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# Factors that Affect the Relationship between Employer and Employees within Organizations

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FACTORS THAT AFFECT THE RELATIONSHIP BETWEEN  
EMPLOYER AND EMPLOYEES WITHIN ORGANIZATIONS

A Dissertation  
Presented to  
The Faculty of the Educational Leadership Doctoral Program  
Western Kentucky University  
Bowling Green, Kentucky

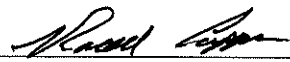
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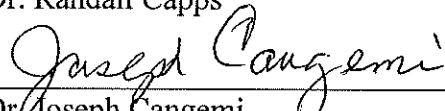
By  
Harry Adam Nuse II

December 2018


FACTORS THAT AFFECT THE RELATIONSHIP BETWEEN  
EMPLOYER AND EMPLOYEES WITHIN ORGANIZATIONS

Date Recommended 10-29-18

  
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12/13/18  
Date

I dedicate this to my family.

Sarah, you have supported me throughout this journey through your patience, kindness, and understanding. Lucy, Lola, and Hank, I wish my ceiling is your floor. Dream big!

To my parents, thanks for encouraging me to respect my education and the lifetime of never wavering love and support.

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To the employees and employers of Minor League Baseball who participated in the study, this certainly would not have happened without you. To the other members of the cohort, I cannot imagine completing this journey without you. You have been my friends, my teachers, and my comrades. You helped prove that learning can be fun.

To my family and friends: Respect your future. Dream big, and take the steps to achieve your goals.

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# FACTORS THAT AFFECT THE RELATIONSHIP BETWEEN EMPLOYER AND EMPLOYEES WITHIN ORGANIZATIONS

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This research is on the relationship between employees and employers and seeks to determine the relationship between the values held by employees and the extent business leaders adapt their business practices to each of these values. By understanding this relationship, business leaders can gain insight into the improvement of both employee and supervisor success for the vitality of the organization.

Participants from AAA Minor League Baseball teams agreed to allow the survey to be distributed to their employees and employers via email. The nine values were developed from a panel of experts within Minor League Baseball management and human resources departments. Teams were asked to distribute the survey to the employees and employers and were provided a link to the survey, with the understanding the results would be compiled within a week.

Results indicate that, the majority of the values were ranked similarly between employers and employees, three values were largely misunderstood by employers. Financial incentive holds less value to employees than employers believe, employees do not value public recognition as highly as employers believe, and employees value trust in the workplace much higher than employers believe. Trust in the workplace is clearly identified as the most important value to employees.

Implications for practice include opportunities for employers to analyze their own traits and behaviors and compare them to those in this study. Although it is believed all

nine traits are essential, creating an environment of trust should be the foundation on which each of the other values stand. High wages pale in comparison to the importance of trust in the workplace. Employers can use the survey format to evaluate whether their perceived values match those of the employees within their organization or industry.

## **CHAPTER I: INTRODUCTION**

Leadership in businesses has upheld certain basic principles for centuries. Certain qualities never go out of style. The ability to connect with and inspire others makes for great leaders across generations. People with exceptional emotional intelligence can thrive in the new world of adaptive leadership and are not restricted to just one type of leadership. The qualities of a good leader remain unchanged; the way followers view leadership changes. These basic principles of analyzing leadership have been tested over the last decade with the emergence of social media, instant accessibility to products, and access to shared resources. The demand for employers to stay connected to their employees' values has become more important, as employees' standards and expectations have increased. Employers' ability to adapt to the values of their employees will continue to be a key leadership trait in order to maximize employee success.

The work culture created at tech giant Google further emphasizes the importance for leaders to constantly innovate, experiment, and keep things fun. Weber (1947) defined traditional leadership as the belief that power is bestowed upon the leader. Traditional leadership is no longer acceptable in business. Employees are gaining more power than ever, with well-documented innovations in workplaces to provide better work experiences and to foster productivity. In order to achieve company goals, today's leaders and employers are being forced to adapt to their employees' values.

As business leadership principles evolve, the expectations and perceptions of organizations' leadership and management teams evolve as well. The management principles of Peter Drucker have held up over time and continue to be relevant 64 years later. Although Drucker's principles are widely used and accepted, the dilemma of

keeping up with the trends set by tech giants with historically high resources creates an increased pressure to constantly adapt (Drucker, 1954).

### **Motivating Employees**

Employers have long been recognized and rewarded for the success of the organization; this success often is a result of their ability to motivate and influence their employees. Herzberg (1959) believed people are influenced by two factors: motivators and hygiene factors. Motivators influence employees to work harder and include such things as interesting work, how much responsibility they have, and how many opportunities are afforded them. Hygiene factors are those that come with a job, rather than the job itself. If not present, they can demotivate an employee. However, simply having these factors present does not guarantee employees will work harder.

Often, employees can be influenced to work harder when given interesting work, but they can be demotivated when forced to work under poor conditions with low pay. Looking at history, clearly Google and Facebook have created interesting work from an historically stuffy industry in computers and software. Similarly, Zappos made the “shoe salesman” stigma enjoyable and made it meaningful, while being full of opportunity. However, the exciting industries of Kodak’s photography, Blockbuster’s movies, and Circuit City’s electronics all failed to adapt to the needs of the employees, thus contributing to their downfall.

## **Traditional Motivators**

Pink (2009) suggested that, while traditional motivators were being implemented in business across the country, leaders such as Harry Harlow and Edward Deci were uncovering insights that were much closer to the truth. The problem is that most businesses have not caught up to this new understanding of what motivates employees. Too many organizations—not just companies, but governments and nonprofits as well—still operate from assumptions about human potential and individual performance that are outdated, unexamined, and rooted more in folklore than in science. Pink further suggested these businesses often continue with the traditional theories of short-term incentive plans and pay-for-performance schemes, even in the face of mounting evidence that such measures usually are unsuccessful and often do harm. Traditional theories are based on what businesses do, while modern theories are derived from what science knows. This disparity is what differentiates Pink's approach from traditional approaches.

## **Maslow's Hierarchy of Needs**

Burns (2003) described the more traditional theories of motivation based on Maslow's hierarchy of needs. Maslow's complex matrix expands the wants and needs and the two-sided dynamics of motivation. This model tends to focus on the process being vertical, as individuals are motivated to higher and higher levels of want, hope, ambition, and demand. However, there is an equally important horizontal dimension as these spiraling motives of individuals interact, creating integrated structures of collective motivation. As leaders try to predict employees' values, it is important to understand the impact of Maslow's hierarchy of needs on employees. Pink's (2009) essential elements of autonomy, mastery, and purpose provide an updated version of Maslow's theory that can



be applied to new employee values. Maslow tended to focus on the lowest level of motivation; however, Pink exclusively focused on the highest level of motivation. This highest level is the area that most likely influences the majority of employees.

### **Essential Elements of Motivation**

Autonomy, according to Pink (2009), is the first level of three essential elements to motivation. The reason autonomy works is actually due to *how* it works. On the edge of the economy—slowly, but inexorably—old-fashioned ideas of management are giving way to a newfangled emphasis on self-direction. Tom Kelley, General Employer for IDEO (Pink, 2009), said: “The ultimate freedom for creative groups is the freedom to experiment with new ideas” (p. 88). Some skeptics insist innovation is expensive. Ultimately, innovation is cheap. Mediocrity is expensive, and autonomy can be the antidote. Pink separated autonomy into task, time, technique, and team as the four essentials in the workplace. Scott Adams, Dilbert’s creator, said, “nothing is more important to my success than controlling my schedule. I’m most creative from five to nine A.M. If I had a boss or co-workers, they would ruin my best hours one way or another” (Pink, 2009, p. 97).

Mastery, according to Pink (2009), is the second level of the three essential elements of motivation. Pink explained mastery is divided into the laws of mind set, pain, and asymptote. As with many things in life, the pursuit of mastery is all in individuals’ minds. Robert B. Reich, former U.S. Secretary of Labor, said, “Figure out for yourself what you want to be really good at, know that you’ll never really satisfy yourself that you’ve made it, and accept that that’s okay” (Pink, 2009, p. 119). Pain is the second part of mastery and is described by professional basketball player Erving as “do the things

you love to do, on the days you don't feel like doing them" (Pink, 2009, p. 123). To understand the final law of mastery, one needs to know a little algebra and a little art history. An asymptote is a straight line that a curve approaches but never quite reaches. This is the nature of mastery: *Mastery is an asymptote*. You can approach it. You can hone in on it. You can get really, really, really close to it. However, you can *never* touch it. Mastery is impossible to fully realize. Asymptote is what pushed great athletes like Michael Jordan to continue to work on mastery well beyond what others determined to be his peak.

Purpose, according to Pink (2009), is simply stated as the good life. Csikszentmihalyi said "One cannot lead a life that is truly excellent without feeling that one belongs to something greater and more permanent than oneself" (Pink, 2009, p. 142). Pink believed it is in our nature to seek purpose. However, the nature is now being revealed and expressed on a scale that is demographically unprecedented and, until recently, scarcely imaginable. In business, employees leave jobs because they are not achieving their purpose or are seeking to find their purpose. In the sports industry, many top executives from outside industries apply for entry-level positions in the sports field in order to again find that passion and purpose in their careers. People typically reach a point in their career when *employment becomes more about purpose and less about money*.

### **Adapting to the Employee Values**

Leaders should recognize many businesses have succeeded or failed based on ability, or inability, to effectively adapt to employees' values throughout the 21st century. Koulopolous and Keldsen (2014) believed the key to adapting to employees' values

results from five factors: 1) embrace change, 2) engage older generations, 3) never stop learning, 4) stay young, 5) influence.

Step one is to embrace change. “Leaders should focus on embracing changes and trends and believe that innovation comes from crossing boundaries that separate us rather than them staying within them” (Koulopolous & Keldsen, 2014, p. 37). Instead of complaining about the fact they take information instantaneously, leaders should embrace it and train themselves to do the same. The time has come to make the effort to unify, not divide the generation gap.

Step two is to engage older generations. “Leaders should encourage the Boomer generation to start a new career in place of heading off into retirement” (Koulopolous & Keldsen, 2014, p. 38). What an impact the older generation could make if they would reinvent themselves and join the early workforce in closing the generation gap. Today, many of the criticisms of the Millennial generation are being used by the Boomer generation. The world has changed, and all the other generations need to adapt to the standards the world now holds. An African American as president, same sex marriage, and legalized marijuana are now less than an historic breakthrough, but more a simple fact of life. As unnatural as these three facts are for many of the older generations, they are here to stay and individuals need to adapt to what the next generation views as normal. By embracing the new normal, society can unify the generational gap, instead of further dividing it.

Step three is to never stop learning. “Leaders should embrace the never-ending desire to learn” (Koulopolous & Keldsen, 2014, p. 38). With the simplicity and affordability of technology, leaders and their followers have access to endless education.

The generation gap has the potential to be widened to extreme distances due to the access to worldwide data that have never been available before. If the older generations keep their small circle approach to what is possible, Generation Z will be wedging a larger gap due to their ability to communicate and access data from other countries. This major difference could become the glue that unifies generations, or the key component that drives Generation Z apart from all others.

Step four is to stay young. “Leaders should embrace the desire to stay young in the way we think and encourage others to do the same” (Koulopolous & Keldsen, 2014, p. 39). Leaders should constantly challenge conventional wisdom, even when the wisdom has been deeply ingrained by the previous generations. After all, things that are natural, one day will be natural, are actually innovations that all previous, older generations could have only dreamed of experiencing in their youth.

Step five is to influence. As leaders, “we should be unwilling to accept that affluence is the only path to influence” (Koulopolous & Keldsen, 2014, p. 40). Employees are witnessing start-up companies that instantly have success through social media. As a result, the concept of working at a local fast-food joint for a summer job will transition into an attempt to start their own business in hopes of finding success. Innovations like crowdsourcing have simplified the ability to raise money to support an idea. The conventional wisdom that says affluence is the only path to influence will divide the generational gap further; however, changing the conventional wisdom will unify the employers and employees.

### **Expectancy Theory and Herzberg’s Motivation Hygiene Theory**

Incorporating these five steps in an attempt to unify employers and employees requires utilizing Expectancy Theory and Herzberg's Motivation-Hygiene Theory. These theories provide a framework for how employees will think and act, leaving the employers to adapt to the innovations that shape employees' values. By following these five steps, employers can help bridge the gap and provide a support system that allows employees to succeed.

