

ABC INSURANCE COMPANY

Employee Mini-survey Results

August 2001

<SAMPLE REPORT>

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SECTION 1 – BACKGROUND

This document contains results of an employee opinion mini-survey conducted among three departments of ABC Insurance Company in July and August, 2001. ABC's survey is hosted on LOMA's Organizational Assessment department's Internet site, which participants accessed via randomly generated and assigned passwords.

Of the 107 employees invited to participate, 94 submitted survey responses (88% response rate). The response rate breakdown within departments is as follows:

Information Systems – 30 of 35 (86%)

Group Underwriting – 40 of 47 (85%)

Individual Policy Services – 24 of 25 (96%)

While these three samples are relatively small, the response rates are high. Barring any systematic reason for non-responses, ABC may be assured that the resulting data are quite representative of the targeted survey group.

ABC's mini-survey contains seven demographic, binary-response items and 37 scaled-response items. The response scale for the latter is a five-point Likert scale (1 = strongly disagree, 3 = neutral, 5 = strongly agree). Respondents also have the option of answering "do not know" for these items (such responses are treating as missing data for the purposes of calculating the item and scale averages used in statistical analyses).

The 37 scaled-response items cover a variety of workplace and work life features (i.e., company climate measures), as well as the outcomes of job satisfaction and intentions to stay employed at ABC. Consistent with discussions LOMA had with ABC HR officials during survey and analysis planning, we employed statistical factor analysis to arrive at multi-item, summary measures of climate and outcomes. Thirty-five of the 37 items loaded on 10 identifiable factors, and two items stood alone:

Job satisfaction scale (dependent variable)

1. Most days, I am enthusiastic about my job.
2. My job is one of the top three priorities in my life.

Intention to stay scale (dependent variable)

1. If I had to do it over again, I would still work for ABC.
2. [R] I am likely to be looking for a new job within six months.
3. If the choice is mine, I will be working at ABC three years from now.

Communications climate scale

1. Communication in my department is honest, open, and candid.
2. [R] I often have to rely on the "grapevine" to get job-related information.
3. The ongoing training that I receive for my job is adequate.

Benefits sufficiency scale

1. ABC's medical insurance benefits are competitive.
2. ABC's benefits (excluding medical insurance) are competitive.

Fairness climate scale

1. When promotions are given, they are given to the top performers in our department.
2. The criteria for getting promoted in my department are clearly spelled out.
3. The criteria for getting promoted in my department are fair.
4. My supervisor and his or her manager are consistent in decisions.
5. Company policies are uniformly enforced throughout my department.

Development climate scale

1. There are adequate career opportunities for me here at ABC.
2. I am given opportunities to improve my knowledge and skills at ABC.
3. I get work assignments that challenge me to use my skills and abilities.

Co-workers scale

1. My co-workers are competent.
2. My co-workers are friendly and pleasant to work with.
3. My co-workers carry a fair share of the workload.

Job stress climate scale

1. [R] My workload is too heavy for me to do everything well.
2. [R] My job is stressful.

Job features scale

1. I have sufficient authority to fulfill my job responsibilities.
2. [R] My office environment hinders the way I do my job.

Supervisor scale

1. My supervisor works with me to set challenging yet fair performance goals.
2. My supervisor establishes rapport with me.
3. My supervisor treats everyone in my work group fairly.
4. My supervisor and I discuss my career development opportunities.
5. My supervisor helps me identify areas in which I need development.
6. My supervisor supports me when things get tough on my job.
7. My supervisor treats me with respect.
8. My supervisor establishes trust with me.
9. My supervisor gives me recognition and praise for my job performance.
10. Overall, I have a competent supervisor.

Two stand-alone items that did not load distinctly on other factors

1. My current pay rate is competitive for the job I am performing.
2. My job is what I expected it would be.

These 10 measures and two stand-alone items formed the basis of LOMA's analyses. The reader should note that a few of these items may shift around to other scales as more data become available for future factor analyses.

Most of the survey's 37 scaled-response items are "positively worded." That is, agreement with those statements signifies a good and positive attitude or opinion. For instance, agreeing with the item "My co-workers are competent" reflects a positive attitude. Five of these 37 items (see the ones above marked with [R]) are "reverse-keyed" in that agreement signifies a negative attitude or negative implication for ABC. For instance, agreeing with the item "My job is stressful" reflects a negative opinion. For analytical purposes, LOMA reverse-coded the data for these five items so that item and scale averages are all in the same "direction." Thus, in all cases throughout the results presentation, a higher average rating represents a more positive opinion.

Consistent with ABC's stated analytical needs, the following sections present graphical results of statistical analyses for the overall survey sample and each of the three affected departments. Specific results include:

- Demographic frequencies.
- Average ratings per summary scale and per item.
- Correlations between predictor variables and outcome variables.
- T-tests for statistically significant differences between any two demographic groups.
- For the overall sample, one-way analyses of variance for statistically significant differences across the three departments.

SECTION 2 – OVERALL SAMPLE RESULTS

Demographic frequencies for the overall sample of 94 employees

	Fre	%
1 Group Underwriting	24	25.
2 Individual Policy Services	30	31.
3 Information Systems	94	100.
Total		

Job grade level

	Freq	%
1 A through D	42	44.7
2 E or higher	52	55.3
Total	94	100.0

Length of employment :

	Freq	%
1 Less than one year	23	24.5
2 One year or more	71	75.5
Total	94	100.0

Total years corporate office experience

	Freq	%
1 Less than one year	3	3.2
2 One year or more	91	96.8
Total	94	100.0

Highest level of formal education

	Freq	%
1 Less than a bachelor's degree	50	53.2
2 Bachelor's degree or higher	44	46.8
Total	94	100.0

Commuting distance from work

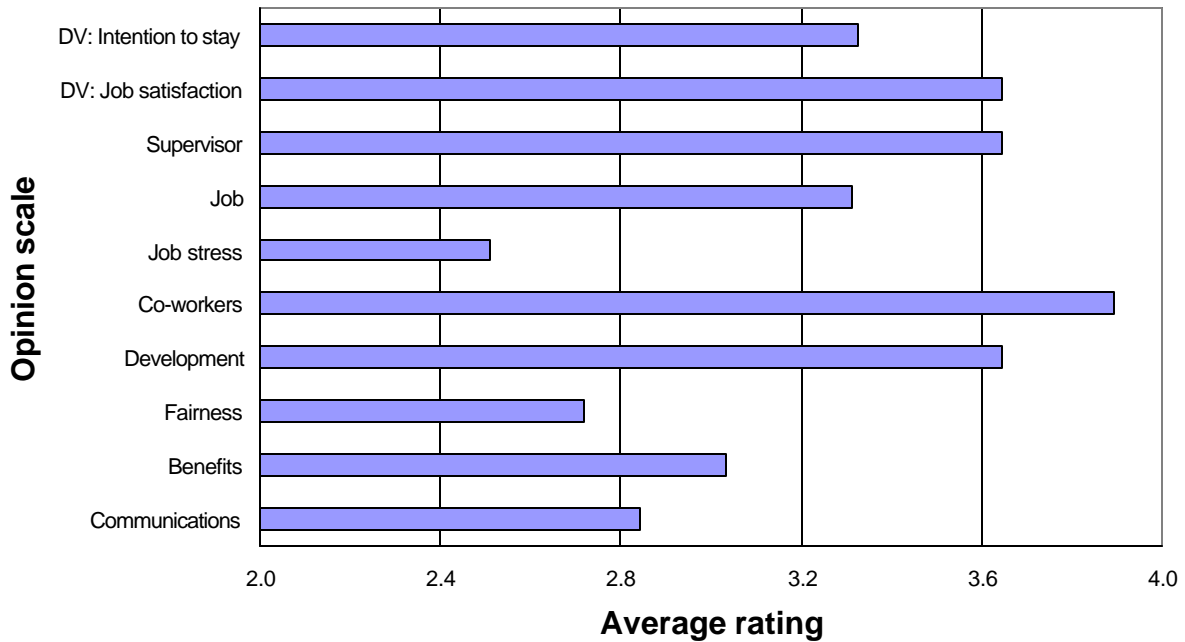
	Freq	%
1 Less than 25 miles	59	62.8
2 25 miles or greater	35	37.2
Total	94	100.0

Age

	Freq	%
1 Younger than 30 years	25	26.6
2 30 years or older	69	73.4
Total	94	100.0

