Working At Iowa Survey
University Report
November 2022

Introduction

The Working at Iowa (WAI) survey supports productivity and retention of University faculty and staff. Survey responses provide an understanding of the strengths of your work culture and identify opportunities to support your organizational mission and strategic goals. UI Health Care participated in Working at Iowa powered by Press Ganey, an engagement survey that allows benchmarking with similar institutions while also providing responses to ten (10) WAI questions for trending purposes.

Engagement Index

Included in this report is a measure of engagement, provided by Dr. Eean Crawford, a faculty member in the Tippie College of Business. Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.

Survey Respondents and Participation Rates

Survey respondents are summarized by employee category and percent participation of the eligible population. All response information is reported as percentages to protect the confidentiality of respondents. Similarly, where there are fewer than ten (10) responses in any report category, no data is provided to protect the confidentiality of respondents.

Survey Results

The Trended Comparison section of this report displays the 2022 UI results with those from 2018 and 2020, but for consistent data comparison, results from UI Health Care are excluded. Color and shading illustrate the difference in survey responses across the six options (strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly disagree). The survey data are a snapshot taken at a point in time. In comparison to past years, it does not represent the change within a constant cohort of respondents.

Resources

The Senior Human Resource Leader in your organization is available to support the communication and use of survey results, drawing upon the support of University Human Resources as needed. Just-in-time resources and contact information are available on the Working at Iowa Survey website: https://hr.uiowa.edu/administrative-services/working-iowa.

Acknowledgements

University Human Resources wishes to acknowledge the essential contributions to this report by Dr. Eean R. Crawford of the Tippie College of Business and the leadership of Dr. Jacob J. Oleson and the work of Jacob Clark of the Center for Public Health Statistics in the College of Public Health. Their contributions to the design and production of the 2022 survey reports have been extremely valuable to the success of the Working at Iowa initiative.

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Demographics for Survey Respondents

Distribution of Survey Respondents and Participation by Job Classification

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Faculty	1571	24.9	938	21.5	59.7
PS	3609	57.2	2858	65.6	79.2
Merit	1130	17.9	559	12.8	49.5
Total	6310	100.0	4355	100.0	69.0

Distribution of Survey Respondents and Participation by Age Range

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
<31	729	11.6	480	11.0	65.8
31-40	1473	23.3	1018	23.4	69.1
41-50	1598	25.3	1118	25.7	70.0
51-60	1590	25.2	1126	25.9	70.8
61-70	830	13.2	555	12.7	66.9
71+	90	1.4	58	1.3	64.4

Distribution of Survey Respondents and Participation by Gender

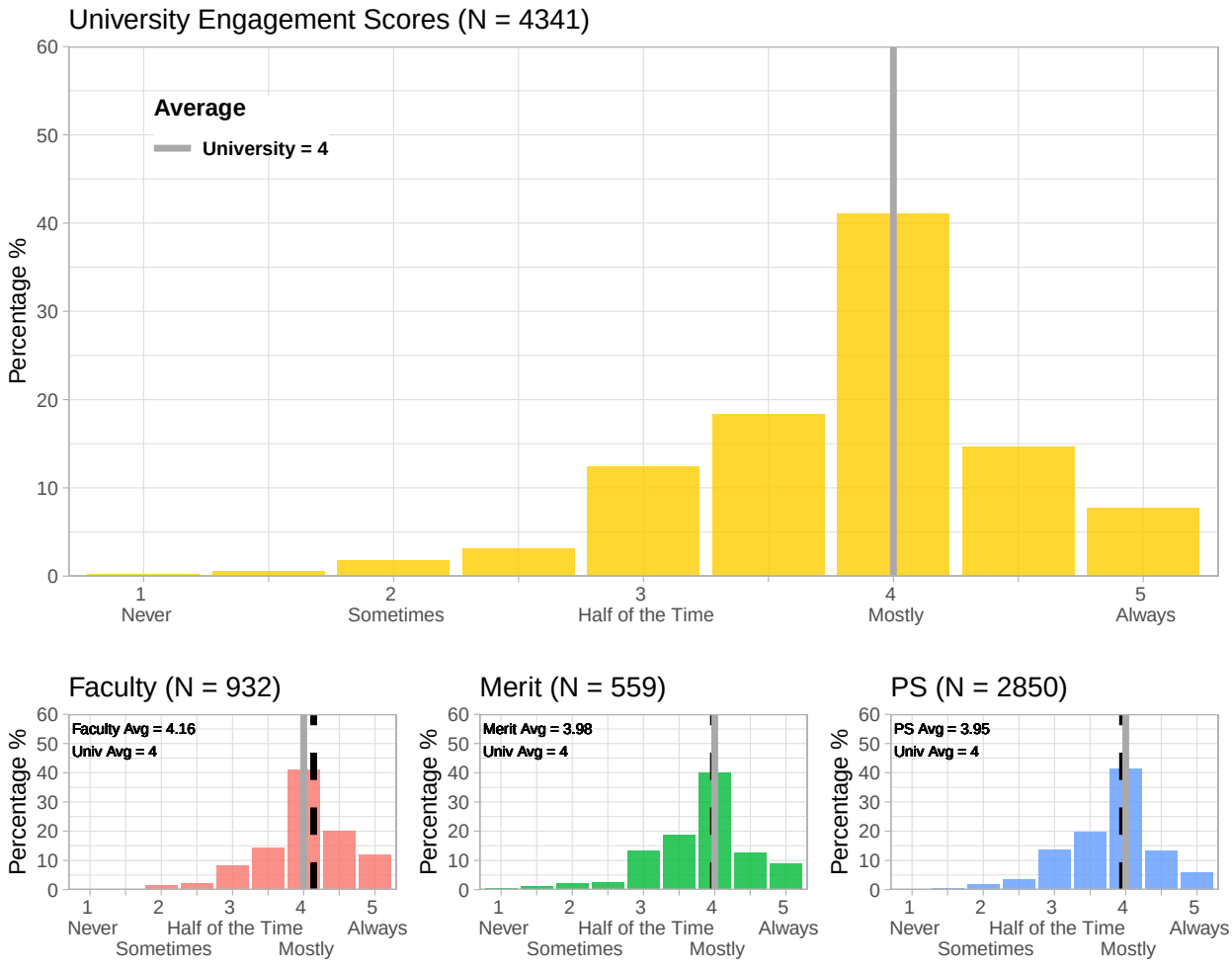
	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	3388	53.7	2507	57.6	74.0
Male	2922	46.3	1848	42.4	63.2

