

University of Huddersfield

Quality of Working Life Survey

Full Analysis

May, 2017



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Introduction

This report provides a comprehensive analysis of the 2017 University of Huddersfield, Quality of Working Life Survey. The survey incorporated the QoWL Work-Related Quality of Life (WRQoL) Scale, the Health and Safety Executive's (HSE) Work-Related Stress Scale and the QoWL Workplace Well-being Outcome Scale (WVO).

This combination of scales allows analysis of the important issues affecting the overall employment experience of employees, and allows interpretation within the broader context of work and individual related factors. Questions from the QoWL surveys have been used in employee surveys for 15 years and the HSE questions are drawn from UK government programmes targeting work-related stress.

The 23 questions of the WRQoL Scale assess aspects of quality of working life in the workplace such as job satisfaction, work-life balance and stress, and provide information about the wider individual, social and work contexts in which these issues are evaluated, with the aim of identifying and thereby promoting best practice within an organisation.

The 35 questions of the HSE Management Standards Work-Related Stress Scale evaluate a number of factors thought to influence perceived stress at work. This scale can be used to identify sources of satisfaction as well as sources of stress within the organisation. The HSE benchmarks allow comparison between members of the current organisation and over 26,000 employees from the general UK working population.

The 22 questions of the WVO Scale provide individual measures of specific work and well-being outcomes that relate to quality of working life and can help in the interpretation of WRQoL and HSE scores.

The University of Huddersfield, Quality of Working Life Survey (2017) was distributed electronically with respondents using a web link to enter the data in an online questionnaire in March and April 2017. A paper-based version of the questionnaire was made available to those staff without easy access to a computer. The survey was closed 5 weeks after the first issue of the questionnaire. 1330 responses (32 on paper) were received from a total of approximately 2038 employees (overall response rate = 65.3%). Some respondents missed more than 5% of the overall questions and these were discarded. This report is based on the remaining 1209 valid responses, (valid response rate 59.3%). Please note that some staff may not have been available to complete this online survey, and so the effective response rate is likely to have been higher.

Where relevant, comparison data are shown for the University of Huddersfield 2009, 2011, 2013 & 2015 surveys.

For further details of the survey, or to discuss interventions to improve employee's quality of working life, please contact: Dr Darren Van Laar, Chartered Psychologist (Tel: 02392 84 6306, darren.van.laar@port.ac.uk).

Privacy Policy

Please note that projects and research conducted adhere to the professional ethical values of the British Psychological Society. Our non-research survey work adheres to the policies of the Market Research Society. Storage of data adheres to the UK data protection act. The raw data resulting from these surveys may be used to further our research and benchmarking data. At no point are data from individuals reported, with reports arising from data analyses being limited to groups of at least 10 people. For more details, please see our website: www.qowl.co.uk/qowl_privacy_policy.html

Guide to interpreting this document

Questionnaire format

This is based on statistical analysis of the questionnaire responses. This report format has been designed to protect the confidentiality of respondents.

The QoWL survey was distributed through a paper-based as well as an online survey. For questions 1 to 23 staff were asked: “How often do the following situations occur?” Available response categories were; Never, Seldom, Sometimes, Often, Always. For questions 24 to 80 staff were asked; “To what extent do you agree or disagree with the following statements?” Available response categories were: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. University of Huddersfield staff also defined a number of Organisational Specific Questions which had various category definitions.

The biographical information section asked staff to indicate their gender, ethnic origin, age, disability, number of dependents, number of years continuously worked at the organisation, type of appointment, number of hours worked, number of days off ill. Staff were asked which part of the organisation they worked in and what their main role or occupation was. Staff were also asked a series of specific questions about key job stressors including emails, and relationships with other personnel.

A final page offered respondents the opportunity to answer an open question: “How could the quality of working life be improved in your University?” The individual comments were analysed into summary categories.

Data and figure details

For ease of communication, unless otherwise stated, most of the figures in this document present the data as percentages of the number of people responding to a particular question. As sample sizes are not shown in the charts, caution must be exercised when comparing some sub-categories as they may have very different sample sizes (see the Sample Size section for more information). As described in our privacy policy, staff groups with less than 10 responses were recoded into other categories to ensure confidentiality.

Work-Related Quality of Life Analysis

The Work-Related Quality of Life (WRQoL) scale provides an overview of the key factors which predict the perceived quality of working life of employees such as job satisfaction, work-life balance and stress, and provides information about the wider individual, social and work contexts in which these issues are evaluated, with the aim of finding best practice and communicating how this might be shared within the organisation.

