



**Western Kentucky University  
Staff Satisfaction Survey  
- 2009 -**

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**Executive Summary**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered April 2009. All WKU staff members were given the opportunity to respond to the survey; 499 employees returned completed survey instruments. The Staff Satisfaction Survey instrument consisted of 23 Likert-type items addressing specific facets of the job; a 24<sup>th</sup> item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Five additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job.

The results of the 2009 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 23 items tapping satisfaction with specific facets of the job, there was no item with which employees strongly agreed; there was agreement with 15 items; there were 7 items for which employees were unsure whether they agreed with the item or not. In 2009, there was one item with which employees disagreed (i.e., the last raise I received reflected my last performance appraisal). In 2007 and 2008, employees expressed the least agreement with the statements that parking has improved since last year; this item was second from the bottom in 2009.

Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members, and employees of different ages. However, when responses were broken down by employees with different lengths of tenure at WKU and salary range there were differences in responses as a function of these variables. In general, those with fewer years at WKU expressed stronger agreement with items than did those with more tenure. An exception was with perceptions of campus safety, where employees with more seniority reportedly perceive the campus as safer than those with less seniority. There were several items on which those at the higher salary ranges tended to report stronger agreement with survey items than did those at the lower salary ranges.

The open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises. Some 289 respondents did not list a top issue or concern.

Overall, the results obtained for the 2009 Staff Satisfaction Survey are very similar to results obtained for the 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys. Two exceptions to this were significant decreases in agreement that raises accurately reflect performance appraisals and that WKU provides a safe campus environment.



## Western Kentucky University Staff Satisfaction Survey

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered April 2009. All WKU staff were given the opportunity to respond to the survey; 499 employees returned completed survey instruments (508 surveys were returned in 2008; 519 surveys were returned in 2007; 606 surveys were returned in 2006; 565 were returned in 2005).

### Staff Satisfaction Survey Instrument

The Staff Satisfaction Survey instrument consisted of 23 Likert-type items addressing specific facets of the job; a 24<sup>th</sup> item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). A “Not Applicable” response option was also available, although it was used relatively infrequently. Six additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job. The 2009 survey instrument replicated 19 of the 2008 instrument items. Three items (items 20, 23, and 24) addressed the ombudsperson position; one item was revised from 2008 and two additional items were added. The Staff Satisfaction Survey instrument may be found in Appendix A.

### Demographics

Six items requested demographic information from respondents. Responses to these items are reported below.

**Employment Category.** Some 461 employees indicated full-time employment with the university; 33 employees indicated part-time employment; five did not respond to this item. The number of full-time employees completing the survey decreased by 4 from 2008, and the number of part-time employees completing the survey decreased by 5 from 2008.

**Gender.** Some 151 employees indicated they were male; 339 indicated they were female; 9 gave no response to this item.

**Age.** Some 47 employees indicated they were 25 or younger; 101 indicated they were 26-35 years old; 104 indicated they were 36-45 years old; 148 indicated they were 46-55 years old; 67 indicated they were 56-65 years old; 11 indicated 65+ years of age; 21 gave no response to the item. In 2009, the median Age fell in the 36 to 45 years group, as it did in 2007 and 2008.

**Employment Tenure.** Results for tenure are stated for the 2009 survey with the 2008 results in parentheses. Some 50 (61) employees reported they had been employed at WKU less than 1 year; 179 (182) employees had been employed for 1-5 years; 115 (109) employees for 6-10 years; 53 (55) employees for 11-15 years; 40 (44) employees for 16-20 years; and 50 (57) employees for more than 20 years. Just under half (i.e., 47.0%) of respondents have been employed at WKU for fewer than 5 years and 18.5% have been employed by WKU for more than 15 years.

**Salary Range.** Results for salary range are stated for the 2009 survey with the 2008 results in parentheses. Some 25 (42) employees reported they receive a salary of less than \$15,000; 80 (115) employees reported a salary of \$15,001-\$25,000; 188 (187) employees reported \$25,001-\$35,000; 110 (97) employees reported salaries of \$35,001-\$50,000; 61 (51) employees reported salaries of \$50,001-\$75,000; 7 (9) employees reported salaries of \$75,001-\$100,000; and 8 (7) employees reported a salary of more than \$100,000.

**Division.** Division was added as a new demographic item in 2009. Results for division indicated 164 responses from Academic Affairs; 102 responses from Student Affairs/Campus Services/Facilities; 47 from Information Technology; 39 from Finance and Administration; 14 from Development and Alumni Relations; 65 respondents were from Other, which included those who report to Dr. Wood Selig, Deborah Wilkins, Robbin Taylor, or the President's Office

## **Results for the Satisfaction Ratings**

The Staff Satisfaction Survey instrument consisted of 23 Likert-type items addressing specific facets of the job; a 24<sup>th</sup> item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Reliability analyses were conducted across ratings on all items. Internal consistency analysis revealed a Cronbach's alpha of .90, indicating the items are tapping a common underlying construct, presumably job satisfaction.

Results are reported first for ratings across all respondents. The results than are broken down by each demographic category, that is, by Employment Category, Gender, Age, Years of Employment, Salary Range, and Division. In this report, ratings ranging from 4.51 to 5.0 will be referred to as indicating strong agreement; responses ranging from 3.51 to 4.50 will be referred to as indicating agreement; responses ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement; responses ranging from to 2.51 to 3.50 will be referred to as indicating disagreement. It might be noted that in 2008, 2007, 2006, and 2005, there were no items for which the mean rating fell into the Disagree or Strongly Disagree range. In 2009, the mean rating for one item, (i.e., item 15 addressing raises) was in the Disagree range.

## **Ratings Across All Respondents**

Table 1 contains the mean rating across all respondents and standard deviation for each of the 23 items measuring facet satisfaction and the overall job satisfaction item. The means in Table 1 are reported in descending order, that is, the facet with which employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc. Table 2 contains a comparison of the mean ratings across all respondents for 2009, 2008, 2007, 2006, and 2005. Inspection of Table 2 indicates that the responses for 2009, 2008, 2007, 2006, and 2005, with few exceptions, were essentially the same. Comparing responses from 2009 and 2008, there are statistically significant differences on six items. These differences are discussed below.

As in 2005, 2006, 2007, and 2008, employees agreed that they are satisfied working at WKU (item 18). In fact, 87.8% of staff members either agreed (50.6%) or strongly agreed (37.2%) that overall, they are satisfied working at WKU.

As in 2008, the 2009 item with the most agreement was “My computer access is adequate to obtain the information I need.” The two items with the least agreement in 2008 and 2007 were “I am paid fairly for job responsibilities.” and “Parking has improved since last year.” These items were joined at the bottom of the list in 2009 by the item “The last raise I received reflected my last performance appraisal.” The relatively low ratings for the two items related to pay and raises likely reflect the announcement of only a \$500 across-the-board raise for 2008-2009 and a similar announcement of no raise but a one-time bonus of similar magnitude for 2009-2010.

Staff indicated they agree that computer access is not a problem, that supervisors follow WKU policy for training and attending classes, that they are treated fairly by their supervisor, that taking time off is not a problem, that supervisors have received adequate training, that they have the equipment they need, and that they are comfortable discussing concerns with their supervisor. It is of interest to note that, in terms of items measuring facet satisfaction, five of the seven items with the strongest agreement are related to supervisory practices and scheduling. This finding suggests staff members are relatively satisfied with their supervisors and various aspects of their schedules. The other two items deal with equipment in general and computer access specifically. As seen in Table 2, these results mirror those from 2005, 2006, 2007, and 2008.