Engagement Score Result

Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.[1] The Working at Iowa (WAI) Survey supports the engagement and productivity of University faculty and staff. To measure engagement, a validated scale[2] was used that asks how much an individual focuses their physical, mental, and emotional energy at work according to these WAI statements:

Physical Engagement	Mental Engagement	Emotional Engagement
I work with high energy.	I give my full attention to my job.	I put my emotions into what I do.
I exert my full effort.	I concentrate completely.	I am emotionally connected.
I devote a lot of my energy.	My mind is focused on the work that I do.	I put my feelings into my work.

The charts below display average engagement scores based upon these survey items.

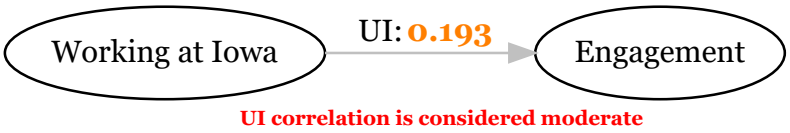


[1]Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33, 692-724.

[2]Crawford, E.R., LePine, J.A., & Buckman, B.R. (2013). Job engagement scale short form items adapted from Rich, B.L., LePine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53, 617-635.

Engagement Strengths and Areas for Improvement

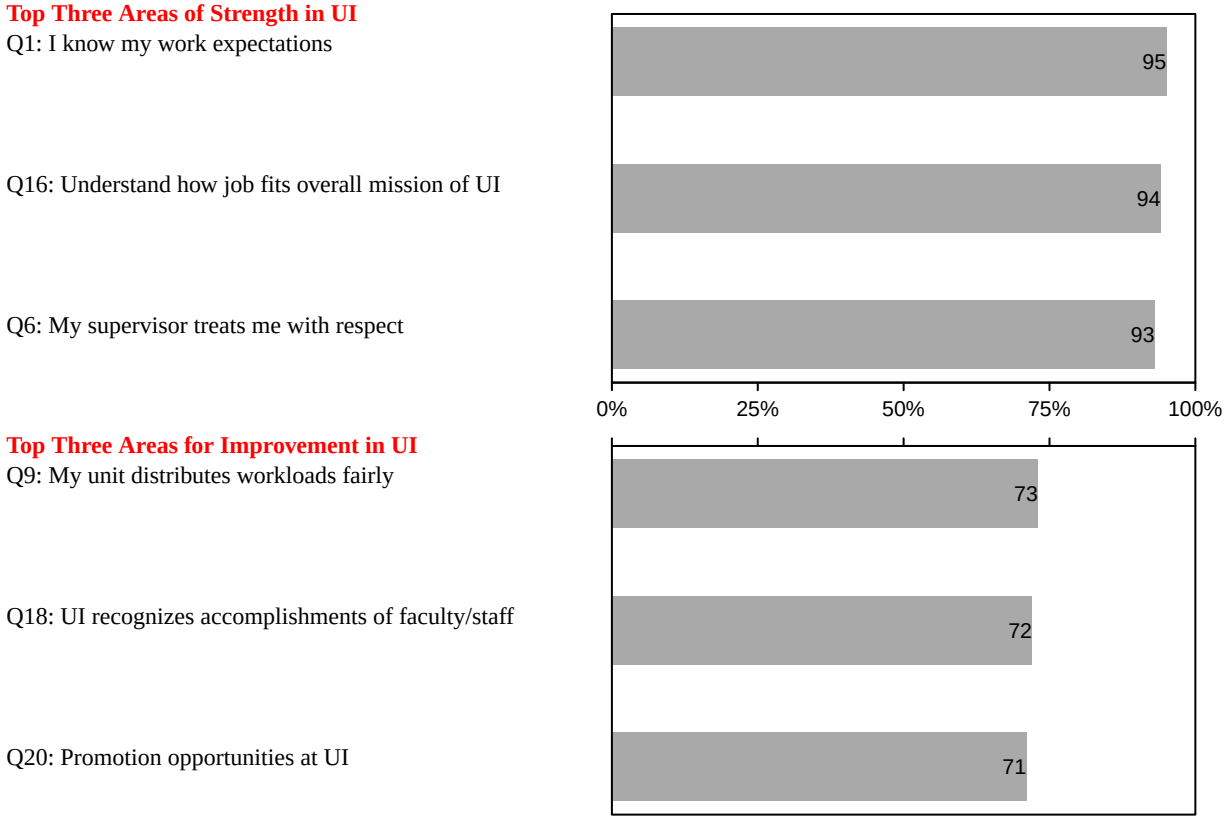
How strong is the relationship of Engagement and Working at Iowa perceptions? The first graph displays how Working at Iowa statements, taken as a whole, correlated with the engagement score for the University of Iowa. The correlation indicates how efforts to improve Working at Iowa might be associated with improved engagement. How strong are these correlations? A benchmark study [3] found that measures of attitudes and behavior are strongly related at approximately **0.30**, moderately related at approximately **0.20**, and weakly related at approximately **0.10**.



