

**CAUSES OF ABSENTEEISM WITHIN THE
CUSTOMER RELATIONS DEPARTMENT OF THE ONEIDA TRIBE**

by

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ABSTRACT

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The Oneida Tribe is currently experiencing a high number of disciplinary actions, especially with attendance. Disciplinary actions however, are only a symptom of the problem, and causes need to be found. This study was an attempt to assist in this effort.

This study was conducted within the Gaming Customer Relations Department, because the manager of this department was receptive to the idea of finding causes to the disciplinary problem. An 88-item employee opinion survey was

administered that evaluated employee's perceptions in 12 key organizational development dimensions: communication, teamwork, manager practices, total quality focus, work performance, empowerment, tribal practices, work conditions, the job itself, and cultural diversity. The survey also provided a comments section allowing employees to expand on their responses.

The findings revealed several possible problem areas. The greatest concerns seemed to be the lack of a management model, which would decrease the inconsistent decisions made by management, and the wage and cost of living freeze that the Nation is currently under. Other areas of concern were with the glass-ceiling that exist in the Nation, no recognition or incentive program, and work conditions in the Irene Moore Activity Center.

The researcher suggests that employee focus groups be formed to discuss the problem areas identified, and create action plans for these. An additional survey should be conducted a year from now to see if employee opinions have improved.

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CHAPTER I

INTRODUCTION

Background

The Oneida Tribe of Indians is a sovereign Nation that employs approximately 3,082 employees and has a total annual payroll in excess of 26 million. It is the second largest employer in the Fox Valley surpassed only by Fort James. The tribe has experienced tremendous growth since 1974 when only 6 people were employed (see Appendix A).

The tribe's form of government is democratic. Under the provisions of this government, all enrolled adult members (approximately 12,000) of the tribe belong to the General Tribal Council which is required by the constitution to meet twice a year to review and discuss tribal business. The Oneida Business Committee is authorized by the General Tribal Council to oversee tribal operations.

The tribal operations (see Appendix B) are extremely complex and consist of seven divisions: Development, Compliance, Government, Enterprise, Internal Services, Land Management and Gaming. The other stand alone operations are Management Information Systems, Oneida Network, Business Management, Communications, Central Accounting, Finance, Internal Audit, Land Claims, Law

Office, Legislative Operation Committee, Records Management, Self Governance, School Board, Trust, Appeals, and Enrollments.

Approximately four years ago the tribe re-wrote its mission statement in response to their present growth. The mission statement reads as follows:

“The mission of the Oneida Nation is to sustain a strong Oneida Nation by preserving our heritage through the 7th generation. The Oneida Family will be strengthened through the values of the Oneida identity by providing housing, promoting education, protecting the land, and preserving the environment. Our Oneida Nation provides for the quality of life where the people come together for the common good.”

It was determined that the current management style which is made up of planning, coordinating, commanding, organizing and controlling would not align with this present mission statement. Therefore, the Oneida Nation is currently in the process of reorganizing their organizational structure to one that is flatter, in an attempt to eliminate much of the hierarchy that now exists. The new management philosophy would be one of focusing on customers, managing by principle, emphasizing ends, rewarding continuous improvement, and encouraging thoughtful disagreement.

As is evident the tribal operations are very complex, and because of this complexity any performance improvement efforts need to account for this. As

can be seen from the organizational chart (Appendix B), any change to one segment of the Nation will affect the entire community.

Problem Definition

The tribe is currently experiencing high absenteeism. From February 1998 to January 1999, 1,214 discipline actions were taken (see Appendix C). In December the tribe saw an all time high of 143 disciplines in one month. A large number of these disciplines end up being appealed. Of the 1,214 disciplines, 245 of were appealed to the Appeals Commission. The appeals that are actually appealed, but never make it to the Appeals Commission are much greater. The entire Nation seems to be affected; however, the Gaming Division is experiencing the highest number of disciplinary actions. Out of the 1,214 disciplines, 877 of these occurred in the Gaming Division. These disciplinary actions are broken down into 5 categories: attendance and punctuality, personal actions and appearance, use of property, work performance, and sexual harassment. Prior to 1999 sexual harassment was not broken down separately but was included under personal actions. The largest number of disciplines is occurring under attendance. Of the 877 disciplines for the Gaming Division, 533 of these were for attendance. This growth in disciplinary actions has continued into 1999. As of September 1999, 567 disciplinary actions have occurred in the Gaming Division. Of these 567 disciplines, 47 have occurred within the Customer Relations Department. This study will focus only on the Gaming Customer Relations Department,

because of time constraints and resources. Nevertheless this methodology could be applied to other departments within the tribe.

The problem with disciplinary actions became evident in 1993 when the tribe experienced an increase in employees from 1,572 in 1992 to 2,849 in 1993. The problem at first was attributed to the fact that the workforce had doubled during this time. However, in 1997 the workforce began to decline, and today there are 639 less employees, but the disciplinary actions continue to increase. Currently it is speculated that the problem is the supervisor's lack of effective communication and negotiating skills required when making fair and consistent decisions.

In 1995 employees took their concerns to the Business Committee. These employees felt that their departments were being mismanaged. In 1998 a graduate student doing her thesis made a hypothesis that if accounting supervisors within the gaming division were mandated to go through mediation with employees, the number of disciplinary actions would decrease. When the supervisors and employees were participating the numbers did decrease, and this is illustrated in Table 1 and Table 2.

TABLE 1
Gaming Accounting Disciplines from December 10, 1996 to December 10, 1997

Infraction	Written Warnings	Suspensions	Terminations	Total
Attendance and Punctuality	85	32	32	149
Work Performance	27	4	0	31
Personal Actions and Appearance	5	2	0	7
Accumulated Disciplinary Actions	N/A	N/A	5	5
Use of Property	1	0	0	1
Total	118	38	37	193

TABLE 2
Gaming Accounting Disciplines Total Number of Disciplines by Month from January 1998 to April 11, 1998

Month	# of Disciplines
January	0
February	8
March	10
April	4
TOTAL	22

The consequences of this long time problem are evident in the low morale, high cost associated with turnover, grievance hearings and appeals (see Table 3), and in the back pay given to employees who win their appeals.

TABLE 3

1997 Oneida Nation Appeals and Cost Report

APPEAL PROCESS AND COST	
Written Warnings and Suspensions of five (5) or fewer working days filed within the last year.	1039
Number of Appeals filed within the last year.	333
Percentage of disciplines appealed within the last year.	32%
Cost of income for the Area Manager to hear one (1) appeal, using fifteen (15) hours as the average amount of time to thoroughly investigate an appeal. (Not including extensions)	\$300.00
Total cost of income for the Area Manager to hear all appeals within the last year. (Not including extensions)	\$99,900.00
Average number of Area Managers decisions appealed to the Personnel Commission.	133
Percentage of Area Managers decision appealed to the Personnel Commission.	40%
Cost for the Personnel Commission to attend one (1) sub-grievance. A sub-grievance is held to decide whether or not to hear the case in a grievance hearing. (Three (3) commissioners)	\$150.00
Total cost for the Personnel Commission to attend all the sub-grievances within the last year.	\$19,950.00
Average number of sub-grievances to be heard in a Personnel Commission Grievance Hearing.	106
Percentage of sub-grievances to be heard in a Personnel Commission Grievance Hearing.	80%
Cost for the Personnel Commission to attend one (1) grievance hearing. (Four (4) Commissioners)	\$400.00
Total cost for the Personnel Commission to attend all the grievance hearings within the last year.	\$42,400.00
Number of Personnel Commission decisions appealed to the Appeals Commission.	21
Percentage of Personnel Commission decisions appealed to the Appeals Commission.	20%
Cost for the Appeals Commission to hear a case. (Three (3) Commissioners)	\$300.00
Total cost for the Appeals commission to hear all the cases within the last year.	\$6,300.00
Cost for one (1) appeal to make it through the Appeals Commission.	\$1,150.00
Total cost for all of the appeals to make it through the Appeals Commission within the last year.	\$168,550.00

Data Source: EEO Stat Report (Composite) September 1996 to August 1997

Research Objectives

The objective of this research is to gain insight and offer recommendations or solutions to the following:

1. What kind of a work environment exists?
2. How can the work environment be improved?
3. Is the current management style creating problems?
4. What do the supervisors and managers need to be doing differently?

Problem Research Significance

Significance of this research will be realized when possible causes are found that attribute to the high number of disciplines associated with attendance. From February 1998 to January 1999 there has been 1,214 disciplines, with 705 of these being for attendance. Of these 1,214 disciplines, 245 were appealed. These appeals are costly to the tribe, and therefore it is imperative that the tribe investigates the possible causes versus the symptoms. Although this research is being conducted in only one department of the tribe, the findings might be of significance to all departments experiencing high absenteeism.

Assumptions of the Study

The following assumptions were identified in this study:

1. All contributing participants in this study had a genuine interest in improving their environment.
2. All participants in this study responded voluntarily and were not under

any undue influence in forming their opinions.

3. All participants did not have ulterior motives or hidden agendas in stating their responses.

Limitations of the Study

The following are possible limitations of this study.

1. This study involves just one department of the tribe and any results may not be indicative of other departments.
2. This study is looking at absenteeism within a tribal structure and may not be transferable to other organizations because of the tribe's uniqueness.

CHAPTER II

LITERATURE REVIEW

The general consensus is that absenteeism is one of the major human resource concerns. Organizations that are experiencing high absenteeism are finding out that this is very costly. Often the symptoms are focused on instead of the causes. Many times there are several reasons why absenteeism is high, and managers need to identify these reasons. This literature review will focus on the possible causes, impacts, and solutions.

Causes

It would appear that many companies are looking at possible solutions before they have identified the causes for the absenteeism (Kelly, 1992). Harrison and Martocchio (1998) state that causes must precede effects. Their research found that this axiom is frequently violated in cases of work absenteeism. A problem solving method should be used to uncover these possible causes.

Denise Edgington (1996) suggested creating a problem statement that ask the following questions:

- How long has the problem existed?
- Does it happen at certain times of the year?
- Is it a steady problem or increasing?
- Does it occur in one department more than another?

- Is it more prevalent with men or women?

The five areas often explored to identify problem causes are person, machine, material, method, and environment. Most of this research looked at method, person and/or environment.

Kweller (1998) suggests that companies lack an effective Employee Absence Management Program. Without a program such as this employers are not able to address the problem at the outset. “Showing Up” (1997) addresses the problem of policies that are bureaucratic and corruptible, do not allow supervisors any involvement, punish the wrong people, and promote the counter productive idea of being absent. Perry (1996) points out the policies that have not been communicated to everyone can also cause employee absenteeism.

Arkin (1996) provided an extensive list as to possible causes of employee absenteeism. These causes are as follows:

- Inept supervision (inadequate or poor)
- Wage problems
- Under-utilization of skills
- Adverse working conditions
- Inadequate selection
- Inadequate information about job requirements
- Unsatisfactory working conditions
- Lack of opportunity for advancement

- Lack of a well-organized training program
- Ineffective grievance procedure
- Lack of proper facilities and services
- Excessive fatigue
- Boredom

Much of the research reviewed focused on the causes related to the employee; however, this article focused more on how the supervisor or environment could be contributing to employee absenteeism. Often times in an attempt to control absenteeism, an employer will establish what employees need to be doing to assure reasonable attendance. However, employers have a responsibility to their employees as well. Employers need to create environments that encourage attendance at work (Kelly, 1992). Poor morale caused from negative work environments can cause stress, which in turn can cause employee absenteeism (Fishman, 1996). The literature review done by Harrison and Martocchio (1998), showed that absenteeism went up for two months after union employees filed policy-related grievances, which signaled and challenged a presumed injustice with regard to treatment by management.

Employees face many problems within their lives that could cause them to miss work other than those caused from illness or a disability. Employers need to address problems such as family issues (Kueller, 1998), chemical dependency or childcare (Fishman, 1996), co-worker problems, transportation, viewing

absenteeism as a privilege, medical appointments or job boredom (Howser and Kunin, 1992). Employees may be dissatisfied with their jobs because they perceive that they are either underpaid or under-rewarded (Edgington, 1996). Mintcloud (1992) believes that lack of motivation is one of the biggest reasons for employee absenteeism. Harrison and Martocchio's (1998) research showed that there were five classes of variables hypothesized to be origins/cause of absences: personality, demographic characteristics, job-related attitudes, social context, and decision-making mechanisms. As the literature suggests there are many reasons as to why an employee may be missing work and that all of these need to be identified (Fowler, 1998). Employers should realize that many of the legitimate illnesses have causes, and maybe addressing these causes could help prevent further illnesses or injuries.

Impact

If most companies were to calculate the impact that absenteeism was having on their companies, most of them would be appalled. Many of the authors took statistics from the Commerce Clearing House (CCH) surveys that are conducted each year to try and figure out how much absenteeism is costing companies. Mckee (1992) reported that it cost a company an average of \$411 per employee per year for unscheduled absences. This amount did not include any of the indirect costs that were incurred. In 1995 HR Focus used information from CCH's 1994 survey that stated companies were now paying an average of \$505

per employee. Data shows that the number of unscheduled absences in 1997 declined by 24 percent from 1991 (Anonymous, 1997) according to the CCH survey. They also reported that although the number due to personal illness as a cause has declined, the absences due to personal needs and stress have increased. The United States Census Bureau predicts that by the year 2000, employee absence costs could exceed \$340 billion nationwide (Kweller, 1998).

Absenteeism is having a devastating effect on productivity and customer satisfaction (“Employee Absenteeism Increases,” 1994 and Markowich, 1993). Mintcloud (1992) states that ultimately this increase in customer dissatisfaction will lead to loss of business. Harrison and Martocchio (1998) found in their literature review that poor performance and “neglectful” behaviors are offshoots of absenteeism. They also found that the etiology of these “neglectful” behaviors in the mid-term was negative job attitudes. Another finding that they had was that absence-taking and grievance filing were positively associated with one another. This was interpreted as passive aggression against the firm.

Solutions

The research showed that solutions ranged from rewarding employees for good attendance to disciplining those who had poor attendance. Managing Office Technology (1997) stated that the current sick leave policies do not address the real issues that are causing employee absenteeism. Organizations need to examine why employees take unscheduled absences within their own companies,

and then develop programs that help address these issues. It is felt that one way to effectively assure that absenteeism is controlled is to implement an Attendance Management Program. Kweiler (1998) suggest that you create a current absence profile that examines causes, employee demographics, annual cost impact, indirect cost, and explore how absences are dealt with. Florist (1998) created a model that educates all employees regarding the company's absenteeism policy, monitors the absences, counsels those who have had unscheduled absences, follows up with these employees, and administers corrective action to those employees who do not comply with the policy. Companies need to make sure that all employees understand the current policies that exist within their companies regarding absenteeism (Perry, 1996). If departments within an organization have separate policies or standard operating procedures, these also need to be communicated.

Current policies are now moving towards what is called "no-fault systems" (Markowich, 1993). Employers set a limit as to how many unscheduled absences you are allowed. It does not matter why you are absent. If you exceed this amount then disciplinary actions occur. Other companies are using rewards instead of discipline, and exploring preventive approaches to absenteeism.

Employers realize that some of the involuntary absences are preventable. The Worklife Report (1997) uses examples such as: flu shots, exercise breaks, fitness plans, stress management programs, providing direct care for employee's sick

children and elderly relatives, flex time, leave for school functions, and on-site child care. The 1993 Commerce Clearing House survey (Markowich, 1993) reported that “paid leave banks” help solve unscheduled absences. Employees are allowed to use the time in these banks not only for illnesses, but also personal leaves.

Relevancy to Oneida

Review of the literature has shown that Oneida is no different than the majority of companies. They continue to look for solutions to their absenteeism problems before they have identified the causes. The Nation does however have a tribal policy that addresses unscheduled absences. One problem with this policy is that it is so broad that departmental standard operating procedures need to be created. Some departments have created these and some have not. Some departments have communicated these departmental standard operating procedures to all of their employees and some have not. This inconsistency among departments is creating problems.

These are not the only absenteeism problems that the supervisors and managers encounter in their various departments. Some of these are legitimate illnesses and disabilities, but their causes could be prevented. The literature suggested several different ways of combating these causes. Oneida already does a lot in this area. They have an Employee Assistance and Chemical Dependency Program, day care sites, Oneida transit, paid leave banks (sick or personal), four

hours of child time for school functions, flex hours, and an exercise facility (lower cost to employees).

Even with all of these programs and policies in place, Oneida is experiencing an extremely high number of unscheduled absences. Until the causes are identified, these problems will persist. As Harrison and Martocchio (1998) stated, “the best predictor of this year’s absenteeism is last year’s”. Their literature review also showed that absenteeism has different origins for different people, times, and contexts.

CHAPTER III

RESEARCH METHODS

This research study will look at the possible causes of the high number of disciplinary actions in the Oneida Tribe, specifically within the Gaming Customer Relations Department. This chapter will present the research design, give an overview of the subjects participating in the survey, discuss the survey instrument, explain the procedures to collect data, and discuss the data analysis procedures.

Research Design

An employee opinion survey will be administered to identify employee's perceptions of the key issues, which may be attributing to high absenteeism. A survey containing 88 items will be administered to all 129 customer service hosts, hostesses, and receptionists.

Population

The population of this study is from the Gaming Customer Relations Department. This department consists of one director, one manager, four shift supervisors, nine supervisors, and 129 Hosts, Hostesses, and Receptionists who rotate their job duties. An attempt will be made to use all employees of the Customer Relations Department except the manager, supervisors, and shift supervisors for this study.

Instrumentation

An 88-item structured employee opinion survey with a 7-point Likert type response scale will be used. There will also be a place at the end of the survey for participant's comments. This survey will evaluate employees' perceptions in 12 key organizational development dimensions: communication (questions 1-11), teamwork (questions 12-19), manager practices (questions 20-26), total quality focus (questions 27-29), work performance (questions 30-37), empowerment (questions 38-41), tribal practices (42-52), supervisory practices (53-63), shift supervisory practices (54-64), work conditions (questions 75-78), the job itself (questions 79-83), and cultural diversity (questions 84-88). The survey was created with the help of the Customer Relations Manager.

Data Collection

The researcher will administer the survey to all Customer Relations Hosts, Hostesses, and Receptionist. The survey is a self-administered survey and requires about 1 hour to complete. The survey will be conducted in the Customer Relations conference room, at various times (see Appendix D) in order to accommodate those employees working 2nd and 3rd shifts. This method of collection was used in an effort to get a 100 percent response rate.

Data Analysis

Data will be analyzed in an effort to fully understand what is causing the disciplinary actions. Mean scores and standard deviations will be calculated for each item on the survey. Items will be analyzed to identify significant differences between items receiving high scores and those receiving low scores. Histograms and bar charts will be used to display this information. Cross tabulations will be done between questions and also using the demographic information: age, number of years in the department, and race, to see if any of these are having an effect on the environment.

CHAPTER IV

RESULTS

This chapter will describe the results of an Employee Opinion Survey, which used a 7-point Likert scale. Demographic information will be presented, and participants responses will be summarized for the 12 categories relating to key organizational development dimensions.

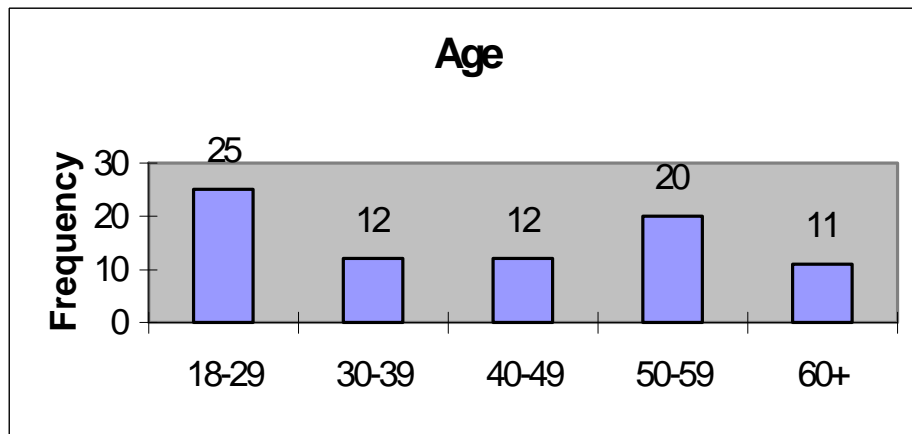
Report of Findings

The findings in this study were based upon the survey responses provided by 82 (64%) employees of the Customer Relations Department within the Oneida Tribe. The survey contained 12 key organizational development dimensions: Communications, Teamwork, Manager Practices, Total Quality Focus, Work Performance, Empowerment, Tribal Practices, Supervisory Practices, Shift Supervisory Practices, Work Conditions, The Job Itself and Cultural Diversity. Demographic information was collected regarding age, number of years in the Customer Relations Department, and race. This information is summarized in Figures 1, 2, and 3.

Figure 1 illustrates the number of respondents according to age group. Note that the 18-29 group is the largest age group. Arkin (1996) stated that turnover rates tend to be high among younger workers and then decline as workers age.

Oneida is currently experiencing a turnover rate caused by terminations due to absenteeism.

Figure 1
Survey Responses by Age



The most striking result of Figure 2 is that most employees have been employed by the tribe for no more than 5 years.

Figure 2
Survey Responses by Number of Years in the Department

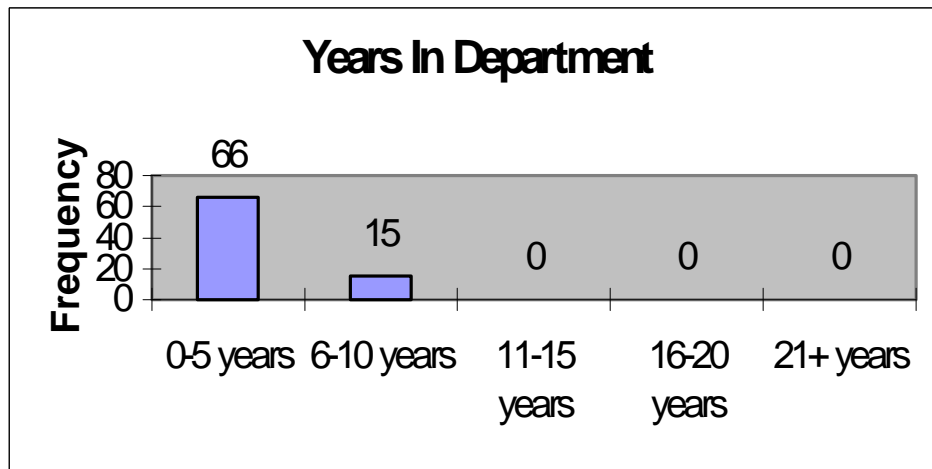
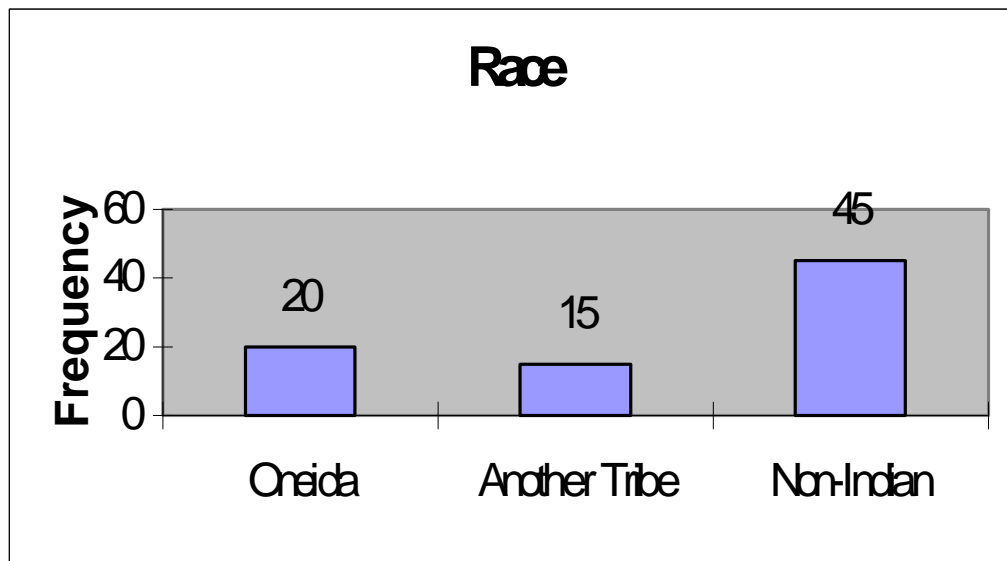


Figure 3 shows the breakdown of employees by race. Note that the greatest number of employees are non-Indian.

Figure 3
Survey Responses by Race



All questions on the survey employed a 7-point rating scale. This scale was collapsed to make analyzing easier, but before this was done histograms were created (see Appendix E). The following is how the 7-point scale was collapsed into a 4-point scale.

7-Point Scale	Collapsed Scale
Strongly Disagree	Disagree
Somewhat Disagree	Disagree
Neither Agree Nor Disagree	Neither Agree Nor Disagree
Strongly Agree	Agree
Somewhat Agree	Agree
Do Not Know	Do Not Know
Does Not Apply	Other

The last page of the survey also allowed participants to add comments. Some of these comments are listed in Appendix F.

The findings were broken down into survey sections. All survey questions, summary statistics, and percentage of responses will be presented in these sections. Appendix G contains a list of all questions along with the percentages and Appendix H contains all the standard deviations, means, averages, and t-scores.

Communications

Questions 1 through 11 focused on communication. Question number 1 asked if employees thought that communication from their manager was honest. The majority of respondents (42%) agreed, 23% disagreed, 8% neither agreed nor

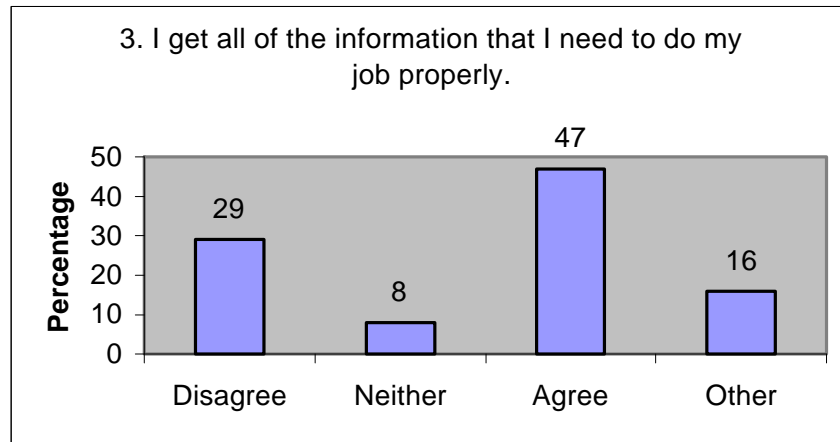
disagreed, and 27% responded as other. One comment on the survey said, “No communication at all – gets coffee and goes to office.” The mean for this question was 4.44 and the standard deviation was 2.04

Question number 2 asked if employees are free to speak up and say what they think. These results were pretty even with 38% disagreeing and 42% agreeing. Nine percents said they neither agreed nor disagreed, and eleven percent fell under other. One of the comments under this question was “Only supervisors favorites.” The mean for this question was 4.71 and the standard deviation was 1.78.

