

APPENDIX 7

ORGANIZATION, MANAGEMENT AND PERSONNEL (OMP) MONITORING GUIDEBOOK

ORGANIZATION, MANAGEMENT AND PERSONNEL: EMPLOYEE SURVEYS

APPENDIX 7

EMPLOYEE SURVEYS

Employee Surveys may be an effective diagnostic approach which the PHA and HUD can use to improve PHA operations. Background information and instructions for the use of the Categorical Questions and the Employee Questionnaire are found in Section 6-1B of the OMP Guidebook. Additional information on the scoring of questions is provided directly on the forms for the different types of surveys.

Additional guidance on employee surveys can be found (among other sources) in the following two books:

1. Organizational Surveys: An Internal Assessment of Organizational Health, Randall B. Dunham and Frank J. Smith, Scott Foresman and Company.
2. The experience of Work: A Compendium and Review of 249 Measures and Their Use, John D. Cook, Sue J. Hepworth, Toby D. Wall and Peter B. Warr, Academic Press.

2

Categorical Questions

Job Satisfaction (Institute of Social Research, University of Michigan)

Possible Responses: Very Dissatisfied, Somewhat Dissatisfied; Neither Satisfied or Dissatisfied; Fairly Satisfied; Very Satisfied; (score 1 to 5 respectively).

1. All in all, how satisfied are you with the persons in your work group?
2. All in all, how satisfied are you with your supervisor?
3. All in all how satisfied are you with your job?
4. All in all, how satisfied are you with this organization compared to most others?
5. Considering your skills and the effort you put into the work, how satisfied are you with your pay?
6. How satisfied do you feel with the progress you have made in the organization up to now?
7. How satisfied do you feel with your chances for getting ahead in this organization in the future?

Hierarchy of Authority (Aiken and Hage)

Possible responses: Number continuum from 1 to 4 with 1 being definitely false and 4 being definitely true.

1. There can be little action taken here until a supervisor approves a decision.
2. A person who wants to make his own decisions would be quickly discouraged here.
3. Even small matters have to be referred to someone higher up for a final answer.
4. I have to ask my boss before I do almost anything.
5. Any decision I make has to have my boss's approval.

3

Participation in Decision-Making (Aiken and Hage)

Possible responses: Never; Seldom; Sometimes; Often; Always; (scored 1 to 5 respectively).

1. How frequently do you usually participate in decisions to hire new staff?
2. How frequently do you usually participate in decisions on the promotion of any professional staff?
3. How frequently do you participate in decisions on the adoption of new policies?
4. How frequently do you participate in the decisions on the adoption of new programs?

Supervisory Leadership (Taylor and Bowers)

Possible responses: To a very little extent; To some Extent; To a little extent; To a great Extent; To a very great extent, (scored 1 to 5 respectively except for question 13 - see below).

1. How friendly and easy to approach is your supervisor?
2. When you talk with your supervisor, to what extent does he pay attention to what you're saying?
3. To what extent is your supervisor willing to listen to your problems?
4. How much does your supervisor encourage people to give their best effort?
5. To what extent does your supervisor maintain high standards of performance?

6.To what extent does your supervisor set an example by working hard?

7.To what extent does your supervisor encourage subordinates to take action without waiting for detailed review and approval from him?

8.To what extent does your supervisor show you how to improve your performance?

9.To what extent does your supervisor provide the help you need so that you can schedule work ahead of time?

4

10.To what extent does your supervisor offer new ideas for solving job related problems?

11.To what extent does your supervisor encourage the persons who work for him to work as a team?

12.To what extent does your supervisor encourage people who work for him to exchange opinions and ideas?

13.How often does your supervisor hold meetings where people who work for him can really discuss things together? (Possible answers: Never; Once or twice a year; 3 to 6 times per year; About once a month; More often than once a month, (score 1 to 5 respectively).