UI correlation is considered moderate

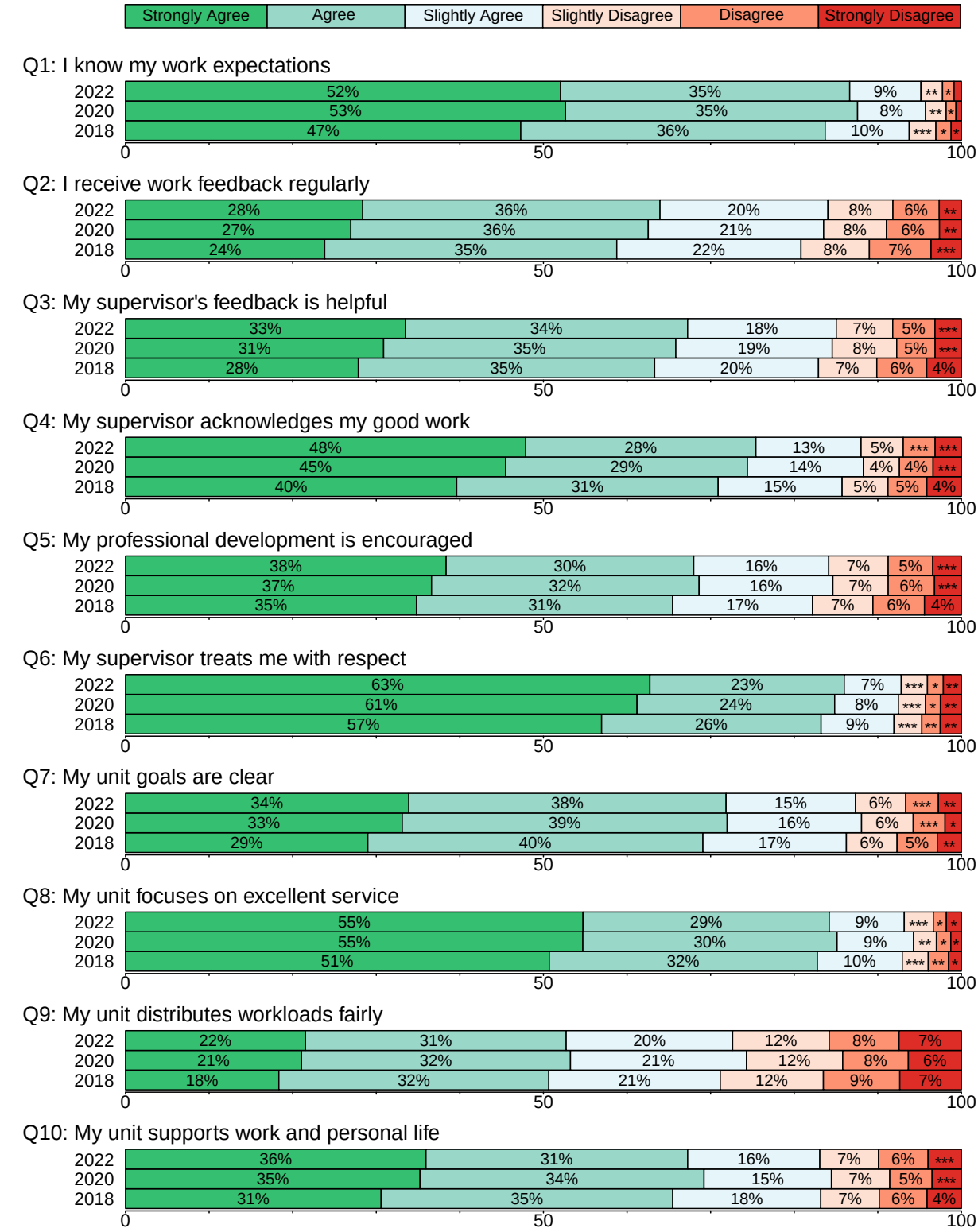
For what specific WAI statements might you take action? The second graph displays three areas of strength and three areas for improvement for the UI. Recognize that efforts to maintain or improve a specific area might be important to UI for reasons other than engagement.

