

# *“Improving Employee Morale”*



**MOUNTAIN  
TOPPERS**

CAROL ELLIS | MISSOURI STATE  
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**Missouri  
State**  
UNIVERSITY

# Is there an employee morale problem?

## Meetings with Primary Contacts

-  Ed Choate, Human Resources, November 16, 2009
-  Dr. Wes Scroggins, Associate Professor, Management, November 30, 2009

## Mountain Toppers Meeting

-  Dr. Michelle Visio, Associate Professor, Psychology, December 11, 2009

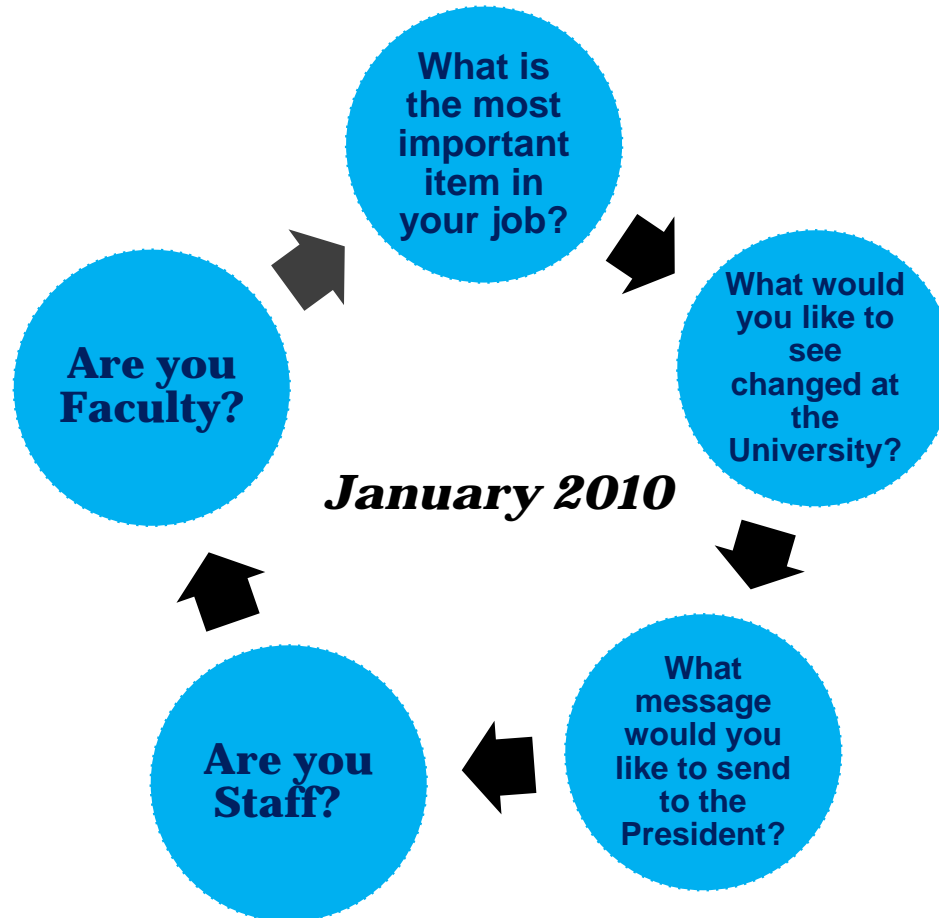


# Surveys (1/2)



## Mini Survey – 5 Questions

To determine direction of questions



## Mini Survey Sample Comments

**U-A** The cost center approach isn't working, because revenues from enrollment increases don't get sufficiently directed to productive departments. Instead our hard work rewards an administrator's pet project. (Faculty)

**U-A** There are ways to manage budgets without costing jobs. When things get tight in a family, they don't give away the baby! Find a way. (Faculty)

**U-A** We are all in this together. Support and encourage us, and we will support and encourage you. (Staff)

**U-A** Better communication across campus.

**U-A** Strive harder for the betterment of staff moral, we are at our lowest due to economy and extra workloads.

**U-A** Work harder towards a paperless University – get out of the dinosaur age. (Staff)  
(Comments reworded to compress ideas)

**U-A** Equal representation and fairness when it comes to issues regarding faculty and staff. Sometimes it seems faculty is rewarded with a silver platter, while staff must jump through hoops for any kind of recognition and/or change (especially when it comes to salary). We are the “lower income and ranks”, but without us, the University would not run. (Staff)



# Approval for Institutional Review Board



**Missouri State**  
UNIVERSITY

**DATE:** February 11, 2010  
**TO:** Michelle Visio  
**FROM:** Joseph Hulgus, Ph.D.  
Associate Professor of Counseling  
Institutional Review Board Chair

## **HUMAN PARTICIPANTS PROTECTION REVIEW**

Your project, "Examining Employee Attitudes at Missouri State University for the USA Mountain Toppers Group," was approved by the Missouri State University Protection of Human Participants Institutional Review Board as submitted. Copies of your application and proposal will be on file in the Office of Sponsored Research & Programs. Please note that your project has a starting date of 2/10/2010 and that it was approved until 2/9/2011.

If you find it necessary to extend your project beyond this date, it will be necessary for you to reapply to the Protection of Human Participants Institutional Review Board. The application form for this may be obtained on the Office of Sponsored Research and Programs web page <http://www.srp.missouristate.edu>.

