Introduction

The Vice President for Information Technology and Chief Information Officer periodically measures the climate of the IT Services organization through a survey of staff. The survey provides insights into the current perceptions of IT staff that informs management in regards to building the kind of work environment that attracts, focuses, and keeps talented employees.

The instrument is based on the 12 Gallup Workplace Audit Statements as popularized by Marcus Buckingham and Curt Coffman’s in their book, “First, Break All the Rules: What the World’s Greatest Managers Do Differently.” The twelve questions are hierarchically organized in stages of engagement and can be linked to at least one of the four business outcomes: productivity, profitability, retention, and customer satisfaction (Harter, Schmidt, & Keyes, 2002). The questions are:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn to grow?

Executive Summary

Overall, 79% of respondents indicated they are satisfied in their job. Measures improved from 2013 across all four dimensions (Needs, Support, Teamwork, and Growth) and in 11 of the 12 measures. Statistically significant improvements were realized on 3 items: “Do I have the materials and equipment I need to do my work right”, “Does my supervisor, or someone at work, seem to care about me as a person”, and “This last year, have I had opportunities at work to learn to grow?” Only the question, “I have a best friend at work”, were results lower (-.05) than in
2013. Comparatively, Georgia Southern IT staff have more positive opinions than their contemporaries at other institutions. The 2016 measures exceed results obtained by EDUCAUSE researchers across these same 12 questions.

While the overall results indicate that most staff feel generally positive about the environment (grand mean = 3.96) and job satisfaction (3.99), there are clearly opportunities for improvement particularly in the area of teamwork and personal growth. Increasing regular and meaningful engagement with staff around their professional development and seeking their input into decision making are two areas where we can improve and have positive impact. The written comments suggest that working towards improving communication within and among groups is also an area of prudent focus.

One has to keep in mind that “all things are relative” and that perfect scores are not theoretically probable when people are sharing their honest opinions about their work environment. This following discussion is organized around the four levels of engagement identified by Gallop.

Four Stages of Employee Engagement

Buckingham and Coffman (1999) posited that these twelve questions are the simplest and most accurate way to measure the strength of a workplace climate and employee engagement. They found that those employees who responded more positively to the twelve questions also worked in business units with higher levels of productivity, profit, retention, and customer satisfaction. They also found four stages of a hierarchy that an employee goes through on the path to complete engagement.

Research studies about employee engagement refer to engagement as a psychological state. Maslach, Schaufeli and Leiter (2001) suggested that engaged employees have high levels of energy and the willingness to invest effort in their job without fatigue (vigor); engaged employees feel enthusiasm and significance by involving in their work and feel proud and inspired (dedication); engaged employees who completely immersed in their work and feel pleasant (absorption). Hallberg and Schaufeli (2006) define it as “being charged with energy and fully dedicated to one’s work” (p.119).

As depicted in figure 1, questions 1 and 2 represent the first level of engagement- the employees’ primary needs. One way of thinking about level one is when employees start a new role, their needs are basic. They might think, “What do I get from this role?” However, level 1 is applicable to all employees new or veteran. Having proper tools to do quality work, and knowing what is expected of us in our jobs are foundational to our engagement of work.

The second stage, support, is measured by questions 3 through 6. At this level, employees think about their own individual contributions and consider how others view and value their efforts. Manager support is most important here because managers typically define perceptions of value. Employees might say, “What can I give to this organization?”
Figure 1. Hierarchy of employee engagement and associated questions.

Once employees advance through the first two stages of the hierarchy, their perspective begins to widen and they evaluate their connection to the team and the organization. In the third stage, measured by questions 7 through 10, employees ask themselves, “Do I belong in this organization?” Then, during the fourth and most advanced stage, measured by questions 11 and 12, employees seek to make improvements, learn, grow, innovate, and apply their new ideas. Employees at this stage might ask, “How can I and how do we grow and achieve?” Awareness of the four stages help managers evaluate workgroup performance and concentrate their efforts on areas most relevant to where their team is on the journey to complete engagement.

Results

IT professionals at Georgia Southern University were surveyed using Qualtrics™ in February, 2016. All 12 items were included in the survey questionnaire and each measured on a 5-point Likert scale ranging from 1, Strongly Disagree to 5, Strongly Agree. Respondents were also asked to rate their overall job satisfaction on a 5 point Likert scale. One additional question provided an opportunity for written comments and suggestions regarding how to enhance IT Services. 107 responses were obtained from among 117 staff members, representing a 91% participation rate.
Overall Job Satisfaction
Staff were asked to provide a rating of their job satisfaction on a 5-point Likert scale with 1 corresponding the lowest amount of satisfaction. The mean job satisfaction was 3.98 (sd=0.85). As depicted in the chart below, 79% of respondents indicated they are satisfied in their job. 6% of staff were dissatisfied.

N=107
Mean satisfaction = 3.98
Standard Deviation 0.85

Overall Composite Mean Score
An overall composite mean score (grand mean) was calculated based on the responses to the 12 Gallup questions. Overall, IT staff engagement improved from 2013 by 6%, a grand mean change from 3.74 to 3.96. While the difference in means is not statistically significant (p=.55) this is very positive movement. This score is compared to the Gallup percentile group values for all scores known to Gallup across all industries.