### **Financial Motivators**

Is money the key motivator for employees? Drucker (1954) argued responsibility cannot be bought for money and explained: "Financial rewards and incentives are, of course, important, but they work largely negatively. Discontent with financial rewards is a powerful dis-incentive, undermining responsibility for performance. But satisfaction with monetary rewards is not, the evidence indicates, a sufficient positive motivation" (p. 303). Contrary to traditional theories that are outdated, the desire to work for purpose over money has been established for nearly 75 years. Business has been avoiding science for centuries and losing productivity. Additionally, Drucker's theory suggests there is more to motivation than monetary rewards.

### **Trust in the Workplace**

The desire for employees to find an organization they can trust is more important than ever. How does a team go about building trust? Unfortunately, Lencioni (2002) suggested vulnerability-based trust cannot be achieved overnight. Shared experiences over time, multiple instances of follow-through and credibility, and in-depth understanding of the unique attributes of team members are examples of how trust can be acquired. However, by taking a focused approach, a team can dramatically accelerate the

process and achieve trust in relatively short order. This can be accomplished through personal histories exercise, team effectiveness, and experiential team exercise. While each of these tools and exercises can have a significant short-term impact on a team's ability to build trust, regular follow up during daily work is essential. Leaders must keep in mind that "individual developmental areas must be revisited to ensure that progress does not lose momentum" (Lencioni, 2002, p. 201).

### **Purpose of the Study**

The intended purpose of this study is to determine factors that affect the relationship between employer and employees within organizations. For employers to effectively lead their staff, they must be knowledgeable of the values their employees hold and embrace a willingness to adapt to the ever-changing external factors which impact employee performance. This study determines the values employees deem most important and those that are most misunderstood by employers.

### **Use of Results**

Results from this study have the potential to be used for management training in organizations in order to help managers better understand the values of their employees as well as to appreciate and adapt their policies to achieve better success. The survey instrument also may be useful for management teams or human resources departments to determine the degree to which employee values match those held by the management team.

### **Summary**

As expectations of employers increase, so must the leadership capacity of the employers. Years of research have indicated simply managing the day-to-day operations of the organization is insufficient. Employers have the responsibility to meet the needs of

a variety of stakeholders. Successful outcomes for these stakeholders often are correlated to employee achievement goals. Therefore, the values of the employees must be addressed and constantly evaluated. Employers should be knowledgeable of employees' values and be willing to adapt to them to increase productivity and effectiveness.

## **CHAPTER II: REVIEW OF LITERATURE**

### **Introduction**

Trust is fundamental to each of the overarching principles in the workplace: honesty, fairness, objectivity, and responsibility. Verschoor (2016) cited an Ernst and Young survey of 9,800 workers which explored trust in business. That research found "less than half of full-time workers surveyed globally between the ages of 19-68, in eight countries, placed a 'great deal of trust' in their employer, boss, or colleagues" (p. 22). Globally, "a great deal of trust" in employers was lowest at 46%, and trust levels for bosses and colleagues were at 49% each.

Karyn Twaronite, Ernst and Young Global Diversity & Inclusiveness Officer, said:

Giving individuals a forum to voice their opinions on what factors truly influence their level of trust in an employer, boss, or team, not only helps guide us as we continue to build a culture that is more inclusive of all views and differences, but also helps pave the way for us to be more progressive as modern trustworthy organizations, well into the future. (p.23)

Factors that global respondents cited most frequently as very important in determining trust in their employer were whether the employer "delivers on promises" (67%), "provides job security" (64%), "provides fair compensation and good benefits" (63%), "communicates openly and transparently" (59%), and "operates ethically" and "provides equal opportunity for pay and promotion for all people regardless of differences" (both 57%) (Verschoor, 2016, p. 24).

### **Positive Relations**



One of the core relationships developed in the workplace is between supervisor and employees. Positive relations with a supervisor may lead employees to have a positive attitude toward their organization and, particularly, enhance their feelings of competence in performing job activities. Gkorezis and Petridou (2002) claimed supporting relations with supervisors and managers can help subordinates reciprocate toward customers. Leader–member exchange theory comprises a contemporary construct encompassing employee–supervisor relationship. Compared to the traditional theories assuming a common leadership orientation towards employees, leader–member exchange argues a supervisor cultivates different relationships with each employee. Therefore, supervisors may have low-quality or high-quality relationships with their subordinates. Leader – member exchange has been associated with many organizational variables, such as performance, citizenship behavior, organizational commitment, and job satisfaction. Therefore, leader-member exchange theory is used in this study.

### **Feeling Informed**

Feeling informed and included on issues and opportunities: Research has suggested the employees want information immediately (Keeping, 2004). Employers are now faced with managing employees who have lived their entire life with social media and the technology that keeps instant updates. Studies have shown that 51% of workers are unhappy with their jobs and, of those, 75% plan to change jobs this year. Those are percentages employers simply cannot afford to ignore. Most employers consider recruiting a qualified staff as one of their greatest challenges, and the research has shown how hard it is to retain even the best employees. For these kinds of statistics to not affect an operation, managers must bridge the gap between employee and employer.

"Employees must feel that their work is about them for their work to really be about you - the company" (Keeping, 2004, p. 5).

### **Financial Rewards**

Receiving additional financial rewards as incentives: Research has suggested a major shift from the importance of money and power to love and friendship (Kufidou, 2001). The ease of indebtedness has made debt common practice and widely accepted for employees. With the shared resources such as UBER, AirBnB, Kickstarter, etc., this ability minimizes the need for good wages. Financial incentives constitute employees' payment when offering labor. These are regarded as core rewards offered from management and have a significant impact on employees' job attitudes. However, for these rewards to be effective, certain conditions must exist. There should be a connection between pay and performance and, additionally, this link should be made clear to employees. Rewards associated with employees' performance and competencies can enhance both individual and organizational effectiveness (Lawer, 1994).

### **Public Recognition**

Being recognized publicly among peers in the organizations: Generations throughout history have dealt with human rights issues. However, the Centennial generation does not know a world in which transgender and LGBTQ are not accepted. Organizations like Black Lives Matter impact their perceptions of race, while much emphasis also is being placed on women having a greater voice than ever before. Research has suggested women's rights issues are becoming a non-issue due to the great strides they have made over the previous two decades (Doyle, 2013). Companies that recognize their employees are more successful than those that do not. According to a

Globoforce study (Doyle, 2013, p. 20), companies that tie recognition to company values, and invest approximately one percent of payroll into recognition. This investment allows for increases in retention, enablement, engagement, and even financial. Peer-to-peer recognition is powerful and invaluable, and programs are on the rise that are “social” and make it easy for an employee to recognize another employee.

### **Job Security**

Volatility due to war on terrorism creates a lack of hope in job stability. Some employees have lived their entire lives during the war on terrorism. Many factors from physical working conditions, such as noise or illumination, to social relations between co-workers and management, and finally the work itself, have been thought to be the most significant determinants of job satisfaction. Some theories, such as Herzberg’s Motivator-Hygiene Theory, divide determinants into psychological factors called motivators, which bring job satisfaction such as achievement, personal growth, or recognition, and physical factors called hygiene, which cause job dissatisfaction (Herzberg, 1964). Although Herzberg’s theory has been acknowledged for stressing the importance of psychological aspects of work, there is little evidence supporting the theory of the dichotomy of the physical and psychological factors.

Influence of predictors of job satisfaction vary between different groups of workers (Wilczyska, Batorski & Sellens, 2016), therefore disaggregating the analysis of job satisfaction to subgroups of the workforce and focusing research on a specific group. Knowledge sector is a relatively new, yet dynamically expanding element of the economy. Thus, it seems to be of growing importance to present an analysis focused on the interplay of employment flexibility and job security and how job satisfaction impacts this particular group. Yet, the existing literature on the subject of job satisfaction of

workers—especially in the context of Eastern European countries—remains scant, and none focus on the subject of flexicurity.

### **Trust and Transparency**

Research has suggested transparency and trust will be the highest employee values among this generation (Verschoor, 2016). Social media exposes and spreads scandals and transparency issues; it is believed the Centennial generation will demand trust and transparency more than ever before. Verschoor reported that the negative outcomes suggested by workers who have a low level of trust in their current employer include "pressure to seek employment elsewhere" (42%), "work only the required minimum number of hours" (30%), and "adopt a less engaged attitude resulting in lower productivity" (20%) (p.19). The country reporting the lowest level of trust was Japan, where only about 20% of survey respondents had a great deal of trust in each of the three groups. The United Kingdom followed, where the "great deal of trust" level for companies was 33%, 42% for bosses, and 44% for colleagues. The United States was next, where the trust levels were 38%, 50%, and 48%, respectively. The two countries with the highest "great deal of trust" ratings were India and Mexico, where the levels approach two-thirds of the total.

### **Growth within the Organization**

Wiley (1997) that, through Linked-In and other technology, employees experience their peers advancing in their careers faster than ever. As employees see their peers advancing, they seek to keep up with them and find ways to look to advance their own careers. Additionally, the accessibility to open jobs through technology gives employees instant access to jobs and ease of applying with just a click. Opportunity for

promotion is an important reward for motivating employees. This reward has been linked to job attitudes such as organizational commitment and job satisfaction. Also, previous studies have examined the relationship between promotion opportunities and perceived organizational support (Howard & Foster, 1999). Employees provided with promotion opportunities perceived their organization as committed to them. Thus, promotion opportunities connote an organizational signal to employees that their performance is valued, and they will be provided with future support and perspectives. Moreover, employees may lack initiative in an organization where they are not likely to have the opportunity to be promoted. In contrast, when employees feel their performance will be rewarded with a higher position, they experience greater levels of attachment for both their job and their organization. Additionally, the opportunity for promotion and development enhances employees' sense of self-esteem and self-efficacy. There is limited research that has explored the effect of promotion opportunities on employees psychological empowerment.

### **Flexible Dress Code**

Research has suggested employees are some of the greatest trend-setters in fashion (Davis, 2018). Young professionals are growing up in an era when expressing oneself through fashion is a major deterrent when asked to wear traditional work attire. Companies should find ways to for managers to reward successes. Additionally, employers can send non-monetary rewards, including eCards, acknowledging efforts, anniversaries, or simply providing a birthday greeting. In addition to recognizing project-related successes, employers should consider giving small tokens to employees throughout the year, thanking them for their continued dedication and work. A small gift

of a branded item can go far toward continued positive employee engagement. Possibly the most powerful changes for a company are those that empower employees. Some examples include flexible work schedules, paid time off for volunteer activities, and relaxing the dress code. Implementing a flexible work schedule, or dissolving a strict dress code, demonstrate leaders trust their employees, while volunteer time off shows employees a company values the same things they value.

According to Davis (2018):

The impact has been great—employees feel entrusted to balance their work and life on their own with marginal supervision. Be proactive, listen to the marketplace and mold best practices to your company's needs. This kind of evolution will drive employee retention, attract better talent and increase productivity. It's a win-win for leaders and employees, and it is what you need to attract the next generation workforce to your organization. (p. 64)

### **Long-Term Stability**

Feeling secure with the company's long-term stability: This generation has been raised in an era with high unemployment, and college is seen as a lesser value due to more affordable online programs. Many college graduates are left with high-dollar debt, without a job to justify the cost. Additionally, advances such as bitcoins and cyber-currency threaten the future of working in businesses; technology advances threaten the longevity of companies like Google and Facebook; autonomous vehicles could impact the future of the automobile industry; and companies such as Amazon are threatening the future of retail. Positive practices built into a company's strategic plan—such as embracing diversity or environmental awareness—can increase a company's stability,

enhance employee commitment, help to recruit scarce professionals, and open the business to a wider world of potential customers.

### **Flexible Work Hours**

According to Nelson (2017), not all businesses can offer their employees complete autonomy and flexibility in deciding their own schedules or where they do their work. A cashier in a grocery store, for example, cannot work from home, and a firefighter may need to be on duty for certain shifts that cannot be changed. However, when it is possible to offer employees at least some autonomy in determining how, when, and where they work, they are happier, more engaged in the work they do, and perform better and more effectively as a result. Valcour, Ollier-Malattre, Matz-Costa, Pitt-Catsouphes and Brown (2011) cited several studies which found that longer work hours are associated with greater work-family conflict and/or diminished work-family balance, which are in turn negatively related to perceptions of organizational work-life support. Additionally, organizational support theory suggests that, all else being equal, the greater the time required for work, the less likely employees perceive the organization as supportive.

