



## Nepean Blue Mountains Local Health District

### This Report

This report provides Nepean Blue Mountains 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.

### Content

- 01 Employee Engagement Index
- 02 Employee Workplace Culture Index
- 03 Drivers of Engagement
- 04 Highlights and Lowlights
- 05 External Comparisons
- 06 Inappropriate Behaviour
- 07 All Questions
- 08 Results by Demographic
- 09 Guide to using this report

1,810

ACTUAL RESPONSES

44%

2% Confidence Interval

ESTIMATED RESPONSE RATE

60%

ENGAGEMENT INDEX

42%

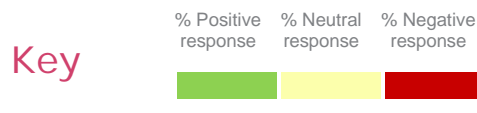
WORKPLACE CULTURE INDEX

# Employee Engagement Index

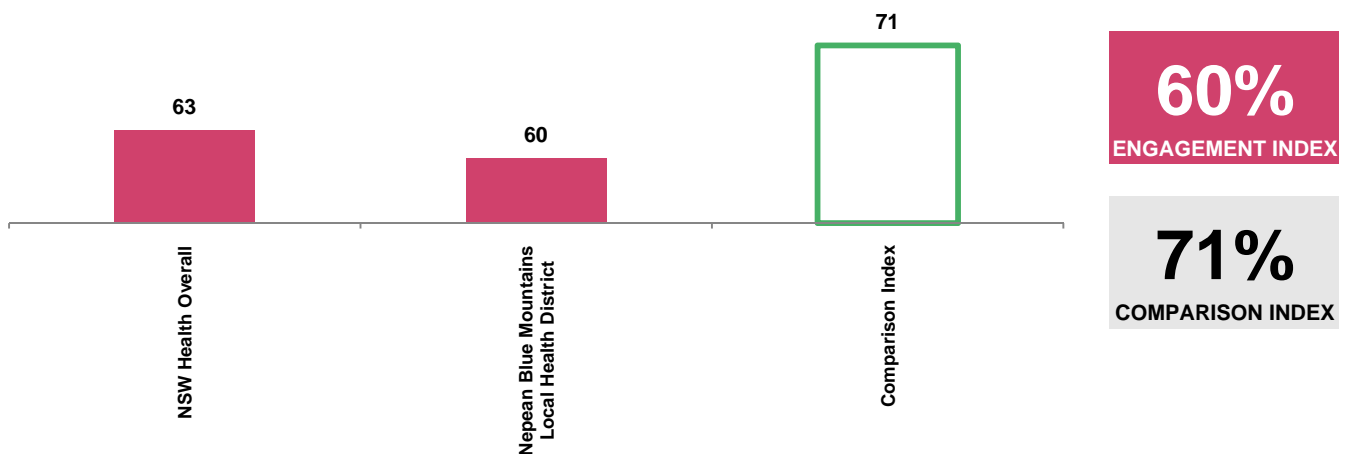
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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	Response Scale	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	66% Positive, 21% Neutral, 13% Negative	-2
42. I would recommend my workplace as a good place to work	54% Positive, 23% Neutral, 23% Negative	-4
44. I have a strong sense of belonging to my workplace	59% Positive, 21% Neutral, 20% Negative	-2
45. Overall I am satisfied to be working here at the present time	61% Positive, 19% Neutral, 20% Negative	-3
3. Working here makes me want to do the best job I can	66% Positive, 19% Neutral, 16% Negative	-
43. I feel motivated to contribute more than what is normally required at work	56% Positive, 20% Neutral, 23% Negative	-5

