Texas Feathers, Inc.
Employee Attitude Survey

Report of Study Findings
December 1997

Prepared by:

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Graduate School of Business Administration
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Executive Summary

Background and Methods

The study was designed to assess the satisfaction of employees across a wide variety of issues at Texas Feathers. The 1997 employee satisfaction survey, "the 1997 study," follows-up an earlier employee satisfaction survey completed in 1994, "the 1994 study". The 1997 study addresses the current level of employee satisfaction, and additionally, the 1997 study compares results from the 1994 study where possible.

The 1997 survey data was collected on October 24, 1997 at the plant in Brownwood, Texas. Additional data was collected from employees at the Arlington sales office. Quantitative survey answers were organized and analyzed using NCSS statistical software. A total of 60 people were interviewed, which is 88% of the employees, supervisors, and managers who were working at either location on the days of the interviews.

The survey interview consisted of 68 questions. Of those 68 questions, 60 were quantitative and 8 were qualitative. Specific questions were eliminated from the 1994 survey based on lack of applicability or relevance in 1997. Several questions were suggested by upper management and incorporated into the 1997 survey. Categories of questions were grouped together based on research team consensus. While no demographic or identifying information was collected in 1994, the sex of the employee was recorded in 1997 as an additional data element. No information was collected that could single out or identify any individual employee.

There have been significant improvements in employee satisfaction since 1994. Clearly, management has taken steps to improve areas that were impacting satisfaction in 1994. For instance, employees are much more satisfied with tools and equipment in 1997 than in 1994. In addition, employees are significantly more satisfied with the overall physical working conditions at the company. Employees are overwhelmingly more satisfied with the smoking areas with an improvement in satisfaction from 45% in 1994 to 72% in 1997. Other significant areas of increased satisfaction were:

- Employee teamwork
- Sick / personal days policy
- How the company contributes to the community
- Job security
- Trust and confidence in your work
While the above elements show improvement in satisfaction since 1994, a number of items continue to represent areas of dissatisfaction with employees in 1997 that also existed in 1994. In addition, several new items revealed other areas of dissatisfaction. Pay remains an area of significant dissatisfaction in 1997, as does certain elements of policies and procedures and relations between work teams, co-workers, and communication.

The most significant items of dissatisfaction in 1997 were:

- Pay and benefits
- Communication by top management
- Issues relating to sexual harassment
- Relations between work teams
- Spanish speaking in the workplace
- Policies and Procedures

In an effort to address these areas of dissatisfaction, several “action items” are presented for the consideration by top management. None of the action items are similar to those presented in 1994. It is important to note that action items that were not fully implemented in 1994, particularly items related to pay remain areas of dissatisfaction in 1997.
Introduction

As part of an ongoing commitment to improve the quality of the work environment for its employees, and better understand employee attitudes and perceptions at work, Texas Feathers, Inc. requested a 1997 employee opinion survey study to be conducted by the graduate students in organizational research at the University of Texas at Arlington, under the supervision and direction of Dr. Gary C. McMahan.

Prior to this 1997 survey administration, an initial baseline survey was conducted in 1994. The study was completed by the graduate students in organizational research under the supervision of Dr. David Harrison. This study was commissioned by Texas Feathers, Inc. The findings from the first survey were taken to the management team and certain suggestions were implemented to improve the quality of work environment for the employees.

Now, three years later, a second employee satisfaction survey was administered. This survey was slightly altered to facilitate consistency and relevance. The overall study goals were unchanged by the passage of three years, however, additional topics were explored relating to sexual harassment, discrimination, and Work Methods Improvement/QE&T Training. These additional questions will guide management into focusing on additional areas for continuous improvement in the workplace.

We will be including the findings of the 1994 study as it relates to the findings in the 1997 study. The survey instrument and answers to the qualitative questions will be included in the appendix to this report, allowing management to grasp a full understanding of the employees’ responses. Additionally, this report will analyze the information and make recommendations for workplace improvements.

Research Questions

The primary research questions that guide this study are:

1. What is the level of employee satisfaction in 1997?

2. How does this level of satisfaction compare to the level of satisfaction in 1994?
Methods

Research Participants

Survey data were collected from all employees present at the Brownwood plant on October 24, 1997, and all employees at the Arlington sales office on October 31, 1997 and November 4, 1997.

Data Gathering Process

The research method is based on a carefully revised 1994 survey instrument utilizing:

(1) closed questions with an interval scale to indicate level of satisfaction (quantitative data); and
(2) open-ended questions to determine areas of satisfaction or dissatisfaction not addressed elsewhere in the survey instrument, or requiring additional commentary (qualitative data).

Research Procedures and Measurements

Consistent with the 1994 survey, the quantitative questions were responded to based on a scale of one (1) to five (5) representing degrees of satisfaction, with a "1" representing very dissatisfied and a "5" representing very satisfied. Thus, when viewing the results, a higher average represents a higher degree of satisfaction based on the responses. A sixth option was included for employees not knowing the answer to a particular question. This response was not used in any statistical analysis. The scale breaks down as follows:

1 = Very Dissatisfied
2 = Dissatisfied
3 = Neutral
4 = Satisfied
5 = Very Satisfied
6 = Don't Know
Quantitative Survey Data

Respondents to the survey were asked 60 quantitative questions in 14 categories related to their employment at Texas Feathers, Inc. The results are presented by category in descending order from the category with the highest satisfaction to that with the lowest satisfaction for 1997. In addition, individual 1994 responses were compared with their equivalent question from the 1997 data. The comparisons were conducted to locate significant changes in the mean results from the 1994 survey. The statistical analysis performed used two sample T-test with an alpha level of .05. This produced information regarding "statistically significant" changes in employee responses from 1994 to 1997.

Qualitative Survey Data

Researchers administered the qualitative portion of the survey in 1994 and 1997. All employees were given the opportunity to comment on the questions. In 1997, the employees were given the survey in private rooms in trailers, thereby increasing the employee's anonymity.

Response Rates

A total of 60 people were interviewed, which is 88% of the employees, supervisors, and managers who work at either the Brownwood, Texas or the Arlington, Texas location. A total of 72 people completed the survey in 1994 which was a 99% response rate. The lower response rate in 1997 can be attributed primarily to a trade show on the day of the Brownwood survey.
The following section details the findings of the quantitative questions asked as part of the Texas Feather's Employee Satisfactions Survey. The section is organized by research category. The 15 categories analyzed include:

- Overall Satisfaction
- Job Training & Development
- Attention to Quality
- Policies & Practices
- Communication
- Support from Coordinator
- Relations Between Work Teams
- Performance Review
- Company Outlook
- Top Management
- Physical Work Environment
- Discrimination & Sexual Harassment
- Co-Workers
- Benefits
- Pay

Each section compares the levels of employee satisfaction in 1994 and 1997. An analysis of the differences focused on the percentage satisfied in both years and on the statistical significance between the differences. Certain questions from the 1994 survey were no longer relevant and not asked. In addition new questions were added in 1997.

Each category is evaluated, in total, as a percent satisfied. This percentage calculation is derived by summing the number of responses to each question, or item, with a 4 (satisfied) or 5 (very satisfied) and dividing this total by the number of responses. Any item with a response of 6 (Don't Know) was discarded for the calculation.

