4	1.1		
	Total	42	11.8		
Total		355	100.0		

Retirement benefits - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	27	7.6	9.1	9.1
	Dissatisfied	37	10.4	12.5	21.5
	Neutral	56	15.8	18.9	40.4
	Satisfied	109	30.7	36.7	77.1
	Very Satisfied	68	19.2	22.9	100.0
	Total	297	83.7	100.0	
Missing	N/A	51	14.4		
	System	7	2.0		
	Total	58	16.3		
Total		355	100.0		

Fair and equitable work performance evaluations - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	6	1.7	1.8	1.8
	Not very important	7	2.0	2.1	3.9
	Can't decide	17	4.8	5.1	9.0
	Somewhat important	76	21.4	22.8	31.8
	Very important	227	63.9	68.2	100.0
	Total	333	93.8	100.0	
Missing	N/A	16	4.5		
	System	6	1.7		
	Total	22	6.2		
Total		355	100.0		

Fair and equitable work performance evaluations - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	29	8.2	9.0	9.0
	Dissatisfied	45	12.7	13.9	22.8
	Neutral	66	18.6	20.4	43.2
	Satisfied	118	33.2	36.4	79.6
	Very Satisfied	66	18.6	20.4	100.0
	Total	324	91.3	100.0	
Missing	N/A	25	7.0		
	System	6	1.7		
	Total	31	8.7		
Total		355	100.0		

Opportunities to develop new skills - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	4	1.1	1.2	1.2
	Not very important	4	1.1	1.2	2.3
	Can't decide	19	5.4	5.6	7.9
	Somewhat important	109	30.7	31.9	39.8
	Very important	206	58.0	60.2	100.0
	Total	342	96.3	100.0	
Missing	N/A	8	2.3		
	System	5	1.4		
	Total	13	3.7		
Total		355	100.0		

Opportunities to develop new skills - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	13	3.7	3.8	3.8
	Dissatisfied	33	9.3	9.6	13.5
	Neutral	71	20.0	20.8	34.2
	Satisfied	136	38.3	39.8	74.0
	Very Satisfied	89	25.1	26.0	100.0
	Total	342	96.3	100.0	
Missing	N/A	8	2.3		
	System	5	1.4		
	Total	13	3.7		
Total		355	100.0		

Sense that your work is meaningful - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	3	.8	.9	.9
	Not very important	3	.8	.9	1.7
	Can't decide	4	1.1	1.1	2.8
	Somewhat important	52	14.6	14.8	17.6
	Very important	290	81.7	82.4	100.0
	Total	352	99.2	100.0	
Missing	N/A	1	.3		
	System	2	.6		
	Total	3	.8		
Total		355	100.0		

Sense that your work is meaningful - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	18	5.1	5.1	5.1
	Dissatisfied	30	8.5	8.6	13.7
	Neutral	64	18.0	18.3	32.0
	Satisfied	123	34.6	35.1	67.1
	Very Satisfied	115	32.4	32.9	100.0
	Total	350	98.6	100.0	
Missing	N/A	1	.3		
	System	4	1.1		
	Total	5	1.4		
Total		355	100.0		

Relationship with your immediate supervisor - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	3	.8	.9	.9
	Not very important	4	1.1	1.1	2.0
	Can't decide	10	2.8	2.9	4.9
	Somewhat important	82	23.1	23.6	28.4
	Very important	249	70.1	71.6	100.0
	Total	348	98.0	100.0	
Missing	N/A	5	1.4		
	System	2	.6		
	Total	7	2.0		
Total		355	100.0		

Relationship with your immediate supervisor - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	18	5.1	5.2	5.2
	Dissatisfied	13	3.7	3.8	9.0
	Neutral	45	12.7	13.0	22.0
	Satisfied	101	28.5	29.2	51.2
	Very Satisfied	169	47.6	48.8	100.0
	Total	346	97.5	100.0	
Missing	N/A	5	1.4		
	System	4	1.1		
	Total	9	2.5		
Total		355	100.0		

Special recognition for achievements and milestones - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	16	4.5	4.7	4.7
	Not very important	24	6.8	7.1	11.9
	Can't decide	80	22.5	23.7	35.6
	Somewhat important	127	35.8	37.7	73.3
	Very important	90	25.4	26.7	100.0
	Total	337	94.9	100.0	
Missing	N/A	14	3.9		
	System	4	1.1		
	Total	18	5.1		
Total		355	100.0		

Special recognition for achievements and milestones - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	16	4.5	4.8	4.8
	Dissatisfied	36	10.1	10.9	15.8
	Neutral	117	33.0	35.5	51.2
	Satisfied	117	33.0	35.5	86.7
	Very Satisfied	44	12.4	13.3	100.0
	Total	330	93.0	100.0	
Missing	N/A	21	5.9		
	System	4	1.1		
	Total	25	7.0		
Total		355	100.0		

Access to cultural events and/or sporting events - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	21	5.9	6.3	6.3
	Not very important	35	9.9	10.4	16.7
	Can't decide	73	20.6	21.8	38.5
	Somewhat important	124	34.9	37.0	75.5
	Very important	82	23.1	24.5	100.0
	Total	335	94.4	100.0	
Missing	N/A	16	4.5		
	System	4	1.1		
	Total	20	5.6		
Total		355	100.0		

Access to cultural events and/or sporting events - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	8	2.3	2.4	2.4
	Dissatisfied	23	6.5	7.0	9.5
	Neutral	81	22.8	24.8	34.3
	Satisfied	135	38.0	41.3	75.5
	Very Satisfied	80	22.5	24.5	100.0
	Total	327	92.1	100.0	
Missing	N/A	21	5.9		
	System	7	2.0		
	Total	28	7.9		
Total		355	100.0		

Availability of on-campus child care - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	45	12.7	24.2	24.2
	Not very important	16	4.5	8.6	32.8
	Can't decide	33	9.3	17.7	50.5
	Somewhat important	33	9.3	17.7	68.3
	Very important	59	16.6	31.7	100.0
	Total	186	52.4	100.0	
Missing	N/A	167	47.0		
	System	2	.6		
	Total	169	47.6		
Total		355	100.0		

Availability of on-campus child care - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	38	10.7	24.7	24.7
	Dissatisfied	20	5.6	13.0	37.7
	Neutral	69	19.4	44.8	82.5
	Satisfied	16	4.5	10.4	92.9
	Very Satisfied	11	3.1	7.1	100.0
	Total	154	43.4	100.0	
Missing	N/A	196	55.2		
	System	5	1.4		
	Total	201	56.6		
Total		355	100.0		

Access to and the cost of recreational/fitness facilities - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	20	5.6	6.5	6.5
	Not very important	14	3.9	4.5	11.0
	Can't decide	63	17.7	20.5	31.5
	Somewhat important	110	31.0	35.7	67.2
	Very important	101	28.5	32.8	100.0
	Total	308	86.8	100.0	
Missing	N/A	44	12.4		
	System	3	.8		
	Total	47	13.2		
Total		355	100.0		

