

1999

Analysis of a survey measuring manager satisfaction with human resource services

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ANALYSIS OF A SURVEY MEASURING MANAGER
SATISFACTION WITH HUMAN RESOURCE SERVICES

A Thesis

Presented to

The Department of Psychology

San Jose State University

In Partial Fulfillment

Of the Requirements for the Degree

Master of Science

By

Gail L. Cooke

May 1999

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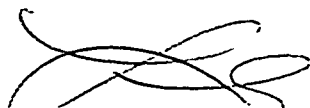
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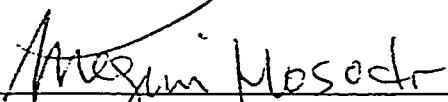
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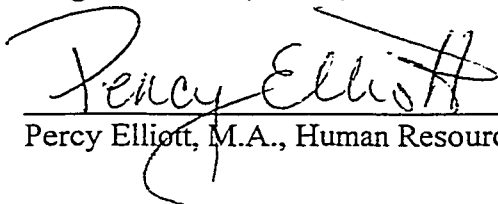
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ABSTRACT

ANALYSIS OF A SURVEY MEASURING MANAGER SATISFACTION WITH HUMAN RESOURCE SERVICES

By Gail L. Cooke

Corporate executives are no longer content to view HR departments as an overhead expense. Instead, they are asking that HR departments make a measurable contribution to the organization and to perform more of a strategic role. Measuring manager satisfaction towards human resource services is one method that can assess if HR is performing a strategic role and making a measurable contribution to the organization. The purpose of this research project was to evaluate, analyze, and provide recommendations for a survey measuring manager satisfaction towards HR services. A principal components analysis and Cronbach's alpha were used to describe the construction of the survey. Overall, the analysis of reliability revealed that the survey was internally reliable and good. The factor analysis revealed scales that can be used when analyzing manager satisfaction. The information generated by the current study can be utilized to generate meaningful benchmark data for assessing HR services.

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**Analysis of a Survey Measuring Manager Satisfaction
With Human Resource Services**

Footnotes

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Analysis of a Survey Measuring

Manager Satisfaction With Human Resource Services

Organizations today are in a constant state of flux. They are faced with rapidly changing technologies, shifting regulatory environments, changing customer and investor demands, and a growing global marketplace (Becker & Gerhart, 1996; Jones, 1996). In order to meet these new challenges, companies need to build and operate organizations that will be more customer responsive (Ulrich, 1997). Responsiveness includes innovation, improving service quality, faster decision making, and leading an industry in price or value. Measuring customer satisfaction can assist an organization in determining its level of customer responsiveness and how well it meets or exceeds customer expectations. Since 1988, the Baldrige National Quality Award has increased organizations' focus on customer satisfaction as a measure of corporate success and business process improvement (Corporate Leadership Council, 1998).

As a result of organizations moving towards becoming more customer responsive and endeavoring to increase customer satisfaction, the staff units within organizations also began implementing initiatives to improve their internal customer responsiveness (Zemke & Zemke, 1994). Staff units are defined as departments within an organization that do not generate revenue, such as accounting, MIS, and human resource departments. Research by Hallowell, Schlesinger, and Zornitsky (1996) supports the idea that staff organizations need to improve internal customer responsiveness. Their research findings

indicated that in order to deliver service quality to their external customers, organizations must begin by serving the needs of their internal customers.

In order to remain competitive and maintain a high level of customer satisfaction and responsiveness, organizations are required to improve performance by reducing costs, creating innovative products, improving quality, decreasing time to market, and increasing productivity. As a result of increasing competitive pressure, many organizations find the need to re-evaluate how they manage their employees in order to remain competitive and foster growth (Hooper 1984; Wright, McMahan, Snell, & Gerhart, 1997). As a staff organization, HR departments need to build and operate customer-responsive organizations serving the needs of their internal customers and strive toward increasing internal customer satisfaction (Zemke & Zemke, 1994).

Using HR as a Competitive Advantage

In an attempt to address these issues, research has been conducted examining methods with which to strategically utilize human resource practices and organizations. Empirical (Becker & Gerhart, 1996) and conceptual studies have identified the important strategic role that an organization's human resource (HR) practices can perform in developing the human capital pool that provides the organization a competitive advantage (Lado & Wilson, 1994; Wright, McMahan, & McWilliams, 1994).

Hueslid (1995) conducted a comprehensive study in which he evaluated the relationship between systems of High Performance Work Practices and firm performance. High Performance Work Practices included comprehensive employee recruitment and

selection, incentive compensation and performance management systems, and extensive employee involvement and training. Results based on a national sample of nearly one thousand organizations indicated that these practices have an economically and statistically significant impact on intermediate employee outcomes, such as turnover and productivity, and short-term and long-term measures of corporate financial performance.

Results from a study by Wright, et al. (1997) also pointed to the important role that the HR function can play in contributing to firm performance. They studied the relationships among HR importance, HR effectiveness, and firm performance. Survey data were collected from a sample of line and HR executives from 14 firms. They found that HR importance and effectiveness were strongly positively related only among HR respondents at the individual level, but they were strongly related among both groups at the firm level. In addition, HR importance was found to be significantly related to firm performance. These results provided support for the need for HR functions to focus on delivering high quality HR services and being involved in the strategic decision-making processes if the function seeks to be evaluated highly by the consumers of its services and to contribute to firm performance.

Lado and Wilson (1994) demonstrated how HR systems might contribute to a sustained competitive advantage by facilitating the development and utilization of organizational competencies. They found that an organization's HR systems can be viewed as a repository of knowledge about firm-specific knowledge, skills, abilities, relationships, and the work-related values of its employees. This knowledge enables

members of the organization to attract, develop, and retain employees with competencies that surpass those of competitors, and may ultimately contribute to sustained competitive advantage.

This research has proved to be significant and critical to HR organizations since corporate executives are no longer content in viewing HR departments as an overhead expense. Instead, they are calling upon HR to justify its existence by making measurable contributions, proving its effectiveness, and demonstrating its value as part of the organization (Bohlander & Kinicki, 1988; Brown, 1997; Zemke & Zemke, 1994).

Fitz-enz (1997) identified that the top HR departments focus primarily on contributing to the competitive advantage of the organization and demonstrate a commitment to managing the human assets of the business. An examination of the financial records of top HR departments' respective companies demonstrated that they were consistently among the top financial performers of their industry. These results were obtained by the Saratoga Institute, founded by Fitz-enz, by extracting the top 25 percent of performers from an original database of 573 companies in 20 industries. The top 25 percent of performers demonstrated low costs, fastest cycle times, largest volumes, and the highest quality data in cases of staffing, compensation, benefits, retention, and human-productivity management. The companies were then subjected to a rigorous screening process in which a specific set of questions were asked. From this data the Saratoga Institute identified the eight best practices of the HR function for the top 25 percent performers.

HR Increasingly Moving Towards Becoming a Strategic Business Partner

Several studies have demonstrated that one critical measure of an organization's success is implementing and maintaining human resource management systems that complement its "business strategy" and "operating needs" (King & Bishop, 1991; Hooper, 1984). Hooper (1984) stated that the primary challenge for HR departments will be to leverage their contribution to improve business performance. As organizations continue to focus on cost reductions and productivity improvement, management will scrutinize the HR function's return on investment. According to Hooper, in order to succeed in meeting this challenge, the HR staff must closely align its actions with the needs of the business.

As a result, human resource departments are increasingly moving toward becoming strategic business partners by linking HR strategy to business strategy (Jones, 1996). HR systems and functions must then work to solve business problems and support the organization's "strategic and operating initiatives" (Becker & Gerhart, 1996; Ulrich, 1997). This means HR departments are intimately involved in planning the goals and initiatives for the organization. Line managers and HR professionals work as partners to ensure that an integrated HR planning process occurs. The outcome is a business plan that highlights HR practices as priorities for accomplishing business results. In aligning themselves with their organizations' business strategy, HR departments assist operational executives in tapping into areas such as identification of the critical skill sets required to meet future business challenges. Therefore, in becoming a strategic business partner HR

assists in ensuring the success of specific business strategies (Brown, 1997; King & Bishop, 1991). Effectively performing this strategic role requires the organization's HR function deliver high quality practices (e.g., staffing, compensation, and training and development).