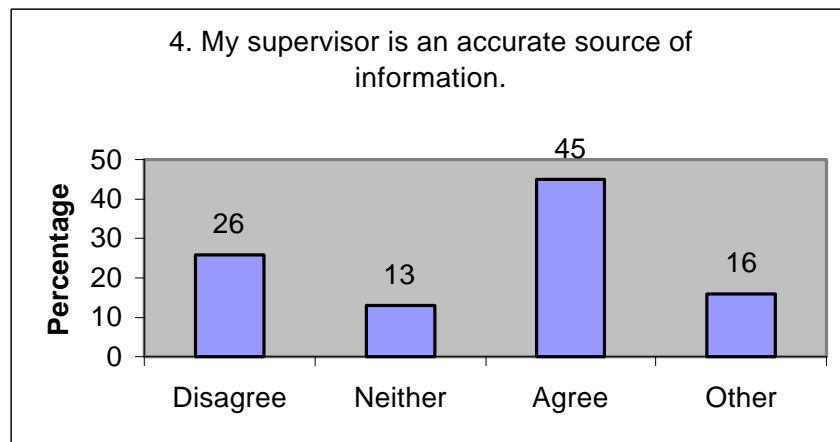
Question 3 “I get all of the information that I need to do my job properly”, and Question 4 “My supervisor is an accurate source of information”, had participants positively responding with a 47% and 45% consecutively (see Figures 4 & 5). Responses for disagree were at 29% and 26% consecutively. Comments under these questions stated that it depended on who the supervisor was. These questions had means of 4.59 and 4.60, and standard deviations of 1.83 and 1.87 consecutively.

Figure 4

Response Rate to the Survey Question: I Get All of the Information That I Need To Do My Job Properly

**Figure 5**

Response Rate to the Survey Question: My Supervisor is an Accurate Source of Information

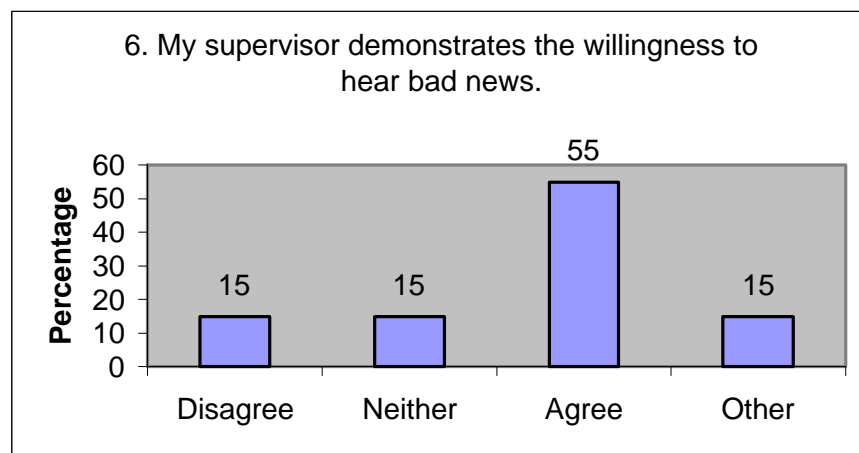


Question 5 has just about as many responses for agree (32%) as it has for disagree (40%), when asked if upward communication works well at this company. The response for neither agree nor disagree was at 17% and other had a 11%. The mean was 4.42 and the standard deviation was 1.59

Question 6 asked if their supervisor demonstrates the willingness to hear bad news. Over half the respondents (55%) agreed (see Figure 6). Twelve (15%) employees disagreed, 15% neither agreed nor disagreed and 15% responded as other. One of the comments was that they never really talk to supervisors about bad news, but with their shift supervisors. The mean for this question was 5.01 and the standard deviation was 1.83.

Figure 6

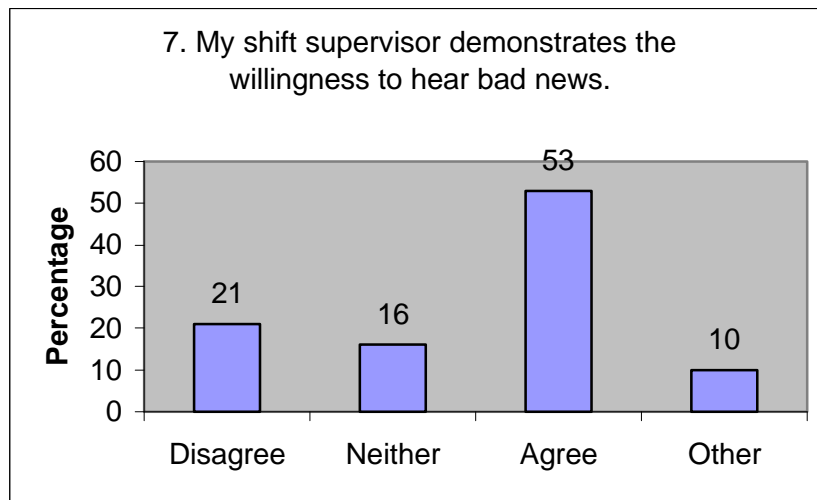
Response Rate to the Survey Question: My Supervisor Demonstrates the Willingness to Hear Bad News.



Employees were asked if they thought that their shift supervisor demonstrated the willingness to hear bad news and 53% said that they agreed (see Figure 7). Seventeen (21%) employees disagreed with this statement, 16% neither agreed nor disagreed, and 10% said other. The mean was 5.01 and the standard deviation was 1.84.

Figure 7

Response Rate to the Question: My Shift Supervisor Demonstrates the Willingness to Hear Bad News.



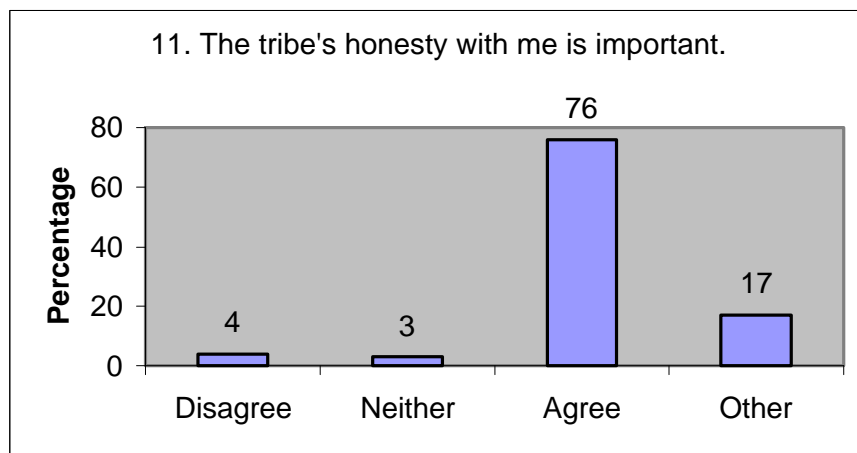
When asked if the manager keeps employees informed (question 8) and if the manager gives them enough information about what's going to happen

(question 9), the response rate was almost identical. Employees responded to agree with a 40% response rate for both questions. Responses to question 8 said that 36% disagreed, where as responses to question 9 said that 35% disagreed. The means were 4.39 and 4.64 and the standard deviations were 1.86 and 1.78 consecutively.

Question 10 asked how satisfied employees were with the tribe's honesty and Question 11 asked how important the tribe's honesty was to them. Results showed that 41% said they were not satisfied with the tribe's honesty, however, 76 % said the tribe's honesty was important to them (see figure 8). The means were 4.25 and 5.69 and the standard deviations were 1.69 and 2.24 consecutively.

Figure 8

Response Rate to the Question: The Tribe's Honesty With Me is Important



A cross tabulation was also run to show the relationship between these two questions (see Table 4).

Table 4
Comparison Between the Questions: “I Am Satisfied With the Tribe’s Honesty”, and “The Tribe’s Honesty With Me Is Important”.

	I am satisfied with the tribe’s honesty.					<u>TOTAL</u>
		Agree	Neither Agree Nor Disagree	Disagree	Other	
The tribe’s honesty with me is important	Agree	22	10	23	7	62
	Neither Agree Nor Disagree	1	0	1	0	2
	Disagree	0	0	3	0	3
	Other	0	3	6	5	14
TOTAL		23	13	33	12	

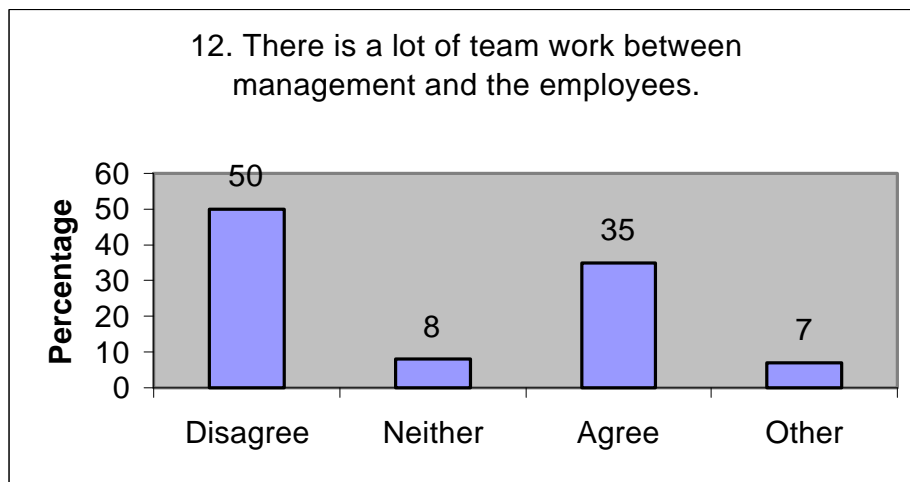
Teamwork

Questions 12 through 19 focused on teamwork. When asked if there is a lot of teamwork between management and the employees, 50% said they disagreed (see Figure 9). Thirty-five percent agreed, 8% neither agreed nor disagreed, and 7% marked other. Two of the comments to question 12 were, “They don’t even know

what the word means”, and “Shifts work against each other”. The mean was 4.48 and the standard deviation was 1.51.

Figure 9

Response Rate to the Question: There is a Lot of Teamwork Between Management and the Employees.



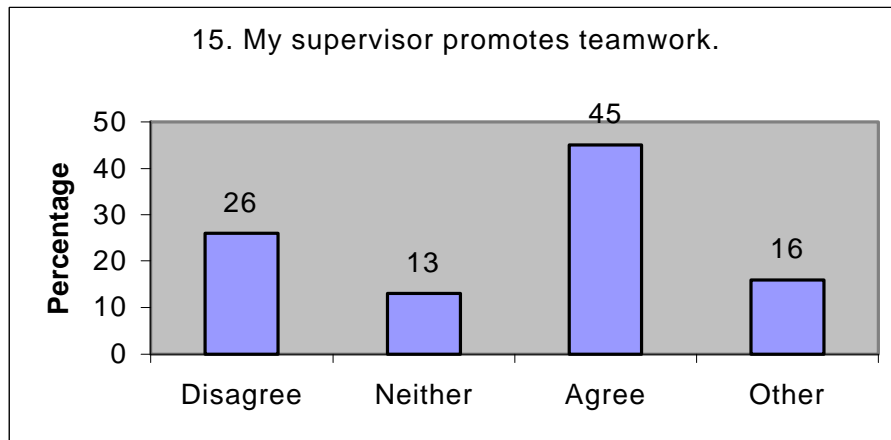
Question 13 asked if members of management work together effectively as a team. There was not much difference between those agreeing and disagreeing, with 41% disagreeing, and 31% agreeing. Sixteen percent of the respondents said they neither agreed nor disagreed, and 12% responded as other. One of the comments was, “They talk behind each others back”. The mean was 4.33 and the standard deviation was 1.62.

Employees were asked if there is a lot of teamwork among employees in this department. Thirty-nine percent said they agreed, but thirty-eight percent said they disagreed. One of the comments for question 14 was, “Depends on the shift”. The mean was 4.48 and standard deviation was 1.78.

Figure 10 illustrates the employee’s views on their supervisor promoting teamwork. A high percentage (45%) said they agreed. Only 26% said they disagreed, 16% said other, and 13% neither agreed nor disagreed. The mean was 4.70 and the standard deviation was 1.87.

Figure 10

Response Rate to the Question: My Supervisor Promotes Teamwork.



When employees were asked if all people readily helped others get their work done, 44% agreed. Thirty-five percent disagreed, 11% answered other, and 10% neither agreed nor disagreed. One of the comments stated that 75% of customer service staff do but the other 25% nothing happens to. The mean was 4.65 and the standard deviation was 1.60.

Figure 11 shows that 59% of the respondents enjoyed working with fellow co-workers from other shifts. Only 16% disagreed, 14% neither agreed nor disagreed, and 11% marked other. One comment said that it was nice to work with different people. The mean was 5.17 and the standard deviation was 1.82. Question 13 was very similar to question 12 because it asked employees if co-workers from other shifts enjoy working with them. Again a high percentage (53%) felt that other co-workers did enjoy working with them. Some of the co-workers were not sure (21%) and they marked other. The mean was 4.88 and the standard deviation was 1.84.

Figure 11

Response Rate to the Question: I Enjoy Working With Fellow Co-workers From Other Shifts.

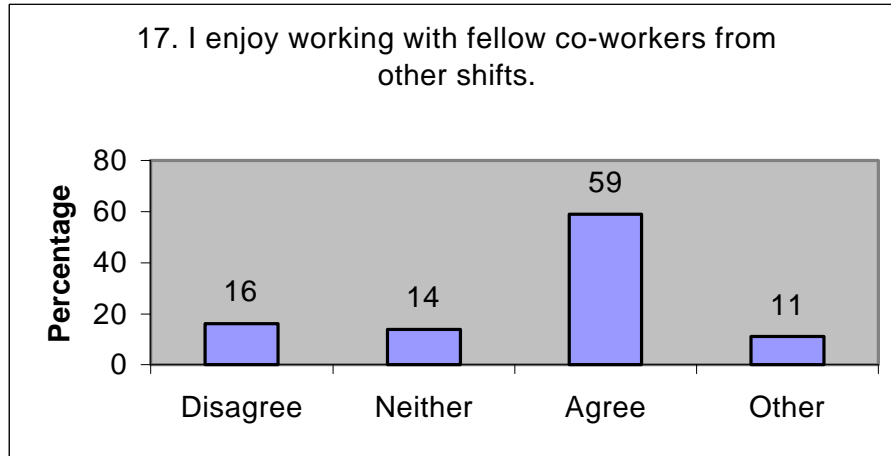
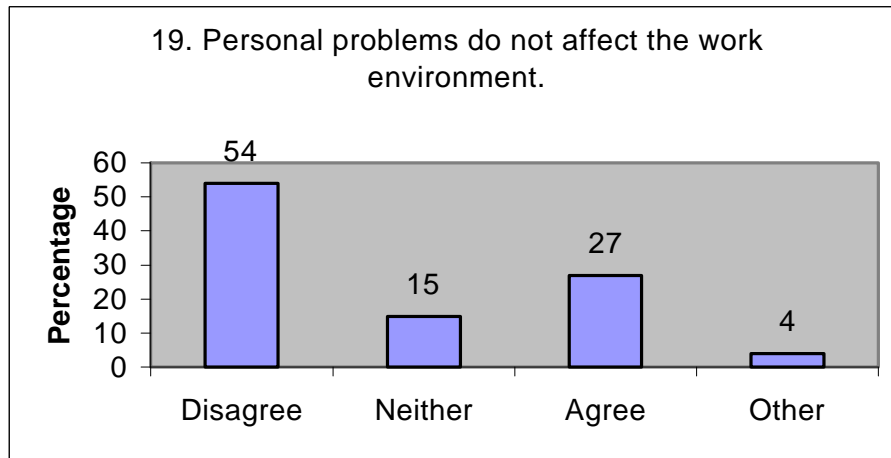


Figure 12 illustrates that personal problems are affecting the work environment (54%). Other employees (27%) felt that it did not. Only 4% marked other, and 15% neither agreed nor disagreed. One comment said that it happens with supervisors and employees. The mean was 4.40 and the standard deviation was 1.51.

Figure 12

Response Rate to the Question: Personal Problems Do Not Affect the Work Environment.



Manager Practices

Questions 20 through 26 focused on manager practices. A high percentage of the respondents (47%) felt that the manager cared about her employees.

However, 25% disagreed with this, 8% neither agreed nor disagreed, and 20% marked other. Out of this twenty-percent, 16% said they did not know if their manager cared. One comment said that they never saw the manager nor talked with her. The mean was 4.66 and the Standard Deviation was 1.97.

Question 21, “The manager keeps informed about how employees feel about things”, and question 22, “The manager feels each employee is important as an

individual”, had similar responses. Forty-two percent and thirty-eight percent respectively, agreed. Thirty-four percent and thirty-five percent disagreed. One of the comments stated that there was no open door policy. The means were 4.57 and 4.51 and the standard deviations were 1.75 and 1.84 consecutively.

Figure 13 shows that 50% of the respondents felt that the manager treated employees with respect. Twenty-one percent still felt that they were not treated with respect, 12% neither agreed nor disagreed, and 17% marked other. The mean was 4.90 and the standard deviation was 1.91.

Figure 13

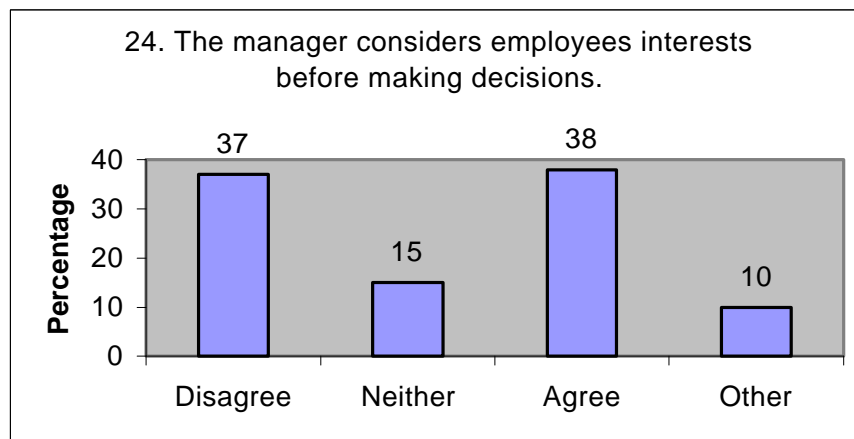
Response Rate to the Question: The Manager Treats Employees With Respect.



Figure 14 illustrates the respondent's views on if the manager considers employee's interest before making decisions. The responses between agreeing (38%) and disagreeing (37%), were almost equal. Fifteen said they neither agreed nor disagreed, and 10% marked other. The mean was 4.58 and the standard deviation was 1.60.

Figure 14

Response Rate to the Question: The Manager Considers Employee's Interests Before Making Decisions.



The respondents agreed (44%) that the manager does what she says she will do, and also 40% agreed that the manager is responsive to employees concerns. Twenty-one percent and thirty-four percent consecutively, disagreed. The means were 4.61 for both questions and the means were 1.93 and 1.84 consecutively.

Service Quality

Questions 27 through 29 focused on the quality of service. Question 27 asked if quality standards had been established for all of the services. There was a positive response (45%) to this question. Some respondents (21%) still felt that all quality standards had not been established and 22% neither agreed nor disagreed. One comment to this question was that there were not enough change runners in slots. The mean was 4.83 and the standard deviation was 1.62.

Fifty-four percent of the respondents felt that services meet their customers needs. However, thirty-three percent felt it did not. One of the comments stated that customers need to wait too long for change fills and jams. The mean was 4.77 and the standard deviation was 1.77.

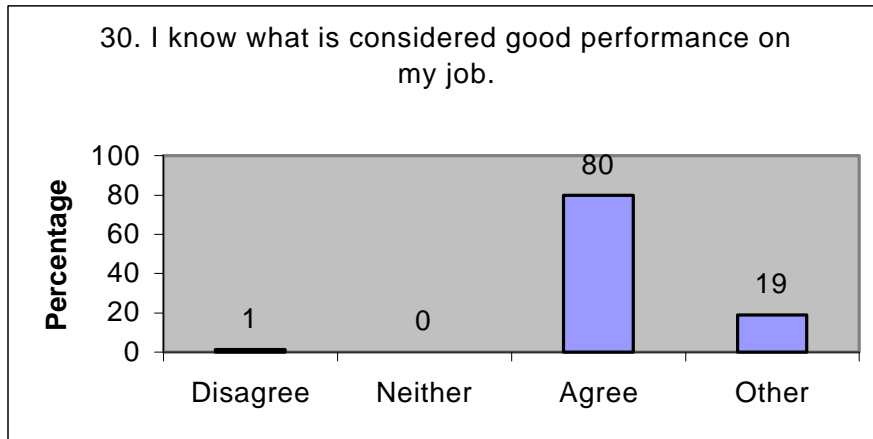
When asked if this department is continuously seeking ways to improve their services, some felt it was (46%) and some felt that it was not (28%). Sixteen neither agreed nor disagreed, and ten percent marked other. The mean for this question was 4.66 and the standard deviation was 1.77.

Job Performance

Questions 30 through 37 focused on job performance. When asked if they knew what was considered good performance on their job, 80% (see figure 15) responded that they knew. Only 1%, disagreed, 0% neither agreed nor disagreed, and 19% marked other. The mean was 5.73 and the standard deviation was 2.25.

Figure 15

Response Rate to the Question: I Know What is Considered Good Performance on my Job.



Question 31 asked if the supervisor gives honest feedback about their performance. The highest number of respondents (48%) agreed, 26% disagreed, 16% marked other, and 10% neither agreed nor disagreed. One respondent commented that they never get honest feedback. The mean was 4.77 and the standard deviation was 2.02.

When respondents were asked if they were usually recognized for good work performance, 49% agreed, 31% disagreed, 11% marked other, and 9% neither agreed nor disagreed. Some respondents commented that they were thanked verbally but not with a raise. The mean was 4.88 and the standard deviation was 1.75.

When asked if the supervisor effectively coaches them on how to improve their performance, thirty-nine percent disagreed, twenty-six percent agreed, twenty-six percent neither agreed nor disagreed, and nine percent marked other. One respondent commented that they never get coached. The mean was 4.5 and the standard deviation was 1.61.

Question 34 asked if the job environment motivates employees to perform at their very best. The responses for agree (36%) and disagree (35%) were almost equal. There were 20% of the respondents who neither agreed nor disagreed, and 9% marked other. One respondent commented that all departments complain about upper management getting raises, but there are none for the employees. The mean was 4.65 and the standard deviation was 1.63.

Figure 16 illustrates the respondent's views on having the information needed to do their job. A large number of respondents (59%) agreed. Only 18% disagreed, 8% neither agreed nor disagreed, and 15% marked other. The mean was 4.96 and the standard deviation was 1.92. Question number 36 was very similar to question 35, and asked respondents if there were enough staff to do the job. Forty-three percent agreed, nineteen disagreed, twenty-one percent neither agreed nor disagreed, and seventeen percent marked other. The mean was 4.66 and the standard deviation was 1.77.

Figure 16

Response Rate to the Question: I Have the Information I Need to do my Job.

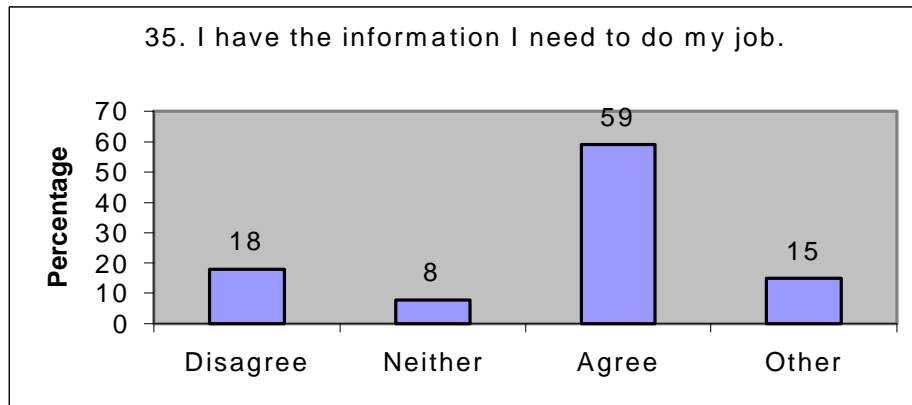
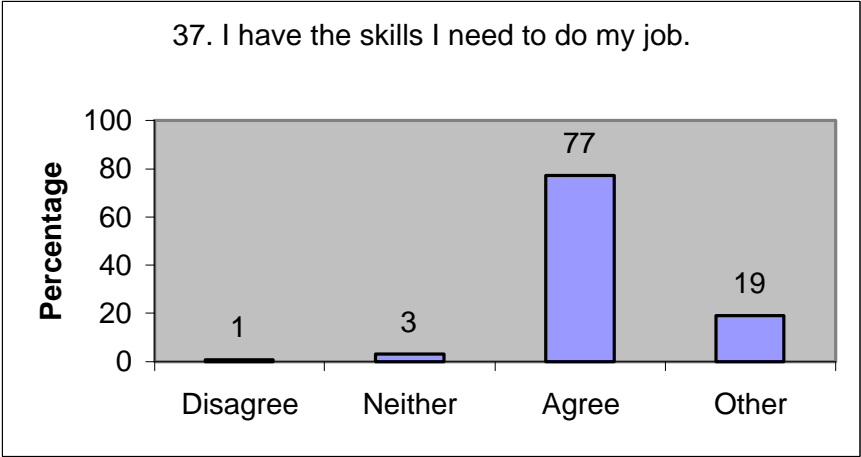


Figure 17 illustrates the employee's views when asked if they have the skills to do their job. An overwhelming 77% agreed. Only 1% disagreed, 3% neither agreed nor disagreed, and 19 marked other. The mean was 5.70 and the standard deviation was 2.25.

Figure 17
Response Rate to the Question: I Have the Skills I Need to do my Job.



Empowerment

Questions 38 through 41 focused on empowerment. Question 38 and question 39 had similar response rates. Question 38 asked if the manager wants to know about their ideas and question 39 asked if the supervisor wants to know about their ideas. The response rates consecutively were 36% and 42% agreeing, 19% and 18% disagreeing, and 15% and 10% marked other. Both questions had a 30% disagree response rate. One comment stated that the manager works 1st shift making it impossible for 2nd and 3rd shift to communicate with her. Another comment stated that only the shift supervisor wanted to know about their ideas.

The means to the questions were 4.62 and 4.84 and standard deviations were 1.78 and 1.73 consecutively. However, when they were asked if it was important to have their supervisor want to know their ideas, 67% responded that they agreed. The mean was 5.42 and the standard deviation was 2.14. A cross tabulation was run to show the relationship between question 39 and question 40 (see Table 5).

Table 5

Comparison Between the Questions: “My Supervisor Wants to Know About my Ideas”, and “It is Important to Have My Supervisor Want to Know My Ideas”.