### **Summary**

According to King and Grace (2012), the performance of employees within their work environment is a significant consequence of organizational commitment. This conclusion is premised by the fact that employees who are satisfied with their work environment tend to, or have a desire to, reciprocate. Through their perception of fairness and support from the organization, employees exhibit behaviors beyond the formally articulated requirements of their job. Such behaviors, identified as *brand citizenship*

behavior, are non-prescribed or “above and beyond the norm” (p.470), yet consistent with the brand values of the organization, thus engendering positive organizational outcomes. The organizational commitment to these factors has the ability to provide long-term benefits for employers and enhance the opportunity to succeed. Nelson (2017) conducted a study of full-time workers in the United States and found 81% of respondents said they prefer to join a company that values open communication over one that provides top perks. Only 15% of workers in the survey reported they were “very satisfied” with the quality of communication in the organization. Leaders who make a point of providing open and honest communication have an advantage over those who do not.



## **CHAPTER III: METHODOLOGY**

### **Introduction**

This study was designed to examine the relationship between values held by employees and the extent employers adapt their business practices to each of these. By understanding this relationship, employers can gain insight into the improvement of both employee and supervisor success for the vitality of the organization. Employers must be knowledgeable of the leadership traits and behaviors desired by their staff. This study also examined the impact of leadership traits and behaviors on employee achievement. It is important for successful leaders to increase their leadership capability in the areas that most highly correlate with employee achievement, as well as those desired by the management. This chapter presents the rationale, research questions, instrument design, description of the participants, details of the pilot study, measures, procedures, and data analysis.

### **Research Questions**

The following research questions directed this study:

1. How are 10 values rated by employees?
2. How do employers perceive the way their employees rank these 10 values?
3. What values are seen similar between employers and employees?
4. What values are seen dissimilar between employers and employees?
5. Can organizations' success (as measured in attendance) be predicted by the agreement between employer vs. employee values?

## **Research Design**

To understand the employer-employee relationship, the researcher used instruments (see Appendix A) at various Minor League Baseball front offices to better understand employees and their leaders. Instruments were utilized separately for employees and leaders or supervisors. Employers can utilize these results to implement new company policies and procedures that are in line with the values of their organization.

For this study, a random selection of 10 Minor League Baseball AAA-level front office staffs were selected to participate in an employee-to-employer relationship model survey. Each leader and employee was asked to complete the survey, which included values on a rating scale of 1 to 5, 1 being high and 5 being the low value. Results of the survey were analyzed against the team's annual attendance. Minor League Baseball requirements for any AAA affiliate include similar territory sizes, providing an equal opportunity in the analysis of attendance rankings. Additional pilot tests were conducted to show validity and reliability. There are many employee-to-employer relationship models available, such as the Ownership Model (Hayek, 1960) and the Contracts Model (Fama, 1980). However, the Cangemi model, "What Does an Employee Want," lined up with the objectives of this study (see Appendix E). Validity and reliability were conducted with 35,000 employees and leaders. For this study, the designated values were adjusted to represent the employee trends, which were accompanied by research supporting reasons the employees emphasized certain values over others. Alternately, Baker (2009) used the New Employment Relationship Model that looked at the relationship from the perspective of the individual and the organization. Most models

consider the psychological contract from the perspective of the employee and how he or she needs to change. Few models consider how employer and employees relate to each other based on a set of specific values.

The following employee values were used to compare rankings of employers and employees. An explanation of the research findings of each value follows:

- 1) Feeling informed and included on issues and opportunities: Employees want information immediately. Employers have young employees who have lived their entire life with social media and the technology that provides instant updates.
- 2) Receiving additional financial rewards as incentives: There is a major shift from the importance of money and power to love and friendship. The ease of indebtedness has made borrowing money common practice and widely accepted. With the resources such as UBER, AirBnB, and Kickstarter, the ability to share resources minimizes the need for good wages.
- 3) Being recognized publicly among peers in the organization: Generations throughout history have dealt with human rights issues. However, employees are now in a world where transgender and LGBTQ are accepted. Organizations such as Black Lives Matter impact young professionals' perceptions of race, and women have a greater voice than ever before.
- 4) Feeling a value of long-term job security: Volatility due to the war on terrorism creates a lack of hope in job stability. Some employees have lived their entire lives under the threat of terrorism. News media paints a growing doubt of their faith in government, with most of them knowing only controversial presidents such as Barak Obama and Donald Trump.

- 5) Trust and transparency from leadership: Transparency and trust were highest among employees. Social media exposes and spreads scandals and transparency issues, so it is believed employees demand trust and transparency more than ever.
- 6) Promotion, growth in the company, being trusted with expanded job responsibilities: Advanced technology and social media cause employees to experience their peers advancing in their careers more than ever. As employees see many of their peers advancing, they strive to advance their own careers.
- 7) Flexible dress code: Employees are the greatest trend setters in an organization's culture. They are growing up in an era when expressing oneself through fashion is a major deterrent when asked to wear traditional work attire.
- 8) Feeling secure with the company's long-term stability: Employees have been raised in an era with high unemployment and with college being seen as a lesser value due to more affordable online programs. Many college graduates are left with high-dollar debt and without a job to justify the cost. Additionally, advances such as bitcoins and cyber-currency threaten the future of opportunities in the banking industry; technology advances threaten the longevity of companies like Google and Facebook; autonomous vehicles could impact the future of the automobile industry; and companies like Amazon are threatening the future of retail.
- 9) Flexible work hours: The number of hours required for an employee to work constitutes a primary requirement of any job, and long work hours are a reality in many contemporary professional workplaces. Time is among the most highly-valued personal resources. The greater the number of hours a person works, the less time he or she can devote to family and personal life.

## **Participants**

The population for this survey was a cluster sample of employees and employers in Minor League Baseball front office staff at the AAA level. Minor League Baseball is made up of 160 teams, 30 of which are considered the highest tier before Major League Baseball. These 30 teams are regulated with minimal standards, which enables them to be similar in terms of staff size, challenges, and market size. Participants came from accounting, community relations, human resources, management, marketing, operations, production, sales, and other various positions. The AAA division of Minor League Baseball was chosen as a matter of convenience. Additionally, the 30 teams were made up of unique communities from across the US, which means external geographic factors were non-factors. Slavin (2007) suggested since it is virtually impossible to collect data from all employees and management, cluster samples can provide findings that could generally be applied to similar groups.

For demographic reasons, all participants were asked to identify their age, gender, years spent in current position, role in the organization, and team with which they were currently employed. Additionally, they were asked if they were responding to the survey as an employer or employee.

Eighteen of the 30 teams agreed to allow the survey to be distributed to their employees and employers via email (see Appendix B). General Managers were asked to distribute the survey to the employees and managers on staff and were provided a link to the survey. Employers also were asked to inform participants that the results would be compiled within a week. A total of 195 employees and 134 employers were surveyed.

For employees, the ages of the participants ranged from 21 to 68. Fifty-one percent of respondents were between 23 and 29 (Table 1).

Table 1

*Employee Demographics – Age*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
21	4	2.05	4	2.05
22	5	2.56	9	4.62
23	12	6.15	21	10.77
24	17	8.72	38	19.49
25	18	9.23	56	28.72
26	16	8.21	72	36.92
27	16	8.21	88	45.13
28	5	2.56	93	47.69
29	17	8.72	110	56.41
30	5	2.56	115	58.97
31	5	2.56	120	61.54
32	6	3.08	126	64.62
33	7	3.59	133	68.21
34	5	2.56	138	70.77
35	14	7.18	152	77.95
36	10	5.13	162	83.08
37	3	1.54	165	84.62
38	2	1.03	167	85.64
39	3	1.54	170	87.18
40	3	1.54	173	88.72
41	2	1.03	175	89.74
43	4	2.05	179	91.79
44	3	1.54	182	93.33
45	1	0.51	183	93.85
46	2	1.03	185	94.87
47	1	0.51	186	95.38
48	1	0.51	187	95.90
49	3	1.54	190	97.44
61	1	0.51	191	97.95
66	1	0.51	192	98.46
68	3	1.54	195	100.00

*Note.* N = 195 observations.

The average age of the respondents was 31.16 years and employed by the organization for 3.03 years. Of the 195 employees, 76.4% had worked for the organization for less than four years, which indicated low levels of experience with the organization (Table 2).

Table 2

*Employee Demographics – Years Employed*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	69	35.38	69	35.38
1	19	9.74	88	45.13
2	34	17.44	122	62.56
3	27	13.85	149	76.41
4	7	3.59	156	80.00
5	13	6.67	169	86.67
6	4	2.05	173	88.72
7	2	1.03	175	89.74
8	1	0.51	176	90.26
9	1	0.51	177	90.77
10	3	1.54	180	92.31
11	3	1.54	183	93.85
12	1	0.51	184	94.36
14	1	0.51	185	94.87
15	3	1.54	188	96.41
17	2	1.03	190	97.44
18	3	1.54	193	98.97
24	1	0.51	194	99.49
29	1	0.51	195	100.00

*Note.*  $N = 195$  observations.

Of the 195 employees, 126 were male and 69 were female (Table 3). Eighteen of the 30 AAA teams had employees submit a survey. Nine had 10 or more employees complete the survey, with five teams having three or fewer participate (Table 4). Thirty-nine percent of all participants worked in the sales department of their organization

(Table 5). The mean for employee age was 31.16, with a standard deviation of 8.70, while years employed had a mean of 3.03 and a standard deviation of 4.58 (Table 6).

Table 3

*Employee Demographics – Gender*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	69	35.38	69	35.38
Male	126	64.62	195	100.00

*Note.*  $N = 195$  observations.

Table 4

*Employee Demographics–Teams*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Albuquerque Isotopes	11	5.64	11	5.64
Charlotte Knights	2	1.03	13	6.67
Colorado Sky Sox	3	1.54	16	8.21
Durham Bulls	20	10.26	36	18.46
El Paso Chihuahuas	20	10.26	56	28.72
Fresno Grizzlies	9	4.62	65	33.33
Indianapolis Indians	2	1.03	67	34.36
Iowa Cubs	2	1.03	69	35.38
Lehigh Valley Iron Pigs	7	3.59	76	38.97
Louisville Bats	11	5.64	87	44.62
Nashville Sounds	34	17.44	121	62.05
New Orleans Baby Cakes	12	6.15	133	68.21
Pawtucket Red Sox	13	6.67	146	74.87
Reno Aces	13	6.67	159	81.54
Round Rock Express	17	8.72	176	90.26
Sacramento River Cats	7	3.59	183	93.85
Scranton Rail Riders	9	4.62	192	98.46
Syracuse Chiefs	3	1.54	195	100.00

*Note.*  $N = 195$  observations.



Table 5

*Employee Demographics – Role in the Organization*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Accounting	3	1.54	3	1.54
Community Relations	13	6.67	16	8.21
Human Resources	9	4.62	25	12.82
Management	22	11.28	47	24.10
Marketing	11	5.64	58	29.74
Operations	16	8.21	74	37.95
Other	42	21.54	116	59.49
Production	2	1.03	118	60.51
Sales	77	39.49	195	100.00

*Note.* N = 195 observations.

Table 6

*Employee Demographics – Mean Age and Years Employed*

Variable	N	Mean	SD	Minimum	Maximum
Age	195	31.16	8.703	21.00	68.00
Years Employed	195	3.03	4.58	0	29.00

*Note.* N = 195 observations.

The sample represented 134 employers, with the ages ranging from 21 to 49. Forty-six percent of respondents were between 29 and 36 (Table 7). Of the 134 employers, 93 were male and 41 were female (Table 8). Of the 134 employees, 92.5% had worked for the organization for less than six years (Table 9). The average age of the respondents was 30.7 years and employed by the organization for 2.32 years (Table 10). Of the 30 AAA teams solicited, 18 were represented in the survey (Table 11). Thirty-nine percent of respondents worked in sales (Table 12).

Table 7

*Employer Demographics – Age*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
21	3	2.24	3	2.24
23	9	6.72	12	8.96
24	9	6.72	21	15.67
25	12	8.96	33	24.63
26	9	6.72	42	31.34
27	9	6.72	51	38.06
28	4	2.99	55	41.04
29	17	12.69	72	53.73
30	4	2.99	76	56.72
31	3	2.24	79	58.96
32	1	0.75	80	59.70
33	12	8.96	92	68.66
34	3	2.24	120	89.55
35	11	8.21	117	87.31
36	11	8.21	117	87.31
37	3	2.24	120	89.55
38	2	1.49	122	91.04
39	2	1.49	122	91.04
40	1	.75	125	93.28
41	1	0.75	126	94.03
43	1	0.75	127	94.78
45	1	0.75	128	95.52
46	1	0.75	129	96.27
47	1	0.75	130	97.01
49	4	2.99	134	100.00

*Note.* N=134 observations.