- **Bar Plot** - displays percent of respondents who agreed (Slightly Agree, Agree, Strongly Agree) with that statement.



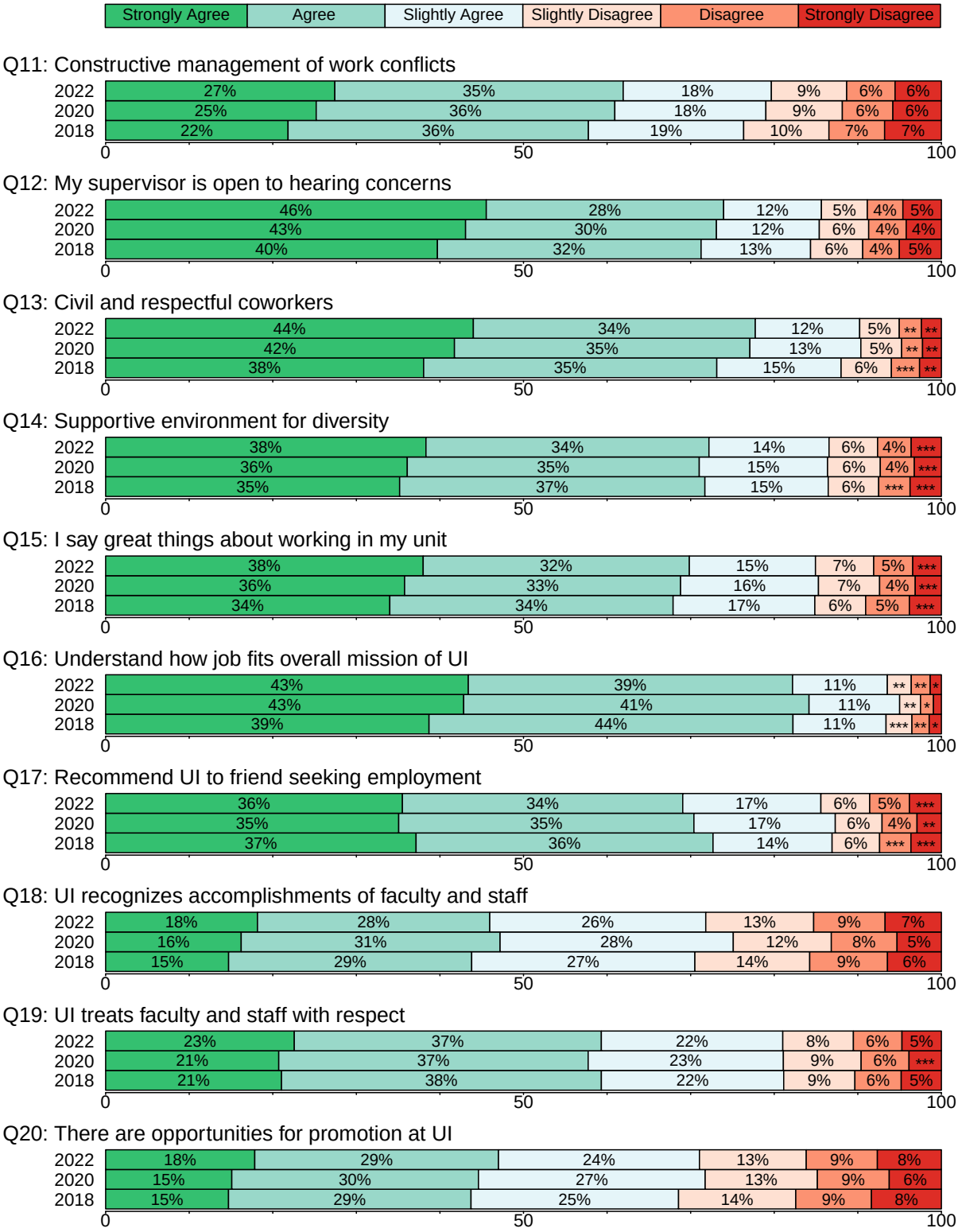
[3] Bosco, F.A., Aguinis, H., Singh, K., Field, J.G., & Pierce, C.A. (2015). Correlational effect size benchmarks. Journal of Applied Psychology, 100, 431-449.