A graph precedes each overall category satisfaction measure, comparing the 1994 satisfaction rate to the 1997 satisfaction rate. A table will then follow, including the item (question), the percent satisfied, the mean, and the standard deviation, for 1997 and 1994 if applicable. Finally, a discussion will follow helping to interpret the results in narrative format.
**Overall Satisfaction**

90%

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job in General</td>
<td>87%</td>
<td>na</td>
</tr>
<tr>
<td>Working at Texas Feathers</td>
<td>93%</td>
<td>na</td>
</tr>
</tbody>
</table>

**Discussion:**

This measured the overall satisfaction of employees at Texas Feathers including their level of satisfaction with their job in general and working at Texas Feathers. The overall level of employee satisfaction increased from 86% in 1994 to 90% in 1997. In each of the items measuring overall satisfaction, there was no comparison data available for 1994. However, comparing both items used to measure overall satisfaction, the percentage of employees satisfied working at Texas Feathers and percentage of employees satisfied with their job in general was high, 93% and 87% respectively.
Company Outlook 82%

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th></th>
<th>1994</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent Satisfied</td>
<td>Mean</td>
<td>Std. Dev.</td>
<td>Percent Satisfied</td>
</tr>
<tr>
<td>Commitment to providing a quality product</td>
<td>81%</td>
<td>4.08</td>
<td>1.01</td>
<td>80%</td>
</tr>
<tr>
<td>Contributes to the community</td>
<td>76%</td>
<td>3.90</td>
<td>.86</td>
<td>56%</td>
</tr>
<tr>
<td>Job security</td>
<td>90%</td>
<td>4.19</td>
<td>.87</td>
<td>78%</td>
</tr>
</tbody>
</table>

Discussion:

In 1994, employees expressed 71% satisfaction with various aspects of company outlook as depicted in the table. A satisfaction of 82% was expressed regarding the same issues in 1997. All three of the items in this category show improvement over 1994 with the largest improvement shown in contributes to the community and the smallest improvement in commitment to providing a quality product which was not substantially different from 1994. Overall, a substantial improvement was achieved in this category.
Top Management 79%

![Bar chart showing percent satisfied for top management in 1997 and 1994.](chart)

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th></th>
<th></th>
<th>1994</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent Satisfied</td>
<td>Mean</td>
<td>Std. Dev.</td>
<td>Percent Satisfied</td>
<td>Mean</td>
<td>Std. Dev.</td>
</tr>
<tr>
<td>Management Direction</td>
<td>86%</td>
<td>4.09</td>
<td>.73</td>
<td>90%</td>
<td>4.16</td>
<td>.75</td>
</tr>
<tr>
<td>Reasons given for decisions</td>
<td>74%</td>
<td>3.85</td>
<td>.93</td>
<td>71%</td>
<td>3.70</td>
<td>.85</td>
</tr>
<tr>
<td>Recognition of excellent job performance</td>
<td>75%</td>
<td>3.78</td>
<td>1.10</td>
<td>63%</td>
<td>3.64</td>
<td>.99</td>
</tr>
<tr>
<td>Respect given by top management</td>
<td>80%</td>
<td>3.98</td>
<td>1.01</td>
<td>71%</td>
<td>3.59</td>
<td>1.05</td>
</tr>
</tbody>
</table>

**Discussion:**

In 1994, employees expressed 73% satisfaction with various aspects of top management as depicted in the table. A satisfaction of 79% was expressed regarding the same issues in 1997. Three of the four items in this category show improvement with the exception of *management direction* which decreased from 90% in 1994 to 86% in 1997. The largest increase was in the area of *recognition of excellent job performance* which increased from 63% to 75%.
Physical Work Environment

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent Satisfied</td>
<td>Mean</td>
</tr>
<tr>
<td>Tools and equipment</td>
<td>78%</td>
<td>3.91</td>
</tr>
<tr>
<td>Safety and security</td>
<td>76%</td>
<td>4.01</td>
</tr>
<tr>
<td>Overall physical working conditions</td>
<td>78%</td>
<td>3.89</td>
</tr>
<tr>
<td>Smoking areas</td>
<td>73%</td>
<td>3.76</td>
</tr>
<tr>
<td>Restroom facilities</td>
<td>72%</td>
<td>3.70</td>
</tr>
</tbody>
</table>

**Discussion:**

There were five items that were measured in 1994 and 1997 in this category. Of these five items, only one went down in satisfaction. Percent satisfied with safety and security in 1994 was 86% while the percent satisfied in 1997 was 76%. However, the change is not enough to be statistically significant. Satisfaction with tools and equipment went up from 69% in 1994 to 78% in 1997. Satisfaction with overall physical working conditions went up from 65% in 1994 to 78% in 1997. Satisfaction with the smoking areas went up from 45% in 1994 to 73% in 1997. Satisfaction with the restroom facilities went up from 66% in 1994 to 72% in 1997. The biggest improvement was an increase of 28 percentage points in satisfaction of the smoking areas. Three of the items, tools and equipment, overall physical working conditions, and smoking areas, showed statistical significance.
Discrimination / Sexual Harassment

Note: This was a new category in 1997 therefore, no 1994 data is available for comparison.

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td>How employees of different sex get along</td>
<td>75%</td>
<td>Na</td>
</tr>
<tr>
<td>How employees of different race get along</td>
<td>70%</td>
<td>Na</td>
</tr>
<tr>
<td>Management handles problems of discrimination in the workplace</td>
<td>72%</td>
<td>Na</td>
</tr>
<tr>
<td>Steps to prevent sexual harassment</td>
<td>82%</td>
<td>Na</td>
</tr>
<tr>
<td>How top management handled any sexual harassment</td>
<td>77%</td>
<td>Na</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percent</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Percent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Satisfied</td>
<td></td>
<td></td>
<td>1994</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.88</td>
<td>.90</td>
<td></td>
<td>Na</td>
<td>Na</td>
<td>Na</td>
</tr>
<tr>
<td></td>
<td>3.70</td>
<td>1.14</td>
<td></td>
<td>Na</td>
<td>Na</td>
<td>Na</td>
</tr>
<tr>
<td></td>
<td>3.74</td>
<td>1.05</td>
<td></td>
<td>Na</td>
<td>Na</td>
<td>Na</td>
</tr>
<tr>
<td></td>
<td>4.00</td>
<td>1.04</td>
<td></td>
<td>Na</td>
<td>Na</td>
<td>Na</td>
</tr>
<tr>
<td></td>
<td>3.90</td>
<td>1.15</td>
<td></td>
<td>Na</td>
<td>Na</td>
<td>Na</td>
</tr>
</tbody>
</table>

Discussion:

There were five items measured in this category: satisfaction with how employees of different genders get along, satisfaction with how employees of different races get along, satisfaction with how management handles problems of discrimination in the workplace, satisfaction with steps used to prevent sexual harassment, and satisfaction with how top management has handled any sexual harassment. Of the five items, the lowest satisfaction was for how employees of different races get along which was 70%. The highest satisfaction was for the item concerning satisfaction with how sexual harassment is prevented which was at 82%.
Job Training and Development

Above percentage for 1997 excludes questions not in the 1994 survey.