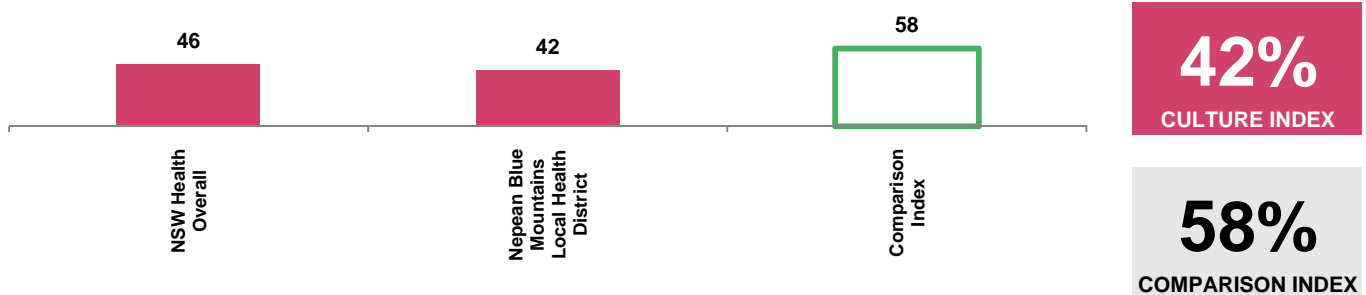


# Employee Workplace Culture Index

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:

	Key			Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	42	20	38	-4
12. I believe I am valued for what I can offer at my workplace	53	19	28	-5
13. In my workplace, we recognise our successes and innovations	45	25	30	-5
14. Staff are treated respectfully regardless of their job	51	17	32	-4
17. Overall, I have confidence in the decisions made by my line manager	56	22	22	
18b. The senior managers at my workplace have a clear direction for the future	25	35	40	-7
18c. The senior managers at my workplace lead by example in creating a positive workplace	26	28	46	-8
20. Overall, I have confidence in the decisions made by my senior managers	29	29	43	-7
22. I have a say in decisions which affect my work	35	24	41	-6
23. I think it is safe to speak up and challenge the way things are done	40	21	38	-6
24. Where I work, we share the lessons learnt when mistakes are made	51	22	27	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	34	28	38	-3
38. My team's objectives/work plans are clearly outlined	57	24	19	-3
39. Our objectives/work plans help us to deliver a quality service	55	27	18	-5
46. Overall, I believe the culture at my workplace has improved in the last 12 months	26	34	41	-3



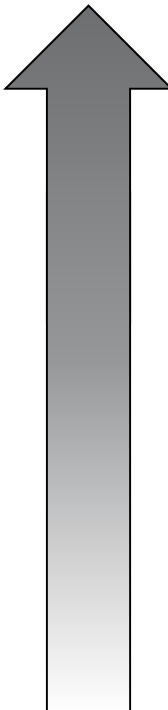
# Drivers of Engagement

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 Nepean Blue Mountains Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Nepean Blue Mountains 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> 	53	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		49	54
13. In my workplace, we recognise our successes and innovations		45	50
11. Morale is good in my team		42	46
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		57	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	<b>64</b>
Your Team	<b>57</b>
Your Line Manager	<b>56</b>

### Questions

% Positive

1. My job makes good use of my skills and abilities	<b>76</b>
15d. My line manager treats me with respect	<b>71</b>
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	<b>70</b>
25. I have received the appropriate training and development to do my job effectively	<b>68</b>
7. The people I work with are willing to help each other even if this means doing something outside their usual job	<b>67</b>

## Lowlights

### Sections

% Positive

Senior Managers	<b>28</b>
Communication	<b>42</b>
Work Environment	<b>48</b>

### Questions

% Positive

4. Too many approvals are required for routine decisions*	<b>12</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	<b>22</b>
18b. The senior managers at my workplace have a clear direction for the future	<b>25</b>
19. There is a positive relationship between senior management and staff in my workplace	<b>25</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>26</b>

# External Comparison

This section shows comparisons between Nepean Blue Mountains 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
15d. My line manager treats me with respect	71		
4. Too many approvals are required for routine decisions*	12		
7. The people I work with are willing to help each other even if this means doing something outside their usual job	67	-6	
40. At my workplace we are too focused on monitoring rather than delivering services*	22	-6	
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	70	-7	
15b. My line manager treats all staff in my team fairly	57	-7	
44. I have a strong sense of belonging to my workplace	59	-8	
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	-8	
1. My job makes good use of my skills and abilities	76	-9	
17. Overall, I have confidence in the decisions made by my line manager	56	-9	
9. People in my team are honest and open	62	-9	
37. In my workplace patient safety is at the centre of all decision making	63	-9	
43. I feel motivated to contribute more than what is normally required at work	56	-10	

