

# 2011 YourSay Workplace Survey

## Facility Report



## Mid North Coast Local Health District

### This Report

This report provides Mid North Coast Local Health District with data from the 2011 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

### Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 27 April 2011. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff.

The estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

### Confidence Intervals

Confidence intervals have been calculated on the total facility responses (within a 5% error rating). If the CI is less than 5% these responses are a representative sample of this facility population.

If the CI is greater than 5% these responses are a snapshot of the views of staff at this facility, as opposed to being a representative sample.

### Results

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

Please see the Guide to using this report for further information

### Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 Workplace Survey.

### Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for teams with less than ten will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

Summary responses for each question by demographic data is not provided where there are less than ten respondents from each demographic.

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1,607

ACTUAL RESPONSES

46%

2% Confidence Interval

ESTIMATED RESPONSE RATE

59%

ENGAGEMENT INDEX

41%

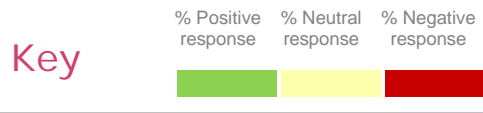
WORKPLACE CULTURE INDEX

# Employee Engagement Index

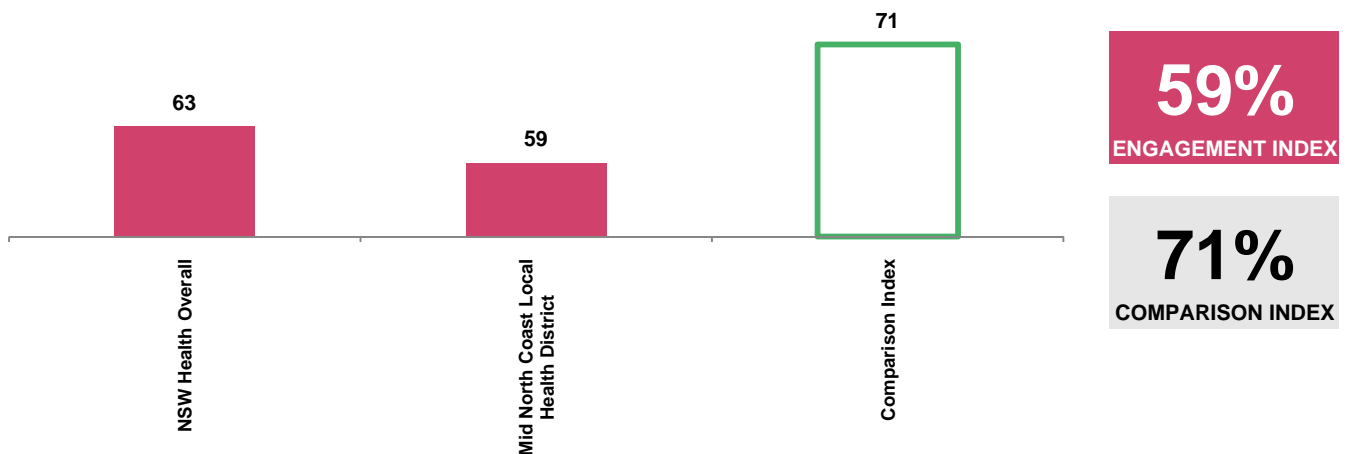
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- The three elements of Employee Engagement
- Say** Strongly advocating the organisation
  - Stay** An emotional commitment to the organisation and a desire to stay
  - Strive** Providing sustained additional effort in line with organisational goals

The following six questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:



Question	% Positive response	% Neutral response	% Negative response	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	64	21	15	-4
42. I would recommend my workplace as a good place to work	53	24	23	-5
44. I have a strong sense of belonging to my workplace	58	22	20	
45. Overall I am satisfied to be working here at the present time	61	18	21	
3. Working here makes me want to do the best job I can	62	21	17	-5
43. I feel motivated to contribute more than what is normally required at work	58	20	22	