Please feel free to contact your college representative, the Office of Sponsored Research & Programs, or myself if you need additional assistance. This project has been assigned the number #10273. Please reference this number when asking any questions regarding this project.



# Email for USA Employee Morale Survey

**From:** Office of the Vice President for Administrative and Information Services <[MAILER-VPAIS@MissouriState.edu](mailto:MAILER-VPAIS@MissouriState.edu)>  
**Reply-To:** No Replies Accepted <[NoRepliesAccepted@MissouriState.edu](mailto:NoRepliesAccepted@MissouriState.edu)>  
**Date:** Mon, 15 Mar 2010 07:56:21 -0500  
**Subject:** USA Employee Morale Survey

We are writing to ask for your help with an important study being conducted by the Mountain Toppers, a University Staff Ambassadors (USA) group. The Mountain Toppers were charged with examining employee attitudes and morale at Missouri State University. Your responses to this survey are very important so we have an accurate picture of the perceptions of employees.

Results of this survey will be presented to Debbie Donnellan, USA Program Coordinator, Mr. Ken McClure, Vice President for Administrative and Information Services and the university administration.

This is a short survey and should take you no more than 5 to 7 minutes to complete. Please click on the link below to go to the survey website (or copy and paste the survey link into your internet browser).

<https://learning.missouristate.edu/inqsitor/inqsitor/visio?Missouri+State+University+Employee+Survey> <<https://learning.missouristate.edu/inqsitor/inqsitor/visio?Missouri+State+University+Employee+Survey>>

**Deadline for participating is Friday March 26, 2010.**

Your participation in this survey is entirely voluntary. We are not collecting information that can identify any individual. Individual responses will be kept confidential. Only group responses will be presented. No personally identifiable information will be associated with your responses in any reports of this data. Should you have further questions or comments, please feel free to contact any of the following:

Holly Robison at [HollyRobison@missouristate.edu](mailto:HollyRobison@missouristate.edu) <<mailto:HollyRobison@missouristate.edu>> or 417-836-5797  
Abby Isackson at [AbbyIsackson@missouristate.edu](mailto:AbbyIsackson@missouristate.edu) <<mailto:AbbyIsackson@missouristate.edu>> or 417-836-4829

Nadine Jones at [NadineJones@missouristate.edu](mailto:NadineJones@missouristate.edu) <<mailto:NadineJones@missouristate.edu>> or 417-836-4489  
Carol Ellis at [CarolEllis@missouristate.edu](mailto:CarolEllis@missouristate.edu) <<mailto:CarolEllis@missouristate.edu>> or 417-836-4675

John Peterson at [JohnDPeterson@missouri.edu](mailto:JohnDPeterson@missouri.edu) <<mailto:JohnDPeterson@missouri.edu>> or 417-869-0164

Paper surveys are available if you do not wish to respond on-line. Please contact any of the above for a paper survey. We appreciate your time and consideration in completing the survey. Thank you for participating in this study.



## Surveys 2/2



### Springfield Campus Survey Faculty/Staff

- As a result of the 5 questions mini survey
- 35 Questions
- 11 categories



# Participants

Responses were received from 941 employees of Missouri State University.

Of those, 92.6% (n = 871), were full-time employees, 5.4% (n = 51) were part-time employees, 1.2% (n = 11) indicated they did not want to report job category, and 0.9% (n = 8) did not indicate a category.

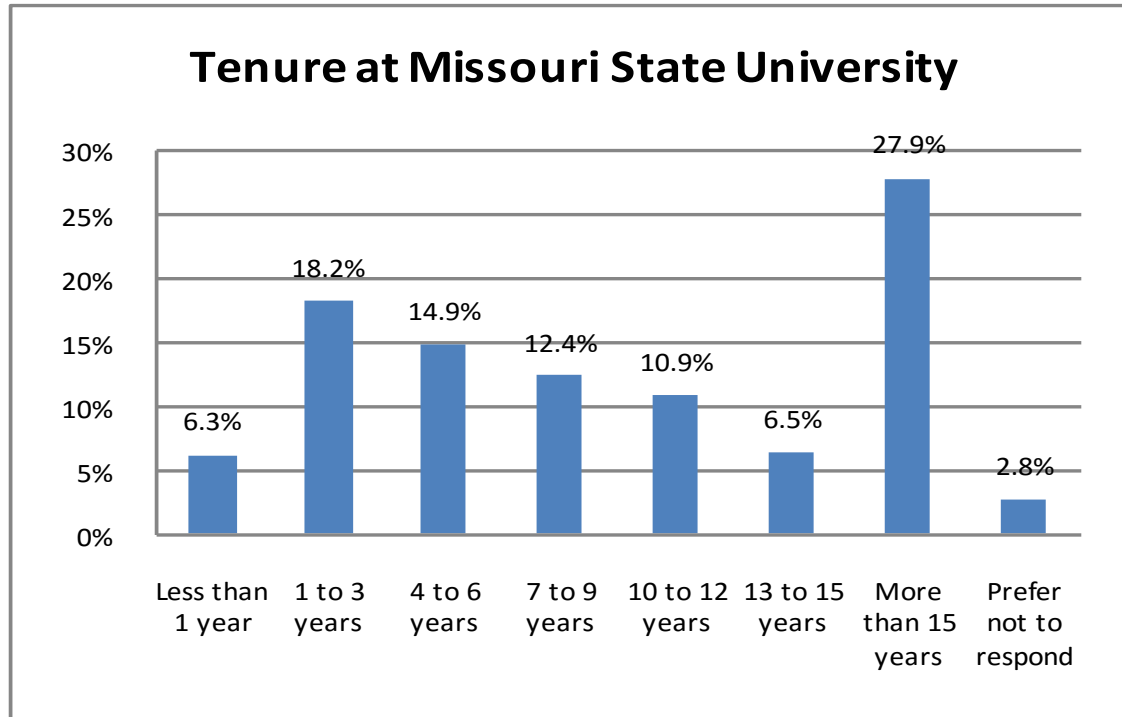
At the time of the survey, there were 2,107 full-time employees at Missouri State University; our response rate for full time employees was 41%.