The 23 questions of the WRQoL (see questions 36 to 58 in the question individual breakdown section) produce six psychosocial factors which contribute to the quality of working life. These six factors are: Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS). This combination of sub-scales allows analysis of what are likely to be the most important issues affecting the overall employment experience of employees to be interpreted in a wide context of work and individual related factors. A further set of QoWL Workplace Well-being Outcome (WVO) scale outcome questions allow these six factors to be related to employee beliefs about performance and commitment.

The table below compares summary scores for the current, 2017 survey (N = 1209) with the surveys from 2015 (N = 1210), 2013 (N = 833), 2011 (N = 890) and 2009 (N=972) and the QoWL University Benchmark sample which is derived from a sample of 5963 employees from across the UK University sector.

Descriptive Statistics for WRQoL Subscales and Overall question	2009 Survey %Agree	2011 Survey %Agree	2013 Survey %Agree	2015 Survey %Agree	2017 Survey %Agree	QoWL BMARK %Agree
General Well Being (GWB) How much you agree you feel generally content with life as a whole.	61	58	57	59	51	55
Home-Work Interface (HWI) How far you agree the organisation understands and tries to help you with pressures outside of work.	63	64	64	65	60	58
Job Career Satisfaction (JCS) How far you agree that you are happy with your ability to do your work.	64	60	60	63	55	56
Control at Work (CAW) How far you agree you feel you are involved in decisions at work.	57	57	58	59	49	54
Working Conditions (WCS) The extent you agree that you are happy with the conditions you work in	72	75	74	74	66	66
Stress at Work (SAW)* How far you feel you agree you experience stress at work.	41	40	42	39	46	45
Overall Quality of Working Life (Q65) I am satisfied with the overall quality of my working life.	69	65	66	65	57	60

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Green at least 5% higher satisfaction than the QoWL Benchmark value. **Red** at least 5% lower satisfaction than the QoWL Benchmark value.*SAW is a negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: General staff categories

The table below compares the 2017 (and 2015) WRQoL all university survey summary scores for the staff groups of: Researchers, Academics and Support staff (made up of all School based, Service based and Facilities based staff). Please note Managers and 'Other' are not provided as a separate staff group but are included in the all survey column. Note that not every respondent provided survey scores and staff group information, so numbers may not add up across categories. The colour coding shows differences 5% higher or lower than the all survey figures for 2017 data only.

Descriptive Statistics for WRQoL Subscales and Overall question	2017 (2015) Researchers %Agree	2017 (2015) Academics %Agree	2017 (2015) Support %Agree	2017 All Survey %Agree
General Well Being (GWB)	55 (62)	36 (49)	58 (62)	51
Home-Work Interface (HWI)	66 (72)	40 (50)	71 (72)	60
Job Career Satisfaction (JCS)	62 (67)	40 (54)	60 (64)	55
Control at Work (CAW)	45 (51)	37 (54)	53 (59)	49
Working Conditions (WCS)	70 (72)	44 (60)	78 (80)	66
Stress at Work (SAW)*	41 (36)	71 (60)	31 (28)	46
Overall Quality of Working Life (Q65)	64 (70)	35 (48)	68 (73)	57
Sample Size (N)	53 (46)	415 (411)	648 (648)	1209

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Green at least 5% higher satisfaction than the All Survey value. Red at least 5% lower satisfaction than the All Survey value.

*Negatively phrased factor, where higher %agreement indicates less quality of working life.

WRQOL Staff Analysis: Staff-gender categories

The table below compares the 2017 (and 2015) WRQoL all university survey summary %Agree scores for Males and Females and for males and females within the academic / researcher combined staff group and the support staff groups (made up of all School based, Service based and Facilities based staff). Please note Managers are not provided as a separate staff group but are included in the all survey column. Note that not every respondent provided survey scores, gender and staff group information, so numbers may not add up across categories. The colour coding shows differences 5% higher or lower than the all survey figures for 2015 data only.