Survey Analysis - Trended Comparison 2018 - 2022



Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%



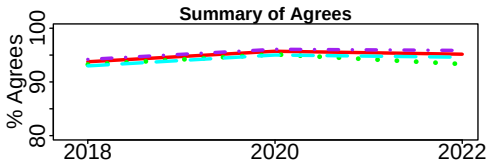
Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

Job Classification by Year - Percent Agrees Trended Comparisons

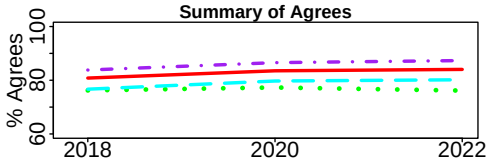
Q1: I know my work expectations

	Faculty	PS	Merit	UI
2022	93%	96%	95%	95%
2020	95%	96%	95%	96%
2018	93%	94%	93%	94%



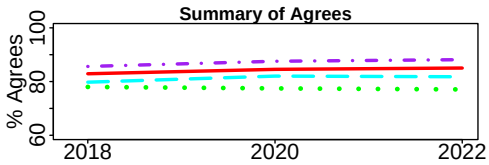
Q2: I receive work feedback regularly

	Faculty	PS	Merit	UI
2022	76%	87%	80%	84%
2020	77%	87%	80%	84%
2018	76%	84%	77%	81%



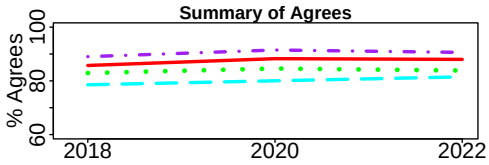
Q3: My supervisor's feedback is helpful

	Faculty	PS	Merit	UI
2022	77%	88%	82%	85%
2020	77%	88%	82%	85%
2018	78%	86%	80%	83%



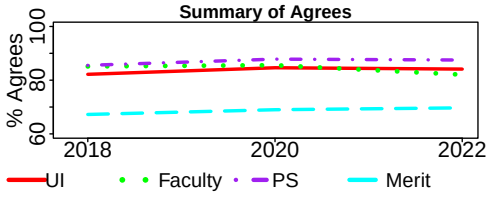
Q4: My supervisor acknowledges my good work

	Faculty	PS	Merit	UI
2022	84%	91%	81%	88%
2020	85%	91%	80%	88%
2018	83%	89%	79%	86%



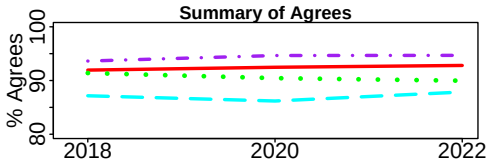
Q5: My professional development is encouraged

	Faculty	PS	Merit	UI
2022	82%	88%	70%	84%
2020	86%	88%	69%	85%
2018	85%	86%	67%	82%



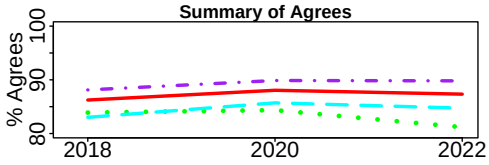
Q6: My supervisor treats me with respect

	Faculty	PS	Merit	UI
2022	90%	95%	88%	93%
2020	90%	95%	86%	92%
2018	91%	94%	87%	92%



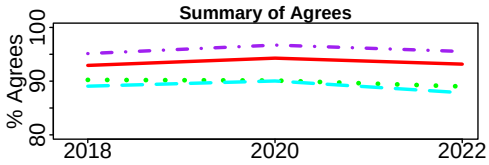
Q7: My unit goals are clear

	Faculty	PS	Merit	UI
2022	81%	90%	85%	87%
2020	84%	90%	86%	88%
2018	84%	88%	83%	86%



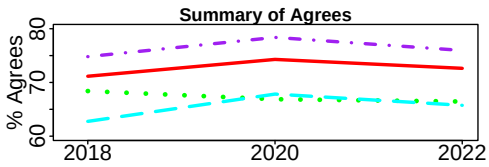
Q8: My unit focuses on excellent service

	Faculty	PS	Merit	UI
2022	89%	96%	88%	93%
2020	90%	97%	90%	94%
2018	90%	95%	89%	93%



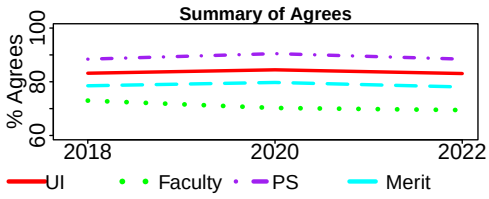
Q9: My unit distributes workloads fairly

	Faculty	PS	Merit	UI
2022	66%	76%	66%	73%
2020	67%	78%	68%	74%
2018	68%	75%	63%	71%



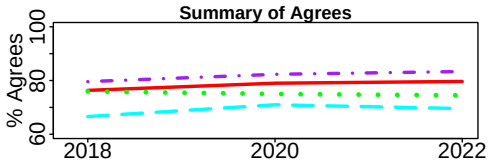
Q10: My unit supports work and personal life