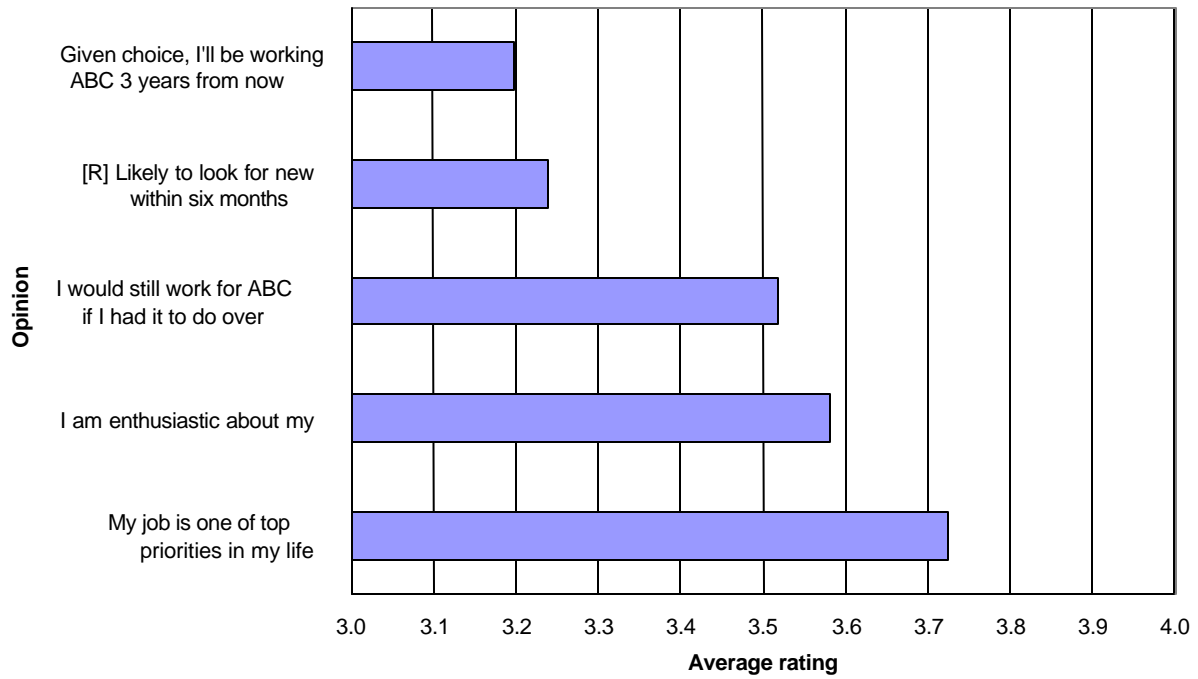
Average ratings per summary scale and per item

**Average scalar opinion ratings for overall sample
(bigger number is more positive opinion)**



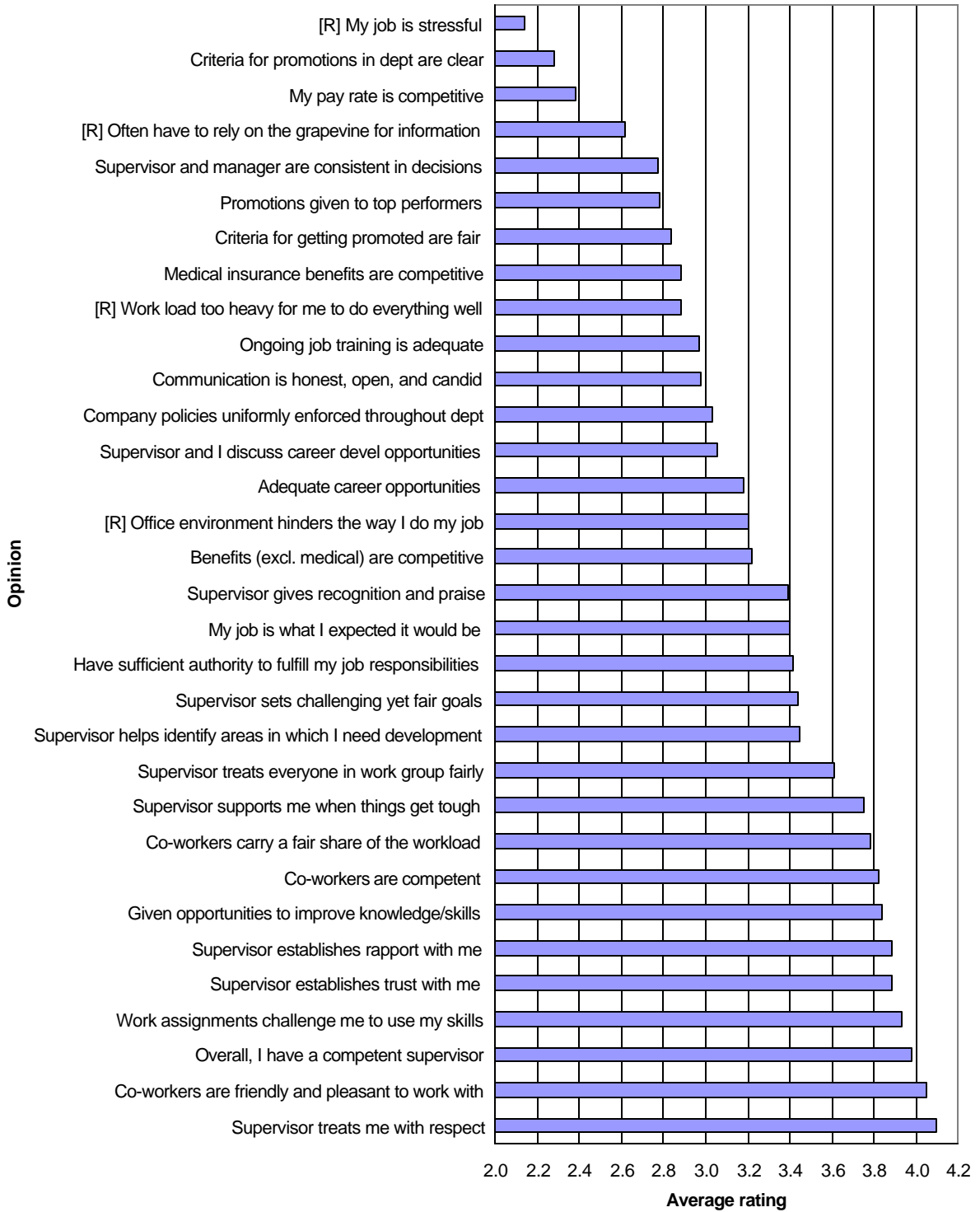
Respondents were most positive about their co-workers, and least positive about the climates for fairness and job stress.

**Average opinion ratings for dependent variable items (overall
(bigger number is more positive)**



Respondents registered relatively more job satisfaction than retention potential, and were least positive about the idea of still working for ABC three years from now.

**Average opinion ratings for independent (predictor) variable items (overall sample)
(bigger number is more positive opinion)**



Correlations between predictor variables and outcome variables

Overall Correlations



Note: correlations greater than .22 are statistically significant

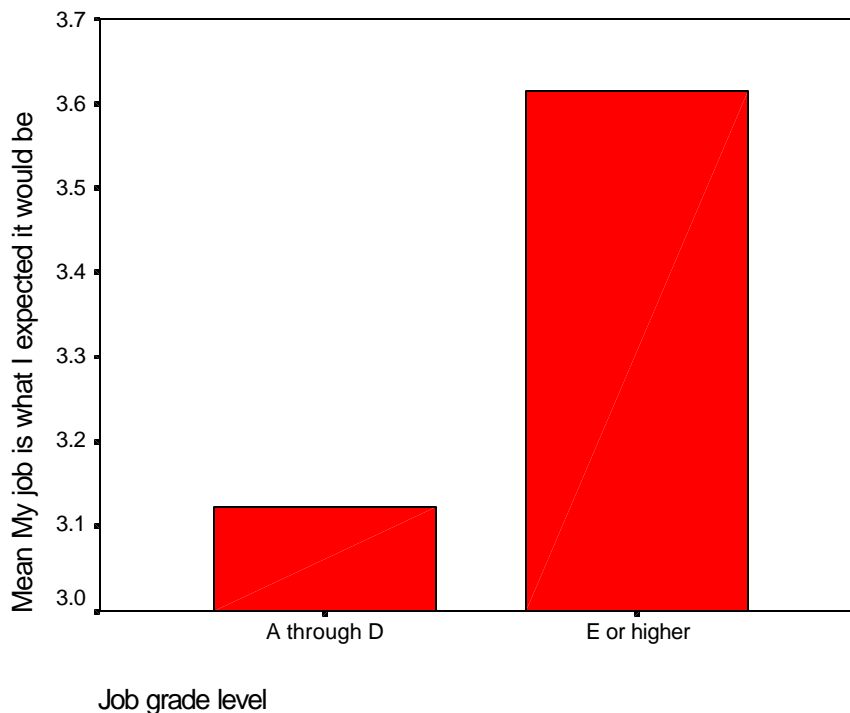
By saying any two variables are “positively correlated,” we simply mean they are directly associated (i.e., the two measures tend to move up and down together). Negative, or inverse, correlation simply means as the value of one variable increases, the value of the other decreases. Sometimes this association reflects the fact that one variable directly causes or drives the other, but the two variables may also reciprocally influence each other, or even be correlated simply by chance. In any case, when two variables or measures are strongly correlated, knowledge of the value and behavior of one variable lends insight about the other variable.