# External Comparison

This section shows comparisons between Nepean Blue Mountains 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
8. In my team we generally acknowledge one another's efforts and achievements	66	-10	<span style="color: red;">■</span>
15a. My line manager recognises and acknowledges when I have done my job well	57	-11	<span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	68	-11	<span style="color: red;">■</span>
41. Overall I am proud to be a part of this workplace	66	-11	<span style="color: red;">■</span>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	-12	<span style="color: red;">■</span>
42. I would recommend my workplace as a good place to work	54	-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>
3. Working here makes me want to do the best job I can	66	-12	<span style="color: red;">■</span>
22. I have a say in decisions which affect my work	35	-13	<span style="color: red;">■</span>
16. I receive regular and constructive feedback on my performance	41	-13	<span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	58	-13	<span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	51	-14	<span style="color: red;">■</span>
24. Where I work, we share the lessons learnt when mistakes are made	51	-14	<span style="color: red;">■</span>

# External Comparison

This section shows comparisons between Nepean Blue Mountains 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
2. I feel I am able to suggest ideas to improve our ways of doing things	60	-14	<span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	-14	<span style="color: red;">■</span>
38. My team's objectives/work plans are clearly outlined	57	-15	<span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	46	-15	<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	49	-15	<span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	26	-15	<span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	53	-16	<span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	54	-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>
10. My team resolves conflict quickly when it arises	46	-16	<span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	40	-17	<span style="color: red;">■</span>
11. Morale is good in my team	42	-17	<span style="color: red;">■</span>
21. I am kept well informed about what is happening in my workplace	41	-17	<span style="color: red;">■</span>



# External Comparison

This section shows comparisons between Nepean Blue Mountains 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



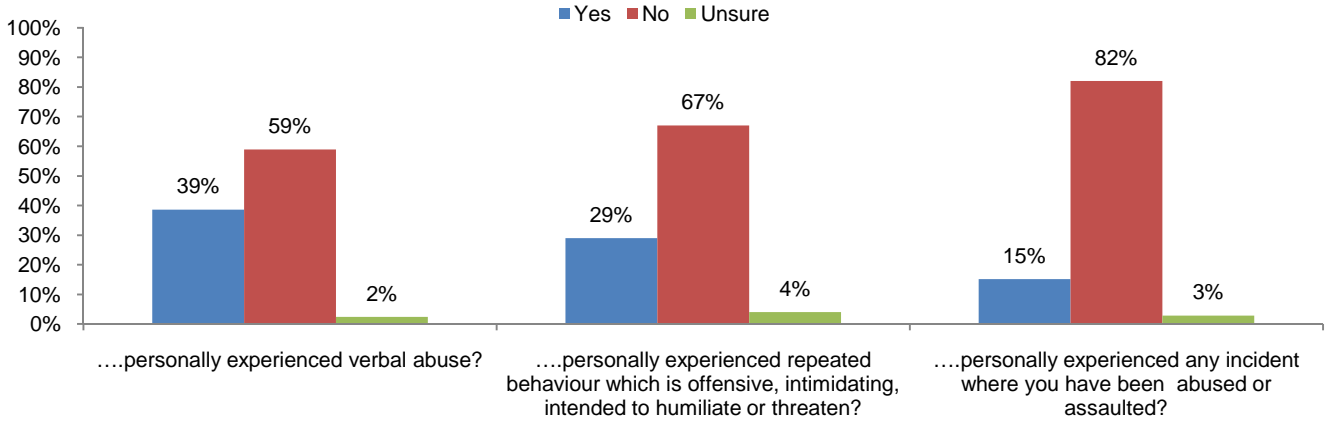
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
39. Our objectives/work plans help us to deliver a quality service	55	-17	<div style="width: 17%; height: 10px; background-color: red;"></div>
20. Overall, I have confidence in the decisions made by my senior managers	29	-17	<div style="width: 17%; height: 10px; background-color: red;"></div>
13. In my workplace, we recognise our successes and innovations	45	-18	<div style="width: 18%; height: 10px; background-color: red;"></div>
19. There is a positive relationship between senior management and staff in my workplace	25	-19	<div style="width: 19%; height: 10px; background-color: red;"></div>
18c. The senior managers at my workplace lead by example in creating a positive workplace	26	-19	<div style="width: 19%; height: 10px; background-color: red;"></div>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	34	-20	<div style="width: 20%; height: 10px; background-color: red;"></div>
30. There are mechanisms in place to support me if I experience stress or pressure	40	-22	<div style="width: 22%; height: 10px; 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: 22%; height: 10px; background-color: red;"></div>
18b. The senior managers at my workplace have a clear direction for the future	25	-25	<div style="width: 25%; height: 10px; background-color: red;"></div>

