
Satisfaction Assessment of Staff at Missouri State University

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Summary of Findings

Introduction

This report describes a study conducted to assess levels of satisfaction among staff at Missouri State University.

Methods and Procedures

From September 2006 through January 2007, members of the staff of Missouri State University attended staff meetings to learn about the new merit-based compensation system that will be implemented at the University after 2007. Prior to the discussion of the new compensation system, meeting attendees were asked to complete a survey designed to measure levels of satisfaction on a variety of dimensions, including salary, promotion opportunities, supervision, benefits, contingent rewards, work conditions, coworkers, the work itself, communication within the organization, and the University, as well as an overall measure of job satisfaction. The survey also included items designed to assess the level of commitment to the University.

Our response rate:

Overall, 872 employees responded to the satisfaction survey, indicating approximately a 69% response rate. Only 828 of these responses were complete and were used in the analysis.

Of the employees that completed the survey, 311 were members of Job Family 1, 229 were members of Job Family 2, 78 were members of Job Family 3, 174 were members of Job Family 4, and 36 were members of Job Families 3 and 4 in Mountain Grove and West Plains.

Analyzing the Data

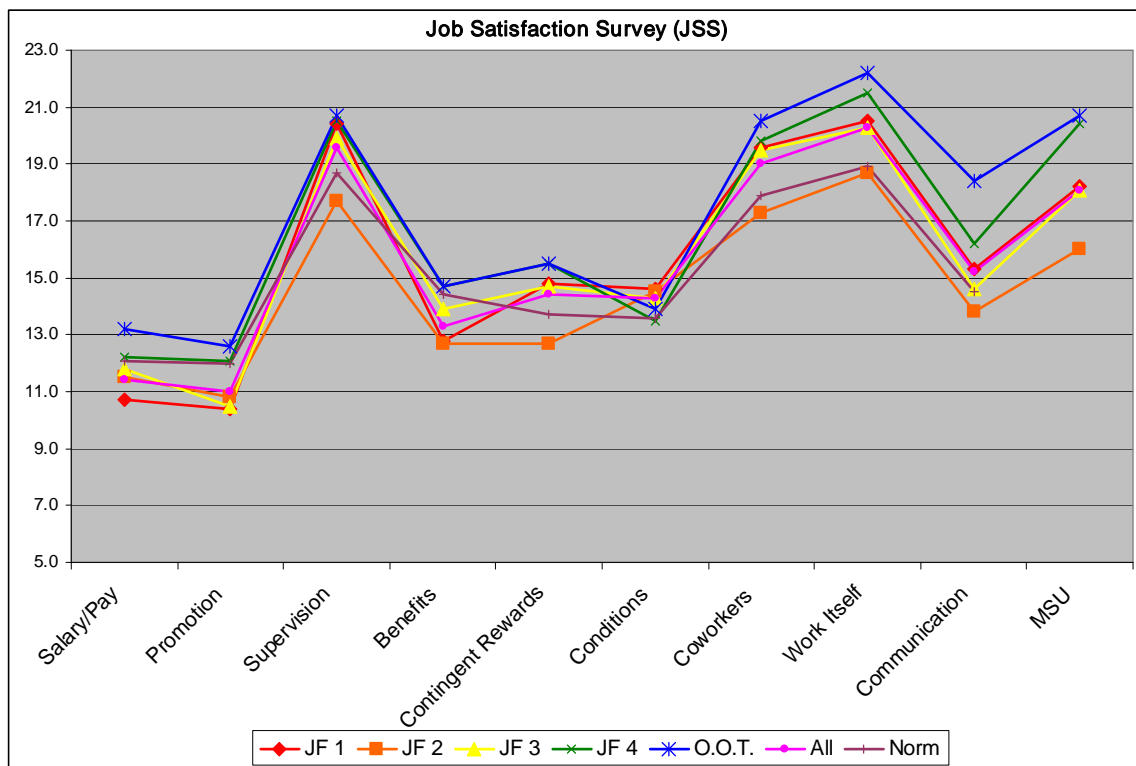
The results obtained from the survey of staff at Missouri State University have been compared to the normative data from the Job Satisfaction Survey. This normative data is a compilation of the results of 116 previous assessments of job satisfaction in a variety of industries and has a total sample size of over 30,000 individuals. The normative data represents the average response for each dimension of job satisfaction, as well as the average level of overall job satisfaction. The “normal range of scores,” in this survey, is considered to be within one standard deviation of the average score, which represents the range of scores within which a majority of individuals will fall. For each dimension and for the overall level of job satisfaction, which is the sum of each dimension, scores of staff at Missouri State University were compared to the normal range of scores, as determined by the normative data provided by the creator of the survey (Spector, 1994). The normative means and standard

deviations for each dimension of job satisfaction of for the level of overall job satisfaction are provided in the tables in Appendix B.

Our Findings

Job Satisfaction

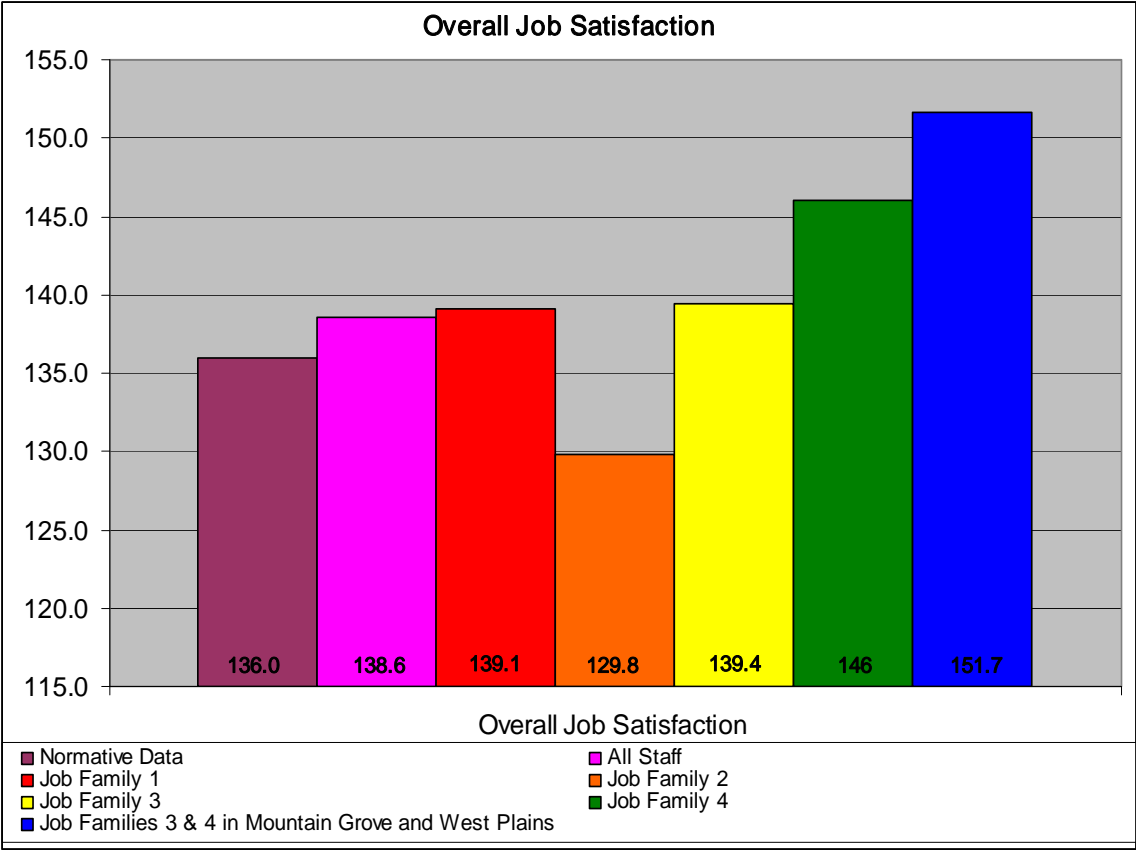
The chart below depicts the levels of satisfaction for each dimension measured by the Job Satisfaction Survey (JSS). For each dimension, each Job Family's level of satisfaction is shown, as well as the level of satisfaction on each dimension for staff as a whole. This data can be compared to the normative data for each dimension, also shown on the chart, and significant differences between the normative data and data gathered from the staff at the University can be assessed. For staff as a whole, all dimensions of job satisfaction fell within the normal range of scores. Job Family 1 reported higher than average satisfaction with coworkers, as did Job Family 3, 4, and Job Families 3 and 4 in West Plains and Mountain Grove. Job Family 4 and Job Families 3 and 4 in West Plains and Mountain Grove both reported higher than average levels of satisfaction with the work itself. Job Families 3 and 4 in West Plains and Mountain Grove also reported higher than average levels of satisfaction with supervision and communication within the organization.



*O.O.T. represents Job Families 3 and 4 in Mountain Grove and West Plains

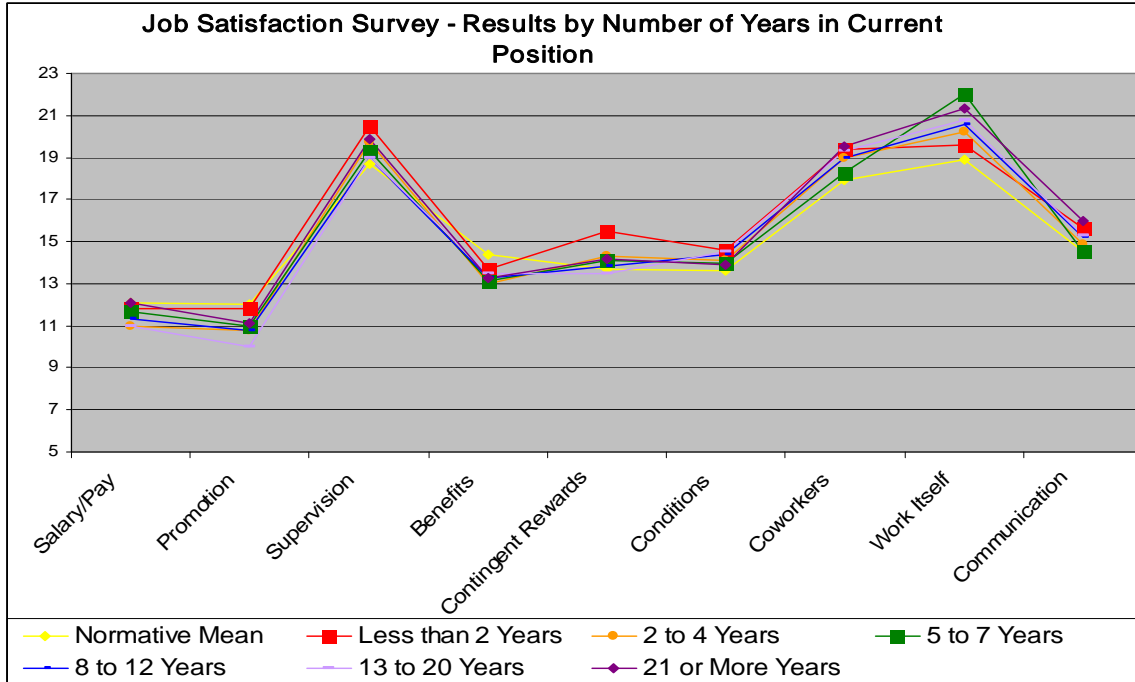
An assessment of the overall job satisfaction of staff at Missouri State University can be made by summing the scores on each dimension of satisfaction. The chart below depicts the levels of overall job satisfaction for each Job Family, as well as staff as a whole, compared to the normative data. All job families were within the normal range of scores for overall

satisfaction, except for Job Families 3 and 4 in Mountain Grove and West Plains, whose score suggests that they are more satisfied with their jobs when compared to the norm.