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent Satisfied</td>
<td>Mean</td>
</tr>
<tr>
<td>Job training you have received</td>
<td>80%</td>
<td>4.00</td>
</tr>
<tr>
<td>Work methods improvements training received</td>
<td>85%</td>
<td>4.11</td>
</tr>
<tr>
<td>Work methods improvements training received (how beneficial)</td>
<td>64%</td>
<td>3.71</td>
</tr>
<tr>
<td>Amount of feedback</td>
<td>60%</td>
<td>3.58</td>
</tr>
<tr>
<td>Changing to Another Job</td>
<td>64%</td>
<td>3.63</td>
</tr>
<tr>
<td>Worker Participation</td>
<td>69%</td>
<td>3.74</td>
</tr>
</tbody>
</table>

Discussion:

There were four items measured in 1994 and 1997: job training you have received, amount of feedback, changing to another job, and worker participation. There were two items measured only in 1997: work methods improvement training received and how beneficial was the work methods improvement training received. These two items were only measured in 1997 because the work methods improvement training had not been implemented in 1994. Job training received showed the greatest change in percent satisfied increasing from 70% in 1994 to 80% in 1997. This may be attributed to the new training implemented since 1994. The other items showed small changes in the percent satisfied between 1994 and 1997.
### Attention to Quality

![Chart showing attention to quality with 72% satisfaction in 1997 and 70% in 1994.](chart.png)

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Your work is Measured</td>
<td>71%</td>
<td>68%</td>
</tr>
<tr>
<td></td>
<td>3.81</td>
<td>3.70</td>
</tr>
<tr>
<td></td>
<td>1.03</td>
<td>1.03</td>
</tr>
<tr>
<td>Opportunities to make decisions</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>3.86</td>
<td>3.69</td>
</tr>
<tr>
<td></td>
<td>.90</td>
<td>.95</td>
</tr>
<tr>
<td>How management stresses quality</td>
<td>75%</td>
<td>73%</td>
</tr>
<tr>
<td></td>
<td>3.95</td>
<td>3.82</td>
</tr>
<tr>
<td></td>
<td>1.05</td>
<td>.89</td>
</tr>
</tbody>
</table>

### Discussion:

In 1994, employees at Texas Feathers were 70% satisfied with the overall attention to quality and in 1997, the percent satisfied increased to 72%. The three items measured included: **how quality of your work is measured**, **opportunities to make decisions**, and **how management stresses quality**. Two of the items increased by small amounts from 1994 to 1997 with the exception of **opportunities to make decisions**, which remained at 70% satisfied at both periods.
Co-Workers

71%

<table>
<thead>
<tr>
<th>Item</th>
<th>Percent Satisfied</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Percent Satisfied</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust and confidence</td>
<td>58%</td>
<td>3.52</td>
<td>1.03</td>
<td>35%</td>
<td>2.80</td>
<td>1.15</td>
</tr>
<tr>
<td>Effort</td>
<td>80%</td>
<td>3.93</td>
<td>.89</td>
<td>73%</td>
<td>3.81</td>
<td>.76</td>
</tr>
<tr>
<td>Work together to solve problems</td>
<td>75%</td>
<td>3.85</td>
<td>.89</td>
<td>64%</td>
<td>3.56</td>
<td>1.07</td>
</tr>
</tbody>
</table>

**Discussion:**

This category is a measure of the relationship among workers. It measures how satisfied they are with how much trust and confidence there is among co-workers, the effort an employee feels his/her co-workers give to doing a good job, and how well co-workers get together to solve work problems. The overall percent satisfied was increased from 57% to 71%. This was primarily due to the single measure of trust and confidence which was very low in 1994 at 35% and increased to 58% in 1997. However, there are still 42% who are not satisfied in this area. Of the three items, the change in trust and confidence showed statistical significance.
**Benefits**

69%

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall benefit package</td>
<td>61% 3.51 1.08</td>
<td>75% 3.79 .77</td>
</tr>
<tr>
<td>Retirement plan</td>
<td>81% 3.94 .78</td>
<td>82% 3.86 .77</td>
</tr>
<tr>
<td>Number of personal days</td>
<td>72% 3.70 1.16</td>
<td>37% 2.61 1.29</td>
</tr>
<tr>
<td>Number of choices regarding health benefits</td>
<td>58% 3.36 1.21</td>
<td>54% 3.36 .95</td>
</tr>
<tr>
<td>Vacation</td>
<td>74% 3.74 1.00</td>
<td>76% 3.65 .97</td>
</tr>
</tbody>
</table>

**Discussion:**

This is a measure of how satisfied employees are with the company benefits including the overall benefit package, the retirement plan, the number of personal days, the number of choices regarding health benefits, and the amount of vacation. The average of these measures as compared to the 1994 survey increased from 64% to 69% indicating that the majority of employees are satisfied with the benefits. All items were fairly close to the 1994 survey except the number of personal days which nearly doubled in percent satisfied in 1997 from 1994, 37% to 72%. Satisfaction with the overall benefit package decrease is statistical significance, while satisfaction with the number of personal days policy increase is significant.
Support from Coordinator

67%

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th></th>
<th>1994</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Mean</td>
<td>Std. Dev.</td>
<td>Percent</td>
</tr>
<tr>
<td></td>
<td>Satisfied</td>
<td></td>
<td></td>
<td>Satisfied</td>
</tr>
<tr>
<td>Amount of praise or</td>
<td>62%</td>
<td>3.47</td>
<td>1.33</td>
<td>71%</td>
</tr>
<tr>
<td>recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Input from Employee</td>
<td>68%</td>
<td>3.88</td>
<td>.90</td>
<td>74%</td>
</tr>
<tr>
<td>Coordinator understands</td>
<td>70%</td>
<td>3.84</td>
<td>.96</td>
<td>76%</td>
</tr>
<tr>
<td>your job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Discussion:**

The percentage of employees satisfied with the level of support they receive from their coordinator decreased from 75% in 1994 to 67% in 1997. Each of the three items in this category also decreased. The amount of praise or recognition received for a job well done had the largest decrease. In 1994, 71% of the employees were satisfied and in 1997, the percentage of employees satisfied was 62%. Each of the remaining items, input from employee and coordinator understands your job decreased by 6 percentage points from 1994 to 1997.
Discussion:

The overall level of employee satisfaction at Texas Feathers with their performance review decreased from 77% in 1994 to 65% in 1997. In addition, each of the three items decreased from 1994 to 1997. How accurately the performance review reflects employee performance had the greatest decrease. Each of the remaining categories decreased by 3 percentage points.
Above percentage for 1997 excludes questions not in the 1994 survey.

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent Satisfied</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Std. Dev.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fairness of policies and procedures</td>
<td>60%</td>
<td>54%</td>
</tr>
<tr>
<td>Consistently applied</td>
<td>49%</td>
<td>44%</td>
</tr>
<tr>
<td>Handling of complaints, problems, or suggestions</td>
<td>50%</td>
<td>46%</td>
</tr>
<tr>
<td>Hiring standards of new employees</td>
<td>65%</td>
<td>Na</td>
</tr>
<tr>
<td>How clear policies and procedures are</td>
<td>67%</td>
<td>60%</td>
</tr>
<tr>
<td>Vacation policy</td>
<td>71%</td>
<td>Na</td>
</tr>
<tr>
<td>Personal days policy</td>
<td>61%</td>
<td>Na</td>
</tr>
<tr>
<td>Absenteeism policy</td>
<td>64%</td>
<td>54%</td>
</tr>
<tr>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Std. Dev.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Discussion:

Texas Feathers employees were generally satisfied with the company’s policies and procedures. All areas involved in the study showed improvement. The largest percentage increases in satisfaction involved the companies absenteeism policy increasing from 54% in 1994 to 64% in 1997.