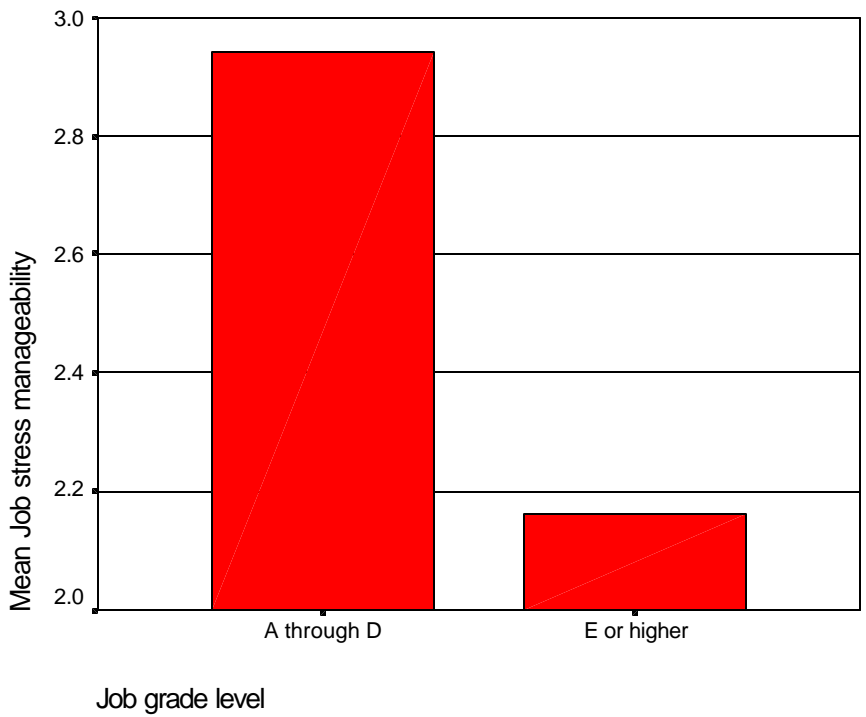
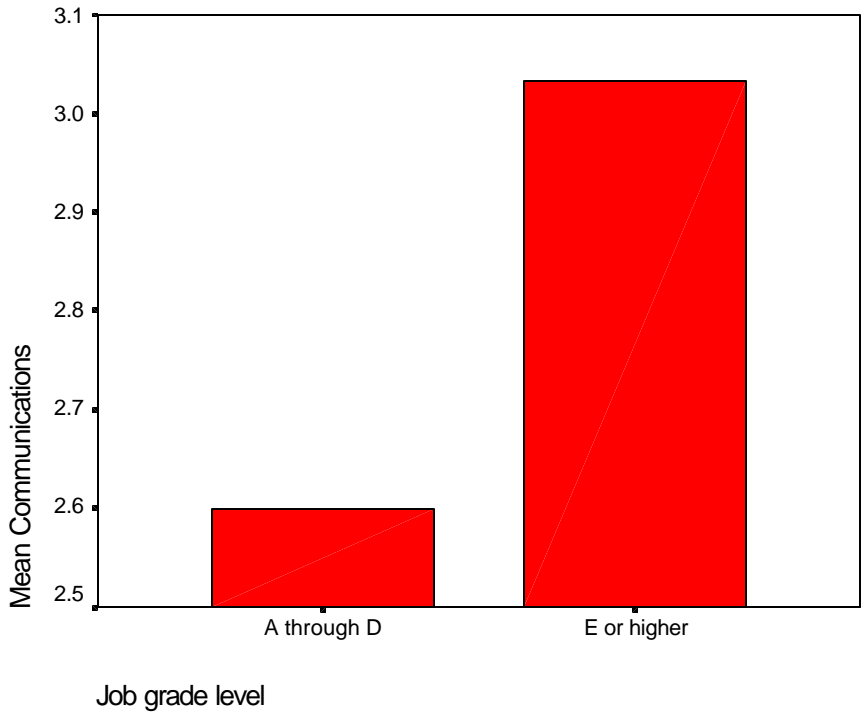
In ABC’s case, job satisfaction was most strongly correlated with a match between job realities and the respondent’s early expectations about the job. Also, fairness (especially in promotion opportunities) was notably correlated with job satisfaction, whereas the sufficiency of employee benefits was not significantly correlated with job satisfaction. The strongest correlates of intentions to stay at ABC were job features, job expectations fulfillment, and fairness.

Statistically significant differences between demographic groups

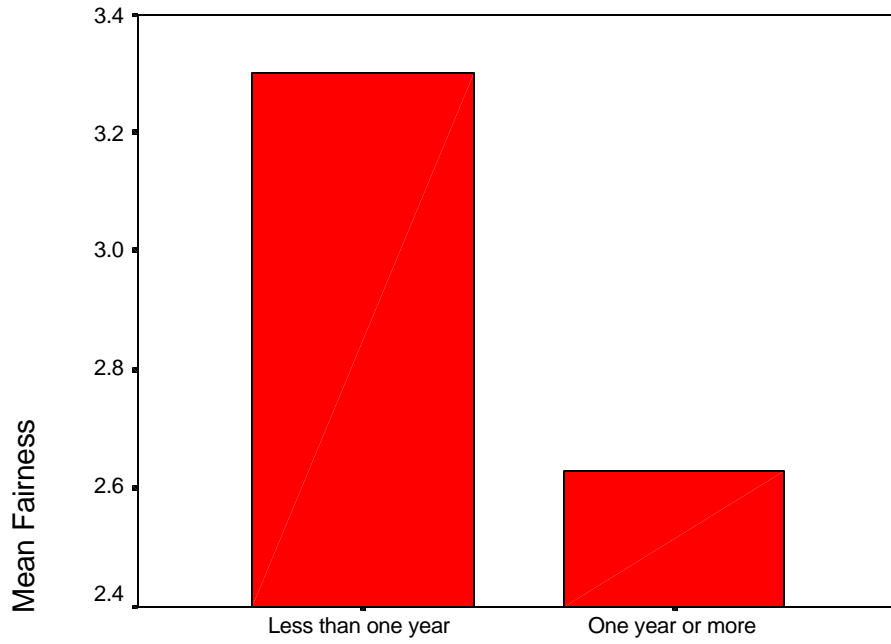
What do we mean by “statistically significant”? Basically, we mean the result did not occur by mere chance, and that the effect (the difference, correlation, etc.) is large enough to really matter. Before declaring a statistic or result “significant,” we have relied on a probability criterion of .05. Relying on a .05 probability criterion means the probability of the observed result occurring by mere random chance was less than five percent. Using such a stringent standard ensures ABC does not draw a false inference or jump to some conclusion that is not strongly supported by the data.

Any ranking of ratings by categories will always produce higher and lower scoring categories, so simply knowing which demographic group or work unit yielded the lowest scores for a survey variable does not necessarily mean much (if all work units bunch together in a tight range, for instance, their scores are practically equal). What ABC must do is identify the survey variables which, when grouped by demographic categories or work units, yield differences that are statistically significant. The statistically significant between-groups differences for the demographic variables are illustrated in the bar charts below.