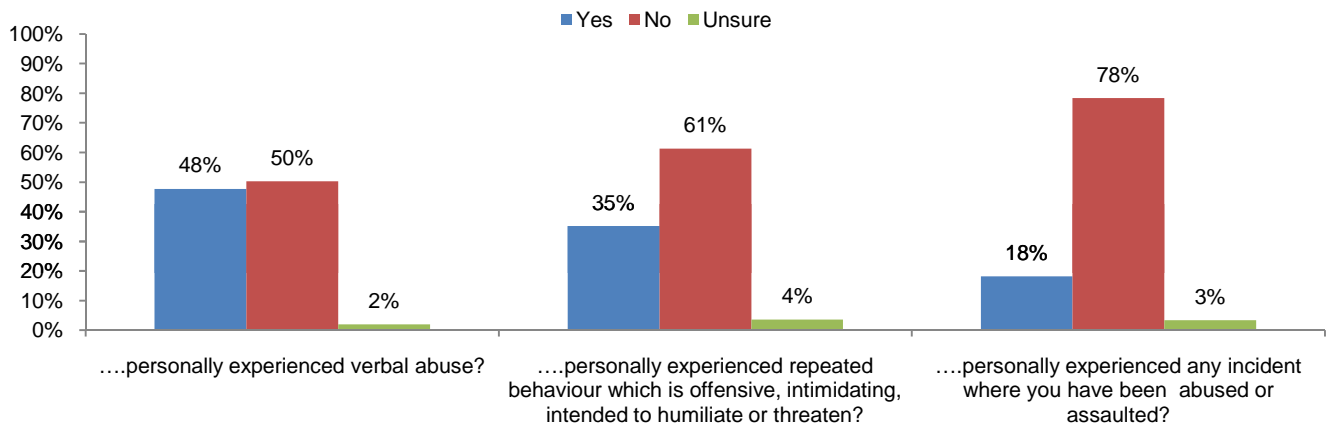
# Inappropriate Behaviour

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

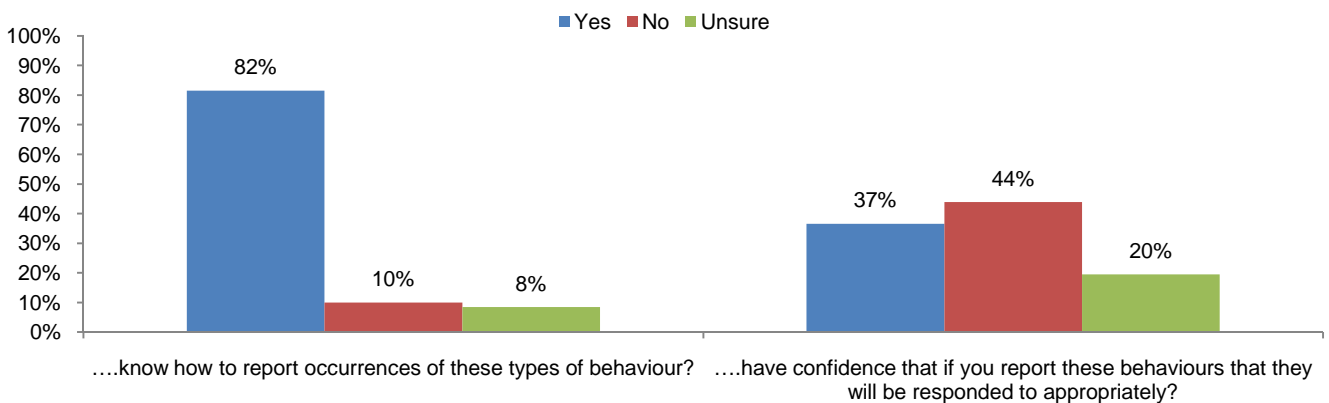
## 33. In the last three (3) months have you....



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



## 35. Do you currently....

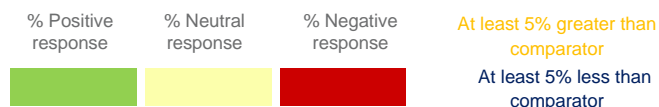


# All Questions

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

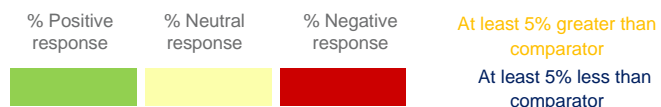
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
1. My job makes good use of my skills and abilities	76	10	13	76	0	-9
2. I feel I am able to suggest ideas to improve our ways of doing things	60	16	24	60	-5	-14
3. Working here makes me want to do the best job I can	66	19	16	66	-1	-12
4. Too many approvals are required for routine decisions*	12	20	68	12	-2	-4
5. I have sufficient control over my work so I can do my job well	54	20	26	54	-6	-16
<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	49	23	28	49	-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 Team

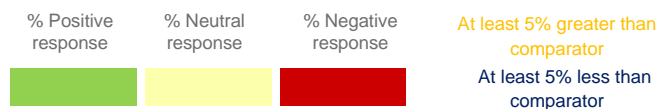
	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
		<b>57</b>		<b>0</b>	<b>-11</b>
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	67 16 17	<b>67</b>	+2	<b>-6</b>	
<b>8.</b> In my team we generally acknowledge one another's efforts and achievements	66 16 18	<b>66</b>	-0	<b>-10</b>	