Current Assessment Methods Which Can Determine If HR Is Performing as a Strategic Business Partner

HR department assessment methods primarily focus on the ability of the HR function to deliver services as required by their business partners and to meet business needs (Heiser, 1968; Kuraitis, 1981; Rabe, 1967; Tsui, 1984). The domain of assessment may focus on the HR department, specific HR practices (such as compensation, recruiting, or training), or the total cost of personnel and productivity (Ulrich, 1989).

Currently HR organizations utilize a variety of assessment methods in order to evaluate their effectiveness and demonstrate measurable contributions. Various HR organizations "benchmark" themselves against external consultants or vendors in terms of quality, cost, and responsiveness satisfaction (Zemke & Zemke, 1994). Jac Fitz-enz (1995) suggests measuring specific behaviors or actions such as employee turnover, cost per hire, employee absenteeism, and time to fill. Other organizations attempt to measure the return on investment (ROI) on HR systems, including employee selection, training and development, and performance management systems (Jones, 1996; Goldstein, 1993; Phillips, 1996). Unfortunately, calculating the ROI for HR activities can be difficult since HR traditionally has little experience with the process and clear cause-and-effect

relationships are difficult to establish. Some HR organizations decide to develop their own specialized survey instrument to assess dimensions such as customer service attitude, skills and ability, responsiveness of processes, and quality of the final product (Zemke & Zemke, 1994).

Measuring customer satisfaction with human resource services can also be utilized in order to assess HR departments and activities. In a study conducted by the Corporate Leadership Council (1997), the profiled companies began using human resources internal customer satisfaction surveys to measure the quality of services the HR department provided to business units and employees. They also utilized the results in their continuous improvement efforts. Profiled companies used the customer satisfaction surveys to assess and evaluate services in several of areas such as benefits, change management, compensation, diversity, employee relations, facilities, staffing, systems, training, and workforce planning. Unfortunately, there is a lack of empirical research regarding HR customer satisfaction surveys. As a result, it is difficult to assess the level of effectiveness or quality of results these customer satisfaction surveys provide. Without a body of supporting empirical research it is unknown if this technique of evaluating HR is a valid method of assessing whether or not the HR department functions as a strategic business partner.

Why the Assessment of Customer Satisfaction Towards HR Services is Important

Research has indicated that it is important for HR to clearly understand the expectations of their customers. King and Bishop (1991) conducted a comparative

survey analyzing the relationship between HR managers' ranking of criteria, their perceptions of line managers' ranking of criteria and what line organizations actually value. These criteria included HR areas of service such as HR Planning, Staffing, Appraising Performance, Compensation, and Training and Development. They found that HR managers have a substantial tendency to underestimate the expectations of line organizations for human resources Planning, Staffing, and Improving Work Relations; and to over-value the importance of Compensation, Establishing and Maintaining Work Relationships, Training and Development, and Appraising Performance. This would suggest HR departments must measure customer satisfaction to ensure customer expectations are met and eliminate any discrepancies between HR managers' and line organizations' perceptions of which HR services and practices are "value-added" to the organization.

Utilizing the data as part of the strategic HR planning process, HR can develop programs that focus employees on key organizational strategies and while being responsive to their needs (Jones, 1996). An assessment instrument measuring customer satisfaction with HR services also supports previous research that found HR organizations need to focus more on information and decision, and seek involvement of managers in the formulation of HR policy and design (King & Bishop, 1991).

A study by the Corporate Leadership Council (1997) found that many HR organizations are seeking ways to quantify their services; one method of doing so is internal customer satisfaction surveys. The assessment of customer satisfaction with HR

services can assist in determining if HR meets executive, manager, and employee expectations. It can also insure that HR activities are closely aligned with strategic goals, increase profitability, and are managed in the most efficient way possible. The assessment focuses on the ability of HR to deliver services as required by managers to meet business needs. Ulrich (1989) identifies this as a critical element in measuring HR effectiveness. Therefore, the assessment provides an analytical instrument to measure the products and services provided by HR.

Using customer feedback can, therefore, serve as a catalyst for organizational changes that are needed to ensure the HR function's effectiveness. One study asked fourteen major organizations to identify seven best practice companies who excelled in the use of customer feedback (Bergin, 1997). The findings were then grouped into several categories, such as Customer Feedback Systems, Communication, and Organizational Issues. The study found 43% of the best practice companies explicitly include the concept of customer satisfaction in their corporate mission or value statement. All best practice companies also had specific standards for acting on customer feedback. These best practice companies actively used customer feedback to drive organizational change.

What the Development of a Well Constructed Quantitative Instrument Can Do

Judd, Smith, and Kidder (1991) state that written questionnaires provide an inexpensive and effective method for gathering data. In addition, written questionnaires give respondents a greater feeling of anonymity and, therefore, encourage honest and

open responses to sensitive questions. A multi-dimensional measurement of internal customer satisfaction can assist HR organizations in tailoring services to meet the needs and expectations of their customers. In addition, an overall level of satisfaction towards HR services can serve as outcome criteria to compare different HR departments' services and programs. A comparison of the same HR department under different conditions could also be made. This may be particularly useful since most organizations experience both business growth and contraction. A HR department can evaluate its ability to manage different business conditions and use the data gathered as part of its continuous improvement process.

Developing a New Measurement Instrument

In spite of the increasing pressure for HR departments to quantifiably assess their effectiveness, little research has been conducted on surveys that assess customer satisfaction towards HR services. Many organizations choose to develop personalized measurement instruments with the intent that both the content and question format could be modified to address the specific issues of the organization (Golembiewski, 1993). In the study by The Corporate Leadership Council (1997), interviewed organizations preferred customized surveys or standardized surveys containing a customized component. The profiled organizations implemented both standardized and customized customer satisfaction surveys, but preferred customized surveys or standardized surveys that contain a customized component. Customization allowed the organization to utilize its own definition of terms and provided more detailed and relevant information. Paul

and Bracken (1995) state that while many standardized surveys produce reliable and valid information, customized surveys can produce invaluable organization-specific information. The primary considerations are fit, cost, and the method in which the survey results are used.

When initiating a survey development process, extensive statistical analyses need to be conducted to determine if the instrument consistently and accurately measures critical concepts or aspects the organization is trying to measure (Fowler, 1993). Statistically, researchers commonly achieve this through the estimation of reliability and validity. Since validity is limited by a scale's reliability, a crucial issue of any new instrument is one of reliability and initial testing to focus on the scale's ability to consistently measure a construct (DeVellis, 1991).

Spector (1992) states that internal-consistency reliability is an indicator of how well the individual items of a scale reflect a common, underlying construct. Once the scale is determined to be reliable, attention can then be directed toward validity and the adequacy of a scale to measure the variable or area of interest. According to DeVellis (1991), validity is inferred from the manner in which a scale is constructed, its ability to predict specific events, or its relationship to measures of other constructs. Therefore, testing the reliability and validity of a scale is imperative to the development of a good measurement instrument.

Background, Administration, and Development
of the Customer Satisfaction Survey

In July 1997, the executive management of the hi-tech organization sought a measure to assess the effectiveness of the HR department. This action was a result of management's impetus and the HR department's desire to quantify their services in order to demonstrate how HR adds value to the organization. In the past, management and executives had never quantifiably evaluated the HR department. HR managers strongly desired to become strategic business partners with management and felt one method to achieve this goal would be to quantifiably measure the HR department. In addition, the HR department planned to use the results of the survey to align their goals and objectives with those of the business.

The assessment method selected was to develop and administer a survey measuring manager satisfaction towards HR services, such as Compensation, Employee Development, Employee Relations, Employment, Strategic Business Focus, Tactical Business Focus, and Communication. In developing the survey, a review of existing survey instruments and methods was conducted. In addition, focus groups and interviews were conducted to determine and identify the types of survey questions that should be asked and to provide feedback regarding the method for delivering the questionnaire.