	My supervisor wants to know about my ideas					<u>TOTAL</u>
		Agree	Neither Agree Nor Disagree	Disagree	Other	
It is important to have my supervisor want to know my ideas.	Agree	28	3	1	2	34
	Neither Agree Nor Disagree	9	2	2	1	14
	Disagree	15	0	3	6	24
	Other	3	1	1	5	10
TOTAL		55	6	7	14	

Question 41 asked if employees were involved in making decisions that effected their work. Forty-two percent agreed, twenty-nine percent disagreed, seventeen percent neither agree nor disagree, and twelve percent answered other.

One of the comments stated that they felt that no one cares. The mean was 4.65 and the standard deviation was 1.79.

Tribal Practices

Questions 42 through 52 focused on tribal practices. Questions 42 through 47 asked if employees understood the policies, standard operating procedures, work rules, mission statement, and goals of the department. The majority of the employees (72%, 75%, 75%, 65%, 73%, and 76%) felt that they understood these. Refer to Appendix G for a detailed breakdown of percentages and Appendix H for the means and standard deviations.

When employees were asked on questions 48 and 49 if they were satisfied with the recognition they receive for their efforts and accomplishments, 46% and 41% said they disagreed consecutively. Thirty-seven percent and thirty-five percent agreed, thirteen and eighteen percent neither agreed nor disagreed, and four percent and six percent marked other. Some of the comments were that they did not receive recognition, and that no one says anything. One employee also commented that they receive verbal recognition but no raises. The means to these questions were 4.65 and 4.57 and the standard deviations were 1.61 and 1.64 consecutively.

Figure 18 depicts employee's views of how important it is to be valued as an individual within the tribe. Sixty-eight percent agreed with this question and only five percent disagreed. The mean was 5.29 and the standard deviation was 2.39.

Figure 18
Response Rate to the Question: It is Important For me to Be Valued As An Individual in the Tribe.

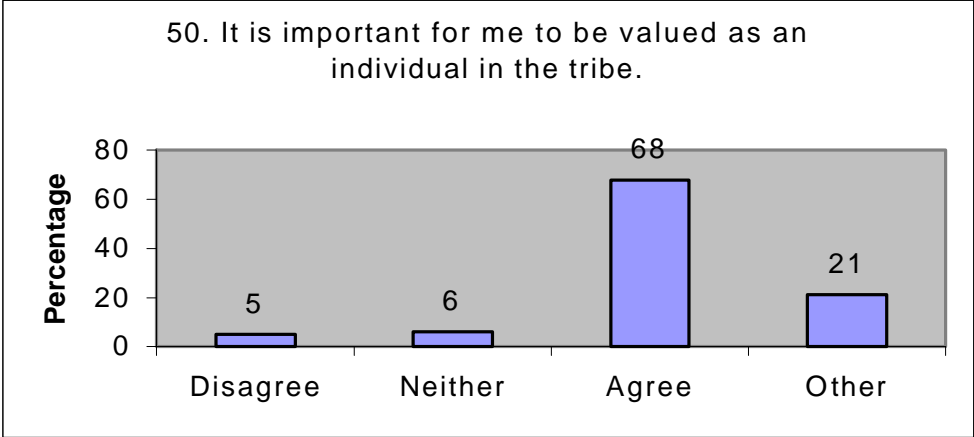


Table 6 looks at the difference between how important it is to employees to be valued within the tribe, and how satisfied they are with how they are being valued. Forty-two percent said they are not satisfied with how they are valued as an individual in the tribe. The mean was 4.31 and the standard deviation was 1.83.

Table 6

Comparison Between the Questions: “It is Important For Me to be Valued As An Individual in the Tribe”, and “I Am Satisfied With How I Am Valued As An Individual in the Tribe”.

	It is important for me to be valued as an individual in the tribe.					<u>TOTAL</u>
		Agree	Neither Agree Nor Disagree	Disagree	Other	
I am satisfied with how I am valued as an individual in the tribe.	Agree	26	0	1	0	27
	Neither Agree Nor Disagree	4	2	0	1	7
	Disagree	24	2	3	6	35
	Other	1	0	0	9	10
TOTAL		55	4	4	16	

Question 52 asked employees if they look forward to coming to work. The majority of respondents agreed (55%) that they looked forward to coming to work. Some employees (18%) disagreed, 14% neither agreed nor disagreed and 13% marked other. One employee commented that they use to love coming to work, another said they use to look forward to coming to work, but that it has changed over the years. Still another says that the morale is very low. The mean was 5.04 and the standard deviation was 1.86.

Supervisory Practices

Questions 53 through 63 focused on supervisory practices. Question 53 asked if they thought their supervisory was an effective problem solver. Forty-three

percent thought so, but twenty-four percent thought the supervisor was not an effective problem solver. The mean was 4.73 and the standard deviation was 1.76. Question 54 asked if the supervisor is willing to listen to problems. Fifty-one percent felt they were and twenty-one percent felt they did not listen. Comments received were some are and some are not, she betrays confidences, and depends on who it is. The mean was 4.96 and the standard deviation was 1.86.

Employees were asked if they thought that their supervisor treated all employees fairly. Figure 19 illustrates that 43% disagreed with this and that 32% agreed. Fourteen percent neither agreed nor disagreed, and eleven percent marked other. Following are comments that were made: all 3 supervisors have their favorites, there is favoritism, and some. The mean was 4.41 and the standard deviation was 1.68.

Figure 19
Response Rate to the Question: My Supervisor Treats All Employees Fairly.



Employees overall seem to be satisfied with the relationship they have with their supervisor (55%). However, we do have some (18%) who are not satisfied with the relationship. One employee commented that they were satisfied with one of the supervisors. The mean was 4.94 and the standard deviation was 1.98.

Question 57 asked if the supervisor keeps the employee informed. Forty-nine percent felt they were kept informed, twenty percent felt they were not, thirteen percent neither agreed nor disagreed, and eighteen percent marked other. One comment said that supervisors don't even know what's going on. The mean was 4.79 and the standard deviation was 1.87.

A higher percentage of employees (44%) responded that they thought their supervisor felt that each employee was important as an individual. However, 24% of the employees thought their supervisor did not. There was a smaller percentage (19%) that marked other, but even a smaller amount (13%) responded as neither agreeing nor disagreeing. The mean was 4.62 and the standard deviation was 1.88.

When respondents were asked if their supervisor keeps them informed about how employees feel about things, the number agreeing (32%) and disagreeing (36%) were similar. Eighteen percent neither agreed nor disagreed, and fourteen percent marked other. The mean was 4.41 and the standard deviation was 1.66.

A larger number of respondents (50%) felt that their supervisor treats them with respect. Still there were 23% who felt that their supervisor did not treat them with respect. The mean was 4.76 and the standard deviation was 1.91.

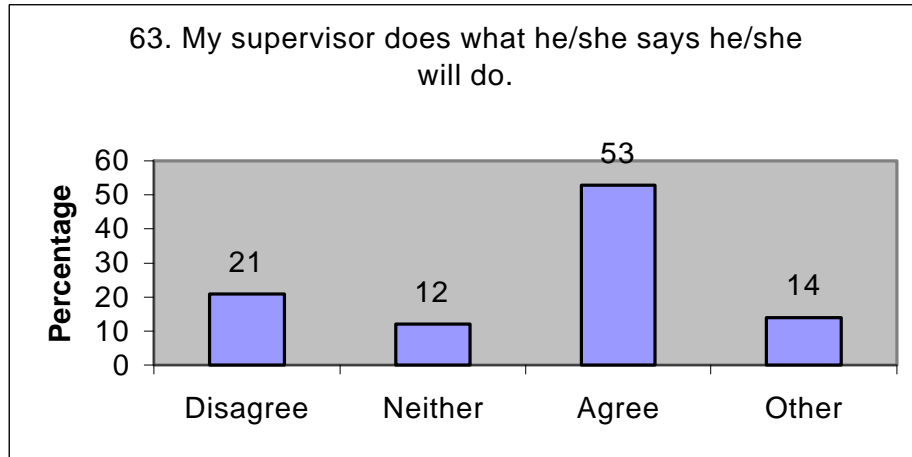
Question 61 asked if employees thought that supervisors considered their interest before making decisions. Forty-four percent felt that they did not. Thirty-three percent felt that they did, thirteen percent neither agreed nor disagreed, and ten percent marked other. The mean was 4.47 and the standard deviation was 1.67.

Are supervisors more tolerant of mistakes as learning experiences? Thirty-nine percent of the respondents agreed, but thirty-two percent disagreed. Fifteen percent neither agreed nor disagreed and fourteen percent marked other. The mean was 4.64 and the standard deviation was 1.72.

Figure 20 illustrates the employee's views when asked if their supervisor does what he/she says he/she will do. Over half of the respondents (53%) agreed with this statement, 21% disagreed, 12% neither agreed nor disagreed, and 14% marked other. One of the comments stated that it depends on who the supervisor is. The mean was 4.95 and the standard deviation was 1.80.

Figure 20

Response Rate to the Question: My Supervisor Does What He/She Says He/She Will Do.

**Shift Supervisory Practices**

Questions 64 through 74 focused on shift supervisory practices. Question 64 wanted to know if employees thought their shift supervisor was an effective problem solver. Forty-four percent agreed, thirty-two percent disagreed, twelve percent neither agreed nor disagreed, and twelve percent marked other. The mean was 4.74 and the standard deviation was 1.76.

Forty-seven percent of the employees thought that their shift supervisor was willing to listen to their problems. However, twenty-six percent disagreed, twelve

percent neither agreed nor disagreed, and fifteen percent marked other. One comment stated that two of them are. The mean was 4.93 and the standard deviation was 1.96.

When asked if the shift supervisor treats all employees fairly, 44% agreed with this statement, 35% disagreed, 9% neither agreed nor disagreed, and 12% marked other. One respondent commented that they were basically satisfied and felt that the shift supervisors are kept in the dark as changes keep occurring. The mean was 4.72 and the standard deviation was 1.85.

Question 67 explored how satisfied employees were with the relationship they have with their shift supervisor. Fifty percent agreed that they were satisfied, twenty-five percent disagreed, fourteen percent marked other, and eleven percent neither agreed nor disagreed. The mean was 4.93 and the standard deviation was 1.95.

Do shift supervisors keep their employees informed? Forty-seven percent thought they did, twenty-five percent disagreed, fifteen percent neither agreed nor disagreed, and thirteen percent marked other. One respondent commented with as much as she is informed. The mean was 4.91 and the standard deviation was 1.90.

Forty-two percent of the respondents felt that their shift supervisor feels each employee is important as an individual. A smaller percent of the respondents

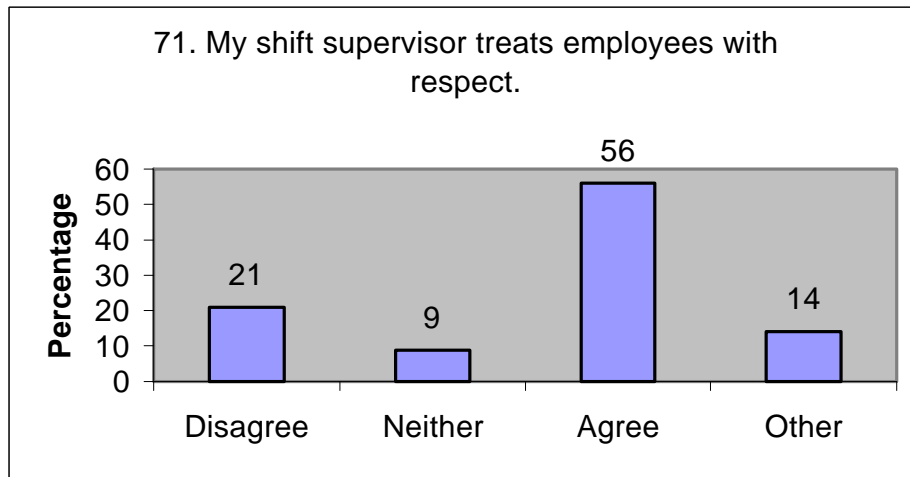
(30%) disagreed, sixteen marked other and twelve percent neither agreed nor disagreed. The mean was 4.73 and the standard deviation was 1.94.

Question 70 asked employees if their shift supervisor keeps them informed about how employees feel about things. Forty-one percent felt that their shift supervisors did not keep them informed, thirty-three percent felt they did, twenty-one percent neither agreed nor disagreed, and five percent marked other. The mean was 4.66 and the standard deviation was 1.59.

Figure 21 depicts employee's views on whether their shift supervisor treats employees with respect or not. Fifty-six percent felt that they were treated with respect, twenty-one percent disagreed, fourteen percent marked other, and nine percent said they neither agreed nor disagreed. One comment said sometimes, and another comment said only if they're Oneida. The mean was 5.06 and the standard deviation was 1.96.

Figure 21

Response Rate to the Question: My Shift Supervisor Treats Employees With Respect.



Question 72 had the same percentage (37%) of respondents agreeing and disagreeing when they were asked if their shift supervisor considers employee interests before making decisions. Fourteen percent neither agreed nor disagreed, and twelve percent marked other. The mean was 4.59 and the standard deviation was 1.77.

A positive response was given by 50% of the respondents when asked if their shift supervisor is more tolerant of mistakes as learning experiences. Twenty-eight percent of the respondents felt that the shift supervisors were not tolerant of

the mistakes, eleven percent neither agreed nor disagreed, and eleven percent marked other. The mean was 4.98 and the standard deviation was 1.74.

When asked if the shift supervisor does what he/she says he/she will do, forty-six percent agreed, and almost as many disagreed (31%). Fourteen percent marked other, and nine percent said they neither agreed nor disagreed. One of the comments received, stated that their shift supervisor does not like conflict and does not know how to problem solve. The mean was 4.79 and the standard deviation was 1.90.

Work Conditions

Questions 75 through 78 focused on work conditions. Are the health conditions in my work area good? Forty-six percent of the respondents agreed that the conditions were good, thirty-one percent agreed that they were not, fourteen percent marked other, and nine percent neither agreed nor disagreed.

Below are some of the comments that were received:

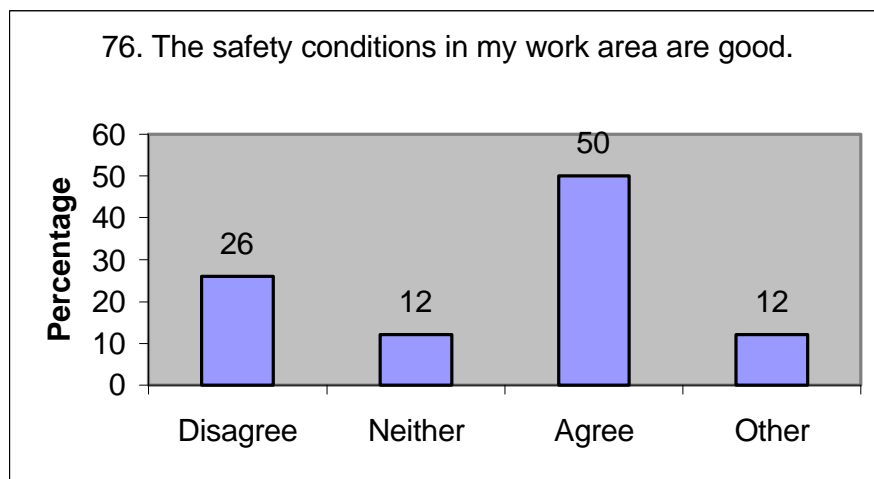
- The smoke ventilation is terrible
- Dirty
- Pit G is gross and stinks – no one does anything
- Pit G is nasty there are fruit flies
- The air is stagnant many health risks

The mean was 4.58 and the standard deviation was 1.73.

Question 76 looked at the safety conditions in the work area. Fifty percent of the respondents agreed that work area is safe (see figure 22). Twenty-six respondents disagreed, twelve percent neither agreed nor disagreed, and twelve percent marked other. One respondent remarked that the floors are slippery at times. The mean was 4.85 and the standard deviation was 1.71.

Figure 22

Response Rate to the Question: The Safety Conditions In My Work Area Are Good.



Fifty-nine percent of the employees surveyed felt that they have the equipment/material they need to do their job properly. Twenty-one percent disagreed, fifteen percent marked other, and five percent neither agreed nor

disagreed. One respondent stated that at times they do not have pens, and another respondent commented that more rubber mats were needed for the carts. The mean was 5.06 and the standard deviation was 1.93.

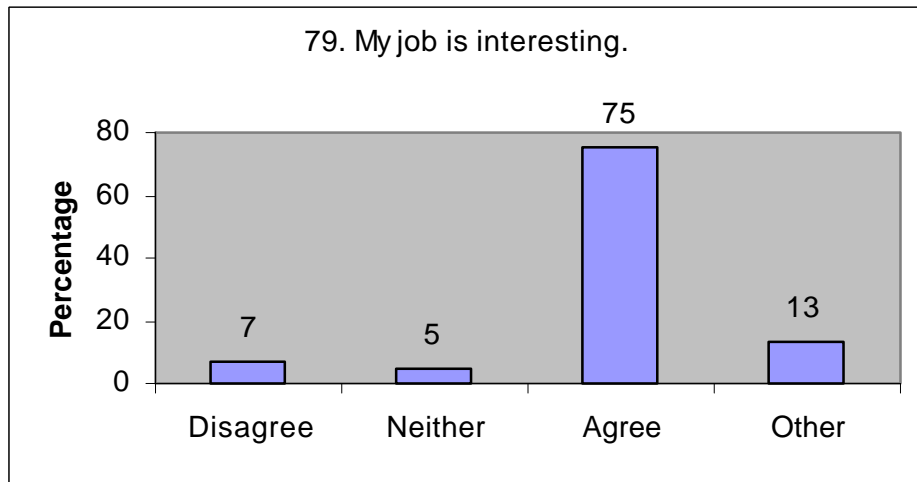
Question 78 questioned if the work conditions promoted high productivity. Forty-one percent felt that it did, twenty-five percent felt that it did not, twenty percent neither agreed nor disagreed, and fourteen percent marked other. One respondent commented that at times they have to beg for coffeepots from next door. The mean was 4.75 and the standard deviation was 1.69.

The Job Itself

Figure 23 illustrates the employee's views when asked if their job was interesting. An overwhelming 75% agreed that they found their job interesting and only 7% disagreed. Thirteen percent marked other and five percent neither agreed nor disagreed. One respondent commented that if they had the right management. The mean was 5.51 and the standard deviation was 1.87.

Figure 23

Response Rate to the Question: My Job is Interesting.



Does my job make good use of my skills and abilities? Question 80 asked this of the respondents. Fifty-eight percent felt like their job did make good use of their skills and abilities, where as eighteen percent felt that it did not. Fourteen percent marked other, and ten percent neither agreed nor disagreed. One respondent felt it would be better if someone cared. The mean was 5.10 and the standard deviation was 1.95. A cross tabulation (see Table 7) was constructed to see if employees who have been employed in the department for six to ten years still feel that the job is making good use of their skills and abilities. Another cross tabulation (see Table 8) was also constructed to see if Oneida's felt that their jobs

were making good use of their skills and abilities versus those who were not

Oneida.

Table 7

Comparison Between Years in the Department and the Question, “My Job Makes Good Use of My Skills and Abilities”.

		My job makes good use of my skills and abilities				
		Agree	Neither Agree Nor Disagree	Disagree	Other	<u>TOTAL</u>
Years in the department	0-5	36	8	11	8	63
	6-10	9	1	3	1	14
	11-15	0	0	0	0	0
	16-20	0	0	0	0	0
	21+	0	0	0	0	0
TOTAL		45	9	14	9	

Table 8

Comparison Between Race and the Question , “My Job makes Good Use of My Skills and Abilities”.

		My job makes good use of my skills and abilities				
		Agree	Neither Agree Nor Disagree	Disagree	Other	<u>TOTAL</u>
Race	Oneida	13	1	1	4	19
	Other Tribe	7	3	2	2	14
	Non-Indian	25	4	11	4	44
TOTAL		45	8	14	10	

When asked if there are good opportunities to learn new skills in the tribe, 47% agreed that there were, but 25% disagreed. Below are some comments that were made:

- Only if you are Oneida
- No- only if you're tribal
- Only if you're tribal
- Only if tribal
- Only if you are Oneida

The mean was 4.95 and the standard deviation was 1.75. A cross tabulation (see Table 9) was constructed to determine if the tribe offered good opportunities to learn new skills in the tribe whether you were Oneida, from another tribe, or had no tribal affiliation.

Table 9

Comparison of Race and If There Are Good opportunities to Learn New Skills In the Tribe.

		There are good opportunities to learn new skills in the tribe.				
		Agree	Neither Agree Nor Disagree	Disagree	Other	<u>TOTAL</u>
Race	Oneida	12	3	2	3	20
	Other Tribe	8	3	3	1	15
	Non-Indian	18	9	14	3	44
TOTAL		38	15	19	7	

Figure 24 shows results from the question asking employees if they felt the amount of work they are asked to do is fair. An overwhelming 69% agreed that the amount of work they are asked to do is fair. Only 8% felt that it was not, 7% neither agreed nor disagreed, and sixteen percent marked other. Mean was 5.38 and the standard deviation was 2.02.

Figure 24

Response Rate to the Question: The Amount of Work I Am Asked To Do Is Fair.

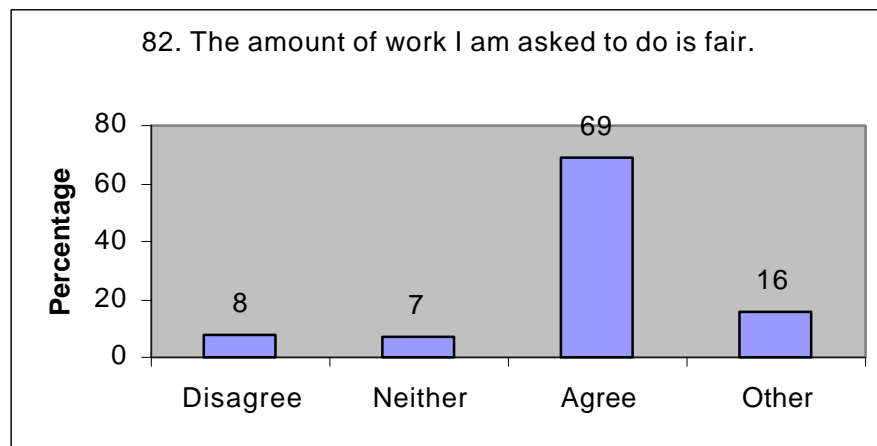
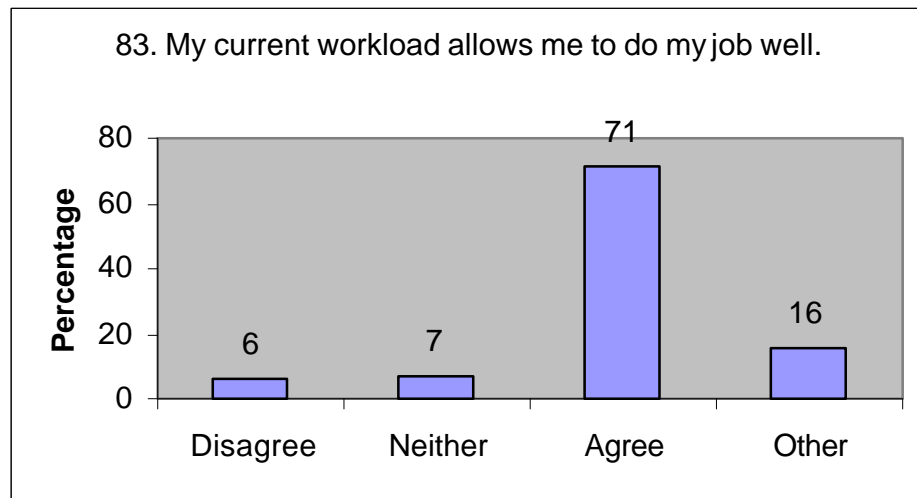


Figure 25 illustrates the respondent's views on the current workload allowing employees to do their job well. A majority of the respondents agreed (71%) that the current workload was allowing them to do their job well. A very low percentage (6%) disagreed. Sixteen percent marked other, and seven percent

neither agreed nor disagreed. The mean was 5.38 and the standard deviation was 1.98.

Figure 25

Response Rate to the Question: My Current Workload Allows me to Do my Job Well.



Cultural Diversity

Questions 84 through 88 focused on cultural diversity. Question 84 asked employees if all cultures are made to feel welcome. Fifty-five percent agreed, twenty-five percent disagreed, thirteen percent marked other, and seven percent neither agreed nor disagreed. The mean was 5.04 and the standard deviation was

1.96. A cross tabulation (see Table 10) was constructed using races to see if all employees are made to feel welcome.

Table 10
Comparison to Determine if Those of Different Races Are Made to Feel Welcome

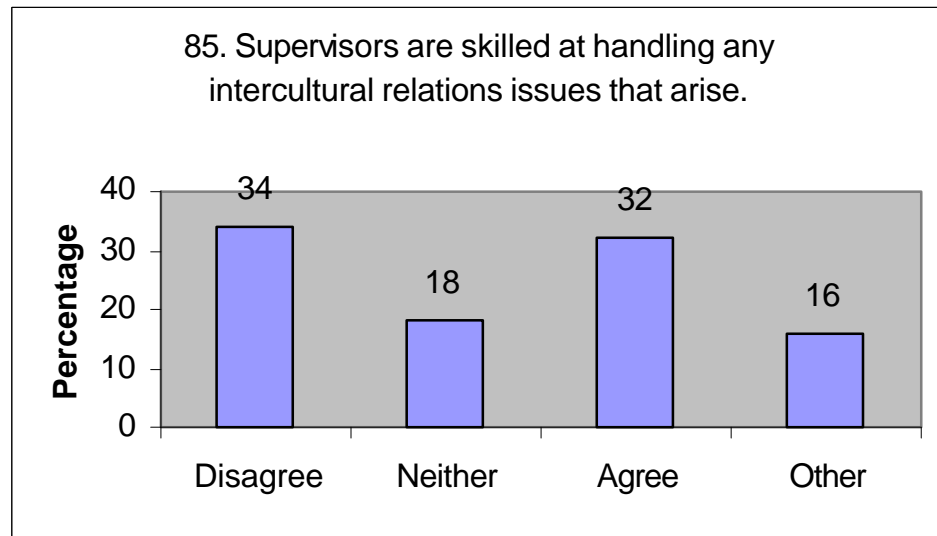
		Employees of all cultures are made to feel welcome				
		Agree	Neither Agree Nor Disagree	Disagree	Other	<u>TOTAL</u>
Race	Oneida	14	0	4	2	20
	Other Tribe	8	1	4	1	14
	Non-Indian	22	4	12	7	45
TOTAL		44	5	20	10	

Are supervisors skilled at handling intercultural relation's issues that arise?

Thirty-four percent felt that supervisors are not skilled at handling intercultural relation's issues (see figure 26). Thirty-two percent thought they were, eighteen percent neither agreed nor disagreed, and sixteen percent marked other. One respondent commented that they can not even handle non-intercultural relations issues. The mean was 4.38 and the standard deviation was 1.72.

Figure 26

Response Rate to the Question: Supervisors Are Skilled At Handling Any Intercultural Relations Issues That Arise.