Table 8

*Employer Demographics – Gender*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	41	30.60	41	30.60
Male	93	69.40	134	100.00

*Note.*  $N = 134$  observations.

Table 9

*Employer Demographics – Years Employed*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	49	36.57	49	36.57
1	12	8.96	61	45.52
2	32	23.88	93	69.40
3	20	14.93	113	84.33
5	11	8.21	124	92.54
6	1	.75	125	93.28
7	1	.75	126	94.03
8	1	.75	127	94.78
10	1	.75	128	95.52
11	1	.75	129	96.27
12	2	1.49	131	97.76
15	1	.75	132	98.51
16	1	.75	133	99.25
24	1	.75	134	100.00

*Note.*  $N = 134$  observations.

Table 10

*Employer Demographics – Mean Age and Years Employed*

Variable	<i>N</i>	<i>Mean</i>	<i>SD</i>	Minimum	Maximum
Age	134	30.71	6.36	21	49
Years Employed	134	2.33	3.45	0	24

*Note.* *N* = 134 observations.

Table 11

*Employer Demographics – Team*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Albuquerque Isotopes	5	3.73	5	3.73
Columbus Clippers	1	0.75	6	4.48
Durham Bulls	15	11.19	21	15.67
El Paso Chihuahuas	15	11.19	36	26.87
Fresno Grizzlies	14	10.45	50	37.31
Iowa Cubs	2	1.49	52	38.81
Lehigh Valley IronPigs	6	4.48	58	43.28
Louisville Bats	5	3.73	63	47.01
Nashville Sounds	15	11.19	78	58.21
New Orleans Baby Cakes	4	2.99	82	61.19
Pawtucket Red Sox	12	8.96	94	70.15
Reno Aces	13	9.70	107	79.85
Round Rock Express	7	5.22	114	85.07
Sacramento River Cats	7	5.22	121	90.30
Scranton/Wilkes-Barre Railriders	13	9.70	134	100.00

*Note.* *N* = 134 observations.

Table 12

*Employer Demographics – Role in the Organization*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Accounting	8	5.97	8	5.97
Community Relations	3	2.24	11	8.21
Human Resources	3	2.24	14	10.45
Management	22	16.42	36	26.87
Marketing	10	7.46	46	34.33
Operations	11	8.21	57	42.54
Other	32	23.88	89	66.42
Production	3	2.24	92	68.66
Sales	42	31.34	134	100.00

*Note.* N = 134 observations.

The researcher completed a web-based ethics training course through the Collaborative Institutional Training Initiative (CITI) to conduct research with human subjects. Following this, permission to conduct the survey, including the initial design for the pilot, was granted by the Western Kentucky University Institutional Review Board (IRB) (Appendix C).

Participants received a link to the survey via email in March 2018 and were given two weeks to complete it. A reminder email was sent to each team’s General Manager three days prior to the close of the survey. Participants were informed their responses would remain confidential, with results reported as a group. Responses reported in this study cannot be tied to individual employees, employers, or teams.

**Pilot Test**

When constructing a new research instrument, it is important to perform a trial run to test the instrument and determine whether if any issues need to be addressed before

the actual study is conducted. Slavin (2007) suggested this step allows an opportunity for revision or elimination of items that do not correlate well with the objectives of the instrument. To test this new instrument, an online pilot survey was administered in January 2018 to employees and employers at one single A baseball team, the Bowling Green Hot Rods, and one AA team, the Corpus Christi Hooks. These teams were chosen as a matter of convenience.

A validity test was conducted using six experts in the field of human resources to determine that the questions asked in the survey were valid. Question one asked the importance of the organization in providing the employee with community volunteer opportunities. This question, however, was determined by the experts to be invalid. Therefore, it was removed from the survey (Appendix E).

Permission to conduct the pilot was gained from the General Managers of the teams. A description of the study and its purpose was presented by the researcher at the stadium in Bowling Green, KY and via conference call from Corpus Christi, TX. Following the meetings, an email was sent to employees and employers of the team describing the procedure and providing a link to the online survey. Of the 71 individuals who were asked to participate, 45 (63%) completed the survey. This group consisted of 19 employers and 26 employees.

To collect suggestions for improving the pilot survey instrument, participants were encouraged to comment on survey design. Based on those comments, the only significant change to the survey was to combine it into one survey. The original version was designed as two separate surveys, one for employer and one for employee. This division created some confusion on which survey to complete. Adding a “if/then”

command to the survey automatically skipped to the relevant question and prevented confusion and duplicate surveys being completed.

Two weeks after the pilot, a retest of the same survey to the same group of employees and employers was conducted. The results of the test and retest confirmed reliability (Appendix D).

### **Measures**

Items in the final version of the survey were organized into three sections: Demographics, Employee, and Employer. The employee and employer surveys asked the same questions in the same order. Each question, however, had slight variances adapted to the recipient.

For the employee and employer portion of the survey, a list of nine questions based on specific values was used. Employers were asked to rank the values based on what they believed employees value. Employees were asked to answer based on how they valued each question. Each value was ranked in importance from not very important to very important on a five-point Likert scale. The rank order of the values follows:

- 1) Feeling informed and included on issues and opportunities
- 2) Receiving additional financial rewards as incentives
- 3) Being recognized publicly among peers in the organization
- 4) Feeling a value of long-term job security
- 5) Trust and transparency from leadership
- 6) Promotion, growth in the company
- 7) Being trusted with expanded job responsibilities
- 8) Dress code

9) Feeling secure with the company's long-term stability.

Participants were then asked to rank those same values in relation to each of the other values from 1 to 9. This was conducted with a drop-down option to ensure only one response was given to each value.

Results from the survey completed by employers were compared to the results of the employee survey to determine (a) if employers' perceptions of the employees values were accurate, and (b) if employers misunderstood what employees really value. This survey was conducted using SurveyMonkey and was sent to employers at the same time it was sent to employees.

### **Data Analysis**

Responses were collected through SurveyMonkey and exported into a Microsoft Excel spreadsheet. These data points were entered into the Statistical Package for the Social Sciences (SPSS) program and analyzed using descriptive statistics in order to determine frequency of response, means, and standard deviation for each variable. Internal consistency tests for reliability were performed on the eight values for both employees and employers using Cronbach's alpha. Independent-samples *t* test were used to determine whether if significant differences existed among leadership responsibilities and behaviors between categories of employers and employees. Analysis of Variance (ANOVA) was utilized to examine differences between multi-group comparisons, such as team attendance, to determine whether if an organization's success (as measured in attendance) can be predicted by the agreement between employer vs. employee values.

### **Summary**

The results of this study indicated the values from 18 AAA Minor League Baseball Teams' employees regarding what they valued most in the workplace.



Employers can evaluate those preferences to improve leadership styles. Employees' preferences for leadership traits were compared with the traits their employers believed were valued by the employees. A comparison also was made between the overall ranking order of the values in relation to the other values. Demographic data collected included participants' gender, years of experience, age, role in the organization, and whether the participant held a management role in the organization.

## CHAPTER IV: RESULTS

This study examined the relationship between the values held by employees and the extent to which business leaders adapted their business practices to each value. By understanding this relationship, business leaders can gain insight into the improvement of both employee and supervisor success for the vitality of the organization.

The survey was sent to 30 teams, with an estimated 900 total employees. A total of 329 surveys were completed (36%) and divided by 195 employees and 134 employers (see Tables 4 and 11).

Eighteen of the 30 possible teams agreed to allow the survey to be distributed to their employees and employers via email (see Appendix B). Employers were asked to distribute the survey to the employees and were provided a link to the survey. The organizations were to inform participants of the results within a week. A total of 195 employees and 134 employers were surveyed. The ages of the employees ranged from 21 to 68. Fifty-one percent of respondents were between 23 and 29 (see Table 1). The average respondent was 31.16 years old and had been employed by the organization for 3.03 years. Of the 195 employees, 76 % had worked for the organization for less than four years, indicating minimal experience (see Table 2). Of the 195 employees, 126 were male and 69 were female (see Table 3). Thirty-nine of all participants worked in the sales department of their organization (see Table 5). The mean for employee age was 31.16, with a standard deviation of 8.70, while the years employed had a mean of 3.03 and a standard deviation of 4.58 (see Table 6).

The sample consisted of 134 employers, with ages ranging from 21 to 49 years. Forty-six percent of respondents were between 29 and 36 (see Table 7). Of the 134 employers, 93 were male and 41 were female (see Table 8). Of the 134 employers, 92.5% had worked for the organization for less than six years (see Table 9). The average age of the respondents was 30.7 years and had been employed by the organization for 2.32 years (see Table 10). Thirty-nine percent of respondents worked in sales (Table 12).

### **Analysis of Research Question 1**

The first research question explored the amount of importance each value held in the workplace. Each employee was asked to rank the importance of the values as one of the following: not very important, of minor importance, of neutral importance, somewhat important, or very important. The findings are summarized in tables 13-21.

Table 13

*Employee Rankings – Keep Me Informed*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	6	3.08	6	3.08
Minor Importance	10	5.13	16	8.21
Neutral Importance	45	23.08	61	31.28
Somewhat Important	69	35.38	130	66.67
Very Important	65	33.33	195	100.00

*Note.* N = 195 observations.

Table 14

*Employee Rankings – Strong Stability*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.03	2	1.03
Minor Importance	6	3.08	8	4.10
Neutral Importance	24	12.31	32	16.41
Somewhat Important	45	23.08	77	39.49
Very Important	118	60.51	195	100.00

Note.  $N = 195$  observations.

Table 15

*Employee Rankings – Financial Incentives*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	4	2.05	4	2.05
Minor Importance	10	5.13	14	7.18
Neutral Importance	30	15.38	44	22.56
Somewhat Important	53	27.18	97	49.74
Very Important	98	50.26	195	100.00

Note.  $N = 195$  observations.

Table 16

*Employee Rankings – Public Recognition*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	28	14.36	28	14.36
Minor Importance	52	26.67	80	41.03
Neutral Importance	57	29.23	137	70.26
Somewhat Important	29	14.87	166	85.13
Very Important	29	14.87	195	100.00

Note.  $N = 195$  observations.

Table 17

*Employee Rankings – Job Security*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.03	2	1.03
Minor Importance	2	1.03	4	2.05
Neutral Importance	32	16.41	36	18.41
Somewhat Important	35	17.95	71	36.41
Very Important	124	63.59	195	100.00

*Note.*  $N = 195$  observations.

Table 18

*Employee Rankings – Trust*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.03	2	1.03
Minor Importance	0	0	2	1.03
Neutral Importance	13	6.67	15	7.69
Somewhat Important	27	13.85	42	21.54
Very Important	153	78.46	195	100.00

*Note.*  $N = 195$  observations.

Table 19

*Employee Rankings – Opportunity for Growth*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	4	2.05	4	2.05
Minor Importance	5	2.56	9	4.62
Neutral Importance	21	10.77	30	15.38
Somewhat Important	55	28.21	85	43.59
Very Important	110	56.41	195	100.00

*Note.*  $N = 195$  observations.

Table 20

*Employee Rankings – Dress Code*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	50	25.64	9	4.62
Minor Importance	48	24.62	35	17.95
Neutral Importance	50	25.64	93	47.69
Somewhat Important	38	19.49	146	74.87
Very Important	9	4.62	195	100.00

*Note.* N = 195 observations.

Table 21

*Employee Rankings – Work Hours*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	9	4.62	9	4.62
Minor Importance	26	13.33	35	17.95
Neutral Importance	58	29.74	93	47.69
Somewhat Important	53	27.18	146	74.87
Very Important	49	25.13	195	100.00

*Note.* N = 195 observations.

**Analysis of Research Question 2**

The second research question explored the amount of importance each value held in the workplace. Each employer was asked to rank how they thought employees ranked the importance of each value as: not very important, of minor importance, of neutral importance, somewhat important, or very important. The findings are summarized in Tables 22-30.

Table 22

*Employer Rankings – Keep Me Informed*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.49	2	1.49
Minor Importance	3	2.24	5	3.73
Neutral Importance	24	17.91	29	21.64
Somewhat Important	52	38.81	81	60.45
Very Important	53	29.55	134	100.00

Note.  $N = 134$  observations,

Table 23

*Employer Rankings – Strong Stability*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	0	0	0	0
Minor Importance	10	21.64	39	29.10
Neutral Importance	29	29.10	78	58.21
Somewhat Important	39	29.10	78	58.21
Very Important	56	41.79	134	100.00

Note.  $N = 134$  observations.