Access to and the cost of recreational/fitness facilities - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	88	24.8	29.6	29.6
	Dissatisfied	77	21.7	25.9	55.6
	Neutral	75	21.1	25.3	80.8
	Satisfied	38	10.7	12.8	93.6
	Very Satisfied	19	5.4	6.4	100.0
	Total	297	83.7	100.0	
Missing	N/A	51	14.4		
	System	7	2.0		
	Total	58	16.3		
Total		355	100.0		

Productivity of work-related meetings - Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	7	2.0	2.2	2.2
	Not very important	7	2.0	2.2	4.4
	Can't decide	36	10.1	11.4	15.8
	Somewhat important	127	35.8	40.2	56.0
	Very important	139	39.2	44.0	100.0
	Total	316	89.0	100.0	
Missing	N/A	36	10.1		
	System	3	.8		
	Total	39	11.0		
Total		355	100.0		

Productivity of work-related meetings - Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	28	7.9	9.0	9.0
	Dissatisfied	66	18.6	21.3	30.3
	Neutral	89	25.1	28.7	59.0
	Satisfied	101	28.5	32.6	91.6
	Very Satisfied	26	7.3	8.4	100.0
	Total	310	87.3	100.0	
Missing	N/A	41	11.5		
	System	4	1.1		
	Total	45	12.7		
Total		355	100.0		

Sources of Stress

Keeping up with technology.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	63	17.7	18.3	18.3
	Minimal Stress	102	28.7	29.7	48.0
	Can't decide	30	8.5	8.7	56.7
	Moderate Stress	129	36.3	37.5	94.2
	Extreme Stress	20	5.6	5.8	100.0
	Total	344	96.9	100.0	
Missing	N/A	4	1.1		
	System	7	2.0		
	Total	11	3.1		
Total		355	100.0		

Rapid pace of workplace change.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	58	16.3	17.1	17.1
	Minimal Stress	87	24.5	25.7	42.8
	Can't decide	46	13.0	13.6	56.3
	Moderate Stress	106	29.9	31.3	87.6
	Extreme Stress	42	11.8	12.4	100.0
	Total	339	95.5	100.0	
Missing	N/A	8	2.3		
	System	8	2.3		
	Total	16	4.5		
Total		355	100.0		

Availability and cost of child care.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	104	29.3	60.8	60.8
	Minimal Stress	13	3.7	7.6	68.4
	Can't decide	10	2.8	5.8	74.3
	Moderate Stress	23	6.5	13.5	87.7
	Extreme Stress	21	5.9	12.3	100.0
	Total	171	48.2	100.0	
Missing	N/A	175	49.3		
	System	9	2.5		
	Total	184	51.8		
Total		355	100.0		

Personal finances.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	55	15.5	16.6	16.6
	Minimal Stress	79	22.3	23.8	40.4
	Can't decide	29	8.2	8.7	49.1
	Moderate Stress	107	30.1	32.2	81.3
	Extreme Stress	62	17.5	18.7	100.0
	Total	332	93.5	100.0	
Missing	N/A	15	4.2		
	System	8	2.3		
	Total	23	6.5		
Total		355	100.0		

Care of elderly parent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	102	28.7	45.3	45.3
	Minimal Stress	43	12.1	19.1	64.4
	Can't decide	5	1.4	2.2	66.7
	Moderate Stress	46	13.0	20.4	87.1
	Extreme Stress	29	8.2	12.9	100.0
	Total	225	63.4	100.0	
Missing	N/A	122	34.4		
	System	8	2.3		
	Total	130	36.6		
Total		355	100.0		

Availability of promotion opportunities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	79	22.3	25.0	25.0
	Minimal Stress	69	19.4	21.8	46.8
	Can't decide	59	16.6	18.7	65.5
	Moderate Stress	80	22.5	25.3	90.8
	Extreme Stress	29	8.2	9.2	100.0
	Total	316	89.0	100.0	
Missing	N/A	32	9.0		
	System	7	2.0		
	Total	39	11.0		
Total		355	100.0		

Availability and cost of food services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	156	43.9	52.3	52.3
	Minimal Stress	59	16.6	19.8	72.1
	Can't decide	39	11.0	13.1	85.2
	Moderate Stress	32	9.0	10.7	96.0
	Extreme Stress	12	3.4	4.0	100.0
	Total	298	83.9	100.0	
Missing	N/A	49	13.8		
	System	8	2.3		
	Total	57	16.1		
Total		355	100.0		

Inefficient use of technology on campus.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	88	24.8	26.7	26.7
	Minimal Stress	75	21.1	22.8	49.5
	Can't decide	62	17.5	18.8	68.4
	Moderate Stress	71	20.0	21.6	90.0
	Extreme Stress	33	9.3	10.0	100.0
	Total	329	92.7	100.0	
Missing	N/A	19	5.4		
	System	7	2.0		
	Total	26	7.3		
Total		355	100.0		

Discrimination (e.g. prejudice, racism, sexism)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	201	56.6	63.6	63.6
	Minimal Stress	45	12.7	14.2	77.8
	Can't decide	25	7.0	7.9	85.8
	Moderate Stress	33	9.3	10.4	96.2
	Extreme Stress	12	3.4	3.8	100.0
	Total	316	89.0	100.0	
Missing	N/A	30	8.5		
	System	9	2.5		
	Total	39	11.0		
Total		355	100.0		

Marital friction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	206	58.0	70.8	70.8
	Minimal Stress	42	11.8	14.4	85.2
	Can't decide	14	3.9	4.8	90.0
	Moderate Stress	16	4.5	5.5	95.5
	Extreme Stress	13	3.7	4.5	100.0
	Total	291	82.0	100.0	
Missing	N/A	55	15.5		
	System	9	2.5		
	Total	64	18.0		
Total		355	100.0		

Managing household responsibilities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	99	27.9	30.2	30.2
	Minimal Stress	84	23.7	25.6	55.8
	Can't decide	26	7.3	7.9	63.7
	Moderate Stress	86	24.2	26.2	89.9
	Extreme Stress	33	9.3	10.1	100.0
	Total	328	92.4	100.0	
Missing	N/A	18	5.1		
	System	9	2.5		
	Total	27	7.6		
Total		355	100.0		

Insufficient available information for decision-making.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	112	31.5	33.5	33.5
	Minimal Stress	95	26.8	28.4	62.0
	Can't decide	41	11.5	12.3	74.3
	Moderate Stress	67	18.9	20.1	94.3
	Extreme Stress	19	5.4	5.7	100.0
	Total	334	94.1	100.0	
Missing	N/A	10	2.8		
	System	11	3.1		
	Total	21	5.9		
Total		355	100.0		