Descriptive Statistics for WRQoL Subscales and Overall question	2017 (2015) All Fem	2017 (2015) All Male	2017 (2015) A/R Fem	2017 (2015) A/R Male	2017 (2015) SS Fem	2017 (2015) SS Male	2017 All Survey
General Well Being (GWB)	54 (61)	48 (56)	40 (50)	37 (50)	59 (64)	58 (58)	51
Home-Work Interface (HWI)	64 (67)	56 (62)	45 (53)	42 (53)	72 (73)	68 (68)	60
Job Career Satisfaction (JCS)	57 (65)	52 (60)	43 (57)	43 (55)	62 (66)	58 (60)	55
Control at Work (CAW)	49 (60)	50 (58)	39 (54)	38 (54)	52 (60)	56 (57)	49
Working Conditions (WCS)	69 (76)	63 (70)	46 (60)	47 (61)	78 (83)	78 (76)	66
Stress at Work (SAW)*	43 (38)	49 (41)	69 (58)	66 (56)	31 (29)	30 (26)	46
Overall Quality of Working Life (Q65)	59 (68)	54 (61)	38 (48)	39 (52)	68 (76)	69 (66)	57
Sample Size (N)	713 (706)	478 (492)	219 (222)	243 (231)	446 (430)	195 (212)	1209

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

A/R = Academics and Researchers; SS = Support Staff; Fem = females.

Green at least 5% higher satisfaction than the All Survey value. Red at least 5% lower satisfaction than the All Survey value. *Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: Professional Support Service categories

The table below compares the 2017 (and 2015) WRQoL all university survey summary %Agree scores for staff from non-academic departments. Note that not every respondent provided survey scores and staff group information, so numbers may not add up across categories. The sample size in some columns is less than 20 and so the colour coding shows differences 10% higher or lower than the all survey figures for 2017 data only. The Registry group had too few responses in 2015 to be reported. All Survey data is the average across all support, research and academic staff.

	Admissions Records & PINS	Computing & Library Services	Estates & Facilities	Finance	Human Resources	International Office	Marketing, Comm. & PR	Registry	Research & Enterprise	Student Support Services	VC's Office	2017 All Survey
GWB	37 (58)	62 (65)	63 (58)	69 (65)	72 (82)	73 (71)	70 (67)	26 (53)	70 (74)	68 (57)	84 (81)	59
HWI	68 (78)	75 (70)	57 (56)	87 (81)	81 (89)	83 (80)	88 (89)	45 (60)	81 (83)	76 (66)	91 (94)	65
JCS	54 (62)	73 (75)	61 (58)	69 (66)	79 (77)	79 (70)	67 (71)	33 (63)	80 (81)	61 (59)	93 (91)	63
CAW	48 (61)	65 (75)	52 (45)	69 (67)	58 (75)	77 (72)	56 (63)	40 (67)	74 (73)	59 (52)	87 (85)	59
WCS	65 (81)	84 (87)	77 (63)	89 (90)	88 (100)	97 (96)	87 (87)	52 (82)	87 (91)	67 (66)	94 (96)	74
SAW	46 (40)	28 (24)	28 (28)	18 (19)	15 (16)	18 (12)	20 (24)	46 (27)	25 (23)	36 (30)	14 (8)	39
Q65	39 (62)	75 (80)	75 (64)	82 (87)	79 (88)	91 (84)	85 (77)	36 (80)	75 (88)	68 (53)	94 (94)	65
N	23 (21)	95 (109)	84 (81)	33 (32)	24 (25)	22 (25)	47 (35)	14 (15)	28 (26)	39 (45)	18 (18)	1210

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

Green at least 10% higher satisfaction than the All Survey value. Red at least 10% lower satisfaction than the All Survey value.

GWB = General Well Being; HWI = Home-Work Interface; JCS = Job Career Satisfaction; CAW = Control at Work; WCS = Working Conditions; SAW = Stress at Work; q65 = Overall Quality of Working Life; N = Sample size; Q65 = Overall quality of working life. (-) = No data available for this year.

*Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQOL Staff Analysis: Academic School Categories

The table below compares the 2017 (and 2015) WRQoL all university survey summary %Agree scores for staff from Academic Schools. Note that not every respondent provided survey scores, department and staff group information, so numbers may not add up across categories. The colour coding shows differences 10% higher or lower than the all survey figures for 2017 data only.