Table 1. Grand Mean Score

<table>
<thead>
<tr>
<th>IT Services</th>
<th>Gallup* 25th%</th>
<th>Gallup* 50th%</th>
<th>Gallup* 75th%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Mean Score</td>
<td>3.96</td>
<td>3.63</td>
<td>3.99</td>
</tr>
</tbody>
</table>

* Based on 2009-2011 Gallup data.
Individual Question Mean Scores
The mean for each question was calculated and compared to the 2013 results. Significant positive changes were observed for Q2 I have the materials and equipment I need to do my work right, Q5 Someone at work cares about me, and Q12 In the past year, I’ve had opportunities to learn & grow.

Table 2. Question Mean Scores Analysis

<table>
<thead>
<tr>
<th>Basic Needs</th>
<th>Support</th>
<th>Teamwork</th>
<th>Growth</th>
<th>Grand Mean</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Question Mean</td>
<td>2016 Question Mean</td>
<td>2013 Question Mean</td>
<td>2016 Question Mean</td>
<td>2013 Question Mean</td>
<td>2016 Question Mean</td>
</tr>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q5</td>
<td>Q6</td>
</tr>
<tr>
<td>3.90</td>
<td>3.50</td>
<td>3.82</td>
<td>4.13</td>
<td>3.50</td>
<td>3.78</td>
</tr>
<tr>
<td>0.82</td>
<td>0.99</td>
<td>1.00</td>
<td>0.92</td>
<td>1.10</td>
<td>0.95</td>
</tr>
<tr>
<td>4.10</td>
<td>3.95</td>
<td>3.96</td>
<td>4.28</td>
<td>3.96</td>
<td>3.94</td>
</tr>
<tr>
<td>0.88</td>
<td>0.77</td>
<td>0.86</td>
<td>0.79</td>
<td>0.95</td>
<td>0.94</td>
</tr>
</tbody>
</table>

Mean Difference 0.21 0.45 0.14 0.16 0.46 0.16 0.23 0.21 0.13 -0.05 0.19 0.32

Mean Difference 0.21 0.45 0.14 0.16 0.46 0.16 0.23 0.21 0.13 -0.05 0.19 0.32
t-value (2-tailed) -1.64 -3.484 -1.036 -1.207 -3.088 -1.176 -1.602 -1.966 -1.136 0.324 1.399 -2.285

Gallup Mean Score 4.44 4.06 4.03 3.66 4.18 3.90 3.90 4.07 4.10 3.81 4.00 4.05

Gallup Mean Score 4.44 4.06 4.03 3.66 4.18 3.90 3.90 4.07 4.10 3.81 4.00 4.05

EDUCUSE Research 3.50 3.41 3.29 2.88 3.83 3.37 3.54 3.51 3.64 2.89 3.16 3.67

Mean Difference 0.30 0.34 0.06 0.17

Mean Difference 0.30 0.34 0.06 0.17

<table>
<thead>
<tr>
<th>Gallop Mean*</th>
<th>4.25</th>
<th>3.94</th>
<th>3.97</th>
<th>4.03</th>
</tr>
</thead>
</table>

| Gallop Mean* | 4.25 | 3.94 | 3.97 | 4.03 |

*Statistically significant, p<.05
*Based on 2009-2011 Gallup data.

Engagement Measures
Means for the four levels of engagement were calculated and compared to Gallop means

Table 3. Categorical Dimensions.

<table>
<thead>
<tr>
<th>Level 1: Needs</th>
<th>Level 2: Support</th>
<th>Level 3: Teamwork</th>
<th>Level 4: Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS 2013 Mean</td>
<td>3.73</td>
<td>3.70</td>
<td>3.81</td>
</tr>
<tr>
<td>GS 2016 Mean</td>
<td>4.03</td>
<td>4.04</td>
<td>3.87</td>
</tr>
</tbody>
</table>

| GS 2013 Mean | 3.73 | 3.70 | 3.81 | 3.74 |
| GS 2016 Mean | 4.03 | 4.04 | 3.87 | 3.91 |

Mean Difference 0.30 0.34 0.06 0.17

| Mean Difference | 0.30 | 0.34 | 0.06 | 0.17 |

| Mean Difference | 0.30 | 0.34 | 0.06 | 0.17 |

| Gallop Mean* | 4.25 | 3.94 | 3.97 | 4.03 |

| Gallop Mean* | 4.25 | 3.94 | 3.97 | 4.03 |

*Based on 2009-2011 Gallup data.
Question Response Distributions
The number of categorical responses for each question were calculated and are depicted in Figure 3 below.

![Bar chart](image)
Written Comments
One additional question sought written responses to the question, “What is one thing that we should do in IT Services that would contribute to enhancing or improving our service towards making IT awesome?” 67 responses were provided. There were equally as many positive statements in comparison to constructive ideas shared. While there are other important issues to address, two themes seemed to dominate the responses: First, the need to continue to enhance communication and collaboration in the absence of political agendas; and second, the need to continue efforts to recruit, develop, recognize, promote, and retain talented and skilled IT people.

The following word cloud diagram depicts the words most frequently mentioned.