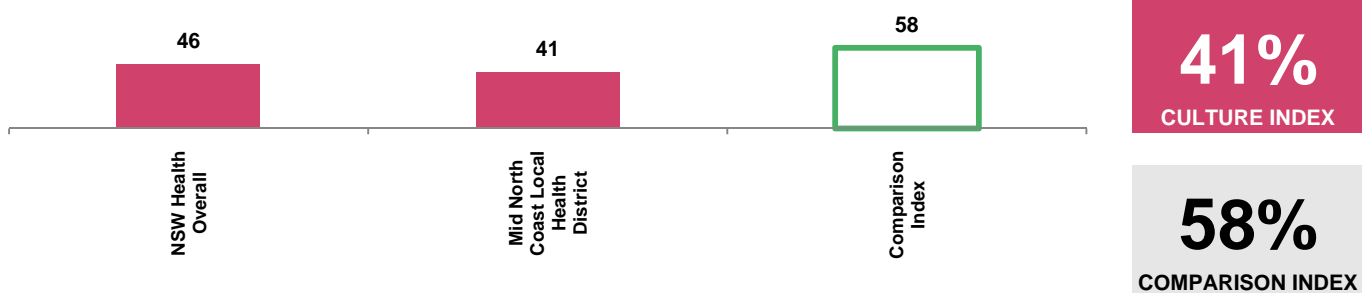


# Employee Workplace Culture Index

The Workplace Culture Index is a measure statistically constructed based on the NSW Health Workplace Culture Framework.

The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture Index is an average of the following scores:

Question	Key			Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	37	21	42	-9
12. I believe I am valued for what I can offer at my workplace	54	20	26	-4
13. In my workplace, we recognise our successes and innovations	44	28	28	-6
14. Staff are treated respectfully regardless of their job	50	20	30	-5
17. Overall, I have confidence in the decisions made by my line manager	52	22	26	-6
18b. The senior managers at my workplace have a clear direction for the future	24	35	41	-8
18c. The senior managers at my workplace lead by example in creating a positive workplace	25	32	43	-9
20. Overall, I have confidence in the decisions made by my senior managers	28	31	41	-8
22. I have a say in decisions which affect my work	38	25	37	-3
23. I think it is safe to speak up and challenge the way things are done	45	20	36	
24. Where I work, we share the lessons learnt when mistakes are made	49	23	27	-4
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	29	40	-6
38. My team's objectives/work plans are clearly outlined	54	24	22	-6
39. Our objectives/work plans help us to deliver a quality service	53	27	20	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25	33	42	-4



# Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for Mid North Coast Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Mid North Coast Local Health District as a whole.

The questions derived from the KDA should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

The questions are listed below in descending order of greatest impact on engagement.

## Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	54	58
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave		51	54
13. In my workplace, we recognise our successes and innovations		44	50
14. Staff are treated respectfully regardless of their job		50	55
36. My work environment allows me to deliver the best possible services (patient care or support services)		48	54
38. My team's objectives/work plans are clearly outlined		54	60

# Highlights and Lowlights

This section shows the three highest scoring sections and five highest scoring questions (Highlights). It also shows the three lowest scoring sections and the five lowest scoring questions (Lowlights).

## Highlights

Sections	% Positive
Training and Development Opportunities	62
Your Workplace	53
Your Line Manager	53

Questions	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	76
1. My job makes good use of my skills and abilities	74
15d. My line manager treats me with respect	70
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65
41. Overall I am proud to be a part of this workplace	64

## Lowlights

Sections	% Positive
Senior Managers	27
Communication	42
Service Delivery	48

Questions	% Positive
4. Too many approvals are required for routine decisions*	12
40. At my workplace we are too focused on monitoring rather than delivering services*	24
18b. The senior managers at my workplace have a clear direction for the future	24
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25
18c. The senior managers at my workplace lead by example in creating a positive workplace	25

# External Comparison

This section shows comparisons between Mid North Coast Local Health District and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information



- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	76		
40. At my workplace we are too focused on monitoring rather than delivering services*	24	-4	■
4. Too many approvals are required for routine decisions*	12	-4	■
15d. My line manager treats me with respect	70	-5	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	-8	■
43. I feel motivated to contribute more than what is normally required at work	58	-8	■
30. There are mechanisms in place to support me if I experience stress or pressure	54	-8	■
44. I have a strong sense of belonging to my workplace	58	-9	■
22. I have a say in decisions which affect my work	38	-10	■
37. In my workplace patient safety is at the centre of all decision making	61	-11	■
1. My job makes good use of my skills and abilities	74	-11	■
15b. My line manager treats all staff in my team fairly	53	-11	■
29. I am able to achieve a healthy work/life balance most of the time	60	-11	■