Table 24

*Employer Rankings – Financial Incentives*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	0	0	0	0
Minor Importance	24	17.91	24	17.91
Neutral Importance	9	6.72	33	24.63
Somewhat Important	48	35.82	81	60.45
Very Important	53	39.55	134	100.00

Note.  $N = 134$  observations.

Table 25

*Employer Rankings – Public Recognition*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	15	11.28	15	11.28
Minor Importance	33	24.81	48	36.09
Neutral Importance	27	20.30	75	56.39
Somewhat Important	36	27.07	111	83.46
Very Important	22	16.54	133	100.00

*Note.*  $N = 134$  observations.

Table 26

*Employer Rankings – Job Security*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.49	2	1.49
Minor Importance	0	0	2	1.49
Neutral Importance	19	14.18	21	15.67
Somewhat Important	47	35.07	68	50.75
Very Important	66	49.25	134	100.00

*Note.*  $N = 134$  observations

Table 27

*Employer Rankings – Trust*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.49	2	1.49
Minor Importance	2	2.24	5	3.73
Neutral Importance	7	5.22	12	8.96
Somewhat Important	21	15.67	33	24.63
Very Important	101	75.37	134	100.00

*Note.*  $N = 134$  observations.



Table 28

*Employer Rankings – Opportunity for Growth*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.52	2	1.52
Minor Importance	8	6.06	10	7.58
Neutral Importance	25	18.94	35	26.52
Somewhat Important	45	34.09	80	60.61
Very Important	52	39.39	132	100.00

*Note.* N = 134 observations.

Table 29

*Employer Rankings – Dress Code*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	35	26.12	35	26.12
Minor Importance	62	46.27	97	72.39
Neutral Importance	24	17.91	121	90.30
Somewhat Important	13	9.70	134	100.00
Very Important	0	0	134	100.00

*Note.* N = 134 observations.

Table 30

*Employer Rankings – Work Hours*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Very Important	2	1.49	2	1.49
Minor Importance	24	17.91	26	19.40
Neutral Importance	43	32.09	69	51.49
Somewhat Important	27	20.15	96	71.64
Very Important	38	28.36	134	100.00

*Note.* N = 134 observations.

### Analysis of Research Question 3

The third research question explored the values that were similar between employers and employees rankings of the values in the workplace. Each employee was asked to rank the importance of each value as it related to the others. Each employer was asked to rank the importance of each value as they believed the employee ranked it. A value of 1 indicated the highest importance, while a value of 9 represented the lowest importance. The findings are summarized in Tables 31-42.

**Keep Informed:** A total of 63.5% of employees ranked this item in their top four, while 56.7% of employers ranked in the top four. Of the employees, 17.9% ranked it number one, while 13.4% of employers ranked it number one (Tables 31 and 32).

Table 31

*Employee Rankings – Keep Me Informed*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	35	35	35	17.95
2	18	53	53	27.18
3	22	75	75	38.46
4	47	122	122	62.56
5	24	146	146	74.87
6	24	170	170	87.18
7	15	185	185	94.87
8	10	195	195	100.00
9	0	195	195	100.00

*Note.* N = 195 observations.

Table 32

*Employer Rankings – Keep Me Informed*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	18	13.43	18	13.43
2	12	8.96	30	22.39
3	26	19.40	56	41.79
4	20	14.93	76	56.72
5	12	8.96	88	65.67
6	23	17.16	111	82.84
7	18	13.43	129	96.27
8	5	3.73	134	100.00
9	0	0	134	100.00

*Note.*  $N = 134$  observations.

**Strong Stability:** Of the employees, 50.7% ranked this item in their top four, while 48.5% of employers ranked it in the top four. It was ranked number one by 3.6% of employees, while 3.7% of employers ranked it number one (Tables 33 and 34).

Table 33

*Employee Rankings – Strong Stability*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	7	3.59	7	2.59
2	40	20.51	47	24.10
3	27	13.85	74	37.95
4	25	12.82	99	50.77
5	41	21.03	140	71.79
6	16	8.21	156	80.00
7	25	12.82	181	92.82
8	9	4.62	190	97.44
9	5	2.56	195	100.00

*Note.*  $N = 195$  observations.

Table 34

*Employer Rankings – Strong Stability*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	5	3.73	5	3.73
2	19	14.18	24	17.91
3	17	12.69	41	30.60
4	24	17.91	65	48.51
5	12	8.96	77	57.46
6	18	13.43	95	70.90
7	17	12.69	112	83.58
8	12	8.96	124	92.54
9	10	7.46	134	100.00

Note.  $N = 134$  observations.

**Job Security:** A total of 53.9% of employees ranked this in their top four, while 42.6% of employers ranked it in the top four. It was ranked number one by 10.3% of employees, while 15.7% of employers ranked it number one (Tables 35 and 36).

Table 35

*Employee Rankings – Job Security*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	20	10.26	20	10.26
2	39	20.00	59	30.26
3	25	12.82	84	43.08
4	21	10.77	105	53.85
5	28	14.36	133	68.21
6	30	15.38	163	83.59
7	27	13.85	190	97.44
8	5	2.56	195	100.00
9	0	0	195	100.00

Note.  $N = 195$  observations.

Table 36

*Employer Rankings – Job Security*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	21	15.67	21	15.67
2	18	13.43	39	29.10
3	8	5.97	47	35.07
4	10	7.46	57	42.54
5	24	17.91	81	60.45
6	22	16.42	103	76.87
7	15	11.19	118	88.06
8	9	6.72	127	94.78
9	7	5.22	134	100.00

*Note.*  $N = 134$  observations.

**Growth:** Of the employees, 47.7% ranked this in their top four, while 53.7% of employers ranked it in the top four. It was ranked number one by 16.4%, while 5.2% of employers ranked it number one (Tables 37 and 38).

Table 37

*Employee Rankings – Opportunity for Growth*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	32	16.41	32	16.41
2	21	10.77	53	27.18
3	26	13.33	79	40.51
4	14	7.18	93	47.69
5	40	20.51	133	68.21
6	19	9.74	152	77.95
7	32	16.41	184	94.36
8	11	5.64	195	100.00
9	0	0	195	100.00

*Note.*  $N = 195$  observations.

Table 38

*Employer Rankings – Opportunity for Growth*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	7	5.22	7	5.22
2	26	19.40	33	24.63
3	18	13.43	51	38.06
4	21	15.67	72	53.73
5	21	15.67	93	69.40
6	18	13.43	111	82.84
7	21	15.67	132	98.51
8	2	1.49	134	100.00
9	0	0	134	100.00

*Note.*  $N = 134$  observations.

**Dress Code:** Of the employees, 16.9% ranked this in their top four, while 24.7% of employers ranked it in the top four. It was ranked number one by 4.6% of employees, while 12.7% employers ranked it number one (Tables 39 and 40).

Table 39

*Employee Rankings – Dress Code*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	9	4.62	9	4.62
2	0	0	9	4.62
3	0	0	9	4.62
4	11	5.64	20	10.26
5	9	4.62	29	14.87
6	4	2.05	33	16.92
7	8	4.10	41	21.03
8	39	20.00	80	41.03
9	115	58.97	195	100.00

*Note.*  $N = 195$  observations.

Table 40

*Employer Rankings – Dress Code*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	17	12.69	17	12.69
2	0	0	0	0
3	4	2.99	21	15.67
4	0	0	21	15.67
5	0	0	21	15.67
6	2	1.49	23	17.16
7	10	7.46	33	24.63
8	27	20.15	60	44.78
9	74	55.22	134	100.00

*Note.*  $N = 134$  observations.

**Flexible Work Hours:** Of the employees, 29.9% ranked this in their top four, while 36.9% of employers ranked in the top four. It was ranked number one 6.7% of employees, while 6.0% employers ranked it number one. (Tables 41 and 42)

Table 41

*Employee Rankings – Work Hours*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	13	6.67	13	6.67
2	11	5.64	24	12.31
3	24	12.31	48	24.62
4	24	12.31	72	36.92
5	6	3.08	78	40.00
6	27	13.85	105	53.85
7	29	14.87	134	68.72
8	34	17.44	168	86.15
9	27	13.85	195	100.00

*Note.*  $N = 195$  observations.

Table 42

*Employer Rankings – Work Hours*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	8	5.97	8	5.97
2	15	11.19	23	17.16
3	10	7.46	33	24.63
4	7	5.22	40	29.85
5	13	9.70	52	39.55
6	7	5.22	60	44.78
7	17	12.69	77	57.46
8	49	36.57	126	94.03
9	8	5.97	134	100.00

*Note.*  $N = 134$  observations.

#### Analysis of Research Question 4

The fourth research question explored the values that were dissimilar between employers and employees rankings of the values in the workplace. Each employee was asked to rank the importance of each value as it related to the others. Each employer was asked to rank the importance of each value as they believed the employee ranked it. A value of 1 was used for the highest importance, while a value of 9 represented the lowest importance. The findings are summarized in Tables 43-49.

**Financial Incentives:** Of the employees, 55.9% ranked this in their top four, while 75.4% of employers ranked it in the top four. It was ranked number one 13.9% of employees, while 29.1% employers ranked it number one (Tables 43 and 44).



Table 43

*Employee Rankings – Financial Incentives*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	27	13.85	27	13.85
2	28	14.56	55	28.21
3	37	18.97	92	47.18
4	17	8.72	109	55.90
5	22	11.28	131	67.18
6	32	16.41	163	83.59
7	9	4.62	172	88.21
8	21	10.77	193	98.97
9	2	1.03	195	100.00

*Note.*  $N = 195$  observations.

Table 44

*Employer Rankings – Financial Incentives*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	39	29.10	39	29.10
2	17	12.69	56	41.49
3	35	26.12	91	67.91
4	10	7.46	101	75.37
5	3	2.24	104	77.61
6	16	11.94	120	89.55
7	0	0	120	89.55
8	5	3.73	125	93.28
9	9	6.72	134	100.00

*Note.*  $N = 134$  observations.

**Recognized Publicly:** Of the employees, 24.1% ranked this in their top four, while 44.1% of employers ranked it in the top four. It was ranked number one 1% of employees, while 6% employers ranked it number one (Tables 45 and 46).

Table 45

*Employee Rankings – Public Recognition*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	2	1.03	2	1.03
2	9	4.62	11	5.64
3	14	7.18	25	12.82
4	22	11.28	47	24.10
5	5	2.56	52	26.67
6	16	8.21	68	34.87
7	38	19.49	106	54.36
8	52	26.67	158	81.03
9	37	18.97	195	100.00

*Note.*  $N = 195$  observations.

Table 46

*Employer Rankings – Public Recognition*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	8	5.97	8	5.97
2	10	7.46	18	13.43
3	0	0	18	13.43
4	22	16.42	40	29.85
5	19	14.18	59	44.03
6	14	10.45	73	54.48
7	28	20.90	101	75.37
8	18	13.43	119	88.81
9	15	11.19	134	100.00

*Note.*  $N = 134$  observations.

**Trust:** Of the employees, 58% ranked this in their top four, while 47.7% of employers ranked it in the top four. It was ranked number one 25.6% of employees, while 8.2% employers ranked it number one (Tables 47 and 48).

Table 47

*Employee Rankings – Trust*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	50	25.64	50	25.64
2	29	14.87	79	40.51
3	20	10.26	99	50.77
4	14	7.18	113	57.95
5	20	10.26	133	68.21
6	27	13.85	160	82.05
7	12	6.15	172	88.21
8	14	7.18	186	95.38
9	9	4.62	195	100.00

*Note.*  $N = 195$  observations.

Table 48

*Employer Rankings – Trust*

Variable	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	11	8.21	11	8.21
2	17	12.69	28	20.90
3	16	11.94	44	32.84
4	20	14.93	64	47.76
5	30	22.39	94	70.15
6	14	10.45	108	80.60
7	8	5.97	116	86.57
8	7	5.22	123	91.79
9	11	8.21	134	100.00

*Note.*  $N = 134$  observations.

### Analysis of Research Question 5

The fifth research question was related to whether organizations' success (as measured in attendance) could be predicted by the agreement between employer vs. employee values as seen in Table 49.

Table 49

*Organizational Success – Attendance*

Ranking	Employee <i>N</i>	Employer <i>N</i>	Survey Difference	Attendance
Durham Bulls	20	15	-.76	5.4
El Paso Chihuahuas	20	14	.78	5.4
Fresno Grizzlies	9	14	1.10	4.2
Nashville Sounds	34	15	.11	6.0
Pawtucket Red Sox	13	12	.60	4.1
Reno Aces	13	13	1.77	3.4
Scranton/Wilkes-Barre Railriders	9	13	1.98	4.3

*Note.* Attendance in 1,000s; Only teams with 9+ surveys each.