Figure 4. Word cloud of comments.  Source: https://tagul.com
Discussion

Engagement Level 1: Basic Needs
Questions 1 and 2 represent employees’ primary needs and the foundation of basic employee engagement. When employees start a new role, their needs are basic. They ask, “What do I get from this role?” An category mean score of 4.03 is a significant improvement from 2013 (3.73) but remains below the Gallop mean (4.25).

I know what is expected of me at work
GSU = 4.10 (EDUCAUSE = 3.50)
The responses to “I know what is expected of me” was relatively strong compared to other measures. And it should be, defining and clarifying work expectations is the most basic of all employee needs and manager responsibilities. How these outcomes are defined and acted upon will vary from business unit to business unit, depending on the goals of the business unit.

I have the materials and equipment I need to do my work right
GSU = 3.95 (EDUCAUSE = 3.41)
Having the materials and equipment to do a quality job was an area of emphasis for improvement over the past two years. Providing staff the materials and tools they need to do their work is important in maximizing efficiency, in demonstrating to employees that their work is valued, and in showing that the institution is supporting them in what they are asked to do. While the improvement was significant, there is still room for improvement and warrants our constant attention, particularly given the pace of technological change. Training is also a component of this question. Great managers keep this perception objective by helping employees see how their requests for materials and equipment connect to important outcomes.

Engagement Level 2: Support
The second level of engagement is measured by questions 3 through 6. Employees think about their own individual contributions and consider how others view and value their efforts. Manager support is most important here because managers typically define perceptions of value. Employees might think, “What can I give to this organization?” A composite mean score of 4.04 marks a significant improvement since 2013 (3.70) and reflects the emphasis ITS Directors and the institutional support for improving support.
Q3
I have the opportunity to do what I do best.
GSU = 3.96 (EDUCAUSE = 3.29)
Helping people get into roles where they can most fully use their inherent talents is the ongoing work of great managers. Learning about individual differences through experience and assessment can help the manager position people efficiently, within and across roles. In addition, communicating effectively with individuals and among work teams may help individuals perform more effectively in their work- and improving their sense of being empowered to do what they do best.

Q4
I've received recognition for good work.
GSU = 4.28 (EDUCAUSE = 2.88)
This is clearly an area that deserves our attention. When managers ask employees who are performing at a high level whether they are suffering from too much recognition, they rarely, if ever, get an affirmative response. Another ongoing management challenge is to understand how each person prefers to be recognized, to make it objective and real by basing it on performance. It is also important to recognize individuals and groups in a timely fashion, and in a manner appropriate to the scale of the achievement. Meaningful recognition can be as simple as a sincere thank you and acknowledgement of a job well done.

Q5
Someone at work cares about me.
GSU = 3.96 (EDUCAUSE = 3.83)
A strong attribute of our work climate is the perception that a supervisor or someone at work cares about us. This important foundation sets the stage for higher levels of personal and group achievement. For each person, feeling “cared about” may mean something different. The best managers listen to individuals and respond to their unique needs. In addition, they find the connection between the needs of the individual and the needs of the organization.

Q6
Someone at work encourages my development.
GSU = 3.94 (EDUCAUSE 3.37)
How employees are coached can influence how they perceive their future. If the manager is helping the employee improve as an individual by providing opportunities that are in sync with the employee’s talents, both the employee and the organization will excel.
Engagement Level 3: Teamwork

Teamwork is our overall strong suite and the backbone from which we can build on other areas of engagement. This result is very encouraging and vitally important to our success. Nevertheless, a theme in the written comments identified the need for more collaboration and teamwork.

Q7
My opinion counts at work.
GSU = 3.77 (Educause = 3.54)

A relatively low score was observed regarding perceptions of the value of one’s opinion. The sense of value of one’s opinion, goes farther than just providing the opportunity to express an opinion. Prior research informs us that valuing co-workers opinion’s leads to a sense of fairness and justice and contributes to collaboration and innovation which strengthens relationships and organizational outcomes. Asking for the employee’s input, and considering that input as decisions are made, can often lead to better decisions. This is because employees are often closer than the manager is to individuals and variables that affect the overall system. In addition, when employees feel they are involved in decisions, they take greater ownership of the outcomes.

Q8
Mission
GSU = 4.18 (EDUCAUSE = 3.51)

Our second highest score is associated with the belief that the work that we do and the mission we serve is important. Great managers often help people see not only the purpose of their work, but also how each person’s work influences and relates to the purpose of the organization and its outcomes. Reminding employees of the big-picture impact of what they do each day is important, whether it is how their work influences the customer, safety, or the public.

Q9
Associates committed to quality
GSU = 4.12 (Educause = 3.64)

Among the highest scores obtained is the belief that our co-workers are committed to doing quality work. This is an important and encouraging basis from which to develop teamwork. Managers can influence the extent to which employees respect one another by selecting conscientious employees, providing some common goals and metrics around quality, and increasing associates’ frequency of opportunity for interaction.
Managers are limited in ways in which they can create opportunities for people at work to get to know one another, and in whether they value close, trusting relationships at work. The best managers do not subscribe to the idea that there should be no close friendships at work; instead, they free people to get to know one another, which is a basic human need. This, then, can influence communication, trust, and other outcomes.