A cross tabulation (see Table 11) was also constructed to determine if race made a difference when employees were asked if supervisors are skilled at handling any intercultural relation issues that arise.

Table 11

Comparison Using Race to Determine if Supervisors Are Skilled at Handling Any Intercultural Relation Issues That Arise.

		Supervisors are skilled at handling any intercultural relations issues that arise				
		Agree	Neither Agree Nor Disagree	Disagree	Other	TOTAL
Race	Oneida	8	4	5	3	20
	Other Tribe	7	3	4	1	15
	Non-Indian	11	8	17	9	45
TOTAL		26	15	26	13	

Question 86 asked if shift supervisors could handle intercultural relations issues. Shift supervisors fared a little better than supervisors with 35% of the respondents agreeing that they could handle these issues. Twenty-nine percent disagreed, eighteen percent neither agreed nor disagreed and eighteen percent marked other. The mean was 4.47 and the standard deviation was 1.84.

Question 87 asked respondents if there are seldom incidents of intercultural misunderstandings. Forty percent agreed, twenty-two percent disagreed, twenty percent marked other, and eighteen percent neither agreed nor disagreed. One respondent commented that Native people speak poorly of the Hmongs, and another commented that there is a lot not said but felt. The mean was 4.56 and the standard deviation was 1.87.

When asked if management is sensitive to the needs of employees with different cultural backgrounds, thirty-four percent felt they were. Twenty-five percent responded that they did not agree, twenty-two marked other, and nineteen neither agreed nor disagreed. One respondent commented that management is sensitive to your needs if you are an Indian. The mean was 4.33 and the standard deviation was 1.85.

Summary

This chapter discussed the findings of a survey administered to 82 hosts, hostesses, and receptionists from the Oneida Customer Relations Department. The survey instrument measured employee's opinions regarding Communication, Teamwork, Manager Practices, Total Quality Focus, Work Performance, Empowerment, Tribal Practices, Supervisory Practices, Shift Supervisory Practices, Work Conditions, The Job Itself and Cultural Diversity. A section was provided at the end of the survey for any comments or suggestions. The survey was administered on different days and at different times to accommodate employees of all shifts.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter will summarize the research study and offer conclusions and recommendations based upon the findings discussed in Chapter IV.

Summary

The purpose of this study was to determine why disciplinary actions related to absenteeism in the Oneida Tribe have increased, specifically within the Gaming Customer Relations Department. A survey was administered to 82 hosts, hostesses, and receptionists of the Oneida Customer Relations Department. The survey consisted of 12 key organizational development dimensions: Communications, Teamwork, Manager Practices, Total Quality Focus, Work Performance, Empowerment, Tribal Practices, Supervisory Practices, Shift Supervisory Practices, Work Conditions, The Job Itself and Cultural Diversity. The survey questions were designed to gain information from the workers about what they perceive as problem areas. It is hoped that by obtaining this information, possible causes can be determined regarding the high absenteeism rates.

Conclusions

The research objectives of this study focused upon the following four areas:

1. What kind of a work environment exists?

2. How can the work environment be improved?
3. Is the current management style creating problems?
4. What do the supervisors and managers need to be doing differently?

As a means to fulfill these objectives, the findings resulting from this study are explained in the following pages.

Communications

Some of the respondents, generally in the 40 percentile, indicated that they were getting the information needed. However, just about as many respondents (in the 30 percentile) felt they were not. Comments on the surveys indicated that this area still needs improvement. Results showed that just about as many employees felt that they were not free to speak up and say what they thought, as those who felt they were. Comments indicated that some supervisors exhibit favoritism; therefore, some of the employees get information that is not given to other employees. Upward communication and the tribe's honesty with the employees seem to be lacking.

Teamwork

Teamwork between management and employees as well as teamwork among employees needs to be improved. The percentages were just about equal (38 and 39) regarding teamwork among employees. Some of the comments suggest that it depends on the shift you work and the supervisor's expectations.

Manager Practices

Results indicated that the majority of employees felt that the manager treated them with respect. Some of the employees indicated that they would like their interests considered before the manager makes decisions. Several of the comments indicated that employees would like to see the manager out on the floor more and would also like to see more of an open door policy.

Service Quality

Employees for the most part felt that customers needs were being met. They did however have suggestions on ways to improve customer satisfaction. Slot machines jam, and sometimes customers are required to wait 45 minutes before a slot attendant arrives. Currently the Customer Relation's area is not allowed to fix these machines. Customer Relation's employees thought that if they were cross-trained on how to service the slot machines, that customers would be more satisfied.

Job Performance

An overwhelming number of employees felt that they knew what was considered good performance on their jobs. This seems to indicate that they have had training on what is expected of them. Although it would appear that they know what to do, they are not being recognized for doing a good job. One of the issues that keeps appearing throughout the survey, is that employees have not

received a raise within the last four years, due to a wage freeze. Employees responded that they are not being effectively coached on how to improve their performance. However, they do feel that they have the information needed, generally enough staff, and the skills needed to do their job.

Empowerment

Some employees who work 2nd and 3rd shift feel that it is impossible for the manager to know about their ideas, because she works 1st shift. Sixty-seven percent said it was important to have the supervisor want to know their ideas. Forty-two percent of the employees felt that the supervisor made an effort to find out about their ideas and thirty percent felt that they did not. Some employees did feel that they were involved in making decisions that would effect their work.

Tribal Practices

This is one of the areas that the Customer Relations Department excels in. Over 70 percent of the employees surveyed felt that they understood what the policies were for the department, the standard operating procedures, the work rules, the mission statement, and the goals of the department. These employees also expressed that they were committed to achieving the goals of the department. Again when asked about the recognition they received for their efforts and accomplishments they were not satisfied. Their dissatisfaction with the wage freeze and lack of cost of living raises is evident. Even though employees are dissatisfied with these the majority still look forward to coming to work.

Supervisory Practices

There would appear to be more than one supervisory style. Some supervisors are effective problem solvers, listen to employee problems and treat all employees fairly. There are also some supervisors who are not very effective at the above. It was thought that maybe these supervisors lacked the skills necessary to be good supervisors. Switching supervisors a lot also created problems. One of the major concerns in this area was favoritism. There were also many comments on information given in confidence was being shared with the rest of the work force.

Shift Supervisory Practices

These results pretty much echoed the same as for supervisors. It all depended on who the shift supervisor was. Some of these shift supervisors seem to be very skilled at what they do. Fifty-six percent of the participants felt that their shift supervisors treated them with respect. There are some that would like to have their interests considered before decisions are made however.

Work Conditions

This was one of the areas that I thought could be improved the most. There were comments about Pit G being gross and stinking. The area seemed to have fruit flies in it. Some of the carts needed to have more rubber mats, pens needed to be made available, wet floors needed to be taken care of, and more coffeepots needed to be purchased. These were things that I thought would be easy to fix.

One of the main health concerns was in the Irene Moore Activity Center. The ventilation in this older building does not seem to be as efficient as it is in the new casino. Therefore, there seems to be some health concerns with the amount of smoke employees are breathing in.

The Job Itself

This is also an area that for the most part needs little improvement. Seventy-five percent of the participants said they find their job interesting. Half the battle is won if you have employees who find their work interesting. Employees also feel that their skills and abilities are being put to good use and that the amount of work they are asked to do is fair. The majority of negative comments that I got in this area had to do with a glass ceiling within the tribe. If you are non-tribal you are not allowed to work in a supervisory capacity. Some participants felt that they had skills and abilities that were not being utilized because of this. Some employees also felt that they did not have the same opportunity as tribal members to learn new skills. The tribe does not fund any education endeavors if you are non-tribal.

Cultural Diversity

Fifty-five percent of participants felt that employees of all cultures are made to feel welcome. Improvement is needed however, on how supervisors handle intercultural relation issues. There seems to be things that are not addressed but

are affecting the work environment. Again some employees feel that why should they do a good job if it will get them no where because of the glass ceiling.

Recommendations Related to the Study

The Customer Relations Department has a good chance of becoming a high performing department where employees want to be at work. First of all they have a manager who wants to make improvements, even if it means having to change her or her supervisor's management style. Not all managers are willing to make this commitment.

Defining what management style is to be used in this department will become important. As of date there appears to be two different kinds of management styles and this is creating problems. One management style uses consistent decision making processes and the other does not. Some of the problems identified were favoritism, how information is disseminated, confidential information being shared, and ineffective coaching. Some employees felt that some amount of training regarding skills and abilities would be helpful. Training may be helpful, but identifying performance measurements once the management style is identified is critical. These performance measurements should also be established for the rest of the department if they have not already been. By identifying these performance measurements, everyone in the department knows what is expected of them, and communication will improve. Do not forget that high performance should be rewarded and therefore I recommend putting into

place a recognition system. If teamwork is one of the goals for this department, then having a recognition system that rewards teams for jobs well done might be considered. The wage freeze is creating a low morale problem and this needs to be addressed.

Another area that is creating a low morale problem is with the glass ceiling for non-tribal members. If employee's skills and abilities are utilized, then I feel they will feel appreciated. There are ways that you could do this without having them be in a supervisory position. Develop a process for making decisions and let all employees be involved in this process. Allow employees to move across the structure instead of up the structure. Have some kind of incentive program in place for these employees who want to use their skills and abilities to their fullest.

One way to do this might be to allow employees to cross train with the slot department. A recommendation would be to work with the slot department in determining if cross training is feasible. A good argument could be made as to how much money could be saved by doing this. Considering the tribe is in cost containment this may be more appealing than it has been in the past.

Even though the tribe is in cost containment the area regarding work conditions should be relatively easy to improve. One exception to this might be the ventilation in the Irene Moore Activity Center. Pit G seems to be an area that needs major improvements. With input from the employees, make a list of the things that need improvement such as more rubber mats, pens, coffeepots, and

cleaning supplies. If the budget allows have these things taken care of immediately. A recommendation would be to have a team form that will look at the cost effectiveness of having either a new ventilation system put in the Irene Moore Activity Center, or the old one improved. This empowers employees when they can be involved, and they have a better understanding if it turns out to be cost prohibitive. Empowering employees and positively changing the work environment encourage employees to want to be at work.

Recommendations for the Customer Relations Manager

1. Create performance measures for all job descriptions within the department.
2. Create a management model that will be used by all managers and supervisors.
3. Create a recognition/incentive program.
4. Identify solutions to the wage and cost of living freeze.
5. Identify how the skills and abilities of non-Oneida's could be utilized to their fullest, without having them in manager/supervisory positions.
6. Allow employees to be part of decision-making process.
7. Provide resources to improve work conditions (e.g. Pit G, rubber mats, coffeepots, cleaning supplies, etc.).
8. Manager needs to be more visible on the floor.

9. Investigate the possibility of cross-training between the Slots and Customer Relations Departments

Limitations and Future Recommendations

This research was limited in that it did not survey management. Had the supervisors and shift supervisors been surveyed other conclusions may have been reached. Maybe management does not receive all of the information they need when they are making decisions.

I would also recommend using a 4 or 5-point Likert scale. Some of the questions would have been answered differently had they not had the option of marking either, "Do Not Know" or "Does Not Apply". This also made analyzing the results difficult.

A future recommendation would be to form focus groups, making sure all shifts are represented, and look at the causes of some of these problems. Some times symptoms are thought to be the cause of a problem. I would explore the 12 key organizational development areas looking for causes to the problems and putting together action plans to eliminate these problems. A year from now I would administer this same survey, using a 4 or 5-point scale, to see if there has been a positive change.

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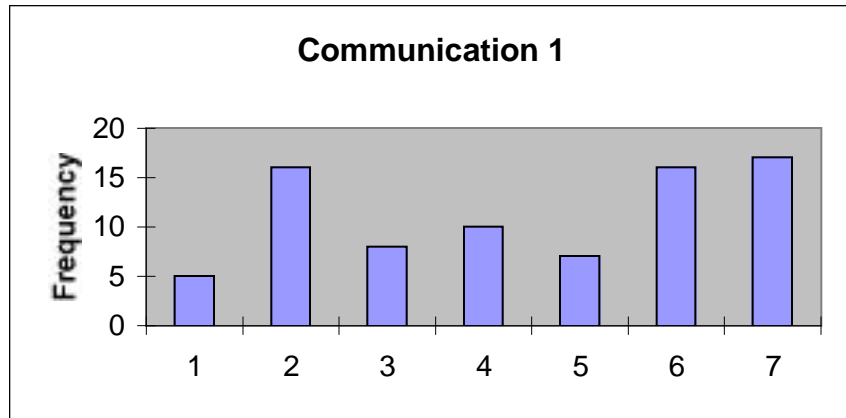
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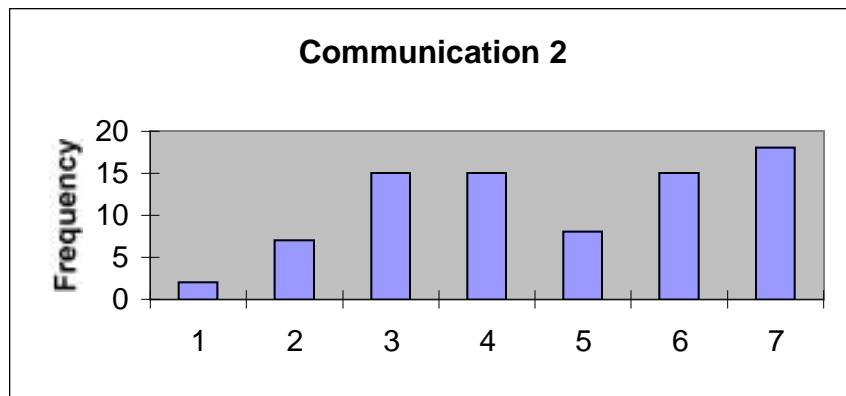
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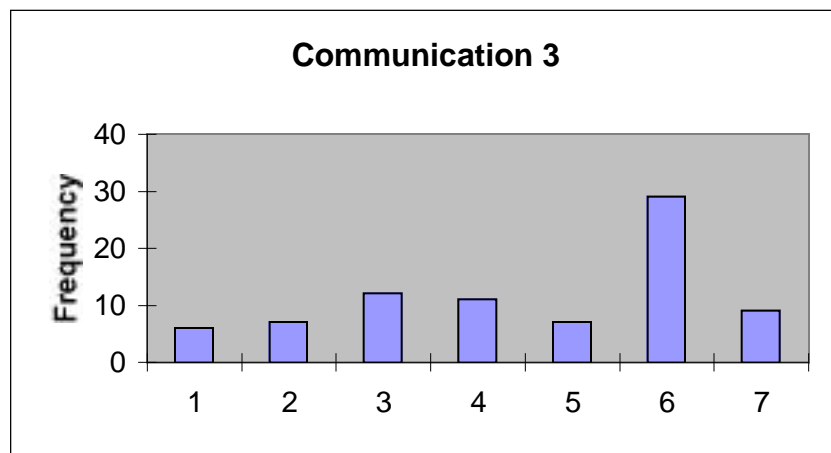
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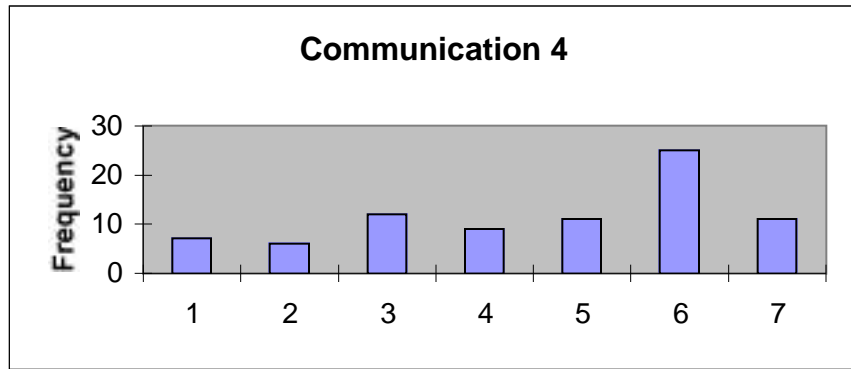
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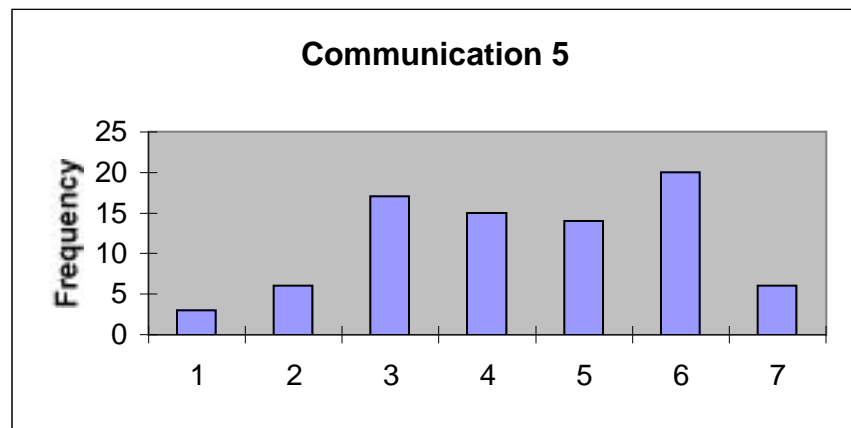
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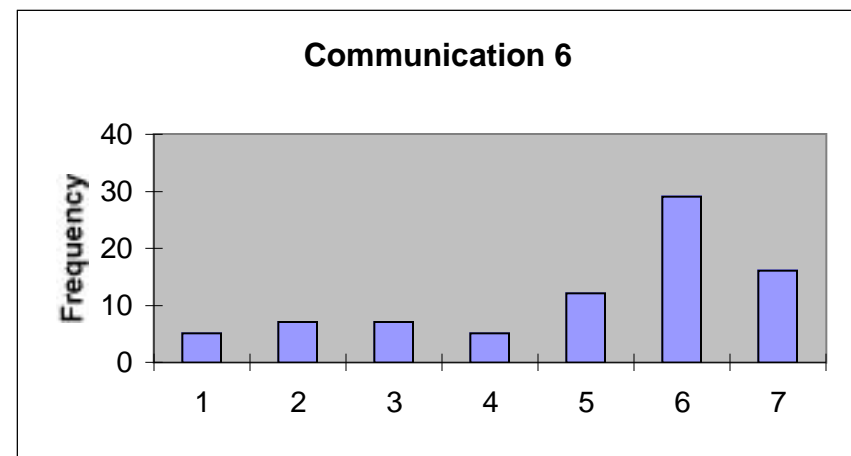
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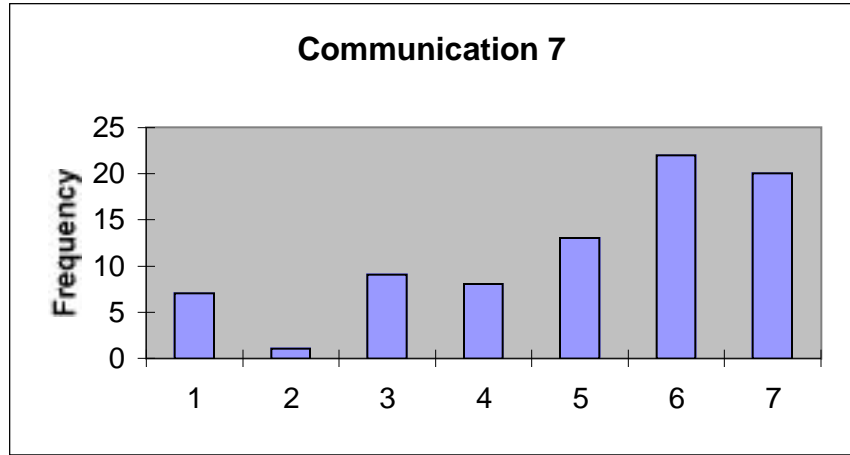
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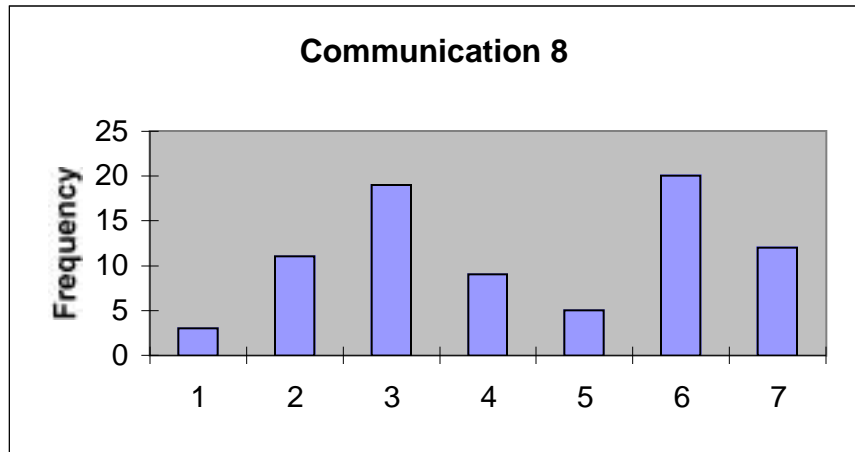
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7	16	19.8
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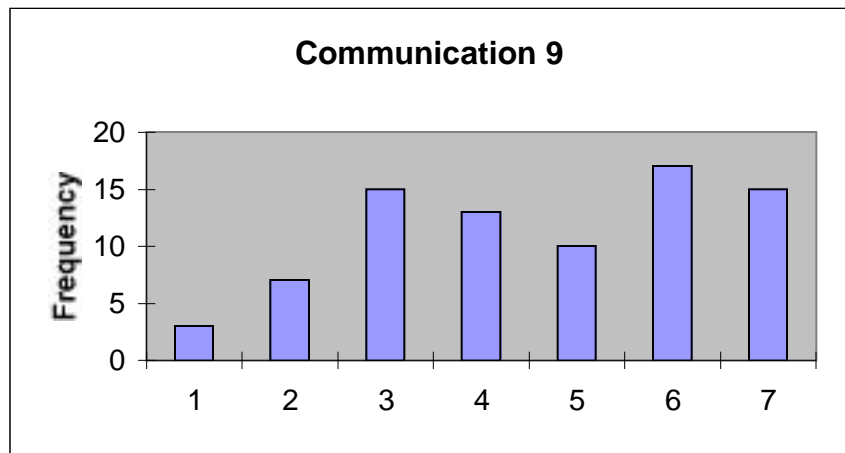
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7	20	25
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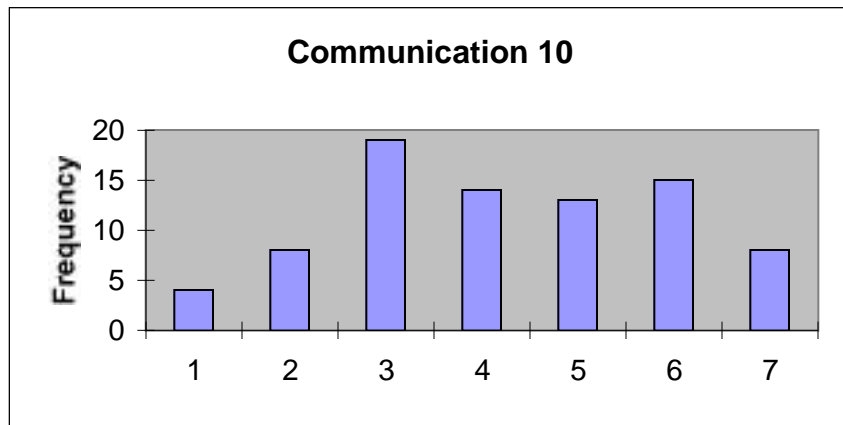
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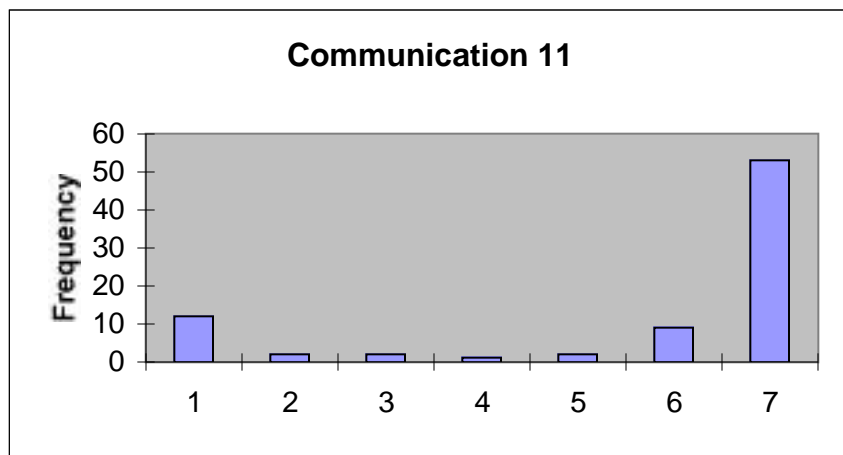
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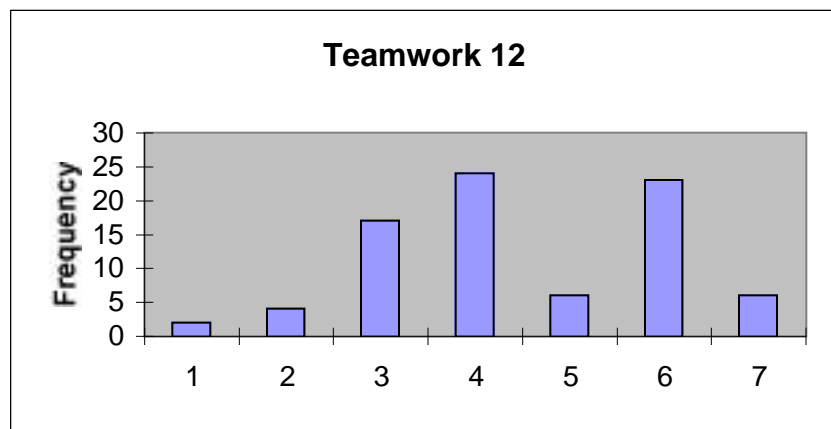
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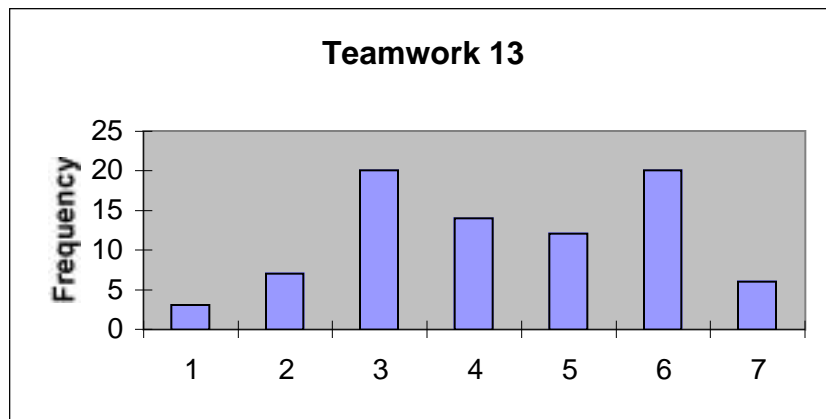
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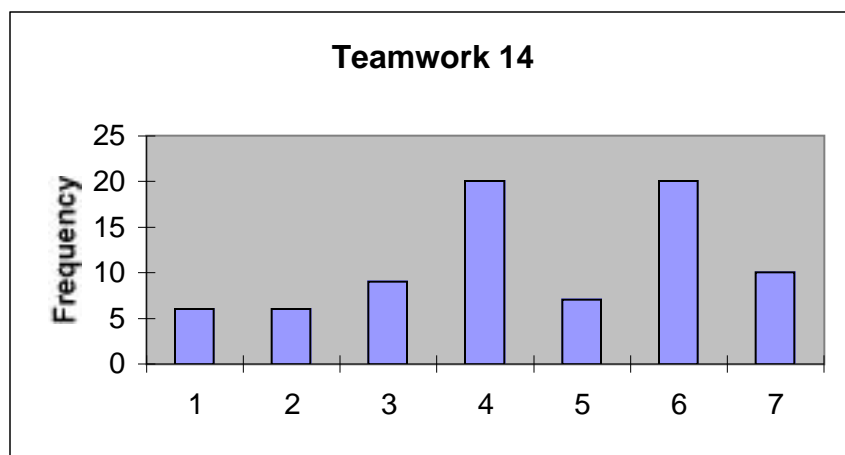
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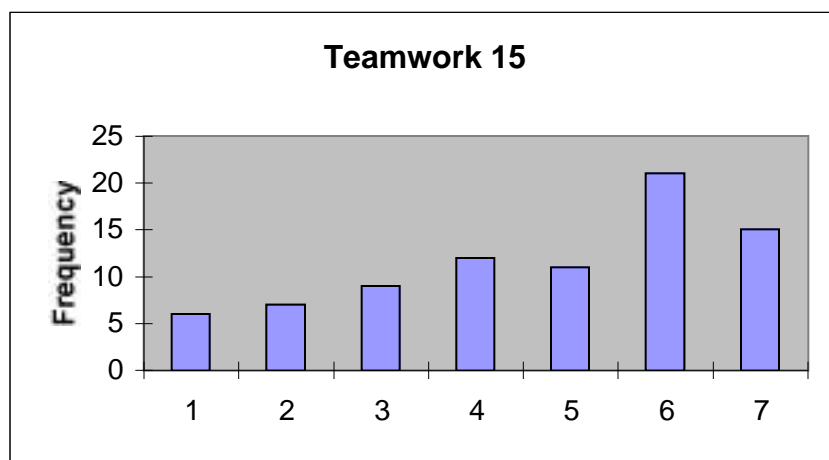
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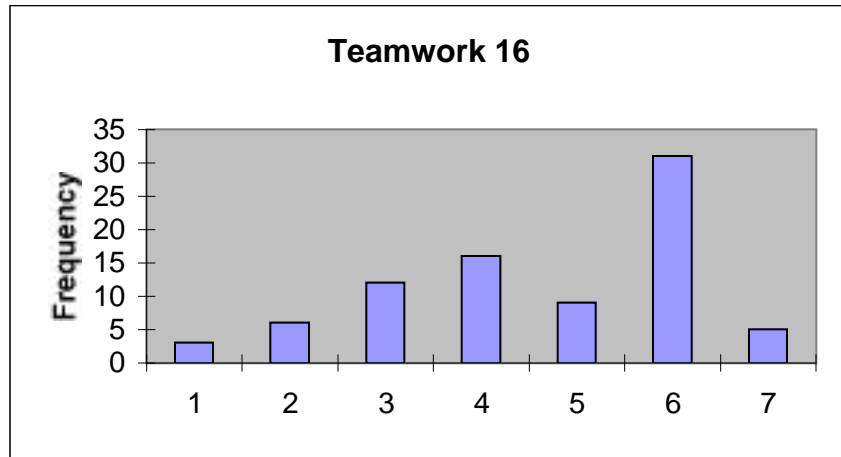
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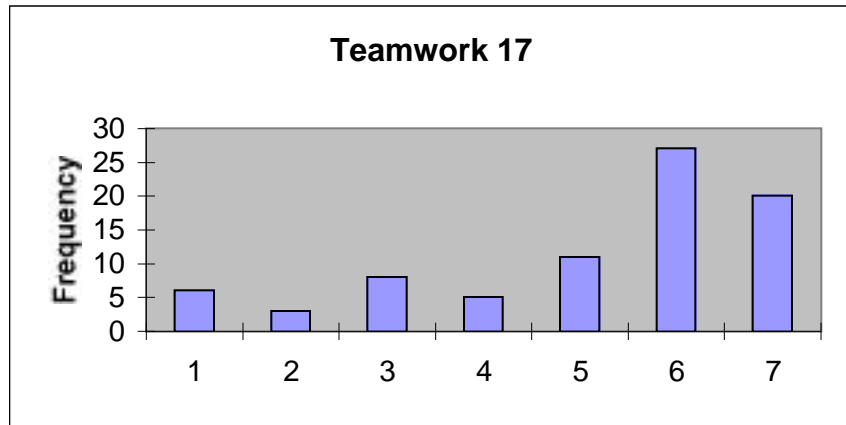
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5	11	13.6
6	21	25.9
7	15	18.5
	81	