Three new questions were asked concerning Texas Feathers’ policy on hiring standards, vacation, and personal days. Survey results indicate over 60% of the employees were satisfied with these policies. Further analysis of the data indicates there is a statistically significant difference in the absenteeism policy. Men appear to be more satisfied with the absenteeism policy than women. It should be noted that women, on the whole, are not dissatisfied. Women appear neutral on the subject while men appear satisfied.
Relations Between Work Teams

<table>
<thead>
<tr>
<th>Items</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Mean</td>
</tr>
<tr>
<td>Intra-unit, teams work together</td>
<td>78%</td>
<td>3.93</td>
</tr>
<tr>
<td>Whole company works together as a</td>
<td>62%</td>
<td>3.60</td>
</tr>
<tr>
<td>team</td>
<td>38%</td>
<td>3.10</td>
</tr>
</tbody>
</table>

Discussion:

Texas Feathers employees were generally satisfied with relations between work teams. The percent satisfied increased from 54% in 1994 to 59% in 1997. Of the three items asked, the most significant improvement was noted in employee perception that the company as a whole works together as a team. Only 50% were satisfied in 1994 and increased to 62% in 1997. Further analysis shows this to be a statistically significant improvement.
Communication

<table>
<thead>
<tr>
<th>Item</th>
<th>1997</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent Satisfied</td>
<td>Mean</td>
</tr>
<tr>
<td>Among employees</td>
<td>57%</td>
<td>3.33</td>
</tr>
<tr>
<td>Clear from management</td>
<td>57%</td>
<td>3.50</td>
</tr>
<tr>
<td>Timing of information</td>
<td>51%</td>
<td>3.32</td>
</tr>
</tbody>
</table>

**Discussion:**

Three items were measured in 1994 and 1997 as follows: communication between employees, clarity of the communication from management, and satisfaction with the timing of important work-related information received. Emphasis should be placed on the decrease in the satisfaction level of the timing of information which decreased from 61% in 1994 to 51% in 1997. The clarity of communication from management remained consistent with 60% satisfaction in 1994 and 57% in 1997. The one area showing improvement was communication among employees. Satisfaction was 52% in 1994 and 57% in 1997. Further, analysis does not indicate this is not a statistically significant change.
Pay

Discussion:

The four items measured in 1994 and 1997 were: amount of pay, your job pay compared to other jobs at Texas Feathers, Inc., your job compared to similar jobs at other companies, and pay scale connected to job performance. In each of the four items, the percent satisfied decreased significantly from 1994 to 1997 with the greatest change occurring in your job compared to similar job at other companies decreasing from 51% to 33% and your job compared to other jobs at Texas Feathers, Inc. decreasing from 52% to 35%.
Statistical Change Report

In comparing the 1994 survey results to the 1997 survey results, the individual items were broken down and correctly matched for accurate comparison. Although a percentage point change in a category is informative regarding the satisfaction of employees, a comparison of each question’s mean is necessary to pinpoint “statistically significant” changes. To accomplish this task, a two-sample T-test was employed.

In the 1997 survey, 49 questions were re-administered from the 1994 survey. T-tests were performed on the 49 items at an alpha level of .05. The tests located ten significant changes in the question responses. In the following items below, there is statistically significant evidence indicating decreases or increases in employee satisfaction from 1994 to 1997.

<table>
<thead>
<tr>
<th>Question</th>
<th>Employee Satisfaction Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>How satisfied are you with...</td>
<td></td>
</tr>
<tr>
<td>Benefits package</td>
<td>Significant Decrease</td>
</tr>
<tr>
<td>How the company works together</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Sick (personal days) policy</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>How the company contributes to the community</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Your job security with Texas Feathers</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Improvement in the quality of their tools, and equipment</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Overall physical working conditions</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Smoke areas</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Team work</td>
<td>Significant Increase</td>
</tr>
<tr>
<td>Trust and confidence in you and your work</td>
<td>Significant Increase</td>
</tr>
</tbody>
</table>
Qualitative Section

The qualitative section of the survey consisted of eight open-ended questions that were designed to allow employees to discuss their feelings, ideas, and concerns not discussed in the quantitative section.

This section will provide you with a sample of the comments quoted directly from the interview. The answers were recorded in a range of satisfaction levels about certain situations. Employees stated what they liked about their jobs, provided advice for management, and asserted their expectations.

One point to keep in mind is that these answers are less reliable than the quantitative results and therefore, should only be used to provide support evidence in areas that may need improvement or to point out areas of current success.

Open Ended Questions

The following issues were identified for each question through a frequency analysis of the responses given:

What are two to three things you really dislike about your job at Texas Feathers?

1. Pay was the most often cited dislike. Low pay was described as the “main problem”. Other responses were:
   - "The pay is not high enough for what we have to do"
   - "I work a lot of overtime and feel I should be paid more"
   - "I work harder than what I get paid for"
   - "I was promised a raise a year ago and I have not received it"

2. Poor physical work conditions were frequently mentioned. Specifically, extreme building temperature (too hot, too cold), equipment breakdown, crowded work areas and dirty restrooms were the main concerns.
   - "No heater in winter, no air conditioner in summer"
   - "Air quality is bad, a lot of dust"
   - "Poor maintenance of equipment, wait too long to fix them"
   - "Facility getting overcrowded, obstacles in work areas"
   - "Not enough work space"
   - "Restrooms not very clean, need maintenance"
3. There seems to be friction in the way employees interact, primarily due to poor communication. One of the main sources of conflict are “people who are not supervisors but act like it” and “too much Spanish speaking going on”. Other areas of tension are rumors, poor attitudes, and distractions.

*People who are not supervisors and boss people around*
*Spanish speaking at work is inappropriate*
*Feel is disrespectful when people don’t speak in English*
*Communication between co-workers is bad because of language barrier*
*Rumors among co-workers*
*Slackers, loafers*
*Pettiness between co-workers and subordinates*
*A lot of distractions from employees: loud talking and complaining*
*Others constantly talking, walking away*

**Note:** It is important to point out that 20% of the responses to this question were in the form of “like everything”, “can’t think of anything”, “no complaints”, “I like the job, conditions have gotten better”, “don’t dislike anything”, and “I am happy here with my job”.

*What does your Coordinator expect from you?*

The response with the highest occurrence was “to do a good job” followed by “getting to work on time”. Completing all the work and performing quality work were the next two most frequently mentioned expectations. Responses to the employees’ coordinator’s expectations follow:

*Perfection*
*Expects me to do the best I can*
*Be here on time and everyday*
*Be here on time and ready to work*
*She expects to get the job completed*
*Meet production targets*
*Expects quality work*
*Work to be perfect*
What do you expect from your Coordinator?

Understanding, support, help, and attention from coordinators is what most employees expect. Next is open and clear communication and fairness from coordinators in their decision making.

"Help expected if I have problems with what I am making that day"
"Listen and help"
"Pay attention, listen to problems"
"Expect clear communication of the work—what I am supposed to do for the day"
"Keep us informed of changes"
"Be fair with everyone"
"To be treated fairly and given same respect and courtesy I give him"

How would you improve your physical working conditions?

