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Martin Brockhoff

Sirota Consulting, mbrockhoff@sirota.com

Jeanine K. Andreassi Ph.D.

Sacred Heart University, andreassij@sacredheart.edu

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CROSS CULTURAL VARIABLES: EVALUATING EMPLOYEE ATTITUDES ACROSS FOUR REGIONS OF ASIA, EUROPE, NORTH AND LATIN AMERICA

Martin Bockerhoff

Vice President, Sirota Consulting
The Center at Purchase, One Manhattanville Road,
Purchase, New York 10577
Tel. (914) 696 4700
Email: mbrockerhoff@sirota.com

Jeanine Andreassi

Assistant Professor of Management
Welch College of Business, Sacred Heart University
5151 Park Avenue, Fairfield, Connecticut 06825
Tel. (203) 371 7878
Email: andreassij@sacredheart.edu

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Introduction

In the past few decades, there has been an explosion of businesses moving operations overseas, setting up international joint ventures and establishing multinational enterprises. This trend has led organizational researchers as well as corporations to explore the implications of cultural differences in managing a workforce. Can the same Western management practices be used as effectively with employees in Asia as in North America? Does the application of Western management principles in multinationals affect aspects of job satisfaction in non-Western countries? The prevailing view, largely inspired by the work of Hofstede (1980), is that differences in national cultures and value systems call for different management practices (Newman and Nollen, 1996).

This poster reports the findings from two exploratory analyses on the relationship between job attitudes and the geographic/cultural setting of business organizations. The first analysis is an overview of the levels and correlates of job satisfaction in four regions, North America, East Asia, Europe, and Latin America, and in nine countries of East Asia – China, Japan, South Korea, Taiwan, Indonesia, Malaysia, Singapore, Philippines, and Thailand – where differences in employee attitudes between the many countries have received scant attention. This analysis uses normative data for 1990-2003 collected from 255 companies representing about 2.6 million employees.

The second analysis uses 2002 survey data from three large multinational companies, in financial services, manufacturing, and oil & gas production, to examine the relative importance of top and immediate management, recognition, teamwork, salary and pay, and other employee attitudes for overall job satisfaction across these four regions. The analysis is intended to indicate those areas of employment that managers can focus on to improve overall job satisfaction in each region.

1. Methodological Issues

Psychologists studying cross-cultural attitudes have encountered a number of methodological issues that we faced in our research. One issue is the central mean

tendency, which refers to the greater inclination of employees in some countries, notably in Asia, than in others (e.g., the United States) to respond neutrally to survey questions. There are mixed results concerning this finding, with some research suggesting that Asian employees are more likely to respond at the extreme ends of the scale (Stening and Everett, 1984), and others finding a central tendency (Si and Cullen, 1998). Culpepper, Zhao and Lowery (2002) found that extreme response scores were selected more frequently for factual knowledge and midpoint tendencies were greater for evaluative tasks, lending a possible explanation for discrepant findings.

A second concern when examining data across cultures is the reference group effect. This refers to the role that context has when individuals answer questionnaires. Heine, Lehman, Peng and Greenholz (2002) maintain that cross-cultural comparisons are compromised because of different frames of reference. These authors give an example of the reference effect: North Americans are more independent than Japanese. Therefore, if a Japanese employee indicates that she “strongly agrees” that she has independence at work, she is probably using a different standard of independence. An American who answers “agree” to a question about independence may actually have more freedom than a Japanese employee who answers “strongly agree” because the two persons have different expectations arising from cultural differences. Therefore, in this analysis of surveys we are limited to describing attitudes from a distance that may not reflect reality. It is these actual attitudes that are related to performance and other organizational outcomes.

2. Cross-national attitudinal differences: Evidence from normative data

We used normative employee data collected by Sirota Consulting Inc. for the period 1990 to June 2003. The post-1989 era of “globalization” was selected to address the issue of whether attitudes across the world are similar. The data contain information on 97 countries, demographic characteristics such as gender, race, tenure and occupation, as well as 209 attitudinal items. We selected 63 items, listed in Appendix A, to form 20 dimensions that we compared across areas. Analysis was conducted at the company level. A region or country was considered to have information on a dimension if data were available for at least one item in the dimension. The descriptive data that follow are cross-company averages from non-governmental organizations that have at least five employees working in the region or country. The averages are based on data for at least five companies in each region or country.

Figure 1 shows the percent of employees responding favorably (very satisfied or satisfied) in the four regions by dimension. The general pattern is that employees in Latin America are most favorable (65 percent across dimensions), followed by employees in North America (61 percent), Europe (55 percent), and East Asia (51 percent). Employees in East Asia are significantly less favorable than North American employees on most dimensions, particularly with respect to the adequacy of job training (39 versus 56 percent), equipment and resources (46 versus 61

percent), and salary / pay (33 versus 44 percent). North American employees are at least 10 percentage points more favorable than European as well as East Asian employees in terms of their view on benefits and their confidence (a dimension based on job security and view of the company's future). Employees in Latin America, on the other hand, are much more satisfied than North American employees regarding efficiency where they work (64 versus 49 percent) and opportunities for advancement (50 versus 39 percent), and they have a higher level of overall job satisfaction / pride in the company (74 versus 65 percent).

An examination of regional differences for demographic/occupational groups revealed that the widest discrepancy was between female managers in North America and East Asia. Figure 2 shows that female managers in North America are significantly more favorable than counterparts in East Asia on 18 of 20 dimensions ($p < .05$). The most notable differences are in terms of satisfaction with the job itself (84% N.A., 66% Asia), salary / pay (52% N.A., 31% Asia), innovation of the company (65% N.A., 35% Asia), and recognition (58% N.A., 42% Asia). In East Asia, male managers are at least five percentage points more satisfied than female managers on all of these dimensions except performance feedback (not shown). In contrast, in North America female and male managers differ only on benefits and attitudes regarding innovation in their companies, with female managers more favorable.

Hofstede (1984) characterized countries in North America and most of Western Europe as "low power distance" societies, showing relative equality in relationships, as compared to the "high power distance" countries in most of Asia and Latin America. This is reflected in Figure 1 by the significantly higher percentage of employees in North America than in East Asia who respond favorably concerning the equity of treatment in their companies (59 versus 49 percent) and their authority/involvement at work (68 versus 60 percent). The United States and Canada were hypothesized by Hofstede to have lower "uncertainty avoidance" – or a higher capacity for insecurity and ambiguity in regards to the future – than countries in Latin America and most countries in Asia and Europe. Employees in North America, at 61 percent, do in fact declare more confidence in the future of their companies and their jobs than employees in East Asia (47%) and Europe (50%); the difference with Latin America is not statistically significant.

Less favorable employee attitudes in East Asia than North America are mainly a product of more neutral attitudes in Asia rather than more unfavorable ones, i.e., there is a strong suggestion of central mean tendency in Asia. The percent of employees with neutral attitudes is 30 percent across dimensions in East Asia, 26 percent in Europe, 23 percent in North America, and 21 percent in Latin America. As compared to North America, in East Asia employees are significantly more neutral on 19 of the 20 dimensions. On most dimensions over 30 percent of employees in East Asia are neutral, whereas on no dimension is this level of employees in North America neutral.

Employees in all of these Asian countries have more neutral attitudes across the dimensions than employees in the United States (at 23 percent), with averages over 30 percent in Japan (33%), China (32%), Taiwan (32%) and South Korea (31%).

With the exception of Japan, where there is a low level of employee satisfaction, low favorability in these countries is generally associated more with neutral than unfavorable attitudes.