The pilot survey was implemented in July 1997. All managers and executives within the organization were encouraged to participate in the survey. The final survey was implemented in April 1998.

The Purpose of This Research Project

The overall purpose of this research project is to evaluate, analyze, and provide recommendations for a survey measuring manager satisfaction with human resource services. The survey was developed in a Silicon Valley high-tech company. A pilot survey was developed and administered in 1997. A statistical analysis of the survey was conducted and the results were utilized to determine the initial validity and reliability of the instrument and to implement any necessary survey modifications. The final survey was modified and administered in 1998. Because the survey was a new measure of manager satisfaction, the organization did not have any preconceived expectations regarding the structure of the survey and the type of data collected. As a result, the analysis and evaluation of the survey instrument provided the organization with information and recommendations regarding the construction of the survey instrument.

Two research questions were asked to explore the scope and structure of the final survey. The first research question asked, "What are the underlying dimensions or constructs that are measured by the instrument?" The second research question was designed to analyze the survey one step further and asked, "How reliably does the instrument or scale measure the construct?"

Pilot Survey Method

Item development/refinement

The initial pool of scale items was developed in several steps. First, a collaboration of questions, which were representative of measuring manager satisfaction

with Human Resources and Organization Development (HR/OD) services, was generated. The generation of a pool of items defining the Manager Satisfaction Scale was also based on information gathered from the Human Resource Staff. Items were then eliminated on the basis of ambiguous/unclear wording, items worded in the wrong tense, items using jargon, and items that were not related to the construct. The result was a list of 25 items. These items measured the satisfaction of the managers in the following areas of service: Compensation, Employee Development, Employment, Strategic Business Focus, Tactical Business Focus, Employee Relations, and Communication.

Scaling

A closed-ended response format was utilized for the 25 questionnaire items. This format was selected mostly due to pragmatic reasons since closed-ended formats take little time to complete, are easy to administer, and result in a low cost investment to the organization. A closed-ended format would also be less open to interpretation by the participants thereby assisting in reducing participants' confusion and ultimately assisting in attaining greater reliability and validity.

Participants were asked to indicate their level of satisfaction with each of the 25 questionnaire items in the form of ratings, on a Likert-type 5-point scale. The following five-point rating scale was used to measure the level of manager satisfaction: (1) very dissatisfied, (2) dissatisfied, (3) somewhat dissatisfied/somewhat satisfied, (4) satisfied, and (5) very satisfied. The 25 items within each area were averaged according to dimension. The lower scores represent a lower level of satisfaction with HR/OD

service(s) and the higher scores represent a higher level of satisfaction with HR/OD service(s).

Participants

Two-hundred seventy-one (271) questionnaires were distributed and a total of 122 (45%) managers and executives responded to the questionnaire. The survey respondents were comprised of 98 (80%) males and 24 (20%) females. Eighty-five percent of the participants were managers and fifteen percent were executives.

Procedure

The managers received an e-mail describing the purpose of the questionnaire and were asked for their participation. The e-mail also contained detailed instructions on how to complete the on-line questionnaire. The managers were asked to scroll down and select the "HR/OD Instant Questionnaire" icon. Participants then saw one survey item at a time and were asked to indicate, on a scale from very dissatisfied to very satisfied, which response most closely represented how satisfied they were with each HR/OD service. After the last survey item, a message appeared thanking the participant for completing the questionnaire and the survey responses were automatically sent to the researcher via e-mail.

Pilot Survey Results

For both the pilot and final survey a statistical assessment was conducted. For the pilot survey, an analysis of the Pearson correlation coefficients was conducted in order to

determine the internal consistency of the survey. Cronbach's alpha was calculated as an estimate of the survey's reliability.

Descriptive statistics

Table 1 reveals the means and standard deviations for each area of service and questionnaire item. Individually, these means ranged between 2.71 to 3.76 while the standard deviations ranged between .69 and 1.11. Overall, the average mean of all the items was close to the middle of the range at 3.33. Two out of the three lowest means were in the Employment area of service: item 10 (satisfaction with HR's ability to provide qualified applicants) and item 23 (satisfaction with HR's management of the staffing and selection process). The Employment area of service was also the lowest rated area of service which implies that managers were the most dissatisfied with HR's employment service quality. The two highest means, item 6, measuring HR's role in the coordination of meetings, with a mean of 3.76 and item 13, measuring the accuracy of information HR provides, with a mean of 3.70, were in the Communication area of service. Overall, managers expressed the highest level of satisfaction with the Communication area of service.

Pearson correlation coefficients

Examination of the inter-item correlation matrix (Table 2) reveals that a majority of the items were highly correlated with an average r of .34. Two items were significantly correlated to all of the other items: Item 2, measuring satisfaction with the clarity of information HR provides (mean inter-item correlation .43), and item 25,

measuring satisfaction with HR's communication of employment processes (mean inter-item correlation .37). Both items ask questions related to communication. This might suggest that communication is a leading indicator of satisfaction with HR services and, therefore, impacts the level of satisfaction of the other questionnaire items. Item 6, measuring satisfaction with HR's role in the coordination of meetings, was only significantly correlated with 11 items and had a mean correlation of .21. In reviewing how Item 6 was written, it is unlikely that the low correlation is due to a poorly written item. Instead, Item 6 is most likely not a good measure for determining level of satisfaction towards HR services.

Estimation of reliability

Coefficient alpha was computed to examine the reliability of the scale for two main reasons. First, because coefficient alpha is an accepted standard of measuring reliability. Second, pragmatically, this indicator is easy to obtain. Cronbach's alpha was .89 based on 35 surveys with complete data. The high Cronbach alpha suggests that these items can be considered internally reliable and, therefore, measure the same construct, manager satisfaction towards HR services.

Final Survey Method

Item development/refinement and scaling

As the results of the pilot study revealed, overall, the survey demonstrated a high level of inter-item correlation and reliability. One area of improvement for the survey was to increase the average inter-item correlation of .34. Based on these findings, items

that could have been somewhat ambiguous were re-worded and three items were added. One item, measuring satisfaction with the tools HR provides to assist with compensation processes, was added in the Compensation area of service. Two items, measuring satisfaction with the timeliness of the information HR provides and satisfaction with HR formal communication vehicles, were added in the Communication area of service. Organizational Development was omitted from the final survey. Since Human Resources and Organizational Development were two distinct departments, it was decided that each department should be measured separately.

The final survey measures the same areas of service as the pilot survey. The areas of services measured are Compensation, Employee Development, Employment, Strategic Business Focus, Tactical Business Focus, Employee Relations, and Communication. All of the items were stated positively and there was no reverse scoring. The final survey also utilized the same Likert-type five-point rating scale as the pilot survey. The 5-point rating scale ranged from very dissatisfied (1) to very satisfied (5). Response choices were also provided for those respondents for whom the item was not applicable or who had no opinion.

Participants

Three-hundred sixty-nine questionnaires were distributed and a total of 181 (49%) managers and executives responded to the questionnaire. The survey participants were comprised of 154 (85%) males and 27 (15%) females. Eighty-eight percent of the participants were managers and twelve percent were executives.

Procedure

Similar to the pilot survey, each manager received a memo, via e-mail, describing the purpose of the survey and asking for his or her participation. The memo also contained detailed instructions on how to complete the on-line survey. The participants began the survey by selecting the "HR Questionnaire" icon. The participant then saw one survey item at a time and was asked to select his/her appropriate response for each survey item. After the last survey item, a message appeared thanking the participant for completing the questionnaire and the survey responses were automatically sent to the researcher via e-mail. A sample copy of the survey is provided in Appendix A.

Final Survey Results

Descriptive statistics

The means and standard deviations for each area of service and questionnaire item are presented in Table 3. Individually, these means ranged between 2.86 and 3.84 while the standard deviations ranged between .61 and 1.17. Overall, the average mean of all the items was close to the middle of the range at 3.43. Similar to the findings in the pilot survey, managers were the most dissatisfied with HR's ability to provide qualified applicants (Item 10). Item 10 had the lowest mean of all the questionnaire items (2.86).