The majority of responses pointed to crowded work areas and uncomfortable room temperatures. Concerns about work safety and cleaner facilities were also frequently mentioned.

"Need more space throughout entire plant"
"New warehouse not big enough, stock outgrowing warehouse"
"Lack of space leads to accidents"
"Summer very hot—no fans"
"Put heater in—too cold"
"Try to keep work areas free and uncluttered"
"Upgrade tools and equipment"
"Employees too busy to have to clean"
"Cleaner restrooms (no janitor)"

Note: Crowded work areas and uncomfortable building temperatures were also two of the most frequent responses noted by employees when asked about things they dislike at Texas Feathers.
What do you think about the bonuses?

Almost half of the respondents were satisfied with the bonuses. About one-fourth, however, showed dissatisfaction and perceived unfairness in the way bonuses are distributed.

"I like it a lot"
"Very good, thankful"
"Like it pretty good. A good incentive"
"Feel appreciated"
"Feel very positive about it"
"Give $1 million dollars a month and all we get is a shirt"
"Too small for a years work"
"Bonus not fair, production surpassed and only a trinket (T-shirt) given"
"New people get the same amount (should be based on seniority)"
"They could give a whole lot more for as much money we make for the company"

What benefits do you value most?

The responses with the highest occurrence was health insurance and vacation. Following closely were the personal days policy and the retirement plan. Some of the responses included:

"Personal days come in handy"
"Health insurance is good"
"Enjoy all the benefits"
"Enjoy the choice of benefits"
"Monday - Friday work week"
"Weekends off"
"Shift hours, getting out at 3:30"
"Bonus"
"Benefits make work better"
"Personal time should not be used against you"
"Health insurance (would like ½ to be paid by company for family)"
What are the two to three things you really like about your job at Texas Feathers?

1. The most frequently cited like was the atmosphere of the company and working with the people (co-workers).
   
   "Communication with co-workers"
   "The good attitude everybody has"
   "The respect you receive"
   "Enjoy working with the people"
   "Working with co-workers"
   "Family atmosphere"

2. The work hours was also a frequently mentioned response. It appears that most employees enjoy working Monday - Friday from 7:00 to 3:30.
   
   "Hours (7:00 to 3:30)"
   "Get weekends off"
   "Like the shift hours"
   "Flexibility in week"
   "Happy with work hours"

3. Another most cited response was the freedom employees have in performing their jobs.
   
   "More freedom in my job area"
   "Like the freedom to work on my own"
   "Freedom, not standing over you"
   "Freedom to do your job"
   "Have your own defined job and you can apply your knowledge"
   "To be part of all decisions concerning my department"
If you could change places with Bob, Allen, or Bill, what changes would you make?

The most frequently cited responses included raising the level of pay and improving the physical working environment. Other responses often cited included the manner in which vacation is distributed and the difficulty communicating with Spanish speaking employees.

"Would make sure to hire employees who can speak English for better communication"
"Air conditioning"
"Raises for everyone"
"Pay everybody for their level of performance"
"Change application of personal days...no questions asked policy, not held against you to take"
"Better inventory management"
"Change tools or materials to make product better or easier"

Would you like to make any general comments or comments on a subject we didn't ask about?

This question was a general question and employees either commented favorable or unfavorable towards an issue. This question received a wide variety of responses with no particular issue being most frequently cited. The response that did have an occurrence was the manner in which personal days are counted against the employees. Other responses included:

"Enjoy working here"
"Wonderful place, organized"
"Some people don't get along"
"I like the company"
"Friendly relaxed atmosphere"
"Unfair to work with people we cannot communicate with"
"No formal training"
"Raises don't keep up with inflation"
"Don't take sexual harassment seriously (hand slap)"
"Classes on customer service and quality (nice of company to involve employees, appreciate the efforts"
"Job training given, but not give enough of other training (doesn't feel its needed)"
Recommendations and Conclusions

Results of the 1997 survey showed significant areas of improvement and some areas of dissatisfaction. The following summary will cover the top areas increased satisfaction from 1997 to 1994. We will also cover the top areas for dissatisfaction and give our recommendations to address those deficit areas. We recommend that the results of our survey be shared with the employees of Texas Feathers as well as any action items you choose to adopt. We also recommend that management revisit these topics during monthly meetings with the employees or through written communication on a regular basis. The employees need to feel their input is being evaluated and action items are being formulated and considered for implementation, as a result of their participation.

Primary Areas of Increased Satisfaction:

1. Employee teamwork: The employee satisfaction level for how co-workers get along and the level of teamwork among team members has significantly increased from the 1994 survey. These items should be clarified: the satisfaction level is increased as it relates to intra-team work, while inter-teamwork satisfaction has not increased and will be addressed in the next section. Perhaps some of the softball events and bowling teams helped to increase the feeling of teamwork among work team members. Most likely, employees stayed in their functional working groups while attending these events and did not improve inter-team communication and relations.

2. Sick/personal days policy: Employees are significantly more satisfied with the sick and personal day policy currently in place than they were in 1994. The complete revision of the attendance policy seemed to increase overall satisfaction. Small group meetings of employees were likely to significantly increase buy-in as the policy was likely to be perceived as a product of a representative group of employees rather than a top down decision by management.

3. How the company contributes to the community: There seems to be a significant increase in the way the employees feel the company contributes to the community. This area's increase is not explained by our limited knowledge of changes made as a result of the 1994 survey, however is it notable.
4. Your job security: Employees feel much more satisfied with their level of job security than they had in 1994. Again, this change does not have any specific action items from 1994, however, increased recognition of employee contributions has probably increased their overall perception of their value to the company.

5. Improvement in quality of tools, overall working conditions, and smoke areas: Significant changes were made to the physical work environment after the 1994 survey, and these changes were pivotal to the increased satisfaction level in these areas. The well-ventilated smoke room was appreciated by the employees as it gave the smokers a place to go without disrupting the non-smokers. The cleanup and painting of the old building and restrooms probably contributed to the increased level of satisfaction. The reconditioning and painting of the machines was also appreciated by the employees, apparent in their increased level of satisfaction. Although it will be a constant issue, continued improvement of the work space will seemingly enhance employee satisfaction.

6. Trust and confidence in your work: The employees experienced increased satisfaction in their level and confidence and trust in their workplace. Again there are no apparent explanations for their increased level of satisfaction, however, the quality work methods improvement training probably increased the employee's feeling of satisfaction and pride in their work.
Primary Areas of Dissatisfaction

**Pay:**
All items in the pay category had less than 35% satisfaction. If the company wishes to retain the current group of employees and minimize turnover and hiring expenses, then this area more than any other in the report merits attention by top management. As our knowledge of the current company conditions is limited, management should ask the following questions:

✓ Has pay been a factor in employee turnover?
✓ How difficult is it to attract qualified employees in Brownwood?
✓ What is the cost of turnover to the organization?
✓ Would increases based on merit decrease turnover and reduce expenses related to turnover?

Finally, management should address whether or not larger issues in the organization have created dissatisfaction to the extent that employees are more focused on pay than they otherwise would be. That is, do they feel that pay is the primary motivator because other things in the work environment are lacking, such as feeling a part of the team, and/or making a contribution to a quality product? Certainly, the survey found that employees are not satisfied that their contributions are being recognized by other teams (only 38% were satisfied). Issues such as this may result in employees focusing more on pay than necessary.