Frequency of work-related meetings.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	109	30.7	33.4	33.4
	Minimal Stress	94	26.5	28.8	62.3
	Can't decide	32	9.0	9.8	72.1
	Moderate Stress	58	16.3	17.8	89.9
	Extreme Stress	33	9.3	10.1	100.0
	Total	326	91.8	100.0	
Missing	N/A	19	5.4		
	System	10	2.8		
	Total	29	8.2		
Total		355	100.0		

Conflict among co-workers in the work place.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	143	40.3	43.5	43.5
	Minimal Stress	77	21.7	23.4	66.9
	Can't decide	19	5.4	5.8	72.6
	Moderate Stress	69	19.4	21.0	93.6
	Extreme Stress	21	5.9	6.4	100.0
	Total	329	92.7	100.0	
Missing	N/A	19	5.4		
	System	7	2.0		
	Total	26	7.3		
Total		355	100.0		

Work load.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	59	16.6	17.4	17.4
	Minimal Stress	75	21.1	22.1	39.5
	Can't decide	33	9.3	9.7	49.3
	Moderate Stress	107	30.1	31.6	80.8
	Extreme Stress	65	18.3	19.2	100.0
	Total	339	95.5	100.0	
Missing	N/A	7	2.0		
	System	9	2.5		
	Total	16	4.5		
Total		355	100.0		

Commuting.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	184	51.8	59.0	59.0
	Minimal Stress	69	19.4	22.1	81.1
	Can't decide	17	4.8	5.4	86.5
	Moderate Stress	30	8.5	9.6	96.2
	Extreme Stress	12	3.4	3.8	100.0
	Total	312	87.9	100.0	
Missing	N/A	33	9.3		
	System	10	2.8		
	Total	43	12.1		
Total		355	100.0		

Ineffective communication methods.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	103	29.0	30.2	30.2
	Minimal Stress	84	23.7	24.6	54.8
	Can't decide	46	13.0	13.5	68.3
	Moderate Stress	71	20.0	20.8	89.1
	Extreme Stress	37	10.4	10.9	100.0
	Total	341	96.1	100.0	
Missing	N/A	6	1.7		
	System	8	2.3		
	Total	14	3.9		
Total		355	100.0		

Difficulties with other work units.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	149	42.0	44.5	44.5
	Minimal Stress	80	22.5	23.9	68.4
	Can't decide	39	11.0	11.6	80.0
	Moderate Stress	40	11.3	11.9	91.9
	Extreme Stress	27	7.6	8.1	100.0
	Total	335	94.4	100.0	
Missing	N/A	11	3.1		
	System	9	2.5		
	Total	20	5.6		
Total		355	100.0		

Rude or inconsiderate students.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	133	37.5	40.7	40.7
	Minimal Stress	93	26.2	28.4	69.1
	Can't decide	27	7.6	8.3	77.4
	Moderate Stress	47	13.2	14.4	91.7
	Extreme Stress	27	7.6	8.3	100.0
	Total	327	92.1	100.0	
Missing	N/A	19	5.4		
	System	9	2.5		
	Total	28	7.9		
Total		355	100.0		

Illness or death of a family member.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	129	36.3	49.6	49.6
	Minimal Stress	40	11.3	15.4	65.0
	Can't decide	10	2.8	3.8	68.8
	Moderate Stress	39	11.0	15.0	83.8
	Extreme Stress	42	11.8	16.2	100.0
	Total	260	73.2	100.0	
Missing	N/A	84	23.7		
	System	11	3.1		
	Total	95	26.8		
Total		355	100.0		

Institutional procedures and 'red tape'.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	54	15.2	16.1	16.1
	Minimal Stress	80	22.5	23.9	40.0
	Can't decide	34	9.6	10.1	50.1
	Moderate Stress	102	28.7	30.4	80.6
	Extreme Stress	65	18.3	19.4	100.0
	Total	335	94.4	100.0	
Missing	N/A	9	2.5		
	System	11	3.1		
	Total	20	5.6		
Total		355	100.0		

Cost of parking.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	102	28.7	31.2	31.2
	Minimal Stress	84	23.7	25.7	56.9
	Can't decide	30	8.5	9.2	66.1
	Moderate Stress	67	18.9	20.5	86.5
	Extreme Stress	44	12.4	13.5	100.0
	Total	327	92.1	100.0	
Missing	N/A	19	5.4		
	System	9	2.5		
	Total	28	7.9		
Total		355	100.0		

Top-down decisions contrasting with departmental expertise/knowledge.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	72	20.3	21.8	21.8
	Minimal Stress	60	16.9	18.1	39.9
	Can't decide	46	13.0	13.9	53.8
	Moderate Stress	79	22.3	23.9	77.6
	Extreme Stress	74	20.8	22.4	100.0
	Total	331	93.2	100.0	
Missing	N/A	16	4.5		
	System	8	2.3		
	Total	24	6.8		
Total		355	100.0		

Difficult relationship with immediate supervisor.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	221	62.3	68.2	68.2
	Minimal Stress	49	13.8	15.1	83.3
	Can't decide	20	5.6	6.2	89.5
	Moderate Stress	19	5.4	5.9	95.4
	Extreme Stress	15	4.2	4.6	100.0
	Total	324	91.3	100.0	
Missing	N/A	23	6.5		
	System	8	2.3		
	Total	31	8.7		
Total		355	100.0		

Physical health.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	166	46.8	49.8	49.8
	Minimal Stress	82	23.1	24.6	74.5
	Can't decide	30	8.5	9.0	83.5
	Moderate Stress	35	9.9	10.5	94.0
	Extreme Stress	20	5.6	6.0	100.0
	Total	333	93.8	100.0	
Missing	N/A	14	3.9		
	System	8	2.3		
	Total	22	6.2		
Total		355	100.0		

Review / promotion process.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	109	30.7	33.9	33.9
	Minimal Stress	72	20.3	22.4	56.2
	Can't decide	47	13.2	14.6	70.8
	Moderate Stress	59	16.6	18.3	89.1
	Extreme Stress	35	9.9	10.9	100.0
	Total	322	90.7	100.0	
Missing	N/A	26	7.3		
	System	7	2.0		
	Total	33	9.3		
Total		355	100.0		

Departmental budget concerns.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	76	21.4	23.2	23.2
	Minimal Stress	81	22.8	24.8	48.0
	Can't decide	36	10.1	11.0	59.0
	Moderate Stress	74	20.8	22.6	81.7
	Extreme Stress	60	16.9	18.3	100.0
	Total	327	92.1	100.0	
Missing	N/A	21	5.9		
	System	7	2.0		
	Total	28	7.9		
Total		355	100.0		