IRB approval #10273





We asked employees to report how long they worked for Missouri State University. Seven categories were provided.



**About 28% of respondents indicated they worked for Missouri State for more than 15 years and 18% reported working for Missouri State for 1 to 3 years.**



Table 1

Basic Characteristics of the Population of Full-time Employees at Missouri State University (Springfield and Mtn. Grove) Compared to Full-time Respondents of the USA Morale Survey

	Campus Demographics Springfield and Mtn. Grove		Survey Respondents Springfield and Mtn. Grove		Response rate for each category
	<i>N</i>	%	<i>N</i>	%	%
Total	2,107	100%	871	100%	36.7%
Gender (full-time respondents)					
Male	995	47.2%	334	38.3	33.6
Female	1,112	52.8%	479	55.0	43.0
Prefer not to respond			56	6.4	
Did not respond			2	.2	
Job category (full-time respondents)					
Executive/Administrative/Managerial	145	6.9	89	10.2	61.4
Faculty	792	37.6	236	27.1	29.8
Staff	1,170	55.5	521	59.8	44.5
Prefer not to respond			24	2.8	
Did not respond			1	.1	



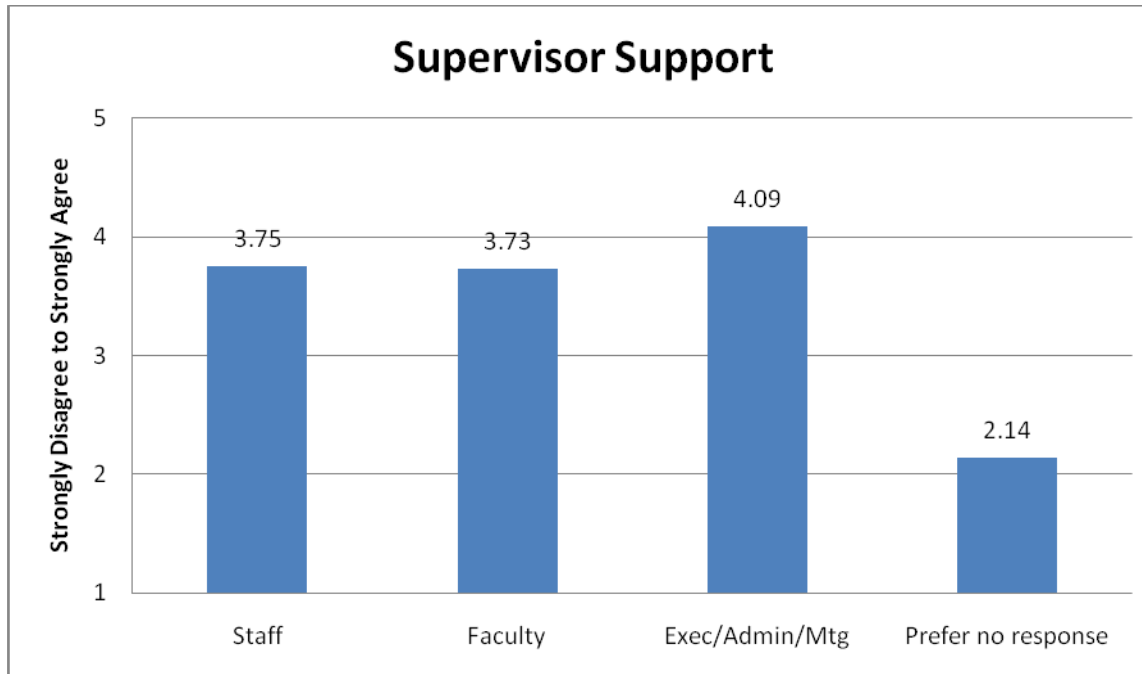
## Supervisor Support

My supervisor appreciates me.

My supervisor delivers on promises.

I trust my supervisor.

My supervisor shows too little interest in the feelings of subordinates. (recoded)