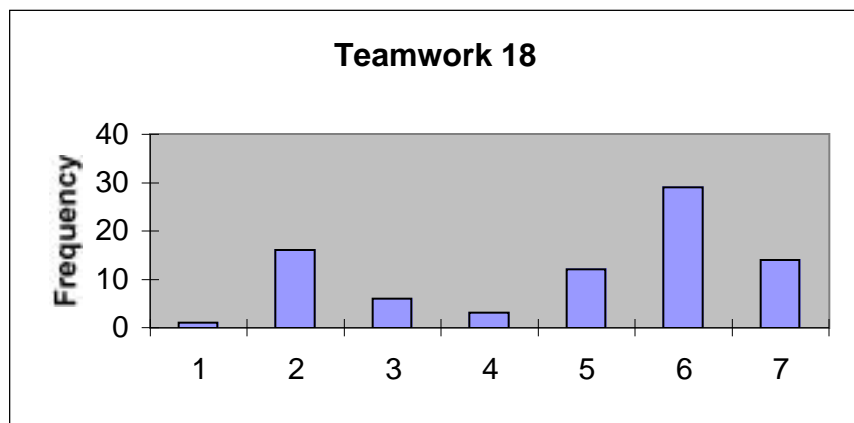
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5	9	11.0
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	82	



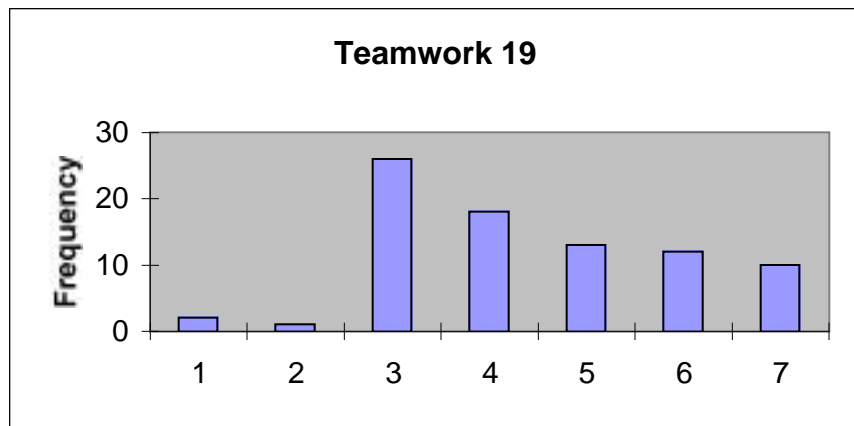
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6	27	33.75
7	20	25
	80	



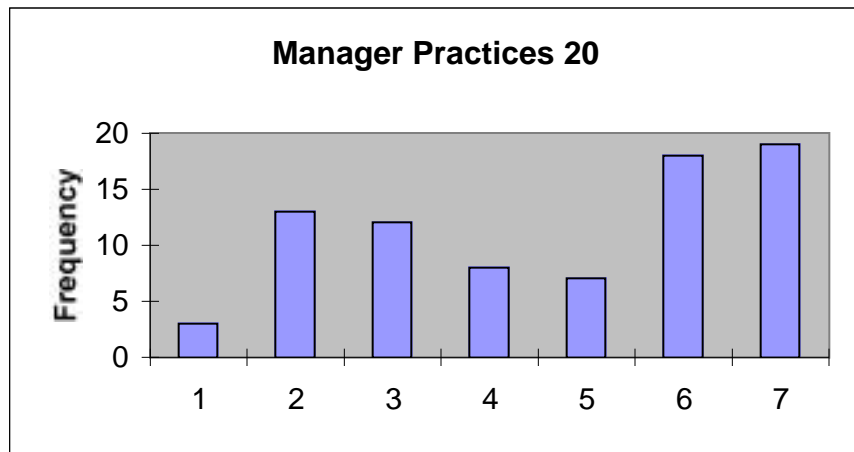
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	81	



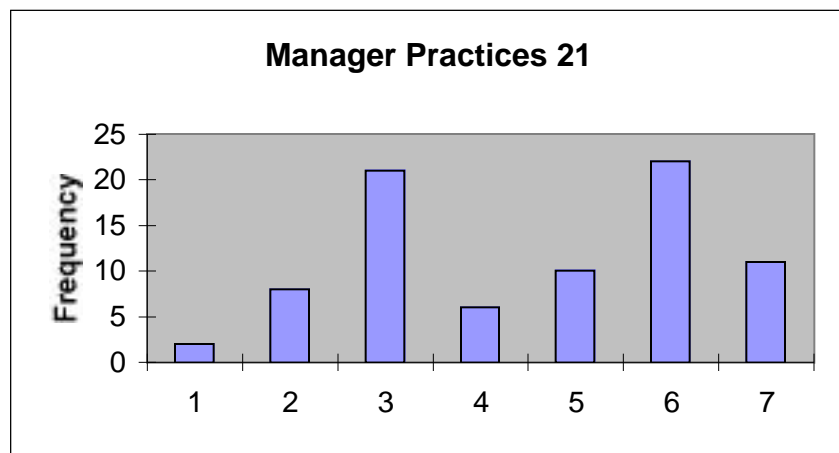
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4	18	22.0
5	13	15.9
6	12	14.6
7	10	12.2
	82	



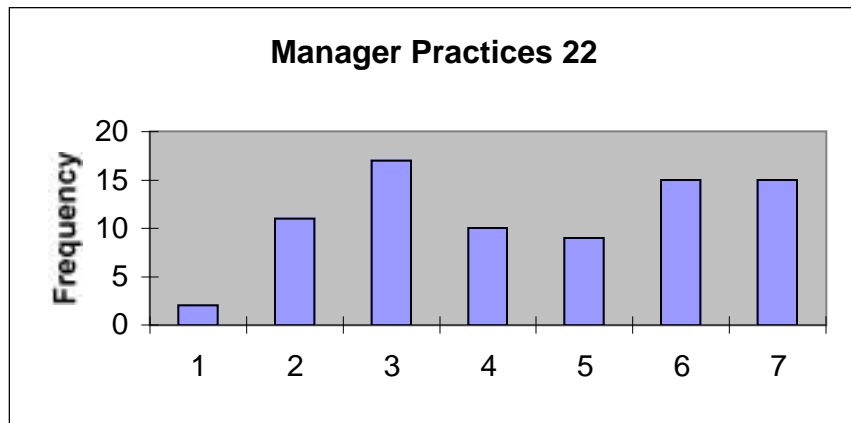
<i>Bin</i>	<i>Frequency</i>	Percentage
1	3	3.75
2	13	16.25
3	12	15
4	8	10
5	7	8.75
6	18	22.5
7	19	23.75
	80	



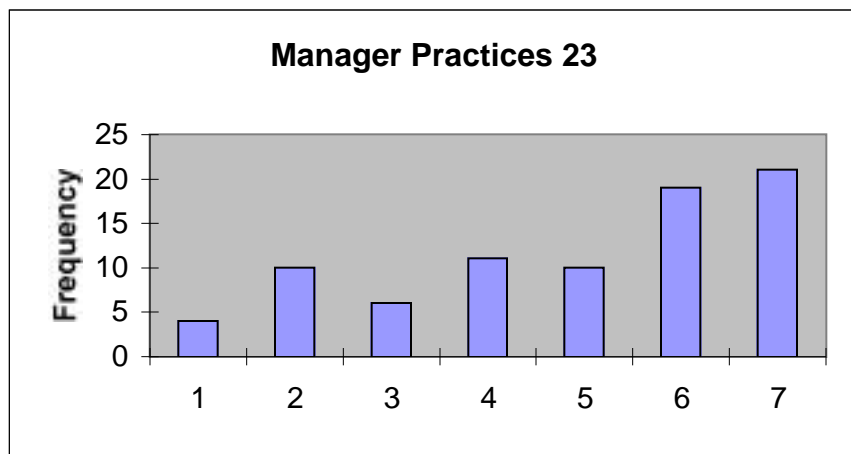
<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	8	10
3	21	26.25
4	6	7.5
5	10	12.5
6	22	27.5
7	11	13.75
	80	



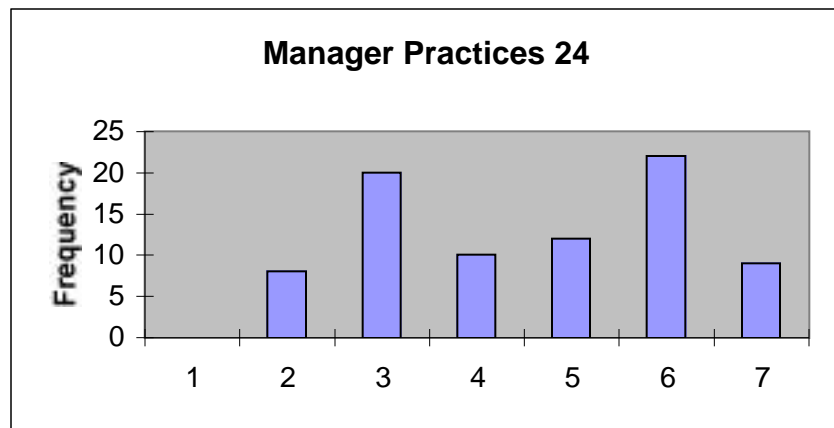
<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	11	13.9
3	17	21.5
4	10	12.7
5	9	11.4
6	15	19.0
7	15	19.0
	79	



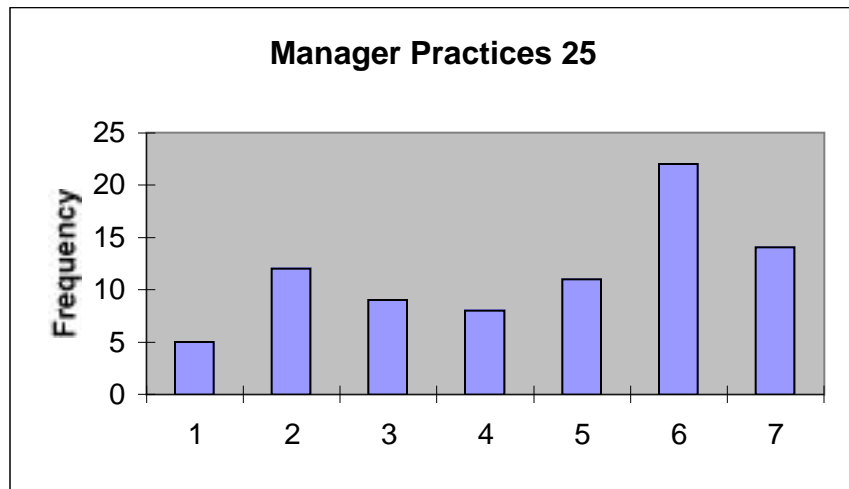
<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	10	12.3
3	6	7.4
4	11	13.6
5	10	12.3
6	19	23.5
7	21	25.9
	81	



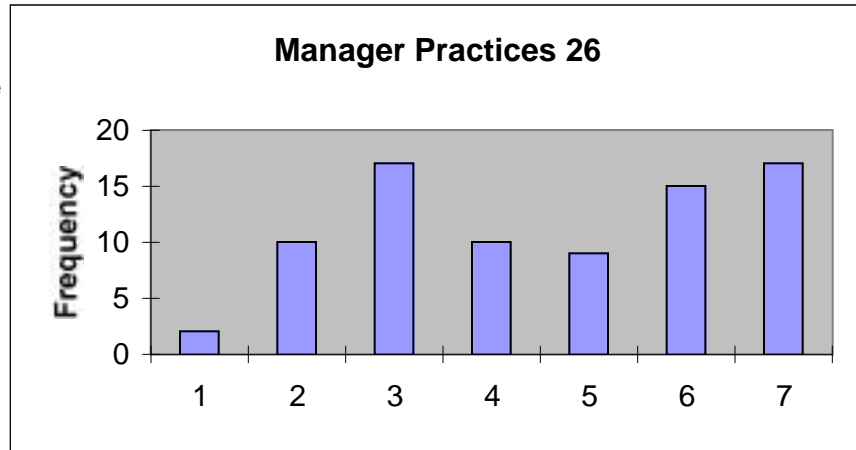
<i>Bin</i>	<i>Frequency</i>	Percentage
1	0	0.0
2	8	9.9
3	20	24.7
4	10	12.3
5	12	14.8
6	22	27.2
7	9	11.1
	81	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.2
2	12	14.8
3	9	11.1
4	8	9.9
5	11	13.6
6	22	27.2
7	14	17.3
	81	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	10	12.5
3	17	21.25
4	10	12.5
5	9	11.25
6	15	18.75
7	17	21.25
	80	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.2
2	5	6.2
3	5	6.2
4	12	14.8
5	17	21.0
6	31	38.3
7	6	7.4
	81	



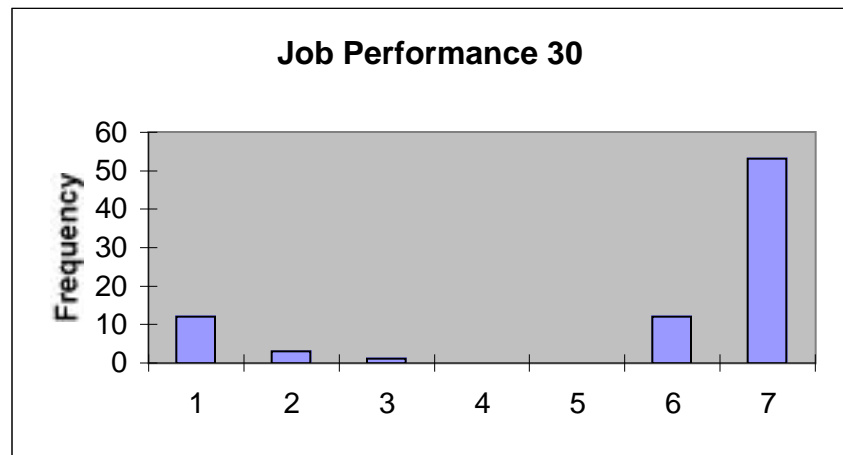
<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.3
2	3	3.7
3	12	14.6
4	15	18.3
5	2	2.4
6	35	42.7
7	9	11.0
	82	



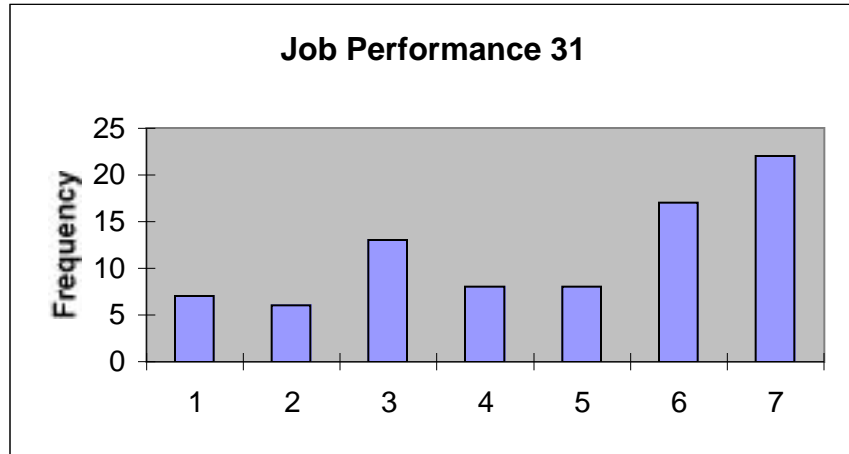
<i>Bin</i>	<i>Frequency</i>	Percentage
	3	3.7
	5	6.2
	9	11.1
1	14	17.3
2	13	16.0
3	17	21.0
4	20	24.7
5	81	
6		
7		



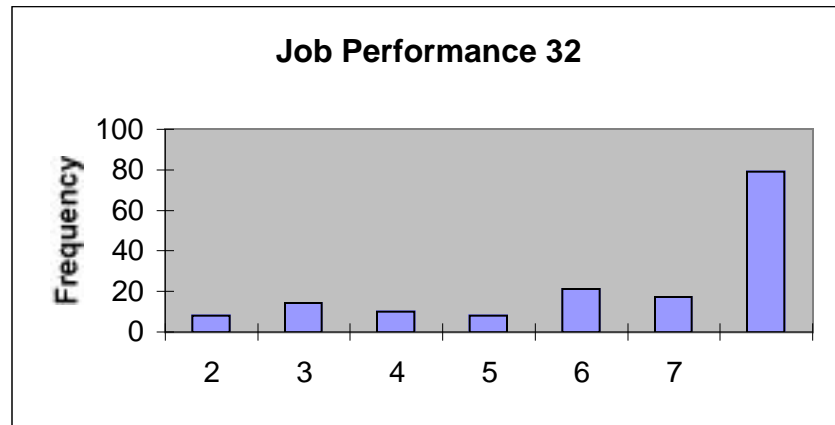
<i>Bin</i>	<i>Frequency</i>	Percentage
1	12	14.8
2	3	3.7
3	1	1.2
4	0	0.0
5	0	0.0
6	12	14.8
7	53	65.4
	81	



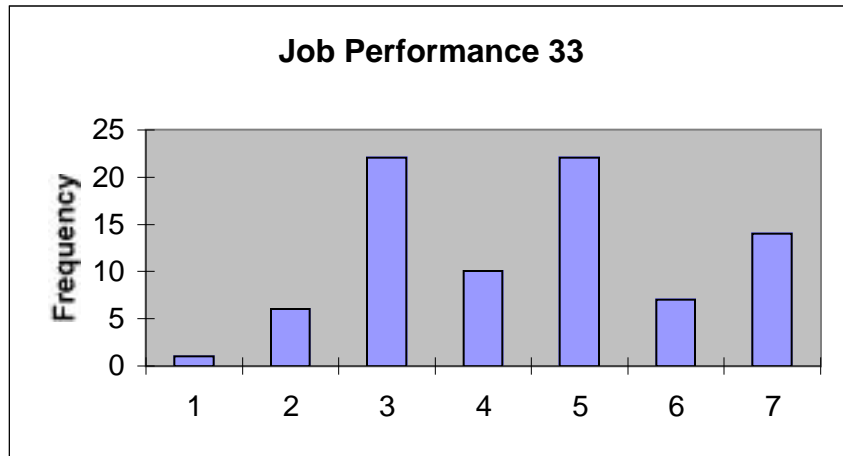
<i>Bin</i>	<i>Frequency</i>	Percentage
1	7	8.6
2	6	7.4
3	13	16.0
4	8	9.9
5	8	9.9
6	17	21.0
7	22	27.2
	81	



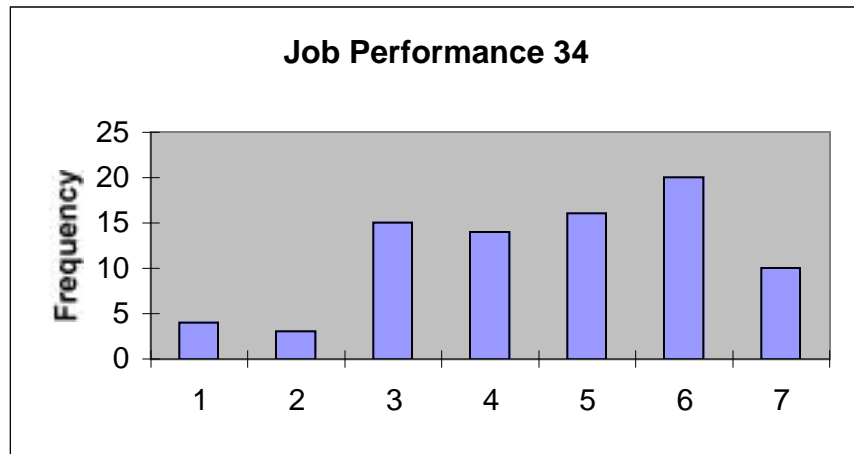
<i>Bin</i>	<i>Frequency</i>	Percentage
1	1	1.3
2	8	10.1
3	14	17.7
4	10	12.7
5	8	10.1
6	21	26.6
7	17	21.5
	79	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	1	1.2
2	6	7.3
3	22	26.8
4	10	12.2
5	22	26.8
6	7	8.5
7	14	17.1
	82	



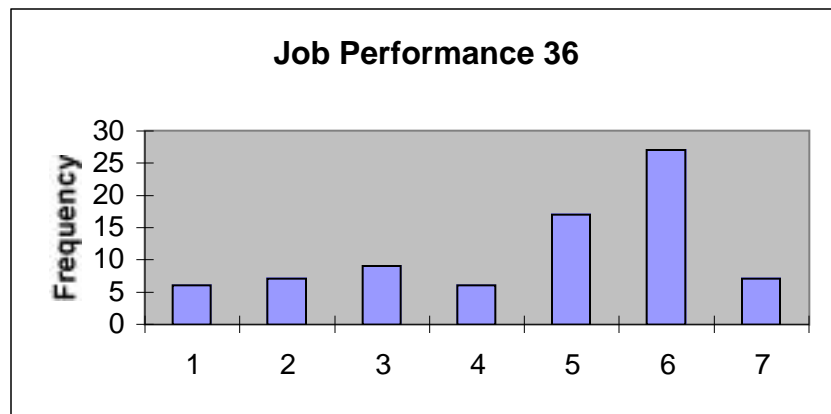
<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	3	3.7
3	15	18.3
4	14	17.1
5	16	19.5
6	20	24.4
7	10	12.2
	82	



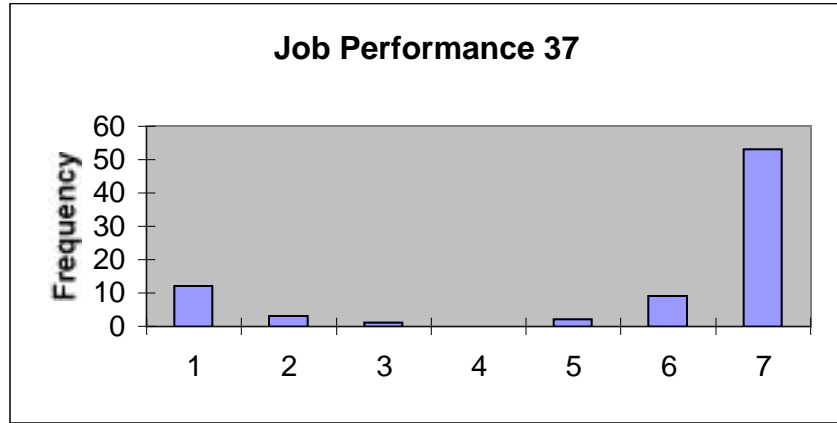
<i>Bin</i>	<i>Frequency</i>	Percentage
1	7	8.5
2	6	7.3
3	7	8.5
4	7	8.5
5	7	8.5
6	32	39.0
7	16	19.5
	82	