Engagement Level 4: Growth
An overall growth score of 3.74 is .29 below the Gallup mean. Here again we see where improved communication and recognition could improve worker perceptions of progress. Allocations of budgets to support personal development plans would undoubtedly lead to increased effectiveness, innovation, and quality of service.

Q11
In the last six months, someone at work talked to me about my progress.
GSU = 3.79 (EDUCAUSE = 3.16)
Providing a structured time to discuss each employee’s progress, achievements, goals, and so on, is important for both managers and employees. Great managers regularly meet with individuals, both to learn from them and to give them guidance. This give-and-take helps both managers and employees make better decisions. Periodic discussions about personal progress are also important to ensuring that “we’re on the right track” or “on the same page” and can be an opportunity to recognize good work or make corrections to various aspects of our work. No one wants to work hard for a whole year, to only be surprised in an annual review that their performance has been less than expected or misaligned with organizational priorities.

Q12
In the past year, I’ve had opportunities to learn & grow
GSU = 4.03 (EDUCAUSE=3.67)
In addition to having a need to be recognized for good work, most employees have a need to know they are improving and have chances to improve themselves. Great managers pick training that will benefit the individual and the organization. The development and growth of staff also contributes to our ability to service the dynamic, diverse, and changing needs of our faculty, staff and students. Planning growth opportunities for staff is therefore paramount to realizing many of our personal, professional and institutional objectives.
Conclusions and Implications

The findings indicate significant improvements since IT staff were surveyed in 2013 and there exists and overall positive and improving work climate among IT workers at Georgia Southern University. Despite pressures stemming from ongoing changes to the technological environment, job modifications, and limited salary or wage raises over the past 8 years, there is a strong sense of engagement, caring, dedication to quality work, work alignment with strategic objectives, and a commitment to the University mission.

Research studies clearly articulate that management and leadership play a key role in driving employee engagement with positive leadership style. Buckingham and Coffman in their book, “First Break all the Rules”, illuminated findings based on the research conducted by Gallup on tens of thousands of workers world-wide. They determined that the manager – not pay, benefits, perks, or a charismatic corporate leader – is the critical player in building worker engagement and a strong workplace.

Positive leadership styles seek to create positive management behaviors including providing feedback and recognition, supporting employee growth, regular communication, and personal caring, etc. As such, leadership should foster management competencies for ‘reviewing and guiding’, ‘feedback, praise and recognition’ and ‘autonomy and empowerment’ because they are perceived as important management competencies by most workers (CIPD, 2011).

The following specific action items are as activities that would further improve the organizational climate. All of these activities are predicated upon the knowledge brought forth in this study and the many research studies which illuminate that manger-worker relationship is the most important factor towards fostering a positive and productive work climate.

1. It is critically important for supervisors and IT leadership to engage in regular work recognition as well as fostering a culture of peer recognition at all levels and areas of the organization. This is particularly true for the “behind the scenes” workers who work tirelessly to “keep the lights on” and who do not get the public exposure that other IT staff do. The VPIT will find ways of encouraging contextually appropriate, timely, and meaningful recognitions at all levels and areas of service in the organization.

2. It is important for management to engage staff in discussions that elicit meaningful feedback into decisions and technology choices. Management should engage workers routinely, asking for insights and opinions about how to improve the organization, then work with Directors to design and execute projects, proposals, and recommend actions that incorporate this feedback. Incorporating staff opinions and ideas into planning can be fostered through increase in cross-departmental meetings that encourage communication and collaboration. The CIO will oversee more joint meetings, open planning sessions, and work-collaboration among department participants. Our IT organization will be better and stronger if we can incorporate more diversity in our thinking and planning.
3. Management must have periodic discussions with staff about their progress, professional development, technical training, equipment needs, and other work-related issues. The CIO will work with the Directors to encourage mid-year evaluations and individual development plans for every employee. This will make our annual evaluation activities easier and add more validity to assessments.

Finally, this report will be shared with all IT staff and an open forum of comment and discussion will be invited. We will continue to measure our progress periodically by comprehensively surveying staff and soliciting perceptions and ideas. I challenge each of us to make it a personal responsibility to apply anything that you may have learned or that resonated with you personally as results from this survey. A daily commitment to working together, better, to improve our communication, use our Peoplemap™ skills to develop better relationships, and embrace the importance of diversity in our thinking to tap our best innovative ideas will go a long way to #MAKEITAWESOME.

Thank you for your participation, thoughtful remarks, and your efforts to improve yourself, each other, our students, and the University every day,

Steven C Burrell,
VPIT & CIO
Appendix A: Comments

The following comments are representative of responses to the question, What is one thing that we should do in IT Services that would contribute to enhancing or improving our service towards making IT awesome? Several comments are removed where names appear or where negative inferences to a particular workgroup were made.

Although better, inter-departments and communication between departments and Management is still weak. Internal inter-department communication is especially weak. Changes are made in policies or software applications that are only found out when something either does not work, or works entirely different from how it used to work.

As a fairly new employee, the things that has stood out for me has been how strong, competent, and compassionate the leadership of this group is. Those qualities make working for ITS an honor and a privilege. I don’t have many things to say as far as improvement, but I hope those are qualities that continue to be core values of this group.