**Action Item:** Satisfaction with amount of pay was only 30%. Management may consider having a salary survey completed for similar positions in the Brownwood area. Compare salaries and determine if employees of the Brownwood plant have reasons for the level of dissatisfaction expressed in the survey, or whether their responses reflect economic conditions in Brownwood. Texas Feather's should also determine if there is equality in their own pay scale, as some individuals felt that certain groups were paid unfairly high as compared to other employees. If the survey indicates appropriate pay, then consider an employee awareness bulletin or posting where employees can learn and compare. If pay is in fact lower than that in other positions in Brownwood, then management may evaluate the cost and benefits of changes to pay.
Only 34% of the employees were satisfied that pay is connected to job performance. Again, management should review some basic questions in order to determine the reasons for the employee dissatisfaction:

- Is the bonus program effectively tied to productivity on a per employee basis?
- Does it incorporate goals or performance standards?
- Do employees participate in setting such goals and performance standards for their position?
- How are employees rewarded for exceeding performance standards?

**Action Item:** Employees at all levels need to know that increased work will coincide with increased rewards. Employees do not feel that this is currently happening. Perhaps a pay for performance program would increase employee satisfaction in this area. Courtyard by Marriott has a current example of hourly employees receiving a pay for performance incentive. Each housekeeper has a number a rooms to clean during their eight hour shift. Employees are paid at a rate of 28 minutes per room for any performance over this standard, in addition to their regular hourly compensation. This makes the employees feel valued for productivity above the expected performance level. A similar productivity system could be implemented based on number of pieces processed per area per person.

**Relations Between Work Teams:**
Employees expressed more dissatisfaction with recognition of contributions from other teams than any other item in the survey: only 38% were satisfied. This area of dissatisfaction should be differentiated from their satisfaction level with teamwork between their own team members. This item was significantly increased from 1994, as previously stated in the aforementioned section.

**Action Item:** Management might consider recognition and bonus rewards that foster the development of recognition of contributions across teams. Management might devise a system where the success of one team results in the reward of all teams. One team’s success benefiting all teams might foster a greater appreciation for the contributions of all teams. Each should be in a position to achieve targets that will benefit other teams in each quarter. For instance, if one team exceeds production targets for a given quarter, all teams get a bonus. Each team divides the bonus it gets based on individual production or merit within the team. The goal is two-fold: foster teams supporting other teams and recognizing their contribution, and put in place a mechanism where employees see that pay is tied to performance on a team level and an individual level.
**Action Item:** Management might also consider creating training and development programs that allow employees to interact between teams. A popular way of making this task fun and productive would include having the groups participate in a ropes course. This type of course is designed to foster trust and communication between individuals and can be designed to organize teams from different departments, rather than allowing the teams to form based on work teams. There are also less expensive alternatives to the ropes courses that can be administered at the plant at management’s convenience.

**Policies and Practices:**
While significant improvements were realized in the overall satisfaction level in this category, three of the eight items seem to deserve continued attention by management.

These items are the **fairness of policies and procedures**, whether or not they are **consistently applied**, and the **handling of complaints, problems, or suggestions**. Management might want to consider the following questions:

-✓ How do employees report problems or complaints now?
-✓ Is there a formal process for filing a grievance?
-✓ Is there a formal response process from management?

Only half of the responses indicated satisfaction with the handling of complaints, problems, or suggestions. While this is up slightly from 1994, it certainly has room for improvement. Management may consider re-evaluating processes and policies in place concerning grievances, as well as suggestions.

**Action Item:** Management may consider implementing a policy that responds to employees with an **acknowledgment within 48 hours of complaint or suggestion** and with **resolution within some period of time stated in the acknowledgment**.

**Action Item:** Less than half of the respondents believed that policies and procedures were consistently applied. The company might consider a renewed effort to educate all coordinators and management members about the company’s policies and procedures and the importance of consistent application of those policies and procedures. It is important that employees feel that policies and procedures are fair and equally relevant for everyone in the organization. Favoritism or frequent bending of the rules may lead employees to disregard the importance of policies and procedures.
Communication by Top Management:
There was a statistically significant decrease in the level of satisfaction in the amount and timing of communication by top management. Specifically, the employees are only 51% satisfied in 1997 versus 61% satisfied in 1994 with the timing of information received from top management. There are several questions that management should ask themselves:

✓ What methods of communication with employees are currently in place?
✓ Was the newsletter that was implemented after the first survey well received among employees?
✓ Is there a strong 'grapevine' among employees and work teams?

Action Item: Management should consider implementing a “Letter from the President” format in employee paychecks. This format will assist employees in understanding the president’s motivations and direction of the company. This mechanism will also allow employees to consistently receive management input.

Action Item: Management should also consider having monthly "town hall meetings" in an open forum format, lead by top management and supervisors. This format will allow open discussions between employees and management, fostering a working environment that would help to transcend the management/employee boundaries. This type of open discussion would also allow management to capitalize on employee comments and suggestions that may not currently be spoken.

Overall benefits: Employees had a statistically significant drop in their satisfaction with their overall benefits package, from 75% in 1994 to 61% in 1997. The other categories specified the same or increased satisfaction in the other benefit items, so there does not seem to be any sound information regarding the drop. Qualitative data points to satisfaction with items such as the 401K and the personal day policy.

Action Item: Since there was little to no qualitative or quantitative clues as to the drop in satisfaction of overall benefits, management might want to include a follow-up written survey regarding their specific issues as it relates to benefits. Perhaps management would like to put together another task force of individuals to identify and solve the dissatisfaction as it relates to overall benefits. Apparently, there were issues that had not been addressed by this survey.
**Race Relations:** The qualitative survey data indicates that employees are uncomfortable with the amount of Spanish speaking going on in the workplace. It appears that some people are intimidated by the language barrier, while others feel that management caters to the Spanish speaking employees. While there is no sound statistical data regarding this issue, it might be contributing to the barriers between work teams.

**Action Item:** Some employees eluded to Spanish classes being offered by management for English speaking employees. These employees felt that English classes should be offered to the Spanish speaking employees, and even went so far as to say that English should be the only language allowed in the workplace. Management might want to look at offering classes in English to the Spanish speaking employees. Perhaps there courses should be required for anyone who cannot pass an English competency exam. The employees who feel threatened by the language barrier need to know that their concerns are being addressed.

**Action Item:** A management awareness program might also be a good tool to assist management in increasing race relations within the organization. The bottom line is that employees of different races overwhelmingly made negative comments regarding the language barrier that currently exists. Communication will be the key to the problem, management need to make a decision and support that decision through unified communication from management.

**Discrimination / Sexual Harassment:**

All items regarding sexual harassment and discrimination involving employees showed a satisfaction level of 70% or greater. However, this information does not reflect the potential problem which one individual incident of sexual harassment could present. In a few statements within the qualitative portion of the survey, evidence of sexual harassment did present itself. The following statement made by a female employee revealed an alarming case of harassment:

"Sexual harassment needs lots of improvement, instances of ass-grabbing and sexual innuendoes occur often."
Although one might attribute this statement to an isolated experience, Texas Feathers would be held liable for any “on the job” incidences. This responsibility could lead to lawsuits if an employee showed evidence to support his or her claim. In an effort to gauge the female to male response to this category, the individual items were divided for comparison by gender. This division did show a “statistical significant” difference in female to male responses concerning specific questions pertaining to sexual harassment. There is data to merit the need for company actions to be taken to limit any exposure to sexual harassment problems.