The two items with the highest means dealt with satisfaction pertaining to knowledge and information. Managers expressed the most satisfaction with item 1, satisfaction with HR's knowledge of compensation policies and procedures, with a mean

of 3.84 and item 13, satisfaction with the accuracy of information HR provides, with a mean of 3.75.

Pearson correlation coefficients

Examination of the inter-item correlation matrix reveals that a majority of the items were highly correlated with a with an average r of .39. A complete table of the correlation coefficients for all 28 items measuring human resource services are indicated in Table 4. Item 18, satisfaction with time spent with HR representative discussing strategic business issues, was the only item that was not significantly correlated with all of the items. Item 18 had a mean correlation of .31 and was significantly correlated to 25 items. Many managers did not respond to item 18 which therefore implies that this item is either ambiguously worded or that this question does not apply to many managers. Therefore, this item should be re-evaluated and possibly be omitted from the questionnaire.

Item 19, satisfaction towards level of support HR provides employees, resulted in the highest inter-item correlation with a mean of .48. This may imply that item 19 is an important measure that is strongly related to the level of satisfaction with HR services. While item 4, measuring satisfaction towards availability/access of HR, and item 18, measuring satisfaction towards time spent with their HR representative discussing strategic business issues, had the lowest inter-item correlation with a mean of .31. Compared to other items in the questionnaire, these two items may not be good gauges to measure satisfaction towards HR services.

Estimation of reliability

The statistical issues intrinsic in the second research question, “How reliably does the instrument or scale measure the construct,” were addressed by conducting an analysis of the survey’s Chronbach’s alpha and Pearson’s correlation coefficients as an estimate of the reliability. Cronbach’s alpha was computed to examine the internal consistency of the survey. This analysis assisted in determining how reliable the survey was in measuring the construct in addition to how well each item contributed to the survey’s overall reliability.

According to Hair, Anderson, Tatham, and Black (1992), a minimum criterion for a good alpha may be set at ($\alpha = .70$). This criterion allows a relatively high level of confidence that the individual items are all consistent in their measurements. Overall, the alpha score indicates the proportion of variance in the scale score that is attributable to the true score.

Similar to the pilot survey, coefficient alpha was computed to examine the reliability of the scale for two main reasons. First, because coefficient is an accepted standard of measuring reliability. Second, pragmatically, this indicator is easy to obtain. The analysis revealed that the survey was considered reliable. Cronbach’s alpha was .94 based on 62 surveys with complete data.

Coefficient alpha was computed on each scale (Table 4) and analysis of the results demonstrated that the scales were considered internally reliable since all the coefficient alphas were .76 and above. The Employee Development area of service had the highest

coefficient alpha (.83). Since this area of service accounts for the greatest amount of variance, this may suggest that when managers think of the services HR provides, Employee Development immediately comes to mind. This finding may be specific to the company since in the last year and a half the organization had spent considerable effort and resources in promoting and encouraging employee development programs.

Factor analysis/principle components analysis of scale

The analysis used to measure the first research question, "What are the underlying dimensions or constructs that are measured by the instrument," was to conduct a factor analysis of the instrument in order to describe the construction of the survey and identify underlying constructs. A principal components factor analysis was conducted to examine the scale responses for the questionnaire items. Principal components analysis was preferred over factor analysis because the former required no assumption concerning the underlying structure of the data. The primary purpose of a principal components analysis is data reduction and summarization of a large number of variables in terms of their common underlying dimensions (Hair, et al., 1992).

For the present study, the factors were assumed to be distinct and not associated with each other. As a result, for simplicity of interpretation, a varimax rotation was chosen over oblique rotation in order to maximize the tendency for each variable to load highly on only one factor, creating distinct, identifiable delineations.

A principal components factor analysis was conducted using a varimax rotation and an unstipulated number of factors defined by eigenvalues greater than 1.00.

Eigenvalues greater than or equal to 1.0 were considered robust and meaningful. The findings showed that the seven factors emerged as robust and meaningful based on this statistical analysis. See Table 6 for a complete presentation of the factors and their loadings.

The communality figures estimate the amount of variance in a variable accounted for by the extracted factors taken together. The communalities for each of the items are presented in Table 6. A review of the overall communality figures revealed that the highest communality appeared in item 24, HR's ability to facilitate the resolution of employee relations incidents (.86). This large communality indicated that an ample amount of the variance in item 24 had been accounted for by the extracted factors. Comparatively, the lowest communality appeared in item 25, HR's communication of employment processes, (.55). The small communality indicated that a large portion of the variance in item 25 was unaccounted for by the extracted factors.

The seven factors accounted for 72.8% of the variance. Visual inspection of the factor loadings associated with the varimax rotation revealed that the items loaded heavily on a single factor. The first factor accounted for 39.1% of the total variance and was defined by items regarding Dissemination of Knowledge and Information. When comparing the variables that loaded onto factor 1 to the original questionnaire scales, the factor consists of items taken from various scales. Factor 1 may, therefore, be comprised of the best questionnaire items that measure satisfaction towards HR services. These items may also be the most salient to the respondents. To managers, HR may be viewed

as a gatekeeper of information and knowledge or as a provider of advice and support to their customers.

The second factor accounted for 8.1% of the total variance and was defined by Employment Policies and Procedures. Item 20 loaded equally on Factor 2 and 3 (.44). Further analysis revealed that item 20 demonstrated a high inter-item correlation and response rate relative to the other variables. Therefore, it was determined that even with such a low loading, item 20 can be considered a good questionnaire item and should not be omitted.

The third factor accounted for 6.6% of the total variance and was defined by Employee Development. The third factor is the only extracted factor that most closely matched one of the original questionnaire scales. The Employee Development factor consisted of 4 out of the 5 items in the Employee Development scale.

The fourth factor accounted for 5.5% of the total variance and was defined by Level of HR Support. The loading of item 18 on Factor 4 was determined to be a relative loading due to the low response rate. In addition, due to the low response rate and not demonstrating a significant inter-item correlation with all the other items, this item may not adequately measure manager satisfaction and should be omitted from the questionnaire.

The fifth factor accounted for 5.0% of the total variance and was defined by Knowledge and Assistance. The sixth factor accounted for 4.2% of the total variance and was defined by Management of Compensation Processes and Information Timeliness.

The seventh factor accounted for 3.8% of the total variance and was defined by HR Formal Communication Vehicles. Only item 28, satisfaction with HR formal communication vehicles, loaded on this factor. Even though Factor 7 accounted for the least amount of variance, the eigenvalue was still greater than 1. According to this analysis, this factor is considered robust and meaningful and the item should not be omitted from the survey.

Coefficient alpha was computed to examine the reliability of the first six factors. In general, the coefficient alphas of the factors tended to be higher than the coefficient alphas of the original scales. Four out of six factors had a coefficient alpha of .81 or higher. Whereas, only one out of seven of the original scales had a coefficient alpha higher than .80. This may be attributed to the fact that the original scales only had an average of 3 to 4 items per scale. While the first four factors with a coefficient alpha of .81 or higher had an average of 5 items per factor.

Overall, direct comparison of the factors and the original scales revealed that the factors did not generally load onto the original scales. Since the analysis of the reliability for each scale revealed an alpha of .76 or greater and demonstrated a high inter-item correlation, the original scales are considered internally reliable and "good." As a result, the factor analysis revealed other scales that can be used when analyzing manager satisfaction. In addition, since Factor 1 consisted of items from a variety of the original scales, HR departments may decide to implement an abbreviated questionnaire utilizing only these 7 items in order to determine an overall level of manager satisfaction. HR

departments may consider an abbreviated questionnaire as advantageous since it would take managers less time to complete the questionnaire and would also significantly decrease the amount of time required to analyze the questionnaire.

Discussion

The overall purpose of this research project was to evaluate, analyze, and provide recommendations for the improvement of a survey measuring satisfaction towards human resource services. Two research questions were generated to explore the scope and structure of the survey. The first research question asked "What are the underlying dimensions or constructs that are measured by the instrument?" The second research question was designed to analyze the survey one step further and asked, "How reliably does the instrument or scale measure the construct?"