Staff members further agreed they are satisfied with current benefits, that employees work cooperatively with each other, that they can easily locate university policies, that performance appraisals are fairly administered, and that job descriptions reflect what they really do on the job. Staff members slightly agreed that promotions and advancements are based on performance. Although staff members indicated they agree that they understand the responsibilities of the Ombuds Officer, they indicated that they only slightly agree that the information they give to the Ombuds Officer will be confidential, and were unsure whether they would feel comfortable contacting the Ombuds Officer.

As in 2005, 2006, 2007, and 2008, staff members indicated that they were unsure whether there are opportunities for career advancement at WKU, that people receive the recognition they should, and that there are enough employees in their unit to handle the work. They likewise were unsure whether WKU provides a safe campus environment, whether they are paid fairly, and whether parking has improved since last year.

There was only one item for which the mean rating indicated that staff members disagreed with the item. That is, in 2009, staff members disagreed that the last raise they received reflected their last performance appraisal.

Items 5, 6, 7, 8, 10, 12, and 21 relate to supervisory responsibilities. Employees reported agreement that supervisors follow policy concerning time away from the job, supervisors treat them fairly, their supervisor has received adequate supervisory training, that they are comfortable discussing concerns with their supervisors, and that the performance appraisal process is fair. Staff members slightly agreed that promotions and advancements are based on objective performance criteria rather than on a subjective basis. However, staff reported that they are unsure whether people receive the recognition when they should. Again, these results are very similar to those for 2005, 2006, and 2007.

**Table 1. 2009 Mean Ratings Across All Respondents (N= 499)**

<b>Item Number/Item Statement</b>	<b>Mean (Range 1-5)</b>	<b>SD</b>
17. My computer access is adequate to obtain the information I need.	4.41	.68
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	.84
6. I am treated fairly by my immediate supervisor.	4.25	.98
<b>18. Overall, I am satisfied working at WKU.</b>	<b>4.22</b>	<b>.74</b>
16. Taking my time off, when needed, is not a problem in my area.	4.15	.93
21. My supervisor (or you, if supervisor) has received adequate supervisory training.	4.15	.62
2. I have the equipment and supplies to do my job well.	4.15	.84
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.11	1.09
14. I am satisfied with the current benefits offered by the university.	4.04	.90
9. Employees in my section/department/office work cooperatively with each other.	3.95	1.02
13. University policies are easily located by staff.	3.71	.95
12. The performance appraisal process is fair.	3.70	1.04
20. I understand the responsibilities of the Ombuds Officer.	3.65	1.08
3. My job description reflects what I really do.	3.60	1.19
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.54	1.23
24. I feel that information I am giving to the Ombuds officer will be confidential.	3.51	.92
1. I have opportunities to advance in my career at Western.	3.43	1.18
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.41	.99
5. People in my area receive recognition when they should.	3.39	1.18
22. WKU provides a safe campus environment	3.39	1.12
4. There are enough employees in my section/department/office to handle the work	3.33	1.27
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.14	1.27
19. Parking at Western has improved since last year.	2.57	1.23
15. The last raise I received reflected my last performance appraisal.	2.37	1.29

## Differences Between 2008 and 2009 Ratings

Table 2 displays the overall means for survey items for 2009, 2008, 2007, 2006, and 2005. There were six items for which there were statistically significant differences between the 2009 and 2008 ratings. These items are marked with an “\*” on the 2009 mean in Table 2. On three of these items, the 2009 ratings are higher than the 2008 ratings; on three of these items, the 2009 ratings are lower than the 2008 ratings.

The items with *higher* mean ratings this year than last year are:

- My supervisor (or you, if supervisor) has received adequate supervisory training.
- I am comfortable discussing my job-related concerns and issues with my supervisor.
- The performance appraisal process is fair.

The items with *lower* mean ratings this year than last year are:

- WKU provides a safe campus environment.
- Parking at Western has improved since last year.
- The last raise I received reflected my last performance appraisal.

These differences need to be interpreted with caution. With a large sample such as we have with these overall ratings, small differences in means can result in *statistically* significant differences that make no difference in practice. Thus, it is important to review these results in terms of *practical* significance, as well.

Of the six items with statistical differences between 2008 and 2009, three of the items still received the same rating in terms of “agree” or “unsure.” These items were the items that dealt with comfort discussing job concerns with the supervisor, fairness of the performance appraisal process, and parking. Thus, for all practical purposes, there were no differences in the ratings from 2008 to 2009 on these three items. Rather than placing a great deal of emphasis on these statistical (but not practical) differences at this time, it is best to think of the differences between 2008 and 2009 as trends that should be monitored over several years when the practical significance can be better determined. In fact, inspection of these items indicates that mean ratings for two of the three (i.e., discussing job-related concerns and fairness of the performance appraisal process) moved toward the means from previous years. However, the mean rating for the item addressing parking, while still in the unsure range, has moved downward in agreement each of the three years it has been on the survey.

There were three items that demonstrated practical as well as statistically significant differences from 2008 to 2009. In 2008, staff members were unsure whether their supervisor had received adequate supervisory training. In 2009, staff members indicated they agreed that their supervisors had received adequate training. 2008 was the first year this item was included on the survey.

In 2008, staff members indicated they agreed that WKU provides a safe campus environment. However, in 2009 staff members were unsure whether WKU provides a safe campus environment. This decrease in perceptions of campus safety was likely triggered by the spring 2009 incident on South Campus that called for a campus lock down for several hours. Although the incident proved to be initiated by a disagreement among students and was resolved fairly



quickly, the television coverage, overloaded phone lines, and lock down likely contributed to some uncertainty in perceptions of the safety of the campus environment.

The item “The last raise I received reflected my last performance appraisal.” decreased from 2008 to 2009 in terms of both statistical and practical significance; that is, the mean rating went from Agree in 2008 to Disagree in 2009. It might be noted that in the five years that the Staff Satisfaction Survey has been administered, this is the only item that has ever received a mean rating in the Disagree range. As mentioned above, the low rating for the item related to raises likely reflects the announcement of only a \$500 across-the-board raise for 2008-2009 and a similar announcement of no raise but a one-time bonus of similar magnitude for 2009-2010.

Across the board raises do not differentiate between employees performing exceptionally well on the job, those performing at standard, and those performing below standard. Thus, this low rating on this item accurately portrays the reality of the current situation at WKU in terms of raises; that is, current across the board raises do not accurately reflect performance on the job.