East Asian employees are significantly more unfavorable than North American employees, however, in regards to views on business effectiveness (15 versus 8 percent), job training (30 versus 19 percent) and benefits (24 versus 12 percent). In Japan, employees are significantly more unfavorable than employees in the United States on half of the dimensions, with particularly large differences regarding business effectiveness (28% Japan, 8% United States), job training (40% Japan, 19% United States), and benefits (40% Japan, 12% United States). Female managers in East Asia are significantly more unfavorable than counterparts in North America on 10 of the 20 dimensions, including job training (28 versus 17 percent), recognition (30 versus 17 percent), salary / pay (37 versus 22 percent), and innovativeness of the company and work (28 versus 12 percent).

Dimension averages in Table 1 suggest that less favorable views in East Asia than North America result in part from very low favorability in Japan. Whereas employees in the United States are 60 percent favorable across the dimensions, the average is 40 percent in Japan, but over 50 percent in several other Asian countries. Employees in Japan are much less favorable than employees in the United States as well as the other Asian countries on most dimensions, particularly job training at 27 percent (56% in U.S.), company ethics at 42 percent (76% in U.S.), and confidence in their job security and the future of the company at 34 percent (61% in U.S.). The other Asian countries can be grouped according to their levels of favorability: (1) the East Asian countries of China, South Korea, and Taiwan, along with Thailand, at 47-51 percent, and (2) the Southeast Asian countries of Malaysia, Singapore, Indonesia, and the Philippines, at 54-62 percent. Intra-regional variation is reflected in the range of favorability levels. Large differences occur on perceived business effectiveness (80 percent in the Philippines, 38 percent in Japan), top management effectiveness (66 percent in the Philippines, 29 percent in Japan), equipment and resources (62 percent in South Korea, 32 percent in Thailand), and innovation (80 percent in Thailand, 36 percent in Taiwan). Given this degree of regional variation, it seems prudent, where data allow, to study values and attitudes in Asia at the national level rather than positing regional cultural traits.

Table 2 indicates the dimensions that correlate most highly with overall job satisfaction in each region. Equitable treatment correlates most highly with overall job satisfaction in North America ($r = .81$), and it is not highly associated with job satisfaction in East Asia and Latin America. Overall job satisfaction in East Asia is related most to characteristics of the company and its leaders – effectiveness of the business and the top and immediate managers, ethics of the company – than to conditions more clearly associated with individual employees. As in East Asia, the effectiveness of the business and top management are by far the highest correlates of job satisfaction in Europe ($r \geq .8$), but equitable treatment correlates highly with job satisfaction in Europe as in North America. The high level of job satisfaction in Latin America is strongly associated with employees having personal authority in their work and being involved in decision-making ($r = .87$), as well as to other unique

factors including recognition and performance feedback. This result is surprising given that Latin American countries have been hypothesized as having relatively high inequality in the workplace (Hofstede, 1999).

Table 3 presents the highest correlates of overall job satisfaction in these Asian countries. There is substantial variation among the countries, reflecting in part cultural affinities based on shared language or geographical contiguity. For example, the dimensions most highly related to overall satisfaction are similar in China and Taiwan – the effectiveness of immediate management, communication about the business, equitable treatment, and benefits. The efficiency of work in the company and business unit are most highly correlated with overall satisfaction, at $r > .9$, in the Southeast Asian countries of Indonesia, Philippines, and Thailand. In Malaysia and Singapore, the effectiveness of top management is most highly related to job satisfaction, also at $r > .9$. Japan and Korea are the only countries where the effectiveness of the business is highly related to job satisfaction. These high correlates of employees' overall job satisfaction are of particular interest because they generally have low favorability in each country, suggesting an opportunity for companies to increase local job satisfaction by focusing on these dimensions. For example, employees in China and Taiwan are less favorable regarding business communication than most other dimensions, and efficiency carries the least favorable attitudes in Thailand, and among the least favorable in Indonesia and the Philippines (at less than 50 percent).

Discussion

Our analysis of normative data for 255 companies and about 2.6 million employees suggests that employee satisfaction may be greater across a wide range of dimensions in North America than East Asia, perhaps due to the cultural proclivity in East Asia to select the neutral alternatives in an evaluative scale. North American employees are also more satisfied than employees in Europe on a few dimensions, such as the job itself, and are markedly less satisfied than employees in Latin America regarding the effectiveness of top management in their companies and their opportunities for advancement. Our examination of low job satisfaction in East Asia revealed particularly low satisfaction among female managers and among employees in Japan. The highest correlates of overall job satisfaction also differed considerably between regions, with business effectiveness being prominent in Asia, opportunities for personal development of importance in Latin America, and equitable treatment critical for North American workers. The highest correlates of overall satisfaction also varied substantially among countries within East Asia.

Our analysis of recent survey data from four large multinational companies found that top management is a more important determinant of job satisfaction than immediate management. One might infer from this finding that the culture of the total organization is more important in determining employee satisfaction than the culture of the local country as reflected by immediate management. However, it is likely that many employees, in most countries, do not see further than the immediate manager, and identify that person as a top manager in the company. Within companies, aspects of work such as a sense of accomplishment, salary and

pay, work-life balance, and perceived social focus of the company differ widely across regions in term of their contribution to overall job satisfaction.

This research suggests that it is advisable for multinational companies to examine differences in employee views geographically to gain an understanding of attitudes and influences on occupational satisfaction in each of the countries they are involved in. This information can indicate the countries and regions, managerial practices, aspects of the job and work environment, and particular occupational groups that would benefit from increased attention in an effort to raise overall occupational satisfaction in the company. The importance of company management shown in this study, and the wide variation in employee attitudes and their determinants across the world, point to a need for culturally appropriate implementation of corporate policies and management practices.

A final observation is that there is modest, not strong, evidence that employee attitudes are similar across regions of the world in the post-1989 period we examined; we were not able to look at data pre-1989 to assess whether employee attitudes have become *more* similar. To the extent that employee attitudes between regions are distinct in the period examined, one might conclude that the process of globalization, in which American and European ideas and lifestyles are believed to be spreading to other regions of the world, does not apply to employee attitudes.

3. References

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Figure 1. Comparison of Dimension Averages in Four Regions, 1990-2003