5

Employee Questionnaire

Index of Organizational Reactions

This 42 item scale should be scored 1 to 5 respectively for questions 1, 3, 6, 8, 9, 11, 12, 14, 17, 19, 21, 24, 25, 26, 29, 30, 31, 34, 35, 38, and 42. The following questions should be scored from 5 to 1 respectively: 2, 4, 5, 7, 10, 13, 15, 16, 18, 20, 22, 23, 27, 28, 32, 33, 36, 37, 39, 40, and 41.

The questionnaire may be administered in sections if there is interest in any particular subject area (or as a whole) as follows:

Supervision - Questions 1 thru 6

Organizational Identification - Questions 7 thru 11

Kind of Work - Questions 12 thru 17

Amount of Work - Questions 18 thru 21

Co-Workers - Questions 22 thru 26

Physical Work Conditions - Questions 27 - 32

Financial Rewards (compensation) - Questions 33 - 37

Career Future - Questions 38 - 42

In an examination of the results of 40,340 individual surveys of both blue collar and white collar employees, mean scores in the following areas resulted (with five being highest satisfaction and 1 being lowest employee satisfaction)

Supervision - 3.19
Kind of Work - 3.36
Amount of Work - 3.06
Co-Workers - 3.41
Physical Work Conditions - 3.10
Financial Rewards - 2.77
Career Future - 3.09

(Note: Organizational Identification did not have a mean score reflected. Consequently, the best manner in which to assess score for this subject area may be to correlate it with the scores received for other subject areas. Interesting to note is that the mean scores for all the other subject areas were always close to

6

3 and in all cases, except for the subject areas of financial rewards, were above 3.)

7

EMPLOYEE QUESTIONNAIRE

1. Do you ever have the feeling you would be better off working under different supervision?

- A.I almost always feel this way;
- B.I frequently feel this way;
- C.I occasionally feel this way;
- D.I seldom feel this way;
- E.I never feel this way;

2. How do you feel about the supervision you receive?

- A.I am extremely satisfied;
- B.I am well satisfied;
- C.I am only moderately satisfied;
- D.I am somewhat dissatisfied;
- E.I am very dissatisfied;

3. How does the way you are treated by those who supervise you influence your overall attitude toward your job?

- A.It has a very unfavorable influence;
- B.It has a slightly unfavorable influence;
- C.It has no real effect;
- D.It has a favorable influence;
- E.It has a very favorable influence;

4. How much do the efforts of those who supervise you add to the success of your organization?

- A. A very great deal;
- B. Quite a bit;
- C. Only a little;
- D. Very little;
- E. Almost nothing;

5. The people who supervise me have:

8

A. Many more good traits than bad ones;

- B. More good traits than bad ones;
- C. About the same number of good traits as bad ones;
- D. More bad traits than good ones;
- E. Many more bad traits than good ones;

6. The supervision I receive is the kind that:

- A. Greatly discourages me from giving extra effort;
- B. Tends to discourage me from giving extra effort;
- C. Has little influence on me;
- D. Encourages me to give extra effort;
- E. Greatly encourages me to give extra effort;

7. There is something about working for this organization that:

- A. Greatly encourages me to do my best;
- B. Definitely encourages me to do my best;
- C. Only slightly encourages me to do my best;
- D. Tends to discourage me from doing my best;
- E. Definitely discourages me from doing my best;

8. From my experience, I feel this organization probably treats its employees:

- A. Poorly;
- B. Somewhat poorly;
- C. Fairly well;
- D. Quite well;
- E. Extremely well;

9. How does working for this organization influence your overall attitude toward your job?

- A. It has a very unfavorable influence;
- B. It has an unfavorable influence;
- C. It has no influence one way or the other;
- D. It has a favorable influence;
- E. It has a very favorable influence;

9

10. How do you describe this organization as a company to work for?

- A. Couldn't be much better;
- B. Very good;
- C. Fairly good;
- D. Just another place to work;
- E. Poor;

11. I think this organization, as a company, considers employee welfare:

- A. Much less important than sales and profits;
- B. Less important than sales and profits;
- C. More important than sales and profits;
- D. Much more important than sales and profits;