**Table 2. 2009, 2008, 2007, 2006, and 2005 Mean Ratings Across All Respondents**

Item Number/Item Statement	2009 (N=499)		2008 (N=508)		2007 (N=519)		2006 (N=589)		2005 (N=565)	
	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD
17. My computer access is adequate to obtain the information I need.	4.41	.68	4.34	.74	4.28	.81	NA	NA	NA	NA
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	.84	4.28	.88	4.37	.81	4.30	.81	4.28	.91
6. I am treated fairly by my immediate supervisor.	4.25	.96	4.15	1.02	4.22	.96	4.17	1.02	4.14	1.04
18. Overall, I am satisfied working at WKU.	4.22	.74	4.16	.79	4.22	.75	4.16	.81	4.09	.84
16. Taking my time off, when needed, is not a problem in my area.	4.15	.93	4.05	.99	4.12*	.97	4.34	.84	4.34	.92
21. My supervisor (or you, if supervisor) has received adequate supervisory training.	4.15*	.62	3.50	1.05	NA	NA	NA	NA	NA	NA
2. I have the equipment and supplies to do my job well.	4.15	.84	4.04	.93	4.06	.82	3.94	.96	3.89	.97
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.11*	1.09	3.91*	1.16	4.05	1.08	3.98	1.10	3.88	1.18
14. I am satisfied with the current benefits offered by the university.	4.04	.90	3.96	.93	3.97*	.89	3.66	1.04	3.79	1.00
9. Employees in my section/department/office work cooperatively with each other.	3.95	1.02	3.86	1.04	3.92	.97	3.96	.99	3.95	1.00
13. University policies are easily located by staff.	3.71	.95	3.70	.91	3.65	.93	3.63*	1.00	3.47	1.10
12. The performance appraisal process is fair.	3.70*	1.04	3.51*	1.12	3.69*	1.07	3.90*	1.03	3.71	1.14
20. I understand the responsibilities of the Ombuds Officer. [Note item changes: 2008-The Ombuds Officer is an effective way to mediate staff issues. 2007- It would be beneficial to have an Ombudsperson.]	3.65	1.08	3.25*	.73	3.60	.88	NA	NA	NA	NA
3. My job description reflects what I really do.	3.60	1.19	3.50	1.21	3.54	1.14	3.56*	1.17	3.44	1.18
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.54	1.23	3.40	1.24	3.41	1.25	3.40	1.22	3.29	1.21

24. I feel that information I am giving to the Ombuds officer will be confidential.	3.51	.92	NA	NA	NA	NA	NA	NA	NA	NA
1. I have opportunities to advance in my career at WKU.	3.43	1.18	3.37	1.16	3.34	1.17	3.29	1.18	3.26	1.20
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.41	.99	NA	NA	NA	NA	NA	NA	NA	NA
5. People in my area receive recognition when they should.	3.38	1.18	3.27	1.17	3.29	1.18	3.29	1.20	3.22	1.22
22. WKU provides a safe campus environment	3.39*	1.11	3.94	.78	NA	NA	NA	NA	NA	NA
4. There are enough employees in my section/department/office to handle the work	3.33	1.27	3.24	1.29	3.25	1.23	3.34	1.23	3.24	1.29
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.14	1.27	3.08	1.19	3.06	1.20	3.11*	1.19	2.95	1.26
19. Parking at Western has improved since last year.	2.57*	1.23	3.03*	1.20	3.28	1.23	NA	NA	NA	NA
15. The last raise I received reflected my last performance appraisal.	2.37*	1.29	3.29	1.19	NA	NA	NA	NA	NA	NA
No longer on survey: The two-week Christmas break is an important benefit.	NA	NA	NA	NA	4.88*	.41	4.81	.53	4.85	.49
No longer on survey: The Winter term was a success.	NA	NA	NA	NA	3.58	.84	3.59	.89	NA	NA
No longer on survey: The procedure for filing a grievance is clear.	NA	NA	NA	NA	3.18	.94	NA	NA	NA	NA

\* t-test indicates the mean marked is statistically significantly lower from the mean for this item the previous year ( $p < .01$ ).

## **Results by Employment Category**

Table 3 reports the mean ratings and standard deviations broken down by Employment Category for the 23 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 3 are reported in descending order for full-time employees, that is, the facet with which full-time employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc.

As seen in Table 3, there is a great degree of consistency between full-time and part-time employees in the extent to which they agreed with each survey item assessing facets of job satisfaction and in overall satisfaction. In fact, there are no significant differences between full-time and part-time employees in their reported satisfaction on any of the items.

**Table 3. Mean Ratings by Employment Category**

Item Number/ Item Statement	Full-time N=461		Part-time N=33	
	Mean	SD	Mean	SD
17. My computer access is adequate to obtain the information I need.	4.42	.67	4.34	.83
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.38	.84	4.39	.88
6. I am treated fairly by my immediate supervisor.	4.25	.98	4.30	.92
18. Overall, I am satisfied working at WKU.	4.21	.74	4.33	.78
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	4.16	.61	4.16	.77
2. I have the equipment and supplies to do my job well.	4.16	.84	4.09	.98
16. Taking my time off, when needed, is not a problem in my area.	4.16	.92	4.10	1.05
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.11	1.09	4.24	1.09
14. I am satisfied with the current benefits offered by the university.	4.07	.87	3.57	1.25
9. Employees in my section/department/office work cooperatively with each other.	3.96	1.00	3.97	1.06
13. University policies are easily located by staff.	3.71	.96	3.84	.85
12. The performance appraisal process is fair.	3.70	1.05	3.75	.89
20. I understand the responsibilities of the Ombuds Officer.	3.62	1.10	4.03	.80
3. My job description reflects what I really do.	3.58	1.19	3.88	1.14
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.53	1.23	3.60	1.28
24. I feel that information I am giving to the Ombuds officer will be confidential.	3.51	.92	3.57	1.03
1. I have opportunities to advance in my career at Western.	3.44	1.17	3.30	1.38
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.42	.98	3.22	1.12
22. WKU provides a safe campus environment.	3.40	1.11	3.18	1.28
5. People in my area receive recognition when they should.	3.36	1.18	3.78	1.07
4. There are enough employees in my section/department/office to handle the work	3.33	1.27	3.55	1.33
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.11	1.26	3.61	1.34
19. Parking at Western has improved since last year.	2.57	1.23	2.65	1.30
15. The last raise I received reflected my last performance appraisal.	2.37	1.30	2.28	1.18

## **Results by Gender**

The 2006, 2007, 2008, and 2009 Staff Satisfaction Surveys included an item asking respondents to identify their gender. Gender was not included on the 2005 satisfaction survey. In 2009, 151 employees indicated they were male; 339 indicated they were female; 9 gave no response to this item. Table 4 reports the mean ratings and standard deviations broken down by Gender for the 23 items measuring facet satisfaction and for the overall job satisfaction item.

The means in Table 4 are reported in descending order for male employees, that is, the facet with which male employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc. There is a great degree of consistency between male and female employees in the extent to which they agreed with each facet of job satisfaction. In fact, there were no survey items on which male and female respondents differed.

**Table 4. Mean Ratings by Gender**

Item Number/Item Statement	Male <i>N=151</i>		Female <i>N=339</i>	
	Mean	SD	Mean	SD
17. My computer access is adequate to obtain the information I need.	4.44	.77	4.42	.61
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.38	.90	4.39	.79
6. I am treated fairly by my immediate supervisor.	4.34	.93	4.25	.96
16. Taking my time off, when needed, is not a problem in my area.	4.22	.83	4.13	.96
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.21	1.02	4.10	1.09
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	4.20	.62	4.14	.62
18. Overall, I am satisfied working at WKU.	4.14	.75	4.27	.74
2. I have the equipment and supplies to do my job well.	4.10	.91	4.20	.79
9. Employees in my section/department/office work cooperatively with each other.	4.01	.94	3.96	1.01
14. I am satisfied with the current benefits offered by the university.	3.93	.95	4.11	.87
3. My job description reflects what I really do.	3.73	1.15	3.55	1.20
13. University policies are easily located by staff.	3.65	.97	3.74	.95
12. The performance appraisal process is fair.	3.63	1.09	3.74	1.01
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.56	1.31	3.55	1.18
24. I feel that information I am giving to the Ombuds officer will be confidential.	3.49	.94	3.52	.93
1. I have opportunities to advance in my career at Western.	3.41	1.26	3.45	1.15
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.39	.97	3.41	1.02
22. WKU provides a safe campus environment.	3.29	1.22	3.43	1.08
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.19	1.22	3.02	1.18
5. People in my area receive recognition when they should.	3.17	1.21	3.31	1.15
20. The Ombuds Officer is an effective way to mediate staff issues.	3.13	.76	3.29	.69
4. There are enough employees in my section/department/office to handle the work.	3.12	1.30	3.16	1.25
19. Parking at Western has improved since last year.	2.50	1.29	2.61	1.21
15. The last raise I received reflected my last performance appraisal.	2.26	1.30	2.43	1.29

## **Results by Years of Employment**

Table 5 reports the mean ratings and standard deviations broken down by Years of Employment for the 23 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 5 are reported in the order in which the items appeared on the survey instrument. There is a fair amount of consistency across staff members by years of employment in the extent to which they agreed with each facet of job satisfaction. However, there were nine items, including overall satisfaction with working at WKU, on which there were differences in mean ratings as a function of years of employment at WKU.