In order to address the first research question, "What are the underlying dimensions or constructs that are measured by the instrument?" a principal components factor analysis with a varimax rotation was conducted to examine the scale responses for the questionnaire items. In response to question one, seven factors emerged after the survey data was subjected to statistical analysis. These factors were defined by their item loadings and were labeled accordingly.

The first factor accounted for the most variance and was defined by Dissemination of Knowledge and Information. The first factor consisted of items taken from various scales. Factor 1 may, therefore, be comprised of the best questionnaire items that measure satisfaction towards HR services. These items may also be the most

salient to the respondents. To managers, HR may be viewed as a gatekeeper of information and knowledge or as a provider of advice and support to their customers.

The second factor accounted for significantly less variance than the first factor and was defined by Employment Policies and Procedures. The third factor, Employee Development, was the only extracted factor that most closely matched one of the original questionnaire scales, the Employee Development Scale. This may suggest that the original Employee Development scale was the most homogenous and, therefore, extracted in the factor analysis. The fourth and fifth factors were defined by Level of HR Support and Knowledge and Assistance respectively. The sixth factor was defined by Management of Compensation Processes and Information Timeliness. The seventh factor, HR Formal Communication Vehicles, accounted for the least amount of variance. This may be due to the fact that only one item loaded on the seventh factor.

Overall, the factors did not generally load onto the original scales. Since the analysis of reliability revealed that the original scales are internally reliable and "good," the factor analysis revealed other scales that can be utilized when measuring manager satisfaction with HR services. For example, since Factor 1 consisted of items from a variety of the original scales, HR departments can implement an abbreviated questionnaire utilizing only 7 items in order to determine an overall level of manager satisfaction. On the other hand, if HR departments want to measure a specific area of service the original scales would be more appropriate. The scales a HR organization utilizes will, therefore, depend on the purpose for conducting the survey.

As the final step in this research, an assessment was conducted of each of the original scales and recommendations were generated for future instrument development. Coefficient alpha was computed on each scale and analysis of the results demonstrated that the scales were considered internally reliable. The Employee Development area of service had the highest coefficient alpha. Since this area of service accounts for the most amount of variance, this may imply that when managers think of the services HR provides, Employee Development immediately comes to mind. This finding may be specific to the company since in the last year and a half the organization had spent considerable effort and resources in promoting and supporting employee development programs.

Further analysis of the scales revealed that coefficient alpha would not be significantly increased by omitting one item from any particular scale. In a majority of cases, omitting an item decreased alpha. Only one item, item 18, was recommended for removal from the questionnaire due to the low response rate, and, unlike the other variables, it was not significantly correlated with all the questionnaire items. Overall, each scale and extracted factor seemed to be closely related to manager satisfaction towards HR services.

Implications of the study

The current study has two main implications for the on-going investigation of measuring satisfaction towards human resource services. First, more empirical research needs to be conducted in this area in order to develop instruments and tools to accurately

measure HR services. The present study addresses this need by analyzing the content of the survey. The results of the present study found that satisfaction towards HR services is comprised of seven distinct areas of service, Compensation, Employee Development, Employment, Strategic Business Focus, Tactical Business Focus, Employee Relations, and Communication. Out of the seven areas of service, the most salient area of service to managers is Employee Development. The results of the analysis of the current study could be utilized to further develop and improve the survey, providing researchers with a new tool to assess the level of internal customer satisfaction with HR services.

The second implication of this study addresses researchers' efforts to assess the various factors that can be utilized to measure or assess HR services. The statistical analysis presented in this study helped identify seven factors that might influence satisfaction levels related to the services HR organizations provide. These factors can be used to support the pool of variables that currently exist to define the multi-dimensionality of HR services an organization may provide.

In addition, as corporate executives continue to increase the pressure on HR organizations to justify their existence and "add value" to the organization, this study's questionnaire can be utilized in order to evaluate if HR services are "adding value." The results of the questionnaire can also be used to determine compensation for HR staff.

Conclusion

Overall, the instrument was well constructed and reliable. One significant weakness of the study was that out of 181 surveys only 62 had complete data. This low

number of surveys with complete data may suggest that respondents did not understand some of the questionnaire items or they found items that did not apply to them.

Therefore, adequate survey results for an overall measure of manager satisfaction may be obtained by using only those 7 items extracted by Factor 1. Using a shorter scale will place fewer burdens on respondents and may increase the number of questionnaires with complete data.

On the other hand, all of the scales were considered reliable and HR organizations may find the 28 item questionnaire useful in determining which areas of service need improvement. The results can therefore be used in order to develop department goals and objectives.

The information generated by the current study could be utilized to generate meaningful benchmark data for assessing HR services. The current study was of an exploratory nature and cannot be considered exhaustive. Therefore, additional empirical research needs to be conducted which statistically evaluates similar surveys measuring satisfaction towards HR services. The findings of the present study could lead to further development and subsequent testing of a modified survey. The present study can be instrumental for other HR organizations' efforts to identify and address the most relevant issues of their respective organizations and ultimately improve the quality and level of services they provide, while, at the same time, meeting the needs and expectations of their internal customers.

Table 1

Pilot Survey Descriptive Statistics

Item	Mean	SD	N
Compensation	3.33	.77	94
1. HR's knowledge of compensation policies and procedures	3.67	.78	102
8. HR's management of compensation processes	3.19	1.00	113
14. HR's timeliness of completing compensation processes	3.23	1.03	111
Employee Development	3.21	.73	77
5. Usefulness of employee development programs	3.29	.91	109
9. Coaching by HR for management development	3.19	.96	104
16. Tools HR provides to assist you with employee development	3.42	.87	96
22. Coaching provided by HR for employee development	3.20	.89	94
Employment	2.98	.69	76
10. HR's ability to provide qualified applicants for key positions	2.71	1.00	99
17. HR's participation in the management of headcount targets	3.05	.92	84
23. HR's management of the staffing and selection process	2.96	.96	102
25. HR's communication of employment processes	3.37	.82	107
Strategic Business Focus	3.22	.72	70
7. HR's knowledge of the business	3.33	.87	97
11. Usefulness of HR's advise and counsel	3.45	.87	103
18. Amount of time spent with HR representative discussing strategic business issues	2.91	.94	80
Tactical Business Focus	3.18	.87	99
4. Availability/access of HR with respect to questions, requests, etc	3.36	1.11	117
15. Employee's satisfaction with availability/access of HR	3.08	.93	102
19. Level of support HR provides to employees	3.20	.92	111
Employee Relations	3.53	.68	73
3. Timeliness of HR's response to employee relations incidents	3.40	1.06	99
12. HR's efforts to ensure fair resolution of employee relations incidents	3.58	.89	84
20. Received appropriate information regarding HR policies and procedures	3.53	.75	119
24. HR's ability to facilitate the resolution of employee relations incidents	3.59	.69	80
Communication	3.63	.56	96
2. Clarity of the information HR provides	3.45	.84	119
6. HR's role in the coordination of meetings	3.76	.75	112
13. Accuracy of information HR provides you	3.70	.75	114
21. Training provided by HR on HR programs	3.53	.77	108