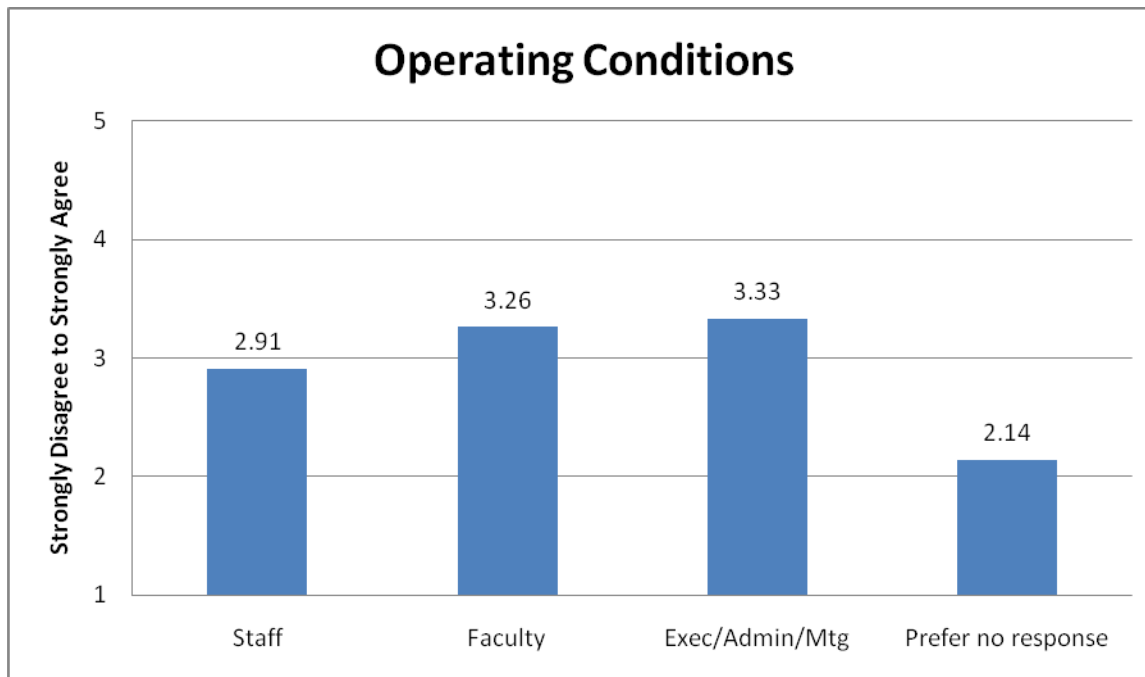


## Operating Conditions

I have too much work to do it well.

Many of our rules and procedures make doing a good job difficult.

I have too much to do at work.

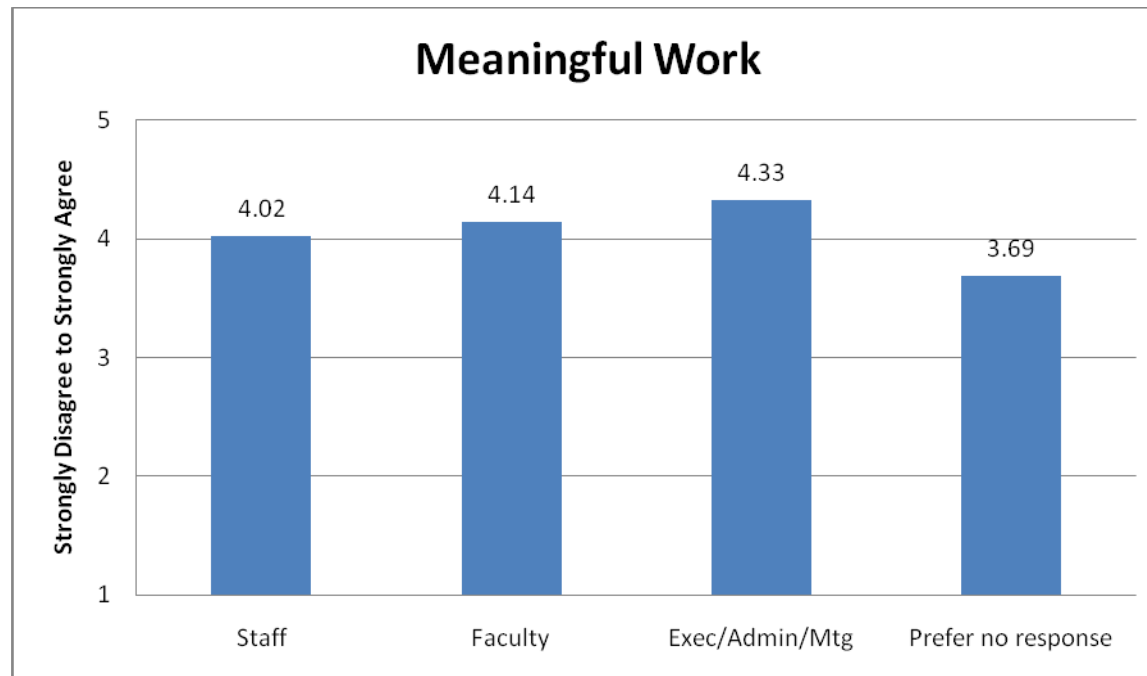


## Meaningful Work

I feel a sense of pride in doing my job.