There were nine survey items on which responses differed as a function of years of employment.

- Employees with less than one year of service expressed more agreement than did employees with more tenure that overall they are satisfied working at WKU. New employees indicated they strongly agreed with this item while other employees agreed with the item.
- Staff members with less than one year at WKU agreed that they have the opportunity to advance in their careers at Western, while those more than one years of experience at WKU were unsure whether they have opportunities to advance in their careers at Western.
- Staff members with 11-15 years of employment at WKU expressed significantly less agreement than did employees with less than one year of experience that there are enough employees in their section/department/office to handle the work.
- Staff members with less than one year of service strongly agreed that they are treated fairly by their supervisor while employees with more tenure agreed they are treated fairly.
- Staff members with less than one year of service strongly agreed that they are comfortable discussing job-related concerns and issues with their supervisor while those with more tenure agreed with this item.
- Staff members with less than one year of service expressed significantly more agreement (i.e., Agree) than did employees with 11 to 15 years of service (i.e., Unsure) that in their area promotions and advancements are based on objective, performance-related criteria.
- Staff members with less than one year of service expressed significantly more agreement (i.e., Agree) than did employees with 6 to 15 years of service (i.e., Unsure) that they are paid fairly for their job.
- Employees with less than one year of service expressed more agreement than did employees with more tenure that the last raise they received reflected their last performance appraisal. It might be noted that employees with less than one year of service typically would not have yet received a raise during their first year at WKU.



- Employees with less than one year of service expressed more agreement than did employees with more tenure that they understand the responsibilities of the Ombuds Officer.
- Employees with 5 years or fewer experience at WKU expressed less agreement (i.e., Unsure) with the item that WKU provides a safe campus environment than did employees with more than five years experience. Although employees with 6 to 10 years experience likewise were unsure of campus safety, those with 11 or more years experience at WKU agreed that WKU provides a safe campus environment. Apparently, the recent events on campus weighed more heavily in the safety perceptions of those with fewer years of experience at WKU than for those with more experience.

**Table 5. Means by Years of Employment**\* ANOVA indicated significant differences among group means ( $p < .05$ ).

<b>Item Number/Item Statement</b>	<b>&lt; 1</b> <i>N=50</i>	<b>1-5</b> <i>N=179</i>	<b>6-10</b> <i>N=115</i>	<b>11-15</b> <i>N=53</i>	<b>16-20</b> <i>N=40</i>	<b>&gt; 21</b> <i>N=50</i>
1. *I have opportunities to advance in my career at Western.	4.04 (.79)	3.49 (1.15)	3.23 (1.25)	3.06 (1.33)	3.62 (1.09)	3.30 (1.21)
2. I have the equipment and supplies to do my job well.	4.38 (.67)	4.12 (.87)	4.21 (.77)	4.08 (.96)	4.05 (.83)	4.08 (.99)
3. My job description reflects what I really do.	4.02 (1.05)	3.68 (1.14)	3.41 (1.25)	3.25 (1.30)	3.62 (1.25)	3.65 (1.05)
4. *There are enough employees in my section/department/office to handle the work.	3.78 (1.23)	3.43 (1.20)	3.23 (1.29)	2.98 (1.42)	3.23 (1.35)	3.38 (1.18)
5. People in my area receive recognition when they should.	3.80 (1.04)	3.41 (1.13)	3.31 (1.26)	3.06 (1.11)	3.48 (1.26)	3.42 (1.21)
6. *I am treated fairly by my immediate supervisor.	4.65 (.72)	4.30 (.93)	4.13 (1.06)	4.06 (1.03)	4.35 (.89)	4.16 (1.04)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.59 (.70)	4.35 (.90)	4.29 (.85)	4.30 (.87)	4.45 (.75)	4.54 (.75)
8. *I am comfortable discussing my job-related concerns and issues with my supervisor.	4.61 (.67)	4.15 (1.06)	3.93 (1.23)	3.92 (1.19)	4.18 (1.03)	4.18 (1.04)
9. Employees in my section/department/office work cooperatively with each other.	4.25 (.86)	3.89 (1.00)	3.90 (1.03)	3.81 (1.16)	3.93 (1.05)	4.14 (1.03)
10. In my area, promotions & advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right friends.*	3.96 (1.15)	3.67 (1.12)	3.56 (1.27)	3.26 (1.37)	3.36 (1.31)	3.49 (1.33)
11. *I am paid fairly for my job, given the job responsibilities and performance expectations.	3.61 (1.27)	3.18 (1.28)	2.97 (1.27)	2.77 (1.17)	3.00 (1.24)	3.50 (1.20)
12. The performance appraisal process is fair.	4.10 (.85)	3.77 (.93)	3.50 (1.15)	3.54 (1.18)	3.70 (1.04)	3.78 (1.03)
13. University policies are easily located by staff.	3.94 (.95)	3.71 (.93)	3.62 (1.05)	3.79 (.88)	3.65 (1.10)	3.71 (.79)
14. I am satisfied with the current benefits offered by the university.	4.21 (.90)	4.06 (.92)	3.95 (.89)	3.83 (1.06)	4.18 (.68)	4.22 (.76)
15. *The last raise I received reflected my last performance appraisal.	3.50 (1.03)	2.36 (1.31)	2.26 (1.28)	2.13 (1.24)	2.51 (1.41)	2.40 (1.17)
16. Taking my time off, when needed, is not a problem in my area.	4.11 (.97)	4.19 (.86)	4.14 (.95)	4.19 (.96)	4.13 (.91)	4.16 (1.04)
17. My computer access is adequate to obtain the information I need.	4.55 (.71)	4.39 (.69)	4.39 (.75)	4.38 (.63)	4.40 (.55)	4.51 (.65)
18. *Overall, I am satisfied working at WKU.	4.53 (.58)	4.27 (.71)	4.09 (.79)	3.98 (.93)	4.20 (.56)	4.36 (.72)
19. Parking at Western has improved since last year.	2.56 (1.24)	2.51 (1.25)	2.57 (1.27)	2.45 (1.27)	2.88 (1.16)	2.77 (1.17)
20. *I understand the responsibilities of the Ombuds Officer.	4.27 (.84)	3.60 (1.05)	3.46 (1.09)	3.56 (1.13)	3.70 (1.16)	3.76 (1.13)
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	4.34 (.67)	4.14 (.55)	4.09 (.68)	4.15 (.57)	4.13 (.65)	4.28 (.64)
22. *WKU provides a safe campus environment.	3.20 (1.42)	3.09 (1.18)	3.50 (.95)	3.68 (1.05)	3.55 (1.04)	3.82 (.86)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.59 (1.00)	3.27 (1.00)	3.40 (.90)	3.42 (1.11)	3.55 (1.01)	3.61 (.95)
24. I feel that information I am giving to the Ombuds officer will be confidential.	3.76 (.83)	3.41 (.88)	3.47 (.96)	3.49 (1.03)	3.63 (.95)	3.73 (.88)

## Results by Age

The 2007, 2008, and 2009 Staff Satisfaction Surveys included an item asking respondents to identify their age. Age was not included on the 2005 or 2006 satisfaction survey. Some 54 employees indicated they were 25 years old or younger; 110 indicated they were 26-35 years old; 101 indicated they were 36-45 years old; 164 indicated they were 46-55 years old; 63 indicated they were 56-65 years old; 12 indicated 65+ years of age; one individual gave no response to the item.