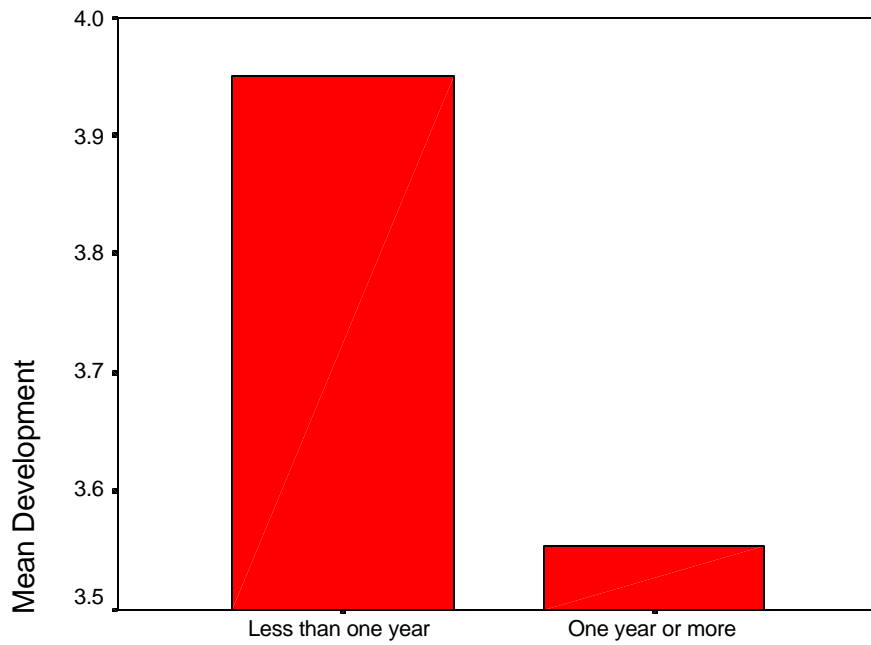




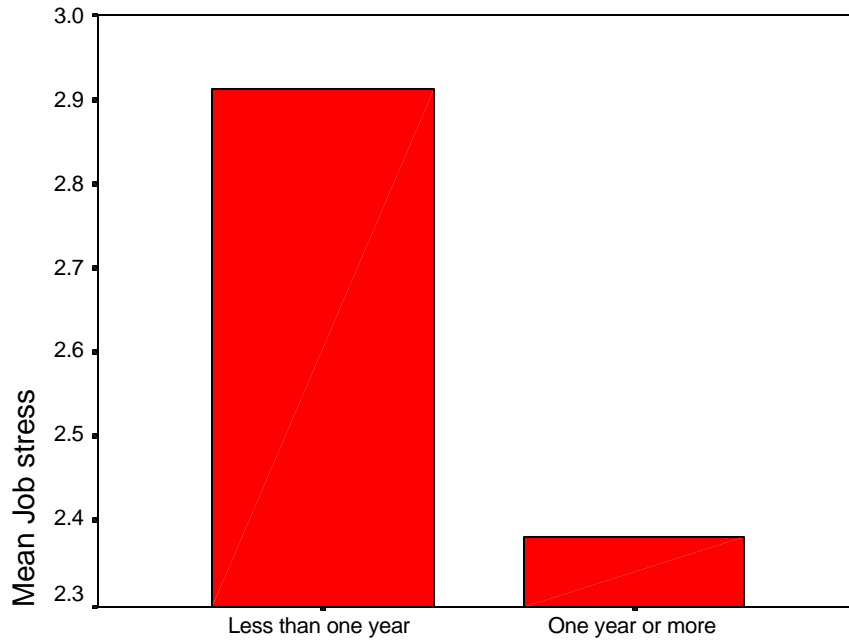
Employees in higher job grades rated their job stress as worse, but also reported better views of company communications and better job expectations fulfillment.



Length of employment at ABC

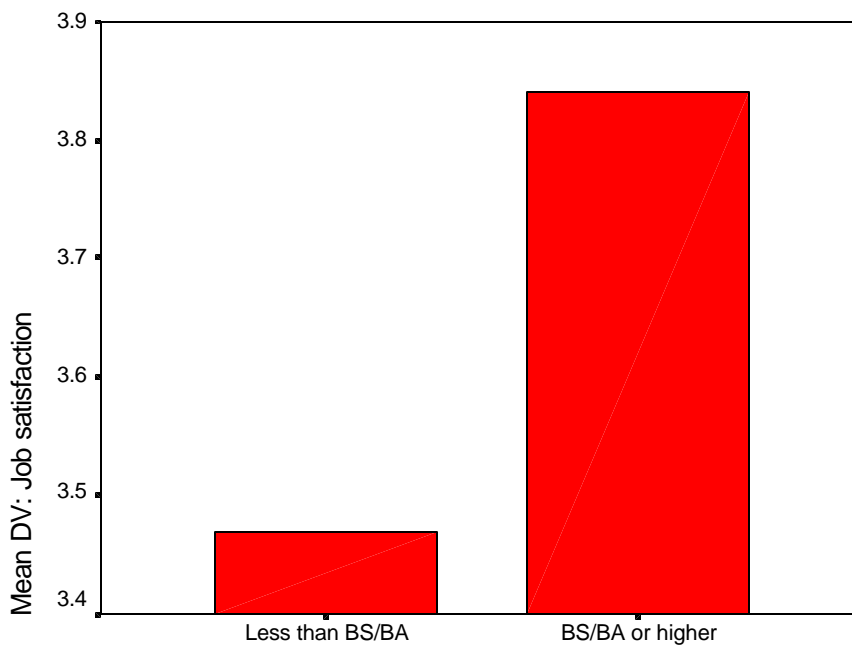


Length of employment at ABC

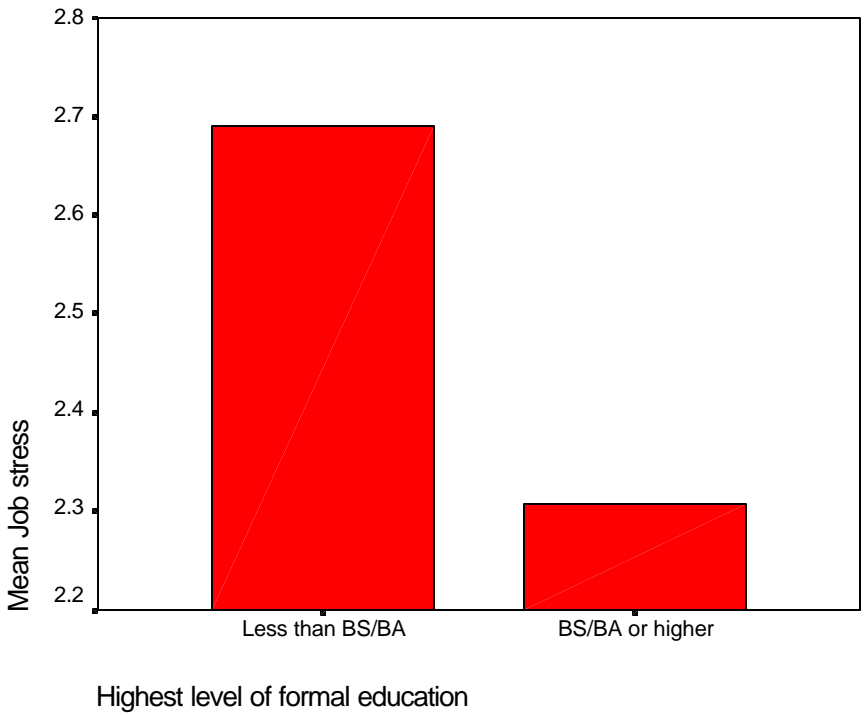
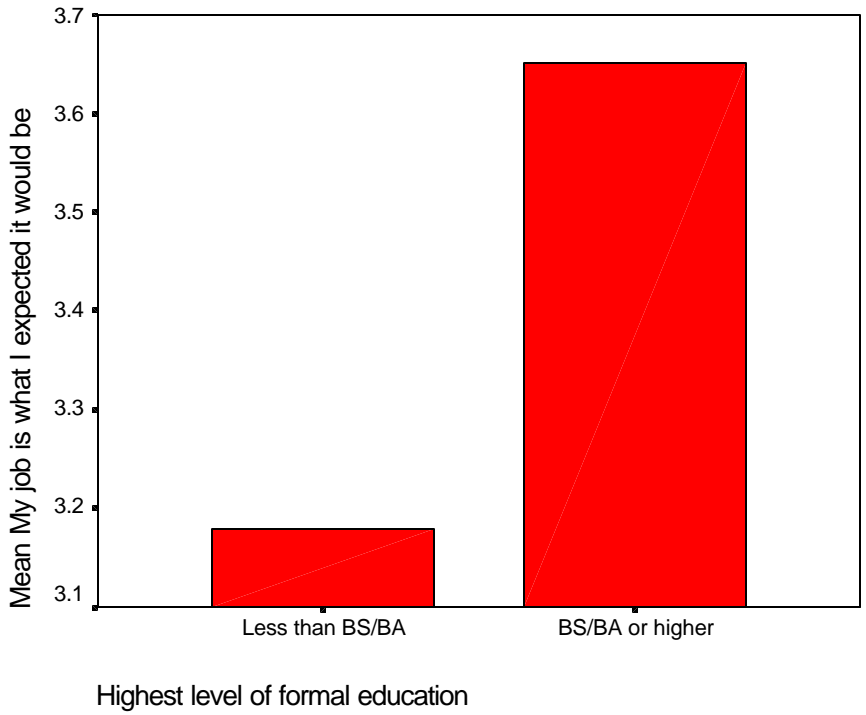