Table 2
Pilot Survey Correlation Coefficients

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1														
2	.39***													
3	.18	.37***												
4	.27**	.47***	.65***											
5	.10	.29**	.08	.14										
6	.14	.42***	.03	.11	.08									
7	.40**	.61***	.38**	.42**	.30**	.44***								
8	.43**	.51***	.23*	.39**	.27**	.31**	.52***							
9	.25*	.31**	.16	.20*	.48**	.15	.32**	.31**						
10	.25*	.39***	.30**	.43**	.32**	.17	.40**	.22*	.24*					
11	.29**	.55***	.32**	.40**	.27**	.14	.44**	.32**	.56**	.3**				
12	.34**	.58***	.45**	.42**	.32**	.26*	.56**	.44**	.51**	.25*	.62***			
13	.37**	.48***	.27**	.36**	.25**	.29**	.47	.48**	.37**	.26*	.38***	.46***		
14	.34**	.49***	.34**	.41**	.12	.36**	.39**	.61**	.23*	.20*	.25*	.42**	.28**	
15	.37**	.44***	.44**	.55**	.22*	.20	.45**	.46**	.32**	.24*	.43***	.46**	.45***	.53***
16	.20	.23*	.16	.09	.45**	.20**	.22*	.07	.53**	.23*	.45***	.35**	.3**	-.01
17	.22*	.45***	.01	.28**	.28*	.30**	.52**	.27*	.18	.39**	.34**	.19	.46***	.18
18	.33**	.51***	.33**	.43**	.19	.08	.52**	.17	.29*	.41**	.36**	.35**	.32**	.24*
19	.34**	.48***	.46**	.64**	.32**	.07	.46**	.40**	.45**	.42**	.51***	.38**	.48***	.36***
20	.33**	.54***	.36**	.37**	.15	.35**	.52**	.42**	.27**	.22*	.41***	.53**	.34***	.52***
21	.04	.25**	.01	.11	.29**	.17	.18	.24*	.41**	.24*	.33***	.25*	.40***	.14
22	.08	.33***	.12	.25*	.55**	.16	.18	.29**	.61**	.34**	.51***	.3**	.38***	.13
23	.34**	.31**	.18	.47**	.25*	.20	.32**	.30**	.15	.65**	.29**	.19	.40***	.17
24	.35**	.50***	.44**	.27*	.27*	.22	.50**	.37**	.48**	.29*	.46***	.62**	.49***	.3**
25	.34**	.38***	.37**	.4**	.21*	.23*	.45**	.45**	.41**	.30**	.28**	.44**	.51***	.47***

*p<.05
**p<.01
***p<.001

Table 2 (cont'd)

Pilot Survey Correlation Coefficients

	15	16	17	18	19	20	21	22	23	24
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16	.22*									
17	.25*	.24*								
18	.36**	.24*	.37**							
19	.59***	.28**	.31**	.57***						
20	.49***	.20*	.29**	.35***	.41***					
21	.21*	.52***	.28*	.09	.30**	.24*				
22	.33**	.66***	.20	.16	.49***	.27**	.49***			
23	.27**	.31**	.49***	.42***	.46***	.29**	.29**	.35***		
24	.42***	.48***	.13	.36**	.36***	.48***	.32**	.43***	.18	
25	.49***	.22	.29**	.28*	.47***	.49***	.26**	.39***	.32**	.51***

*p<.05

**p<.01

***p<.001

Table 3

Final Survey Descriptive Statistics

Item	Mean	SD	N
Compensation	3.54	.64	141
1. HR's knowledge of compensation policies and procedures	3.84	.61	160
8. HR's management of compensation processes	3.44	.98	177
14. HR's timeliness of completing compensation processes	3.58	.84	174
27. Tools HR provides to assist with compensation processes	3.44	.84	154
Employee Development	3.22	.67	132
5. Usefulness of employee development programs	3.15	.98	163
9. Coaching by HR for management development	3.15	.89	157
16. Tools HR provides to assist you with employee development	3.25	.86	165
21. Training provided by HR on HR programs	3.37	.82	169
22. Coaching provided by HR for employee development	3.17	.81	157
Employment	3.11	.76	129
10. HR's ability to provide qualified applicants for key positions	2.86	1.01	139
23. HR's management of the staffing and selection process	3.19	.94	156
25. HR's communication of employment processes	3.40	.77	168
Strategic Business Focus	3.36	.70	85
7. HR's knowledge of the business	3.36	.83	160
11. Usefulness of HR's advise and counsel	3.53	.77	159
17. HR's participation in the management of headcount targets	3.14	.96	119
18. Amount of time spent with HR representative discussing strategic business issues	3.39	.88	108
Tactical Business Focus	3.50	.73	148
4. Availability/access of HR with respect to questions, requests, etc	3.64	.94	176
15. Employee's satisfaction with availability/access of HR	3.37	.78	155
19. Level of support HR provides to employees	3.48	.82	174
Employee Relations	3.54	.66	110
3. Timeliness of HR's response to employee relations incidents	3.68	.92	151
12. HR's efforts to ensure fair resolution of employee relations incidents	3.51	.92	127
20. Received appropriate information regarding HR policies and procedures	3.52	.81	176
24. HR's ability to facilitate the resolution of employee relations incidents	3.49	.80	128
Communication	3.62	.56	145
2. Clarity of the information HR provides	3.66	.81	179
6. HR's role in the coordination of meetings	3.69	.80	163
13. Accuracy of information HR provides you	3.75	.70	177
26. Timeliness of information HR Provides you	3.50	.75	177
28. HR formal communication vehicles	3.57	.76	169

Table 4

Final Survey Correlation Coefficients

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1															
2	.54***														
3	.34***	.45***													
4	.21***	.34***	.50***												
5	.36***	.33***	.19*	.30***											
6	.21**	.36***	.31***	.25***	.34***										
7	.46***	.44***	.39***	.35***	.41***	.47***									
8	.41***	.47***	.39***	.27***	.39***	.31***	.43***								
9	.26***	.32***	.27***	.28***	.45***	.30***	.36***	.37***							
10	.33***	.42***	.36***	.24**	.37***	.33***	.49***	.18*	.25**						
11	.35***	.46***	.49***	.46***	.40***	.43***	.45***	.45***	.60***	.42***					
12	.41***	.42***	.40***	.22**	.30***	.42***	.44***	.42***	.43***	.24**	.57***				
13	.44***	.49***	.49***	.28***	.32***	.42***	.42***	.44***	.30***	.32***	.46***	.55***			
14	.36***	.38***	.51***	.31***	.26***	.30***	.27***	.52***	.26***	.24**	.27***	.36***	.46***		
15	.39***	.39***	.39***	.52***	.33***	.30***	.37***	.26***	.23**	.40***	.42***	.42***	.40***	.36***	
16	.41***	.33***	.33***	.21**	.64***	.28***	.32***	.42***	.50***	.29***	.41***	.40***	.30***	.34***	.29***
17	.46***	.40***	.48***	.40***	.36***	.44***	.52***	.37***	.26**	.55***	.44***	.19*	.44***	.37***	.30***
18	.12	.22	.33***	.29***	.21*	.28**	.38***	.21*	.31***	.27**	.46***	.30**	.11	.26**	.39***
19	.41***	.45***	.55***	.54***	.44***	.44***	.56***	.41***	.42***	.42***	.65***	.56***	.50***	.37***	.62***
20	.46***	.48***	.38***	.27***	.34***	.33***	.32***	.42***	.36***	.34***	.34***	.37***	.45***	.45***	.29***
21	.46***	.38***	.33***	.25***	.45***	.35***	.35***	.41***	.44***	.38***	.39***	.36***	.33***	.34***	.38***
22	.47***	.46***	.35***	.28***	.50***	.37***	.43***	.36***	.54***	.37***	.46***	.40***	.33***	.35***	.43***
23	.42***	.38***	.33***	.16*	.39***	.50***	.38***	.41***	.20**	.57***	.36***	.38***	.41***	.38***	.38***
24	.43***	.44***	.41***	.19*	.28***	.39***	.46***	.40***	.43***	.32***	.49***	.78***	.45***	.40***	.49***
25	.45***	.42***	.40***	.37***	.38***	.47***	.50***	.49***	.35***	.49***	.56***	.48***	.47***	.44***	.53***
26	.39***	.45***	.54***	.42***	.33***	.52***	.41***	.47***	.26***	.45***	.44***	.34***	.57***	.46***	.47***
27	.45***	.47***	.35***	.19**	.31***	.30***	.34***	.52***	.20**	.25**	.31***	.42***	.33***	.46***	.37***
28	.30***	.25***	.32***	.34***	.47***	.34***	.47***	.34***	.33***	.33***	.30***	.20*	.24***	.29***	.21**

*p<.05

**p<.01

***p<.001

Table 4 (cont'd)