**Action Item:** Statistical significant evidence concluded that females responded lower than males when asked if they were satisfied with how management has taken steps to prevent sexual harassment in the workplace. A careful review of company policy and procedures is necessary to ensure proper coverage of this issue.

**Action Item:** Initiate a formal Sexual Harassment Awareness seminar in which every employee must attend. Trained individuals who are familiar with federal, state, and local harassment laws should conduct this program. Following the completion of the program have every employee sign a form stating they have attended this seminar and are aware of the law, as well as company policy regarding the issue.
Appendix A
Survey Instrument
TEXAS FEATHERS, INC.
Employee Attitude Survey
Administered to Employees: October 24, 1997

QUANTITATIVE QUESTIONS

OVERALL

How satisfied are you with your JOB IN GENERAL? 1 2 3 4 5 6
How satisfied are you with WORKING AT TEXAS FEATHERS? 1 2 3 4 5 6

JOB TRAINING AND DEVELOPMENT

How satisfied are you with the amount of needed JOB TRAINING THAT YOU'VE RECEIVED? 1 2 3 4 5 6
How satisfied are you with the WORK METHODS IMPROVEMENT TRAINING you've received? 1 2 3 4 5 6
How satisfied are you with how beneficial the WORK METHODS IMPROVEMENT TRAINING has been for you? 1 2 3 4 5 6
How satisfied are you with the AMOUNT of useful FEEDBACK you get? 1 2 3 4 5 6
How satisfied are you with the opportunities for CHANGING TO ANOTHER JOB at Texas Feathers? 1 2 3 4 5 6
How satisfied are you with how much WORKER PARTICIPATION there is in setting work goals and performance standards? 1 2 3 4 5 6

ATTENTION TO QUALITY

How satisfied are you with how the QUALITY OF YOUR WORK IS MEASURED? 1 2 3 4 5 6
How satisfied are you with the OPPORTUNITIES YOU HAVE TO MAKE DECISIONS that affect your work? 1 2 3 4 5 6
How satisfied are you with how MANAGEMENT STRESSES the importance of QUALITY? 1 2 3 4 5 6
POLICIES AND PRACTICES

How satisfied are you with the FAIRNESS of policies and procedures? 1 2 3 4 5 6

How satisfied are you with how CONSISTENTLY policies and procedures get applied? 1 2 3 4 5 6

How satisfied are you with how employee COMPLAINTS, PROBLEMS, OR SUGGESTIONS ARE HANDLED? 1 2 3 4 5 6

How satisfied are you with the HIRING STANDARDS OF NEW EMPLOYEES? 1 2 3 4 5 6

How satisfied are you with how CLEAR the policies and procedures are? 1 2 3 4 5 6

How satisfied are you with the VACATION POLICY? 1 2 3 4 5 6

How satisfied are you with the PERSONAL DAYS POLICY? 1 2 3 4 5 6

How satisfied are you with the ABSENTEEISM POLICY? 1 2 3 4 5 6

COMMUNICATION

How satisfied are you with communication AMONG EMPLOYEES? 1 2 3 4 5 6

How satisfied are you with how CLEAR the communication is from management? 1 2 3 4 5 6

How satisfied are you with the TIMING of important work-related information you received? 1 2 3 4 5 6

SUPPORT FROM COORDINATOR

How satisfied are you with the AMOUNT OF PRAISE OR RECOGNITION you get for a job well done? 1 2 3 4 5 6

How satisfied are you with how often your coordinator gets INPUT FROM YOU to solve problems and make decisions? 1 2 3 4 5 6

How satisfied are you with how well your coordinator UNDERSTANDS YOUR JOB? 1 2 3 4 5 6
RELATIONS BETWEEN WORK TEAMS

How satisfied are you with how well your TEAM (the people you deal with directly every day) works together? 1 2 3 4 5

How satisfied are you with how well the people in the WHOLE COMPANY work together as a team? 1 2 3 4 5

How satisfied are you with how well different teams RECOGNIZE THE CONTRIBUTIONS OF OTHER TEAMS? 1 2 3 4 5

PERFORMANCE REVIEW

How satisfied are you with how ACCURATELY your performance review reflects your performance? 1 2 3 4 5 6

How satisfied are you with how FAIR your supervisor is in EVALUATING JOB PERFORMANCE? 1 2 3 4 5 6

How satisfied are you with how SERIOUS your supervisor is about PERFORMANCE REVIEWS? 1 2 3 4 5 6

COMPANY OUTLOOK

How satisfied are you with Texas Feathers' COMMITMENT TO PROVIDING A QUALITY PRODUCT? 1 2 3 4 5 6

How satisfied are you with what Texas Feathers' CONTRIBUTES TO THE COMMUNITY? 1 2 3 4 5 6

How satisfied are you with the JOB SECURITY the company provides? 1 2 3 4 5 6

TOP MANAGEMENT

How satisfied are you with the DIRECTION that top management is taking the company? 1 2 3 4 5 6

How satisfied are you with the REASONS TOP MANAGEMENT GIVES for their decisions? 1 2 3 4 5 6
<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
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</thead>
<tbody>
<tr>
<td>How satisfied are you with top management's RECOGNITION OF EXCELLENT JOB PERFORMANCE?</td>
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<td>How satisfied are you with the level of RESPECT given by management?</td>
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<td><strong>PHYSICAL WORK ENVIRONMENT</strong></td>
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<td>How satisfied are you with the TOOLS AND EQUIPMENT you work with?</td>
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<td>How satisfied are you with your physical SAFETY AND SECURITY of your work place?</td>
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<td>How satisfied are you with how employees of different sexes and races get along and work?</td>
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<td>How satisfied are you with how management has handled any problems of DISCRIMINATION in the workplace?</td>
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<td>How satisfied are you that management has taken steps to prevent SEXUAL HARASSMENT IN THE WORKPLACE?</td>
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<tr>
<td>How satisfied are you with how top management has handled any problems with SEXUAL HARASSMENT in the workplace?</td>
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<td>How satisfied are you with the OVERALL (PHYsICAL) WORKING CONDITIONS?</td>
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<td>How satisfied are you with the SMOKING AREAS?</td>
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<td>How satisfied are you with the RESTROOM FACILITIES?</td>
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<td><strong>CO-WORKERS</strong></td>
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<td>How satisfied are you with how much TRUST AND CONFIDENCE there is among co-workers?</td>
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<td>How satisfied are you with the EFFORT your co-workers give to doing a good job?</td>
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<tr>
<td>How satisfied are you with how well your co-workers get TOGETHER TO SOLVE WORK PROBLEMS?</td>
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Employee Attitude Survey
Administered to Employees: October 24, 1997

**BENEFITS**

How satisfied are you with the OVERALL BENEFIT PACKAGE offered by Texas Feathers?  1 2 3 4 5 6

How satisfied are you with the RETIREMENT PLAN offered by Texas Feathers?  1 2 3 4 5 6

How satisfied are you with the number of PERSONAL DAYS you can take?  1 2 3 4 5 6