<b>9.</b> People in my team are honest and open	62 21 17	<b>62</b>	+2	<b>-9</b>	
<b>10.</b> My team resolves conflict quickly when it arises	46 24 30	<b>46</b>	-1	<b>-16</b>	
<b>Key</b> <b>11.</b> Morale is good in my team	42 20 38	<b>42</b>	-4	<b>-17</b>	

# 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



## Being valued

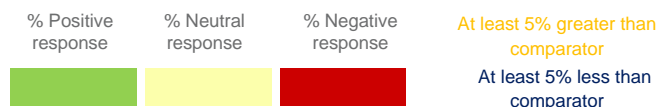
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>Key</b> 12. I believe I am valued for what I can offer at my workplace	53	19	28	53	-5	-4	-16
<b>Key</b> 13. In my workplace, we recognise our successes and innovations	45	25	30	45	-5	-5	-18
14. Staff are treated respectfully regardless of their job	51	17	32	51	-4	-4	-14

# 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

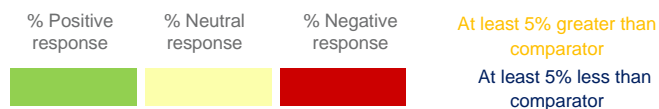
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	57	20	23	57	-3	-2	-11
<b>15b.</b> My line manager treats all staff in my team fairly	57	16	27	57	-1	-2	-7
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	56	19	25	56	-0	-2	-8
<b>15d.</b> My line manager treats me with respect	71	15	14	71	-2	-2	-4
<b>16.</b> I receive regular and constructive feedback on my performance	41	25	34	41	-3	-2	-13
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	56	22	22	56	-2	-2	-9