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- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	61	-12	<span style="color: red;">■</span>
45. Overall I am satisfied to be working here at the present time	61	-12	<span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	45	-12	<span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	64	-12	<span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	61	-13	<span style="color: red;">■</span>
41. Overall I am proud to be a part of this workplace	64	-13	<span style="color: red;">■</span>
42. I would recommend my workplace as a good place to work	53	-13	<span style="color: red;">■</span>
15a. My line manager recognises and acknowledges when I have done my job well	55	-13	<span style="color: red;">■</span>
17. Overall, I have confidence in the decisions made by my line manager	52	-13	<span style="color: red;">■</span>
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	51	-13	<span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	47	-14	<span style="color: red;">■</span>
15c. My line manager ensures that when issues are raised in the team, they are addressed	50	-14	<span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	56	-14	<span style="color: red;">■</span>

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- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
14. Staff are treated respectfully regardless of their job	50	-15	<span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	64	-15	<span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	54	-15	<span style="color: red;">■</span>
24. Where I work, we share the lessons learnt when mistakes are made	49	-16	<span style="color: red;">■</span>
9. People in my team are honest and open	55	-16	<span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	62	-16	<span style="color: red;">■</span>
18a. The senior managers at my workplace are aware of the issues I face in my job	33	-16	<span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25	-16	<span style="color: red;">■</span>
16. I receive regular and constructive feedback on my performance	37	-17	<span style="color: red;">■</span>
38. My team's objectives/work plans are clearly outlined	54	-18	<span style="color: red;">■</span>
19. There is a positive relationship between senior management and staff in my workplace	26	-18	<span style="color: red;">■</span>
20. Overall, I have confidence in the decisions made by my senior managers	28	-18	<span style="color: red;">■</span>
13. In my workplace, we recognise our successes and innovations	44	-19	<span style="color: red;">■</span>



# External Comparison

This section shows comparisons between Mid North Coast Local Health District and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

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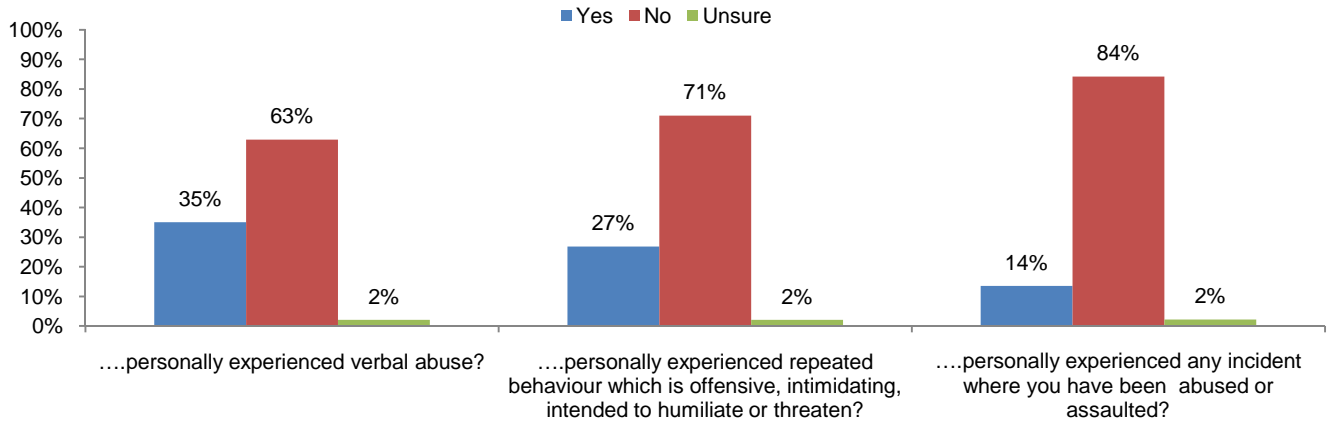
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
39. Our objectives/work plans help us to deliver a quality service	53	-19	<div style="width: 100%; height: 15px; background-color: red;"></div>
18c. The senior managers at my workplace lead by example in creating a positive workplace	25	-20	<div style="width: 100%; height: 15px; background-color: red;"></div>
27. I am encouraged to take opportunities to learn new skills and have new experiences	47	-20	<div style="width: 100%; height: 15px; background-color: red;"></div>
21. I am kept well informed about what is happening in my workplace	38	-20	<div style="width: 100%; height: 15px; background-color: red;"></div>
10. My team resolves conflict quickly when it arises	41	-21	<div style="width: 100%; height: 15px; background-color: red;"></div>
11. Morale is good in my team	37	-22	<div style="width: 100%; height: 15px; background-color: red;"></div>
36. My work environment allows me to deliver the best possible services (patient care or support services)	48	-22	<div style="width: 100%; height: 15px; background-color: red;"></div>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	-23	<div style="width: 100%; height: 15px; background-color: red;"></div>
18b. The senior managers at my workplace have a clear direction for the future	24	-26	<div style="width: 100%; height: 15px; background-color: red;"></div>