12. Work like mine:

- A. Discourages me from doing my best;
- B. Tends to discourage me from doing my best;
- C. Makes little difference;
- D. Slightly encourages me to do my best;
- E. Greatly encourages me to do my best;

13. How often when you finish a day's work do you feel you've accomplished something really worthwhile?

- A. All of the time;
- B. Most of the time;
- C. About half of the time;
- D. Less than half of the time;
- E. Rarely;

14. How does the kind of work you do influence your overall attitude toward your job?

- A. It has a very unfavorable influence;
- B. It has a slightly unfavorable influence;
- C. It has no influence one way or the other;
- D. It has a fairly favorable influence;
- E. It has a very favorable influence;

10

15. How many of the things you do on the job do you enjoy?

- A. Nearly all;
- B. More than half;
- C. About half;
- D. Less than half;
- E. Almost none;

16. How much of the work you do stirs up real enthusiasm on your part?

- A. Nearly all;
- B. More than half;
- C. About half;
- D. Less than half;

E.Almost none of it;

17. How do you feel about the kind of work you do?

- A.Don't like it, would prefer some other kind of work;
- B.It's O.K., there's other work I like better;
- C.I like it, but there is other work I like as much;
- D.I like it very much;
- E.It's exactly the kind of work I like best;

18. I feel my workload is:

- A.Never too heavy;
- B.Seldom too heavy;
- C.Sometimes too heavy;
- D.Often too heavy;
- E.Almost always too heavy;

19. How does the amount of work you are expected to do influence the way you do your job?

- A.It never allows me to do a good job;
- B.It seldom allows me to do a good job;
- C.It has no effect on how I do my job;
- D.It usually allows me to do a good job;
- E. It always allows to me to a good job;

11

20. How does the amount of work you're expected to do influence your overall attitude toward the job?

- A. It has a very favorable influence;
- B. It has a favorable influence;
- C. It has no influence one way or the other;
- D. It has an unfavorable influence;
- E. It has a very unfavorable influence;

21. How do you feel about the amount of work you're expected to do?

- A. Very dissatisfied;
- B. Somewhat dissatisfied;
- C. Neither satisfied nor dissatisfied;
- D. Somewhat satisfied;
- E. Very satisfied;

22. How do you generally feel about the employees you work with?

- A. They are the best group I could ask for;
- B. I like them a great deal;
- C. I like them fairly well;
- D. I have no feelings one way or other;
- E. I don't particularly care for them;

23. How is your overall attitude toward your job influenced by the people you work with?

- A. It is very favorably influenced;
- B. It is favorably influenced;
- C. It is not influenced one way or the other;
- D. It is unfavorably influenced;
- E. It is very unfavorably influenced;

24. The example my fellow employees set:

- A. Greatly discourages me from working hard;
- B. Somewhat discourages me from working hard;
- C. Has little effect on me;
- D. Somewhat encourages me to work hard;
- E. Greatly encourages me to work hard;

12

25. How much does the way coworkers handle their job add to the success of your organization?

- A. It adds almost nothing;
- B. It adds very little;
- C. It adds only a little;
- D. It adds quite a bit;
- E. It adds a very great deal;

26. In this organization, there is:

- A. A very great deal of friction;
- B. Quite a bit of friction;
- C. Some friction;
- D. Little friction;
- E. Almost no friction;

27. How much pride can you take in the appearance of your work place?

- A. A very great deal;
- B. Quite a bit;
- C. Some;
- D. Little;
- E. Very little;

28. How do you feel about your physical working conditions?

- A. Extremely satisfied;
- B. Well satisfied;
- C. Only moderately satisfied;
- D. Somewhat dissatisfied;
- E. Very dissatisfied;

29. How do your physical conditions influence your overall attitude toward your job?

- A. They have a very unfavorable influence;
- B. They have a slightly unfavorable influence;
- C. They have no influence one way or the other;
- D. They have a favorable influence;
- E. They have a very favorable influence;