Final Survey Correlation Coefficients

	16	17	18	19	20	21	22	23	24	25	26	27
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17	.27**											
18	.23**	.42***										
19	.38***	.46***	.57***									
20	.34***	.36***	.33***	.45***								
21	.45***	.43***	.28**	.41***	.55***							
22	.54***	.38***	.32***	.47***	.42***	.60***						
23	.37***	.55***	.35***	.36***	.35***	.45***	.48***					
24	.45***	.21*	.43***	.62***	.48***	.40***	.44***	.41***				
25	.37***	.57***	.46***	.58***	.43***	.43***	.41***	.53***	.50***			
26	.31***	.61***	.19*	.50***	.39***	.44***	.41***	.55***	.36***	.60***		
27	.35***	.22*	.22*	.36***	.36***	.45***	.42***	.43***	.45***	.38***	.35***	
28	.42***	.44***	.31***	.43***	.36***	.36***	.33***	.29***	.27***	.39***	.44***	.35***

*p<.05

**p<.01

***p<.001

Table 5

Estimation of Reliability

Scale	α	# of Complete Surveys
Overall	.94	62
Employee Development	.83	132
Tactical Business Focus	.79	148
Strategic Business Focus	.78	85
Employment	.77	129
Employee Relations	.77	110
Communication	.77	145
Compensation	.76	141

Table 6

Rotated Factor Matrix

Item	Factor 1	Factor 2	Factor 3	Factor 4
Dissemination of Knowledge and Information				
12. HR's efforts to ensure fair resolution of employee relations incidents	.75	-.11	.28	.23
13. Accuracy of information HR provides you	.70	.34	.13	.07
24. HR's ability to facilitate the resolution of employee relations incidents	.67	.14	.34	.19
11. Usefulness of HR's advise and counsel	.64	.27	.36	.42
2. Clarity of the information HR provides	.52	.34	.18	.08
7. HR's knowledge of the business	.47	.39	.04	.22
6. HR's role in the coordination of meetings	.46	.33	.26	.13
Employment and Policies and Procedures				
10. HR's ability to provide qualified applicants for key positions	.06	.77	.01	.29
23. HR's management of the staffing and selection process	.15	.75	.06	.14
17. HR's participation in the management of headcount targets	.12	.68	-.01	.19
25. HR's communication of employment processes	.31	.56	.14	.23
20. Received appropriate information regarding HR policies and procedures	.21	.44	.44	-.06
Employee Development				
9. Coaching by HR for management development	.39	-.02	.75	.13
5. Usefulness of employee development programs	.08	.11	.71	.07
16. Tools HR provides to assist you with employee development	.18	.02	.69	-.02
22. Coaching provided by HR for employee development	.24	.08	.60	.32
Level of HR Support				
4. Availability/access of HR with respect to questions, requests, etc.	.15	.15	-.04	.80
15. Employee's satisfaction with availability/access of HR	.12	.25	.20	.67
3. Timeliness of HR's response to employee relations incidents	.35	.17	.03	.64
19. Level of support HR provides to employees	.47	.31	.24	.62
18. Amount of time spent with HR representative discussing strategic business issues	.00	.39	.38	.60
Knowledge and Assistance				
27. Tools HR provides to assist with compensation processes	.13	.05	.11	.18
1. HR's knowledge of compensation policies and procedures	.31	.36	.07	-.15
21. Training provided by HR on HR programs	.06	.17	.45	.17
Management of Compensation Processes & Information Timeliness				
14. HR's timeliness of completing compensation processes	-.02	.13	.26	.18
26. Timeliness of information HR Provides you	.31	.44	.12	.27
8. HR's management of compensation processes	.40	.10	.16	-.08
HR Formal Communication Vehicles				
28. HR formal communication vehicles	-.04	.12	.25	.13
Eigenvalue	10.95	2.39	1.84	1.54
Percent of Variance	39.10	8.50	6.60	5.50
α	.87	.84	.81	.83

Table 6 (cont'd)

Rotated Factor Matrix

Item	Factor 5	Factor 6	Factor 7	Comm
Dissemination of Knowledge and Information				
12. HR's efforts to ensure fair resolution of employee relations incidents	.35	.03	.05	.83
13. Accuracy of information HR provides you	.03	.31	-.21	.77
24. HR's ability to facilitate the resolution of employee relations incidents	.35	-.29	.20	.86
11. Usefulness of HR's advise and counsel	-.03	.12	.12	.83
2. Clarity of the information HR provides	.37	.28	-.05	.64
7. HR's knowledge of the business	.21	.22	.35	.63
6. HR's role in the coordination of meetings	.09	.37	-.09	.56
Employment and Policies and Procedures				
10. HR's ability to provide qualified applicants for key positions	.15	-.06	.12	.72
23. HR's management of the staffing and selection process	.36	.20	-.08	.79
17. HR's participation in the management of headcount targets	-.06	.47	.23	.79
25. HR's communication of employment processes	.10	.23	.02	.55
20. Received appropriate information regarding HR policies and procedures	.40	.08	.07	.60
Employee Development				
9. Coaching by HR for management development	-.01	-.01	-.03	.74
5. Usefulness of employee development programs	.13	.25	.20	.65
16. Tools HR provides to assist you with employee development	.20	.15	.32	.67
22. Coaching provided by HR for employee development	.36	.18	-.12	.71
Level of HR Support				
4. Availability/access of HR with respect to questions, requests, etc.	.03	.34	.09	.82
15. Employee's satisfaction with availability/access of HR	.42	-.02	-.26	.81
3. Timeliness of HR's response to employee relations incidents	.09	.30	.38	.80
19. Level of support HR provides to employees	.13	.02	.10	.79
18. Amount of time spent with HR representative discussing strategic business issues	-.10	-.14	.18	.71
Knowledge and Assistance				
27. Tools HR provides to assist with compensation processes	.84	.15	.12	.81
1. HR's knowledge of compensation policies and procedures	.66	.08	.16	.71
21. Training provided by HR on HR programs	.56	.12	-.03	.59
Management of Compensation Processes & Information Timeliness				
14. HR's timeliness of completing compensation processes	.19	.75	-.05	.73
26. Timeliness of information HR Provides you	.05	.58	.20	.75
8. HR's management of compensation processes	.29	.57	.32	.71
HR Formal Communication Vehicles				
28. HR formal communication vehicles	.10	.05	.83	.80
Eigenvalue	1.40	1.19	1.06	
Percent of Variance	5.00	4.20	3.80	
α	.70	.73		

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Appendix A

Interoffice Correspondence

Gail Cooke

03/30/98 09:18 AM

Please respond by 05/30/98

To:

cc:

Subject: RESPONSE REQUESTED: ETCH HR QUESTIONNAIRE

In order to better partner with you, Etch Human Resources (HR) wants to provide you with the best service possible. In our effort to do so, we would like to know how satisfied Etch managers are with the services we provide. We will then be able to incorporate your feedback into our continuous improvement effort. Attached is a questionnaire that will give you an opportunity to give us valuable feedback. Please take ten minutes to complete this 29 item questionnaire and reply by May 30. Your participation in the survey is completely voluntary and all your responses are confidential and will only be seen by the survey administrator.

Please contact Gail Cooke in Etch HR with any questions or concerns at x42169 or via Lotus Notes.

Thank you very much for providing us with your feedback which will help us to better meet your needs.

Instructions:

The focus of this 29 item questionnaire is to give you an opportunity to tell Etch HR how satisfied you are with the services they provide. Please note: Question 29 will ask you how likely are you to consult with your HR representative. Therefore, refer to the likelihood scale when answering question number 29.

Please scroll down and click on the "HR Instant Questionnaire" icon. Remember you will first be asked how satisfied you are with each HR service and then, when answering question 29, use the likelihood scale. As you complete the survey, the scales will remain at the bottom of the screen for your reference.

After completing the last questionnaire item, your survey will automatically be sent to the Etch HR survey team. If at any time while completing the questionnaire you click on the "cancel" icon, none of your responses will be saved or sent to the Etch HR survey team. If the cancel icon is selected you will need to start over beginning with question 1.

