Codebook for the Employee Attitudes and Management Practices Database

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Introduction

The Employee Attitudes and Management Practices Database contains data derived from the responses of five multi-year public employee surveys: United States Federal Employee Viewpoint Survey (FEVS), Western Australia Employee Perception Survey (EPS), Australia Public Service Employee Survey (APS), Canada Public Service Employee Survey (PSES), United Kingdom Civil Service People Survey (CSPS), and India Civil Services Survey (CSS).

There are two types of data in this database: agency-level data ("data_p1p2") and individual-level data ("data_p3"). Individual-level data contains variables that were derived from survey responses collected at the individual level. The variables in the agency-level data were also derived from survey responses collected at the individual level, but the item scores (from which the variables in my dataset is computed) were aggregated by the survey developers at the agency level. In other words, the original individual-level item scores are not publicly available.

The individual-level data in this database is from United States FEVS, Western Australia EPS, and Australia APS. The agency level data in this database is from United States FEVS, Canada PSES, United Kingdom CSPS, and India CSS.

Variables Construction

The employee attitudes and management practices in the datasets were derived from relevant item scores from government surveys. We associated survey items with an employee attitude or management practice based on the following criteria:

- The relevance of the survey item to an employee attitude or management practice.
- The similarity of the survey item to existing items that were created in previous studies to measure the employee attitude/management practice.
- Survey items that were created specifically by the developers of the government surveys to measure the employee attitude/management practice.

The item scores from some surveys were rescaled so that all items would have a common 5-point scale. The measure of each employee attitude/management practice were then computed from the average score of its associated survey items.

In addition to employee attitudes and management practice, there are two categorical independent variables in the datasets: non-verifiable and new government.

First, we postulate that supportive management practices are more important and have larger effects on employee attitudes in organizations with the following tasks:

1. Unverifiable tasks that involve "soft information"—qualitative data that cannot be verified by anyone other than the employee (assignee of the task) who generated the data.
2. Unverifiable tasks that rely less on established work processes but more on the tacit knowledge, creativity, and judgement of their assignees.

To test this hypothesis, we include a variable called "non-verifiable" in our models. This variable is coded by both I and a Ph.D. student separately: it is assigned 1 for agencies with unverifiable tasks, 0 for agencies with verifiable tasks, and blank for agencies that we were unsure. We then integrated the two lists: an agency is coded as "verifiable" if and only if both lists considered the agency verifiable, and "non-verifiable" if and only if both lists considered the agency non-verifiable. In other words, if either party left an entry blank, that agency was not coded for verifiability.

Second, we were interested in the effects of a change in government administration on employee attitudes and the marginal effect of management practices on employee attitudes. To this end, we included a categorical variable called "new government" in our regression models. The variable "new government" is coded as 1 for an observation that is in its first two years of a new government administration and coded as 0 if otherwise.

In all of these datasets there are, of course, missing data. For consistency, we articulate here our process for using missing data. Missing data is distinct from a response which states "Don't know" or "Not Applicable", which we do not consider missing.

The deal with missing values, first, we exclude respondents with exceptional high levels of missing data (more than 50%). Second, we do not impute any values whatsoever. That is, if a given respondent has a missing value for an item, any analysis that uses that item excludes that respondent.

A description of the derived variables in this database is summarized Table 1.

Table 1: Summary of the variables that were derived from survey items from five public employee surveys

Variable Name	Label	Description	Scale
intrinsic_motivation	Intrinsic Motivation	Internal motivation that comes from completing a job or a task.	5- point Likert scale: 1: Strongly Disagree 2: Disagree 3: Neither Agree or Disagree 4: Agree 5: Strongly Agree
employee_inclusion	Employee Inclusion	The perceived extent to which employees feel that they are a crucial/valued part of the organization.	5- point Likert scale
job_satisfaction	Job Satisfaction	The extent to which employees are satisfied with their jobs.	5- point Likert scale

org_pride	Organizational Pride	The extent to which employees are proud of their organization -- its vision, objectives, and contributions to the society.	5- point Likert scale
wpi_e	WPI-Enjoyment	The orientation of an employee towards personal enjoyment in his/her work.	5- point Likert scale
wpi_c	WPI-Challenge	The orientation of an employee towards complex tasks and opportunities for personal growth.	5- point Likert scale
wpi_o	WPI-Outward Recognition	The orientation of an employee towards outward recognition and approval of others.	5- point Likert scale
intend_to_leave	Intent to leave	Employees' intention to leave his/her position.	1: Employee intends to leave within the year. 0: Employee does not intend to leave.
autonomy	Autonomy	The perceived extent to which employees are given the freedom in deciding how work should be done.	5- point Likert scale
resources	Adequate resources	Employees are given adequate resources and training to accomplish their tasks.	5- point Likert scale
dev	Career & personal development	Employees are given opportunities to acquire new skills and progress in their careers.	5- point Likert scale
clear_obj	Clear objective	The management clearly communicates its expectation of employees and how their work contribute to the objectives of the organization, as perceived by the employee.	5- point Likert scale

creativity	Creativity & innovation	The perceived extent to which the management promotes creativity and innovation.	5- point Likert scale
fair_rwd	Fair reward & punishment	The level of meritocracy in the hiring/promotion process, and the perceived extent to which reward/punishment of employees is based solely on performance.	5- point Likert scale
mgr_fb	Managerial feedback	The perceived extent to which constructive feedback and effective performance appraisal from the manager.	5- point Likert scale
pay_satisfaction	Pay satisfaction	The extent to which employees are satisifed with their pay.	5- point Likert scale
promote_ethics	Ethics promotion	The perceived extent to which the management promotes ethical behaviour in the workplace.	5- point Likert scale
pysc_safety	Psychological safety	The perceived extent to which employees can identify risks, raise issues, and challenge the way things are done in the organization without retribution from the management.	5- point Likert scale
qual_supervisor	Quality supervisor	The leadership quality of direct supervisors as perceived by their employees.	5- point Likert scale
qual_upr_mgmt	Quality upper management	The leadership quality of senior management/agency as perceived by employees: it is measured by the degree to which the agency/upper management motivate and support employees.	5- point Likert scale
rec_perception	Recognition perceptio	The perceived extent to which high-performing employees are recognized by the management.	5- point Likert scale
safety	Workplace safety	The perceived extent to which the workplace is a physically safe place to work.	5- point Likert scale

skills_match	Skills match	The extent to which managers assign work to employees based on their skills, talent, and abilities.	5- point Likert scale
well_being	Well-being	The perceived extent to which the management promotes work-life balance and physical and psychological well-being.	5- point Likert scale
coworkers_perf	Co-workers' performance	The perceived quality of work, competence, and team-work skills of co-workers.	5- point Likert scale
non_ver_cat	Non-verifiable tasks	Organizations with tasks that involve soft information-- qualitative data that cannot be verified by anyone other than the employee who generated the data.	**1:** The organization has non-verifiable tasks. **0:** The organization does not have non-verifiable tasks.
new_govt	New government	The first two years of a new government.	**1**: Survey response was collected during the first two years of a new government. **0**: Survey response was collected during the first two years of a new government.