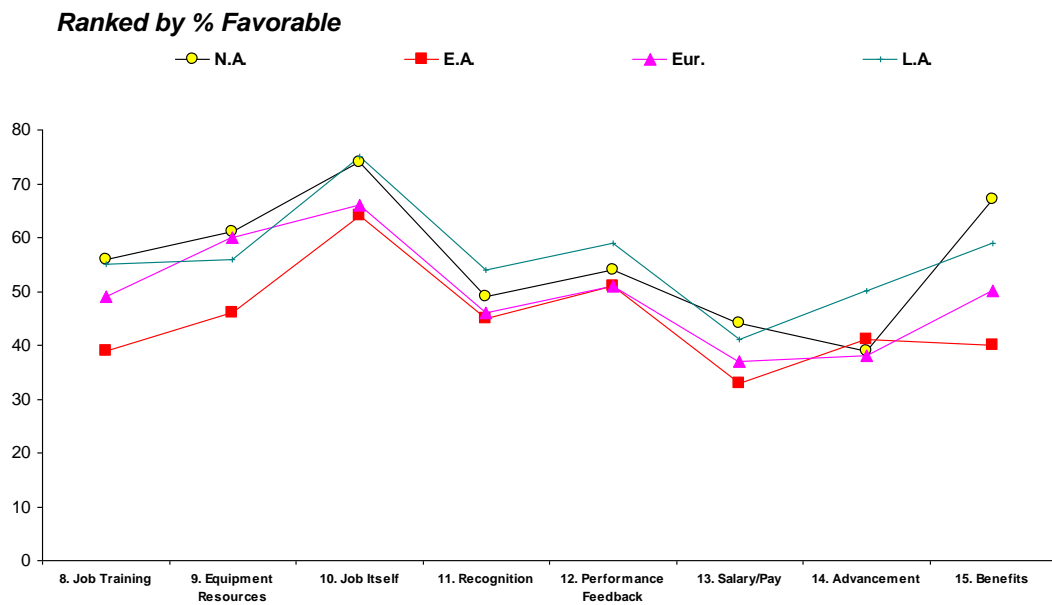
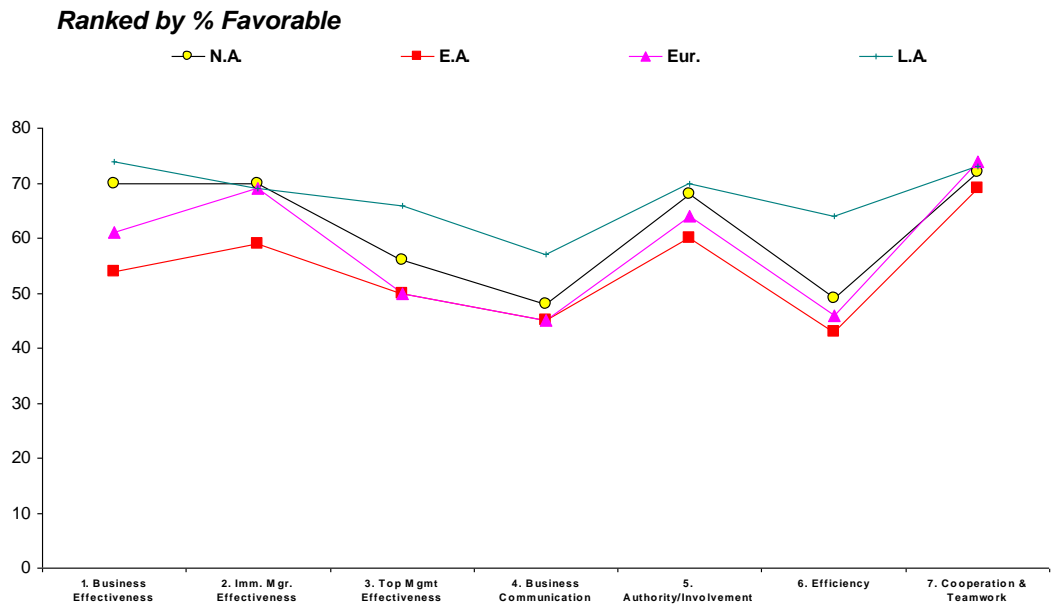


Figure 1 (cont.)

Ranked by % Favorable

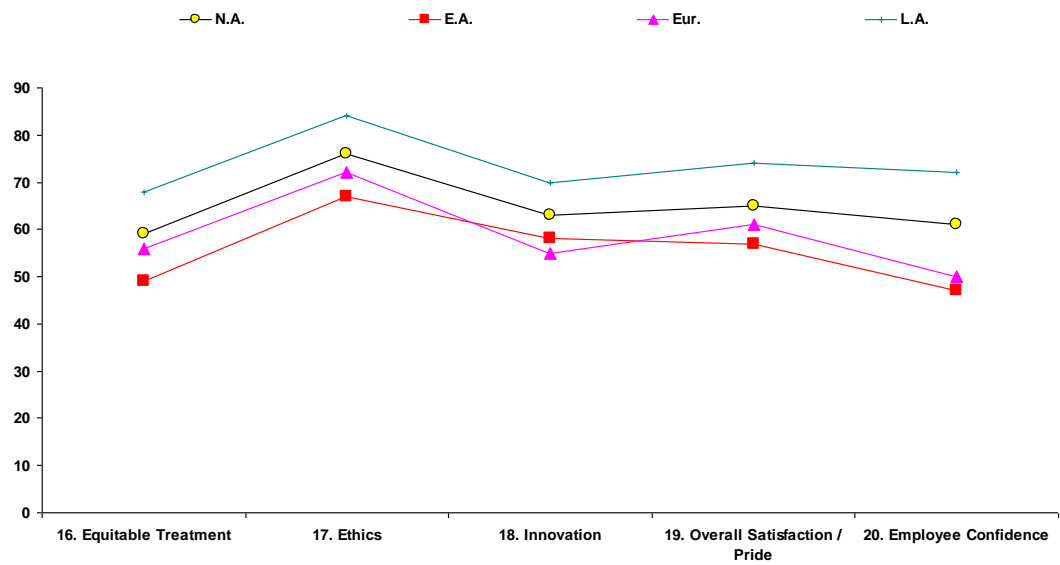
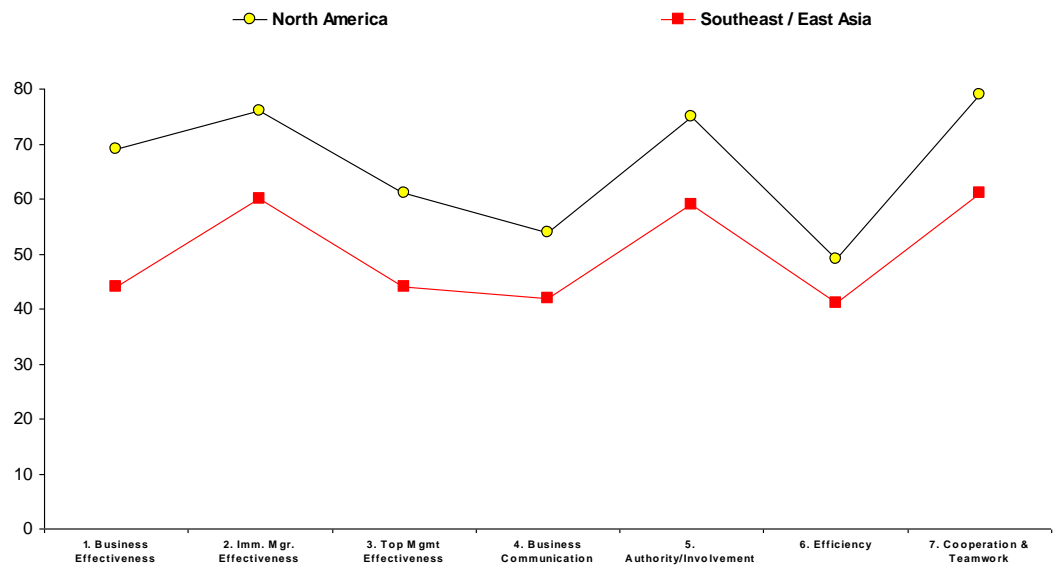


Figure 2. Comparison of Dimension Averages in Four Regions, Female Managers
1990-2003

Ranked by % Favorable



Ranked by % Favorable

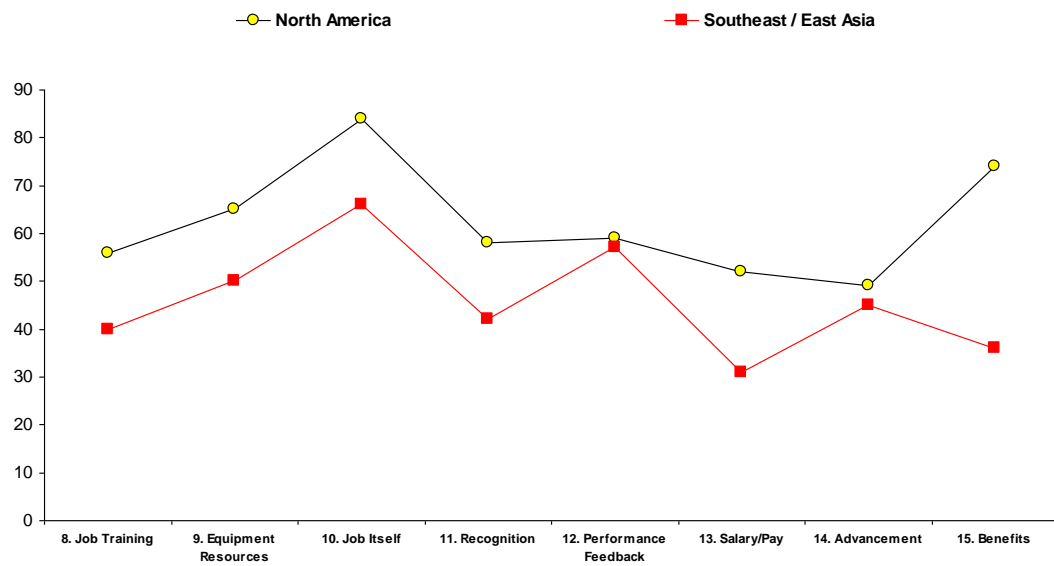


Figure 2. (Con't.)