Satisfaction Scale**Likelihood Scale (use this scale for question 29 only)**

1 = Very dissatisfied
2 = Dissatisfied
3 = Somewhat dissatisfied/
somewhat satisfied
4 = Satisfied
5 = Very satisfied
D= Do not know/
does not apply

1 = Very unlikely
2 = Unlikely
3 = Somewhat unlikely/
somewhat likely
4 = Likely
5 = Very likely
D= Do not know/
does not apply

[Click Here for the HR Instant Questionnaire](#)

Manager Satisfaction With HR Services Questionnaire Items

1. How satisfied are you with HR's knowledge of the company's compensation policies and procedures?
2. How satisfied are you with the clarity of the information HR provides you?
3. How satisfied are you with the timeliness of HR's response to employee relations incidents?
4. How satisfied are you with the availability/access of HR with respect to your questions, requests, etc.?
5. How satisfied are you with the usefulness of employee development programs?
6. How satisfied are you with HR's role in the coordination of meetings (i.e. quarterly all-hands, off-sites, etc.)?
7. How satisfied are you with HR's knowledge of the business?
8. How satisfied are you with HR's management of compensation processes (i.e. merit increases, promotions, equity salary adjustments, incentive plans, etc.)?
9. How satisfied are you with the coaching provided by HR for management development?
10. How satisfied are you with HR's ability to provide you with qualified applicants for key positions?
11. How satisfied are you with the usefulness of HR's advice and counsel?
12. How satisfied are you with HR's efforts to ensure a fair resolution of employee relations issues?
13. How satisfied are you with the accuracy of the information HR provides you?
14. How satisfied are you with HR's timeliness of completing compensation processes (i.e. merit increases, promotions, equity salary adjustments, etc.)?
15. How satisfied do you believe your *employees* are with the availability/access of HR with respect to their questions, requests, etc.?

16. How satisfied are you with the tools HR provides to assist you with employee development (i.e. Individual Development Program, 360° process, MPG, etc.)?
17. How satisfied are you with HR's participation in the management of headcount targets?
18. How satisfied are you with the amount of time you spend with your HR representative discussing strategic business issues?
19. How satisfied are you with the level of support HR provides to employees?
20. How satisfied are you with HR's efforts to ensure that you have received the appropriate information regarding HR policies and procedures?
21. How satisfied are you with the training provided by HR on HR programs?
22. How satisfied are you with the coaching provided by HR for employee development?
23. How satisfied are you with HR's management of the staffing and selection process (i.e. filling internal and external openings, interviewing, reference checking, etc.)?
24. How satisfied are you with HR's ability to facilitate the resolution of employee relations incidents?
25. How satisfied are you with HR's communication of employment processes?
26. How satisfied are you with the timeliness of the information HR provides you?
27. How satisfied are you with the tools HR provides to assist you with compensation processes (i.e. on-line focal tool, compensation library, etc.)?
28. How satisfied are you with the formal communication vehicles HR provides you?

Appendix B



San José State
UNIVERSITY

Office of the Academic
Vice President
Associate Vice President
Graduate Studies and Research
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Fax: 408-924-2477
E-mail: gstudies@whcc.sjsu.edu
http://www.sjsu.edu

TO: Gail Cooke
578 Chestnut St.
San Francisco, CA 94133

FROM: Serena W. Stanford *Serena W. Stanford*
AVP, Graduate Studies & Research

DATE: May 11, 1998

The Human Subjects-Institutional Review Board has approved your request to use human subjects in the study entitled:

"The Analysis of a Survey Measuring Manager Satisfaction Towards Human Resource Services"

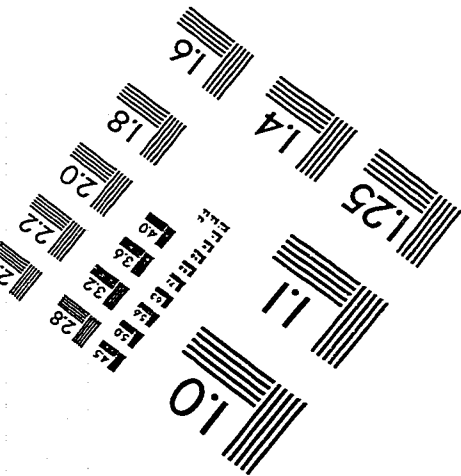
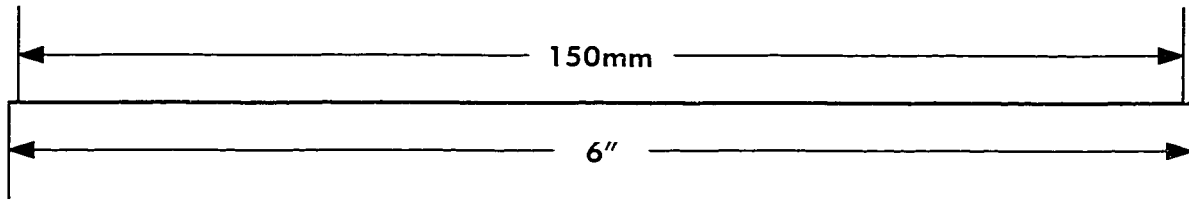
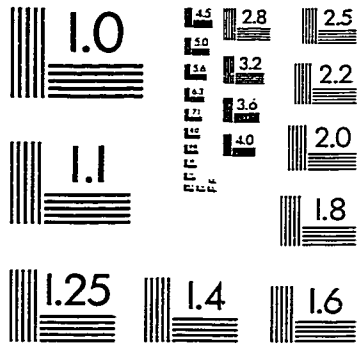
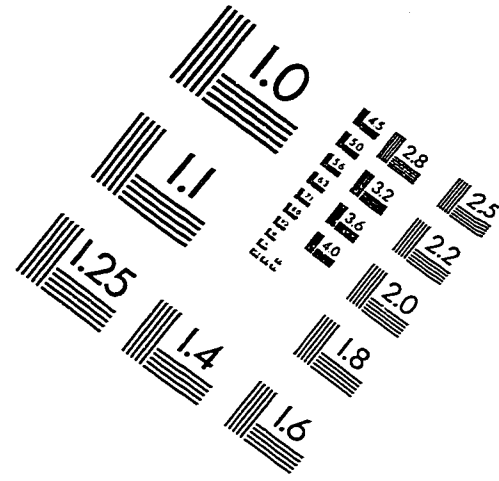
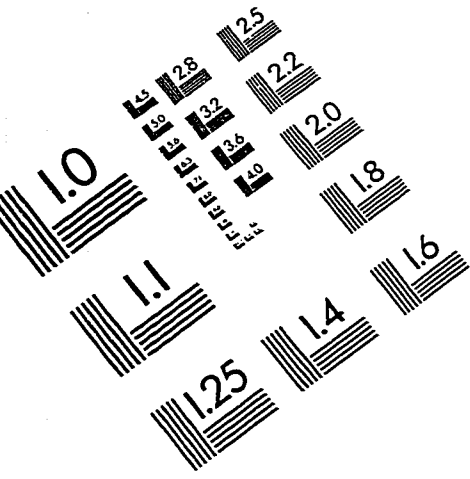
This approval is contingent upon the subjects participating in your research project being appropriately protected from risk. This includes the protection of the anonymity of the subjects' identity when they participate in your research project, and with regard to any and all data that may be collected from the subjects. The Board's approval includes continued monitoring of your research by the Board to assure that the subjects are being adequately and properly protected from such risks. If at any time a subject becomes injured or complains of injury, you must notify Serena Stanford, Ph.D., immediately. Injury includes but is not limited to bodily harm, psychological trauma and release of potentially damaging personal information.

Please also be advised that all subjects need to be fully informed and aware that their participation in your research project is voluntary, and that he or she may withdraw from the project at any time. Further, a subject's participation, refusal to participate, or withdrawal will not affect any services the subject is receiving or will receive at the institution in which the research is being conducted.

If you have any questions, please contact me at (408) 924-2480.

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Long Beach, Los Angeles, Maritime Academy,
Northridge, Pomona, Stanislaus,
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