Table 6 reports the mean ratings and standard deviations broken down by Age for the 23 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 6 are reported in the order in which the items appeared on the survey.

For the most part, employees agreed in their perception of satisfaction with various facets of their job regardless of age. There were three items where agreement differed as a function of age. These items are identified below.

- Staff members over the age of 65 agreed significantly more (i.e., Strongly Agreed) than did employees age 36 to 45 and age 56 to 65 (i.e., Agreed) that overall, that they are satisfied working at WKU.
- Staff members under the age of 25 agreed significantly more than did those over the age of 56 that they have opportunities for advancement at WKU. This likely is an accurate perception as younger individuals typically have more of their career before them and are more likely to have an opportunity to advance than do older employees who either have already advanced or are not eligible to advance.
- Staff members under the age of 25 and over the age of 65 agreed significantly more than did staff members aged 36 to 45 that they are paid fairly for their job, given their job responsibilities.

**Table 6. Mean Rating (Standard Deviation) by Age**\* ANOVA tests indicate significant differences among group means ( $p < .05$ ).

<b>Item Number/Item Statement</b>	<b>&lt;25 N=47</b>	<b>26-35 N=101</b>	<b>36-45 N=104</b>	<b>46-55 N=148</b>	<b>56-65 N=67</b>	<b>&gt;65 N=11</b>
1. *I have opportunities to advance in my career at Western.	3.96 (1.03)	3.48 (1.19)	3.46 (1.10)	3.42 (1.21)	3.02 (1.29)	3.11 (1.17)
2. I have the equipment and supplies to do my job well.	4.15 (.93)	4.19 (.77)	4.14 (.85)	4.21 (.75)	4.07 (.94)	4.27 (.90)
3. My job description reflects what I really do.	3.83 (1.15)	3.69 (1.06)	3.53 (1.24)	3.44 (1.28)	3.61 (1.22)	3.82 (.87)
4. There are enough employees in my section/department/office to handle the work.	3.70 (1.16)	3.35 (1.30)	3.23 (1.35)	3.25 (1.23)	3.38 (1.22)	3.73 (1.27)
5. People in my area receive recognition when they should.	3.85 (1.23)	3.45 (1.06)	3.40 (1.19)	3.32 (1.15)	3.12 (1.23)	3.64 (1.43)
6. I am treated fairly by my immediate supervisor.	4.52 (.89)	4.29 (.89)	4.33 (.89)	4.24 (.99)	4.00 (1.09)	4.45 (.93)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.52 (.89)	4.33 (.93)	4.46 (.86)	4.38 (.71)	4.29 (.80)	4.60 (.52)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.32 (.93)	4.23 (1.02)	4.23 (1.02)	4.03 (1.15)	3.94 (1.14)	4.45 (.93)
9. Employees in my section/department/office work cooperatively with each other.	4.02 (1.15)	3.95 (.93)	3.98 (.91)	3.93 (1.03)	3.93 (1.13)	4.09 (1.22)
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.77 (1.31)	3.75 (1.08)	3.64 (1.20)	3.42 (1.22)	3.29 (1.35)	3.70 (1.34)
11. *I am paid fairly for my job, given the job responsibilities and performance expectations.	3.64 (1.33)	3.15 (1.23)	2.89 (1.31)	3.15 (1.25)	3.05 (1.26)	3.73 (1.27)
12. The performance appraisal process is fair.	3.93 (1.07)	3.81 (.88)	3.71 (1.13)	3.67 (1.08)	3.53 (.86)	3.64 (1.29)
13. University policies are easily located by staff.	3.98 (.82)	3.77 (.96)	3.57 (1.14)	3.75 (.91)	3.55 (.88)	3.80 (.79)
14. I am satisfied with the current benefits offered by the university.	4.31 (.90)	4.06 (.91)	3.97 (.89)	4.05 (.91)	3.96 (.88)	4.20 (.63)
15. The last raise I received reflected my last performance appraisal.	2.78 (1.60)	2.29 (1.30)	2.33 (1.37)	2.41 (1.19)	2.22 (1.12)	2.67 (1.41)
16. Taking my time off, when needed, is not a problem in my area.	4.33 (.95)	4.14 (.91)	4.32 (.76)	4.06 (.96)	4.00 (1.03)	4.18 (.98)
17. My computer access is adequate to obtain the information I need.	4.32 (1.00)	4.53 (.63)	4.40 (.70)	4.39 (.62)	4.32 (.62)	4.64 (.50)
18. *Overall, I am satisfied working at WKU.	4.40 (.65)	4.28 (.72)	4.13 (.67)	4.21 (.79)	4.07 (.84)	4.64 (.67)
19. Parking at Western has improved since last year.	2.29 (1.31)	2.37 (1.21)	2.68 (1.35)	2.82 (1.21)	2.40 (1.01)	2.60 (1.07)
20. I understand the responsibilities of the Ombuds Officer.	3.87 (1.12)	3.71 (1.00)	3.62 (1.17)	3.58 (1.07)	3.61 (1.06)	3.73 (1.10)
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	4.28 (.58)	4.20 (.57)	4.15 (.57)	4.14 (.73)	4.09 (.54)	4.09 (.83)
22. WKU provides a safe campus environment.	3.16 (1.40)	3.02 (1.24)	3.39 (1.14)	3.60 (.99)	3.51 (.93)	3.60 (.97)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.38 (1.21)	3.30 (.95)	3.35 (.97)	3.54 (.97)	3.44 (.99)	3.40 (1.07)
24. I feel that information I am giving to the Ombuds officer will be confidential.	3.52 (1.09)	3.47 (.77)	3.40 (1.06)	3.59 (.93)	3.61 (.84)	3.80 (.92)

## Results by Salary Range

Table 7 reports mean ratings and standard deviations broken down by Salary Range for the 23 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 7 are reported in the order in which the items appeared on the survey instrument.

Inspection of Table 7 indicates that the results aggregated by salary group follow the same general pattern as the results across all respondents in terms of the degree of agreement with an item. However, there were six items addressing facet satisfaction where there were differences across salary range groups. On four of these items, those toward the higher end of the salary range agreed more with the survey items than did those toward the lower end of the salary range.

- Those making \$15,000 to \$25,000 were Unsure that people in their area receive the recognition they should, while those making \$75,000 to \$100,000 Agreed that people in their area receive appropriate recognition.
- Those making \$15,000 to \$25,000 slightly Agreed that employees work cooperatively with each other, while those making more than \$100,000 Strongly Agreed that employees in their area work cooperatively.
- Those making \$75,000 or more Strongly Agreed that promotions and advancements are based on objective criteria, while those making less than that Slightly Agreed or were Unsure whether promotions and advancements are based on objective criteria.
- Those making more than \$100,000 Agreed that WKU provides a safe campus environment, while those making under \$75,000 were Unsure whether WKU provides a safe campus environment.

The other two items on which there were differences based on salary related to the Ombuds Officer.