How satisfied are you with the NUMBER OF CHOICES you have regarding health benefits?  1 2 3 4 5 6

How satisfied are you with the amount of VACATION you get?  1 2 3 4 5 6

**PAY**

How satisfied are you with your overall AMOUNT OF PAY?  1 2 3 4 5 6

How satisfied are you with how fairly your PAY COMPARES TO OTHER JOBS AT TEXAS FEATHERS?  1 2 3 4 5 6

How satisfied are you with how well your PAY COMPARES TO WORKERS AT OTHER COMPANIES who do jobs like yours?  1 2 3 4 5 6

How satisfied are you with how well YOUR PAY IS CONNECTED TO YOUR JOB PERFORMANCE?  1 2 3 4 5 6
1. What are two to three things you really DISLIKE about your job at Texas Feathers?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
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________________________________________________________________________

2. What does your coordinator expect from you? What do you expect from your coordinator?

________________________________________________________________________
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TEXAS FEATHERS, INC.
Employee Attitude Survey
Administered to Employees: October 24, 1997

3. How would you improve your physical working conditions?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

4. Do you receive a profit sharing Christmas bonus in December? How do you feel about the bonus structure?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
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_________________________________________________________________________
5. What benefits do you value most?

6. What are the two to three things you really LIKE about your job at Texas Feathers?
7. If you could change places with Bob, Allen, or Bill, what changes would you make?

8. Would you like to make any general comments, or comments on a subject we didn't ask about?
Question 1: What are the two to three things you really DISLIKE about your job at Texas Feathers?

Not enough space to work. (34)
There is partiality (especially between male and female). (34)
Personal hours counted against us. (35)
Insurance — more affordable to insure your family. (35)
Male hispanic makes more than a single white female parent. (35)
Communication problem — lots of people don’t speak Spanish. (35)
Spanish winders who get paid more — sit on their butt. (35)
Warehouse and maintenance mean also sit on their butt. (35)
When we voice our opinion, we get punished. (35)
More bonuses. (35)
Was in meetings for 2 hours, then was made to wind as much in 6 hours as 8 hours by an asst. to supervisor. (35)
Nothing. Haven’t been working long enough. (39)
Not enough workers to get it out. (45)
Hire people who don’t speak English – I have never worked at a place where English is not required. Spanish courses offered for English speaking to understand Spanish.
Overtaking us over here. (46)
Spanish speaking at work inappropriate. (46)
Personal days count against attendance. (46)
Not enough working area — space too small. (46)
Working conditions (47)
Summer hot (47)
Winter very cold (47)
Work tension — physical strain (48)
Pay is main problem (low) (49)
Dirty, nasty (50)
You have to stand up all day. Hurts feet and legs. (50)
Texas Feathers doesn’t communicate to employees. Pushes people for ideas and then management doesn’t follow through. (51)
Not enough work space (52)
Sometimes the materials are poor quality (52)
Too much Spanish speaking going on (53)
Want more pay for the amount of time spent here (53)
Pay not enough (54)
Personal hours — don’t want you to use them (penalize you for it) (54)
We’re not going to have a smoking area any more (54)
Can’t think of anything (55)
Attitude problems with co-workers (56)
A lot of distractions from employees (loud talking) (56)
Work area — ladders, not enough room, cramped facility (56)
Have to listen to a lot of complaints from others — from coordinators (56)
Listen to coordinators gripe, complain, make snide remarks about employees (56)
In office they should pay more attention to what’s going on — loafing (17)
No answer (18)
Pay — more money (19)
Dust is bad; air quality is bad (19)
The pay is not high enough (20)
Feels it is disrespectful when people don’t speak in English (20)
Communication by management and employees (21)
Likes everything (22)
Money — not enough pay (23)
Personal days (hours) — looked at as bad; counts against you (23)
This department – work too much; not worth it for the money you get paid (23)
“Swollen heads on some of the coordinators.” (Coordinators don’t recognize or understand what you do to get an order out on time) (24)
Don’t like how certain people get by with things and everybody looks the other way (25)
Don’t get paid enough form what we have to do (25)
Personal hours count against you (25)
Not enough recognition (25)
No complaints (27)
Bad feathers; sometimes they are poor quality (27)
None (29)
Cussing by co-workers (30)
The pay is not good enough (31)
Generally likes company; very special place. (31)
Pay — work a lot of overtime and feel like I should get paid more (32)

Question 2: What does your coordinator expect from you? What do you expect from your coordinator?

A day’s work/Nothing (32)
He expects trust from coordinator/Everyone expects high performance (31)
Do a good job (30)
Expect clear communication of the work — what I am supposed to do for that day; To complete all that I am told to do (29)
Quality production/to be understanding which he is; to help out with problems with machine (28)
To make production; to be her on time and everyday/understand that I give my best; let me know if something is wrong ahead of time. Don’t surprise me. (27)
Come to work and know your job/to recognize you for doing a good job; to keep things confidential; to be fair (25)
She expects a job well done and one time/ I expect that she recognize me for getting the job done well and on time. A pat on the back once in a while would be nice. (24)
Must go out in 8 hours — 5 or 6 worksheets/communication good (23)
She expects to get the job completed/She wants recognition and mistakes pointed out and a simple thankyou. (22)
No answer given. Didn’t want to answer (21)
She is expected to get along with others; do job as a team player/she expects the same from coordinator (20)
Expect to meet her quota/expects him to listen and help (19)
N/A — No coordinator (18)
Be here on time, know what to do — how to perform a job without asking however I can ask questions if I need to/Can answer questions and listen — support me when I need it. (17)
Get job done on time/respect, consistency, more equal treatment among employees, understand needs (16)
Expects quality work (not sure what he expects)/communication and for him to take suggestions. (56)
Quality work/communication (55)
Expects to do a good job/not discipline in front of others and communicate info (54)
Does not have one (53)
Be here on time and ready to work/understand more why I can't be at work or leave for family reasons (52)
Do job, be consistent, be present, loyal and trustworthy/l expect the same from him (51)
Honesty, make production/honesty, to be fair with everyone which she is; to be understanding (50)
Quality work/help if I have problems with what I am making that day (49)
Fr your work to be perfect; to make high production; to be open minded; to be flexible/to be understanding; to be open minded; to be more trusting (48)
To be there and do your job/let know when I mess up; keep us informed of changes (47)
She expects you to be on time, do your job, and do it as well as possible/l expects her to take my opinion into consideration – be less critical (46)
She expects me to do the best I can/l expect her to give me respect (45)
Take our time, but do it completely/to know how hard we're working (39)
Good job wherever she puts me and be happy about it/her support is expected (35)
Do my job well (what's expected of me)/treat me with respect; help me out with any problems (34)

Question Three: How would you improve your physical working conditions?

Nothing (32)
Reduce amount of dust; clean air for everyone (31)
Work very hard (30)
Continue safety efforts (29)
Wouldn't improve anything; happy with them (28)
None (27)
Assign enough people to do the job (25)
Not much (24)
Teamwork good; Summer very hot – no fans (23)
Larger filing cabinet (22)
Renovation inside (21)
More space; space throughout entire plant (20)
Make the air cleaner; more room and space; wrists hurt sometimes (19)
No (18)
Need to make changes; new desks; look more professional; very noisy with plant coordinators in the office – can cause mistakes (17)