	Staff Gp	%Agree GWB	%Agree HWI	%Agree JCS	%Agree CAW	%Agree WCS	%Agree SAW*	%Agree q65	N
Business School	all	37 (54)	49 (59)	33 (56)	29 (49)	46 (64)	63 (46)	36 (55)	133 (141)
	A/R	37 (50)	46 (54)	31 (53)	26 (47)	40 (61)	67 (54)	32 (48)	96 (98)
	SS	38 (60)	59 (67)	39 (60)	33 (50)	62 (68)	50 (31)	47 (69)	34 (36)
School of Applied Sciences	all	44 (57)	54 (57)	49 (54)	43 (55)	60 (68)	56 (43)	47 (64)	64 (67)
	A/R	34 (51)	37 (50)	41 (51)	39 (59)	46 (57)	71 (54)	28 (54)	36 (37)
	SS	53 (69)	75 (72)	58 (59)	47 (50)	77 (86)	38 (27)	68 (81)	25 (26)
School of Art, Architecture & Design	all	33 (51)	39 (54)	40 (58)	38 (52)	47 (63)	72 (53)	29 (52)	104 (106)
	A/R	14 (38)	17 (36)	25 (45)	25 (39)	22 (43)	89 (65)	09 (33)	59 (60)
	SS	63 (65)	69 (77)	60 (73)	54 (65)	80 (90)	48 (36)	59 (73)	41 (37)
School of Computing & Engineering	all	55 (61)	58 (62)	60 (60)	58 (58)	71 (72)	41 (46)	66 (66)	133 (137)
	A/R	43 (54)	41 (52)	52 (57)	50 (55)	58 (65)	60 (55)	53 (55)	76 (83)
	SS	68 (72)	79 (77)	66 (65)	67 (61)	88 (83)	14 (29)	82 (82)	51 (50)
School of Education and Prof. Dev.	all	59 (62)	66 (64)	64 (72)	59 (73)	78 (81)	53 (58)	68 (65)	60 (65)
	A/R	56 (59)	58 (61)	59 (72)	56 (75)	69 (73)	60 (63)	64 (63)	36 (35)
	SS	63 (63)	76 (71)	70 (69)	60 (69)	89 (89)	45 (50)	76 (64)	21 (25)
School of Human & Health Sciences	all	46 (53)	58 (68)	50 (59)	41 (54)	58 (71)	55 (45)	48 (60)	151 (158)
	A/R	43 (51)	50 (61)	49 (58)	40 (56)	48 (63)	66 (57)	42 (53)	97 (95)
	SS	52 (55)	77 (76)	48 (55)	37 (45)	75 (80)	30 (26)	57 (68)	47 (54)
School of Music, Hum. & Media	all	37 (51)	40 (55)	40 (58)	40 (58)	47 (68)	60 (52)	34 (57)	73 (58)
	A/R	37 (45)	40 (48)	43 (55)	44 (63)	46 (60)	67 (61)	36 (46)	45 (35)
	SS	35 (60)	38 (63)	33 (61)	28 (43)	49 (81)	46 (32)	31 (74)	26 (19)
2017 (2015) Survey	ALL	51 (59)	60 (65)	55 (63)	49 (59)	66 (74)	46 (39)	57 (65)	1209

Notes: %Agree: The percentage of respondents who agreed or strongly agreed to this factor.

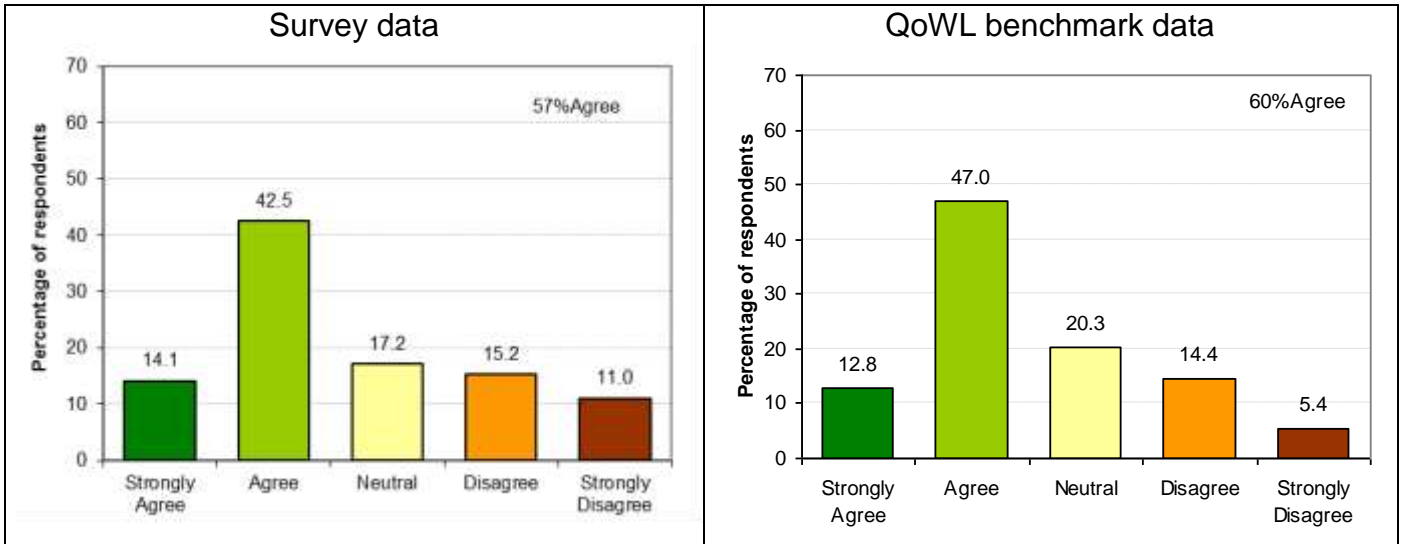
Staff Gp: all = All School staff; A/R = Academics and Researchers; SS = Support Staff; Fem = females. N = Sample size. Green at least 10% higher satisfaction than the All Survey value. Red at least 10% lower satisfaction than the All Survey value. *Negatively phrased factor, where higher agreement indicates less quality of working life.