At times, there seems to be an air of conspiracy surrounding IT units. I would greatly appreciate it if people could leave the politics at the door and simply work together.

Better collaboration between IT and business.

Better communication across IT departments.

Better evaluations and accountability of employees. The evaluations work alright, but having your direct supervisor and their manager present, as well as making the evaluation process more of a discussion, instead of “Here are your ratings”(which should not come as a surprise to most). Let the employee discuss their goals, concerns and where they want to be/what they’re interested in with both superiors. Then your direct supervisor, and their supervisor assist with discussion about helping the employee achieve those goals, get training, etc.. It also would work well if an employee was having a negative review. Having the direct supervisor and their supervisor there helps with discussion, and letting the upper level manager (say a director) know that there is an issue. Then both can come up with a plan to guide the employee on a better path, while the upper level manager can be there to assist in the discussion and the plan they set to improve service.

This forces the employee to be accountable for their actions, customer service and job in general. While the two managers are held accountable for developing the employee and possibly how to improve service in their area (if it is a problem). It can be used as an opportunity for the employee to see their managers 'manager' who they probably rarely see or interact with.

Better training and opportunities for growth within the work schedule.

Disregard the politics, and stand behind a unit’s decisions and functions. Dr. Burrell has good folks working for him that know what they are doing; and many times it is difficult to work as a partner with university units that may be dysfunctional, and when the unit tries to blame others for their failure.

Do a better job promoting the good things with IT and the PR around IT on a regular basis.

career advancement opportunities
Communication is improving between departments, but it can always be better. The further development of My tech help policies and how tickets are handled will vastly improve response to issues.

Continue providing opportunities that allow staff to enhance their skills and grow professionally. Training and professional development, I think, is key to having a happier staff. If staff members are happy, they will most likely stay at Georgia Southern!

Continue to have larger ITS get togethers. It helps to encourage collaboration.

Foster more collaboration efforts at the Director-level. They still throw up roadblocks from time to time and make it feel like each group is siloed.

Continue to train our staff so they know they are important and we believe in them.

Continue to work as a team.

Continue working to improve training for employees. Students like that we offer training on a monthly basis and they even came back knowing things that helped us complete tasks quicker than before. This should help standardize some of the knowledge across IT support teams also.

Continuing the trend of encouraging professional development and providing opportunities for staff to attend training and conferences.

More opportunities for departments to share information about their projects would be helpful—let us know what our colleagues are doing!

Create service level agreements and service level objectives between the different IT departments and with each customer. This will help to level expectations and gauge our performance.

Do a better job at retaining our employees and prevent the "brain drain" we are experiencing from employees leaving for other positions. This is an obviously difficult task given that the pay by nature is lower than what is possible in the private sector, but lately there has been a lot of attrition of personnel stating that one of the reasons they are leaving is due to dissatisfaction with work, lack of clear responsibilities, and at times being hamstrung from outside sources in work when there is no financial or physical reason behind it. Yes, we need to be customer service oriented, but we still need a consistent employee pool to provide that service. Job satisfaction seems to be at a low point now.

Don't be so political. There are some of us with the academic credentials, work experience, and leadership abilities that are completely ignored. It's very discouraging.

Give IT personnel moral support to make them feel they have a stake in eagle nation and not just a number.

Hire exceptional staff.

I believe, if we as a team would get together more often, it can help build better relationships. We would have more opportunities to get to know each other a little better. This can help promote more cohesiveness throughout IT Services.

I feel like some more employee engagement from the leadership would be beneficial. I often feel as though there are not many above me that make me want to better myself or strive to do greater things. And it still feels like there's an us vs. them attitude to some of the departments that creates isolation between groups.
I feel we are undermanned in a few areas causing some employees to work before/after hours to get the job done. Most depts could use an additional employee or two to fill the gaps. Also, I feel we are too dependent on some of the more technical employees, creating single points of failure. In the event that person leaves, we are in a bad situation. Hiring an extra employee or two could help alleviate this by allowing for more cross training within departments.

I feel we could improve in handling asset management. SCCM and recently for Apple devices JAMF, are good tools that save a lot of time doing inventory, but they are not a complete solution. I feel going back to a decal system on small asset items is necessary. Essentially, anything with a processor would get tag. Since the items don't show up on the depart's yearly inventory, they feel it is IT Services responsibility to keep up with all devices and place blame on us when something is missing.

I have no complaints. Everything is great.

I have to say that over the past year, I have seen a conscious effort by management to foster professional development. This is a positive in that it helps with not only individual growth but builds a commitment to our purpose which I believe is providing the best service possible. All this to say a continued focus on professional development is one thing we should continue.

I think it would be awesome if our division did some type of community service projects at least a few times a year. It would go a long way in bringing the division together in a very positive environment.

I think that IT Services as a division is a nice environment and I am very happy to now be part of that team. The division that I support is a mess and it puts me in very difficult situations every day, but we’re working on it! :)

I think we are doing pretty good already.

I think we are moving this way, but I believe making our Enterprise Services easy, fast, and open are key. To truly "wow" the customer, I have to make things happen for them quickly and without any of the normal "IT hassle." When I can take a tablet out in the field and diagnosis and repair issues by way of mobile computing, the customer is always astonished and calls it awesome. Also, when the purchasing process is fast and easy, it helps. When I can make purchases happen for users and not always be the one that shoots them down for an arbitrary IT reason the customer does not understand, it makes them appreciate us. I want to be as flexible as I can in purchases, but still maintain the integrity of our systems.