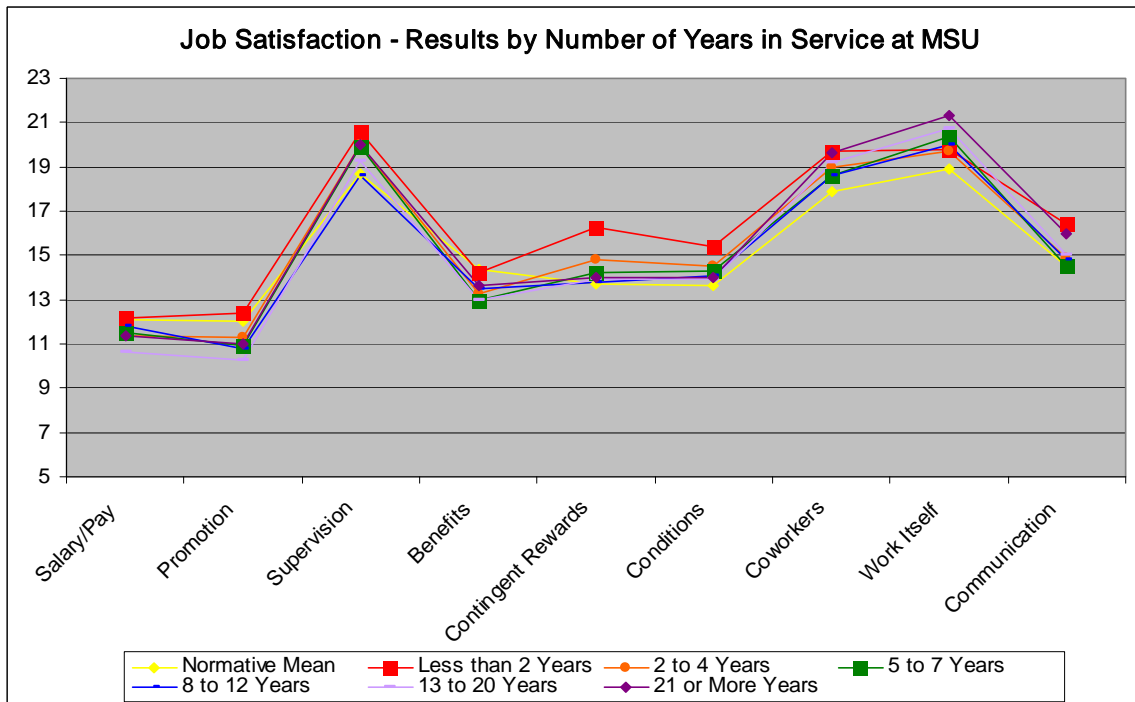


Based on the demographic information collected, comparisons to the normative data can also be made according to the number of years in the current position, number of years of service at Missouri State University, age range, gender, and race/ethnic origin.

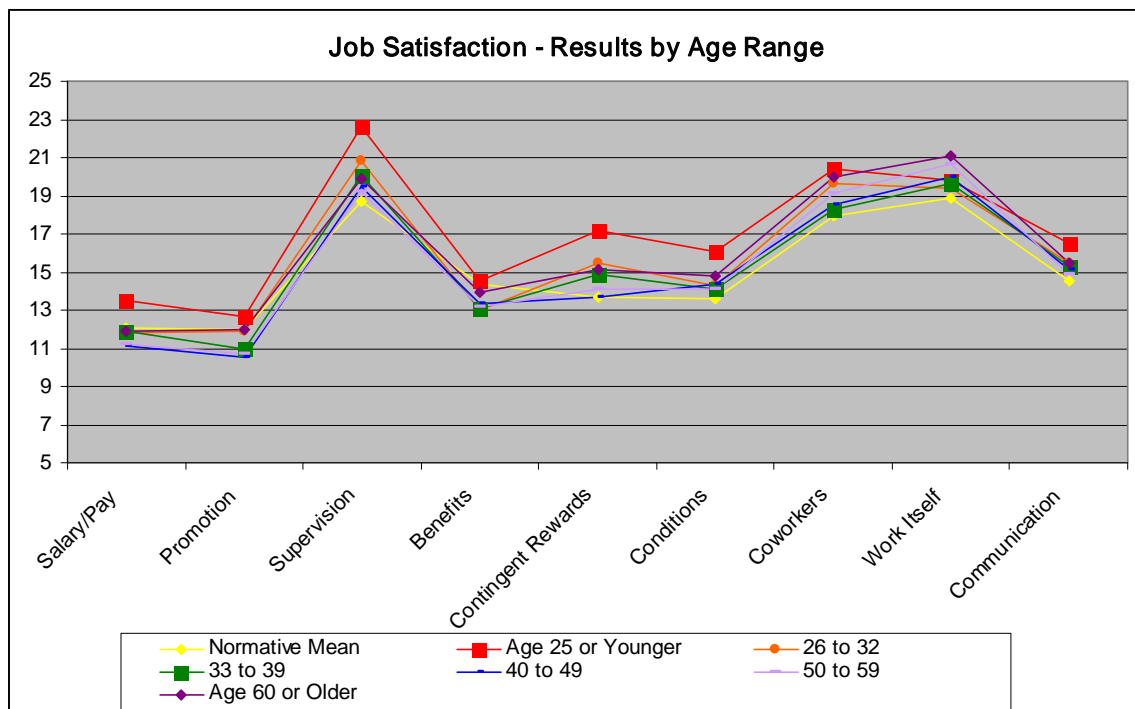
Scores on each dimension of satisfaction by the number of years in the current position are depicted in the chart below. This information indicates that there were only two dimensions (coworkers and the work itself) on which there was a significant difference from the norm for any of the different lengths of time in the current position. In other words, satisfaction with the work itself was above the average range of scores for individuals that have been in their current position for 5 to 7 years, 13 to 20 years, and 21 or more years. Satisfaction with coworkers was above the average range of scores for individuals that have been in their current position for 21 or more years. When assessing overall satisfaction, all groups fell within the normal range.



Levels of satisfaction were also assessed based on the number of years of service at Missouri State University. Individuals that have worked at the University for less than 2 years report higher levels of satisfaction with supervision, contingent rewards, and coworkers than the average, and individuals that have worked at the University for 21 or more years report higher levels of satisfaction with coworkers and the work itself. All other dimensions of job performance for each of the ranges of years in service at Missouri State University fell within the normal range. These results are indicated in the chart below.

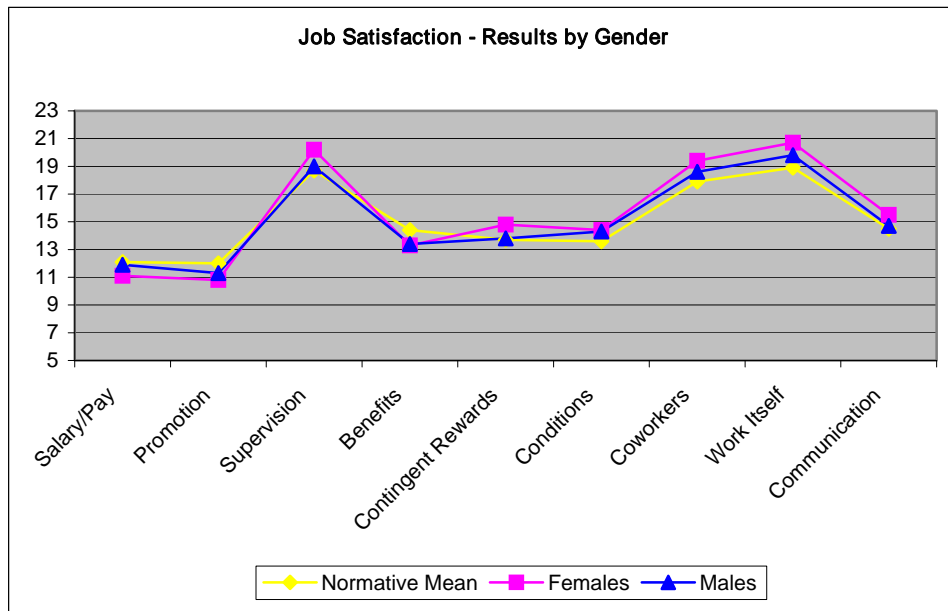


Age range was also used to assess differences in the level of satisfaction of staff members at Missouri State University. The information provided in the chart below indicates the level of satisfaction on each dimension for each age range, as well as the normative data. For individuals between the ages of 33 and 59, all dimensions of satisfaction fell within the normal range of scores. For individuals age 25 or younger, most of the dimensions of satisfaction fell within the normal range, however four dimensions (supervision, contingent rewards, work conditions, and coworkers) fell above the normal range, indicating that individuals age 25 or younger at Missouri State University are slightly more satisfied with their supervision, the contingent rewards they receive, the work conditions, and their coworkers than the average. The results for individuals age 25 or younger should be interpreted with caution however, because of the small number of individuals ($n = 18$) in that group. Individuals age 26 to 32 also reported higher than average levels of satisfaction with supervision and coworkers, and individuals age 60 or older reported higher than average levels of satisfaction with coworkers and the work itself.



For overall job satisfaction, all age ranges fell within the normal range of scores, except individuals age 25 or younger, who report higher than average levels of overall job satisfaction. Scores for individuals age 25 or younger should, again, be interpreted keeping in mind the small number of individuals in that group.

Gender differences on levels of satisfaction were not found to exist for staff at Missouri State University. The chart below depicts levels of satisfaction for each dimension for men and women at the University. All dimensions of satisfaction were within the normal range, and while there are slight differences in scores on each dimension, these differences are not statistically significant.



The limited number of individuals identifying themselves as African-American (n = 9), Asian (n = 4), Hispanic (n = 3), or Other (n = 17) does not allow for assessments to be confidently made about the level of satisfaction between racial/ethnic groups.

Commitment to Missouri State University

The responses to items concerning staff members' commitment to Missouri State University indicated that individuals working at Missouri State University are relatively committed to the University. A majority of individuals feel a personal connection with the University and have a personal attachment to the University.

Job Family 2 reported lower levels of commitment to the University than any of the other job families. The remaining job families had scores that were relatively similar to each other and indicate a moderate level of commitment to the University.

There were no significant differences found in the level of commitment to the University based on the number of years spent in the current position, however, individuals that have been at the University for 21 or more years reported higher levels of commitment than all the other groups.

Age range comparisons did not identify any significant differences in the level of commitment reported.

A comparison between genders found that females are slightly more committed to the University than males.

The limited number of individuals identifying themselves as African-American, Asian, Hispanic, or Other does not allow for assessments to be confidently made about the level of satisfaction between racial/ethnic groups.

Purpose of Assessment

The purpose of the assessment was to use scientific survey methods to assess the level of job satisfaction at Missouri State University prior to the implementation of a new merit-based compensation system. This information will be used as a baseline measurement against which to compare the level of job satisfaction once the new compensation system has been put in place. This assessment was also performed in response to the Staff Senate's concern for an employee voice mechanism to express attitudes about work.