WRQoL details

WRQoL: Overall Quality of Working Life (Q65)

I am satisfied with the overall quality of my working life.

The overall satisfaction with the quality of working life of employees in the organisation is shown below. The figures show the percentage of those responding who selected each of the possible answers. The 'Survey Data' figure shows the data for your organisation, the 'QoWL benchmark data' figure shows the data gathered from the responses of University sector workers.



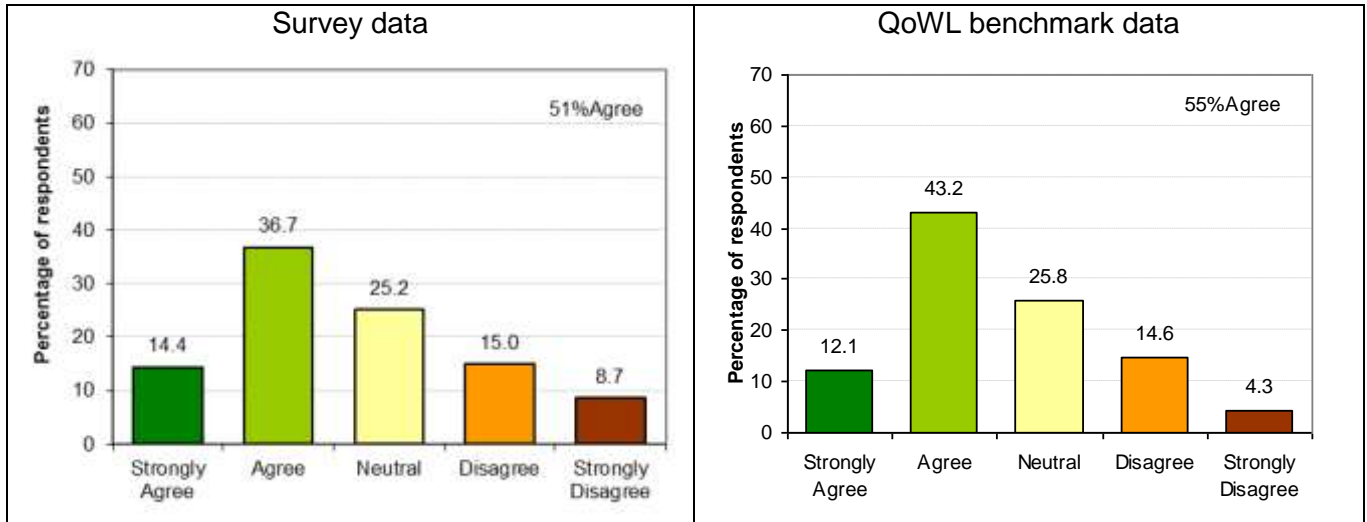
Employees in this organisation who responded to the survey tended to be slightly less satisfied with the overall quality of their working life compared to the QoWL University benchmark sample. 57% of employees responding to this question in this survey agreed they were satisfied overall with their QoWL, compared to 60% of the benchmark sample and 66% in the 2015 survey.

WRQoL Subscale details

WRQoL: General Well-Being (GWB)

How much you agree you feel generally content with life as a whole.