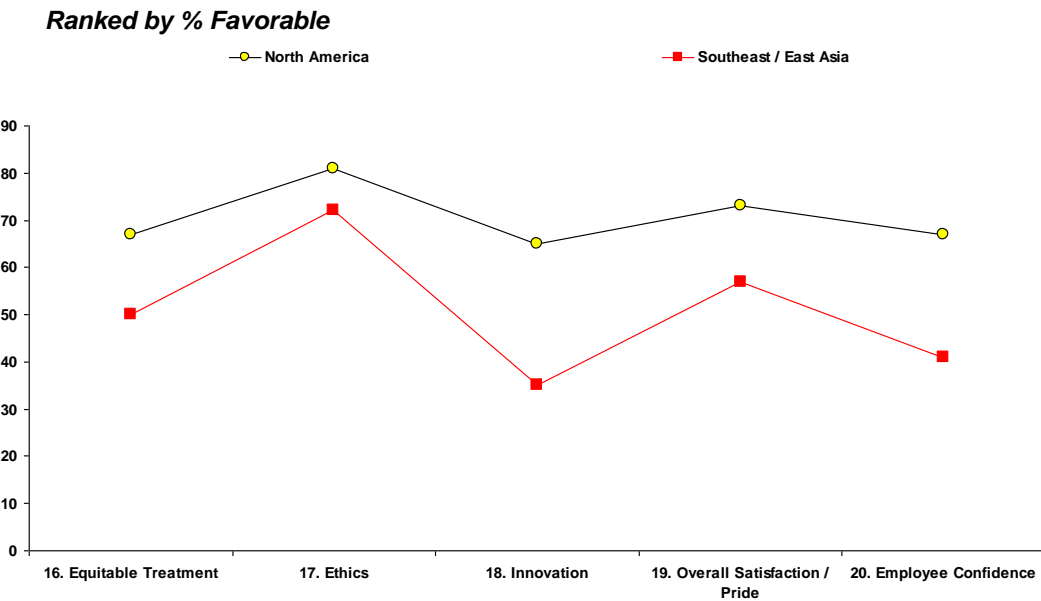


Table 1. Percent Favorable by Country, 1990-2003

Country:	<u>United</u> <u>States</u>	<u>China</u> <u>a</u>	<u>Hong</u> <u>Kong</u> <u>g</u>	<u>Japan</u> <u>n</u>	<u>S.</u> <u>Korea</u> <u>a</u>	<u>Taiwan</u> <u>n</u>	<u>Indonesia</u> <u>a</u>	<u>Malaysia</u> <u>a</u>	<u>Singapore</u> <u>e</u>	<u>Philippines</u> <u>s</u>	<u>Thailand</u> <u>d</u>
<u>DIMENSION</u>											
Business Effectiveness	70	54	55	38	57	58	68	60	63	80	59
Immediate Manager Effectiveness	70	60	64	59	67	60	61	65	59	69	66
Top Management Effectiveness	56	48	53	37	45	46	55	54	50	66	49
Business Communication	48	45	48	35	50	42	52	52	46	53	33
Authority/Involvement	68	55	57	49	64	45	69	76	65	79	58
Efficiency	49	31	34	30	45	48	50	34	50	48	49
Cooperation and Teamwork Within	72	67	70	59	67	70	73	75	70	81	70
Job Training	56	36	34	27	35	34	45	47	44	54	52
Equipment and Resources	61	43	46	40	62	53	55	46	50	50	32
Job Itself	74	59	61	54	64	70	73	65	67	72	60
Recognition	49	46	54	38	49	43	45	50	50	50	33
Performance Feedback	54	56	55	38	55	46	62	60	58	58	63
Salary/Pay	44	27	33	33	28	31	35	38	35	39	37
Advancement	39	24	40	30	42	27	41	40	34	44	26
Benefits	67	28	44	24	26	52	46	47	47	45	50
Equitable Treatment	58	44	47	39	45	52	54	56	52	66	48
Ethics	76	66	73	42	64	54	69	62	71	86	56
Innovation	63	61	73	43	59	36	78	69	61	69	80
Outcomes	65	57	55	46	55	60	60	65	61	64	50
Employee Confidence	61	43	47	34	49	34	52	55	45	57	44
Average	60	47	52	40	51	48	57	56	54	62	51

Table 2. Top Dimension Correlates of Overall Job Satisfaction, by Region

<u>North America</u>	<u>r with Overall Job Satisfaction</u>	<u>p</u>
Equitable Treatment	.81	<.0001
Top Management Effectiveness	.79	<.0001
Ethics	.74	<.0001
Business Communication	.69	<.0001
Advancement	.66	<.0001
 <u>East Asia</u>		
Business Effectiveness	.91	<.0001
Top Management Effectiveness	.85	<.0001
Ethics	.76	<.0016
Immediate Manager Effectiveness	.75	.0001
Employee Confidence	.71	.0003
 <u>Europe</u>		
Top Management Effectiveness	.82	<.0001
Business Effectiveness	.80	<.0001
Business Communication	.68	<.0001
Equitable Treatment	.68	<.0001
Cooperation and Teamwork	.64	<.0001
 <u>Latin America</u>		
Recognition	.79	<.0001
Top Management Effectiveness	.70	.0006
Authority / Involvement	.69	.0021
Business Effectiveness	.66	.0068
Performance Feedback	.65	.0012

Table 3. Top Dimension Correlates of Overall Job Satisfaction, by Asian Country

China	r with Overall Job Satisfaction	p
Immediate Manager Effectiveness	.94	.0062
Equitable Treatment	.85	.0003
Top Management Effectiveness	.77	.0249
Benefits	.76	.0484
Business Communication	.73	.0065
Japan		
Business Effectiveness	.92	<.0001
Ethics	.91	.0107
Job Itself	.84	<.0001
Immediate Manager Effectiveness	.76	.0065
Employee Confidence	.74	.0065
South Korea		
Job Itself	.93	<.0001
Top Management Effectiveness	.92	<.0001
Business Effectiveness	.90	.0009
Innovation	.88	.0099
Immediate Management Effectiveness	.86	.0062
Taiwan		
Benefits	.94	.0019
Immediate Management Effectiveness	.93	.0039
Equitable Treatment	.86	.0006
Business Communication	.81	.0026
Top Management Effectiveness	.74	.037

Table 3. (cont.)

