

Appendix
Items used in the All Employee Survey

Overall job satisfaction - Compared to what you think it should be, what is your current overall level of satisfaction with your job?

Pay satisfaction - Compared to what you think it should be, how satisfied are you with the amount of pay that you receive?

Amount of work satisfaction - Compared to what you think it should be, how satisfied are you with the amount of work that you currently do?

Senior management satisfaction - Compared to what you think it should be, how satisfied are you with the quality of senior managers at your facility?

Management for achievement

1. My supervisor is fair in recognizing individual accomplishments
2. My supervisor is fair in recognizing team accomplishments
3. In my work group, employees are rewarded for providing high quality products and services
4. My supervisor provides fair and accurate ratings of employee performance
5. Managers set challenging and yet attainable performance goals for my work group
6. My workgroup manager reviews and evaluates the progress toward making goals and objectives of the organization
7. New practices and ways of doing business are encouraged in my work group
8. Supervisors/team leaders understand and support employee family/personal life responsibilities in my workgroup

Workplace civility

1. People treat each other with respect in my workgroup
2. A spirit of cooperation and teamwork exists in my work group
3. The people I work with can be relied on when I need help
4. The people I work with take a personal interest in me
5. Disputes or conflicts are resolved fairly in my work group
6. Differences among individuals are respected and valued in my work group
7. Managers/supervisors/team leaders work well with employees of different backgrounds in my work group
8. The organization does not tolerate discrimination

Skill development - I am given a real opportunity to develop my skills in my work group.

Autonomy - I have a lot of say about what happens on my job

Turnover intention - If I were able, I would leave my current job because I am dissatisfied