Summary of Assessment Questionnaire

To meet the objectives outlined in the previous section, the Job Satisfaction Survey, designed by Spector (1994) was used. Four questions regarding commitment to Missouri State University were added. Demographic information, including job title, department, years in current position, years of service at the University, age, gender, and race/ethnic origin, was also gathered. A copy of the entire survey can be found in Appendix A.

The Job Satisfaction Survey (Spector, 1994)

The Job Satisfaction Survey (JSS) consists of thirty-six items designed to assess employee attitudes about their job and aspects of their job. These aspects include pay, promotion opportunities, supervision, benefits, contingent rewards, work conditions, coworkers, the work itself, and communication within the organization. More explicit information about each of the aspects of job satisfaction is provided here:

1. Pay – the extent to which employees are satisfied with their levels of pay and remuneration.
2. Promotion Opportunities – the extent to which employees are satisfied with their opportunities for promotion within the organization.
3. Supervision – the extent to which employees are satisfied with the supervision they receive.
4. Benefits - the extent to which employees are satisfied with their monetary and non-monetary benefits.
5. Contingent Rewards - the extent to which employees are satisfied with the appreciation, recognition, and rewards they receive for good work.
6. Work Conditions - the extent to which employees are satisfied with operating policies and procedures.
7. Coworkers - the extent to which employees are satisfied with the people they work with.
8. Work Itself - the extent to which employees are satisfied with job tasks themselves.
9. Communication - the extent to which employees are satisfied with communication within the organization.

Commitment to Missouri State University

To assess the level of employee commitment to Missouri State University, four items were written and added to the JSS. The items added are listed here:

1. I feel that Missouri State University is headed in the right direction.
2. I feel a personal connection to Missouri State University.
3. I feel no personal attachment to Missouri State University.
4. I feel committed to Missouri State University.

Methods and Procedures

Data Collection

Questionnaires were administered to all staff members of Missouri State University that attended meetings to discuss the new merit-based compensation system. Participants were informed of the purpose of the study and of their right to refuse to participate. Participants were informed that their responses were confidential.

Participants

A total of 872 questionnaires were returned (a return rate of 69%), 828 of which were completed and used in the analysis. Of the employees that completed the survey, 311 were members of Job Family 1, 229 were members of Job Family 2, 78 were members of Job Family 3, 174 were members of Job Family 4, and 36 were members of Job Families 3 and 4 in Mountain Grove and West Plains.

Using a Sample to Make Inferences about all Employees

Because of the high response rate, it is likely that results generalize to the population of employees at the Missouri State University. There is, however, a slight possibility that the few employees that did not respond, or whose surveys were returned incomplete, are different as a group than those that did complete the survey. For example, employees that are most dissatisfied may have self-selected out of the survey by choosing not to participate. For this reason, results are meant to be a general indication of perceptions and attitudes held by employees at the Missouri State University.

Findings

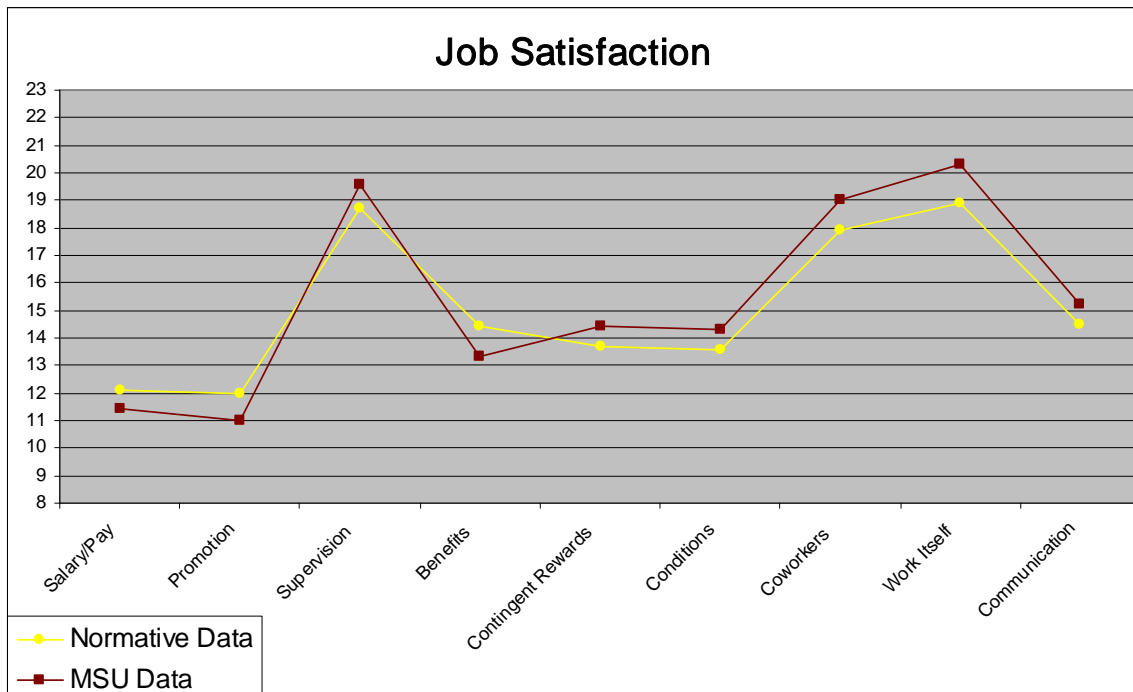
Job Satisfaction Survey

The Job Satisfaction Survey is a useful tool for organizations because it distinguishes aspects of overall job satisfaction (such as pay, promotion opportunities, benefits, etc.) that could be improved. JSS scores can also be used to compare subgroups of employees or change over time.

The graph below depicts the JSS results for the staff of Missouri State University in 2006 – 2007. The normative score for each of the subscales represents the average response of employees surveyed on the Job Satisfaction Survey and compiled by the creator of the survey (Spector, 1994). In 2006, results had been gathered from 116 different assessments, with a total sample size of 30,382 individuals in various industries.

As indicated in the graph, Missouri State University scores fall both above and below the normative score. Scores more than one standard deviation from the norm on each subscale are considered to be different from the average.

Figure 1



Job Satisfaction Survey Interpretation

In 2006 – 2007, all dimensions of job satisfaction, as well as an overall rating of job satisfaction, fell within the normal range of scores for staff as a whole, indicating that staff members at Missouri State University are relatively satisfied with their jobs.

Comparisons Between Groups

Job Families

There are several significant differences in scores on many of the nine dimensions of job satisfaction between the different job families.

Job Family 1. Job Family 1 consists of administrative support, clerical, and various nonexempt accounting, library, and bookstore jobs.

Job Family 2. Job Family 2 consists of staff in a variety of positions, including Public Safety Officers, Custodians, Skilled Trades, Stores Specialists, and various positions in Property Control, Postal Services, etc.

Job Family 3. Job Family 3 consists of 119 employees in seventy-one information technology, computer-related, and technical jobs.

Job Family 4. Job Family 4 consists of executive, administrative, managerial, professional and paraprofessional jobs.

Job Families 3 and 4 in West Plains and Mountain Grove. Due to the small sample size in West Plains and Mountain Grove, these two job families were combined in the data analysis to preserve the anonymity and confidentiality of scores.

Scores on each dimension of job satisfaction for each Job Family were compared to each other to identify any significant differences in scores between job families. For Job Family 1, significant differences were found to exist between Job Families 2, 4, and 3 and 4 in West Plains and Mountain Grove. Figure 2 depicts differences in dimensions of satisfaction between Job Families 1 and 2. As you can see, Job Family 1 is relatively more satisfied with supervision, contingent rewards, coworkers, the work itself and communication than Job Family 2.

Figure 2

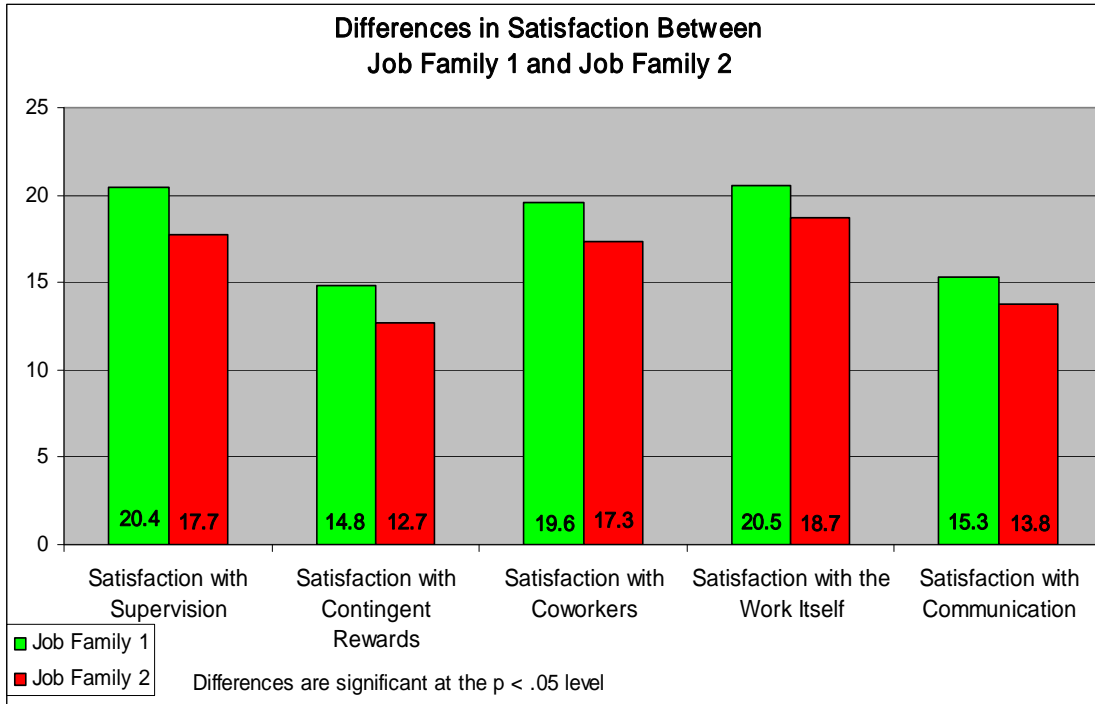


Figure 3 represents differences in satisfaction between Job Family 1 and 4. In this case, Job Family 4 appears to be more satisfied with pay, promotion opportunities, benefits and the work itself than Job Family 1, and less satisfied with work conditions than Job Family 1.