	r with Overall Job Satisfaction	p
Indonesia		
Efficiency	.91	.0047
Benefits	.79	.0348
Innovation	.75	.0404
Business Communication	.61	.0349
Advancement	.60	.0497
Malaysia		
Top Management Effectiveness	.94	.0001
Benefits	.88	.0487
Business Communication	.75	.0117
Job Itself	.70	.0239
Equitable Treatment	.58	.0404
Singapore		
Top Management Effectiveness	.92	<.0001
Performance Feedback	.88	<.0001
Immediate Management Effectiveness	.87	.001
Ethics	.82	.0434
Advancement	.78	.0009
Philippines		
Efficiency	.92	.0066
Innovation	.90	.044
Business Communication	.88	.0002
Job Training	.83	.0061
Job Itself	.79	.0023
Thailand		
Efficiency	.94	.004
Cooperation and Teamwork	.81	.0042
Business Communication	.78	.0074
Top Management Effectiveness	.72	.0355
Immediate Management Effectiveness	.66	.0408

Table 4. Correlation Matrices and Summary Statistics**Oil & Gas Co.****East / Southeast Asia**

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	2.31	0.82												
2. Diversity	2.38	1.06	0.47											
3. Teamwork	2.09	0.86	0.49	0.36										
4. Salary/Pay	2.86	0.90	0.52	0.38	0.32									
5. Recognition	2.46	0.88	0.62	0.40	0.45	0.45								
6. Communication	2.34	0.92	0.52	0.40	0.47	0.35	0.48							
7. Social Focus	2.09	0.76	0.52	0.39	0.39	0.33	0.41	0.40						
8. Accomplishment	2.18	0.87	0.48	0.37	0.42	0.30	0.41	0.43	0.37					
9. Training	2.58	0.93	0.46	0.36	0.38	0.45	0.46	0.39	0.37	0.35				
10. Physical Working Conditions	2.31	0.92	0.43	0.27	0.27	0.31	0.41	0.33	0.35	0.28	0.35			
11. Work-Life Balance	2.38	0.99	0.38	0.27	0.26	0.30	0.31	0.26	0.27	0.26	0.32	0.32		
12. Top Management	2.24	0.90	0.59	0.47	0.41	0.36	0.46	0.48	0.50	0.42	0.37	0.35	0.32	
13. Immediate Management	2.13	0.92	0.54	0.43	0.52	0.34	0.51	0.52	0.38	0.45	0.38	0.28	0.27	0.59

North America

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	2.23	0.90												
2. Diversity	2.42	1.13	0.46											
3. Teamwork	2.06	0.99	0.45	0.34										
4. Salary/Pay	2.57	0.96	0.43	0.28										
5. Recognition	2.48	1.02	0.59	0.39	0.48	0.43								
6. Communication	2.40	1.04	0.50	0.38	0.47	0.28	0.50							
7. Social Focus	2.04	0.79	0.57	0.40	0.38	0.29	0.42	0.40						
8. Accomplishment	2.09	0.94	0.51	0.35	0.40	0.24	0.42	0.38	0.38					
9. Training	2.43	0.94	0.40	0.31	0.30	0.38	0.40	0.35	0.28	0.33				
10. Physical Working Conditions	2.17	0.95	0.40	0.25	0.28	0.28	0.38	0.31	0.31	0.27	0.30			
11. Work-Life Balance	2.38	1.07	0.38	0.21	0.23	0.24	0.29	0.26	0.28	0.25	0.21	0.24		
12. Top Management	2.60	1.05	0.64	0.47	0.39	0.29	0.46	0.48	0.54	0.44	0.30	0.28	0.27	
13. Immediate Management	2.11	1.08	0.48	0.39	0.55	0.24	0.54	0.54	0.39	0.42	0.32	0.27	0.25	0.52

Table 4. (Con't.)**Europe**

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	2.29	0.83												
2. Diversity	2.55	1.07	0.43											
3. Teamwork	2.06	0.93	0.40	0.29										
4. Salary/Pay	2.74	0.90	0.44	0.22	0.18									
5. Recognition	2.51	0.94	0.61	0.36	0.43	0.40								
6. Communication	2.45	1.00	0.48	0.33	0.42	0.24	0.48							
7. Social Focus	2.08	0.72	0.53	0.36	0.28	0.29	0.38	0.35						
8. Accomplishment	2.22	0.93	0.51	0.33	0.41	0.23	0.43	0.39	0.35					
9. Training	2.57	0.95	0.42	0.29	0.30	0.29	0.39	0.34	0.28	0.33				
10. Physical Working Conditions	2.36	1.00	0.35	0.22	0.20	0.23	0.32	0.25	0.26	0.23	0.23			
11. Work-Life Balance	2.57	1.09	0.35	0.19	0.20	0.24	0.28	0.23	0.22	0.21	0.25	0.22		
12. Top Management	2.46	0.94	0.60	0.40	0.30	0.27	0.43	0.44	0.50	0.41	0.33	0.25	0.23	
13. Immediate Management	2.09	0.98	0.48	0.34	0.51	0.19	0.51	0.50	0.34	0.44	0.31	0.22	0.20	0.47

Latin America

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	1.95	0.82												
2. Diversity	2.36	1.09	0.47											
3. Teamwork	1.90	0.84	0.50	0.37										
4. Salary/Pay	2.68	0.97	0.53	0.30	0.27									
5. Recognition	2.32	0.97	0.61	0.39	0.47	0.41								
6. Communication	2.23	0.99	0.51	0.43	0.45	0.35	0.51							
7. Social Focus	1.73	0.69	0.46	0.38	0.36	0.30	0.31	0.35						
8. Accomplishment	1.79	0.86	0.51	0.39	0.42	0.28	0.44	0.44	0.31					
9. Training	2.38	0.96	0.47	0.32	0.38	0.38	0.47	0.37	0.33	0.38				
10. Physical Working Conditions	2.04	0.98	0.39	0.21	0.29	0.26	0.35	0.28	0.27	0.27	0.30			
11. Work-Life Balance	2.31	1.12	0.39	0.30	0.29	0.19	0.32	0.25	0.29	0.31	0.30	0.20		
12. Top Management	1.92	0.87	0.53	0.48	0.39	0.32	0.39	0.45	0.47	0.41	0.31	0.25	0.31	
13. Immediate Management	1.85	0.92	0.55	0.41	0.52	0.30	0.55	0.54	0.38	0.49	0.39	0.25	0.34	0.52

1=strongly agree, 5=strongly disagree; all correlations significant at $p < .0001$

Table 4. (Con't.)
Financial Services Co.

East / Southeast Asia

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	2.02	0.90												
2. Diversity	2.21	1.04	0.50											
3. Teamwork	1.74	0.90	0.40	0.38										
4. Salary/Pay	3.33	0.98	0.29	0.23	0.15									
5. Recognition	2.22	1.04	0.51	0.55	0.41	0.25								
6. Communication	2.20	0.96	0.45	0.48	0.36	0.23	0.46							
7. Social Focus	2.08	0.84	0.41	0.37	0.28	0.19	0.36	0.43						
8. Accomplishment	2.32	1.01	0.55	0.49	0.34	0.25	0.53	0.48	0.40					
9. Training	2.37	1.04	0.43	0.46	0.32	0.25	0.49	0.47	0.40	0.47				
10. Physical Working Conditions	2.39	0.97	0.40	0.27	0.19	0.29	0.28	0.31	0.29	0.35	0.37			
11. Work-Life Balance	2.28	1.04	0.44	0.40	0.33	0.23	0.41	0.37	0.33	0.45	0.40	0.32		
12. Top Management	2.01	0.88	0.48	0.44	0.41	0.18	0.40	0.49	0.41	0.44	0.39	0.26	0.33	
13. Immediate Management	2.17	0.96	0.41	0.42	0.34	0.23	0.49	0.40	0.28	0.39	0.43	0.31	0.40	0.35