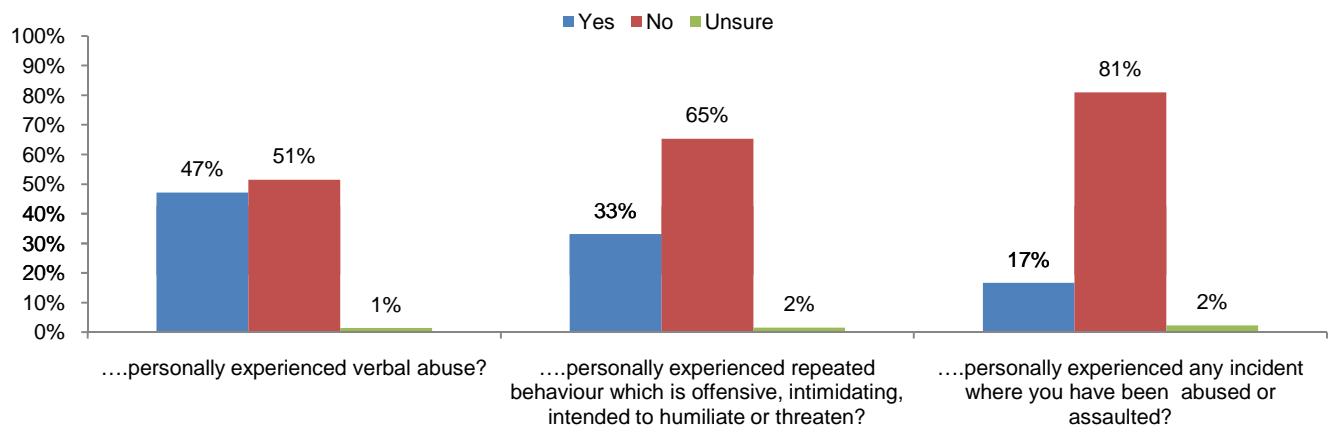
# Inappropriate Behaviour

This sections shows the results to questions asked regarding Inappropriate Behaviour.

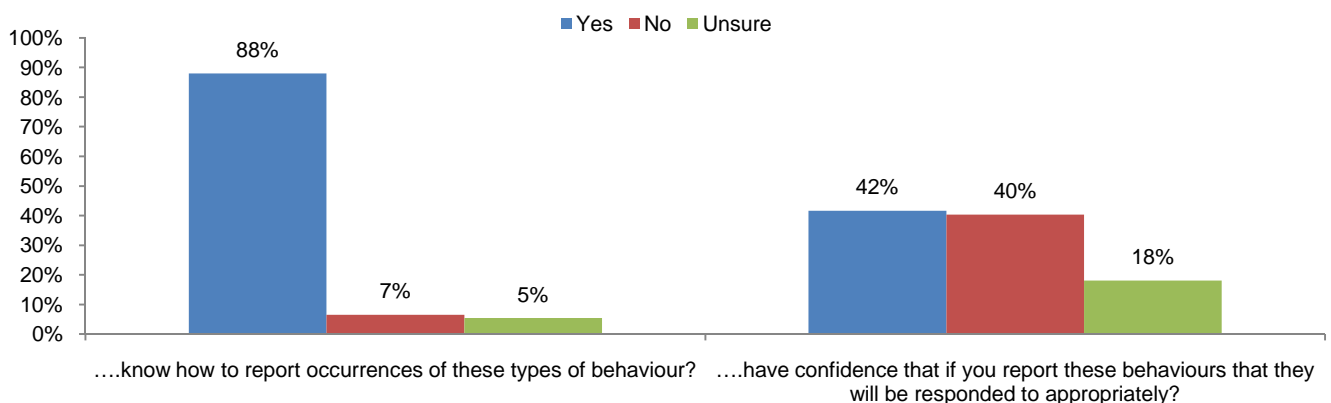
## 33. In the last three (3) months have you....