	Faculty	PS	Merit	UI
2022	69%	88%	78%	83%
2020	70%	90%	80%	84%
2018	73%	88%	79%	83%



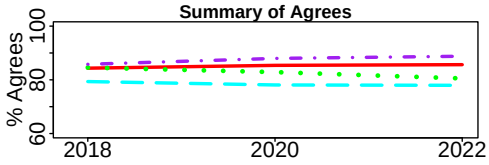
Q11: Constructive management of work conflicts

	Faculty	PS	Merit	UI
2022	74%	83%	70%	80%
2020	75%	82%	71%	79%
2018	76%	80%	67%	76%



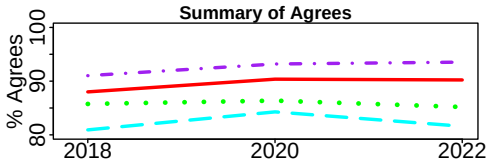
Q12: My supervisor is open to hearing concerns

	Faculty	PS	Merit	UI
2022	81%	89%	78%	86%
2020	83%	88%	78%	85%
2018	85%	86%	79%	84%



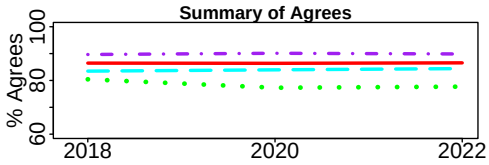
Q13: Civil and respectful coworkers

	Faculty	PS	Merit	UI
2022	85%	94%	82%	90%
2020	86%	93%	84%	90%
2018	86%	91%	81%	88%



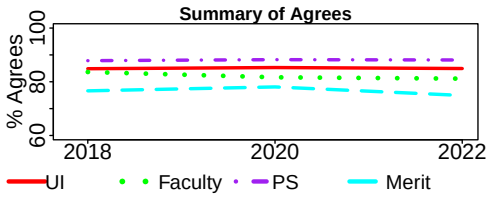
Q14: Supportive environment for diversity

	Faculty	PS	Merit	UI
2022	78%	90%	84%	87%
2020	77%	90%	84%	86%
2018	80%	90%	83%	86%



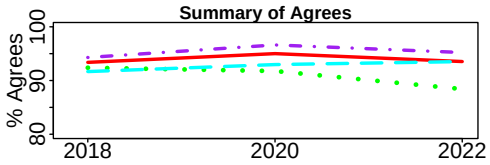
Q15: I say great things about working in my unit

	Faculty	PS	Merit	UI
2022	81%	88%	75%	85%
2020	82%	88%	78%	85%
2018	84%	88%	77%	85%



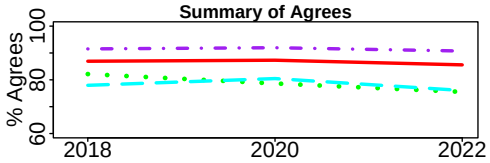
Q16: Understand how job fits overall mission of UI

	Faculty	PS	Merit	UI
2022	88%	95%	94%	94%
2020	92%	97%	93%	95%
2018	92%	94%	92%	93%



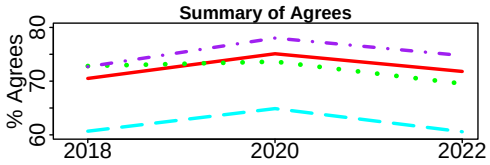
Q17: Recommend UI to friend seeking employment

	Faculty	PS	Merit	UI
2022	76%	91%	76%	86%
2020	79%	92%	80%	87%
2018	82%	92%	78%	87%



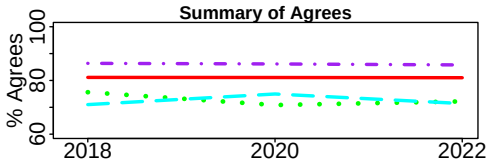
Q18: UI recognizes accomplishments of faculty and staff

	Faculty	PS	Merit	UI
2022	70%	75%	61%	72%
2020	74%	78%	65%	75%
2018	73%	73%	61%	71%



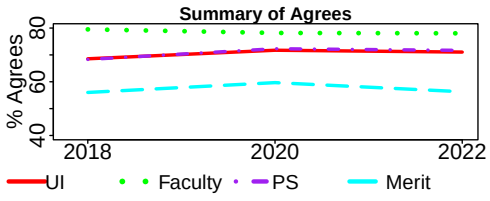
Q19: UI treats faculty and staff with respect

	Faculty	PS	Merit	UI
2022	72%	86%	71%	81%
2020	71%	86%	75%	81%
2018	76%	86%	71%	81%