Figure 3

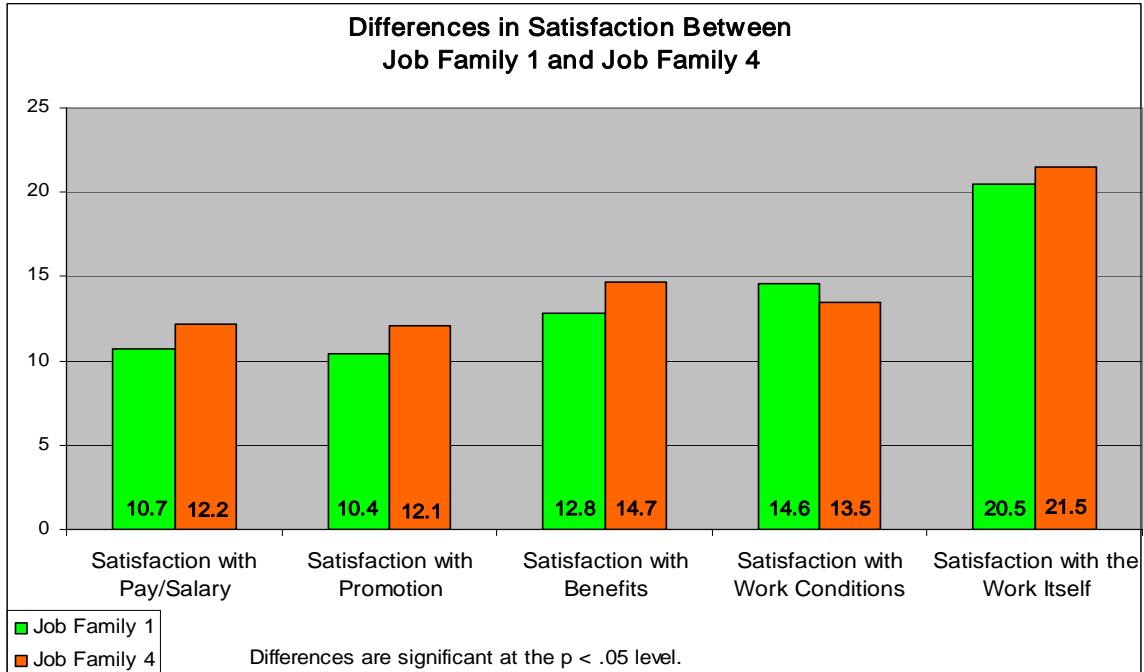


Figure 4 represents differences in dimensions of satisfaction between Job Family 1 and Job Families 3 and 4 in West Plains and Mountain Grove. Job Families 3 and 4 in West Plains and Mountain Grove appear to be more satisfied than Job Family 1 with pay, promotion opportunities, work conditions and communication within the organization.

Figure 4

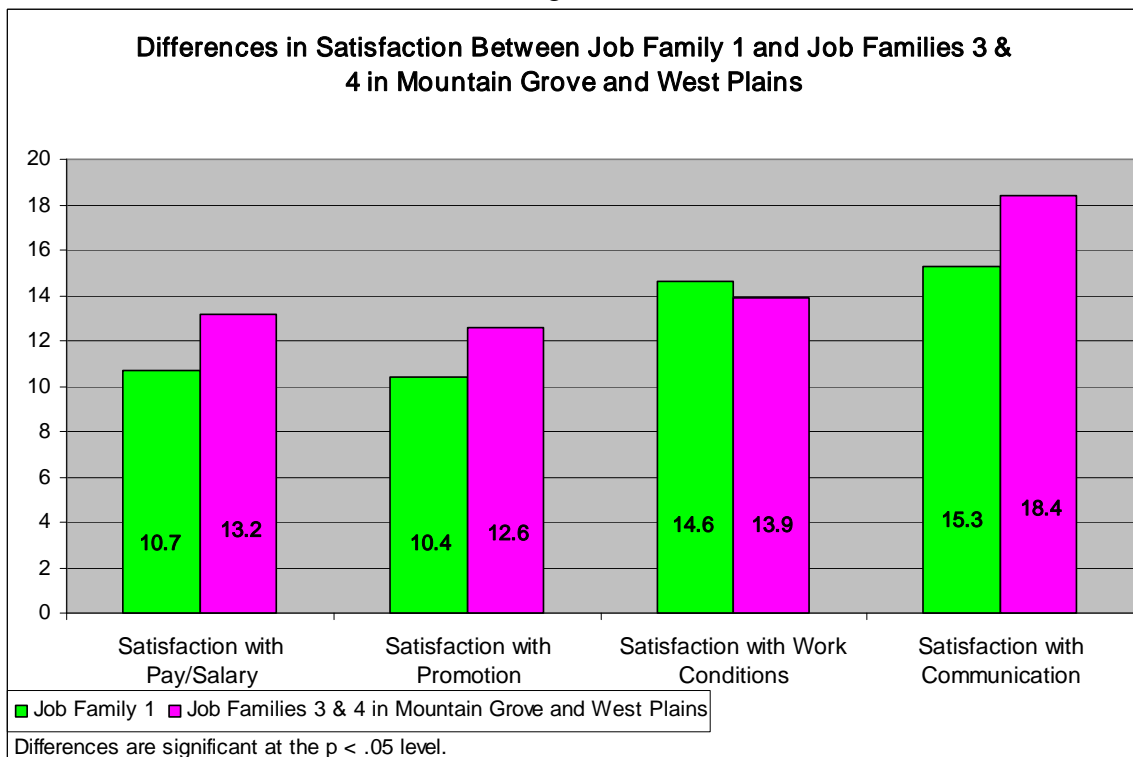
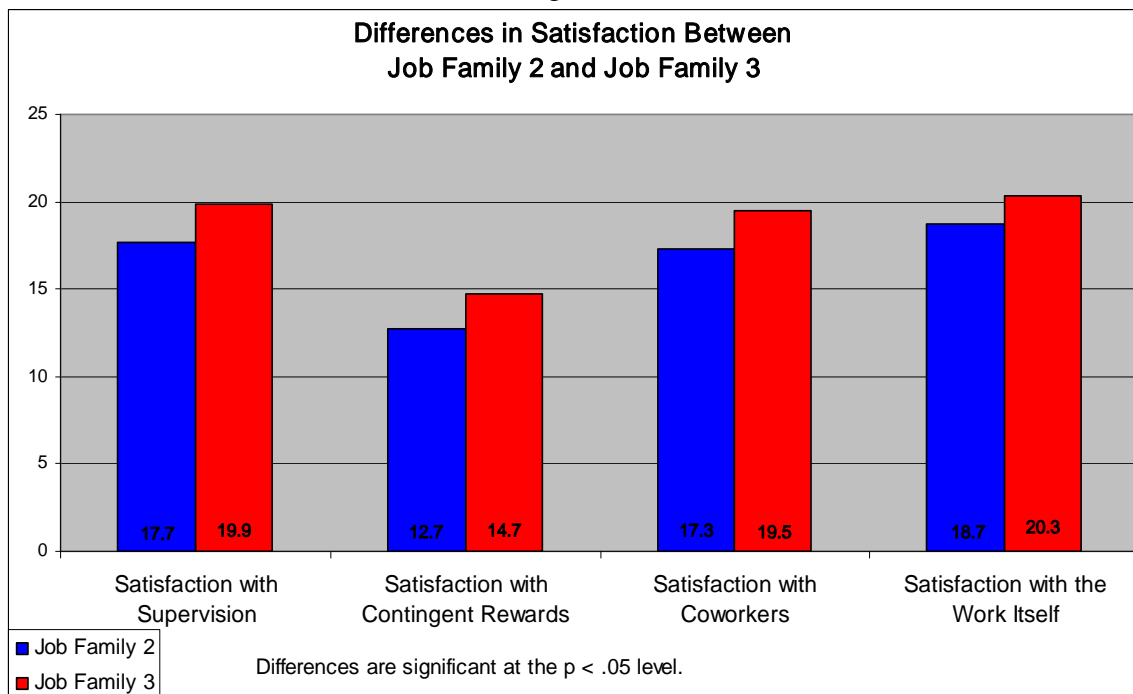


Figure 5 shows the differences in satisfaction between Job Families 2 and 3. Job Family 2 appears to be less satisfied with supervision, contingent rewards, coworkers, and the work itself than Job Family 3, though all scores are still within the normal range.

Figure 5



When comparing Job Family 2 with Job Family 4, Job Family 2 is relatively less satisfied on eight of the nine dimensions of job satisfaction, including promotion opportunities, supervision, benefits, contingent rewards, work conditions, coworkers, the work itself, and communication. This trend is the same between Job Family 2 and Job Families 3 and 4 in West Plains and Mountain Grove,

though in this case, there are only five dimensions on which there is a difference in the level of satisfaction (supervision, contingent rewards, coworkers, the work itself, and communication within the organization).

Job Family 3 also showed some significant differences on dimensions of satisfaction when compared with Job Family 4 and Job Families 3 and 4 in West Plains and Mountain Grove. Compared with Job Family 4, Job Family 3 is relatively less satisfied with their opportunities for promotion and with communication within the organization. Job Families 3 and 4 in West Plains and Mountain Grove showed higher levels of satisfaction with the work itself and communication within the organization than Job Family 3 on the Springfield campus.

For overall job satisfaction, all Job Families on the Springfield campus were within the normal range of scores. In West Plains and Mountain Grove, Job Families 3 and 4 appear to be generally more satisfied with their jobs than the average.

Years in Current Position

There were also differences in scores when comparing groups based on the number of years spent in the current position. The only significant differences were found to be between individuals that have been in their current position for less than 2 years, 8 to 12 years, and 13 to 20 years. Figure 6 depicts the differences in dimensions of satisfaction between individuals that have been in their current position for less than 2 years and individuals that have been in their current position for 8 to 12 years. As you can see, individuals in their current position for less than 2 years report higher levels of satisfaction with supervision and contingent rewards than individuals in their current position for 8 to 12 years.