30. The physical working condition makes working here:
- A. Very unpleasant;
 - B. Unpleasant;
 - C. Neither pleasant nor unpleasant;
 - D. Pleasant;
 - E. Very pleasant;
31. For the work I do, my physical conditions are:
- A. Very poor;
 - B. Relatively poor;
 - C. Neither good nor poor;
 - D. Reasonably good;
 - E. Very good;
32. How do your physical working conditions affect the way you do your job?
- A. They help me a great deal;
 - B. They help me a little;
 - C. They make little difference;
 - D. They tend to make it difficult;
 - E. They make it very difficult;
33. For the job I do, I feel the amount of money I make is:
- A. Extremely good;
 - B. Good;
 - C. Neither good nor poor;
 - D. Fairly poor;
 - E. Very poor;
34. To what extent are your needs satisfied by the pay and benefits you receive?

- A. Almost none of my needs are satisfied;
 - B. Very few of my needs are satisfied;
 - C. A few of my needs are satisfied;
 - D. Many of my needs are satisfied;
 - E. Almost all of my needs are satisfied;
35. Considering what it costs to live in this area, my pay is:
- A. Very inadequate;
 - B. Inadequate;
 - C. Barely adequate;
 - D. Adequate;
 - E. More than adequate;
36. Does the way pay is handled around here make it worthwhile for a person to work especially hard?

- A. It definitely encourages hard work;
- B. It tends to encourage hard work;
- C. It makes a little difference;
- D. It tends to discourage hard work;
- E. It definitely discourages hard work;

37. How does the amount of money you now make influence your overall attitude toward your job?

- A. It has a very favorable influence;
- B. It has a fairly favorable influence;
- C. It has no influence one way or the other;
- D. It has a slightly unfavorable influence;
- E. It has a very unfavorable influence;

38. How do you feel about your future with this organization?

- A. I am very worried about it;
- B. I am somewhat worried about it;
- C. I have mixed feelings about it;
- D. I feel good about it;
- E. I feel very good about it;

15

39. How do your feelings about your future with the company influence your overall attitude toward your job?

- A.They have a very favorable influence;
- B.They have a favorable influence;
- C.They have no influence one way or the other;
- D.They have a slightly unfavorable influence;
- E.They have a very unfavorable influence;

40. The way my future with the company looks to me now:

- A.Hard work seems very worthwhile;
- B.Hard work seems fairly worthwhile;
- C.Hard work seems worthwhile;
- D.Hard work hardly seems worthwhile;
- E.Hard work seems almost worthwhile;

41. Do you feel you are getting ahead in the company?

- A.I'm making a great deal of progress;
- B.I'm making some progress;
- C.I'm not sure;
- D.I'm making very little progress;
- E.I'm making no progress;

42. How secure are you in your present job?

- A.I feel very uneasy about it;
- B.I feel fairly uneasy about it;
- C.I feel somewhat uneasy about it;
- D.I feel fairly sure of it;

E.I feel very sure of it;

16

Table for Determining Sample Size from a Given Population

N		S	N	S
10		10	220	140
1200	291	14	230	144
15		19	240	148
1300	297	24	250	152
20		28	260	155
1400	302	32	270	159
25		36	280	162
1500	305	40	290	165
30		44	300	169
1600	310	48	320	175
35		52	340	181
1700	313	56	360	186
40		59	380	191
1800	317	63	400	196
45		66	420	201
1900	320	70	440	205
50		73	460	210
2000	322	76	480	214
55		80	500	217
2200	327	86	550	226
60		92	600	234
2400	331	97	650	242
65		103	700	248
2600	335	108	750	260
70				
2800	338			
75				
3000	341			
80				
3500	346			
85				
4000	351			
90				
4500	354			
95				
5000	357			
100				
6000	361			
110				
7000	364			
120				
8000	367			
130				
9000	368			
140				
10000	370			
150				
15000	375			

160		113	800	265
20000	377			
170		118	850	269
30000	379			
180		123	900	274
40000	380			
190		127	950	278
50000	381			
200		132	1000	285
75000	382			
210		136	1100	285
100000	384			

Source: Krejcie and Morgan (1970)

Note: N is for any complete group (population), s is sample size.