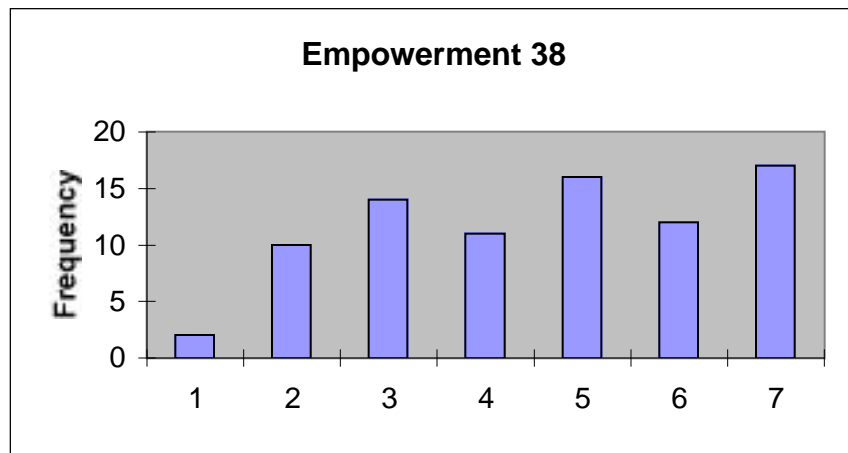
<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.6
2	7	8.9
3	9	11.4
4	6	7.6
5	17	21.5
6	27	34.2
7	7	8.9
	79	



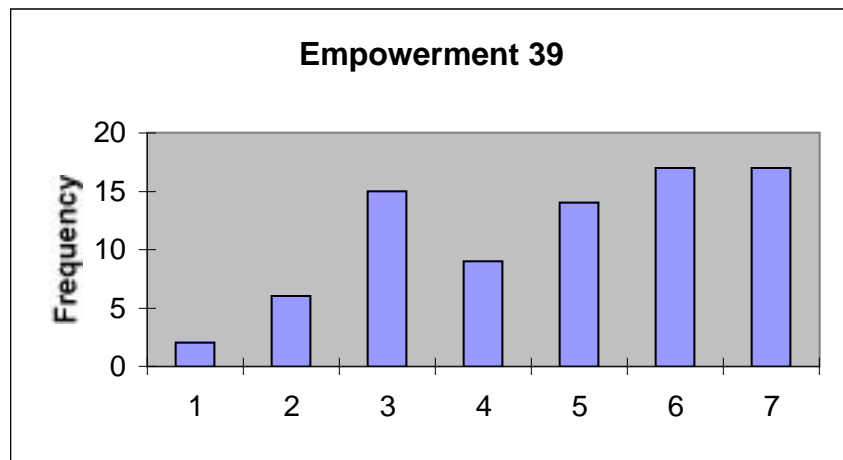
<i>Bin</i>	<i>Frequency</i>	Percentage
1	12	15
2	3	3.75
3	1	1.25
4	0	0
5	2	2.5
6	9	11.25
7	53	66.25
	80	



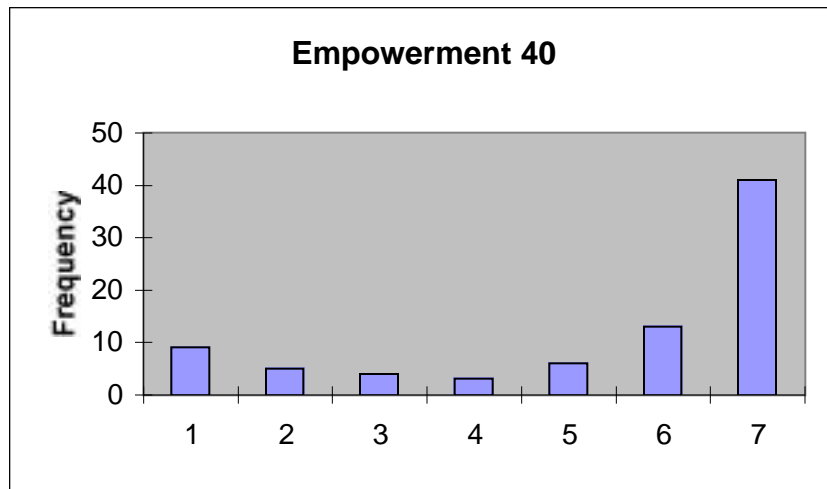
<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.4
2	10	12.2
3	14	17.1
4	11	13.4
5	16	19.5
6	12	14.6
7	17	20.7
	82	



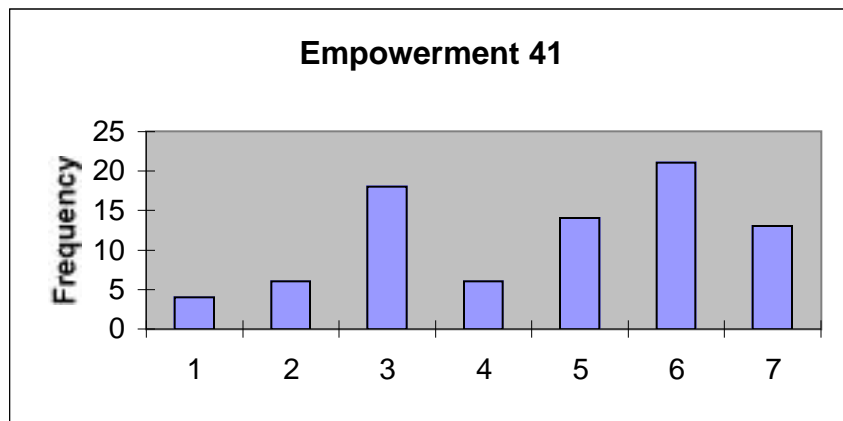
<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	6	7.5
3	15	18.75
4	9	11.25
5	14	17.5
6	17	21.25
7	17	21.25
	80	



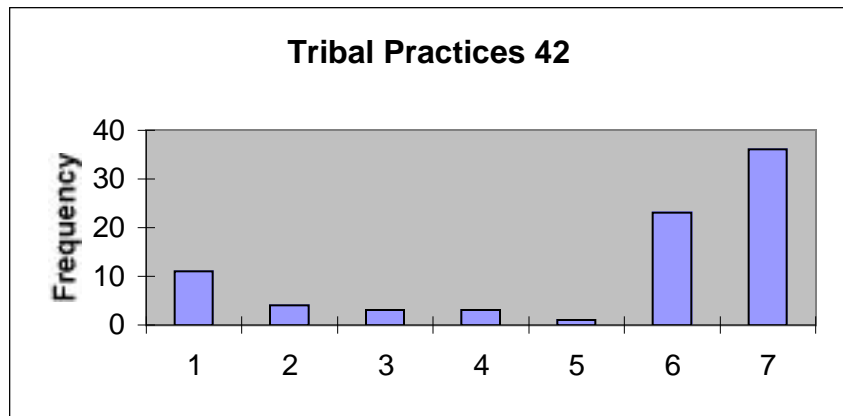
<i>Bin</i>	<i>Frequency</i>	Percentage
1	9	11.1
2	5	6.2
3	4	4.9
4	3	3.7
5	6	7.4
6	13	16.0
7	41	50.6
	81	



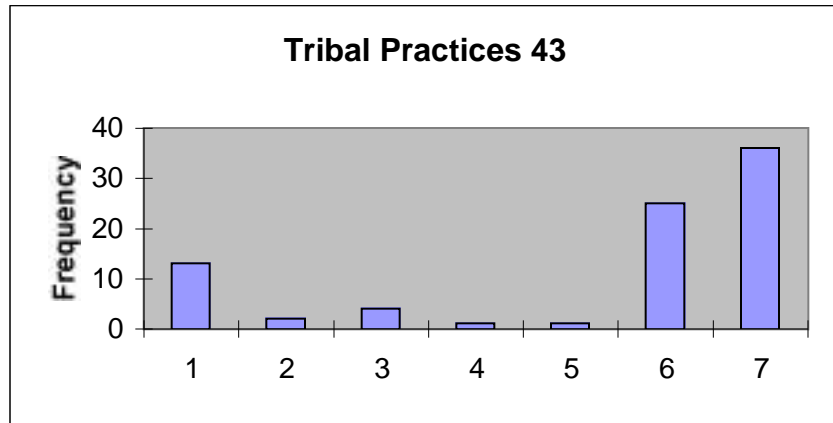
<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	6	7.3
3	18	22.0
4	6	7.3
5	14	17.1
6	21	25.6
7	13	15.9
	82	



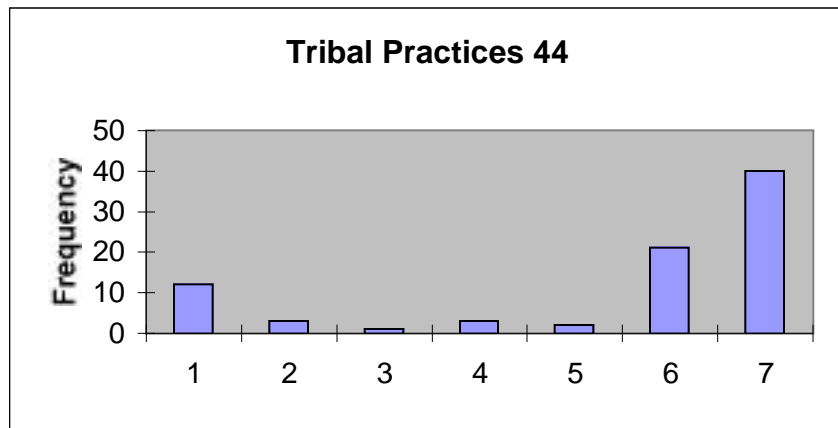
<i>Bin</i>	<i>Frequency</i>	Percentage
1	11	13.6
2	4	4.9
3	3	3.7
4	3	3.7
5	1	1.2
6	23	28.4
7	36	44.4
	81	



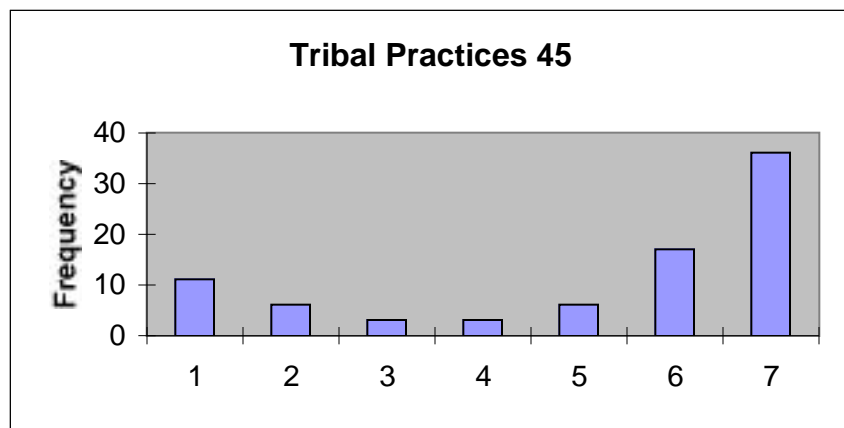
<i>Bin</i>	<i>Frequency</i>	Percentage
1	13	15.9
2	2	2.4
3	4	4.9
4	1	1.2
5	1	1.2
6	25	30.5
7	36	43.9
	82	



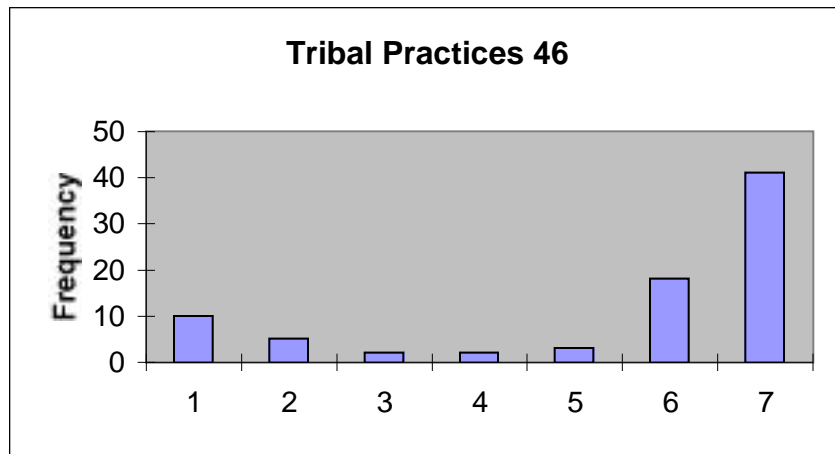
<i>Bin</i>	<i>Frequency</i>	Percentage
1	12	14.6
2	3	3.7
3	1	1.2
4	3	3.7
5	2	2.4
6	21	25.6
7	40	48.8
	82	



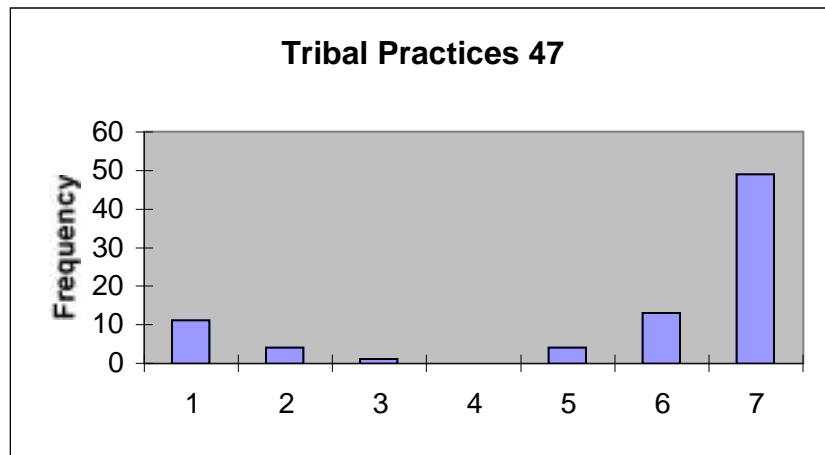
<i>Bin</i>	<i>Frequency</i>	Percentage
1	11	13.4
2	6	7.3
3	3	3.7
4	3	3.7
5	6	7.3
6	17	20.7
7	36	43.9
	82	



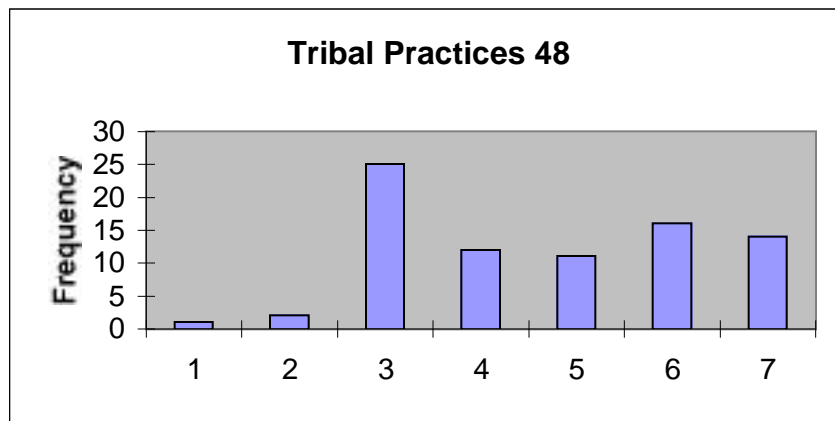
<i>Bin</i>	<i>Frequency</i>	Percentage
1	10	12.3
2	5	6.2
3	2	2.5
4	2	2.5
5	3	3.7
6	18	22.2
7	41	50.6
	81	



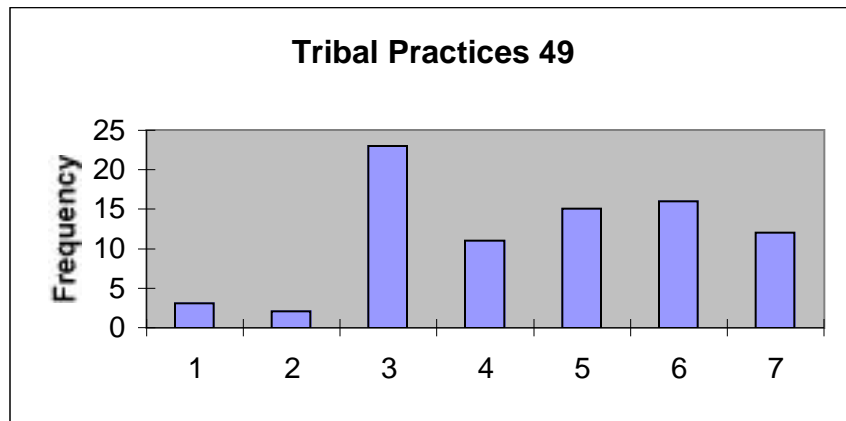
<i>Bin</i>	<i>Frequency</i>	Percentage
1	11	13.4
2	4	4.9
3	1	1.2
4	0	0.0
5	4	4.9
6	13	15.9
7	49	59.8
	82	



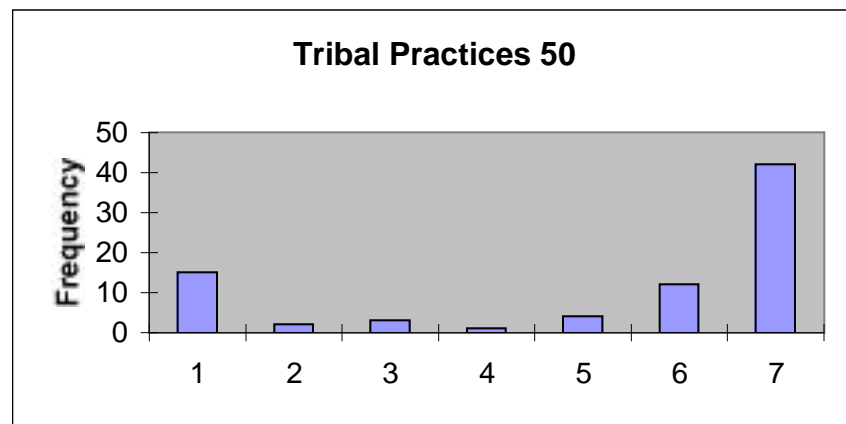
<i>Bin</i>	<i>Frequency</i>	Percentage
1	1	1.2
2	2	2.5
3	25	30.9
4	12	14.8
5	11	13.6
6	16	19.8
7	14	17.3
	81	



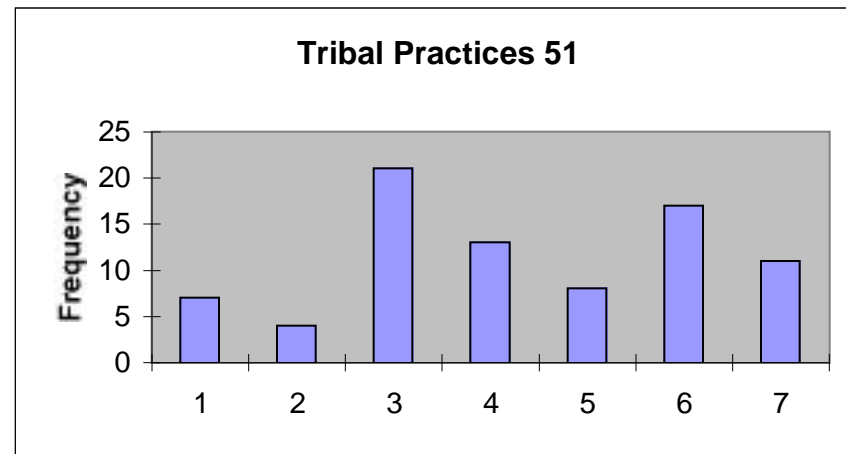
<i>Bin</i>	<i>Frequency</i>	Percentage
1	3	3.7
2	2	2.4
3	23	28.0
4	11	13.4
5	15	18.3
6	16	19.5
7	12	14.6
	82	



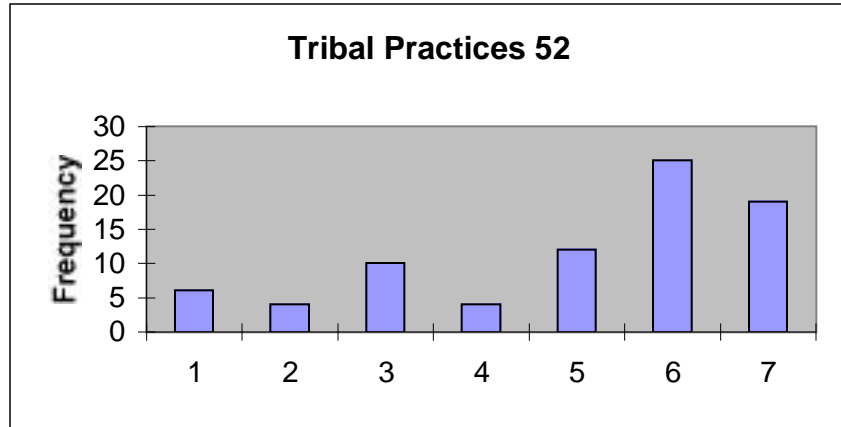
<i>Bin</i>	<i>Frequency</i>	Percentage
1	15	19.0
2	2	2.5
3	3	3.8
4	1	1.3
5	4	5.1
6	12	15.2
7	42	53.2
	79	



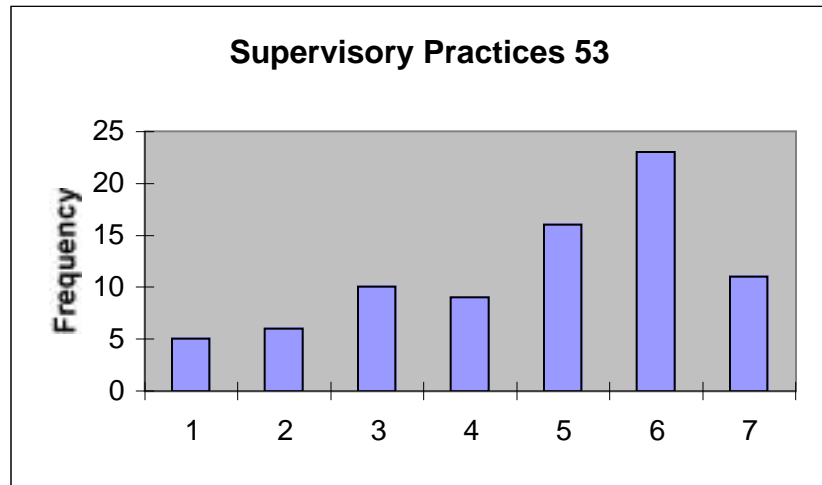
<i>Bin</i>	<i>Frequency</i>	Percentage
1	7	8.6
2	4	4.9
3	21	25.9
4	13	16.0
5	8	9.9
6	17	21.0
7	11	13.6
	81	



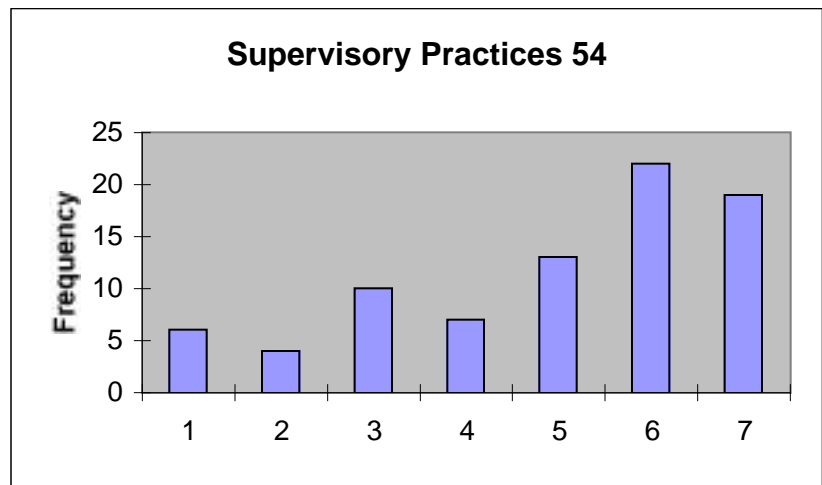
<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.5
2	4	5
3	10	12.5
4	4	5
5	12	15
6	25	31.25
7	19	23.75
	80	



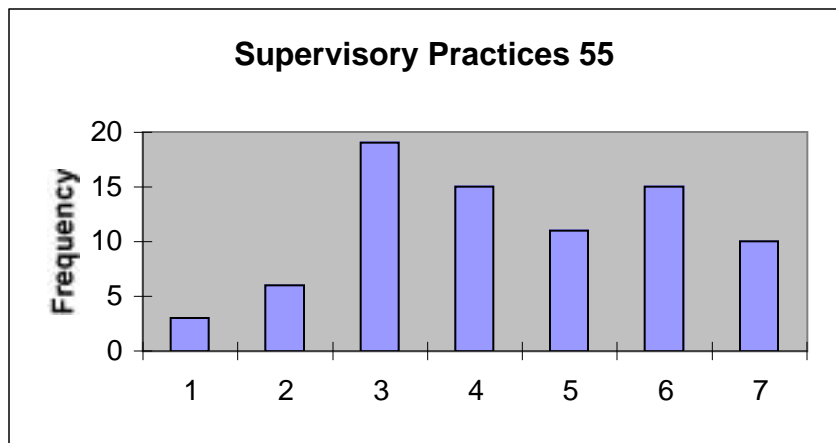
<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.25
2	6	7.5
3	10	12.5
4	9	11.25
5	16	20
6	23	28.75
7	11	13.75
	80	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.4
2	4	4.9
3	10	12.3
4	7	8.6
5	13	16.0
6	22	27.2
7	19	23.5
	81	



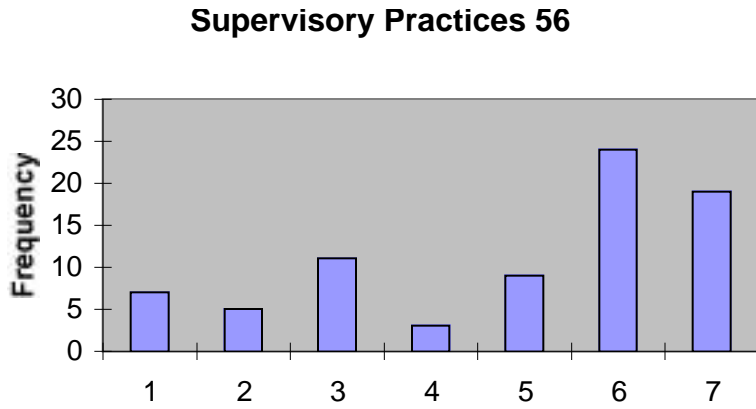
<i>Bin</i>	<i>Frequency</i>	Percentage
1	3	3.8
2	6	7.6
3	19	24.1
4	15	19.0
5	11	13.9
6	15	19.0
7	10	12.7
	79	