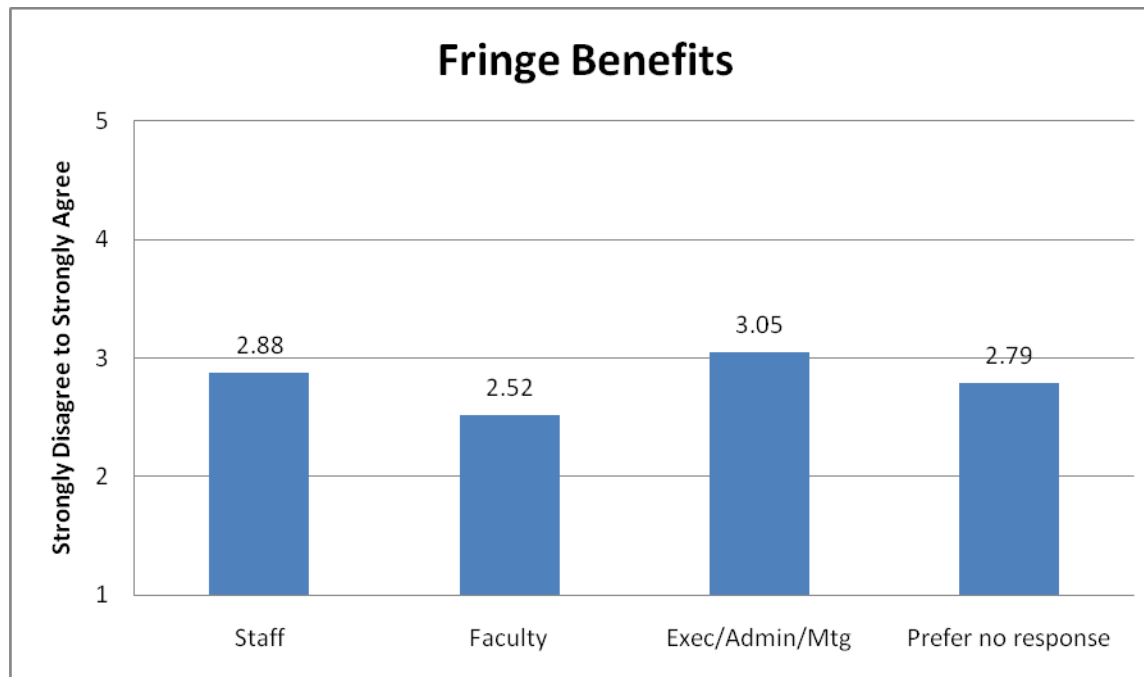
I sometimes feel my job is meaningless. (recoded)

I work here for money; otherwise this is nothing else for my life here. (recoded)



## Fringe Benefits

There are benefits we do not have which we should have. (recoded)  
The benefits we receive are as good as most other organizations offer.

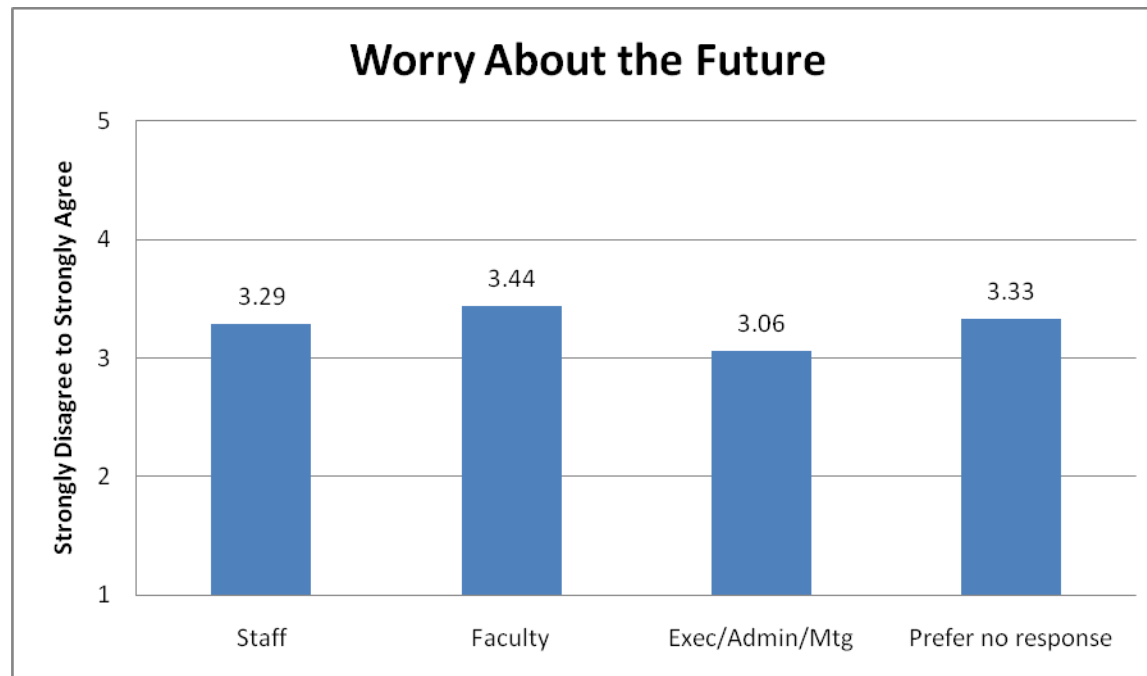


## Worry about the Future

I worry about the future of Missouri State University.

I worry about the future of my job.

I often feel that I do not know what is going on with Missouri State University.