Length of employment at ABC

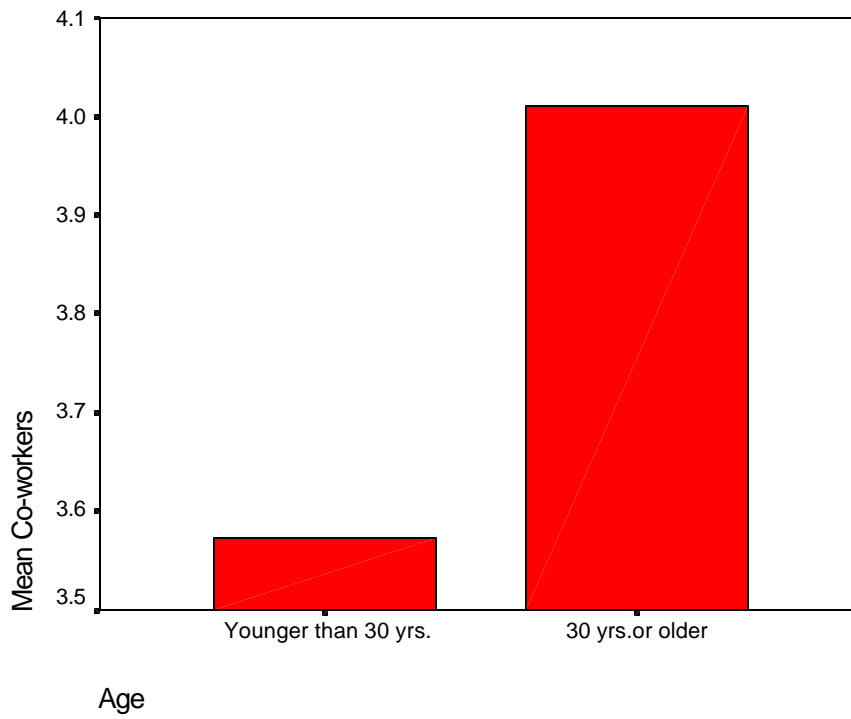
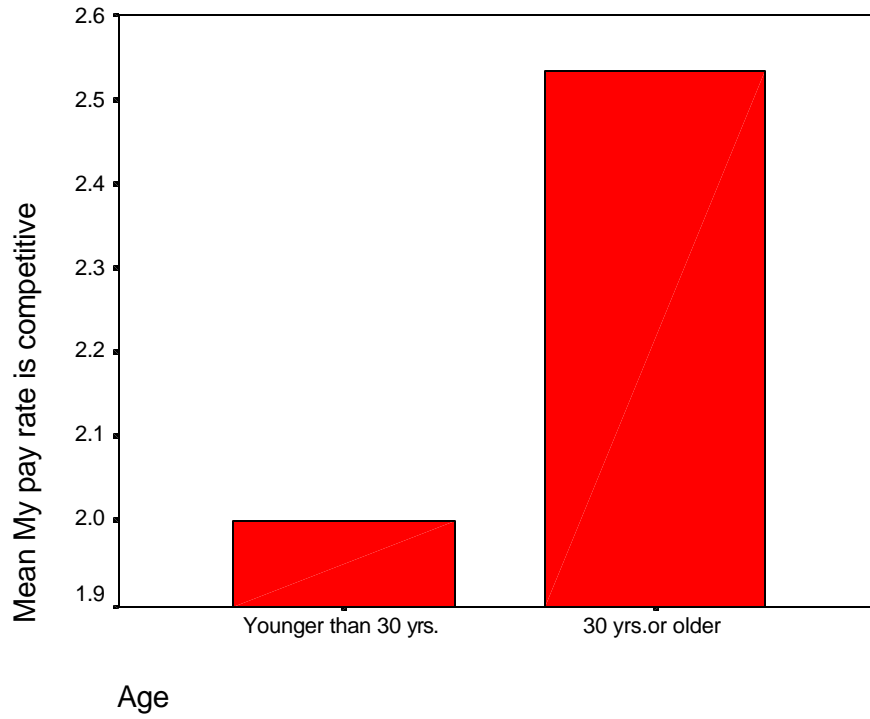
More junior employees were significantly more positive in their views of workplace fairness, development opportunities, and job stress.

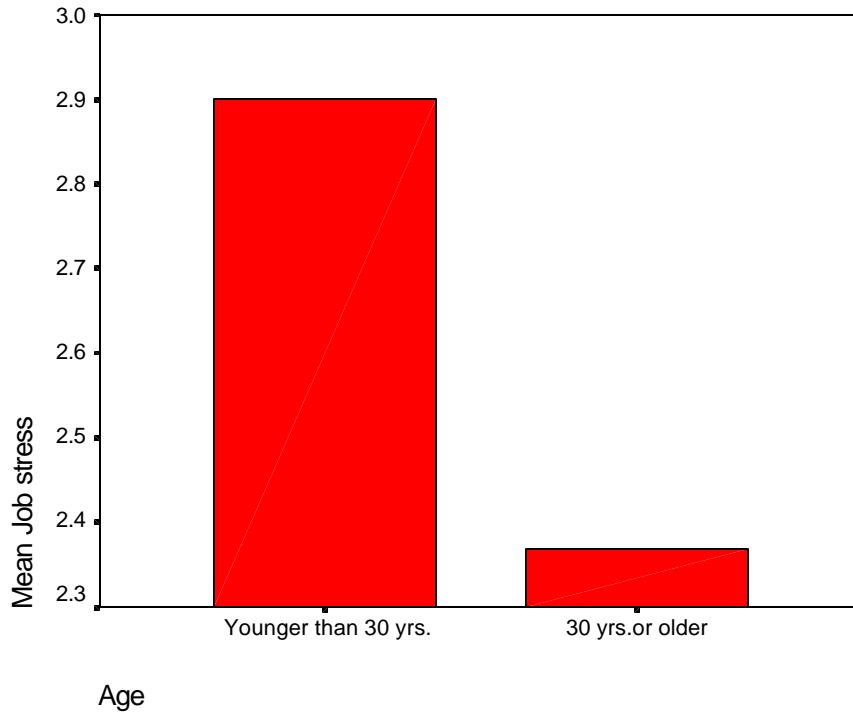


Highest level of formal education



Better educated respondents reported more job stress, but also had significantly higher job satisfaction and job expectations fulfillment.

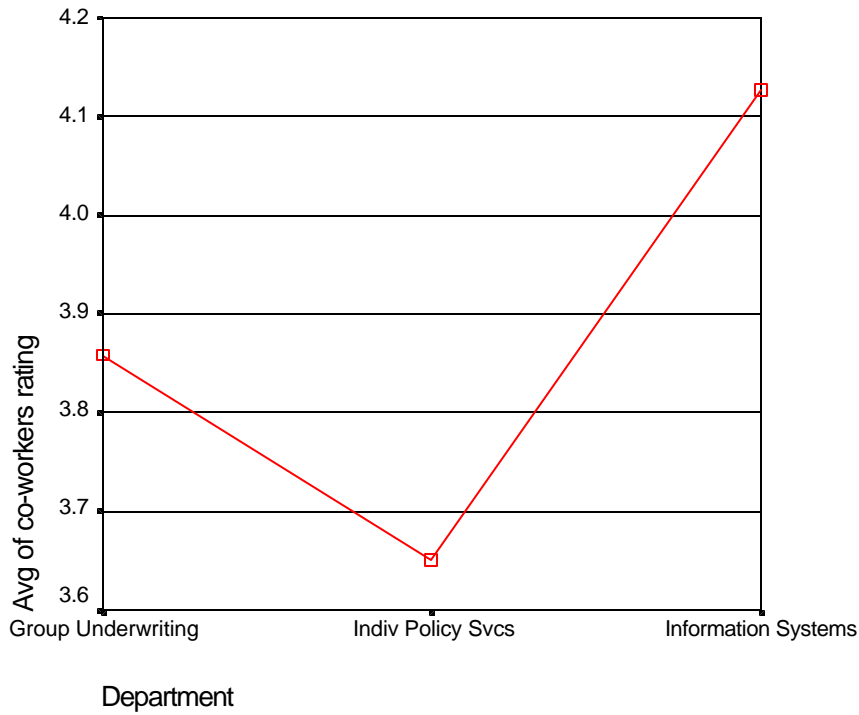




Older employees had more positive views of their pay and co-workers, but more negative views about job stress.