- Those making \$75,000 to \$100,000 Strongly Agreed that they understand the responsibilities of the Ombuds Officer, while those making \$15,000 to \$75,000 either Slightly Agreed or were Unsure whether they understand the responsibilities of the Ombuds Officer.
- Those making more than \$100,000 Agreed that they would be comfortable contacting the Ombuds Officer, while those making \$15,000 (or less) to \$75,000 were Unsure whether they would be comfortable contacting the Ombuds Officer.

In sum, generally there is agreement across salary ranges in terms of satisfaction with various facets of the job. On six of the 24 items there were significant differences in satisfaction as a function of pay range. In each of these six cases, those at the higher end of the pay scale expressed more satisfaction than did those at the lower end of the pay scale.

**Table 7. Means (Standard Deviations) by Salary Range**\* Analysis of variance indicates significant differences among the means by salary group ( $p < .05$ ).

<b>Item Number/Item Statement</b>	<b>&lt; 15k</b> <i>N=25</i>	<b>15-25k</b> <i>N=80</i>	<b>25-35k</b> <i>N=188</i>	<b>35-50k</b> <i>N=110</i>	<b>50-75k</b> <i>N=61</i>	<b>75-100k</b> <i>N=7</i>	<b>&gt; 100k</b> <i>N=8</i>
1. I have opportunities to advance in my career at Western.	3.67 (1.15)	3.37 (1.21)	3.36 (1.20)	3.57 (1.11)	3.31 (1.22)	4.14 (.90)	4.00 (1.00)
2. I have the equipment and supplies to do my job well.	4.08 (1.00)	4.13 (.88)	4.15 (.80)	4.07 (.87)	4.26 (.81)	4.29 (1.11)	4.25 (1.04)
3. My job description reflects what I really do.	3.80 (1.22)	3.45 (1.33)	3.47 (1.20)	3.56 (1.21)	3.95 (.87)	4.29 (.49)	4.38 (.74)
4. There are enough employees in my section/department/office to handle the work.	3.60 (1.04)	3.65 (1.25)	3.37 (1.25)	3.17 (1.29)	3.18 (1.28)	3.43 (1.40)	3.25 (1.39)
5. * People in my area receive recognition when they should.	3.60 (1.19)	3.11 (1.34)	3.40 (1.16)	3.43 (1.14)	3.36 (1.07)	4.43 (.53)	3.88 (1.13)
6. I am treated fairly by my immediate supervisor.	4.20 (1.19)	4.11 (.99)	4.26 (.95)	4.31 (1.02)	4.30 (.88)	4.57 (.53)	4.63 (.52)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.38 (.80)	4.14 (.97)	4.40 (.83)	4.38 (.91)	4.47 (.62)	4.86 (.38)	4.75 (.46)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.25 (.94)	3.85 (1.18)	4.15 (1.06)	4.10 (1.19)	4.28 (.90)	4.71 (.49)	4.63 (.74)
9. *Employees in my section/department/office work cooperatively with each other.	4.00 (1.06)	3.53 (1.16)	4.00 (.89)	3.96 (1.10)	4.13 (.89)	4.14 (1.07)	4.75 (.46)
10. *In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.48 (1.20)	3.26 (1.34)	3.55 (1.17)	3.62 (1.24)	3.51 (1.21)	4.71 (.49)	4.63 (1.06)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.46 (1.35)	2.91 (1.35)	2.98 (1.21)	3.25 (1.30)	3.43 (1.22)	3.86 (.69)	3.38 (1.30)
12. The performance appraisal process is fair.	3.77 (.87)	3.50 (.87)	3.76 (.95)	3.70 (1.03)	3.68 (1.17)	4.00 (1.00)	4.25 (.71)
13. University policies are easily located by staff.	3.63 (.93)	3.81 (.89)	3.74 (.94)	3.70 (1.02)	3.58 (1.01)	4.00 (.00)	3.75 (1.39)
14. I am satisfied with the current benefits offered by the university.	3.57 (1.40)	4.01 (.90)	4.09 (.84)	4.06 (.93)	4.07 (.83)	4.14 (1.07)	3.88 (1.25)
15. The last raise I received reflected my last performance appraisal.	2.83 (1.11)	2.44 (1.36)	2.36 (1.28)	2.35 (1.25)	2.15 (1.24)	2.50 (1.38)	2.88 (1.89)
16. Taking my vacation days, when needed, is not a problem in my area.	4.10 (1.04)	3.99 (.97)	4.18 (.86)	4.29 (.97)	4.16 (.93)	4.00 (1.00)	3.57 (1.13)
17. My computer access is adequate to obtain the information I need.	4.23 (1.02)	4.34 (.55)	4.39 (.64)	4.51 (.79)	4.43 (.64)	4.71 (.49)	4.50 (.76)
18. Overall, I am satisfied working at WKU.	4.21 (.98)	3.99 (.86)	4.27 (.69)	4.30 (.74)	4.15 (.70)	4.57 (.53)	4.38 (.52)
19. Parking at Western has improved since last year.	3.12 (1.22)	2.41 (1.19)	2.52 (1.23)	2.72 (1.23)	2.56 (1.27)	3.14 (1.57)	2.50 (1.38)
20. *I understand the responsibilities of the Ombuds Officer.	4.09 (.92)	3.53 (1.03)	3.72 (1.13)	3.55 (1.02)	3.40 (1.14)	4.71 (.49)	4.13 (1.13)
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	4.13 (.92)	4.05 (.58)	4.16 (.64)	4.13 (.61)	4.23 (.56)	4.57 (.53)	4.38 (.52)
22. *WKU provides a safe campus environment.	3.52 (1.21)	3.14 (1.14)	3.36 (1.12)	3.40 (1.12)	3.46 (.99)	4.14 (.69)	4.50 (.76)
23. *If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.38 (1.24)	3.19 (1.03)	3.45 (.93)	3.41 (1.06)	3.41 (.82)	3.86 (1.07)	4.50 (.76)
24. I feel that information I am giving to the Ombuds officer will be confidential.	3.52 (1.21)	3.47 (.92)	3.46 (.92)	3.55 (.88)	3.57 (.88)	3.86 (1.07)	4.25 (.89)

### **Results by Division**

Table 8 reports the mean ratings and standard deviations broken down by Division for the 23 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 8 are reported in the order in which the items appeared on the survey instrument.

As seen in Table 8, there is a great degree of consistency across divisions in the extent to which they agreed with each survey item assessing facets of job satisfaction and in overall satisfaction. There were two items on which there were differences in mean agreement as a function of Division.

- While all divisions agreed that they have the equipment and supplies to do their jobs well, Student Affairs/Campus Services/Facilities reported a significantly lower level of agreement than did Information Technology.
- Information Technology reported significantly less agreement (i.e., Disagree) than did the other divisions (i.e., Unsure) that parking at WKU has improved since last year.