Unproductive committee work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	117	33.0	38.1	38.1
	Minimal Stress	65	18.3	21.2	59.3
	Can't decide	39	11.0	12.7	72.0
	Moderate Stress	54	15.2	17.6	89.6
	Extreme Stress	32	9.0	10.4	100.0
	Total	307	86.5	100.0	
Missing	N/A	40	11.3		
	System	8	2.3		
	Total	48	13.5		
Total		355	100.0		

Difficult relationship with subordinate.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a source of Stress	185	52.1	65.1	65.1
	Minimal Stress	46	13.0	16.2	81.3
	Can't decide	18	5.1	6.3	87.7
	Moderate Stress	24	6.8	8.5	96.1
	Extreme Stress	11	3.1	3.9	100.0
	Total	284	80.0	100.0	
Missing	N/A	62	17.5		
	System	9	2.5		
	Total	71	20.0		
Total		355	100.0		

Levels of Agreement

The university really cares about my well-being.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	9.3	9.6	9.6
	Disagree	87	24.5	25.3	34.9
	Can't decide	109	30.7	31.7	66.6
	Agree	93	26.2	27.0	93.6
	Strongly Agree	22	6.2	6.4	100.0
	Total	344	96.9	100.0	
Missing	N/A	3	.8		
	System	8	2.3		
	Total	11	3.1		
Total		355	100.0		

FSU management strongly considers my goals and values.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	41	11.5	12.1	12.1
	Disagree	105	29.6	30.9	42.9
	Can't decide	100	28.2	29.4	72.4
	Agree	75	21.1	22.1	94.4
	Strongly Agree	19	5.4	5.6	100.0
	Total	340	95.8	100.0	
Missing	N/A	6	1.7		
	System	9	2.5		
	Total	15	4.2		
Total		355	100.0		

The university community operates from a strong sense of shared mission and goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	7.6	7.8	7.8
	Disagree	85	23.9	24.6	32.4
	Can't decide	106	29.9	30.6	63.0
	Agree	102	28.7	29.5	92.5
	Strongly Agree	26	7.3	7.5	100.0
	Total	346	97.5	100.0	
Missing	N/A	1	.3		
	System	8	2.3		
	Total	9	2.5		
Total		355	100.0		

Help is available when I have a problem.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.1	3.2	3.2
	Disagree	35	9.9	10.3	13.5
	Can't decide	81	22.8	23.8	37.4
	Agree	155	43.7	45.6	82.9
	Strongly Agree	58	16.3	17.1	100.0
	Total	340	95.8	100.0	
Missing	N/A	6	1.7		
	System	9	2.5		
	Total	15	4.2		
Total		355	100.0		

FSU cares about and values my opinions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	39	11.0	11.4	11.4
	Disagree	80	22.5	23.5	34.9
	Can't decide	96	27.0	28.2	63.0
	Agree	104	29.3	30.5	93.5
	Strongly Agree	22	6.2	6.5	100.0
	Total	341	96.1	100.0	
Missing	N/A	5	1.4		
	System	9	2.5		
	Total	14	3.9		
Total		355	100.0		

I feel a strong sense of belonging to this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	6.2	6.4	6.4
	Disagree	55	15.5	16.1	22.5
	Can't decide	86	24.2	25.1	47.7
	Agree	132	37.2	38.6	86.3
	Strongly Agree	47	13.2	13.7	100.0
	Total	342	96.3	100.0	
Missing	N/A	4	1.1		
	System	9	2.5		
	Total	13	3.7		
Total		355	100.0		

In general, managers in this organization are quite accommodating of family-related needs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.4	1.6	1.6
	Disagree	16	4.5	5.1	6.7
	Can't decide	57	16.1	18.3	25.0
	Agree	147	41.4	47.1	72.1
	Strongly Agree	87	24.5	27.9	100.0
	Total	312	87.9	100.0	
Missing	N/A	33	9.3		
	System	10	2.8		
	Total	43	12.1		
Total		355	100.0		

Colleagues and supervisors support my work endeavors.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.0	2.1	2.1
	Disagree	23	6.5	6.8	8.8
	Can't decide	46	13.0	13.5	22.4
	Agree	176	49.6	51.8	74.1
	Strongly Agree	88	24.8	25.9	100.0
	Total	340	95.8	100.0	
Missing	N/A	6	1.7		
	System	9	2.5		
	Total	15	4.2		
Total		355	100.0		

The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	3.7	3.9	3.9
	Disagree	73	20.6	21.7	25.6
	Can't decide	47	13.2	14.0	39.6
	Agree	84	23.7	25.0	64.6
	Strongly Agree	119	33.5	35.4	100.0
	Total	336	94.6	100.0	
Missing	N/A	10	2.8		
	System	9	2.5		
	Total	19	5.4		
Total		355	100.0		

I enjoy discussing FSU with people outside it.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	4.2	4.4	4.4
	Disagree	41	11.5	12.1	16.5
	Can't decide	50	14.1	14.7	31.2
	Agree	145	40.8	42.6	73.8
	Strongly Agree	89	25.1	26.2	100.0
	Total	340	95.8	100.0	
Missing	N/A	5	1.4		
	System	10	2.8		
	Total	15	4.2		
Total		355	100.0		

I do not feel 'emotionally attached' to this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	81	22.8	23.9	23.9
	Disagree	116	32.7	34.2	58.1
	Can't decide	51	14.4	15.0	73.2
	Agree	59	16.6	17.4	90.6
	Strongly Agree	32	9.0	9.4	100.0
	Total	339	95.5	100.0	
Missing	N/A	6	1.7		
	System	10	2.8		
	Total	16	4.5		
Total		355	100.0		

The university would forgive an honest mistake on my part.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	2.3	2.4	2.4
	Disagree	26	7.3	7.7	10.1
	Can't decide	106	29.9	31.4	41.4
	Agree	146	41.1	43.2	84.6
	Strongly Agree	52	14.6	15.4	100.0
	Total	338	95.2	100.0	
Missing	N/A	8	2.3		
	System	9	2.5		
	Total	17	4.8		
Total		355	100.0		

My organization shows very little concern for me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	71	20.0	20.9	20.9
	Disagree	137	38.6	40.3	61.2
	Can't decide	80	22.5	23.5	84.7
	Agree	37	10.4	10.9	95.6
	Strongly Agree	15	4.2	4.4	100.0
	Total	340	95.8	100.0	
Missing	N/A	6	1.7		
	System	9	2.5		
	Total	15	4.2		
Total		355	100.0		

I would be very happy to spend the rest of my career with FSU.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	3.7	3.9	3.9
	Disagree	24	6.8	7.2	11.1
	Can't decide	97	27.3	29.0	40.1
	Agree	96	27.0	28.7	68.9
	Strongly Agree	104	29.3	31.1	100.0
	Total	334	94.1	100.0	
Missing	N/A	11	3.1		
	System	10	2.8		
	Total	21	5.9		
Total		355	100.0		