I would like to have more meetings as an entire group to discuss news and goals for IT.

Implement a different security system for account passwords such as two factor authentication so that our password requirements aren’t required to be so steep. I understand the importance of password security but our password requirements are very steep and creating a password that passes those criteria often means creating a password that is often difficult to remember, especially with the frequency that we are required to update it. With two factor authentication even accounts with a password containing obvious words like the users name are near impossible to crack.

Improve the opportunities for personnel with advance degrees to have access to Management positions. Allow those with the advance degrees to mentor and grow the personnel with a succession plan. Stop the internal swapping of jobs and bring in fresh faces to improve the quality of personnel.

In my opinion, IT Services has three major areas for improvement: staffing, communication, and employee growth. There are many areas in our division that are under-staffed and that desperately
need more hands that are capable of doing good work. I started at Georgia Southern several years ago and my support areas were covered by three full-time staff and two student workers that allowed for efficient and convenient customer support for my large support area. This support area is now covered by me and two student workers who are only able to work 25 hours per week. This story is a familiar one for many areas in our division. There are a few people doing a lot of work and workloads aren’t evenly balanced. Each person’s work load needs to be re-evaluated and new staff needs to be hired to assist in areas with highest traffic or in situations of mission-critical systems. The success of our division should not be dependent on a single point of failure (one person manning multiple systems or numerous departments). Secondly, communication is still a major issue within our division. It has GREATLY improved thanks to Paul Reeves and his campus-wide communication but within and between departments, effective communication is not being practiced. For instance, information will be passed to our management but not passed down. Likewise, we may receive assignments from our Assistant Director within a few days of it being "due". The timelines are unrealistic and it’s due to ineffective communication and planning. If these expectations were clearly laid out in advance, we wouldn’t have to stress and skip on our daily job responsibilities to our customers to fulfill back-end tasks with last minute deadlines. In another example, departments within IT Services are failing to communicate with one another. One department will fulfill a task within another department’s area with no communication to the department regarding the completion of this task. This leaves the front-end techs with customers complaining about changes and lack of training when the technicians themselves have not even seen the newly installed equipment that they are now required to troubleshoot in front of a 150+ person classroom with faculty/staff already frustrated. Last but not least, IT Services staff need new opportunities. We have many people within our division that are retiring and front-line techs and other staff should be able to have a chance to train under these retirees and be molded to fit these positions. As a result, student technicians that have shown commitment and drive could fill the available front-line tech positions upon graduation. This would give Georgia Southern students an opportunity for growth while providing existing staff with an opportunity to fill some of the more advanced roles at Georgia Southern University while being trained by the staff that fill these roles on a daily basis.

increase training opportunities for front-line staff\establish levels of interests and develop career path options for staff to increase retention\create opportunities for staff to participate/collaborate in defining problems/solutions

IT is pretty awesome!

I’ve been a Georgia Southern employee for a month now but compared to my previous job, IT services is an outstanding department!

Keep on recognizing those who do an exception job to show that everyone is important in the IT department.

Make processes easier to receive services internally from the various departments in our division.

Management should continue to engage support staff on a personal level to make them feel valued and connected. Also, continue to communicate any changes and updates as much as possible. Makes folks feel connected.

More and better recognition of Core IT employees, they deserve it.

More collaboration/cooperation between different divisions of IT.
More opportunities for training and cross training

More training and certification opportunities.

More training opportunities.

Overall I feel this has been a very good year for IT. Training, standards, communications and coordination have all been improved. I recommend continuing follow up along these line. Also, I feel we still need to do a better job of making sure that the GSU community has a better idea of what resource and assistance we can offer for them.

Pay more so we can attract replacements for all the people who have jumped ship for more money elsewhere.

Place more value on the employees.

Quarterly meetings to update all IT staff on IT issues/projects at the university level and system level. What is coming down the road that might have an impact on the way we do things. Or, here are some things that we are working on that might be of interest. It does not have to be a long meeting and does not have to take place if there is nothing new to say. It would be best if the content was not merged into another meeting. That is, the content would have more impact if it was the reason for meeting.

I love the chicken dinner. Any chance that you could get some of our vendors like Microsoft, Apple, or Google to give a little talk about their new products. Perhaps one vendor each year.

Reduce the project red tape.

Respect your colleagues from different IT areas around the university - we should be serving each other as fervently as we serve our non-IT campus customers.

Set aside funds in budget to replace end of life equipment so we don't have to rely on STF possibly funding overdue replacements.

Some how cut down on the stress level.

Teaching the users how to use the technology.

The main thing I believe would improve my dept. would be having all materials needed, for the everyday task, on hand.

The only issue I have is that each department treating everyone the same. I have had issues where employees from another department talk down to me as if I don't understand what they are talking about. It's just makes me feel as if they are above me and not as an equal.

The only thing our department lacks at times is equipment. With our growth and work load, sometimes we do not have enough equipment to complete all of our projects in the most efficient way possible.