Figure 6

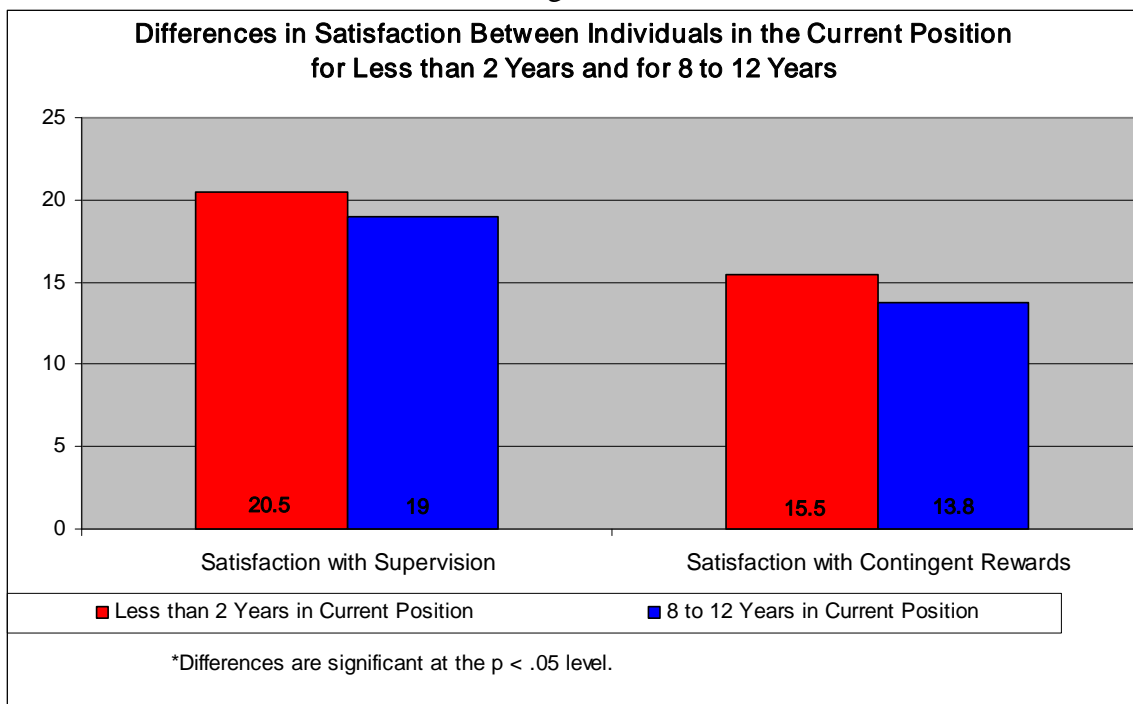
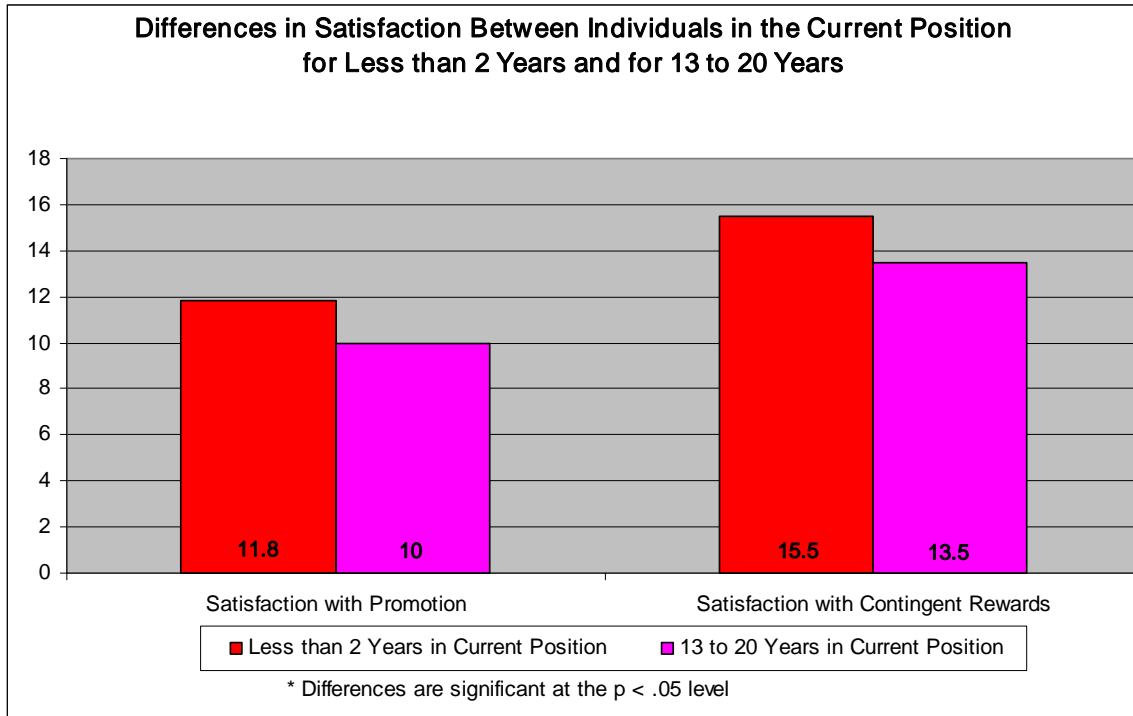


Figure 7 shows the differences in satisfaction between individuals with less than 2 years in their current position and individuals in their current position for 13 to 20 years. In this case, individuals with less than 2 years in the current position report higher levels of satisfaction with promotion opportunities and contingent rewards than individuals with 13 to 20 years in the current position.

Figure 7



For overall job satisfaction, all ranges of tenure in the current position were within the normal range of scores.

Years of Service at Missouri State University

The number of years spent in service at Missouri State University appears to be related to the levels of several dimensions of job satisfaction. When comparing scores of groups based on the number of years at the University, there were several significant differences. One of the most noticeable differences between groups was that individuals that have been at the University for less than 2 years are significantly more satisfied with contingent rewards than all individuals that have been at the University for more than 5 years, though scores for individuals at the University for more than 5 years still fall within the normal range. Individuals that have been at the University for less than 2 years also report higher levels of satisfaction with communication than individuals that have been at the University for 5 to 7 years and for 8 to 12 years.

Figure 8 shows further comparisons between individuals that have been with the University for less than 2 years and individuals that have been with the University for 8 to 12 years. As in the case of contingent rewards and communication, individuals that have been with the University for less than 2 years report higher levels of satisfaction with promotion opportunities and supervision than individuals that have been with the University for 8 to 12 years.

Figure 8

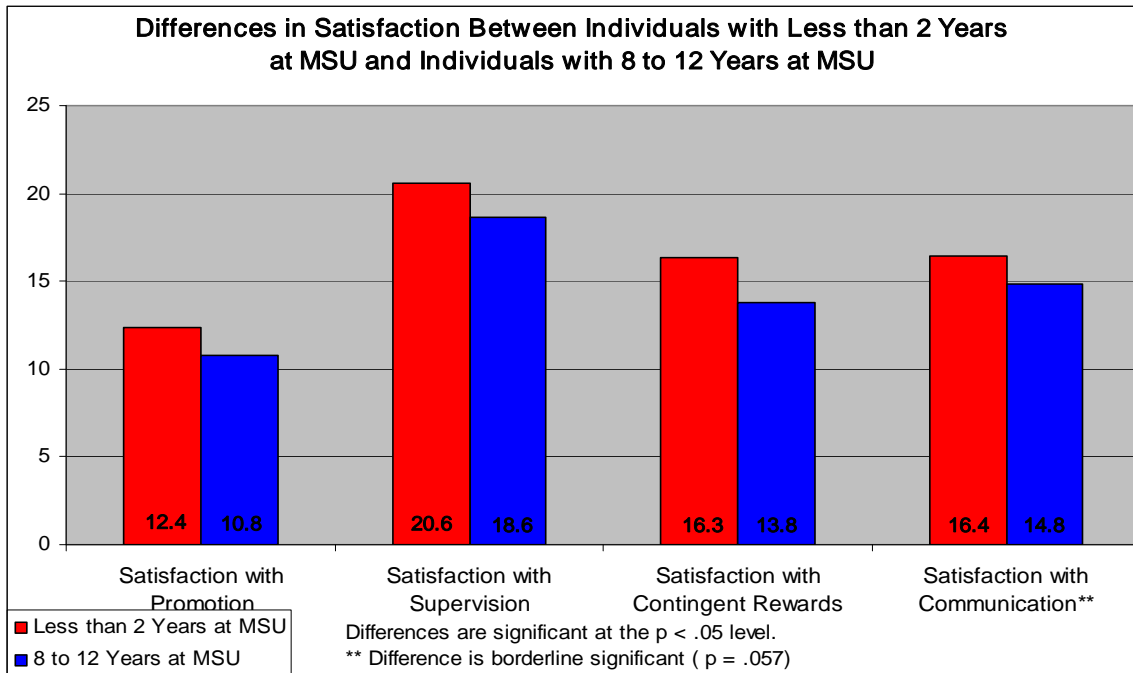
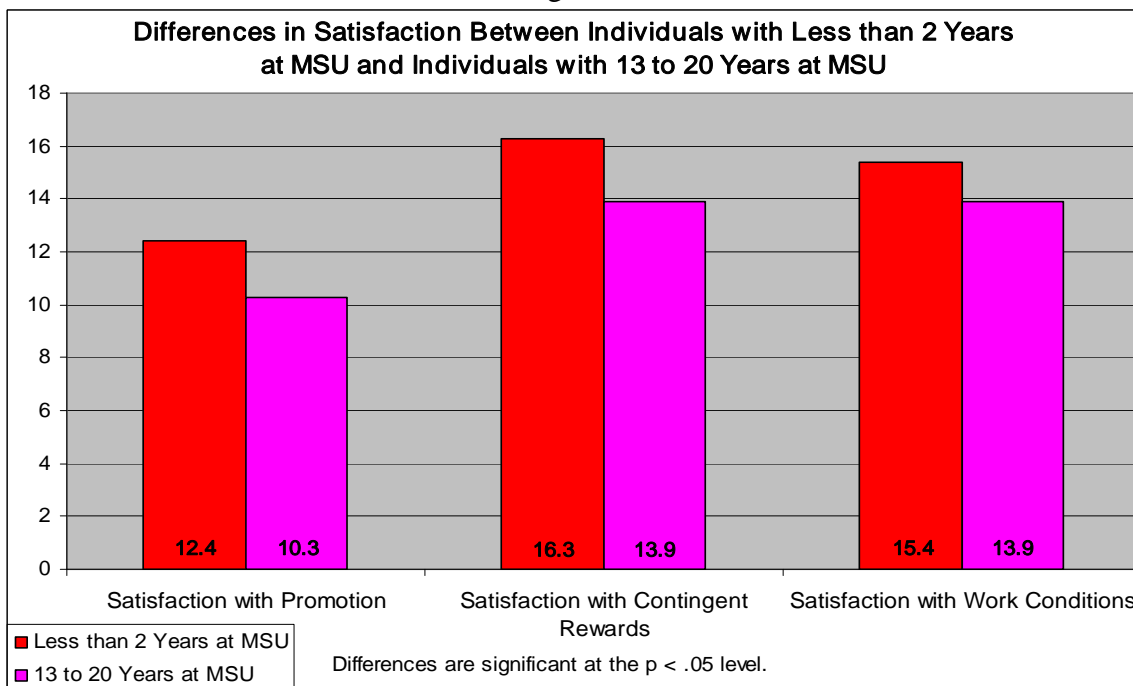


Figure 9 represents the differences between individuals that have been with the University for less than 2 years and individuals that have been with the University for 13 to 20 years. Differences in the levels of satisfaction were found to exist on the dimensions of promotion opportunities, contingent rewards and work conditions, with lower levels of satisfaction being reported by individuals that have been with the University for 13 to 20 years.

Figure 9



Differences in the level of satisfaction with work conditions were also found between individuals with less than 2 years at the University, 2 to 4 years at the University, and 21 or more years at the University, with individuals with 21 or more years at the University reporting lower levels of satisfaction than the other two groups, though all scores on this dimension were within the normal range.

For overall job satisfaction, all groups were within the normal range of scores and no groups were significantly different from each other.

Age Range

Comparisons were also made between the age ranges of staff members at Missouri State University. Scores on each dimension for each age range were compared to each other to see if there were any significant differences. For individuals age 25 or younger, differences were found to exist between individuals age 40 to 49 and 50 to 59. Compared to individuals ages 40 to 49, individuals age 25 or younger reported relatively higher satisfaction with contingent rewards. Individuals age 25 or younger also reported higher levels of satisfaction with supervision compared to individuals ages 50 to 59. These results should be interpreted with caution, however, due to the small number of individuals age 25 or younger (n = 18).

Individuals age 26 to 32 showed significant differences on dimensions of satisfaction when compared to individuals age 40 to 49, 50 to 59, and age 60 or older. Compared to individuals age 40 to 49, individuals age 26 to 32 are relatively more satisfied with contingent rewards. Individuals age 26 to 32 were also relatively more satisfied with work conditions than individuals age 50 to 59 and age 60 or older.

Individuals age 60 or older also showed differences between individuals age 33 to 39 and individuals age 40 to 49. Figure 10 compares levels of satisfaction between individuals age 33 to 39 and individuals age 60 or older. As you can see, individuals age 60 or older report higher levels of satisfaction with coworkers and work conditions than individuals age 33 to 39.