Considering everything, the quality of my work life is very good.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	2.5	2.6	2.6
	Disagree	27	7.6	7.9	10.5
	Can't decide	49	13.8	14.3	24.8
	Agree	178	50.1	51.9	76.7
	Strongly Agree	80	22.5	23.3	100.0
	Total	343	96.6	100.0	
Missing	N/A	1	.3		
	System	11	3.1		
	Total	12	3.4		
Total		355	100.0		

The demands of my work interfere with my home and family life.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	65	18.3	19.5	19.5
	Disagree	109	30.7	32.6	52.1
	Can't decide	40	11.3	12.0	64.1
	Agree	77	21.7	23.1	87.1
	Strongly Agree	43	12.1	12.9	100.0
	Total	334	94.1	100.0	
Missing	N/A	10	2.8		
	System	11	3.1		
	Total	21	5.9		
Total		355	100.0		

The demands of my family or spouse/partner interfere with work-related activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	130	36.6	40.0	40.0
	Disagree	128	36.1	39.4	79.4
	Can't decide	22	6.2	6.8	86.2
	Agree	36	10.1	11.1	97.2
	Strongly Agree	9	2.5	2.8	100.0
	Total	325	91.5	100.0	
Missing	N/A	19	5.4		
	System	11	3.1		
	Total	30	8.5		
Total		355	100.0		

Demographics / Categories

What is your age [in years]?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24 or younger	10	2.8	2.9	2.9
	25-34	53	14.9	15.2	18.1
	35-44	76	21.4	21.8	39.9
	45-54	114	32.1	32.8	72.7
	55 or older	95	26.8	27.3	100.0
	Total	348	98.0	100.0	
Missing	System	7	2.0		
Total		355	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	211	59.4	60.8	60.8
	Male	136	38.3	39.2	100.0
	Total	347	97.7	100.0	
Missing	System	8	2.3		
Total		355	100.0		

Are you a full-time employee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	254	71.5	73.4	73.4
	No	92	25.9	26.6	100.0
	Total	346	97.5	100.0	
Missing	System	9	2.5		
Total		355	100.0		

How long have you worked at Fairmont State University and/or Pierpont C&TC?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	94	26.5	27.3	27.3
	3-5 years	61	17.2	17.7	45.1
	6-8 years	52	14.6	15.1	60.2
	9-11 years	37	10.4	10.8	70.9
	more than 12 years	100	28.2	29.1	100.0
	Total	344	96.9	100.0	
Missing	System	11	3.1		
Total		355	100.0		

How long have you worked in your current position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	132	37.2	38.3	38.3
	3-5 years	81	22.8	23.5	61.7
	6-8 years	51	14.4	14.8	76.5
	9-11 years	27	7.6	7.8	84.3
	more than 12 years	54	15.2	15.7	100.0
	Total	345	97.2	100.0	
Missing	System	10	2.8		
Total		355	100.0		

How would you classify your position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration	28	7.9	8.1	8.1
	Administrative Faculty	20	5.6	5.8	14.0
	Full-time Faculty (benefits eligible)	87	24.5	25.3	39.2
	Part-time Faculty	62	17.5	18.0	57.3
	Non-classified Staff	52	14.6	15.1	72.4
	Full-time Classified Staff (benefits eligible)	70	19.7	20.3	92.7
	Part-time Staff	25	7.0	7.3	100.0
	Total	344	96.9	100.0	
Missing	System	11	3.1		
Total		355	100.0		

You are associated primarily with:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PC&TC	97	27.3	28.0	28.0
	FSU	249	70.1	72.0	100.0
	Total	346	97.5	100.0	
Missing	System	9	2.5		
Total		355	100.0		

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married / Living with Partner	257	72.4	75.1	75.1
	Separated / Divorced	35	9.9	10.2	85.4
	Single	46	13.0	13.5	98.8
	Widowed	4	1.1	1.2	100.0
	Total	342	96.3	100.0	
Missing	System	13	3.7		
Total		355	100.0		

What is the highest educational level you have attained?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School / GED	11	3.1	3.2	3.2
	Some college	22	6.2	6.3	9.5
	Associate / Technical degree	34	9.6	9.7	19.2
	Bachelor's degree	71	20.0	20.3	39.5
	Master's degree	133	37.5	38.1	77.7
	Doctorate	78	22.0	22.3	100.0
	Total	349	98.3	100.0	
Missing	System	6	1.7		
Total		355	100.0		

What is your racial or ethnic group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	326	91.8	94.8	94.8
	African-American	7	2.0	2.0	96.8
	Latino / Hispanic	3	.8	.9	97.7
	Asian American / Asian	2	.6	.6	98.3
	Native American	1	.3	.3	98.5
	Other	5	1.4	1.5	100.0
	Total	344	96.9	100.0	
Missing	System	11	3.1		
Total		355	100.0		

Appendix B --- Descriptive Statistics of All Survey items:

Survey Item	N	Min	Max	Mean	Std Dev	Skewness	Skewness Std. Error	Kurtosis	Kurtosis Std. Error
Relationship with co-workers - Importance	352	1	5	4.61	.731	-2.588	.130	8.334	.259
Relationship with co-workers - Satisfaction	350	1	5	4.17	.903	-.991	.130	.585	.260
Job security - Importance	347	1	5	4.61	.794	-2.641	.131	7.616	.261
Job Security - Satisfaction	347	1	5	3.84	1.084	-.915	.131	.309	.261
Working conditions (comfort, safety) - Importance	350	1	5	4.58	.705	-2.300	.130	7.292	.260
Working conditions (comfort, safety) - Satisfaction	349	1	5	3.74	1.101	-.737	.131	-.196	.260
Flexibility of work hours - Importance	344	1	5	4.44	.858	-1.805	.131	3.406	.262
Flexibility of work hours - Satisfaction	342	1	5	4.13	.995	-1.260	.132	1.334	.263
Clearly defined job expectations - Importance	351	1	5	4.50	.770	-2.126	.130	5.816	.260
Clearly defined job expectations - Satisfaction	350	1	5	3.71	1.101	-.709	.130	-.201	.260
Salary - Importance	353	1	5	4.51	.773	-2.105	.130	5.599	.259
Salary - Satisfaction	351	1	5	3.10	1.134	-.167	.130	-.848	.260
Health care benefits - Importance	301	1	5	4.59	.865	-2.627	.140	7.038	.280
Health care benefits - Satisfaction	286	1	5	3.36	1.243	-.475	.144	-.768	.287
Retirement benefits - Importance	313	1	5	4.67	.736	-3.031	.138	10.762	.275
Retirement benefits - Satisfaction	297	1	5	3.52	1.228	-.617	.141	-.572	.282