There are two disheartening portions of my job, the first is pay. Not so much what I earn, but what I earn in relation to others. I know that is some, often many, cases individuals earn equal or greater pay, often with the same or lesser titles, but the level and quality of output doesn't match or isn't required. It is hard to stay motivated at times to do my best when others don't do theirs and receive the same or greater rewards. It seems there is little attention paid to the fact that some are required to do a lot more than others with for equal or less compensation.

The second issue is with the award/t-shirt recognition programs. I feel my colleagues and I are treated like Quasimodo, working
away on projects in the background with very little notice from the community. When things occasionally go wrong, there is a lot of finger pointing and demands for answers, but when things run perfectly, day in day out, no one really seems to care or notice. Yet at award time, we see people, whose mistakes we often are forced to correct with out notice, praised for their excellence. It makes the whole thing seem very disingenuous.

This is not an issue, but perhaps, improve communication between the various divisions in IT Services. I am enjoying the position I have taken and am learning new things about the people I support and the University every day.

To not overlook the behind the scene workers. We tend to get unrecognized for the roles we play in order to accomplish the goals of a project or Innovation of technology. Also open more opportunities for people to be recognized for the roles they play and the jobs they do. I am always noticing one group getting praised for their jobs, but I also see that there is one group who continues to do the best they can, and they get overlooked as well as members of this group also get overlooked for the jobs they do more than others in the group. To make IT Awesome is not to overlook everyone and only recognize the mains ones because without the behind the scene workers, those main people would have never gotten recognized. As a whole, it is the Group/Team that makes IT Awesome, as well as, the individuals of that Group/Team. Technology is Awesome and as it evolves we need to continue to bring its worth and value to the business side of things and work with our customers in order to make it Awesome.

To reinforce the importance of following the policies and procedures as it relates to the work environment.

Training

Trust us with resources that we already have.

We have too much "leadership" and management staff. Having managers of one or two employees is a waste of funding. We need more boots on the ground and people that contribute in positive ways to this organization. Our environment needs motivated and competent employees. We also need to be a little more diverse. Lower level personnel affected by reorganizations and restructuring are not the cause of customer dissatisfaction. If we are told not to do something by upper management, we are simply following orders. The upper levels need restructuring.

We need to continue to improve our communications between divisions so as to prevent duplication of work and result in a stronger work flow that is more efficient for all. This communication needs to be direct communication and not "go tell it on a mountain" with everyone interpreting for themselves. Consistent communication and cross checks.

Work toward eliminating gender pay inequalities. OpenGA.Gov makes it hard to ignore that there are differences in pay between men and women in IT who are doing the same work.
# Appendix B: Distribution of Scores

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<tr>
<th>Question</th>
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<th>3</th>
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<td>SATISFACTION</td>
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<td>3.7%</td>
<td>15.0%</td>
<td>52.3%</td>
<td>27.1%</td>
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<td>Overall, I am _________________ with my job.</td>
<td>2.8%</td>
<td>2.8%</td>
<td>8.4%</td>
<td>53.3%</td>
<td>32.7%</td>
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<td>I know what is expected of me at work.</td>
<td>0.0%</td>
<td>5.6%</td>
<td>15.0%</td>
<td>57.9%</td>
<td>21.5%</td>
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<td>I have the materials and equipment I need to do my work right.</td>
<td>0.9%</td>
<td>4.7%</td>
<td>18.7%</td>
<td>48.6%</td>
<td>27.1%</td>
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<tr>
<td>I have the opportunity to do what I do best every day.</td>
<td>0.9%</td>
<td>3.7%</td>
<td>3.7%</td>
<td>49.5%</td>
<td>42.1%</td>
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<td>My supervisor, or someone at work, seem to care about me as a person.</td>
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<td>3.7%</td>
<td>13.1%</td>
<td>51.4%</td>
<td>28.0%</td>
</tr>
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<td>I am recognized or praised for good work.</td>
<td>3.7%</td>
<td>2.8%</td>
<td>15.9%</td>
<td>50.5%</td>
<td>27.1%</td>
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<td>There someone at work who encourages my development.</td>
<td>2.8%</td>
<td>8.4%</td>
<td>16.8%</td>
<td>53.3%</td>
<td>18.7%</td>
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<tr>
<td>At work, my opinions seem to count.</td>
<td>0.9%</td>
<td>0.0%</td>
<td>10.3%</td>
<td>57.9%</td>
<td>30.8%</td>
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<td>The mission/purpose of Georgia Southern University makes me feel my job is important.</td>
<td>0.0%</td>
<td>3.7%</td>
<td>14.0%</td>
<td>48.6%</td>
<td>33.6%</td>
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<tr>
<td>My co-workers committed to doing quality work.</td>
<td>6.5%</td>
<td>13.1%</td>
<td>30.8%</td>
<td>30.8%</td>
<td>18.7%</td>
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<tr>
<td>I have a best friend at work.</td>
<td>0.0%</td>
<td>13.1%</td>
<td>19.6%</td>
<td>43.0%</td>
<td>24.3%</td>
</tr>
<tr>
<td>In the last six months, someone at work talked to me about my progress.</td>
<td>0.9%</td>
<td>4.7%</td>
<td>14.0%</td>
<td>51.4%</td>
<td>29.0%</td>
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## Appendix C: Comparative EDUCAUSE Survey Results