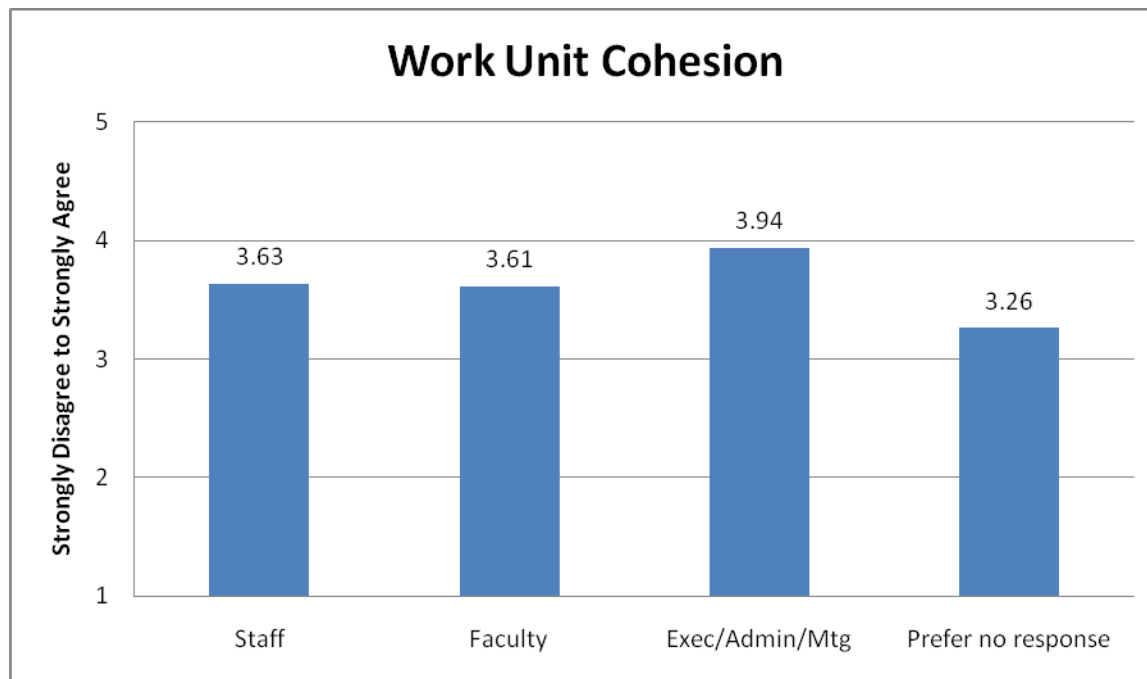
## Work Unit Cohesion

I enjoy my coworkers

I find I have to work harder at my job because of the incompetence of people

I work with. (recoded)

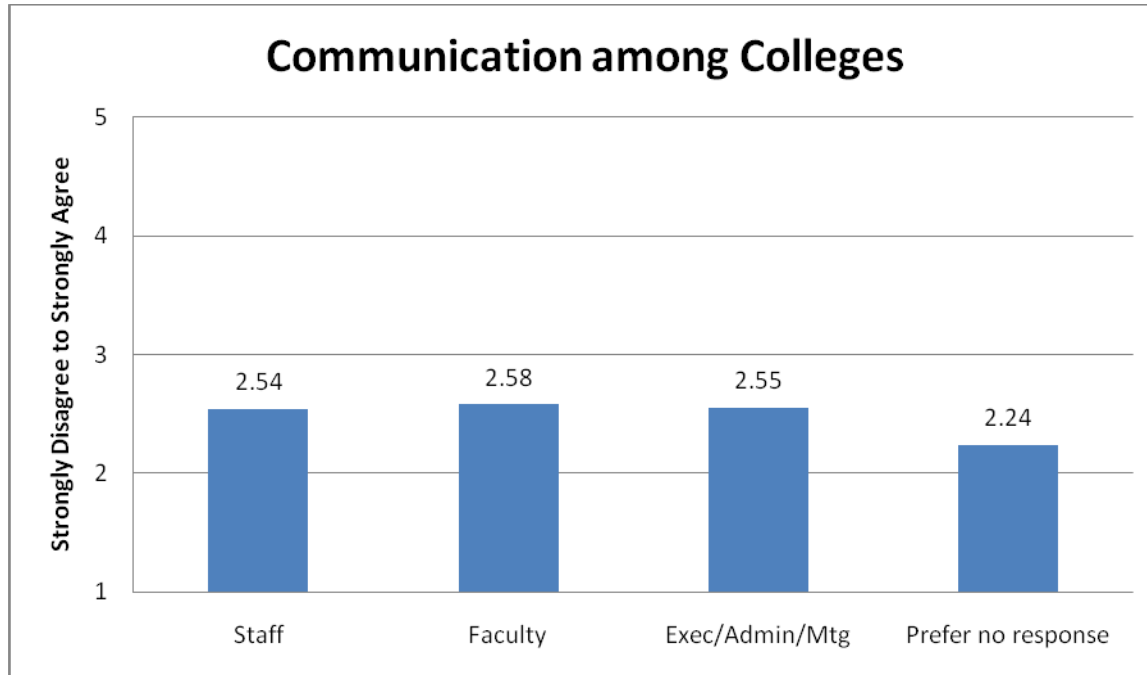
Communications are good within my work unit.





## Communication among Colleges

Communications are good among the colleges.