Fair and equitable work performance evaluations - Importance	333	1	5	4.53	.834	-2.242	.134	5.450	.266
Fair and equitable work performance evaluations - Satisfaction	324	1	5	3.45	1.214	-.539	.135	-.645	.270
Opportunities to develop new skills - Importance	342	1	5	4.49	.757	-1.898	.132	4.779	.263
Opportunities to develop new skills - Satisfaction	342	1	5	3.75	1.065	-.723	.132	-.040	.263
Sense that your work is meaningful - Importance	352	1	5	4.77	.595	-3.626	.130	16.387	.259
Sense that your work is meaningful - Satisfaction	350	1	5	3.82	1.135	-.848	.130	-.006	.260
Relationship with your immediate supervisor - Importance	348	1	5	4.64	.680	-2.502	.131	8.078	.261
Relationship with your immediate supervisor - Satisfaction	346	1	5	4.13	1.107	-1.351	.131	1.220	.261
Special recognition for achievements and milestones - Importance	337	1	5	3.74	1.075	-.751	.133	.106	.265
Special recognition for achievements and milestones - Satisfaction	330	1	5	3.42	1.011	-.406	.134	-.111	.268
Access to cultural events and/or sporting events - Importance	335	1	5	3.63	1.145	-.671	.133	-.273	.266
Access to cultural events and/or sporting events - Satisfaction	327	1	5	3.78	.974	-.654	.135	.154	.269
Availability of on-campus child care - Importance	186	1	5	3.24	1.567	-.289	.178	-1.428	.355
Availability of on-campus child care - Satisfaction	154	1	5	2.62	1.172	.106	.195	-.622	.389

Access to and the cost of recreational/fitness facilities - Importance	308	1	5	3.84	1.130	-.959	.139	.379	.277
Access to and the cost of recreational/fitness facilities - Satisfaction	297	1	5	2.40	1.216	.481	.141	-.722	.282
Productivity of work-related meetings - Importance	316	1	5	4.22	.893	-1.378	.137	2.297	.273
Productivity of work-related meetings - Satisfaction	310	1	5	3.10	1.109	-.228	.138	-.745	.276
Keeping up with technology.	344	1	5	2.83	1.270	-.044	.131	-1.382	.262
Rapid pace of workplace change.	339	1	5	2.96	1.324	-.052	.132	-1.281	.264
Availability and cost of child care.	171	1	5	2.09	1.522	.934	.186	-.814	.369
Personal finances.	332	1	5	3.13	1.400	-.180	.134	-1.363	.267
Care of elderly parent.	225	1	5	2.36	1.527	.598	.162	-1.282	.323
Availability of promotion opportunities.	316	1	5	2.72	1.328	.120	.137	-1.253	.273
Availability and cost of food services.	298	1	5	1.94	1.203	1.044	.141	-.092	.281
Inefficient use of technology on campus.	329	1	5	2.65	1.342	.233	.134	-1.201	.268
Discrimination (e.g. prejudice, racism, sexism)	316	1	5	1.77	1.193	1.374	.137	.579	.273
Marital friction.	291	1	5	1.58	1.100	1.946	.143	2.737	.285
Managing household responsibilities.	328	1	5	2.60	1.406	.291	.135	-1.369	.268
Insufficient available information for decision-making.	334	1	5	2.36	1.284	.529	.133	-1.001	.266
Frequency of work-related meetings.	326	1	5	2.42	1.372	.572	.135	-1.021	.269

Conflict among co-workers in the work place.	329	1	5	2.23	1.363	.683	.134	-1.011	.268
Work load.	339	1	5	3.13	1.410	-.194	.132	-1.358	.264
Availability of parking.	329	1	5	1.96	1.292	1.121	.134	-.107	.268
Commuting.	312	1	5	1.77	1.152	1.444	.138	.961	.275
Ineffective communication methods.	341	1	5	2.57	1.386	.354	.132	-1.229	.263
Difficulties with other work units.	335	1	5	2.15	1.321	.876	.133	-.503	.266
Rude or inconsiderate students.	327	1	5	2.21	1.330	.828	.135	-.618	.269
Illness or death of a family member.	260	1	5	2.33	1.578	.678	.151	-1.219	.301
Institutional procedures and 'red tape'.	335	1	5	3.13	1.397	-.163	.133	-1.352	.266
Cost of parking.	327	1	5	2.59	1.445	.380	.135	-1.304	.269
Top-down decisions contrasting with departmental expertise/knowledge.	331	1	5	3.07	1.479	-.109	.134	-1.422	.267
Difficult relationship with immediate supervisor.	324	1	5	1.64	1.125	1.789	.135	2.128	.270
Physical health.	333	1	5	1.98	1.247	1.114	.134	.055	.266
Review / promotion process.	322	1	5	2.50	1.397	.431	.136	-1.174	.271
Departmental budget concerns.	327	1	5	2.88	1.459	.113	.135	-1.426	.269
Unproductive committee work.	307	1	5	2.41	1.410	.526	.139	-1.129	.277
Difficult relationship with subordinate.	284	1	5	1.70	1.146	1.577	.145	1.313	.288
The university really cares about my well-being.	344	1	5	2.95	1.079	-.061	.131	-.727	.262

FSU management strongly considers my goals and values.	340	1	5	2.78	1.092	.140	.132	-.747	.264
The university community operates from a strong sense of shared mission and goals.	346	1	5	3.04	1.075	-.101	.131	-.730	.261
Help is available when I have a problem.	340	1	5	3.63	.989	-.658	.132	.094	.264
FSU cares about and values my opinions.	341	1	5	2.97	1.122	-.156	.132	-.853	.263
I feel a strong sense of belonging to this organization.	342	1	5	3.37	1.104	-.446	.132	-.532	.263
In general, managers in this organization are quite accommodating of family-related needs.	312	1	5	3.95	.900	-.850	.138	.757	.275
Colleagues and supervisors support my work endeavors.	340	1	5	3.93	.920	-1.018	.132	1.078	.264
The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.	336	1	5	3.66	1.266	-.456	.133	-1.131	.265
I enjoy discussing FSU with people outside it.	340	1	5	3.74	1.107	-.800	.132	-.099	.264
I do not feel 'emotionally attached' to this organization.	339	1	5	2.54	1.283	.488	.132	-.909	.264
The university would forgive an honest mistake on my part.	338	1	5	3.62	.918	-.506	.133	.209	.265
My organization shows very little concern for me.	340	1	5	2.38	1.067	.626	.132	-.158	.264

I would be very happy to spend the rest of my career with FSU.	334	1	5	3.76	1.089	-.580	.133	-.279	.266
Considering everything, the quality of my work life is very good.	343	1	5	3.85	.953	-.989	.132	.869	.263
The demands of my work interfere with my home and family life.	334	1	5	2.77	1.343	.257	.133	-1.229	.266
The demands of my family or spouse/partner interfere with work-related activities.	325	1	5	1.97	1.078	1.125	.135	.473	.270