### D8. Attitudes about Current Position

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<th>Item</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
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<td>D8a. I am compensated fairly</td>
<td>11.2%</td>
<td>23.2%</td>
<td>26.1%</td>
<td>33.4%</td>
<td>6.0%</td>
<td>796</td>
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<tr>
<td>D8.b I am highly motivated to perform my duties</td>
<td>3.9%</td>
<td>12.3%</td>
<td>22.5%</td>
<td>45.4%</td>
<td>15.8%</td>
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<td>D8c. My personal career goals are attainable</td>
<td>4.8%</td>
<td>9.3%</td>
<td>27.2%</td>
<td>45.0%</td>
<td>13.6%</td>
<td>793</td>
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<tr>
<td>D8d. I am recognized for the value I add to the organization in ways aside from regular financial compensation</td>
<td>10.1%</td>
<td>19.8%</td>
<td>24.4%</td>
<td>34.3%</td>
<td>11.5%</td>
<td>794</td>
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<tr>
<td>D8e. The demands placed upon me by my supervisor/director are reasonable and manageable</td>
<td>4.1%</td>
<td>12.2%</td>
<td>28.5%</td>
<td>45.0%</td>
<td>10.2%</td>
<td>796</td>
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<tr>
<td>D8f. I know what is expected of me at work</td>
<td>4.8%</td>
<td>12.5%</td>
<td>22.5%</td>
<td>48.5%</td>
<td>11.7%</td>
<td>794</td>
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<tr>
<td>D8g. I have the materials and equipment I need to do my work well</td>
<td>4.5%</td>
<td>15.8%</td>
<td>24.4%</td>
<td>44.5%</td>
<td>10.8%</td>
<td>796</td>
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<tr>
<td>D8h. I have the opportunity to do what I do best every day</td>
<td>6.2%</td>
<td>20.7%</td>
<td>22.7%</td>
<td>38.8%</td>
<td>11.7%</td>
<td>796</td>
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<tr>
<td>D8i. In the past seven days, I have received recognition or praise for doing good work</td>
<td>19.6%</td>
<td>24.0%</td>
<td>15.7%</td>
<td>29.4%</td>
<td>11.2%</td>
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<tr>
<td>D8j. Someone at work cares about me as a person</td>
<td>4.5%</td>
<td>5.9%</td>
<td>18.0%</td>
<td>45.0%</td>
<td>26.6%</td>
<td>794</td>
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<tr>
<td>D8k. Someone at work encourages my development</td>
<td>7.6%</td>
<td>15.6%</td>
<td>25.5%</td>
<td>35.6%</td>
<td>15.8%</td>
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<tr>
<td>D8l. At work, my opinions count</td>
<td>6.2%</td>
<td>11.1%</td>
<td>21.9%</td>
<td>44.0%</td>
<td>16.8%</td>
<td>793</td>
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<tr>
<td>D8m. The mission/purpose of my institution makes me feel my job is important</td>
<td>5.9%</td>
<td>13.1%</td>
<td>24.3%</td>
<td>36.8%</td>
<td>19.8%</td>
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<tr>
<td>D8n. My co-workers are committed to doing quality work</td>
<td>3.5%</td>
<td>8.3%</td>
<td>26.5%</td>
<td>44.0%</td>
<td>17.7%</td>
<td>793</td>
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<tr>
<td>D8o. I have a best friend at work</td>
<td>15.4%</td>
<td>24.7%</td>
<td>26.0%</td>
<td>23.1%</td>
<td>10.7%</td>
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<tr>
<td>D8p. In the past six months, someone at work has talked to me about my progress</td>
<td>13.5%</td>
<td>18.3%</td>
<td>18.9%</td>
<td>37.4%</td>
<td>11.9%</td>
<td>792</td>
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<tr>
<td>D8q. This past year, I have had opportunities at work to learn and grow</td>
<td>6.2%</td>
<td>8.0%</td>
<td>19.1%</td>
<td>45.6%</td>
<td>21.0%</td>
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*Items f-q were adapted from Buckingham & Coffman, 1999.
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<td>D8f. I know what is expected of me at work</td>
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<td>12.50%</td>
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<td>D8g. I have the materials and equipment I need to do my work well</td>
<td>4.50%</td>
<td>15.80%</td>
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<td>D8h. I have the opportunity to do what I do best every day</td>
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<td>22.70%</td>
<td>38.80%</td>
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<td>D8i. In the past seven days, I have received recognition or praise for doing good work</td>
<td>19.60%</td>
<td>24.00%</td>
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<td>D8k. Someone at work encourages my development</td>
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<td>D8l. At work, my opinions count</td>
<td>6.20%</td>
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<td>D8m. The mission/purpose of my institution makes me feel my job is important</td>
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<td>D8p. In the past six months, someone at work has talked to me about my progress</td>
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<td>D8q. This past year, I have had opportunities at work to learn and grow</td>
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Appendix E: Pearson Correlations of Study Variables

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<th>MISSION</th>
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** Correlation is significant at the 0.01 level (2-tailed).  * Correlation is significant at the 0.05 level (2-tailed).
References