**Table 8. Means (Standard Deviation) by Division**

<b>Item Number/Item Statement</b>	<b>Academic Affairs <i>N=164</i></b>	<b>Development and Alumni <i>N=14</i></b>	<b>Finance and Administration <i>N=39</i></b>	<b>Information Technology <i>N=47</i></b>	<b>Student Affairs/Campus Services/Facilities <i>N=102</i></b>	<b>Other <i>N=65</i></b>
1. I have opportunities to advance in my career at Western.	3.32 (1.25)	3.29 (.91)	3.82 (.92)	3.52 (1.05)	3.49 (1.17)	3.52 (1.20)
2.* I have the equipment and supplies to do my job well.	4.23 (.83)	4.14 (.36)	4.33 (.66)	4.38 (.57)	3.85 (1.02)	4.18 (.79)
3. My job description reflects what I really do.	3.44 (1.23)	3.71 (.83)	3.79 (1.00)	3.77 (1.16)	3.69 (1.11)	3.60 (1.23)
4. There are enough employees in my section/dept/office to handle the work.	3.41 (1.24)	3.21 (1.12)	3.59 (1.14)	3.00 (1.30)	3.15 (1.36)	3.40 (1.17)
5. People in my area receive recognition when they should.	3.48 (1.23)	3.43 (.94)	3.36 (.93)	3.40 (1.12)	3.41 (1.08)	3.35 (1.30)
6. I am treated fairly by my immediate supervisor.	4.30 (1.01)	4.00 (1.04)	4.28 (.72)	4.30 (.86)	4.25 (.81)	4.41 (1.05)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.38 (.94)	4.36 (.63)	4.46 (.55)	4.43 (.65)	4.30 (.87)	4.55 (.67)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.19 (1.09)	3.93 (1.07)	3.97 (1.01)	4.34 (.92)	4.09 (1.04)	4.23 (1.18)
9. Employees in my section / department / office work cooperatively with each other.	3.94 (1.15)	3.86 (.86)	3.82 (.97)	4.06 (.94)	3.84 (.85)	4.28 (.88)
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.52 (1.33)	3.36 (.93)	3.53 (1.13)	3.57 (1.12)	3.58 (1.25)	3.65 (1.22)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.09 (1.30)	2.71 (1.20)	3.38 (1.25)	3.55 (1.21)	2.92 (1.25)	3.28 (1.25)
12. The performance appraisal process is fair.	3.82 (.97)	3.57 (1.09)	3.61 (1.00)	3.67 (1.06)	3.68 (1.03)	3.77 (1.12)
13. University policies are easily located by staff.	3.77 (.87)	3.79 (.70)	3.68 (1.16)	3.66 (.94)	3.61 (.96)	3.91 (.99)
14. I am satisfied with the current benefits offered by the university.	4.15 (.81)	3.85 (.38)	4.21 (.83)	3.95 (.89)	3.91 (.99)	4.06 (.97)
15. The last raise I received reflected my last performance appraisal.	2.29 (1.32)	2.30 (1.25)	2.41 (1.21)	2.26 (1.33)	2.25 (1.19)	2.56 (1.33)
16. Taking my time off, when needed, is not a problem in my area.	4.10 (.97)	4.36 (.63)	4.10 (.85)	4.32 (.84)	4.12 (.89)	4.44 (.74)
17. My computer access is adequate to obtain the information I need.	4.40 (.63)	4.50 (.52)	4.59 (.50)	4.57 (.58)	4.35 (.59)	4.50 (.71)
18. Overall, I am satisfied working at WKU.	4.30 (.68)	4.07 (.47)	4.33 (.77)	4.15 (.66)	4.07 (.77)	4.39 (.77)
19.* Parking at Western has improved since last year.	2.57 (1.18)	2.33 (.89)	2.64 (1.10)	1.81 (1.15)	2.71 (1.31)	3.00 (1.24)
20. I understand the responsibilities of the Ombuds Officer.	3.61 (1.14)	3.36 (.93)	3.64 (.93)	3.68 (1.11)	3.74 (1.04)	3.70 (1.15)
21. My supervisor has received adequate supervisory training.	4.12 (.58)	4.00 (.68)	4.28 (.51)	4.26 (.64)	4.23 (.52)	4.25 (.67)
22. WKU provides a safe campus environment.	3.48 (1.03)	3.23 (1.09)	3.42 (1.15)	3.24 (1.28)	3.32 (1.12)	3.37 (1.23)
23. If a situation occurred, I would feel comfortable contacting the Ombuds Officer.	3.48 (.90)	3.54 (.78)	3.29 (1.01)	3.36 (.96)	3.45 (1.02)	3.41 (1.15)
24. I believe information that I give to the Ombuds officer will be kept confidential.	3.62 (.83)	3.42 (.67)	3.50 (.85)	3.47 (.93)	3.42 (1.02)	3.58 (1.04)



## Correlations Among Survey Items

The correlation matrix was calculated for all 24 survey items. Virtually all items were positively correlated with all other items, with resulting coefficients of moderate magnitude.

Some interesting observations may be noted among the correlations. Items most strongly correlated with the item assessing overall job satisfaction were opportunity to advance in my career at WKU ( $r = .55$ ), being paid fairly ( $r = .51$ ), promotions and advancements are based on performance ( $r = .49$ ), and being treated fairly by supervisors ( $r = .48$ ). These positive correlations indicate that those who expressed greater agreement with these items also expressed more overall satisfaction with working at WKU. Thus, fairness in personnel management practices and their consequences (i.e., promotion and advancement) are associated with greater overall job satisfaction.

The item that demonstrated the highest correlations with other items was the item “I am treated fairly by my immediate supervisor.” Perceptions of supervisor fairness were strongly correlated with being comfortable discussing my job-related concerns with my supervisor ( $r = .79$ ); the supervisor following university policy for time away for classes and training ( $r = .60$ ); people in my area receiving the recognition they should ( $r = .52$ ); and the perception that evaluations are fair ( $r = .48$ ). This pattern of correlations is similar to that found in 2006, 2007, and 2008. Clearly, effective informal communication between the supervisor and subordinate has very important implications for staff-supervisory relations. This finding is consistent with the literature on organizational justice, which indicates that “voice,” or the opportunity for input and communication by the employee, is critical to perceptions of fairness of organizational procedures and policies. Supervisors should make every effort to develop and maintain open channels of informal communication with their subordinates. Likewise, recognizing employees, following university policy for time off, and conducting fair and accurate evaluations increase subordinate perceptions of fair supervisory treatment.

Two other pairs of items demonstrated relatively high correlations with each other. Being comfortable discussing job-related issues with one’s supervisor was highly correlated with the supervisor following university policy for time off for classes and training ( $r = .57$ ) and perception that promotions and advancements are based on performance ( $r = .57$ ).

## Top Issues or Concerns

The Staff Satisfaction Survey instrument included one open-ended item that requested respondents to list their top issues or concerns. In 2009, 210 respondents expressed 292 concerns; 289 respondents did not express a top concern. The 2009 comments were subjected to a Q-sort to group the comments into meaningful categories. The number of comments in each of 15 categories is listed in Table 9. The complete listing of identified concerns (grouped into these categories) may be found in Appendix B.

**Table 9. Categories of Top Issues and Number of Responses Per Category**

<sup>a</sup>2005-2008 Promotions category included comments about promotions *and* raises.