**Summary**

Statistical analysis indicated the most important item was to have complete trust in management in the organization, which was rated the highest value, with a mean of 4.7. Strong stability and long-term vitality were ranked second, with a mean of 4.4. This is compelling coming from an average work life of three years. Money and Promotions were fourth and fifth, which goes against many preconceived notions of what employees want. The lowest rated value was the ability to have dress codes in the workplace.

The importance to the employee that they have trust in their employer was rated the highest, with a mean of 4.6. Trust also was rated number one from employees. The lowest rated value was the ability to have flexible dress codes in the workplace, which also was the lowest rated of the employees.

**Keep Informed:** The results indicated 62.5% of employees ranked this in their top 4, while 56.7% of employers ranked it in the top four. The findings indicated 17.9% of employees ranked it number one, while 13.4% employers ranked it number one.

**Strong Stability:** The results indicated 50.7% of employees ranked this in their top four, while 48.5% of employers ranked it in the top four. The survey indicated 3.6% of employees ranked it number one, while 3.7% employers ranked it number one.

**Job Security:** The results indicated 53.9% of employees ranked this in their top four, while 42.6% of employers ranked it in the top four. The findings indicated 10.3% of employees ranked it number one, while 15.7% of employers ranked it number one.

**Growth:** The results indicated 47.7% of employees ranked this in their top four, while 53.7% of employers ranked it in the top four. The findings indicated 16.4% of employees ranked it number one, while 5.2% of employers ranked it number one.

**Dress Code:** The results indicated 16.9% of employees ranked this in their top four, while 24.7% of employers ranked it in the top four. The findings indicated 4.6% of employees ranked it number one, while 12.7% employers ranked it number one.

**Work Hours:** The results indicated 29.9% of employees ranked this in their top four, while 36.9% of employers ranked it in the top four. The findings indicated 6.7% of employees ranked it number one, while 6.0% of employers ranked it number one.

**Financial Incentives:** The results indicated 55.9% of employees ranked this in their top four, while 75.4% of employers ranked it in the top four. The findings indicated 13.8% of employees ranked it number one, while 29.1% employers ranked it number one.

**Recognized Publicly:** The results indicated 24.1% of employees ranked this in their top four, while 44.1% of employers ranked it in the top four. The findings indicated 1% of employees ranked it number one, while 6% of employers ranked it number one.

**Trust:** The results indicated 58% of employees ranked this in their top four, while 47.7% of employers ranked it in the top four. The findings indicated 25.6% of employees ranked it number one, while 8.2% of employers ranked it number one.

Of the seven teams that completed more than nine surveys for both employer and employee, those that showed a difference closer to 0 had higher attendance. Pawtucket Red Sox was the only team that ranked closer to 0 than their counterparts with larger attendance marks (Table 63).

Table 50

*Employee Data (The Higher the Mean, the More Important)*

Observation	Ranked Variables	<i>N</i>	M	SD
1	E6	195	4.69	0.69
2	E5	195	4.42	0.87
3	E2	195	4.39	0.89
4	E7	195	4.34	0.92
5	E3	195	4.18	1.01
6	E1	195	3.91	1.02
7	E9	195	3.55	1.14
8	E4	195	2.89	1.26
9	E8	195	2.53	1.20

*Note.* *N* = 195 observations.

Table 51

*Employer Data (The Higher the Mean, the More Important)*

Observation	Ranked Variables	<i>N</i>	<i>M</i>	<i>SD</i>
1	M6	134	4.61	0.81
2	M5	134	4.31	0.82
3	M1	134	4.13	0.89
4	M2	134	4.05	0.97
5	M7	134	4.04	0.98
6	M3	134	3.97	1.09
7	M9	134	3.56	1.13
8	M4	134	3.13	1.28
9	M8	134	2.11	0.91

*Note. N = 134 observations.*

Table 52

*Employee Data (The Higher the Mean, the More Important)*

Observation	<i>N</i>	<i>M</i>	<i>SD</i>
Keep me informed	195	3.9	1.0
Strong stability	195	4.4	0.9
Financial incentives	195	4.2	1.0
Publicly recognized	195	2.9	1.3
Job security	195	4.4	0.9
Trust	195	4.7	0.7
Opportunity for growth	195	4.3	0.9
Flexible dress code	195	2.5	1.2
Flexible work hours	195	3.5	1.1

*Note. N = 195 observations.*

Table 53

*Employer Data (The Higher the Mean, the More Important)*

Observation	<i>N</i>	<i>M</i>	<i>SD</i>
Keep me informed	134	4.1	0.9
Strong stability	134	4.1	1.0
Financial incentives	134	4.0	1.1
Publicly recognized	134	3.1	1.3
Job security	134	4.3	0.8
Trust	134	4.6	0.8
Opportunity for growth	134	4.0	1.0
Flexible dress code	134	2.1	0.9
Flexible work hours	134	3.6	1.1

*Note.* *N* = 134 observations.

Table 54

*Employee/Employer Rank – Q1: Keep Informed*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	35	17.9	18	13.4
2	18	9.2	12	9.0
3	22	11.3	26	19.4
4	47	24.1	20	14.9
5	24	12.3	12	9.0
6	24	12.3	23	17.2
7	15	7.7	18	13.4
8	10	5.1	5	3.7
9	0	0	0	0



Table 55

*Employee/Employer Rank – Q2: Strong Stability*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	7	3.6	5	3.7
2	40	20.5	19	14.2
3	27	13.8	17	12.7
4	25	12.8	24	17.9
5	41	21.0	12	9.0
6	16	8.2	18	13.4
7	25	12.8	17	12.7
8	9	4.6	12	9.0
9	5	2.6	10	7.5

Table 56

*Employee/Employer Rank – Q3: Financial Incentives*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	27	13.8	39	29.1
2	28	14.4	17	12.7
3	37	19.0	35	26.1
4	17	8.7	10	7.5
5	22	11.3	3	2.2
6	32	16.4	16	11.9
7	9	4.6	0	0
8	21	10.8	5	3.7
9	2	1.0	9	6.7

Table 57

*Employee/Employer Rank – Q4: Recognized Publicly*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	2	1.0	8	6.0
2	9	4.6	10	7.5
3	14	7.2	0	0
4	22	11.3	22	16.4
5	5	2.6	19	14.2
6	16	8.2	14	10.4
7	38	19.5	28	20.9
8	52	26.7	18	13.4
9	37	19.0	15	11.2

Table 58

*Employee/Employer Rank – Q5: Job Security*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	20	10.3	21	15.7
2	39	20.0	18	13.4
3	25	12.8	8	6.0
4	21	10.8	10	7.5
5	28	14.4	24	17.9
6	30	15.4	22	16.4
7	27	13.8	15	11.2
8	5	2.6	9	6.7
9	0	0	7	5.2

Table 59

*Employee/Employer Rank – Q6: Trust*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	50	25.6	11	8.2
2	29	14.9	17	12.7
3	20	10.3	16	11.9
4	14	7.2	20	14.9
5	20	10.3	30	22.4
6	27	13.8	14	10.4
7	12	6.2	8	6.0
8	14	7.2	7	5.2
9	9	4.6	11	8.2

Table 60

*Employee/Employer Rank – Q7: Opportunity for Growth*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	32	16.4	7	5.2
2	21	10.8	26	19.4
3	26	13.3	18	13.4
4	14	7.2	21	15.7
5	40	20.5	21	15.7
6	19	9.7	18	13.4
7	32	16.4	21	15.7
8	11	5.6	2	1.5
9	0	0	0	0

Table 61

*Employee/Employer Rank – Q8: Dress Code*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	9	4.6	17	12.7
2	0	0	0	0
3	0	0	4	3.0
4	11	5.6	0	0
5	9	4.6	0	0
6	4	2.1	2	1.5
7	8	4.1	10	7.5
8	39	20.0	27	20.1
9	115	59.0	74	55.2

Table 62

*Employee/Employer Rank – Q9: Work Hours*

Ranking	Employee <i>N</i>	Employee Percent	Employer <i>N</i>	Employer Percent
1	13	6.7	8	6.0
2	11	5.6	15	11.2
3	24	12.3	10	7.5
4	24	12.3	7	5.2
5	6	3.1	13	9.7
6	27	13.8	7	5.2
7	29	14.9	17	12.7
8	34	17.4	49	36.6
9	27	13.8	8	6.0

*Note.* Comparison of rankings

Table 63

*Organizational Success – Attendance*

Ranking	Employee <i>N</i>	Employer <i>N</i>	Survey Difference	Attendance
Durham Bulls	20	15	-.76	5.4
El Paso Chihuahuas	20	14	.78	5.4
Fresno Grizzlies	9	14	1.10	4.2
Nashville Sounds	34	15	.11	6.0
Pawtucket Red Sox	13	12	.60	4.1
Reno Aces	13	13	1.77	3.4
Scranton/Wilkes-Barre Railriders	9	13	1.98	4.3

**Summary**

Statistical analyses indicated employers typically were within the same scale as the employees regarding importance of values. However, many of the values showed some noticeable differences between employers and employees.

Employees ranked trust as the number one value 50 times (25.64%). Keeping informed was ranked number one by employees 35 times (17.95%). Opportunity for growth was listed number one 32 times (16.41%), and financial rewards was listed 27 times (13.85%). Thus, an order of values in terms of top value was: (1) Trust, (2) Keeping informed, (3) Opportunity for growth, (4) Financial rewards.

Employers ranked financial rewards as the number one value for employees 39 times (29.10%). Job security was ranked number one by employers 21 times (15.67%). Keep informed was listed number one 18 times (13.43%), and flexible dress code was listed 17 times (12.69%). Thus, as employers perceived it, an order of values by employee in terms of top value was: (1) Financial reward, (2) Job security, (3) Keep informed, and (4) Flexible dress code.

## **CHAPTER V: DISCUSSION**

### **Introduction**

Employee engagement is a strong priority for employers today. This study of employers and employees in AAA Minor League Baseball front offices sought to examine the relationship between the values held by employees and employers, and the extent to which leaders adapt their business practices to each. By understanding this relationship, leaders gain insight into the improvement of both employees and supervisor success for the vitality of the organization.

As employees are closest to the day-to-day operations of the organization, their productivity and success is contingent upon the employer's ability to adapt to the values of the employee. The emergence of trust being the highest rated value indicates that being honest and having integrity can lead to high levels of employee satisfaction. The eight values utilized in the survey are the responsibility of employers who have the highest impact on employee achievement.

### **Discussion of Research Question 1**

The first research question explored the amount of importance each value held in the workplace. Employees were asked to rank the importance of each of the values: 1 = not very important 2 = of minor importance, 3 = of neutral importance, 4 = somewhat important, and 5 = very important. The findings are summarized in Tables 13-20. The values, of which 50% or more employees ranked as very important were strong stability, financial rewards, job security, growth opportunities, and trust. Trust was ranked by 78.46% of employees as very important, the highest of all values. Employee values that received less than 50% for very important were keep informed, public recognition,

flexible dress code, and flexible work hours. This is compelling because these four traits are more “trendy” values, which often are portrayed by public perception as being the values of 21<sup>st</sup> century employees. The public perception of today’s employees often indicates they want to be included in all decisions because employees are constantly on social media, thus staying informed regarding everything of importance to them. It is perceived that, due to an environment where everyone earns a trophy, employees need constant recognition in front of their peers. Additionally it is perceived that because of expressed freedoms, employees challenge dress codes and embrace the need for a work-life balance. It appears that employees have lost the traditional values and replaced them with “trendy” values. However, this study suggests that the traditional values are still very important to employees.

Transparency and trust ranked highest among importance to employees. Social media exposes and spreads scandals; therefore, it is believed the Centennial generation demands trust and transparency more than ever before. The negative outcomes suggested by workers who have a low level of trust in their current employer include "pressure to seek employment elsewhere" (42%), "work only the required minimum number of hours" (30%), and "adopt a less engaged attitude resulting in lower productivity" (20%).

The country reporting the lowest level of trust was Japan, where only about 20% of respondents had a great deal of trust in each of the three groups. The United Kingdom followed, where the "great deal of trust" level for companies was 33%, 42% for bosses, and 44% for colleagues. The US was next, where the trust levels were 38%, 50%, and 48%, respectively. The two countries with the highest "great deal of trust" ratings were India and Mexico, where the levels approached two-thirds of the total (Verschoor, 2016).