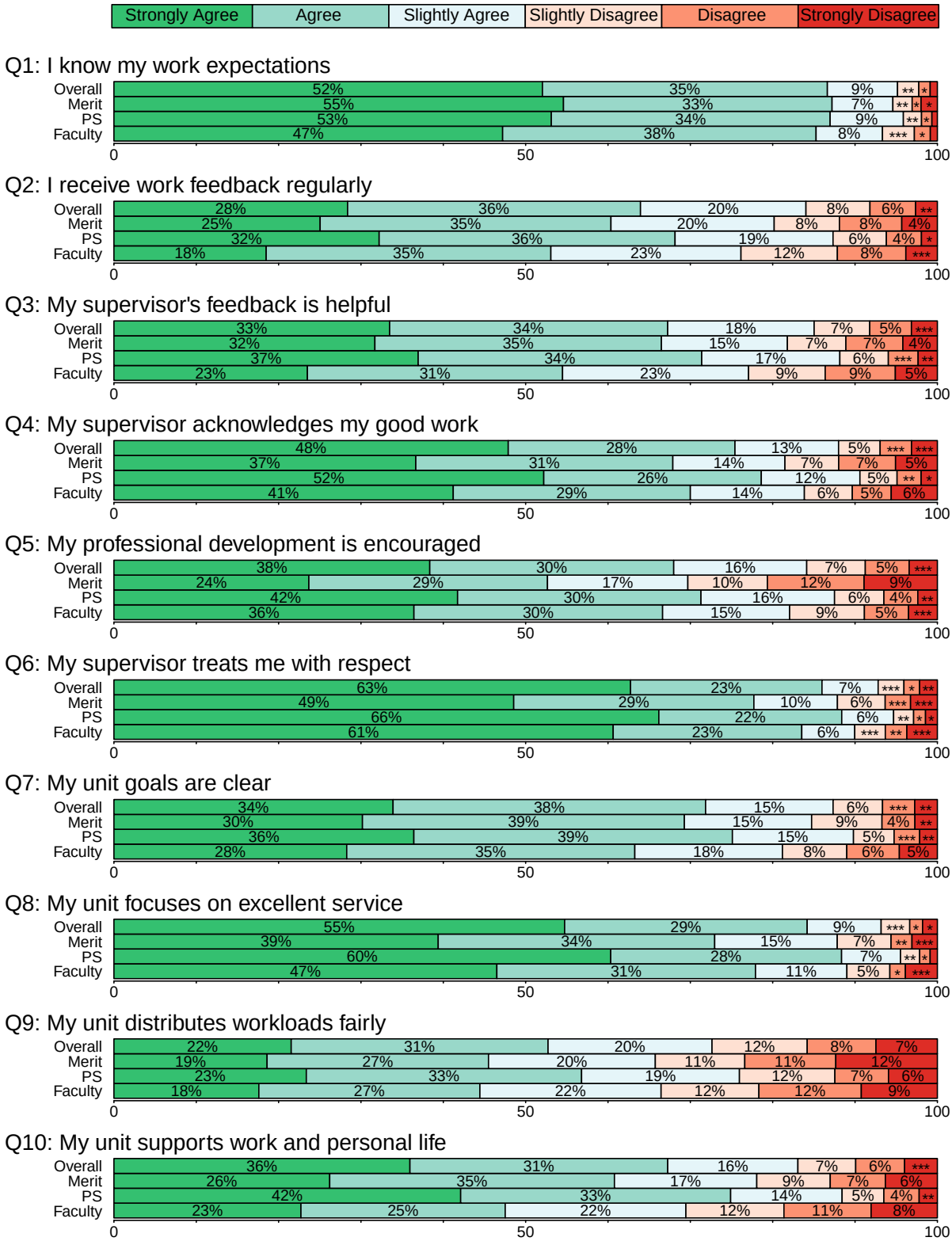


Q20: There are opportunities for promotion at UI

	Faculty	PS	Merit	UI
2022	78%	72%	56%	71%
2020	78%	72%	60%	72%
2018	80%	68%	56%	69%