Category	Number of Comments				
	2009	2008	2007	2006	2005
No Additional Comments	289	252	363	386	347
Miscellaneous Issues	32	32	22	30	14
<b>Compensation and Benefits</b>	<b>143</b> <b>(49%)</b>	<b>94</b> <b>(35%)</b>	<b>105</b> <b>(47%)</b>	<b>174</b> <b>(51%)</b>	<b>207</b> <b>(53%)</b>
Pay/Salary Issues/Raises	98	39	49	32	81
Benefits (health insurance, vacation, sick leave, etc.)	19	26	33	56	90
Promotions <sup>a</sup>	9	22	19	54	36
ORP/Retirement	4	7	4	32	NA
Job Security	13	NA	NA	NA	NA
<b>Logistics and Facilities</b>	<b>68</b> <b>(23%)</b>	<b>84</b> <b>(31%)</b>	<b>69</b> <b>(31%)</b>	<b>71</b> <b>(21%)</b>	<b>97</b> <b>(25%)</b>
Not Enough Staff/Resources Funding/Budget	29	40	15	19	32
Parking	27	19	29	18	19
Facility Quality (air quality, space, etc.)	7	18	10	11	15
Summer Hours/Spring Break/Christmas Break	5	7	15	23	31
<b>Management and Supervision</b>	<b>49</b> <b>(17%)</b>	<b>60</b> <b>(22%)</b>	<b>28</b> <b>(13%)</b>	<b>57</b> <b>(17%)</b>	<b>74</b> <b>(19%)</b>
Unfair Treatment (non-salary and non-performance evaluation issues; diversity)	19	18	7	19	18
Ability to Express Concerns/Give Input/Communication Issues	5	14	10	14	16
Supervision/Management	13	14	8	17	23
Training Opportunities	6	8	1	5	5
Performance Evaluations	6	6	2	5	9
<b>TOTAL NUMBER OF COMMENTS</b>	<b>292</b>	<b>270</b>	<b>224</b>	<b>341</b>	<b>394</b>

When reading the comments there are several reasons one needs to exercise caution in the weight given to the comments. First, most people tend to feel more comfortable interpreting narrative comments than interpreting numbers and figures. Consequently, there is something of a natural tendency to focus on written comments rather than the more objective and reliable statistics. Bear in mind that fewer than half of the respondents wrote comments; thus, half of the respondents indicated no “top issues or concerns.” Furthermore, the survey item asked for top issues or concerns, soliciting information about problems. While it was the intent of the survey to provide a safe channel for voicing concerns, some individuals may have felt obligated to come up with a concern they may not otherwise have considered a pressing issue. Although some 254 concerns were expressed, it should be kept in context that these comments came from the same group that agreed that “Overall, I am satisfied working at WKU” ( $M = 4.22$ ).

Inspection of Table 9 indicates that employees are most concerned with Compensation and Benefit Issues. By far, the most frequent topic of concern was Pay/Salary Issues/Raises (98 responses). The next most frequent topics of concern were Not Enough Staff/Resources/-Funding/Budget Issues (29 responses) Parking and (27 responses). A new category of comments was added in 2009; there were 13 comments indicating that Job Security was a top concern. Although the area of Compensation and Benefits continues to receive the most comments across the years 2005 to 2009, the percentage of comments on this area substantially increased in 2009 from 2008. In 2008, the greatest increase in comments for a topic was for Not Enough Staff/Resources/-Funding/Budget Issues.

## **Conclusions**

The results of the 2009 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 23 items tapping satisfaction with specific facets of the job, there was no item with which employees strongly agreed; there was agreement with 15 items; there were 7 items for which employees were unsure whether they agreed with the item or not. In 2009, there was one item with which employees disagreed (i.e., the last raise I received reflected my last performance appraisal). In 2007 and 2008, employees expressed the least agreement with the statements that parking has improved since last year; this item was second from the bottom in 2009.

Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members, and employees of different ages. However, when responses were broken down by employees with different lengths of tenure at WKU and salary range there were differences in responses as a function of these variables. In general, those with fewer years at WKU expressed stronger agreement with items than did those with more tenure. An exception was with perceptions of campus safety, where employees with more seniority reportedly perceive the campus as safer than those with less seniority. There were several items on which those at the higher salary ranges tended to report stronger agreement with survey items than did those at the lower salary ranges. The open-ended responses indicated that employees expressed the most concern about compensation issues including pay/salary issues/raises.

Overall, the results obtained for the 2009 Staff Satisfaction Survey are very similar to results obtained for the 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys. Two exceptions to this were significant decreases in agreement that raises accurately reflect performance appraisals and that WKU provides a safe campus environment.

**Appendix A:  
Staff Satisfaction Survey Instrument**

## 2009 Staff Satisfaction Survey

This survey is being administered by the Staff Council to help establish future goals. Final results will be provided to administration and the Board of Regents in an effort to reflect the views and concerns of the staff. This survey is completely anonymous. **Instructions:** Please honestly answer each of the following items by marking the extent to which you agree or disagree with that statement. Do not place your name or any other identifying information on the questionnaire. Please return your completed questionnaire by Friday, March 20, 2009 to Diane Carver, Administrative Systems and Applications, MMTH 364.

Please mark the appropriate response.

Not Applicable	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	
0	1	2	3	4	5	1. I have opportunities to advance in my career at Western.
0	1	2	3	4	5	2. I have the equipment and supplies to do my job well.
0	1	2	3	4	5	3. My job description reflects what I really do.
0	1	2	3	4	5	4. There are enough employees in my section/department/office to handle the work.
0	1	2	3	4	5	5. People in my area receive recognition when they should.
0	1	2	3	4	5	6. I am treated fairly by my immediate supervisor.
0	1	2	3	4	5	7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.
0	1	2	3	4	5	8. I am comfortable in discussing my job-related concerns and issues with my supervisor.
0	1	2	3	4	5	9. Employees in my section/department/office work cooperatively with each other.
0	1	2	3	4	5	10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.
0	1	2	3	4	5	11. I am paid fairly for my job, given the job responsibilities and performance expectations.
0	1	2	3	4	5	12. The performance appraisal process is fair.
0	1	2	3	4	5	13. University policies are easily located by staff.
0	1	2	3	4	5	14. I am satisfied with the current benefits offered by the university.
0	1	2	3	4	5	15. The last raise I received reflected my last performance appraisal.
0	1	2	3	4	5	16. Taking my time off, when needed, is not a problem in my area.
0	1	2	3	4	5	17. My computer access is adequate to obtain the information I need.
0	1	2	3	4	5	18. Overall, I am satisfied working at WKU.
0	1	2	3	4	5	19. Parking at Western has improved since last year.
0	1	2	3	4	5	20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.
0	1	2	3	4	5	21. WKU provides a safe campus environment.
0	1	2	3	4	5	22. I understand the responsibilities of the Ombuds Officer.
0	1	2	3	4	5	23. If a situation occurred, I would feel comfortable contacting the Ombuds Officer.
0	1	2	3	4	5	24. I believe information that I give to the Ombuds officer will be kept confidential.

Please indicate your response by placing a ✓ or an X on the appropriate line (Optional).

25. Employment category:	26. Years of employment:	27. Salary range:	28. Age:
_____ part-time	_____ less than 1	_____ less than \$15,000	_____ < 25
_____ full-time	_____ 1-5	_____ \$15,001 - \$25,000	_____ 26 - 35
	_____ 6-10	_____ \$25,001 - \$35,000	_____ 36 - 45
	_____ 11-15	_____ \$35,001 - \$50,000	_____ 46 - 55
	_____ 16-20	_____ \$50,001 - \$75,000	_____ 56 - 65
	_____ 21 or more	_____ \$75,001 - \$100,000	_____ > 65
		_____ \$100,001 or more	

29. Gender:

\_\_\_\_\_ Male  
\_\_\_\_\_ Female

30. Division:

\_\_\_\_\_ Academic Affairs (Dr. Barbara Burch)  
\_\_\_\_\_ Development and Alumni (Tom Hiles)  
\_\_\_\_\_ Finance and Administration (Ann Mead)  
\_\_\_\_\_ Information Technology (Dr. Richard Kirchmeyer)  
\_\_\_\_\_ Student Affairs/Campus Services/Facilities (Howard Bailey, John Osborne)  
\_\_\_\_\_ Other (Dr. Wood Selig, Deborah Wilkins, Robbin Taylor, President's Office)

31. Please list your top issues or concerns:

Please return your completed questionnaire by Friday, March 20, 2009 to Diane Carver, Administrative Systems and Applications, MMTH 364.

**Appendix B:  
Responses to the Open-Ended Item**