# 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

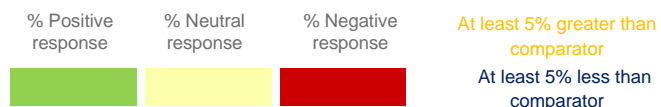
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	33	21	46	33	-7	-16
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	25	35	40	25	-7	-25
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	26	28	46	26	-8	-19
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	25	26	48	25	-9	-19
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	29	29	43	29	-8	-17

# 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
21. I am kept well informed about what is happening in my workplace	41	22	37	41	-4	-17
22. I have a say in decisions which affect my work	35	24	41	35	-6	-13
23. I think it is safe to speak up and challenge the way things are done	40	21	38	40	-6	-17
24. Where I work, we share the lessons learnt when mistakes are made	51	22	27	51	-2	-14

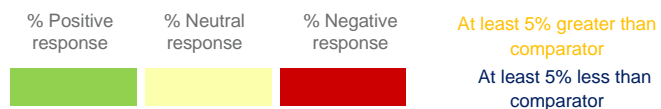


# All Questions

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

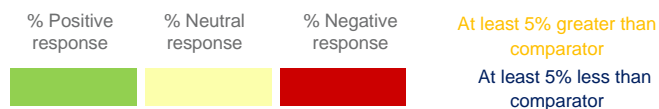
Question	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>25.</b> I have received the appropriate training and development to do my job effectively	68	68	17	15	68	0	-3	-11
<b>26.</b> 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	70	70	12	17	70	-6	-6	-7
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	53	53	22	26	53	-2	-2	-14

# 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

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>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	34	28	38	34	-3	-20
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	58	20	23	58	-2	-13
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	40	25	35	40	-9	-22
<b>31.</b> Reasonable expectations are placed on staff according to their position	46	19	35	46	-6	-15
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	19	19	61	-4	-12

# 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

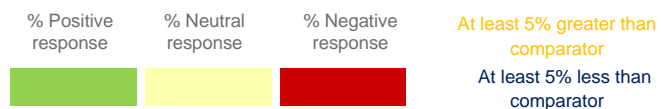
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	59		39	59	-4	-4
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	67		29	67	-4	-5
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	82		15	82	-3	-2
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	50		48	50	-4	-8
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	61		35	61	-4	-9
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	78		18	78	-4	-5
	% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?	82	8	10	82	-1	+1
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	37	20	44	37	-6	-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



## Service Delivery

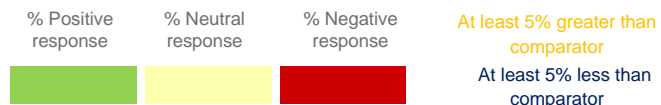
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				<b>49</b>		<b>-4</b>	<b>-14</b>
<b>Key</b> 36. My work environment allows me to deliver the best possible services (patient care or support services)	48	22	30	<b>48</b>		<b>-6</b>	<b>-22</b>
37. In my workplace patient safety is at the centre of all decision making	63	20	17	<b>63</b>		<b>-1</b>	<b>-9</b>
<b>Key</b> 38. My team's objectives/work plans are clearly outlined	57	24	19	<b>57</b>		<b>-3</b>	<b>-15</b>
39. Our objectives/work plans help us to deliver a quality service	55	27	18	<b>55</b>		<b>-5</b>	<b>-17</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	22	29	49	<b>22</b>		<b>-5</b>	<b>-6</b>

# 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	66	21	13	66	-2	-11
42. I would recommend my workplace as a good place to work	54	23	23	54	-4	-12
43. I feel motivated to contribute more than what is normally required at work	56	20	23	56	-5	-10
44. I have a strong sense of belonging to my workplace	59	21	20	59	-2	-8
45. Overall I am satisfied to be working here at the present time	61	19	20	61	-3	-12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	26	34	41	26	-3	-15