North America

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	1.99	0.94												
2. Diversity	1.99	0.99	0.49											
3. Teamwork	2.11	1.03	0.50	0.42										
4. Salary/Pay	3.51	0.94	0.27	0.22	0.18									
5. Recognition	2.23	1.12	0.53	0.49	0.49	0.23								
6. Communication	2.30	1.07	0.51	0.46	0.46	0.21	0.50							
7. Social Focus	1.89	0.82	0.48	0.40	0.40	0.18	0.36	0.42						
8. Accomplishment	2.15	1.03	0.57	0.41	0.41	0.19	0.48	0.44	0.36					
9. Training	2.26	1.03	0.48	0.41	0.44	0.21	0.46	0.47	0.39	0.44				
10. Physical Working Conditions	2.12	0.97	0.38	0.30	0.28	0.22	0.30	0.33	0.29	0.31	0.32			
11. Work-Life Balance	2.14	1.02	0.45	0.34	0.39	0.21	0.35	0.38	0.39	0.34	0.41	0.31		
12. Top Management	2.17	1.02	0.54	0.43	0.46	0.20	0.44	0.54	0.47	0.45	0.44	0.31	0.38	
13. Immediate Management	1.92	1.00	0.45	0.43	0.45	0.18	0.43	0.42	0.30	0.36	0.43	0.28	0.36	0.34

Table 4. (Con't.)**Europe**

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	2.08	0.89												
2. Diversity	2.09	0.99	0.47											
3. Teamwork	2.09	1.03	0.37	0.30										
4. Salary/Pay	3.50	0.94	0.30	0.22	0.14									
5. Recognition	2.52	1.14	0.53	0.43	0.37	0.27								
6. Communication	2.51	1.04	0.45	0.42	0.33	0.25	0.45							
7. Social Focus	2.33	0.92	0.37	0.35	0.30	0.20	0.30	0.37						
8. Accomplishment	2.41	1.03	0.55	0.41	0.33	0.22	0.48	0.43	0.31					
9. Training	2.36	1.02	0.40	0.36	0.33	0.19	0.39	0.36	0.30	0.40				
10. Physical Working Conditions	2.36	1.00	0.35	0.27	0.21	0.20	0.30	0.28	0.21	0.32	0.28			
11. Work-Life Balance	2.17	0.97	0.42	0.31	0.26	0.19	0.32	0.30	0.23	0.34	0.21	0.25		
12. Top Management	2.35	1.00	0.45	0.40	0.34	0.21	0.39	0.51	0.39	0.41	0.35	0.28	0.29	
13. Immediate Management	2.11	0.99	0.43	0.39	0.34	0.18	0.52	0.36	0.21	0.37	0.37	0.28	0.32	0.29

Latin America

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. Overall Satisfaction	1.97	0.96												
2. Diversity	2.29	1.18	0.53											
3. Teamwork	2.11	1.03	0.45	0.42										
4. Salary/Pay	3.39	1.07	0.39	0.28	0.25									
5. Recognition	2.54	1.16	0.52	0.48	0.42	0.31								
6. Communication	2.43	1.11	0.47	0.46	0.41	0.29	0.51							
7. Social Focus	1.94	0.81	0.43	0.35	0.33	0.21	0.29	0.34						
8. Accomplishment	2.11	1.02	0.60	0.45	0.41	0.32	0.43	0.43	0.36					
9. Training	2.38	1.09	0.40	0.38	0.32	0.27	0.42	0.42	0.30	0.35				
10. Physical Working Conditions	2.17	0.95	0.40	0.31	0.24	0.28	0.30	0.30	0.25	0.35	0.27			
11. Work-Life Balance	2.12	1.02	0.37	0.32	0.30	0.21	0.34	0.35	0.24	0.33	0.31	0.25		
12. Top Management	2.10	1.02	0.47	0.43	0.46	0.29	0.40	0.52	0.38	0.42	0.36	0.30	0.31	
13. Immediate Management	2.07	1.00	0.40	0.39	0.31	0.17	0.49	0.38	0.22	0.30	0.37	0.25	0.31	0.29

1=strongly agree, 5=strongly disagree; all correlations significant at $p < .0001$

Table 4. (Con't.)
Manufacturing Co.

East / Southeast Asia

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11
1. Overall Satisfaction	2.53	0.83											
2. Diversity	2.49	0.88	0.47										
3. Teamwork	2.31	0.93	0.38	0.32									
4. Salary/Pay	3.00	1.05	0.45	0.30	0.22								
5. Recognition	2.48	0.99	0.43	0.39	0.42	0.32							
6. Communication	2.45	0.91	0.40	0.39	0.32	0.28	0.33						
7. Accomplishment	2.48	0.99	0.43	0.34	0.40	0.26	0.45	0.29					
8. Training	2.73	0.98	0.41	0.43	0.33	0.27	0.37	0.35	0.37				
9. Physical Working Conditions	2.41	0.97	0.21	0.21	0.21	0.19	0.20	0.18	0.25	0.23			
10. Work-Life Balance	3.03	1.09	0.17	0.11	0.06	0.11	0.10	0.06	0.04	0.09	0.00		
11. Top Management	2.38	0.87	0.41	0.39	0.33	0.26	0.33	0.73	0.31	0.35	0.21	0.05	
12. Immediate Management	2.20	0.87	0.32	0.32	0.41	0.20	0.48	0.27	0.34	0.33	0.18	0.10	0.28

North America

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11
1. Overall Satisfaction	2.59	1.01											
2. Diversity	2.29	0.90	0.38										
3. Teamwork	2.17	1.00	0.34	0.23									
4. Salary/Pay	2.71	1.10	0.33	0.24	0.17								
5. Recognition	2.42	1.12	0.46	0.30	0.40	0.30							
6. Communication	2.45	1.03	0.36	0.25	0.23	0.20	0.29						
7. Accomplishment	2.23	1.07	0.52	0.27	0.36	0.19	0.43	0.27					
8. Training	2.60	1.08	0.40	0.34	0.27	0.22	0.39	0.28	0.39				
9. Physical Working Conditions	2.12	0.96	0.17	0.18	0.17	0.17	0.18	0.17	0.17	0.17			
10. Work-Life Balance	2.97	1.15	0.24	0.12	0.12	0.15	0.16	0.11	0.13	0.15	0.09		
11. Top Management	2.33	0.96	0.37	0.25	0.24	0.17	0.29	0.70	0.29	0.27	0.17	0.11	
12. Immediate Management	1.82	0.92	0.36	0.29	0.38	0.20	0.51	0.19	0.33	0.34	0.15	0.15	0.20

Table 4. (Con't.)**Europe**

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11
1. Overall Satisfaction	2.59	0.94											
2. Diversity	2.26	0.83	0.36										
3. Teamwork	2.18	0.94	0.30	0.22									
4. Salary/Pay	2.73	1.06	0.32	0.22	0.15								
5. Recognition	2.37	1.01	0.41	0.28	0.35	0.20							
6. Communication	2.54	0.96	0.35	0.22	0.18	0.18	0.26						
7. Accomplishment	2.42	1.01	0.52	0.26	0.33	0.17	0.42	0.26					
8. Training	2.67	1.06	0.37	0.33	0.24	0.23	0.36	0.23	0.31				
9. Physical Working Conditions	2.29	1.04	0.17	0.11	0.14	0.10	0.14	0.21	0.16	0.15			
10. Work-Life Balance	3.11	1.15	0.20	0.10	0.09	0.12	0.09	0.07	0.06	0.11	0.06		
11. Top Management	2.47	0.94	0.34	0.23	0.18	0.14	0.26	0.67	0.24	0.23	0.19	0.06	
12. Immediate Management	1.90	0.88	0.33	0.24	0.35	0.14	0.49	0.17	0.36	0.29	0.12	0.11	0.18