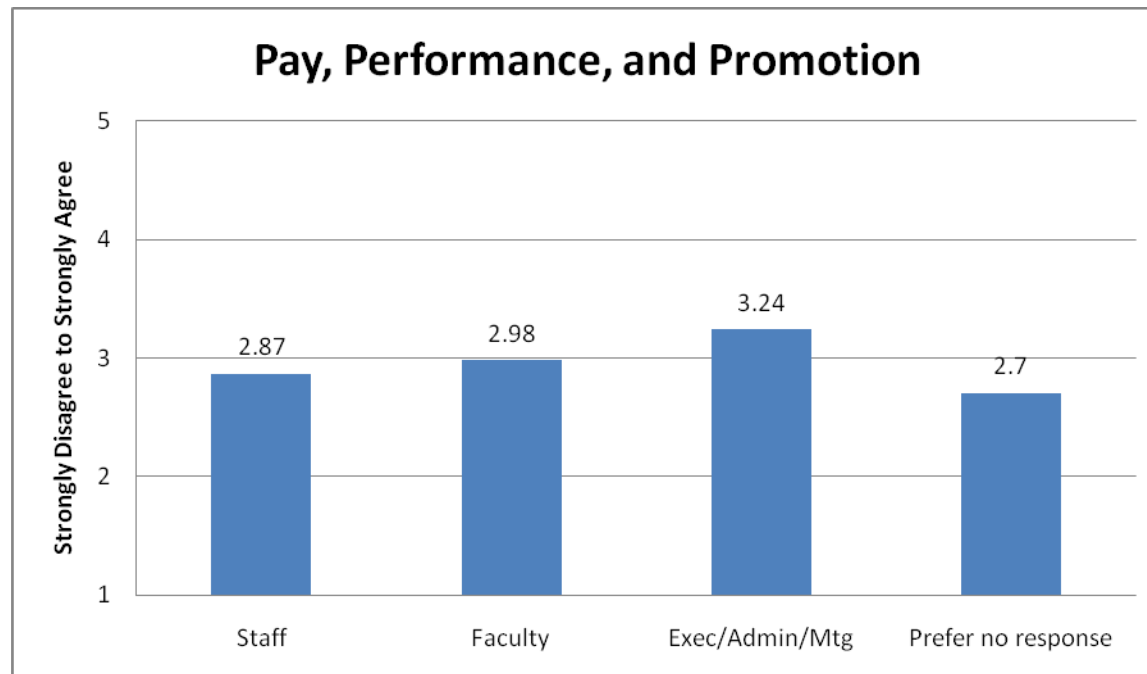
## Pay, Performance, and Promotion

I feel I am being paid a fair amount for the work I do.

The performance appraisal system used to evaluate my performance is fair.

Those who do well on the job stand a fair chance of being promoted.

I do not feel that the work I do is appreciated. (recoded)

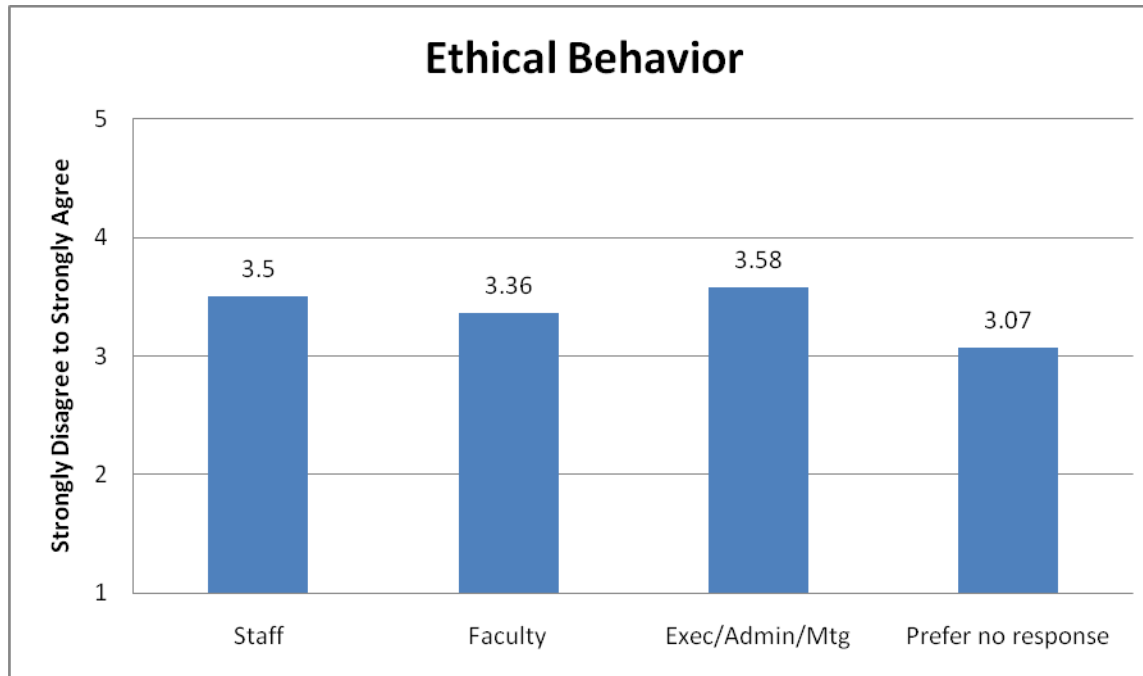


## Ethical Behavior

Top administration has let it be known that unethical behavior will not be tolerated in our workplace.