Figure 10

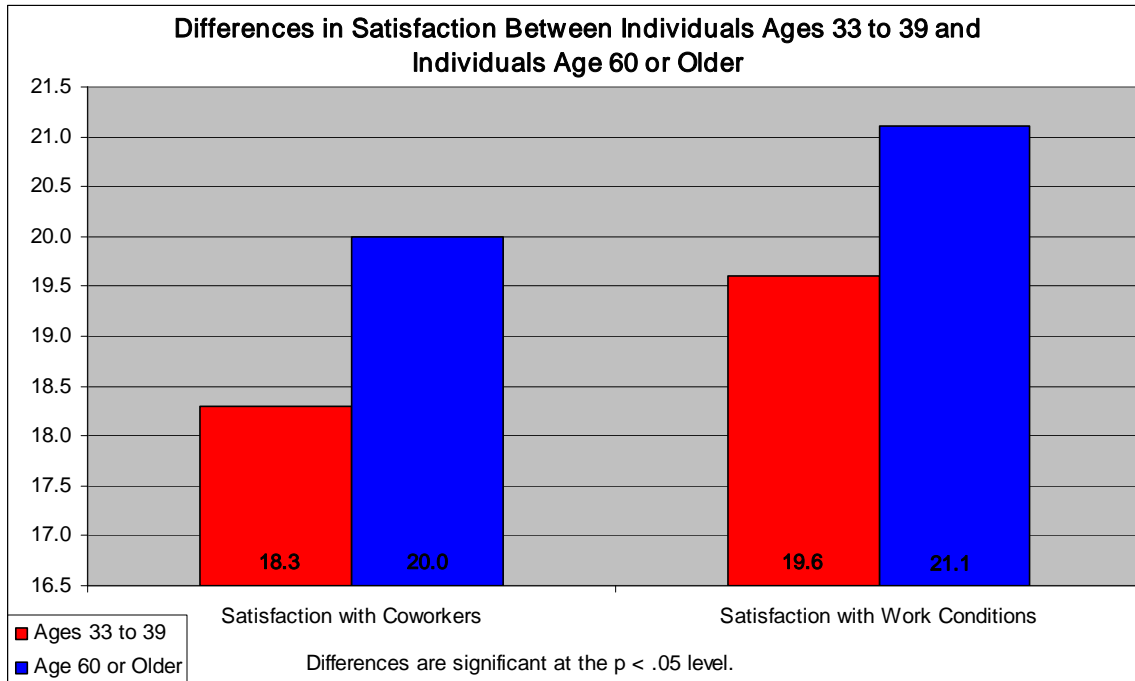
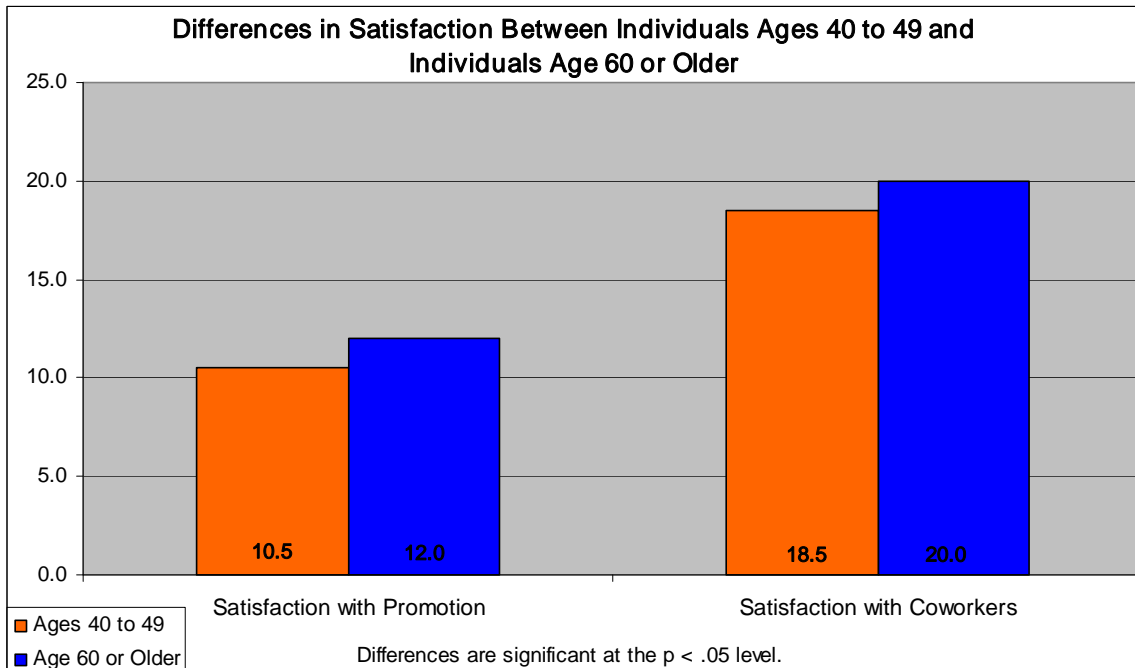


Figure 11 represents the differences in levels of satisfaction between individuals age 60 or older and individuals age 40 to 49. Individuals age 60 or older appear to be more satisfied with promotion opportunities and coworkers than individuals age 40 to 49.

Figure 11



For overall job satisfaction, all age ranges fell within the normal range of scores except for individuals age 25 or younger, who appear to be generally more satisfied with their jobs. As noted previously however, results for individuals age 25 or younger should be interpreted with caution due to the small sample size.

Gender

There were no statistically significant differences found when comparing levels of satisfaction reported by gender. For each gender, all dimensions of satisfaction fell within the normal range of scores, as did the level of overall job satisfaction.

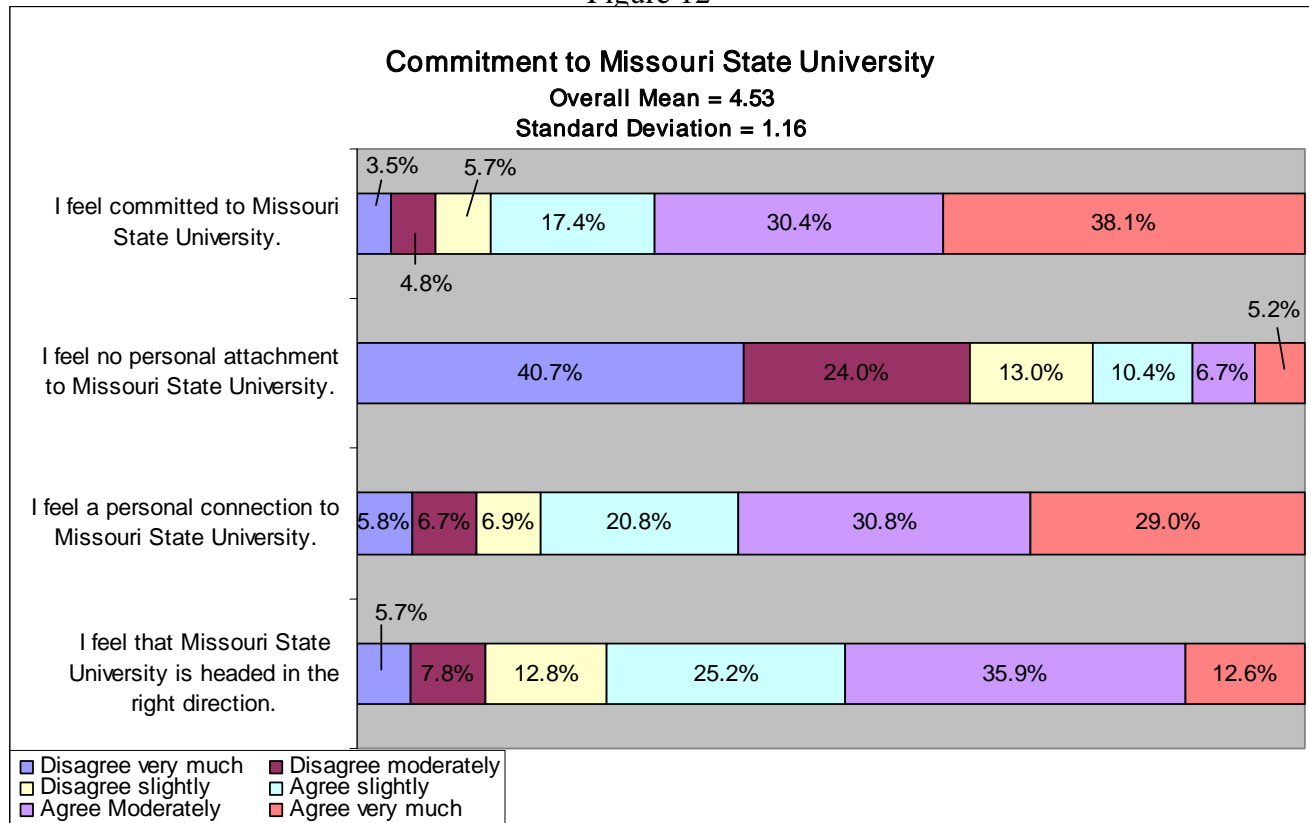
Race/Ethnic Origin

There were no statistically significant differences found when comparing levels of satisfaction reported by race/ethnicity. While both Asians and Hispanics reported higher than average levels of satisfaction on almost all dimensions of satisfaction as well as higher than average levels of overall job satisfaction, the limited number of individuals identifying themselves as African-American, Asian, Hispanic or Other does not allow for comparisons to be confidently made about the level of satisfaction between racial/ethnic groups.

Commitment to Missouri State University

Four items were used to assess the overall commitment of staff members to Missouri State University, the results of which are shown in Figure 6. These results indicate that overall, staff at Missouri State University is relatively committed to the University.

Figure 12



Commitment to Missouri State University Interpretation

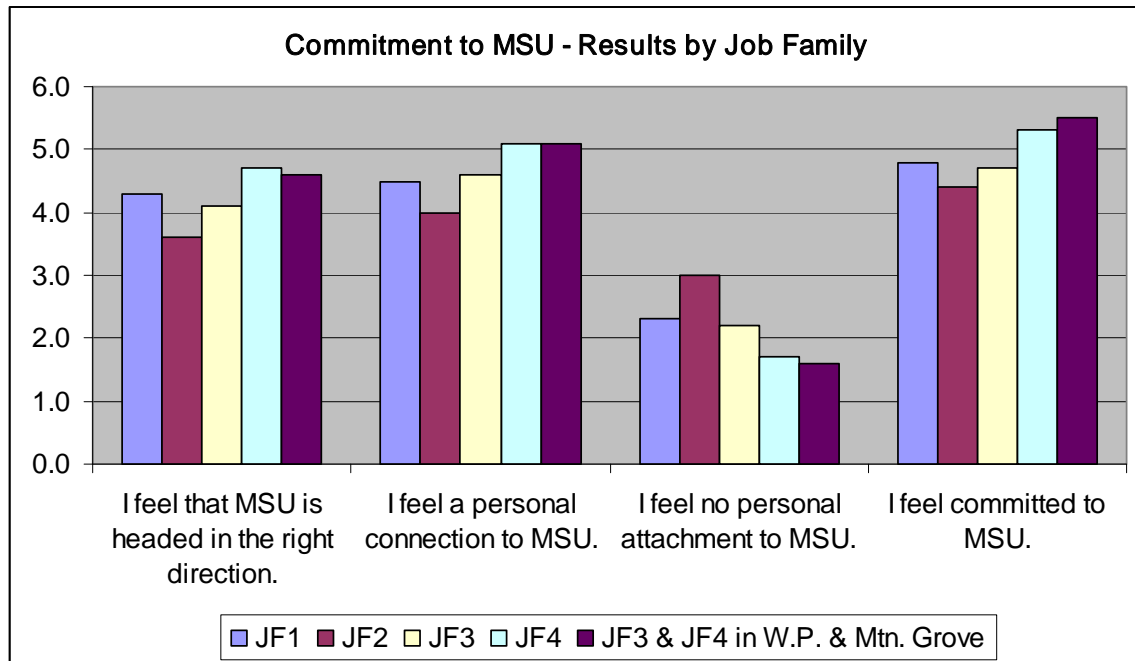
In 2006-2007, Missouri State University staff indicated generally positive attitudes and levels of commitment to the University. A majority of staff reported that they feel committed to Missouri State University (85.9% indicated *agree slightly*, *agree moderately*, or *agree very much*) and 79.7% agreed to the statement “I feel that Missouri State University is headed in the right direction.”