Statistically significant differences across the three departments

Only one variable displayed significant differences across departments. Specifically, IS department respondents were significantly more positive about their co-workers than were Individual Policy Services respondents.



SECTION 3 – INFORMATION SYSTEMS DEPARTMENT RESULTS

Demographic frequencies for the IS Department

Job grade level (IS)

	Freq	%
1 A through D	10	33.3
2 E or higher	20	66.7
Total	30	100

Length of employment

	Freq	%
1 Less than one year	6	20.0
2 One year or more	24	80.0
Total	30	100

Total years corporate office experience (IS)

	Freq	%
1 Less than one year	1	3.3
2 One year or more	29	96.7
Total	30	100.0

Highest level of formal education (IS)

	Freq	%
1 Less than BS/BA	14	46.7
2 BS/BA or higher	16	53.3
Total	30	100

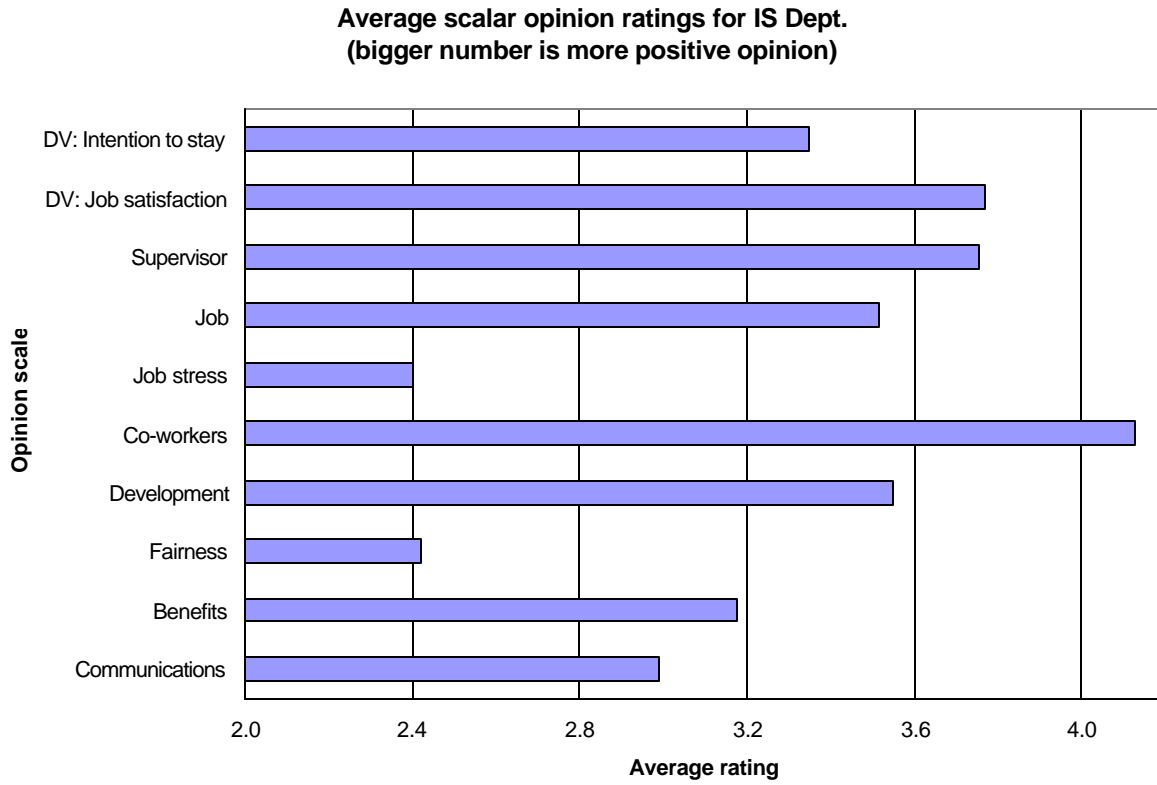
Commuting distance from work (IS)

	Freq	%
1 Less than 25 miles	16	53.3
2 25 miles or greater	14	46.7
Total	30	100.0

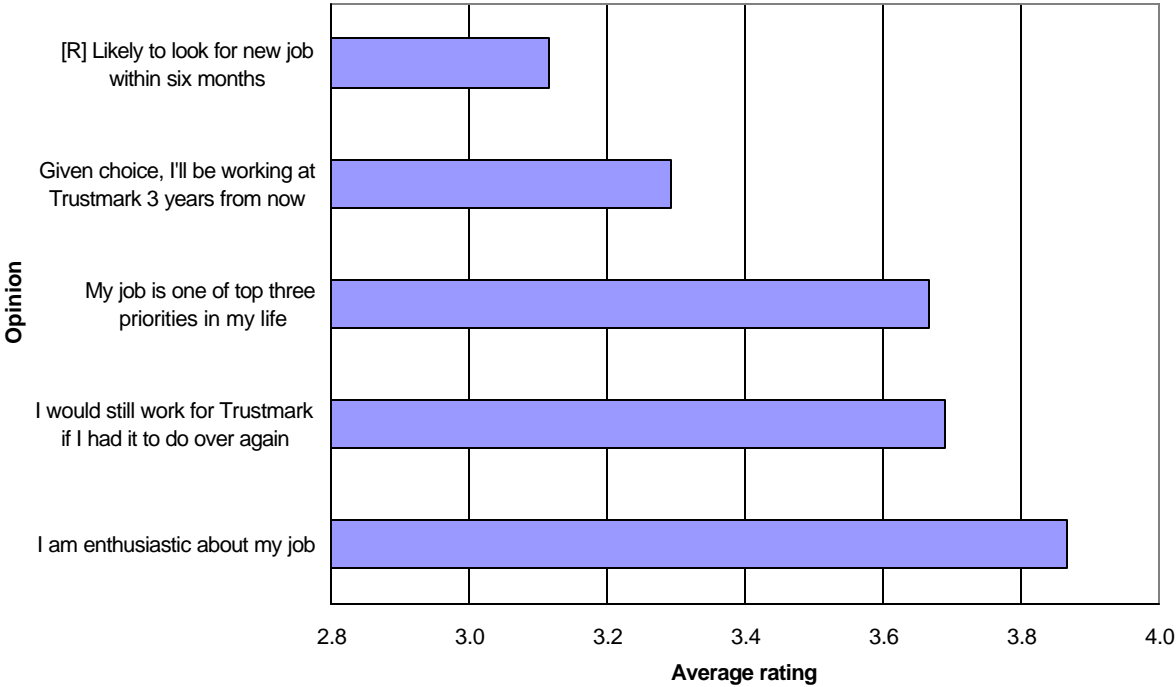
Age (IS)