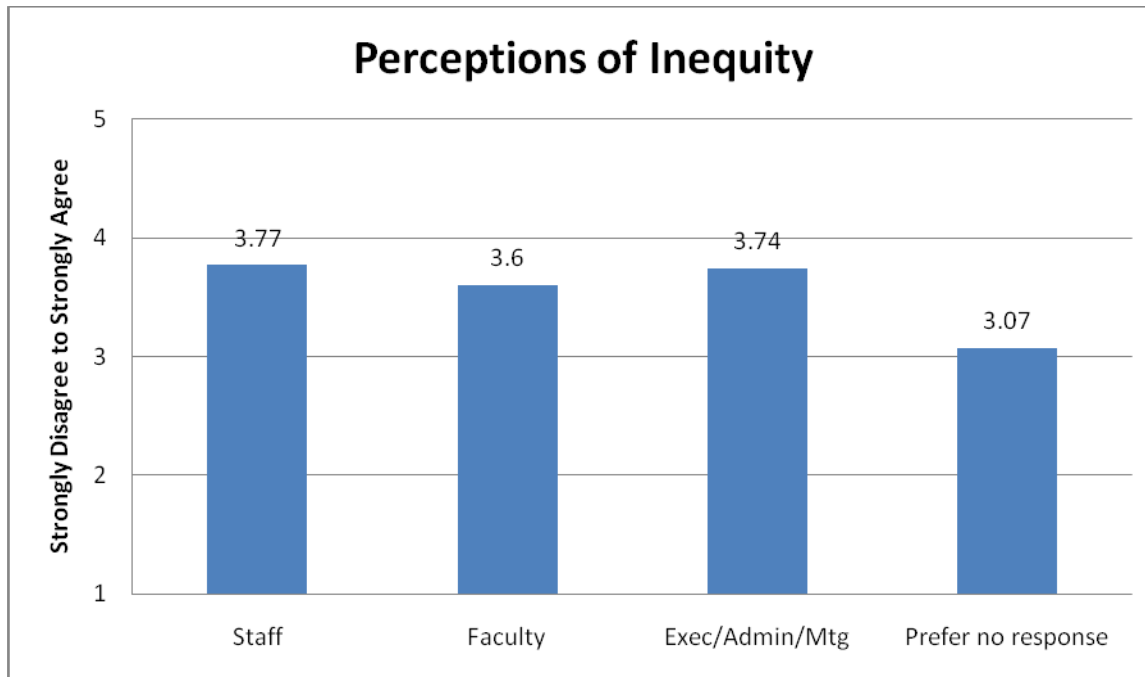
Some employees at Missouri State University engage in behavior I consider unethical. (recoded)

Missouri State University has a good reputation in the community.



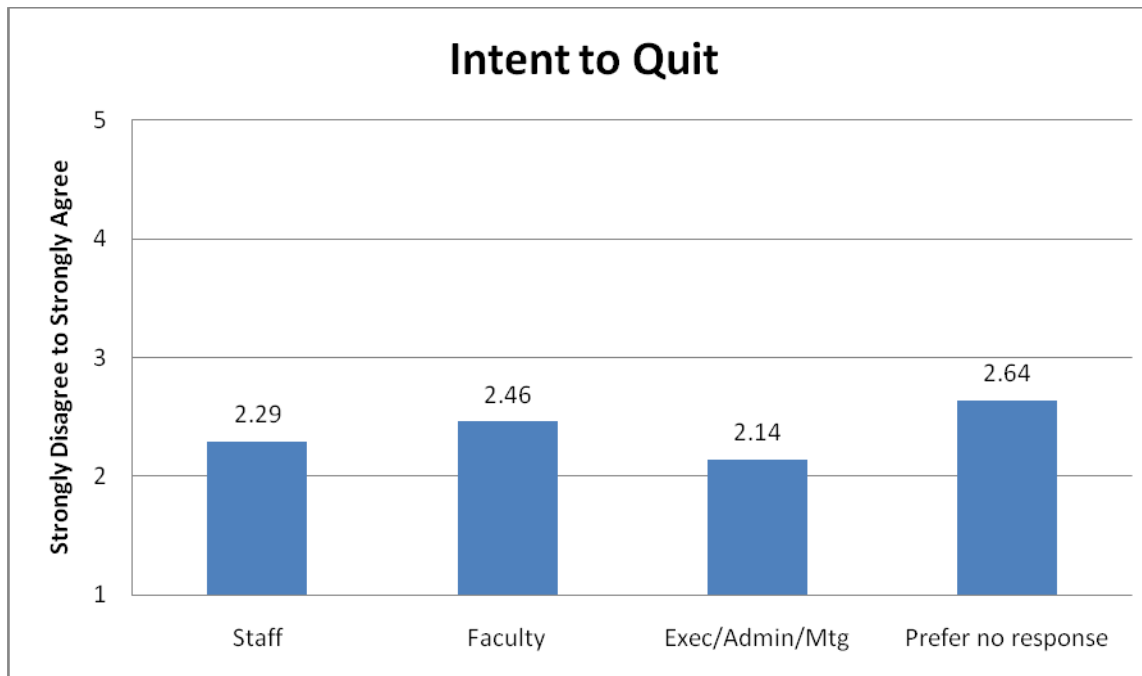
## Perceptions of Inequity

There is a lot of inequity among the different work units on campus.  
There is a lot of inequity between faculty and staff.



## Intent to Quit

I plan to leave Missouri State University for another job.  
I often think about quitting my job.



# Recommendations

Communications

Promotion of Cooperation



# Recommendations

Salary

Fringe Benefits

Performance Review

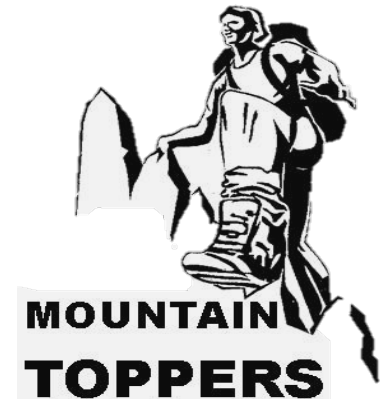


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Ms. Debbie Donnellan, Administrative & Information Service

Nadine  
Carol  
John  
Holly  
Abby







# QUESTIONS ?