Latin America

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11
1. Overall Satisfaction	2.18	0.82											
2. Diversity	2.44	0.99	0.43										
3. Teamwork	2.30	1.05	0.43	0.33									
4. Salary/Pay	2.58	1.16	0.36	0.30	0.18								
5. Recognition	2.43	1.10	0.44	0.39	0.47	0.27							
6. Communication	2.43	1.07	0.34	0.36	0.34	0.16	0.35						
7. Accomplishment	2.16	1.01	0.54	0.35	0.40	0.21	0.41	0.36					
8. Training	2.59	1.12	0.36	0.42	0.32	0.26	0.37	0.31	0.32				
9. Physical Working Conditions	1.82	0.95	0.18	0.18	0.18	0.14	0.17	0.18	0.18	0.24			
10. Work-Life Balance	3.17	1.24	0.19	0.14	0.07	0.07	0.05	0.07	0.05	0.08	-0.02		
11. Top Management	2.34	1.01	0.33	0.30	0.31	0.13	0.33	0.77	0.33	0.33	0.18	0.06	
12. Immediate Management	1.69	0.83	0.33	0.28	0.40	0.16	0.44	0.20	0.32	0.25	0.18	0.06	0.22

1=strongly agree, 5=strongly disagree; all correlations significant at $p < .0001$

Table 5. Results of Regression Analyses

Oil & Gas Co.	East / Southeast Asia				North America				Europe				Latin America			
	Model 1		Model 2		Model 1		Model 2		Model 1		Model 2		Model 1		Model 2	
<u>Independent Variables</u>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>
Top Management	0.40	24.06*	0.17	11.31*	0.46	50.68*	0.23	26.43*	0.43	50.46*	0.2	25.49*	0.32	12.10*	0.11	4.67*
Immediate Management	0.24	14.83*	0.02	1.63	0.17	19.36*	0.01	1.42	0.22	26.87*	0.02	3.03	0.35	13.95*	0.08	3.26
Diversity			0.04	3.68			0.04	5.11*			0.04	6.89*			0.04	2.11
Accomplishment			0.06	4.53*			0.12	14.37*			0.13	16.75*			0.12	5.50*
Social Focus			0.09	7.09*			0.22	21.27*			0.17	18.28*			0.10	3.88*
Teamwork			0.10	4.95*			0.02	2.24			0.02	3.28			0.10	4.22*
Salary / Pay			0.17	12.16*			0.07	8.87*			0.11	14.04*			0.22	13.08*
Training			0.06	4.80*			0.03	3.91*			0.04	6.40*			0.04	1.98
Communication			0.07	4.76*			0.04	4.41*			0.04	5.43*			0.01	0.51
Physical Working Conditions			0.06	4.57*			0.07	9.19*			0.04	6.73*			0.07	4.21*
Recognition			0.20	12.62*			0.17	18.81*			0.19	23.17*			0.15	6.92*
Work - Life Balance			0.03	2.60			0.10	13.71*			0.10	13.9*			0.05	2.38
Constant	0.87	25.16*	-0.22	-5.20*	0.68	30.67*	-0.31	11.91*	0.77	36.91*	-0.37	14.31*	0.68	13.44*	-0.37	-6.23*
R Sq.	0.41		0.62		0.44		0.63		0.41		0.62		0.40		0.62	
Adjusted R Sq.	0.41		0.62		0.44		0.63		0.41		0.62		0.40		0.62	
F	930.92*		357.78*		2705.84*		954.94*		2886.22*		1110.77*		360.73*		146.91*	
df	2656		2646		6818		6808		8215		8205		1088		1078	

*p<.0001, two-tailed test

Table 5. (Con't).

Financial Services Co.	East / Southeast Asia				North America				Europe				Latin America			
	Model 1		Model 2		Model 1		Model 2		Model 1		Model 2		Model 1		Model 2	
<u>Independent Variables</u>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>T</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>
Top																
Management	0.38	20.42*	0.13	6.98*	0.39	84.45*	0.11	22.94*	0.32	25.13*	0.08	5.99*	0.37	25.35*	0.07	4.84*
Immediate																
Management	0.26	15.07*	0.03	1.93	0.29	62.28*	0.07	14.9*	0.29	22.42*	0.06	4.65*	0.27	18.38*	0.07	5.07*
Diversity			0.10	5.76*			0.08	17.21*			0.10	7.63*			0.10	7.95*
Accomplishment			0.17	9.58*			0.20	43.87*			0.19	15.21*			0.25	17.96*
Social Focus			0.07	3.54			0.16	24.95*			0.13	11.26*			0.09	7.88*
Teamwork			0.13	4.89*			0.05	13.93*			0.04	3.73			0.11	4.46*
Salary / Pay			0.16	7.92*			0.07	15.32*			0.08	6.85*			0.15	12.18*
Training			0.00	0.26			0.04	7.56*			0.02	1.69			0.01	0.72
Communication			0.02	1.23			0.05	9.56*			0.05	3.63			0.03	2.21
Physical																
Working																
Conditions			0.15	9.39*			0.06	14.53*			0.06	4.94*			0.11	7.96*
Recognition			0.10	5.49			0.08	17.42*			0.12	9.71*			0.10	7.33*
Work - Life																
Balance			0.05	2.81			0.11	22.15*			0.13	11.58*			0.03	3.02
Constant	0.69	15.07*	-0.18	-3.12	0.56	46.81*	-0.31	18.57*	0.74	20.65*	-0.25	-5.14*	0.64	16.18*	-0.44	-9.22*
R Sq.	0.29		0.48		0.38		0.55		0.30		0.50		0.30		0.54	
Adjusted R Sq.	0.29		0.47		0.38		0.55		0.30		0.50		0.30		0.54	
F	485.31*		179.83*		8225.65*		2775.73*		800.03*		310.07*		681.22*		316.07*	
df	2381		2371		27314		27304		3771		3761		3196		3186	

*p<.0001, two-tailed test

Table 5. (Con't).

Manufacturing Co.	East / Southeast Asia				North America				Europe				Latin America			
	Model 1		Model 2		Model 1		Model 2		Model 1		Model 2		Model 1		Model 2	
<u>Independent Variables</u>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>
Top Management Immediate	0.34	24.94*	0.09	5.63*	0.33	37.22*	0.10	9.62*	0.30	18*	0.10	5.21*	0.21	8.95*	0.05	1.65
Management	0.21	15.5*	0.01	0.64	0.33	36.03*	0.05	5.08*	0.29	16.55*	0.03	1.94	0.28	10.17*	0.05	2.07
Diversity			0.16	12.43*			0.14	15.89*			0.13	7.67			0.08	3.38
Accomplishment			0.13	11.61*			0.27	35.05*			0.30	20.12*			0.27	12.16*
Teamwork			0.11	6.83*			0.05	6.16*			0.04	2.46			0.10	4.76*
Salary / Pay			0.22	20.93*			0.09	13.98*			0.10	8.17*			0.16	9.55*
Training			0.08	6.96*			0.09	12.53*			0.08	5.71			0.05	2.34
Communication			0.05	3.54			0.06	6.6*			0.08	4.27*			-0.02	-0.60
Physical Working Conditions																
Recognition			0.00	0.25			-0.01	-1.97			0.00	0.13			0.00	-0.18
Work - Life Balance			0.09	7.18*			0.11	14.23*			0.09	5.75*			0.07	3.43
			0.04	3.26			0.11	15.38*			0.11	9.91*			0.05	2.33
Constant	1.29	33.71*	0.11	2.35	1.237	49.49*	0.01	0.47	1.30	25.77*	-0.09	-1.39	1.22	17.9*	0.13	1.51
R Sq.	0.21		0.45		0.22		0.448		0.19		0.43		0.18		0.46	
Adjusted R Sq.	0.21		0.44		0.22		0.447		0.19		0.43		0.18		0.46	
F	592.59*		323.39*		1666.13*		868.67*		360.31*		211.7*		116.44*		82.31	
df	4426		4417		11795		11786		3071		3062		1058		1049	

*p<.0001, two-tailed test

Appendix A.