Ranking of “Importance” Items (decreasing means):

Item No.	Items	N	Minimum	Maximum	Mean	Std. Deviation
11	Sense that your work is meaningful - Importance	352	1	5	4.770	0.595
8	Retirement benefits - Importance	313	1	5	4.671	0.736
12	Relationship with your immediate supervisor - Importance	348	1	5	4.638	0.680
2	Job security - Importance	347	1	5	4.614	0.794
1	Relationship with co-workers - Importance	352	1	5	4.611	0.731
7	Health care benefits - Importance	301	1	5	4.595	0.865
3	Working conditions (comfort, safety) - Importance	350	1	5	4.577	0.705
9	Fair and equitable work performance evaluations - Importance	333	1	5	4.535	0.834
6	Salary - Importance	353	1	5	4.513	0.773
5	Clearly defined job expectations - Importance	351	1	5	4.504	0.770
10	Opportunities to develop new skills - Importance	342	1	5	4.488	0.757
4	Flexibility of work hours - Importance	344	1	5	4.436	0.858
17	Productivity of work-related meetings - Importance	316	1	5	4.215	0.893
16	Access to and the cost of recreational/fitness facilities - Importance	308	1	5	3.838	1.130
13	Special recognition for achievements and milestones - Importance	337	1	5	3.745	1.075
14	Access to cultural events and/or sporting events - Importance	335	1	5	3.630	1.145
15	Availability of on-campus child care - Importance	186	1	5	3.242	1.567

Ranking of “Satisfaction” Items (decreasing means):

Item No.	Items	N	Minimum	Maximum	Mean	Std. Deviation
1	Relationship with co-workers - Satisfaction	350	1	5	4.166	0.903
4	Flexibility of work hours - Satisfaction	342	1	5	4.135	0.995
12	Relationship with your immediate supervisor - Satisfaction	346	1	5	4.127	1.107
2	Job Security - Satisfaction	347	1	5	3.841	1.084
11	Sense that your work is meaningful - Satisfaction	350	1	5	3.820	1.135
14	Access to cultural events and/or sporting events - Satisfaction	327	1	5	3.783	0.974
10	Opportunities to develop new skills - Satisfaction	342	1	5	3.746	1.065
3	Working conditions (comfort, safety) - Satisfaction	349	1	5	3.736	1.101
5	Clearly defined job expectations - Satisfaction	350	1	5	3.714	1.101
8	Retirement benefits - Satisfaction	297	1	5	3.519	1.228
9	Fair and equitable work performance evaluations - Satisfaction	324	1	5	3.454	1.214
13	Special recognition for achievements and milestones - Satisfaction	330	1	5	3.415	1.011
7	Health care benefits - Satisfaction	286	1	5	3.364	1.243
6	Salary - Satisfaction	351	1	5	3.103	1.134
17	Productivity of work-related meetings - Satisfaction	310	1	5	3.100	1.109
15	Availability of on-campus child care - Satisfaction	154	1	5	2.623	1.172
16	Access to and the cost of recreational/fitness facilities - Satisfaction	297	1	5	2.404	1.216

Ranking of “Stressor” items (decreasing means):

Item No.	Items	N	Minimum	Maximum	Mean	Std. Deviation
22	Institutional procedures and 'red tape'.	335	1	5	3.131	1.397
15	Work load.	339	1	5	3.130	1.410
4	Personal finances.	332	1	5	3.127	1.400
24	Top-down decisions contrasting with departmental expertise/knowledge.	331	1	5	3.069	1.479
2	Rapid pace of workplace change.	339	1	5	2.962	1.324
28	Departmental budget concerns.	327	1	5	2.881	1.459
1	Keeping up with technology.	344	1	5	2.828	1.270
6	Availability of promotion opportunities.	316	1	5	2.718	1.328
8	Inefficient use of technology on campus.	329	1	5	2.653	1.342
11	Managing household responsibilities.	328	1	5	2.604	1.406
23	Cost of parking.	327	1	5	2.593	1.445
18	Ineffective communication methods.	341	1	5	2.575	1.386
27	Review / promotion process.	322	1	5	2.500	1.397
13	Frequency of work-related meetings.	326	1	5	2.423	1.372
29	Unproductive committee work.	307	1	5	2.410	1.410
5	Care of elderly parent.	225	1	5	2.364	1.527
12	Insufficient available information for decision-making.	334	1	5	2.359	1.284
21	Illness or death of a family member.	260	1	5	2.327	1.578
14	Conflict among co-workers in the work place.	329	1	5	2.234	1.363
20	Rude or inconsiderate students.	327	1	5	2.211	1.330
19	Difficulties with other work units.	335	1	5	2.152	1.321
3	Availability and cost of child care.	171	1	5	2.088	1.522
26	Physical health.	333	1	5	1.982	1.247
16	Availability of parking.	329	1	5	1.957	1.292
7	Availability and cost of food services.	298	1	5	1.943	1.203
17	Commuting.	312	1	5	1.772	1.152
9	Discrimination (e.g. prejudice, racism, sexism)	316	1	5	1.766	1.193
30	Difficult relationship with subordinate.	284	1	5	1.697	1.146
25	Difficult relationship with immediate supervisor.	324	1	5	1.636	1.125
10	Marital friction.	291	1	5	1.584	1.100

Ranking of “Agreement” items (decreasing means):

Item No.	Items	N	Minimum	Maximum	Mean	Std. Deviation
7	In general, managers in this organization are quite accommodating of family-related needs.	312	1	5	3.946	0.900
8	Colleagues and supervisors support my work endeavors.	340	1	5	3.926	0.920
15	Considering everything, the quality of my work life is very good.	343	1	5	3.854	0.953
14	I would be very happy to spend the rest of my career with FSU.	334	1	5	3.760	1.089
10	I enjoy discussing FSU with people outside it.	340	1	5	3.741	1.107
9	The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.	336	1	5	3.664	1.266
4	Help is available when I have a problem.	340	1	5	3.629	0.989
12	The university would forgive an honest mistake on my part.	338	1	5	3.615	0.918
6	I feel a strong sense of belonging to this organization.	342	1	5	3.371	1.104
3	The university community operates from a strong sense of shared mission and goals.	346	1	5	3.043	1.075
5	FSU cares about and values my opinions.	341	1	5	2.971	1.122
1	The university really cares about my well-being.	344	1	5	2.953	1.079
2	FSU management strongly considers my goals and values.	340	1	5	2.782	1.092
16	The demands of my work interfere with my home and family life.	334	1	5	2.772	1.343
11	I do not feel 'emotionally attached' to this organization.	339	1	5	2.543	1.283
13	My organization shows very little concern for me.	340	1	5	2.376	1.067
17	The demands of my family or spouse/partner interfere with work-related activities.	325	1	5	1.972	1.078

Importance vs. Satisfaction Item Rank **Correlations**

			Importance Position Ranks	Satisfaction Position Ranks
Spearman's rho	Importance Position Ranks	Correlation Coefficient	1.000	.485(*)
		Sig. (1-tailed)	.	.024
		N	17	17
	Satisfaction Position Ranks	Correlation Coefficient	.485(*)	1.000
		Sig. (1-tailed)	.024	.
		N	17	17

* Correlation is significant at the 0.05 level (1-tailed).