Comparisons Between Groups

Job Families

There were several differences in the levels of commitment expressed by each job family, the most noticeable of which is in regard to Job Family 2, which reported a level of commitment almost two full standard deviations below the average for overall commitment. Figure 13 shows the average responses for each item for each Job Family. As you can see, Job Family 2 has consistently lower responses for each item, except for the negatively worded item where agreement reflects lower commitment. This lower level of commitment could be related to the lower levels of satisfaction that were reported by Job Family 2.

Figure 13



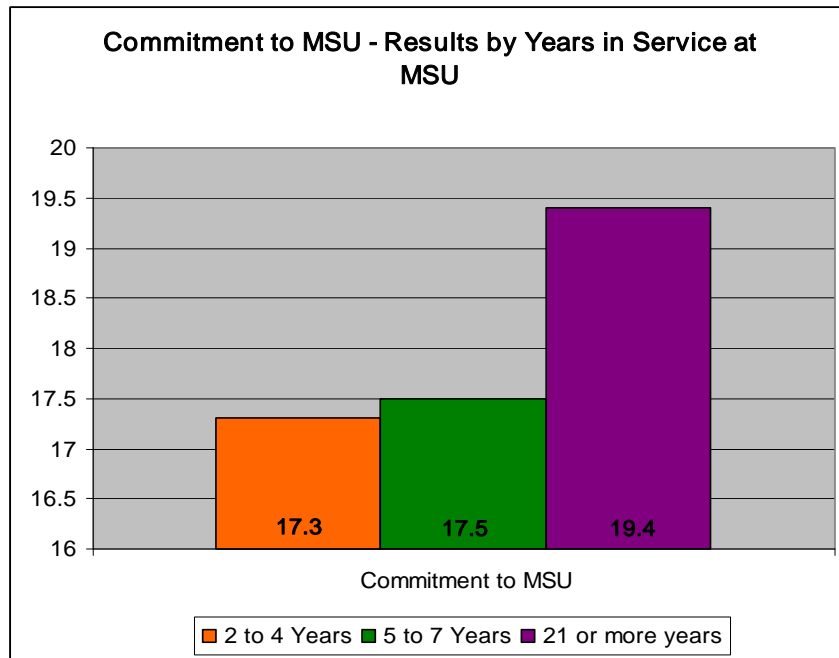
Years in Current Position

There were no significant differences in the levels of commitment reported by individuals with varying tenures in their current position.

Years in Service at Missouri State University

The only significant differences in the levels of commitment to Missouri State University were found to exist between individuals in service at the University for 21 or more years and individuals in service at the University for 2 to 4 years and 5 to 7 years. As shown in Figure 14, commitment to the University increases the longer an individual has worked for the University.

Figure 14



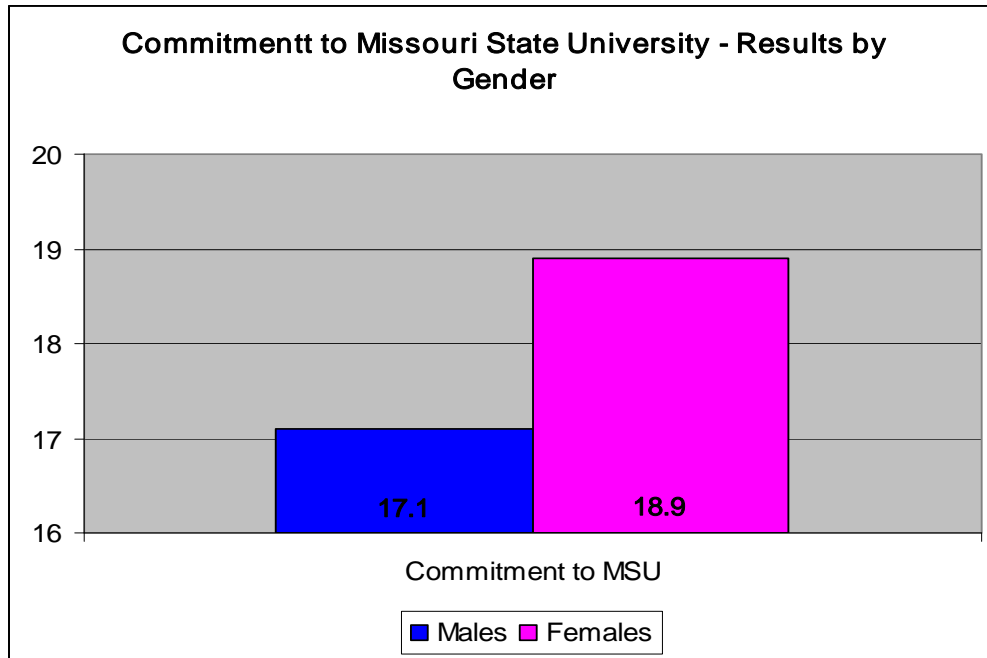
Age Range

There were no significant differences found in the levels of commitment reported by individuals of various age ranges.

Gender

A comparison of the levels of commitment of males and females indicated that females are slightly more committed to Missouri State University than males. This difference in the level of commitment is depicted in Figure 15.

Figure 15



Race/Ethnic Origin

There were no significant differences found in the levels of commitment reported by individuals of various races/ethnicities due to the limited number of individuals identifying themselves to be African-American, Asian, Hispanic, or Other.

Assessment

Although we were able to obtain a high response rate, keep in mind that it is still not 100%. Therefore, there is a slight possibility that the few employees who did not respond or whose incomplete surveys we were unable to use for analysis are different as a group in some way from those that did respond. However, we are confident that because we did get such a large sample of the employee population, our assessment is tapping into the feelings of the general population of employees.

When looking at the levels of satisfaction of staff as a whole, scores on each dimension, as well as the overall level of job satisfaction, are average with regard to other organizations. Staff as a whole also reported a moderate level of commitment to Missouri State University.

There were differences in the levels of satisfaction among the various job families at the University. Specifically, Job Family 2 rated lower levels of satisfaction on many dimensions when compared to each of the other job families, and while all of the scores for Job Family 2 were within the normal range, most were closer to the lower end of the range. Conversely, Job Families 3 and 4 in West Plains and Mountain Grove reported scores on four dimensions (supervision, coworkers, the work itself, and communication within the organization) that were above the normal range of scores, as well as higher than average rating of overall job satisfaction than the norm. All job families, with the exception of Job Family 2, rated their satisfaction with coworkers as higher than the normal range of scores. Job Family 4 rated satisfaction with the work itself as higher than the normal range of scores.

Job Family 2 consistently reported lower levels of commitment to the University in comparison to the other job families, while Job Family 4 and Job Families 3 & 4 in West Plains and Mountain Grove reported consistently higher commitment to the University. This suggests a relationship between job satisfaction and commitment to the University.

Levels of satisfaction and commitment were also compared based on the number of years in the current position, the number of years in service at Missouri State University, age range, gender and race/ethnic origin.

There were several differences in the levels of satisfaction among individuals that have been in their current position for varying amounts of time. Individuals that have been in their current position for 21 or more years reported higher than average satisfaction with coworkers, and all other ranges of tenure in the current position were at the higher end of the average range of scores. Levels of satisfaction with the work itself were also at the higher end of the average range of scores, and individuals that have been in their current position for 5 to 7 years,

13 to 20 years, and 21 or more years all reported higher than average satisfaction with the work itself. All ranges of tenure in the current position rated overall job satisfaction within the normal range.

There were no significant differences in the levels of commitment reported by individuals that have been in their current position for varying tenures.

As with individuals that have been in their current position for 21 or more years, individuals that have spent 21 or more years in service at the University report higher than average levels of satisfaction with coworkers and the work itself. Individuals that have spent less than 2 years in the current position also reported higher than average levels of satisfaction with coworkers, contingent rewards and supervision. All ranges of tenure with the University were within the normal range for overall job satisfaction.

Individuals that have been with the University for 21 or more years indicated higher levels of commitment to Missouri State University than individuals that have been with the University for 2 to 4 years and 5 to 7 years.

In line with the findings based on the number of years spent in the current position and the number of years in service at the University, individuals age 60 or older reported higher than average levels of satisfaction with coworkers and the work itself. Individuals age 26 to 32 reported higher than average satisfaction with coworkers and supervision. An interesting finding was that individuals age 25 or younger reported higher than average levels of satisfaction with supervision, contingent rewards, work conditions, coworkers, and overall job satisfaction; however, due to the small number of individuals age 25 or younger included in this survey, meaningful conclusions from this finding cannot be confidently drawn.

There were no significant differences between the various age ranges in the levels of commitment to the University.

There were no significant differences in the levels of satisfaction for males and females, and all dimensions of satisfaction, as well as overall job satisfaction, fell within the normal range of scores.

There was a difference in the level of commitment between males and females, with females being generally more committed to the University.

The limited number of minorities included in the survey prevented meaningful differences in the levels of satisfaction and commitment of various races/ethnicities to be assessed.

Appendix A: Job Satisfaction Survey

1. **Job Title:** _____

2. **Department:** _____

3. **Years in Current Position** (mark one):

- 1. Less than 2 years
- 2. 2 -4 years
- 3. 5 – 7 years
- 4. 8 – 12 years
- 5. 13 – 20 years
- 6. 21 or more years

4. **Years of Service at the University** (mark one):

- 1. Less than 2 years
- 2. 2 -4 years
- 3. 5 – 7 years
- 4. 8 – 12 years
- 5. 13 – 20 years
- 6. 21 or more years

5. **Age** (mark one):

- 1. Age 25 or younger
- 2. Age 26 – 32
- 3. Age 33 – 39
- 4. Age 40 – 49
- 5. Age 50 – 59
- 6. Age 60 or older

6. **Gender** (mark one):

- 1. Female
- 2. Male

7. **Race/Ethnic Origin** (mark one):

- 1. African – American
- 2. Asian
- 3. Caucasian
- 4. Hispanic
- 5. Other

<p align="center">JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.</p>							
<p align="center">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	I feel that Missouri State University is headed in the right direction.	1	2	3	4	5	6
11	Raises are too few and far between.	1	2	3	4	5	6
12	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
13	My supervisor is unfair to me.	1	2	3	4	5	6
14	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
15	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
16	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
17	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
18	I like doing the things I do at work.	1	2	3	4	5	6
19	The goals of this organization are not clear to me.	1	2	3	4	5	6