Normative Items Comprising the Dimensions, Sirota Database.

Business Effectiveness

1. Rate XYZ on being a tough competitor
2. Rate XYZ on striving for excellence in all aspects of its business
3. Rate XYZ on being profitable
4. Rate XYZ on responding effectively to change in business environment
5. How would you rate the company on having the right products and services for the marketplace?

Immediate Manager Effectiveness

6. How good a job is done by your immediate supervisor
7. Rate your immediate supervisor on being technically competent (knowing the job)
8. Rate your immediate supervisor on being competent in human relations (dealing with people)
9. My immediate supervisor is open and honest with me
10. My immediate supervisor is accessible to me when I need him/her
11. My immediate supervisor is sensitive to the need for balance between my work life and personal life
12. My immediate supervisor is flexible when I have a personal or family situation that I have to take care of

Top Management Effectiveness

13. Rate XYZ on having a clear sense of direction
14. Rate the overall job done by top management of XYZ
15. Rate the overall job done by top management of your (specific org)
16. Rate XYZ on having effective leadership (a top management that knows what it wants to, inspires confidence, etc)
17. My (sub org) is an effectively managed well-run organization

Business Communication

18. Rate XYZ on communicating to employees on matters that affect them
19. When changes in programs, policies and procedures are made here, communications are usually handled
20. well (sufficient notice is given, explanation as to reasons given, etc.)
21. I have a good understanding of XYZ's business environment (competition, etc.)
22. Rate XYZ on keeping employees informed as to the state of the business (business results, plans, etc.)
23. I have a good understanding of the company's business strategy

Authority / Involvement

24. Rate the freedom you have to use your own judgment in getting your job done or permitted to make decisions to do an effective job

25. I have the authority I need to do a quality job

26. How satisfied are you with your involvement in decisions that affect your work?

Efficiency

27. Rate XYZ on doing its work efficiently (that is at low cost for the amount accomplished)

28. Where I work, the work is well organized (smooth work flow, good methods and procedures, etc.)

Cooperation and Teamwork

29. Where I work, we feel part of a team that works together

30. How would you rate cooperation and teamwork within your work unit

31. Rate your relationships with your co-workers

Job Training

32. How satisfied are you with the training you have received in XYZ for your present job (consider both formal and on-the-job-training)

33. Rate the formal training you have received for your job

34. Rate the on-the-job training you have received for your job

Equipment and Resources

35. Rate the availability / quality of tools & equipment you need for your job

36. Rate availability / quality of computer systems and software you need to do your work

37. I have the resources I need to do a quality job

Job Itself

38. Rate satisfaction with job itself—the kind of work you do

39. My job makes good use of my skills and abilities

40. Rate the extent to which your job is challenging

41. My work gives me a feeling of personal accomplishment

Recognition

42. Rate extent to which you receive recognition from management when you do a good job

Performance Feedback

43. I receive enough feedback on how well I do my work

44. The last performance appraisal given to me by my immediate supervisor was helpful in improving my performance

45. The last performance appraisal I received was both fair and accurate

46. My immediate supervisor gives me feedback that helps me improve my performance

Salary / Pay

47. The better my performance the bigger my merit salary increases will be (performance-salary link)

48. How would you rate your earnings considering what you could get for similar work in other organizations you know about

49. How would you rate the amount of pay you get on your job

Advancement

50. The better my performance, the better will be my opportunity for a promotion to a higher level job (performance-promotion link)

51. How would you rate your opportunity for advancement

Benefits

52. I am satisfied with my benefits package

Equitable Treatment

53. Rate XYZ on taking a genuine interest in the well-being of its employees

54. Rate extent to which management treats you with respect and dignity, that is, as a responsible adult

Ethics

55. Rate XYZ on being ethical in its business dealings

Innovation

56. Rate XYZ on being innovative in its products (seeking to develop and use new ideas, products, technologies, etc.

57. Rate XYZ on being innovative in its operating methods

58. I am encouraged to be innovative on my job (trying new ways of doing things)

59. Rate XYZ on emphasizing continuous improvement in all aspects of work (rather than being content with the status quo)

Outcomes

60. Considering everything how would you rate your overall satisfaction in XYZ at the present time

61. Rate XYZ as a company to work for compared with other companies/organizations you know about

62. I feel proud to work for XYZ

Employee Confidence

63. How would you rate your job security (not being concerned about being laid off)

64. I have confidence in the future of this company

Appendix B. Variables Used in Regression Analysis

Oil & Gas Company

65. Overall Job Satisfaction: Considering everything, how would you rate your overall satisfaction with XYZ at the present time?
66. Diversity: I believe that all employees have equal opportunity regardless of their gender, ethnicity, religion, age etc.
67. Teamwork: Teamwork and cooperation within your team (the team you work in most of the time)
68. Salary / Pay: Your pay compared to people doing similar work in other companies
69. Recognition: The recognition you receive for doing a good job
70. Communication: Management where I work keeps employees informed about matters that affect them
71. Social Focus: XYZ's societal performance (being a good employer, a constructive neighbor, ethical, etc.)
72. Accomplishment: My work gives me a sense of personal accomplishment
73. Training: The training you have received for your present job
74. Physical Working Conditions: Your physical working conditions (space, light, heat, noise, etc.)
75. Work Life Balance: I can maintain a reasonable balance between my personal life and work life
76. Top Management: I trust and respect the management of XYZ
77. Immediate Management: I trust and respect my line manager/team leader

Financial Services Company

78. Overall Job Satisfaction: Considering everything, I am satisfied with XYZ as a place to work
79. Diversity: All people, regardless of race/nationality, gender (sex) or other individual differences, are given a fair opportunity to succeed in the organization
80. Teamwork: Teamwork is a top priority
81. Salary / Pay: In comparison with people in similar jobs in other companies, I feel my pay is...
82. Recognition: When I do an excellent job, my accomplishments are recognized

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| 83. Communication: | Management communicates important information in a timely manner |
| 84. Social Focus: | XYZ is a contributor to the overall well-being of the community |
| 85. Accomplishment: | My work gives me a feeling of personal accomplishment |
| 86. Training: | I have received the training I need to a quality job |
| 87. Physical Working Conditions: | How satisfied are you with your physical working conditions? |
| 88. Work Life Balance: | I am able to maintain work-life balance |
| 89. Top Management: | The leaders of the Company show by their actions that quality is a top priority at XYZ |
| 90. Immediate Management: | Overall, how good a job do you feel is being done by your leader? |

Manufacturing Company

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| 91. Overall Job Satisfaction: | Considering everything, how would you rate your overall satisfaction in this company at the present time? |
| 92. Diversity: | XYZ has created an environment where people with diverse backgrounds can succeed |
| 93. Teamwork: | Within my department, we work well together as a team. |
| 94. Salary / Pay: | I am satisfied with my salary compared to what I could get for similar work in other companies |
| 95. Recognition: | I am recognized by my management when I do a good job |
| 96. Communication: | The leadership team of my sector/organization communicates to employees on a regular basis about matters that affect us |
| 97. Accomplishment: | My work gives me a sense of personal accomplishment |
| 98. Training: | Learning experiences (job opportunities, courses, etc.) I need to succeed in my present job have been made available to me |
| 99. Physical Working Conditions: | I have adequate physical working conditions (space, light, noise, etc.) |
| 100. Work Life Balance: | Job pressures seriously interfere with my time for my personal or family life |

101. Top Management: The leadership team of my sector/organization has communicated the vision for our sector / organization

102. Immediate Management: My immediate supervisor treats me with respect