## Discussion of Research Question 2

The second research question explored the amount of importance each value held in the workplace. Each employer was asked to rank the order as to how they believed employees ranked each of the values: 1 = not very important, 2 = of minor importance, 3= of neutral importance, 4= somewhat important, 5= very important. The findings are summarized in Tables 13-20. The values in which 35% or more ranked the value as very important were: (1) Strong stability, (2) Financial rewards, (3) Job security, (4) Growth opportunities, and (5) Trust. Seventy-five percent of employers ranked trust as very important, the highest of all values. Employer rankings of the employee values that received less than 35% for very important were: (1) Keep informed, (2) Public recognition, (3) Flexible dress code, (4) Flexible work hours. This is compelling because the top five values are exactly the same as those of the employees. Although the percentages are lower for very important, the managers' perceptions of what is important to the employees were still accurate, as compared to the other values.

One of the core relationships developed in the workplace is between supervisor and employees. Positive relationship with supervisors may lead employees to have more positive attitudes toward their organization, and particularly enhance their feelings of competence in performing job activities. Gkorezis and Petridou (2002) claimed supporting relations with supervisors and managers can help subordinates reciprocate toward customers. Leader-member exchange comprises a contemporary construct encompassing employee-supervisor relationships. Compared to traditional theories, which assume a common leadership orientation toward employees, leader-member exchange argues that a supervisor cultivates different relationships with each employee.



Therefore, supervisors may have low-quality or high-quality relationships with their subordinates. Leader–member exchange has been associated with many organizational variables, such as performance, citizenship behavior, organizational commitment, and job satisfaction (Gkorezis & Petridou, 2012).

### **Discussion of Research Question 3**

The third research question explored values similar between employers' and employees' rankings in the workplace. Each employee was asked to rank the importance of each value as it related to the other values. Each employer was asked to rank the importance of each value as they believed the employee ranked the value. A value of 1 was used for the highest importance, while a value of 9 represented the lowest importance (Tables 30-40).

Keep informed, job stability, job security, opportunity for growth, flexible dress code, and flexible work hours were all rated as a top four value within 12% between employee and employer surveys. Keep informed showed a 5.84% difference, job stability showed a 2.26% difference, job security showed a 11.34% difference, opportunity for growth showed a 6.04% difference, flexible dress code showed a 5.41% difference, and flexible work hours showed a 7.37% difference.

### **Discussion of Research Question 4**

The fourth research question explored the values that were dissimilar between employers' and employees' rankings in the workplace. Each employee was asked to rank the importance of each value as it related to the others. Each employer was asked to rank the importance of each value as they believed employees ranked the value. A value of 1

was used for the highest importance, while a value of 9 represented the lowest importance. The findings are summarized in Tables 42-47.

Financial incentives, public recognition, and trust showed large differences between employee and employer responses. A 19.47% difference in the top four rankings of financial incentives indicated employers believed employees value financial rewards more highly than they really do. Employers ranked public recognition as a top five value, equating to a 17.36% difference from employees' rankings. Finally, employees ranked trust as the highest percentage of all values as number one, at 25.6%. Employers believed employees would rank that as the top value only 8.27% of the time. A 17.33% difference in the top value was a key difference that employers should recognize in their leadership strategy.

Transparency and trust are highest among this generation. Social media exposes and spreads scandals; therefore, it is believed young employees demand trust and transparency more than ever before. The negative outcomes suggested by workers who had a low-level of trust in their current employer included "pressure to seek employment elsewhere" (42%), "work only the required minimum number of hours" (30%), and "adopt a less engaged attitude resulting in lower productivity" (20%).

### **Discussion of Research Question 5**

The fifth research question explored attendance results for teams, collecting a minimum of nine employer and nine employee surveys, to create a balanced evaluation. The analysis of the differences between employer and employees indicated higher attendance can be correlated with employers understanding their employees' values. The team with the lowest difference, at .11, is the Nashville Sounds, which also had the

highest attendance of the teams selected. Lower attended teams such as Fresno Grizzlies, Reno Aces, and Scranton Wilkes-Barre Rail Riders had differences over 1.10. These statistics show the value of employers understanding their employees that can translate to better economic success for the organization.

According to King (2012), “the performance of employees within their work environment is a significant consequence of organizational commitment. This is premised by the fact that, employees, who are satisfied with their work environment tend to, or have a desire to, reciprocate” (p. 488). Through their perception of fairness and support from the organization, employees exhibit behaviors that are beyond the formally articulated requirements of their job. Such behaviors, identified as brand citizenship behavior, are non-prescribed or “above and beyond the norm” yet consistent with the brand values of the organization, thus engendering positive organizational outcomes.

### **Other Significant Findings**

Through the analysis of the data, additional findings were discovered. These were incidental and perhaps interesting findings that related to the various demographics of the participants and not explicitly related to the research questions. It is important to note only the items that showed significant statistical differences between categories (i.e., gender, age, years in organization, role in organization, etc.) for both employers and employees are shown. Therefore, categories that showed no significant differences are not mentioned.

### **Limitations of Study**

There are a few noted limitations of this study that may have affected the findings. One such limitation is that employers performed a self-analysis of their

leadership values, as opposed to their view of the values of their employees. Although it is assumed the salary ranges for the employees are comparable, the survey did not ask salary information. This information could be an additional factor that may impact the overall satisfaction in the workplace, as a lower paying job may increase financial stress. This financial stress could impact the perspective of the other values.

The survey was sent to every team in AAA Minor League Baseball, with some teams' human resources departments opting not to allow the survey. One team opted to pass, due to another employee survey having been administered internally just prior to this survey.

### **Implications for Practice**

Employees should spend extra time during the job search in an attempt to learn the culture and norms of an organization. Any telling signs of a manager's willingness to adapt to the employees' values would be early indications of a path to success. Data gathered from this study should offer clear insight to managers regarding what employees want. It was a bit unexpected but pleasing to see that employers and employees were similar on most values. Trust leading the way for employees also was comforting to see, as providing a trusting, ethical, honest work environment is one of the easier things to implement. With trust as the number one value, if employers get that right, the other values can easily begin to fall into place.

### **Recommendations for Further Research**

The survey instrument was intended to be universally acceptable, thus running this survey in another industry would be compelling to see whether the trends remain the same. Large corporate headquarters could find even more consistent trends, since they are under the same corporate culture and in the same territory. Second, if demographic questions identify the department of employees, it could bring to light weak managers within departments based on the answers coming from that department when compared to the employer.

### **Conclusion**

This study shows that although specific variations may exist among different employees, in general most employees highly value trust in the workplace. This is a great leadership trait to stress to employers. Trust should be black or white, with no room for dishonesty.

The study of employee values in the workplace has taken many forms over the years. This study examined a group of eight values and determined among the values that trust is the most highly rated. Surprisingly, this is more important than financial incentives and recognition for a job well done.

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## APPENDIX A: SURVEY

### Manager vs. Employee survey

#### Cover Page

**This survey consists of questions which ask about various aspects pertaining to your values at work. Thank you for your time in conducting this short survey.**

1. \* I am at least 18 years old.

Yes

No

### Manager vs. Employee survey

#### Demographics

2. Age

3. Gender

Male

Female

4. What is the length of time, in years, you have spent in this position?

(Less than 1 year, enter 0)

5. What function have you spent the majority of your working career? (select one)

- Sales
- Marketing
- Production
- Operations
- Management
- Accounting
- Human Resources
- Community Relations
- Other

## Manager vs. Employee survey

### Role in the organization

6. What organization do you currently work for?

7. Are you conducting this survey as a manager or an employee?

Manager

Employee

**The following questions are asked to help employers better understand their employees values in the workplace.**

If you are the **EMPLOYER**, please respond with what you believe your employees value in the workplace.

If you are the **EMPLOYEE**, please respond with what you value in the workplace.

8. It is important for the organization to provide me with community volunteer opportunities to provide additional purpose within the workplace.

Not very important

Very important

9. It is important for the organization to keep me informed and included on issues and opportunities

Not very important

Very important

10. It is important for my organization to recognized me with additional financial incentives for a job well done.
- Not very important Very Important
- 
11. It is important for my organization to recognize me publicly for a job well done.
- Not very important Very important
- 
12. It is important for me to have job security in an organization
- Not very important Very Important
- 
13. It is important for me to have complete trust in management in the organization.
- Not very important Very important
- 
14. It is important for me to have an oppourtunity for growth in the company through promotions and/or adiditonal job responsibilities
- Not very important Very important
- 
15. It is important for me to receive flexibility on dress code in the workplace
- Not very important Very Important
- 
16. It is important for me to receive flexibility on work hours in the workplace
- Not very important Very Important
17. How would the employee rank the previous values in the workplace from 1 (highest) to 9 (lowest)

☰	<input type="text"/>	It is important for the organization to keep me informed and included on issues and
☰	<input type="text"/>	It is important for my organization to recognize me with additional financial incentives for a job
☰	<input type="text"/>	It is important for my organization to recognize me publicly for a job well
☰	<input type="text"/>	It is important for me to have job security in an
☰	<input type="text"/>	It is important for me to have complete trust in management in the
☰	<input type="text"/>	It is important for me to have an opportunity for growth in the company through promotions and/or responsibilitie
☰	<input type="text"/>	It is important for me to receive flexibility on dress code in the
☰	<input type="text"/>	It is important for me to receive flexibility on work hours in the

## Manager vs. Employee survey

### Manager Survey

18. How important is it to the employees that the organization provide them with community volunteer opportunities?
- Not very important Very important
19. How important is it to the employees that the organization keeps them informed and included on issues and opportunities
- Not very important Very important
20. How important is it to the employees that the organization has strong stability and long-term vitality.
- Not very important Very Important
21. How important is it to the employees that the organization recognizes them with additional financial incentives for a job well done.
- Not very important Very Important

22. How important is it to the employees that the organization recognizes them publicly for a job well done.
- Not very important Very important
- 
23. How important is it to the employees to have job security in an organization
- Not very important Very Important
- 
24. How important is it to the employees that they have trust in their manager
- Not very important Very important
- 
25. How important is it to the employees that the organization provides an opportunity for growth in the company through promotions and/or additional job responsibilities
- Not very important Very important
- 
26. How important is it to the employees that the organization provides flexibility on dress code in the workplace
- Not very important Very Important
- 
27. How important is it to the employees that the organization provides flexibility on work hours in the workplace
- Not very important Very Important
- 
28. How important is it to the employees that the organization has strong stability and long-term vitality.
- Not very important Very Important
- 
29. As a manager, how do you believe the employee would rank the previous values in the workplace from  
1 (highest) to 9 (lowest)

- ⋮  How important is it to the employees that the organization provide them with opportunities
- ⋮  How important is it to the employees that the organization keeps them informed and opportunities
- ⋮  How important is it to the employees that the organization has strong stability and
- ⋮  How important is it to the employees that the organization recognizes them with additional for a job well
- ⋮  How important is it to the employees that the organization recognizes them publicly for
- ⋮  How important is it to the employees to have job security in an
- ⋮  How important is it to the employees that they have trust in
- ⋮  How important is it to the employees that the organization provides an opportunity for through promotions and/or
- ⋮  How important is it to the employees that the organization provides flexibility on dress code
- ⋮  How important is it to the employees that the organization provides flexibility on work hours
- ⋮  How important is it to the employees that the organization has strong stability and

## APPENDIX B: SURVEY LETTERS

Dear Employee,

I am writing to you as I need your assistance with a **short** research study I am conducting on thirty AAA Minor League Baseball organizations. The goal of my research is to examine the relationship between the values held by employees and those held by management. The overall aim of the research is to gain insight toward the improvement of employee and manager success for the vitality of the organization.

My study simply requires that employees complete a brief anonymous online survey. Data from the surveys will be aggregated and no individual club data will be identified or utilized. The findings of the study will be shared with each participating club at the end of my data collection. **This survey will close on Friday May 25<sup>th</sup>.**

The survey process is **brief** and should take no longer than five minutes to complete. A simple point and click questionnaire. I sincerely appreciate your consideration for participating in this study. The findings from this study will benefit all Minor League clubs.

Should you have any questions or need clarification on anything, please do not hesitate to contact me at [adamnuse@gmail.com](mailto:adamnuse@gmail.com). Thank you again for considering participation.

Sincerely,

Adam Nuse  
General Manager  
Nashville Sounds Baseball Club  
615-788-3923

Dear Manager,

I am writing to you as I need your assistance with a **short** research study I am conducting on thirty AAA Minor League Baseball organizations. The goal of my research is to examine the relationship between the values held by employees and those held by management. The overall aim of the research is to gain insight toward the improvement of employee and manager success for the vitality of the organization.