Appendix C

The complete list of “Open-ended” comments from: What improvements could the university make that would add to your quality of work life? [Please be as specific as possible!!!]

Available as a separate document upon request.

Appendix D -- The FSU Quality of Work Life Survey [Spring 2007]:



[Exit this survey >>](#)

Quality of Work Life at FSU Survey

Request your participation in this survey:

Hello FSU Faculty or Staff Member,

We are requesting your assistance concerning our Strategic Plan Goal # 7: Develop, retain, and recruit high quality people who contribute to a satisfying and productive work environment.

This survey is being conducted by the Office of Institutional Research, in an effort to determine a baseline for the quality of work life at Fairmont State University, including Pierpont Community and Technical College. This survey will utilize importance levels, satisfaction levels, stress levels, and other ratings through a variety of characteristics related to work life and environment.

Many of the survey items were chosen after reviewing a variety of information from previous research work, including the Noel-Levitz, NSSE & CCSSE, and "First Year Experience" surveys.

Your responses are extremely important to the University and will be completely anonymous. Some results will be aggregated based on certain collected demographics and job-type categories.

The entire survey should take approximately 5-15 minutes of your time. At the end, please remember to utilize the "Done" button to record your responses for analysis.

We are very thankful to you for your participation in this important initiative!!!

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[Exit this survey >>](#)

Quality of Work Life at FSU Survey

Directions Section I - Importance & Satisfaction

Please indicate the extent to which you rate the importance and then level of satisfaction with the following statements. Give two separate responses for each statement: First, consider and rate the level of importance of this facet of work life; next consider your impression and satisfaction with this characteristic.

[Note: choose one rating response about the level of importance to you and one rating response about the level of satisfaction to you.]

Importance to You Scale of 1-5:

- 1 = Not important at all
- 2 = Not very important
- 3 = Can't decide
- 4 = Somewhat Important
- 5 = Very Important

Satisfaction scale of 1-5:

- 1 = Very Dissatisfied
- 2 = Dissatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

Relationship with co-workers.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Job security.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Working conditions (comfort, safety).

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Flexibility of work hours.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Clearly defined job expectations.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Salary.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Health care benefits.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Retirement benefits.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Fair and equitable work performance evaluations.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Opportunities to develop new skills.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sense that your work is meaningful.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Relationship with your immediate supervisor.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Special recognition for achievements and milestones.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Access to cultural events and/or sporting events.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Availability of on-campus child care.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Access to and the cost of recreational/fitness facilities.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Productivity of work-related meetings.

	1	2	3	4	5	N/A
Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Quality of Work Life at FSU Survey

Directions Section II - Source of Stress

Please indicate the extent to which you rate the following items as a possible source of stress for you during the past year.

Stress scale of 1-5:

- 1 = Not a source of Stress
- 2 = Minimal Stress
- 3 = Can't decide
- 4 = Moderate Stress
- 5 = Extreme Stress

	1	2	3	4	5	N/A
Keeping up with technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rapid pace of workplace change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability and cost of child care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal finances.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Care of elderly parent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of promotion opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability and cost of food services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Inefficient use of technology on campus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discrimination (e.g. prejudice, racism, sexism)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marital friction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing household responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient available information for decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of work-related meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict among co-workers in the work place.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work load.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of parking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commuting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ineffective communication methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficulties with other work units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rude or inconsiderate students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Illness or death of a family member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Institutional procedures and "red tape".	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of parking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top-down decisions contrasting with departmental expertise/knowledge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficult relationship with immediate supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review / promotion process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Departmental budget concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unproductive committee work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficult relationship with subordinate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Quality of Work Life at FSU Survey

Directions Section III - Level of Agreement

Please indicate the extent to to which you agree with the following statements.

Agreement scale of 1-5:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Can't decide
- 4 = Agree
- 5 = Strongly Agree

	1	2	3	4	5	N/A
The university really cares about my well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FSU management strongly considers my goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The university community operates from a strong sense of shared mission and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help is available when I have a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FSU cares about and values my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong sense of belonging to this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, managers in this organization are quite accommodating of family-related needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues and supervisors support my work endeavors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time required to perform the responsibilities of my position has increased beyond the normal work day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy discussing FSU with people outside it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel "emotionally attached" to this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The university would forgive an honest mistake on my part.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization shows very little concern for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be very happy to spend the rest of my career with FSU.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considering everything, the quality of my work life is very good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The demands of my work interfere with my home and family life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The demands of my family or spouse/partner interfere with work-related activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Quality of Work Life at FSU Survey

Directions Section IV: Categories

What is your age [in years]?

24 or younger

25-34

35-44

45-54

55 or older

What is your gender?

Female

Male

Are you a full-time employee?

Yes

No

How long have you worked at Fairmont State University and/or Pierpont C&TC?

less than 3
years

3 - 5 years

6 - 8 years

9 - 11 years

more than 12
years

How long have you worked in your current position?

less than 3
years

3 - 5 years

6 - 8 years

9 - 11 years

more than 12
years

How would you classify your position?

- Administration
- Administrative faculty
- Full-time faculty (benefits eligible)
- Part-time faculty
- Non-classified staff
- Full-time classified staff (benefits eligible)
- Part-time staff

You are associated primarily with:

- Pierpont Community & Technical College
- Fairmont State University

What is your marital status?

- Married/Living with partner
- Separated / Divorced
- Single
- Widowed

What is the highest educational level you have attained?

- High school / GED
- Some college
- Associate/Technical degree
- Bachelor's Degree
- Master's Degree
- Doctorate

What is your racial or ethnic group?

- White
- African-American
- Latino / Hispanic
- Asian American / Asian
- Native American
- Other

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Quality of Work Life at FSU Survey

Section V: Almost Done!!!!

What improvements could the university make that would add to your quality of work life? [Please be as specific as possible!!!]

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[Exit this survey >>](#)

Quality of Work Life at FSU Survey

Thank You!!!!!!!!!!!!!!!

Thank you for your time and effort on this initiative. Your responses on this survey provide a very valuable service in establishing baselines for a variety of measures about "Quality of Work Life" at Fairmont State University.

It is the intention that this project will serve as the basis for on-going and longitudinal research in the area of work life quality at FSU.

Thank you again, and have a great day!

Please click "Done" to record/include your responses for analysis.

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[Done >>](#)