	Freq	%
1 Younger than 30 yrs.	5	16.7
2 30 yrs.or older	25	83.3
Total	30	100.0

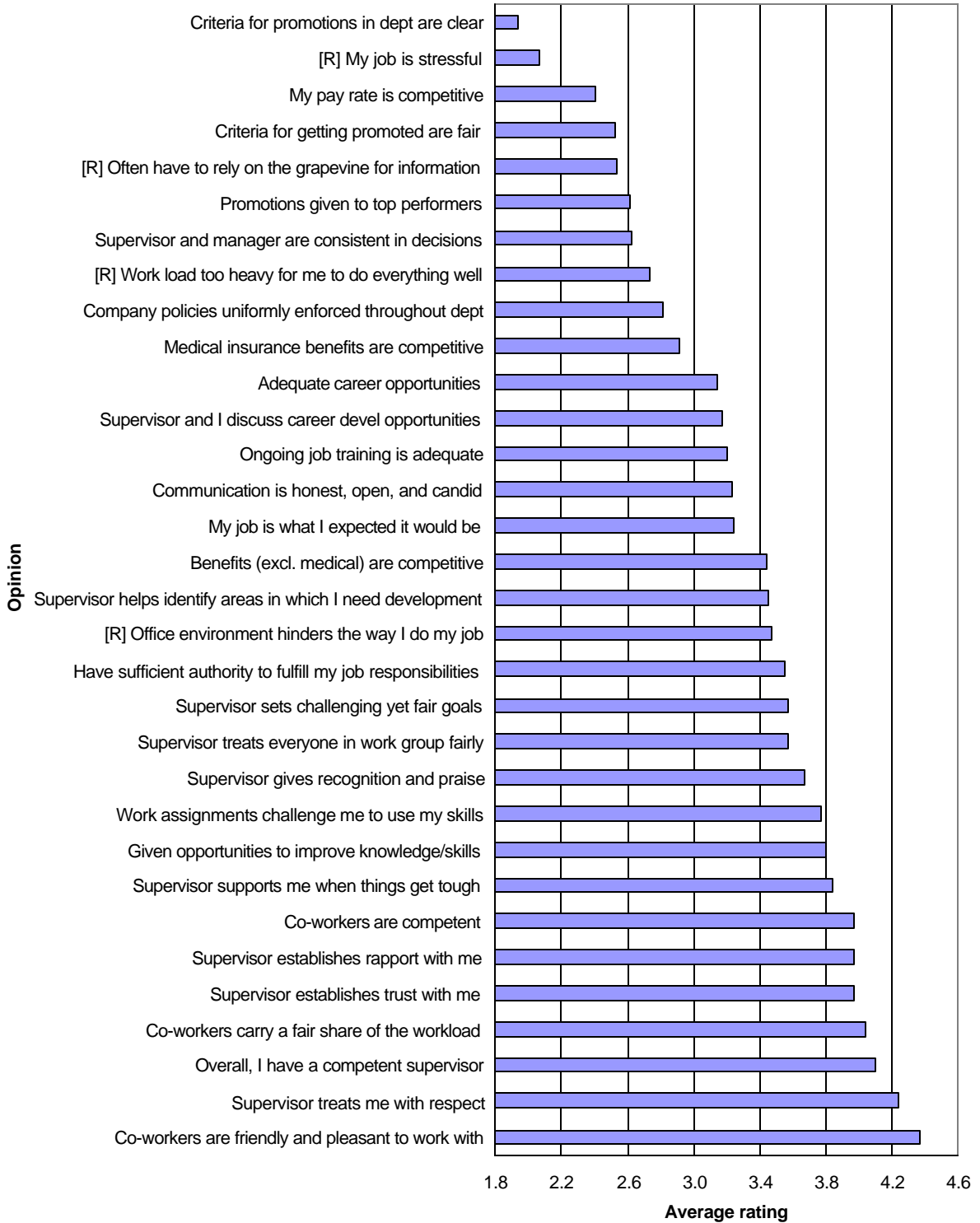
Average ratings per summary scale and per item (IS Dept.)



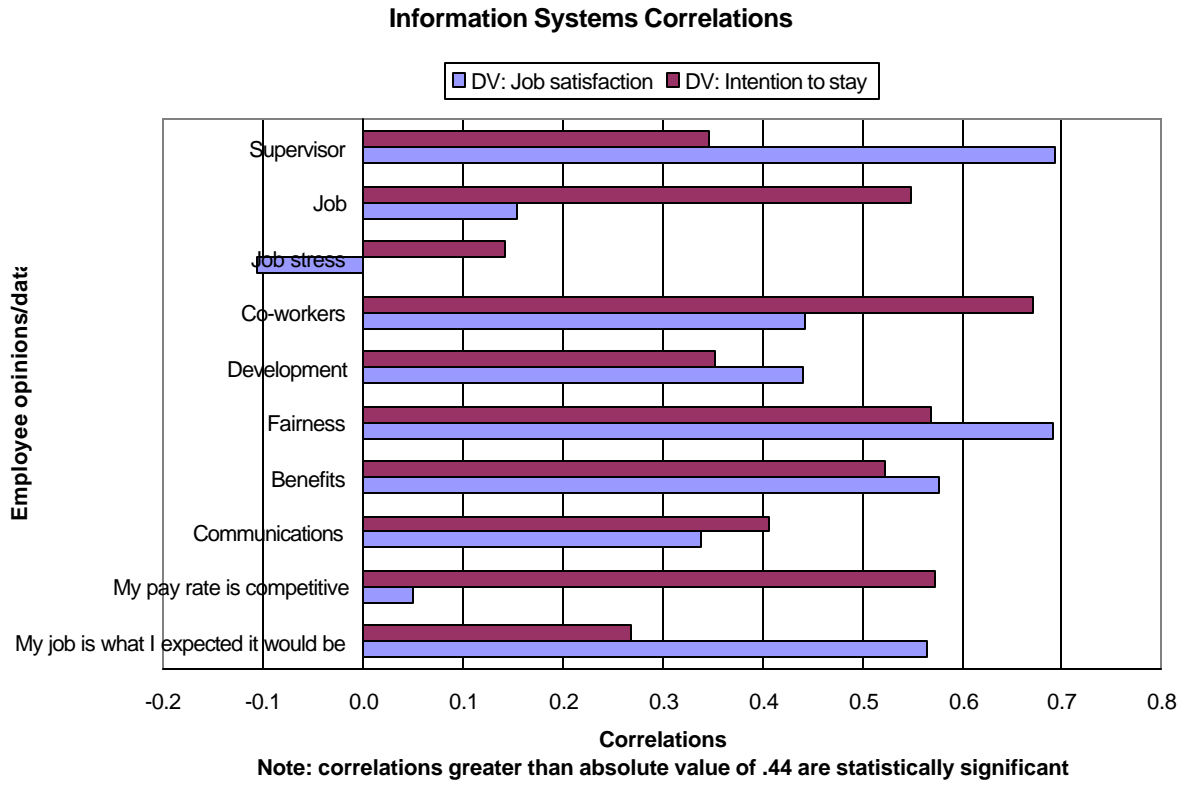
IS Dept. average opinion ratings for dependent variable items
(bigger number is more positive opinion)