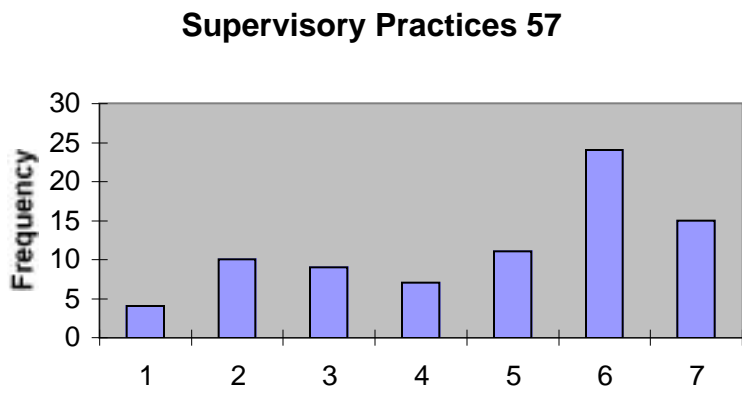
<i>Bin</i>	<i>Frequency</i>	Percentage
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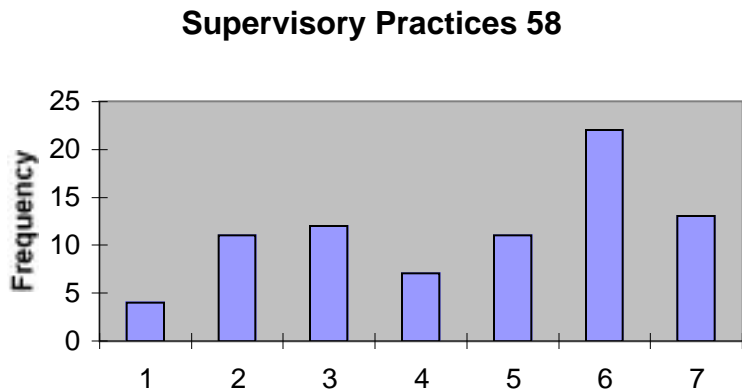
1	7	9.0
2	5	6.4
3	11	14.1
4	3	3.8
5	9	11.5
6	24	30.8
7	19	24.4
<hr/>		78



<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	5
2	10	12.5
3	9	11.25
4	7	8.75
5	11	13.75
6	24	30
7	15	18.75
<hr/>		80

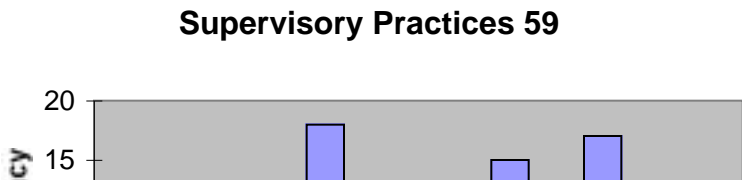


<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	5
2	11	13.75
3	12	15
4	7	8.75
5	11	13.75
6	22	27.5
7	13	16.25
<hr/>		80

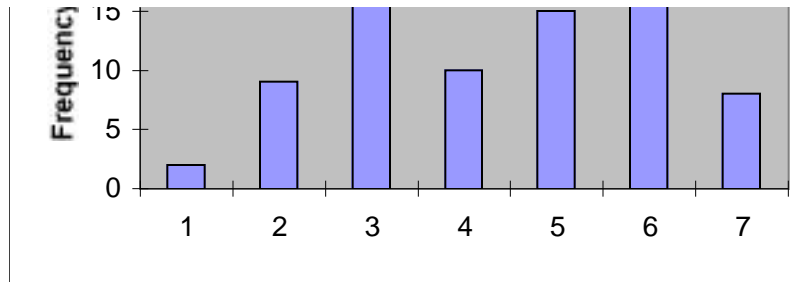


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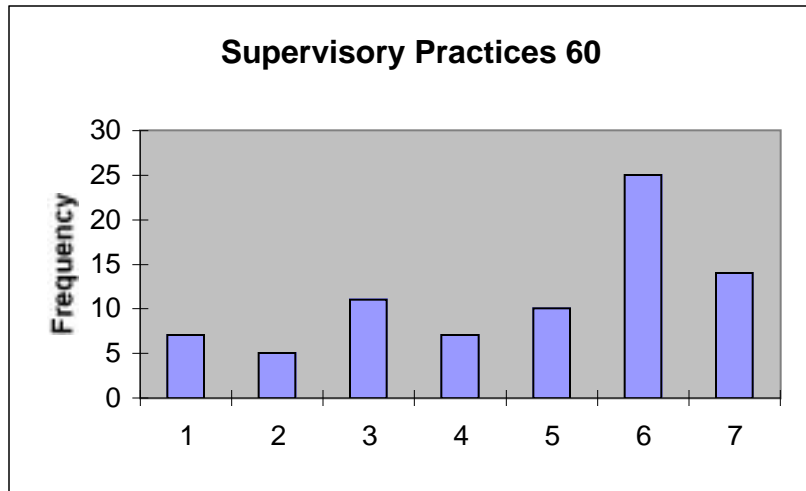
<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	9	11.4
3	18	22.8
4	10	12.7



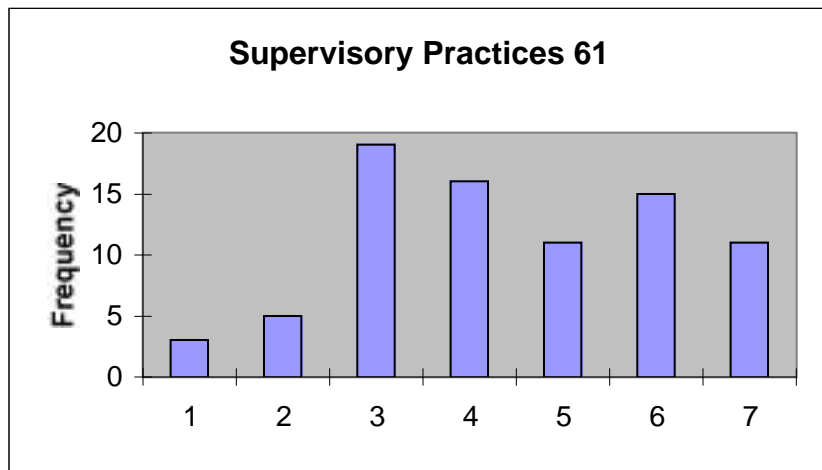
5	15	19.0
6	17	21.5
7	8	10.1
<hr/>		
	79	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	7	8.9
2	5	6.3
3	11	13.9
4	7	8.9
5	10	12.7
6	25	31.6
7	14	17.7
<hr/>		
	79	

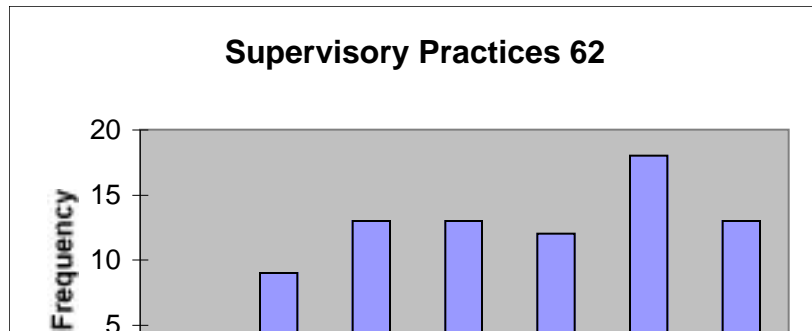


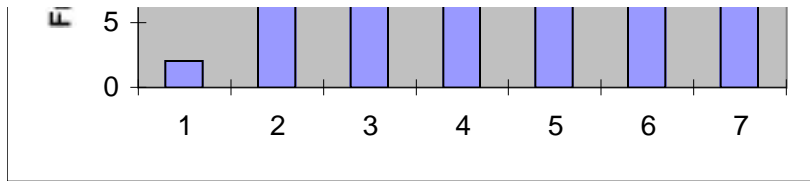
<i>Bin</i>	<i>Frequency</i>	Percentage
1	3	3.75
2	5	6.25
3	19	23.75
4	16	20
5	11	13.75
6	15	18.75
7	11	13.75
<hr/>		
	80	



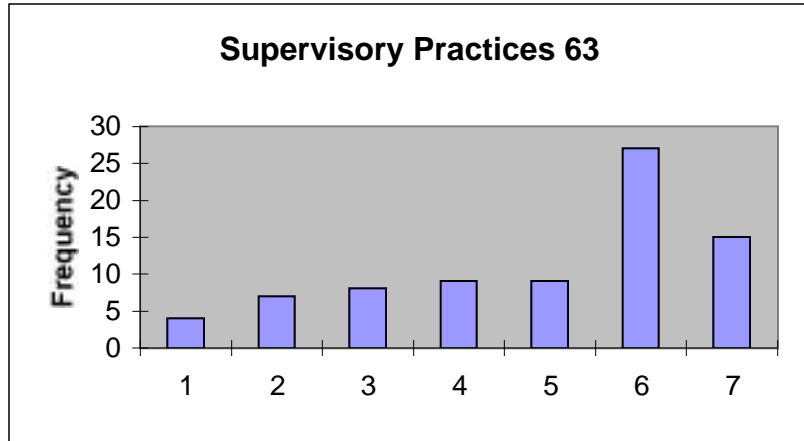
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<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	9	11.25
3	13	16.25
4	13	16.25
5	12	15
6	18	22.5
7	13	16.25
<hr/>		
	80	

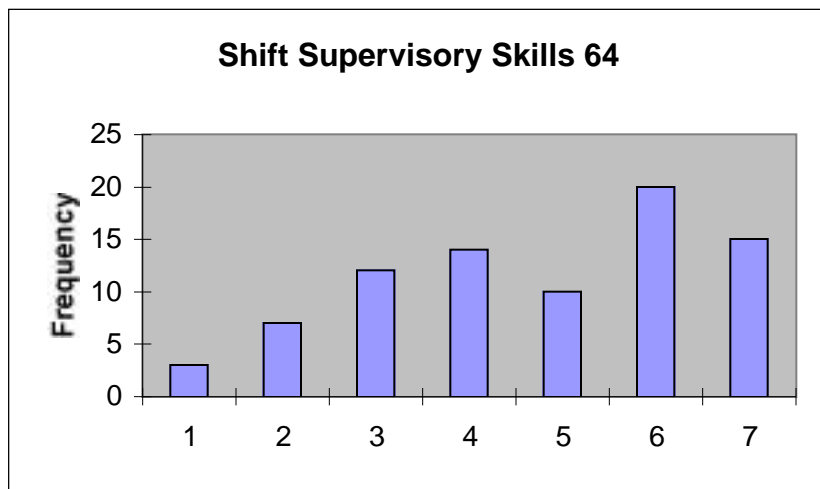




<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	5.1
2	7	8.9
3	8	10.1
4	9	11.4
5	9	11.4
6	27	34.2
7	15	19.0
	79	

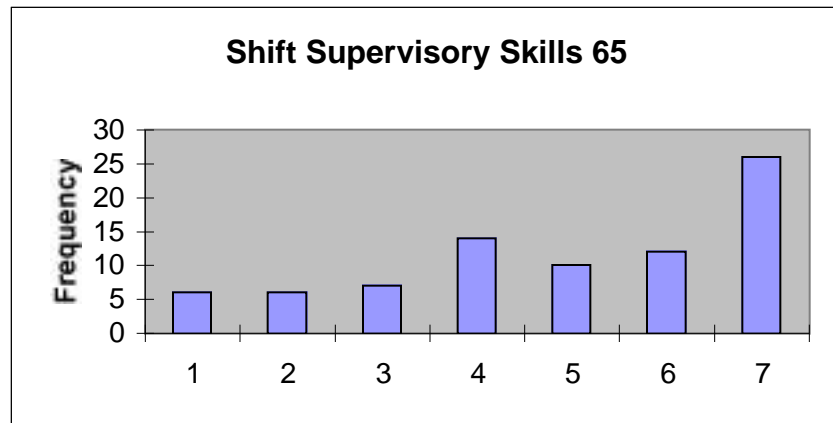


<i>Bin</i>	<i>Frequency</i>	Percentage
1	3	3.7
2	7	8.6
3	12	14.8
4	14	17.3
5	10	12.3
6	20	24.7
7	15	18.5
	81	

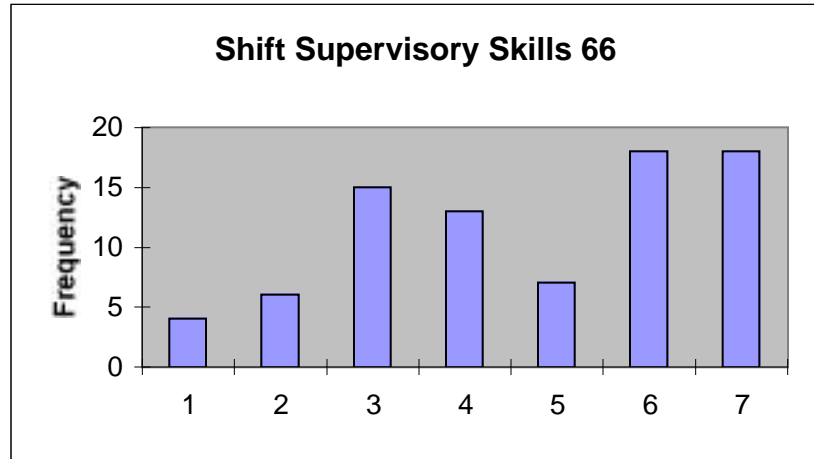


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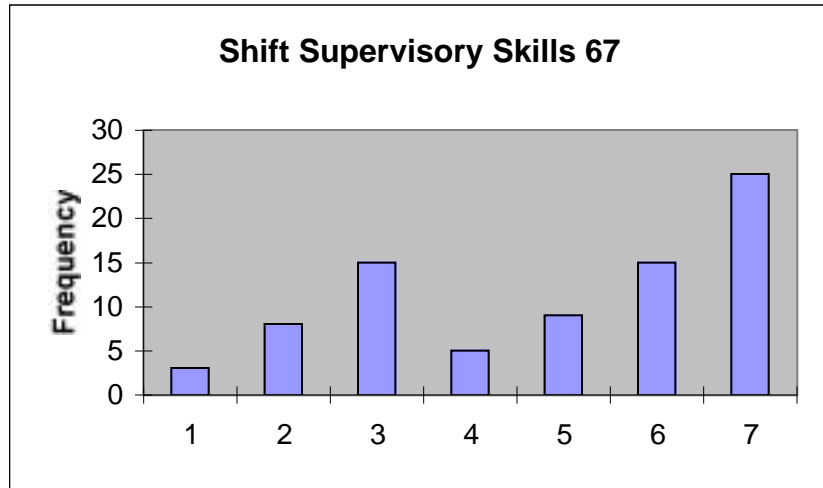
<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.4
2	6	7.4
3	7	8.6
4	14	17.3
5	10	12.3
6	12	14.8
7	26	32.1
	81	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	6	7.4
3	15	18.5
4	13	16.0
5	7	8.6
6	18	22.2
7	18	22.2
	81	

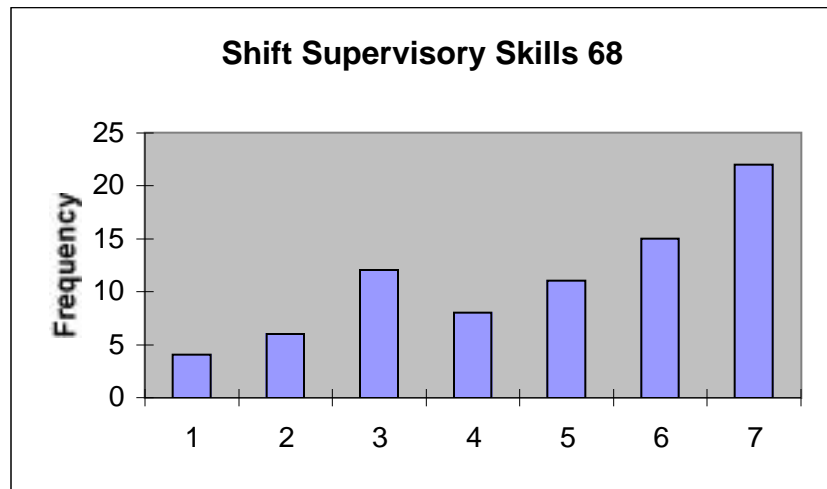


<i>Bin</i>	<i>Frequency</i>	Percentage
1	3	3.75
2	8	10
3	15	18.75
4	5	6.25
5	9	11.25
6	15	18.75
7	25	31.25
	80	

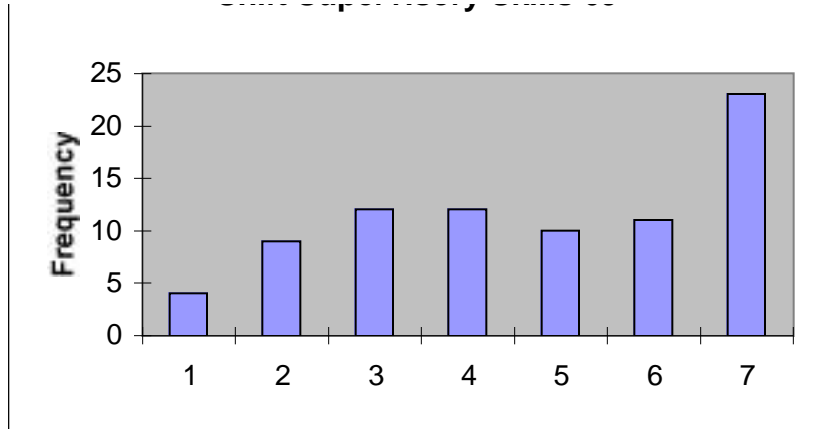


106

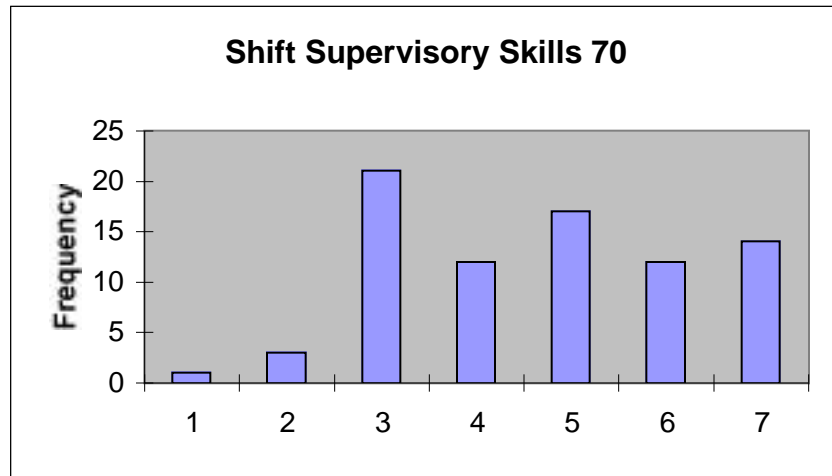
<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	5.1
2	6	7.7
3	12	15.4
4	8	10.3
5	11	14.1
6	15	19.2
7	22	28.2
	78	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	9	11.1
3	12	14.8
4	12	14.8
5	10	12.3
6	11	13.6
7	23	28.4
	81	

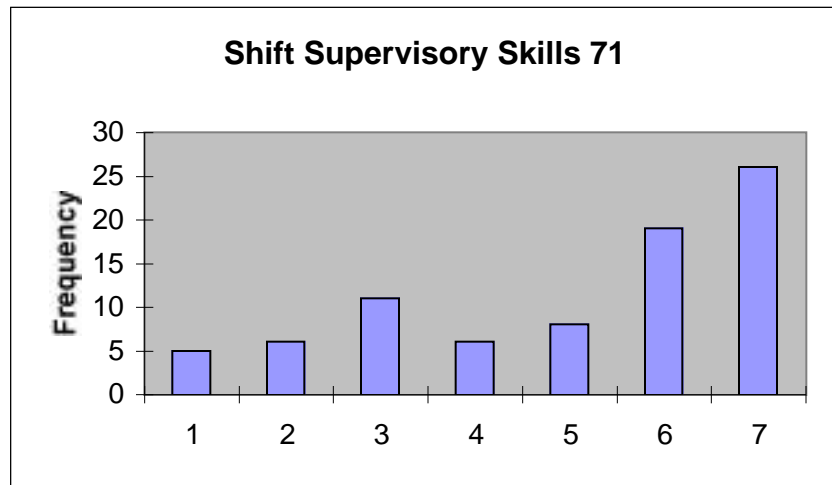


<i>Bin</i>	<i>Frequency</i>	Percentage
1	1	1.25
2	3	3.75
3	21	26.25
4	12	15
5	17	21.25
6	12	15
7	14	17.5
	80	



107

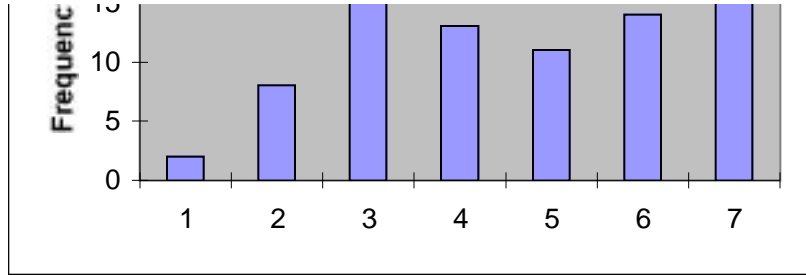
<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.2
2	6	7.4
3	11	13.6
4	6	7.4
5	8	9.9
6	19	23.5
7	26	32.1
	81	



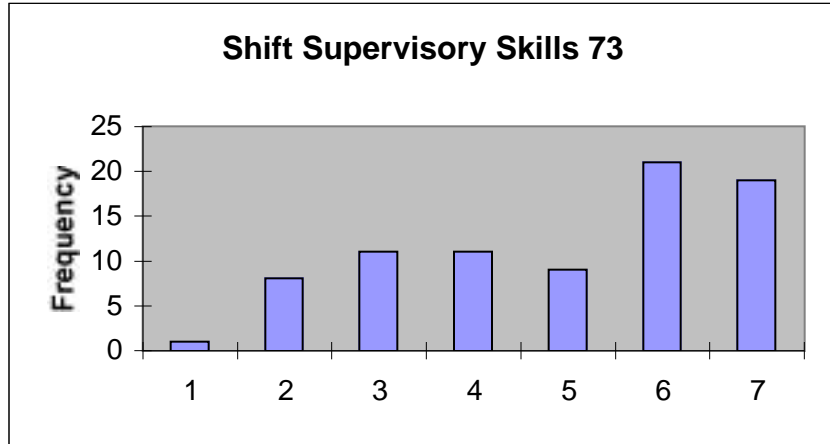
<i>Bin</i>	<i>Frequency</i>	Percentage
1	2	2.5
2	8	9.9
3	17	21.0
4	13	16.0



5	11	13.6
6	14	17.3
7	16	19.8
<hr/>		81

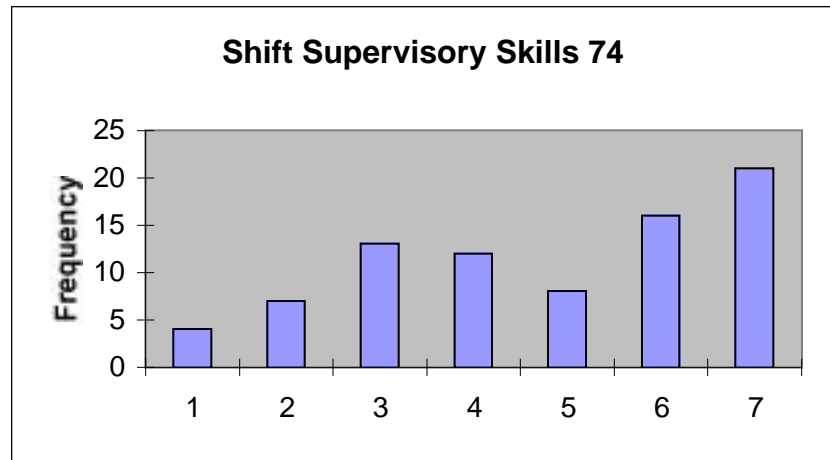


<i>Bin</i>	<i>Frequency</i>	Percentage
1	1	1.25
2	8	10
3	11	13.75
4	11	13.75
5	9	11.25
6	21	26.25
7	19	23.75
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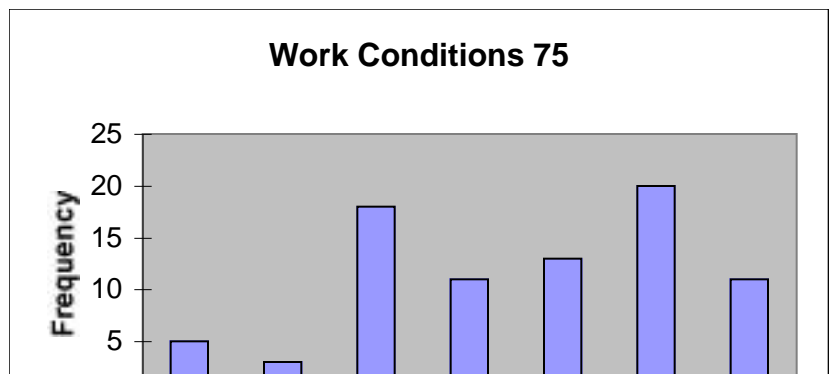


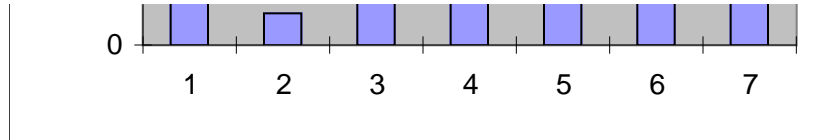
108

<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	7	8.6
3	13	16.0
4	12	14.8
5	8	9.9
6	16	19.8
7	21	25.9
<hr/>		81

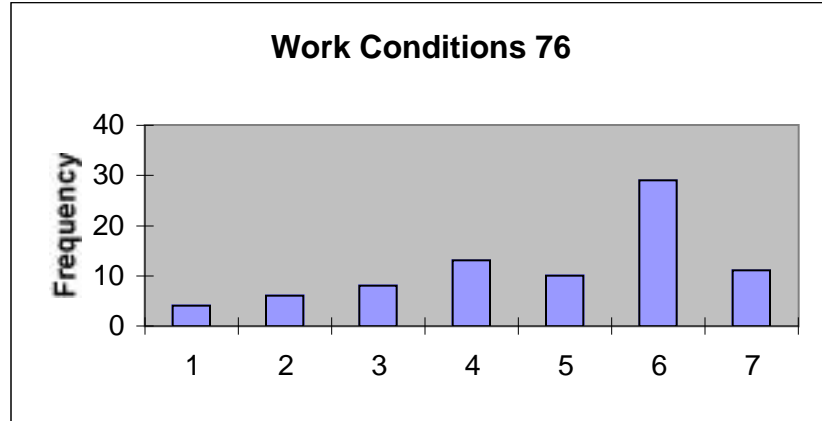


<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.2
2	3	3.7
3	18	22.2
4	11	13.6
5	13	16.0
6	20	24.7
7	11	13.6
<hr/>		81