## 34. In the last twelve (12) months, have you....



## 35. Do you currently....

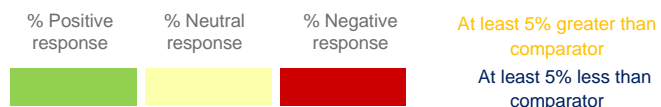


# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Your Job

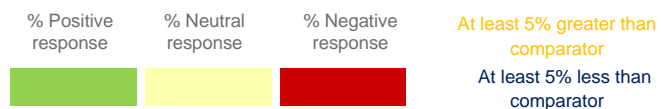
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
1. My job makes good use of my skills and abilities	74	11	15	74	-2	-11
2. I feel I am able to suggest ideas to improve our ways of doing things	61	15	24	61	-4	-13
3. Working here makes me want to do the best job I can	62	21	17	62	-5	-16
4. Too many approvals are required for routine decisions*	12	24	64	12	-2	-4
5. I have sufficient control over my work so I can do my job well	56	18	27	56	-4	-14
<b>Key</b> 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	51	22	27	51	-3	-13

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Your Team

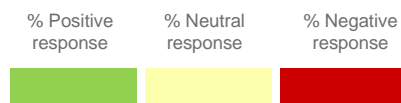
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	61	17	22	61	-4	-5	-12
<b>8.</b> In my team we generally acknowledge one another's efforts and achievements	64	15	21	64	-2	-5	-12
<b>9.</b> People in my team are honest and open	55	23	21	55	-5	-5	-16
<b>10.</b> My team resolves conflict quickly when it arises	41	25	34	41	-6	-6	-21
<b>11.</b> Morale is good in my team	37	21	42	37	-9	-9	-22

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



At least 5% greater than comparator  
At least 5% less than comparator

## Being valued

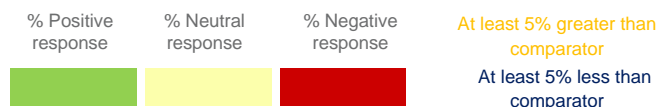
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
<b>Key</b> 12. I believe I am valued for what I can offer at my workplace	<span style="background-color: #4CAF50; width: 54%; display: inline-block;"></span> 54 <span style="background-color: #FFEB3B; width: 20%; display: inline-block;"></span> 20 <span style="background-color: #F44336; width: 26%; display: inline-block;"></span> 26	50	-4 -16
<b>Key</b> 13. In my workplace, we recognise our successes and innovations	<span style="background-color: #4CAF50; width: 44%; display: inline-block;"></span> 44 <span style="background-color: #FFEB3B; width: 28%; display: inline-block;"></span> 28 <span style="background-color: #F44336; width: 28%; display: inline-block;"></span> 28	44	-6 -19
<b>Key</b> 14. Staff are treated respectfully regardless of their job	<span style="background-color: #4CAF50; width: 50%; display: inline-block;"></span> 50 <span style="background-color: #FFEB3B; width: 20%; display: inline-block;"></span> 20 <span style="background-color: #F44336; width: 30%; display: inline-block;"></span> 30	50	-5 -15

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Your Line Manager

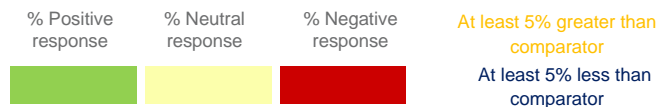
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	55	21	24	55	-5	-13	
<b>15b.</b> My line manager treats all staff in my team fairly	53	20	27	53	-5	-11	
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	50	21	30	50	-6	-14	
<b>15d.</b> My line manager treats me with respect	70	15	15	70	-3	-5	
<b>16.</b> I receive regular and constructive feedback on my performance	37	26	37	37	-7	-17	
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	52	22	26	52	-6	-13	