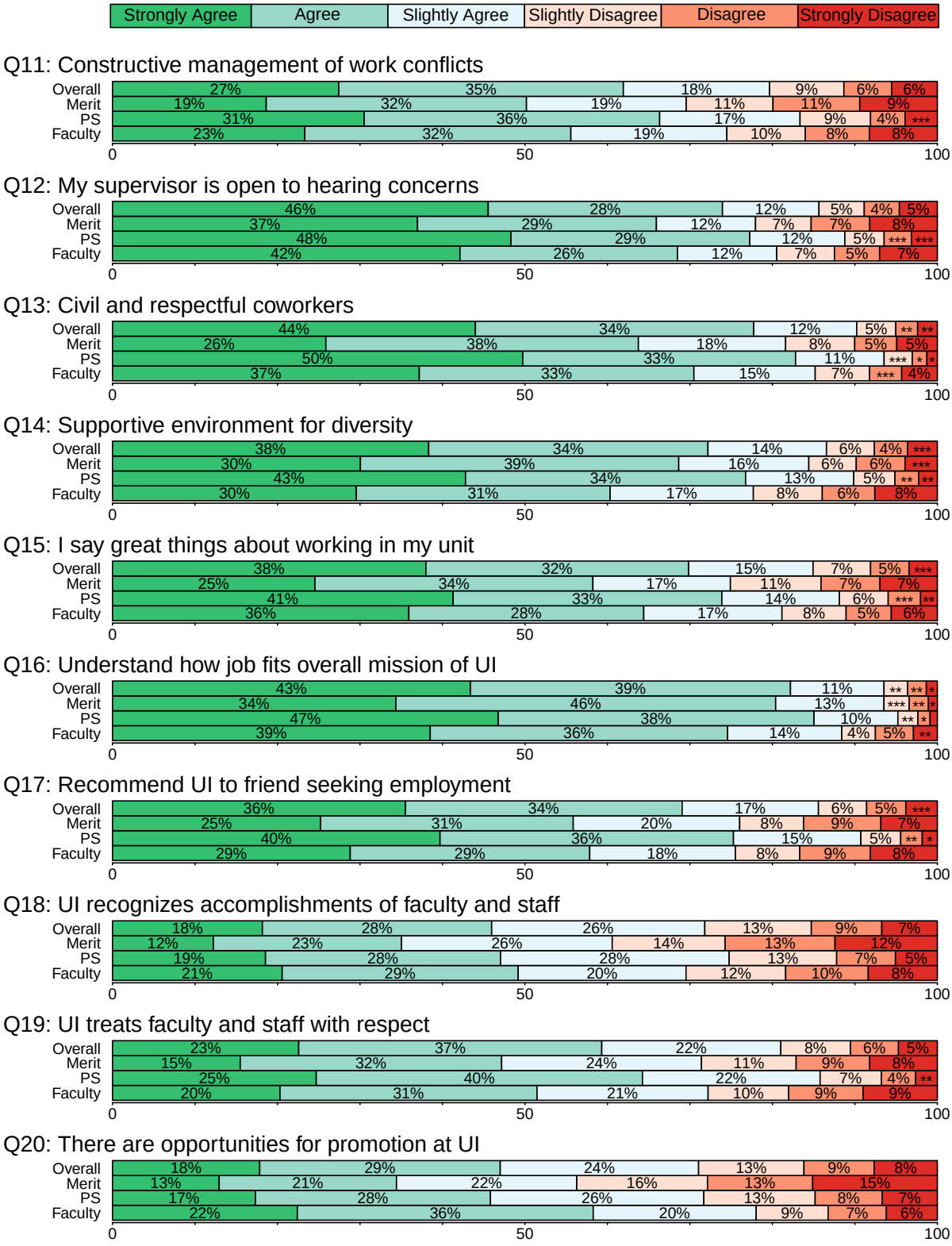


Survey Analysis - Snapshot Results for 2022 by Job Category



Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%



Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

Technical Notes

1. Each of the bar charts display the percentages of responses at each level of the Likert scale and are color-coded as follows:
   (a) Strongly Disagree - Dark Red (Burgundy)
   (b) Disagree - Red
   (c) Slightly Disagree - Pink
   (d) Slightly Agree - Pale Green
   (e) Agree - Green
   (f) Strongly Agree - Dark Green
2. Each survey item must have ten (10) respondents for percentage data to be displayed. Survey items with fewer than ten respondents do not have data displayed, but those respondents are included in reports for larger units of which they are members.
3. Job category is based upon primary, regular appointments and grouped as faculty (all appointment types), Professional and Scientific, and Merit staff (including those represented by AFSCME, as well as supervisory and confidential staff).
4. Age categories with less than 10 respondents are combined with nearby categories until all categories displayed have 10 or more.
5. The colors for the Job Classification by Year - Percent Agrees Trended Comparisons tables were chosen based on past results. The proportion of Agrees (Strongly Agree, Agree, Slightly Agree) were calculated for all 20 survey items across all ORGs at the University. Tertiles (i.e., lower third, middle third, and upper third) were calculated within this distribution of Percent Agrees to help create regions that could be interpreted as upper third, middle third, and lower third. These tertiles corresponded to proportions near 80% and 90%. For the tables, any percent agree less than 80% were shaded in red tones (lower third), any percent agrees between 80% and 90% were shaded in yellow tones (middle third), and any percent agrees greater than 90% were shaded in green tones (upper third).
6. A second-order Structural Equation Model (SEM) was used to obtain the correlation estimate between an overall composite of the Working at Iowa survey questions and an overall composite of the Engagement survey questions. The validity of an overall composite for both Working at Iowa and Engagement survey questions was established separately using Confirmatory Factor Analysis (CFA). Details of this analysis are available upon request.
7. UI Health Care did not participate in the 2020 and 2022 WAI surveys. Hence, the population total reported in WAI for UI these years are lower than in previous years. To properly compare 2018 to 2020 and 2022 results, 2018 UI Health Care data has been removed before generating statistics and graphics.
8. The PS job category includes respondents in non-UI Health Care, SEIU-covered roles.
9. The Merit category includes both Merit and MSE (Merit Supervisor Exempt) respondents.