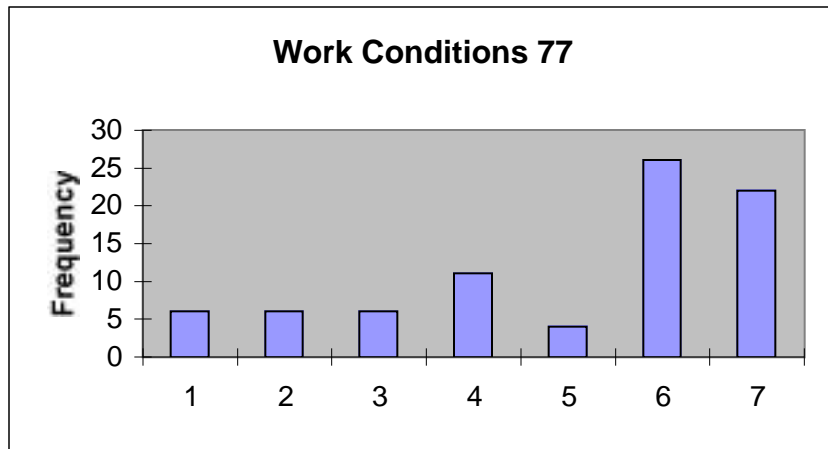


<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	6	7.4
3	8	9.9
4	13	16.0
5	10	12.3
6	29	35.8
7	11	13.6
	81	

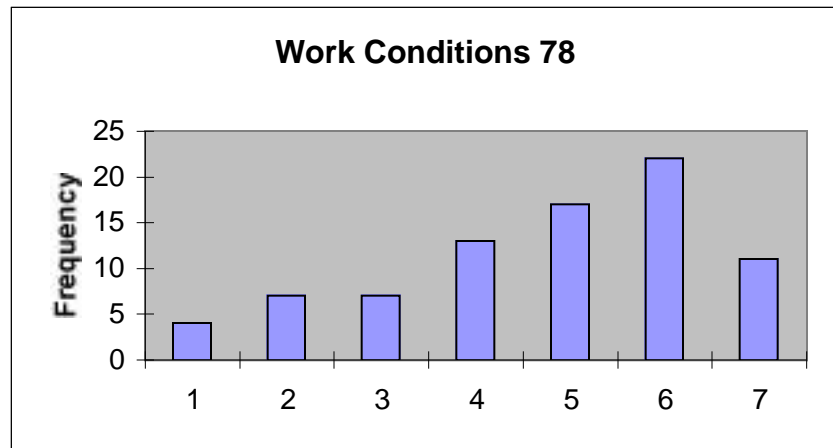


109

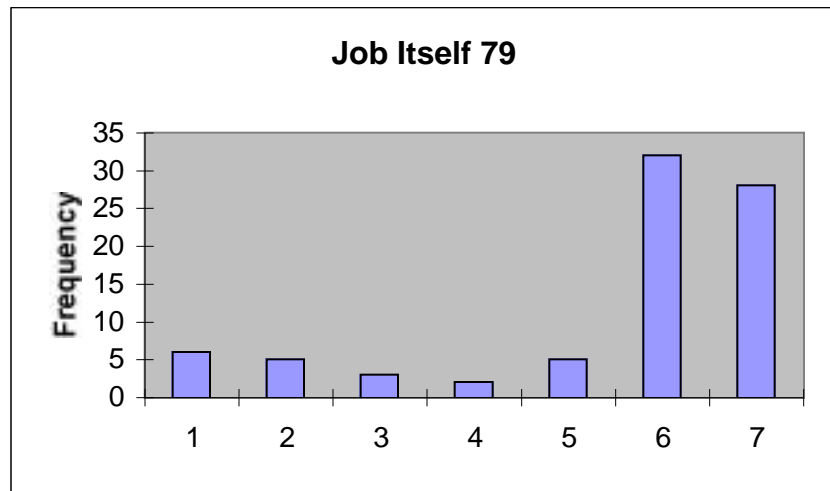
<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.4
2	6	7.4
3	6	7.4
4	11	13.6
5	4	4.9
6	26	32.1
7	22	27.2
	81	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	7	8.6
3	7	8.6
4	13	16.0
5	17	21.0
6	22	27.2
7	11	13.6
	81	

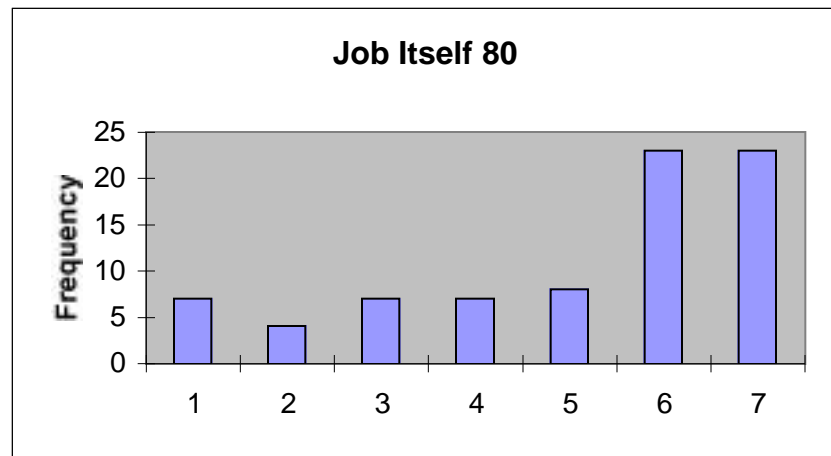


<i>Bin</i>	<i>Frequency</i>	Percentage
1	6	7.4
2	5	6.2
3	3	3.7
4	2	2.5
5	5	6.2
6	32	39.5
7	28	34.6
	81	



110

<i>Bin</i>	<i>Frequency</i>	Percentage
1	7	8.9
2	4	5.1
3	7	8.9
4	7	8.9
5	8	10.1
6	23	29.1
7	23	29.1
	79	



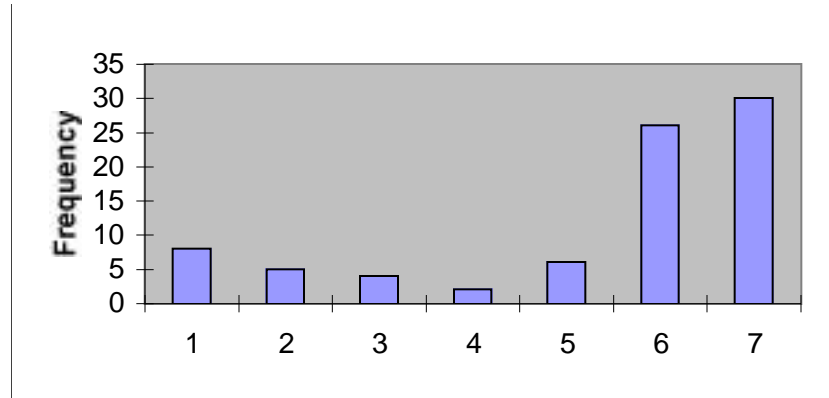
<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.2
2	2	2.5
3	13	16.0
4	7	8.6
5	16	19.8
6	21	25.9
7	17	21.0
	81	



<i>Bin</i>	<i>Frequency</i>	Percentage
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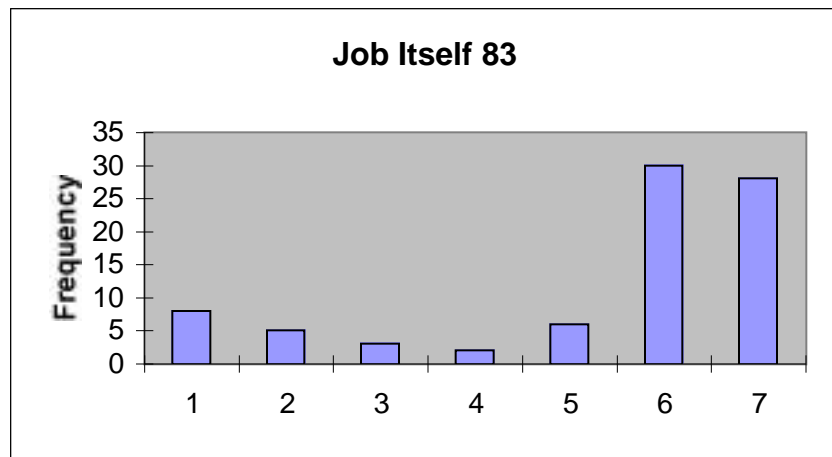


1	8	9.9
2	5	6.2
3	4	4.9
4	2	2.5
5	6	7.4
6	26	32.1
7	30	37.0
<hr/>		
	81	

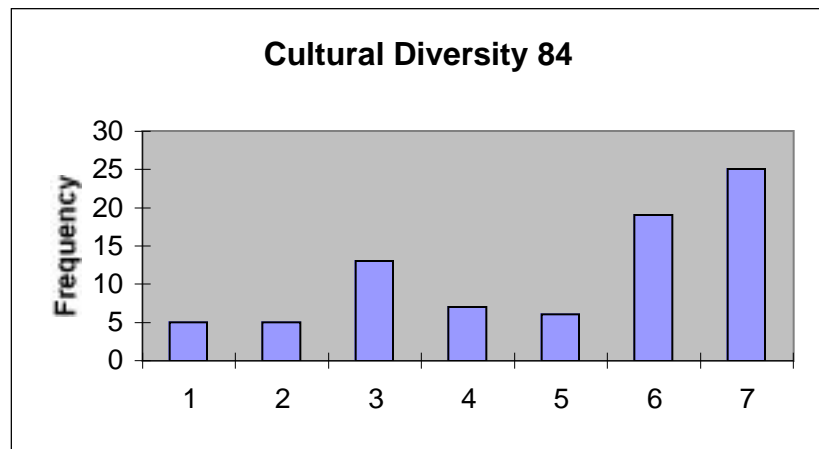


111

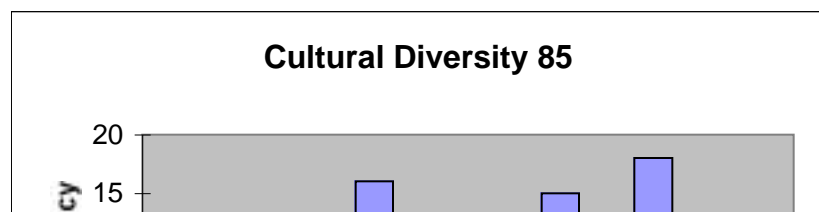
<i>Bin</i>	<i>Frequency</i>	Percentage
1	8	9.8
2	5	6.1
3	3	3.7
4	2	2.4
5	6	7.3
6	30	36.6
7	28	34.1
<hr/>		
	82	



<i>Bin</i>	<i>Frequency</i>	Percentage
1	5	6.25
2	5	6.25
3	13	16.25
4	7	8.75
5	6	7.5
6	19	23.75
7	25	31.25
<hr/>		
	80	

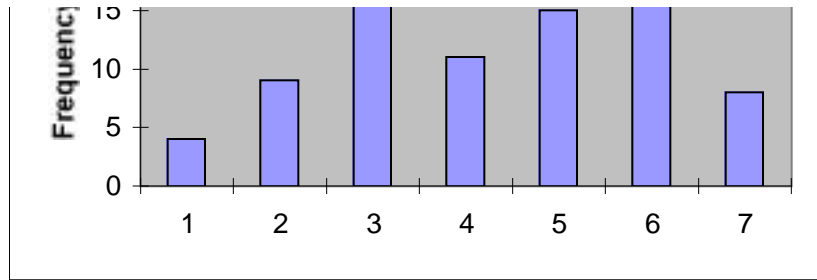


<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	9	11.1
3	16	19.8
4	11	13.6
5	15	18.5



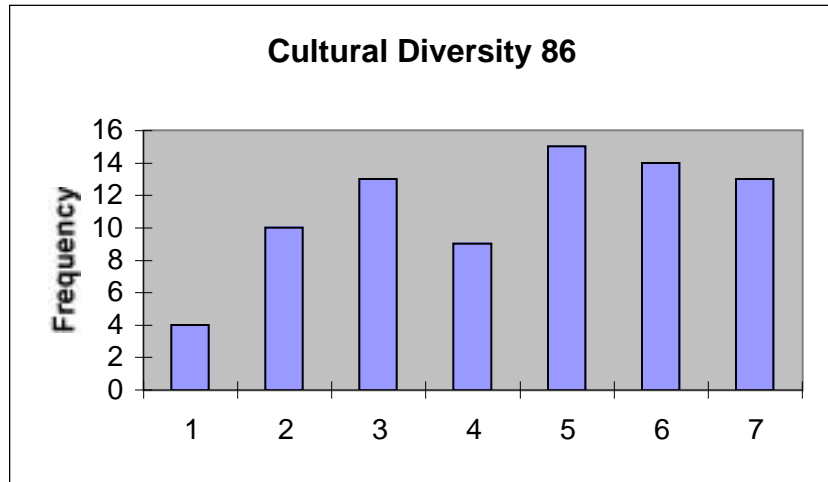
6	18
7	8
<hr/>	
	81

22.2
9.9

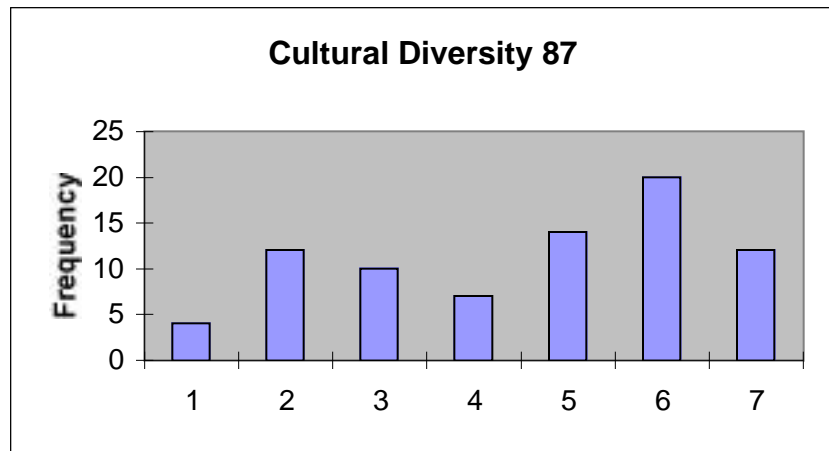


112

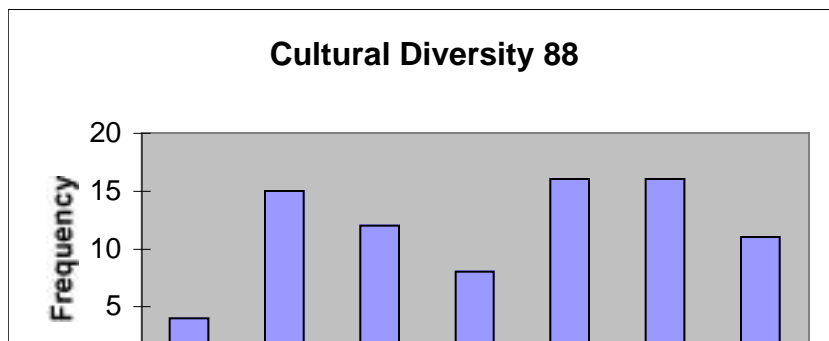
<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	5.1
2	10	12.8
3	13	16.7
4	9	11.5
5	15	19.2
6	14	17.9
7	13	16.7
<hr/>		78



<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	5.1
2	12	15.2
3	10	12.7
4	7	8.9
5	14	17.7
6	20	25.3
7	12	15.2
<hr/>		79

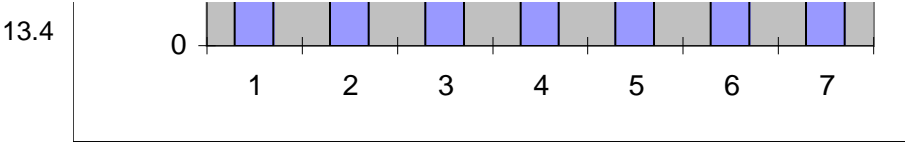


<i>Bin</i>	<i>Frequency</i>	Percentage
1	4	4.9
2	15	18.3
3	12	14.6
4	8	9.8
5	16	19.5
6	16	19.5



7 11

82



APPENDIX G

CUSTOMER RELATIONS SURVEY

	PERCENTAGE			
	Disagree	Neither Agree/ Disagree	Agree	Other
Communication				
1. Communication from my manager is honest.	23	8	42	27
2. Employees are free to speak up and say what they think.	38	9	42	11
3. I get all of the information that I need to do my job properly.	29	8	47	16
4. My supervisor is an accurate source of information.	26	13	45	16
5. Upward communication works well at this company.	40	17	32	11
6. My supervisor demonstrates the willingness to hear bad news.	15	15	55	15
7. My shift supervisor demonstrates the willingness to hear bad news.	21	16	53	10
8. The manager keeps employees informed.	36	6	40	18
9. The manager gives us enough honest info. about what's going to happen.	35	12	40	13
10. I am satisfied with the tribe's honesty.	41	15	29	15
11. The tribe's honesty with me is important.	4	3	76	17
Teamwork				
12. There is a lot of team work between management and the employees.	50	8	35	7
13. Members of management work together effectively as a team.	41	16	31	12
14. There is a lot of teamwork among employees in this department.	38	8	39	15
15. My supervisor promotes teamwork.	26	13	45	16
16. All people readily help others get their work done.	35	10	44	11
17. I enjoy working with fellow co-workers from other shifts.	16	14	59	11
18. Co-workers from other shifts enjoy working with me.	11	15	53	21
19. Personal problems do not affect the work environment.	54	15	27	4

	Disagree	Neither Agree/ Disagree	Agree	Other
Manager Practices				
20. The manager cares about his/her employees	25	8	47	20
21. The manager keeps informed about how employees feel about things.	34	12	42	12
22. The manager feels each employee is important as an individual.	35	11	38	16
23. The manager treats employees with respect.	21	12	50	17
24. The manager considers employees interests before making decisions.	37	15	38	10
25. The manager does what he/she says he/she will do.	21	14	44	21
26. The manager is responsive to employees concerns.	34	11	40	15
Service Quality				
27. Quality standards have been established for all of our services.	21	22	45	12
28. Services meet our customers needs.	33	2	54	11
29. We are continuously seeking ways to improve our services.	28	16	46	10
Job Performance				
30. I know what is considered good performance on my job.	1	0	80	19
31. My supervisor gives me honest feedback about my performance.	26	10	48	16
32. I am usually recognized for good work performance.	31	9	49	11
33. My supervisor effectively coaches me on how to improve my performance.	39	26	26	9
34. The job environment motivates me to perform at my very best.	35	20	36	9
35. I have the information I need to do my job.	18	8	59	15
36. I have the staff I need to do my job.	19	21	43	17
37. I have the skills I need to do my job.	1	3	77	19
Empowerment				
38. My manager wants to know about my ideas.	30	19	36	15
39. My supervisor wants to know about my ideas.	30	18	42	10
40. It is important to have my supervisor want to know my ideas.	9	7	67	17

Neither

	Disagree	Agree/ Disagree	Agree	Other
41. I am involved in making decisions that effect my work.	29	17	42	12

Tribal Practices

42. I understand the policies of my department.	8	1	72	19
43. I understand the standard operating procedures of my department.	6	1	75	18
44. I understand the work rules of my department.	5	2	75	18
45. I understand the mission statement of my department.	8	6	65	21
46. I understand the goals of my department.	6	3	73	18
47. I am committed to achieving these goals.	1	5	76	18
48. I am satisfied with the recognition I receive for my efforts.	46	13	37	4
49. I am satisfied with the recognition I receive for my accomplishments.	41	18	35	6
50. It is important for me to be valued as an individual in the tribe.	5	6	68	21
51. I am satisfied with how I am valued as an individual in the tribe.	42	9	35	14
52. I look forward to coming to work.	18	14	55	13

Supervisory Practices

53. My supervisor is an effective problem solver.	24	19	43	14
54. My supervisor is willing to listen to my problems.	21	16	51	12
55. My supervisor treats all employees fairly.	43	14	32	11
56. I am satisfied with the relationship I have with my supervisor.	18	12	55	15
57. My supervisor keeps me informed.	20	13	49	18
58. My supervisor feels each employee is important as an individual.	24	13	44	19
59. My supervisor keeps me informed about how employees feel about things.	36	18	32	14
60. My supervisor treats employees with respect.	23	12	50	15
61. My supervisor considers employee interests before making decisions.	44	13	33	10
62. My supervisor is more tolerant of mistakes as learning experiences.	32	15	39	14

	Disagree	Neither Agree/ Disagree	Agree	Other
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63. My supervisor does what he/she says he/she will do.	21	12	53	14
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Shift Supervisory Practices

64. My shift supervisor is an effective problem solver.	32	12	44	12
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65. My shift supervisor is willing to listen to my problems.	26	12	47	15
--	----	----	----	----

66. My shift supervisor treats all employees fairly.	35	9	44	12
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67. I am satisfied with the relationship I have with my shift supervisor.	25	11	50	14
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68. My shift supervisor keeps me informed.	25	15	47	13
--	----	----	----	----

69. My shift supervisor feels each employee is important as an individual.	30	12	42	16
--	----	----	----	----

70. My shift supervisor keeps me informed about how employees feel about things.	41	21	33	5
--	----	----	----	---

71. My shift supervisor treats employees with respect.	21	9	56	14
--	----	---	----	----

72. My shift supervisor considers employee interests before making decisions.	37	14	37	12
---	----	----	----	----

73. My shift supervisor is more tolerant of mistakes as learning experiences.	28	11	50	11
---	----	----	----	----

74. My shift supervisor does what he/she says he/she will do.	31	9	46	14
---	----	---	----	----

Work Conditions

75. The health conditions in my work area are good.	31	9	46	14
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76. The safety conditions in my work area are good.	26	12	50	12
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77. I have the equipment/material I need to do my job properly.	21	5	59	15
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78. The work conditions in my area promote high productivity.	25	20	41	14
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The Job Itself

79. My job is interesting.	7	5	75	13
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80. My job makes good use of my skills and abilities.	18	10	58	14
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81. There are good opportunities to learn new skills in the tribe.	25	19	47	9
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82. The amount of work I am asked to do is fair.	8	7	69	16
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83. My current workload allows me to do my job well.	6	7	71	16
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Cultural Diversity

84. Employees of all cultures are made to feel welcome.	25	7	55	13
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		Neither Agree/ Disagree	Agree	Other
	Disagree			

85. Supervisors are skilled at handling any intercultural relations issues that arise.	34	18	32	16
86. Shift supervisors are skilled at handling any intercultural relations issues.	29	18	35	18
87. There are seldom incidents of intercultural misunderstands.	22	18	40	20
88. Mgmt is sensitive to the needs of employees with diff. cultural backgrounds.	25	19	34	22

Some questions do not have N=82 because some respondents left questions blank and some had two responses to the same question forcing the researcher to discard the response.

APPENDIX H

	Avg.	Std. Dev.	Median	t-score
1	4.443	2.043	5	1.9398
2	4.713	1.78	5	3.5796
3	4.593	1.836	5	2.8875
4	4.605	1.869	5	2.8955
5	4.42	1.588	4	2.3643
6	5.012	1.834	6	4.938
7	5.063	1.837	6	5.1723
8	4.392	1.863	4	1.8835
9	4.638	1.781	5	3.2022
10	4.247	1.685	4	1.3109
11	5.691	2.24	7	6.7546
12	4.476	1.509	4	2.819
13	4.329	1.618	4	1.8199
14	4.481	1.775	4	2.424
15	4.704	1.874	5	3.359
16	4.646	1.598	5	3.6185
17	5.173	1.822	6	5.7575
18	4.877	1.84	6	4.2615
19	4.402	1.514	4	2.3772
20	4.663	1.968	5	3.0114
21	4.568	1.753	5	2.8974
22	4.513	1.835	4.5	2.4982
23	4.901	1.908	5	4.225
24	4.58	1.604	5	3.2364

25	4.605	1.928	5	2.8065
26	4.605	1.842	5	2.9379
27	4.827	1.619	5	4.5709
28	4.768	1.766	6	3.8913
29	4.988	1.725	5	5.1223
30	5.728	2.247	7	6.8791
31	4.765	2.02	5	3.3886
32	4.875	1.753	5	4.4646
33	4.5	1.612	5	2.7742
34	4.646	1.628	5	3.5505
35	4.963	1.915	6	4.5009
36	4.663	1.771	5	3.3452
37	5.704	2.25	7	6.7735
38	4.622	1.782	5	3.1213
39	4.84	1.728	5	4.345
40	5.415	2.143	6.5	5.905
41	4.646	1.787	5	3.2346
42	5.378	2.175	6	5.6662
43	5.366	2.225	6	5.4904
44	5.476	2.19	6	6.0269
45	5.22	2.228	6	4.8959
46	5.488	2.162	6.5	6.1561
47	5.646	2.196	7	6.7044
48	4.654	1.614	5	3.6267
49	4.573	1.641	5	3.1245

50	5.291	2.387	7	4.8387
51	4.309	1.828	4	1.5103
52	5.037	1.86	6	4.9858
53	4.725	1.757	5	3.6902
54	4.963	1.86	6	4.6296
55	4.413	1.674	4	2.204
56	4.937	1.976	6	4.2391
57	4.788	1.874	5	3.7589
58	4.617	1.875	5	2.9452
59	4.413	1.659	5	2.2242
60	4.759	1.91	5	3.5574
61	4.469	1.666	4	2.5179
62	4.642	1.727	5	3.3247
63	4.95	1.799	6	4.7221
64	4.741	1.759	5	3.7663
65	4.926	1.961	5	4.2238
66	4.716	1.852	5	3.4577
67	4.925	1.947	5.5	4.2488
68	4.91	1.895	5	4.2974
69	4.728	1.943	5	3.353
70	4.663	1.583	5	3.744
71	5.062	1.958	6	4.8501
72	4.593	1.766	5	3.001
73	4.975	1.743	5.5	5.0038
74	4.79	1.895	5	3.7284

75	4.58	1.731	5	2.9981
76	4.852	1.711	5	4.4529
77	5.062	1.932	6	4.9146
78	4.753	1.692	5	3.9807
79	5.506	1.865	6	7.2235
80	5.101	1.952	6	5.0462
81	4.951	1.753	5	4.8507
82	5.378	2.016	6	6.1132
83	5.378	1.979	6	6.2277
84	5.037	1.959	6	4.7358
85	4.378	1.719	5	1.9674
86	4.474	1.836	5	2.3114
87	4.557	1.866	5	2.6702
88	4.329	1.853	5	1.5894