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Should you have any questions or need clarification on anything, please do not hesitate to contact me at [adamnuse@gmail.com](mailto:adamnuse@gmail.com). Thank you again for considering participation.

Sincerely,

Adam Nuse  
General Manager  
Nashville Sounds Baseball Club  
615-788-3923



Dear General Manager,

I am writing to you as I need your assistance with a research study I am conducting on thirty AAA Minor League Baseball organizations. The goal of my research is to examine the relationship between the values held by employees and those held by management. The overall aim of the research is to gain insight toward the improvement of employee and manager success for the vitality of the organization.

My study simply requires that employees and managers complete a brief anonymous online survey. Data from the surveys will be aggregated and no individual club data will be identified or utilized. The findings of the study will be shared with each participating club at the end of my data collection.

To make the process as trouble-free as possible, I've attached two letters of invitation. One letter addressed to your managers, and one addressed to your employees. Simply forward these letters to the employees and managers within your organization. The letters introduce the project, ask for their participation, and directs them to the survey website. The survey process is brief and should take no longer than five minutes to complete. A simple point and click questionnaire.

I sincerely appreciate your consideration for participating in this study. Your organization and it's the opinions of your employees and managers matter. The findings from this study will benefit all Minor League clubs.

Should you have any questions or need clarification on anything, please do not hesitate to contact me at [adamnuse@gmail.com](mailto:adamnuse@gmail.com). Thank you again for considering participation.

Sincerely,

Adam Nuse  
General Manager  
Nashville Sounds Baseball Club  
615-788-3923

2 Enclosures:

- Employee Invitation Letter
- Manager Invitation Letter

Dear Employee,

I am writing to you as I need your assistance with a **short** research study I am conducting on thirty AAA Minor League Baseball organizations. The goal of my research is to examine the relationship between the values held by employees and those held by management. The overall aim of the research is to gain insight toward the improvement of employee and manager success for the vitality of the organization.

My study simply requires that employees complete a brief anonymous online survey. Data from the surveys will be aggregated and no individual club data will be identified or utilized. The findings of the study will be shared with each participating club at the end of my data collection. **This survey will close on Friday May 25<sup>th</sup>.**

The survey process is **brief** and should take no longer than five minutes to complete. A simple point and click questionnaire. I sincerely appreciate your consideration for participating in this study. The findings from this study will benefit all Minor League clubs.

Should you have any questions or need clarification on anything, please do not hesitate to contact me at [adamnuse@gmail.com](mailto:adamnuse@gmail.com). Thank you again for considering participation.

Sincerely,

Adam Nuse  
General Manager  
Nashville Sounds Baseball Club  
615-788-3923

## APPENDIX C: IRB APPROVAL LETTER

### INFORMED CONSENT DOCUMENT

**Project Title:** Factors that effect the relationship between employer and early talent within organizations.

**Investigator:** Harry Adam Nuse, WKU Educational Leadership Doctoral Program,  
615-788-3923 or AdamNuse@gmail.com.

You are being asked to participate in a project conducted through Western Kentucky University.

The University requires that you give your agreement to participate in this project.

**You must be 18 years old or older to participate in this research study.**

The investigator will explain to you in detail the purpose of the project, the procedures to be used, and the potential benefits and possible risks of participation. You may ask any questions you have to help you understand the project. A basic explanation of the project is written below. Please read this explanation and discuss with the researcher any questions you may have. You should keep a copy of this form for your records.

1. **Nature and Purpose of the Project:** The purpose of this study is to examine the relationship between the values held by early talent employees and the extent business leaders adapt their business practices to each of these. By understanding this relationship, business leaders will gain insight toward the improvement of both early talent employee and supervisor success for the vitality of the organization.
2. **Explanation of Procedures:** Each leader and early talent employee will be asked to complete the survey. The survey will have designated values in a rating scale of 1 to 5, one being high value to 5 being low value. Values represent the early talent employee trends and are accompanied by research supporting why the early talent employees may emphasis certain values over others. Results of the survey will be analyzed against the team's annual attendance. Minor League Baseball requirements for any triple-A affiliate includes similar territory sizes providing an equal opportunity in the analysis of attendance rankings.
3. **Discomfort and Risks:** There are no known discomforts or risks to participation.
4. **Benefits:** The results of this survey will be used to further the study of the employee vs employer relationship.
5. **Confidentiality:** Individual results will not be share in any reports, publications, or presentations regarding the research topic.

6. **Refusal/Withdrawal:** Refusal to participate in this study will have no effect on any future services you may be entitled to from the University. Anyone who agrees to participate in this study is free to withdraw from the study at any time with no penalty.

*You understand also that it is not possible to identify all potential risks in an experimental procedure, and you believe that reasonable safeguards have been taken to minimize both the known and potential but unknown risks.*

***Your continued cooperation with the following research implies your consent.***

THE DATED APPROVAL ON THIS CONSENT FORM INDICATES THAT  
THIS PROJECT HAS BEEN REVIEWED AND APPROVED BY  
THE WESTERN KENTUCKY UNIVERSITY INSTITUTIONAL REVIEW BOARD  
Paul Mooney, Human Protections Administrator  
TELEPHONE: (270) 745-2129

APPROVED SURVEY IRB Informed Consent.18-319.3.26.18.pdf

## APPENDIX D: TEST AND RETEST. EMPLOYEE SURVEY

### Employees Survey

**Below are some questions that ask about the importance of workplace values. For each question indicate how important the value is to you by placing a check mark in the box that best matches your importance.**

1. It is important for the organization to keep me informed and included on issues and opportunities

	Not very important	Somewhat Important	Important	Moderately important	Very important
--	--------------------	--------------------	-----------	----------------------	----------------
  
2. It is important for the organization to provide strong stability and long term vitality.

	Not very important	somewhat important	important	moderately important	Very important
--	--------------------	--------------------	-----------	----------------------	----------------
  
3. It is important for my organization to recognized me with additional financial incentives for a job well done.

	Not very important	Somewhat important	important	Moderately important	Very Important
--	--------------------	--------------------	-----------	----------------------	----------------
  
4. It is important for my organization to recognize me publicly for a job well done.

	Not very important	somewhat important	important	moderately important	Very important
--	--------------------	--------------------	-----------	----------------------	----------------
  
5. It is important for me to have job security in an organization

	Not very important	somewhat important	important	moderately important	Very Important
--	--------------------	--------------------	-----------	----------------------	----------------
  
6. It is important for me to have complete trust in management in the organization.

	Not very important	somewhat important	important	moderately important	Very important
--	--------------------	--------------------	-----------	----------------------	----------------

7. It is important for me to have an opportunity for growth in the company through promotions and/or additional job responsibilities

Not very important      somewhat important      important      moderately important      Very important

8. It is important for me to receive flexibility on dress code in the workplace

Not very important      somewhat important      important      moderately important      Very important

9. It is important for me to receive flexibility on work hours in the workplace

Not very important      somewhat important      important      moderately important      Very important

10. Please provide the last two (2) digits of your cell phone number

11. What is the last digit of your home address?

12. What is the last digit of your birth year?

13. What is the last digit of your high school graduation year?

## Employer Survey

## Cover Page

**This survey consists of questions which ask about various aspects pertaining to your values at work. One additional survey will be conducted next week. Thank you for your time in conducting this short survey.**

## Employer Survey

## Employer Survey

**The following questions are asked to help employers better understand their employees values in the workplace.**

**If you are the EMPLOYER, please respond with what you believe your employees value in the workplace.**

1. How important is it to the employees that the organization keeps them informed and included on issues and opportunities

Not very important      somewhat important      important      moderately important      Very important

2. How important is it to the employees that the organization has strong stability and long-term vitality.

Not very important      somewhat important      important      moderately important      Very important

3. How important is it to the employees that the organization recognizes them with additional financial incentives for a job well done.

Not very important      somewhat important      important      moderately important      Very important

4. How important is it to the employees that the organization recognizes them publicly for a job well done.

Not very important      Somewhat important      Important      Moderately important      Very important

5. How important is it to the employees to have job security in an organization

Not very important	Somewhat important	Important	Moderately important	Very important
--------------------	--------------------	-----------	----------------------	----------------

6. How important is it to the employees that they have trust in their manager

Not very important	Somewhat important	Important	Moderately important	Very important
--------------------	--------------------	-----------	----------------------	----------------

7. How important is it to the employees that the organization provides an opportunity for growth in the company through promotions and/or additional job responsibilities

Not very important	somewhat important	important	moderately important	Very important
--------------------	--------------------	-----------	----------------------	----------------

8. How important is it to the employees that the organization provides flexibility on dress code in the workplace

Not very important	somewhat important	important	moderately important	Very important
--------------------	--------------------	-----------	----------------------	----------------

9. How important is it to the employees that the organization provides flexibility on work hours in the workplace

Not very important	somewhat important	important	moderately important	Very important
--------------------	--------------------	-----------	----------------------	----------------

10. Please provide the last two digits of your cell phone

11. What is the last digit of your home address



12. What is the last digit of your birth year

13. What is the last digit of your high school graduation year

## APPENDIX E: WHAT EMPLOYEES WANT

Dr. JOSEPH P. CANGEMI

Western Kentucky University

### WHAT DOES AN EMPLOYEE WANT?

“Do supervisors know what their people want?”

Listed below are the ten factors listed alphabetically from a survey which are supposed to affect an employee’s morale at work. In column A list your opinion of the order of importance of these items to employees.

After you have completed your rankings, we will compare them in column B with how 35,000 employees actually responded.

In column C we’ll compare your responses with those made by a large sampling of supervisors/leaders.

A	B	C	EMPLOYEE “WANTS”
			Feeling “in” on things.
			Full appreciation of work done.
			Good Wages.
			Good working conditions
			Job security.
			Personal loyalty to workers.
			Promotion, growth in the company.
			Sympathetic help on personal problems.
			Tactful disciplining.
			Work keeping your interest.

## Appendix F: Validity test

### Content Validity Index For Factors That Effect the Relationship Between Employers And Employees Employees Within Organizations

Part I.

Instructions: Below are some statements that will be *asked to employee's concerning various values they see as important to them within an organization*. Please rate each statement as to extent you believe the statement is relevant to understanding what employee's value in an organization. Rate each question using this scale. Select only ONE rating per question.

**1 = Not Relevant    2 = Somewhat Relevant    3 = Quite Relevant    4. Highly Relevant**

	1 Not Relevant	2 Somewhat relevant	3 Quite Relevant	4 Highly Relevant
Q1. It is important for the organization to provide me with community volunteer opportunities to provide additional purpose within the workplace.				
Q2. It is important for the organization to keep me informed and included on issues and opportunities.				
Q3. It is important for the organization to provide strong stability and long-term vitality.				
Q4. It is important for my organization to recognize me with additional financial incentives for a job well done.				
Q5. It is important for my organization to recognize me publicly for a job well done.				
Q6. It is important for me to have job security in an organization.				
Q7. It is important for me to have complete trust in management in the organization.				
Q8. It is important for me to have an opportunity for growth in the company through promotions and/or additional job responsibilities.				
Q9. It is important for me to receive flexibility on dress code in the workplace.				
Q10. It is important for me to receive flexibility on work hours in the workplace.				

**Content Validity Index For Factors That Effect the Relationship Between Employers  
And Employees Employees Within Organizations  
(Page 2)**

Part II.

Instructions: Below are some statements that will be *asked to employers concerning various principles that their employees may view as important to them within an organization*. Please rate each statement as to extent you believe it is relevant to understating employee values within an organization. Rate each question using this scale. Select only ONE rating per question.

**1 = Not Relevant 2 = Somewhat Relevant 3 = Quite Relevant 4. Highly Relevant**

	1 Not Relevant	2 Somewhat relevant	3 Quite Relevant	4 Highly Relevant
Q1. How important is it to the employees that the organization provide them with community volunteer opportunities?				
Q2. How important is it to the employees that the organization keeps them informed and included on issues and opportunities?				
Q3. How important is it to the employees that the organization has strong stability and long-term vitality?				
Q4. How important is it to the employees that the organization recognizes them with additional financial incentive for a job well done?				
Q5. How important is it to the employees that the organization recognizes them publicly for a job well done?				
Q6. How important to the employees to have job security in an organization?				
Q7. How important is it to the employees that they have trust in their manager?				
Q8. How important is it to the employees that the organization provides an opportunity for growth in the company through promotions and/or additional job responsibilities?				
Q9. How important is it to the employees that the organization provides flexibility on dress code in the workplace?				
Q10. How important is it to the employees that the organization provides flexibility on work hours in the workplace?				