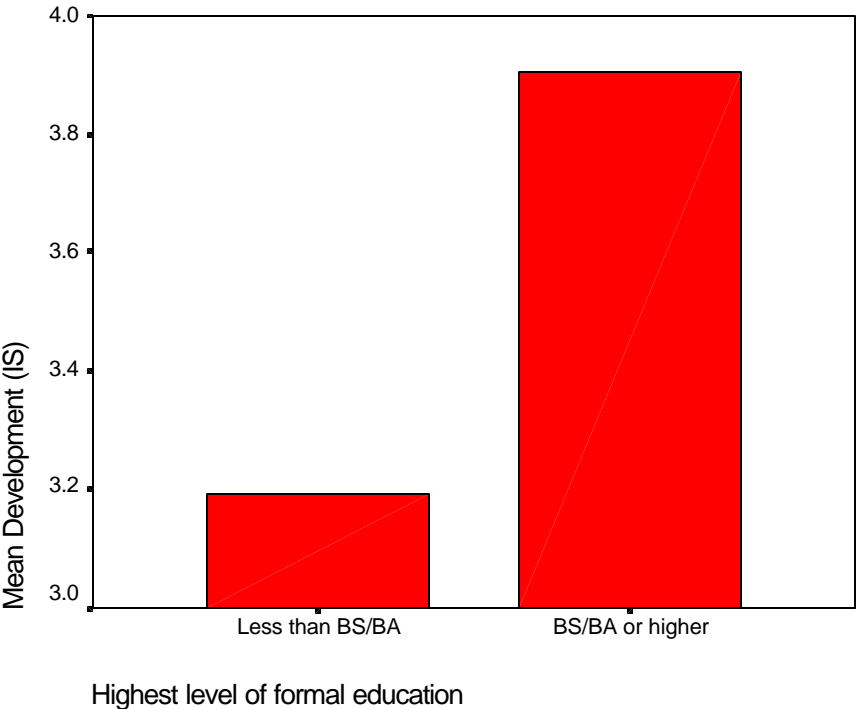
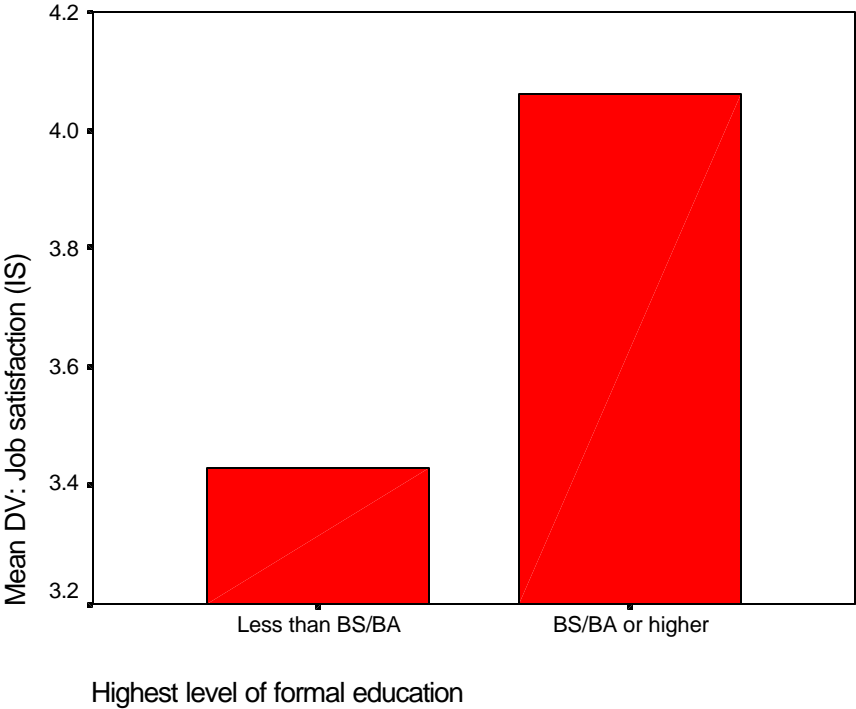
**IS Dept. average opinion ratings for independent (predictor) variable items
(bigger number is more positive opinion)**

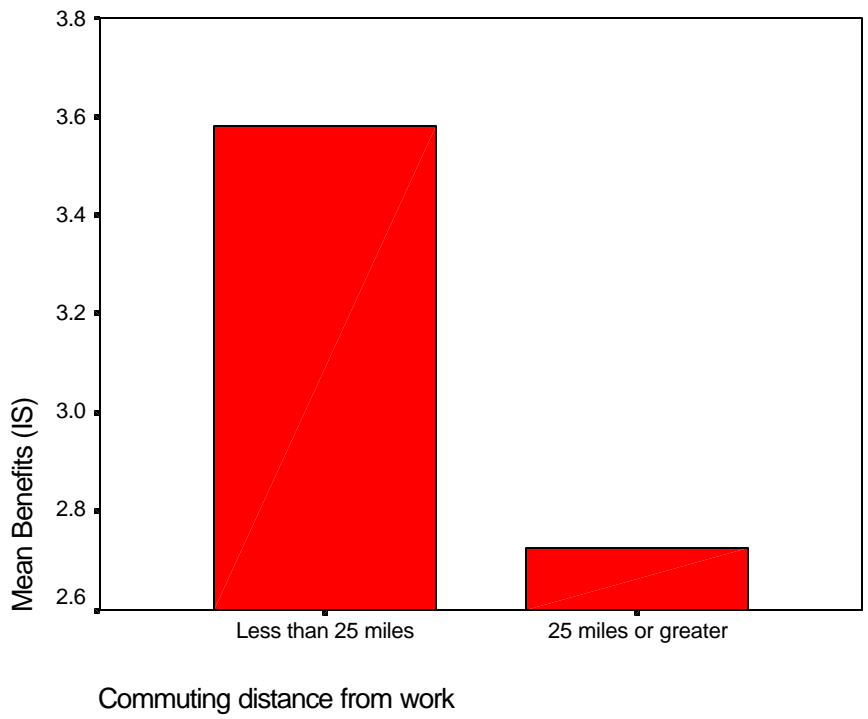
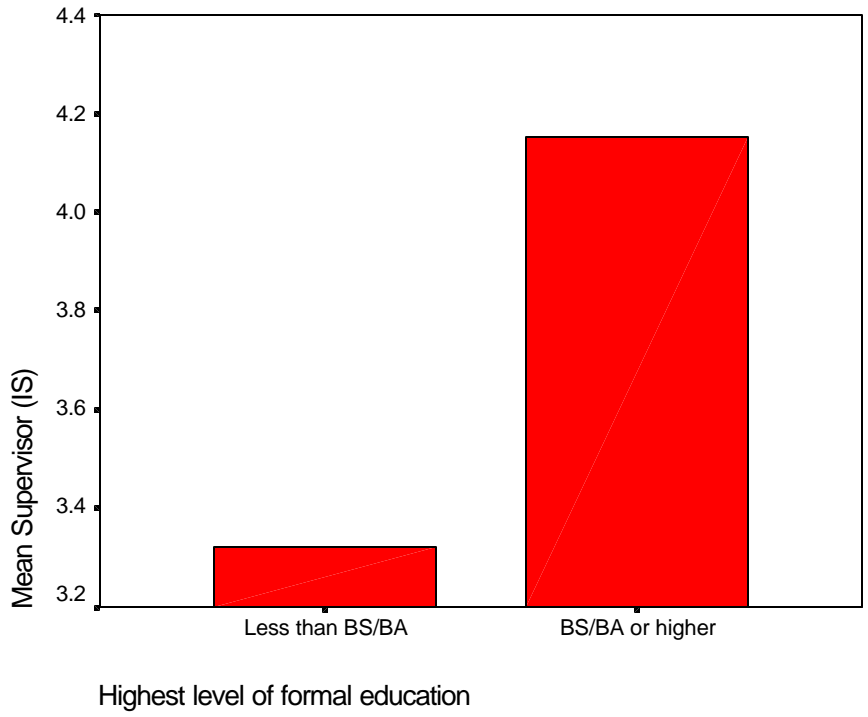


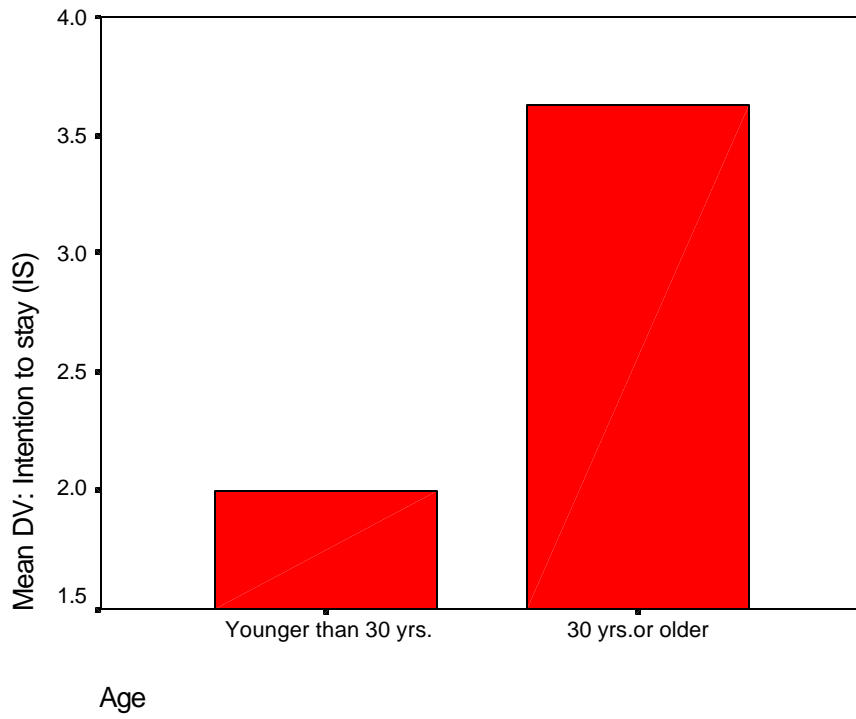
Correlations between predictor variables and outcome variables (IS Dept.)



Statistically significant differences between demographic groups (IS Dept.)







continued...

SECTION 4 – INDIVIDUAL POLICY SERVICES DEPARTMENT RESULTS

(same format as previous section)

SECTION 5 – GROUP UNDERWRITING DEPARTMENT RESULTS

(same format as previous section)