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Senior Managers

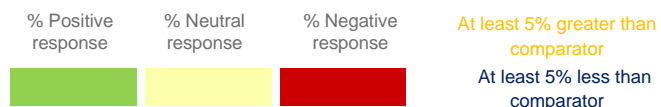
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	33	23	45	33	-7	-16
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	24	35	41	24	-8	-26
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	25	32	43	25	-9	-20
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	26	30	44	26	-8	-18
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	28	31	41	28	-8	-18

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>21.</b> I am kept well informed about what is happening in my workplace	38	25	37	38	-7	-20
<b>22.</b> I have a say in decisions which affect my work	38	25	37	38	-3	-10
<b>23.</b> I think it is safe to speak up and challenge the way things are done	45	20	36	45	-1	-12
<b>24.</b> Where I work, we share the lessons learnt when mistakes are made	49	23	27	49	-4	-16



# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Training and Development Opportunities

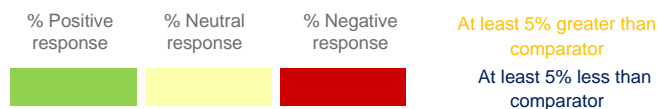
Question	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	64 20 17	64	20	17	62	-5	-5	-12
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	76 11 13	76	11	13	76	-0	-0	-1
27. I am encouraged to take opportunities to learn new skills and have new experiences	47 23 30	47	23	30	47	-8	-8	-20

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Work Environment

	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	31	29	40	31	-6	-23	
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	60	19	21	60	-0	-11	
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	54	23	23	54	+5	-8	
<b>31.</b> Reasonable expectations are placed on staff according to their position	47	19	34	47	-5	-14	
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	18	17	65	+0	-8	

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement

At least 5% greater than comparator

At least 5% less than comparator

**Note:** Questions 33, 34 and 35 below use a scale of Yes, No and Unsure. Questions 33 and 34 questions are negatively worded, therefore the positive score is taken as those who responded 'No', the negative score as those who responded 'Yes' and those who responded 'Unsure' are not included in score calculations. Question 35 is positively worded, therefore positive is 'Yes', negative is 'No'.

% Positive Variance Compared to:

## Inappropriate Behaviour

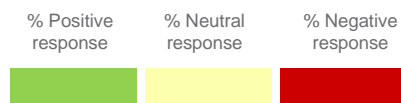
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	63		35	63	0	0	
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	71		27	71	+0	-1	
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	84		14	84	-1	0	
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	51		47	51	-3	-7	
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	65		33	65	+0	-5	
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	81		17	81	-1	-2	
		% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?		88	5	7	88	+5	+7
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	42	18	40	42	-1	-13	

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



At least 5% greater than comparator  
At least 5% less than comparator

## Service Delivery

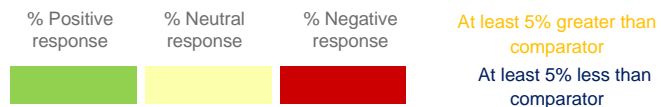
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>Key</b> 36. My work environment allows me to deliver the best possible services (patient care or support services)	48	21	32	48	-6	-5	-22
37. In my workplace patient safety is at the centre of all decision making	61	20	19	61	-3	-3	-11
<b>Key</b> 38. My team's objectives/work plans are clearly outlined	54	24	22	54	-6	-6	-18
39. Our objectives/work plans help us to deliver a quality service	53	27	20	53	-7	-7	-19
40. At my workplace we are too focused on monitoring rather than delivering services*	24	33	43	24	-3	-3	-4

# All Questions

This section shows the breakdown of responses to each question.

## Key

**Key** A question identified as being a key driver of employee engagement



## Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	64	21	15	64	-4	-13
42. I would recommend my workplace as a good place to work	53	24	23	53	-5	-13
43. I feel motivated to contribute more than what is normally required at work	58	20	22	58	-3	-8
44. I have a strong sense of belonging to my workplace	58	22	20	58	-3	-9
45. Overall I am satisfied to be working here at the present time	61	18	21	61	-3	-12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25	33	42	25	-4	-16