<p style="text-align: center;">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p style="text-align: center;">Copyright Paul E. Spector 1994, All rights reserved.</p>		<p style="text-align: center;">Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much</p>					
20	I feel a personal connection to Missouri State University	1	2	3	4	5	6
21	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
22	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
23	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
24	The benefit package we have is equitable.	1	2	3	4	5	6
25	There are few rewards for those who work here.	1	2	3	4	5	6
26	I have too much to do at work.	1	2	3	4	5	6
27	I enjoy my coworkers.	1	2	3	4	5	6
28	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
29	I feel a sense of pride in doing my job.	1	2	3	4	5	6
30	I feel no personal attachment to Missouri State University.	1	2	3	4	5	6
31	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
32	There are benefits we do not have which we should have.	1	2	3	4	5	6
33	I like my supervisor.	1	2	3	4	5	6
34	I have too much paperwork.	1	2	3	4	5	6
35	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
36	I am satisfied with my chances for promotion.	1	2	3	4	5	6
37	There is too much bickering and fighting at work.	1	2	3	4	5	6
38	My job is enjoyable.	1	2	3	4	5	6
39	Work assignments are not fully explained.	1	2	3	4	5	6
40	I feel committed to Missouri State University.	1	2	3	4	5	6

Appendix B: JSS Subscale Means

*O.O.T. represents Job Families 3 and 4 in West Plains and Mountain Grove

Scores by Job Family

Dimension	Normative Mean	Mean (All)	Norm S.D.	JF 1 Mean	JF 2 Mean	JF 3 Mean	JF 4 Mean	O.O.T. Mean
Salary/Pay	12.1	11.4	2.4	10.7	11.5	11.8	12.2	13.2
Promotion	12.0	11.0	1.8	10.4	10.8	10.5	12.1	12.6
Supervision	18.7	19.6	1.8	20.4	17.7	19.9	20.5	20.7
Benefits	14.4	13.3	2.2	12.8	12.7	13.9	14.7	14.7
Contingent Rewards	13.7	14.4	1.9	14.8	12.7	14.7	15.5	15.5
Conditions	13.6	14.3	2.0	14.6	14.5	14.3	13.5	13.9
Coworkers	17.9	19.0	1.5	19.6	17.3	19.5	19.8	20.5
Work Itself	18.9	20.3	1.8	20.5	18.7	20.3	21.5	22.2
Communication	14.5	15.2	2.0	15.3	13.8	14.6	16.2	18.4
Total	136.0	138.6	11.6	139.1	129.8	139.4	146	151.7

Scores by Years in Current Position

Dimension	Normative Mean	Mean (All)	Norm S.D.	Less than 2 Years	2 to 4 Years	5 to 7 Years	8 to 12 Years	13 to 20 Years	21 or More Years
Salary/Pay	12.1	11.4	2.4	11.8	11.0	11.7	11.3	11.0	12.1
Promotion	12	11	1.8	11.8	10.8	11.0	10.8	10.0	11.1
Supervision	18.7	19.6	1.8	20.5	19.7	19.3	19.0	19.0	19.9
Benefits	14.4	13.3	2.2	13.7	13.0	13.1	13.3	13.5	13.3
Contingent Rewards	13.7	14.4	1.9	15.5	14.3	14.1	13.8	13.5	14.2
Conditions	13.6	14.3	2.0	14.6	14.1	14.0	14.4	14.5	13.9
Coworkers	17.9	19	1.5	19.4	19.0	18.3	19.0	19.3	19.5
Work Itself	18.9	20.3	1.8	19.6	20.2	22.0	20.6	20.8	21.3
Communication	14.5	15.2	2.0	15.6	14.9	14.5	15.2	15.3	16.0
Total	136	138.6	11.6	142.7	136.8	136.1	137.2	136.8	141.2

Scores by Years in Service at Missouri State University

Dimension	Normative Mean	Mean (All)	Norm S.D.	Less than 2 Years	2 to 4 Years	5 to 7 Years	8 to 12 Years	13 to 20 Years	21 or More Years
Salary/Pay	12.1	11.4	2.4	12.2	11.4	11.5	11.8	10.6	11.4
Promotion	12	11	1.8	12.4	11.3	10.9	10.8	10.3	11.0
Supervision	18.7	19.6	1.8	20.6	20.0	19.9	18.6	19.3	20.0
Benefits	14.4	13.3	2.2	14.2	13.3	13.0	13.5	13.0	13.6
Contingent Rewards	13.7	14.4	1.9	16.3	14.8	14.2	13.8	13.9	14.0
Conditions	13.6	14.3	2.0	15.4	14.5	14.3	14.1	13.9	14.0
Coworkers	17.9	19	1.5	19.7	19.0	18.6	18.6	19.2	19.6
Work Itself	18.9	20.3	1.8	19.8	19.7	20.4	20.0	20.7	21.3
Communication	14.5	15.2	2.0	16.4	14.9	14.5	14.8	15.0	16.0
Total	136	138.6	11.6	146.8	138.8	137.3	136.0	135.7	140.8

Scores by Age Range

Dimension	Normative Mean	Mean (All)	Norm S.D.	Age 25 or Younger	26 to 32	33 to 39	40 to 49	50 to 59	Age 60 or Older
Salary/Pay	12.1	11.4	2.4	13.5	11.8	11.9	11.1	11.2	11.9
Promotion	12	11	1.8	12.7	11.9	11.0	10.5	10.7	12.0
Supervision	18.7	19.6	1.8	22.6	20.8	20.1	19.5	19.2	19.9
Benefits	14.4	13.3	2.2	14.5	13.0	13.1	13.3	13.2	13.9
Contingent Rewards	13.7	14.4	1.9	17.2	15.5	14.9	13.7	14.1	15.1
Conditions	13.6	14.3	2	16.1	14.3	14.1	14.4	14.1	14.8
Coworkers	17.9	19	1.5	20.4	19.6	18.3	18.5	19.1	20.0
Work Itself	18.9	20.3	1.8	19.8	19.4	19.6	20.0	20.7	21.1
Communication	14.5	15.2	2	16.5	15.5	15.3	15.1	14.9	15.5
Total	136	138.6	11.6	153.3	141.8	138.2	136.0	137.3	144.1

Scores by Gender

Dimension	Normative Mean	Mean (All)	Norm S.D.	Females	Males
Salary/Pay	12.1	11.4	2.4	11.1	11.9
Promotion	12	11	1.8	10.8	11.3
Supervision	18.7	19.6	1.8	20.2	19
Benefits	14.4	13.3	2.2	13.3	13.4
Contingent Rewards	13.7	14.4	1.9	14.8	13.8
Conditions	13.6	14.3	2	14.4	14.3
Coworkers	17.9	19	1.5	19.4	18.6
Work Itself	18.9	20.3	1.8	20.7	19.8
Communication	14.5	15.2	2	15.5	14.7
Total	136	138.6	11.6	140.1	136.8

Scores by Race/Ethnic Origin

Dimension	Normative Mean	Mean (All)	Norm S.D.	African-Americans	Asians	Caucasians	Hispanics	Other
Salary/Pay	12.1	11.4	2.4	14.4	15.8	11.3	12.0	12.8
Promotion	12	11	1.8	11.2	16.0	10.9	14.0	12.5
Supervision	18.7	19.6	1.8	19.0	21.3	19.6	20.7	20.0
Benefits	14.4	13.3	2.2	15.0	15.8	13.3	18.4	11.7
Contingent Rewards	13.7	14.4	1.9	12.7	17.8	14.4	19.7	13.8
Conditions	13.6	14.3	2	15.6	16.8	14.3	16.3	13.5
Coworkers	17.9	19	1.5	20.1	21.0	19.0	22.7	18.3
Work Itself	18.9	20.3	1.8	21.3	22.3	20.2	22.7	19.9
Communication	14.5	15.2	2	16.3	18.0	15.1	18.7	14.9
Total	136	138.6	11.6	145.7	164.5	138.3	165.1	137.5

Appendix C: Commitment to Missouri State University Means

Scores by Job Family

Item	Mean	S.D.	JF 1	JF 2	JF 3	JF 4	O.O.T.
I feel that MSU is headed in the right direction.	4.2	1.3	4.3	3.6	4.1	4.7	4.6
I feel a personal connection to MSU.	4.5	1.4	4.5	4.0	4.6	5.1	5.1
I feel no personal attachment to MSU.	2.3	1.5	2.3	3.0	2.2	1.7	1.6
I feel committed to MSU.	4.8	1.3	4.8	4.4	4.7	5.3	5.5
Overall Commitment	18.1	1.2	18.2	16.0	18.1	20.4	20.7

Scores by Years in Current Position

Item	Mean	S.D.	Less than 2 Years	2 to 4 Years	5 to 7 Years	8 to 12 Years	13 to 20 Years	21 or More Years
I feel that MSU is headed in the right direction.	4.2	1.3	4.3	4.1	4.0	4.1	4.1	4.0
I feel a personal connection to MSU.	4.5	1.4	4.5	4.3	4.4	4.6	4.6	4.9
I feel no personal attachment to MSU.	2.3	1.5	2.3	2.5	2.5	2.2	2.4	2.0
I feel committed to MSU.	4.8	1.3	4.8	4.7	4.7	5.0	4.8	5.3
Overall Commitment	18.1	1.2	18.3	17.7	17.6	18.6	18.1	19.1

Scores by Years in Service to Missouri State University

Item	Mean	S.D.	Less than 2 Years	2 to 4 Years	5 to 7 Years	8 to 12 Years	13 to 20 Years	21 or More Years
I feel that MSU is headed in the right direction.	4.2	1.3	4.4	4.0	4.0	4.1	4.2	4.1
I feel a personal connection to MSU.	4.5	1.4	4.4	4.2	4.3	4.5	4.7	5.0
I feel no personal attachment to MSU.	2.3	1.5	2.3	2.5	2.6	2.3	2.3	1.9
I feel committed to MSU.	4.8	1.3	4.7	4.5	4.8	4.9	4.8	5.2
Overall Commitment	18.1	1.2	18.4	17.3	17.5	18.1	18.3	19.4

Scores by Age Range

Item	Mean	S.D.	Age Range					Age 60 or Older
			Age 25 or Younger	26 to 32	33 to 39	40 to 49	50 to 59	
I feel that MSU is headed in the right direction.	4.2	1.3	4.4	4.2	4.1	4.1	4.1	4.4
I feel a personal connection to MSU.	4.5	1.4	4.2	4.2	4.5	4.6	4.5	4.8
I feel no personal attachment to MSU.	2.3	1.5	2.4	2.4	2.1	2.4	2.5	2.1
I feel committed to MSU.	4.8	1.3	4.8	4.4	4.9	4.9	4.8	5.0
Overall Commitment	18.1	1.2	18.0	17.3	18.4	18.2	17.9	19.1

Scores by Gender

Item	Mean	S.D.	Female	Male
I feel that MSU is headed in the right direction.	4.2	1.3	4.4	3.9
I feel a personal connection to MSU.	4.5	1.4	4.7	4.3
I feel no personal attachment to MSU.	2.3	1.5	2.1	2.6
I feel committed to MSU.	4.8	1.3	5	4.6
Overall Commitment	18.1	1.2	18.9	17.1

Scores by Race/Ethnic Origin

Item	Mean	S.D.	Race/Ethnic Origin				
			African-American	Asia	Caucasia	Hispani	Othe
I feel that MSU is headed in the right direction.	4.2	1.3	3.9	4.5	4.2	5.3	3.8
I feel a personal connection to MSU.	4.5	1.4	4.1	4.8	4.5	4.7	4.4
I feel no personal attachment to MSU.	2.3	1.5	3.7	2.5	2.3	2.0	2.9
I feel committed to MSU.	4.8	1.3	4.7	5.3	4.8	5.7	4.5
Overall Commitment	18.1	1.2	16.0	19.0	18.2	20.7	16.7