General Well-Being (GWB) assesses the extent to which an individual feels good or content within themselves. General well-being both influences, and is influenced by work. General Well-Being incorporates both broader psychological well-being as well as general aspects of physical health.



The proportion of those responding at University of Huddersfield who indicated that they felt generally content with life (51%) as a whole is lower than for the benchmark sample (55%), and the score is lower higher than the 2015 University of Huddersfield survey result of 59%.

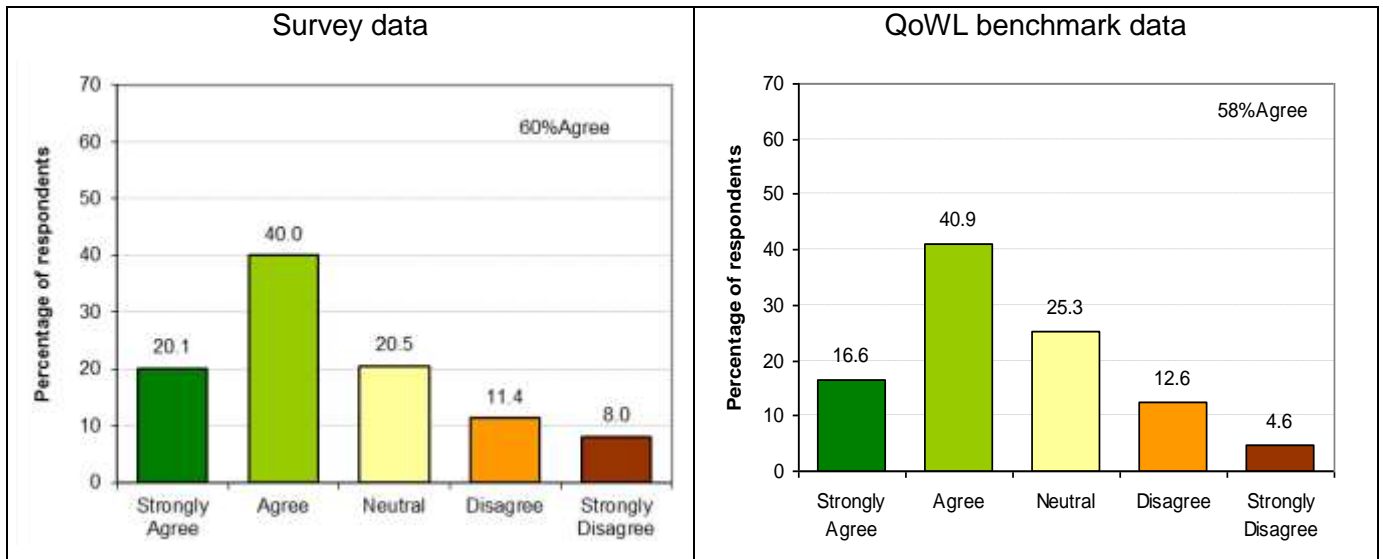
Psychological well-being can affect an individual's performance at work for better or for worse. When people feel good, they work well and enjoy being at work more. On the other hand, when people feel low, or anxious, or ill at ease, regardless of whether the distress springs from their work or from difficulties at home, their work is likely to be adversely affected. In this way, improving the general well-being of people at work is best tackled through a positive approach, with attention being paid to prevention and health promotion rather than simply responding with support once problems arise.

It can be useful to review relevant policies and services, foster or maintain awareness and clarify responsibilities, and ensure that monitoring is effective. An awareness of general well-being and its contribution to overall QoWL can serve to help people consider more carefully what they can do to look after their own and others' well-being, so helping people work well at work and feel well when working.

WRQoL: Home-Work Interface (HWI)

How far you agree that the organisation understands and tries to help you with pressures outside of work.

Home-Work Interface is about people having a measure of control over when, where and how they work. Within the current QoWL model, the Home-Work Interface (HWI) factor reflects the extent to which the employer is perceived to support employees' family and home life. Both the individual and the employer need to actively and continually monitor work-life balance, and make adjustments as required. Flexibility on both sides will often be needed, with discussion and compromise within practical constraints fostering the identification of solutions.



Some 60% of employees responding to this factor strongly agreed or agreed that the interface between work and home issues was good. The score for this factor is similar to the QoWL benchmark sample Agree average of 58%. The result for this factor indicates a lower level of satisfaction compared to the 2015 survey (65%).

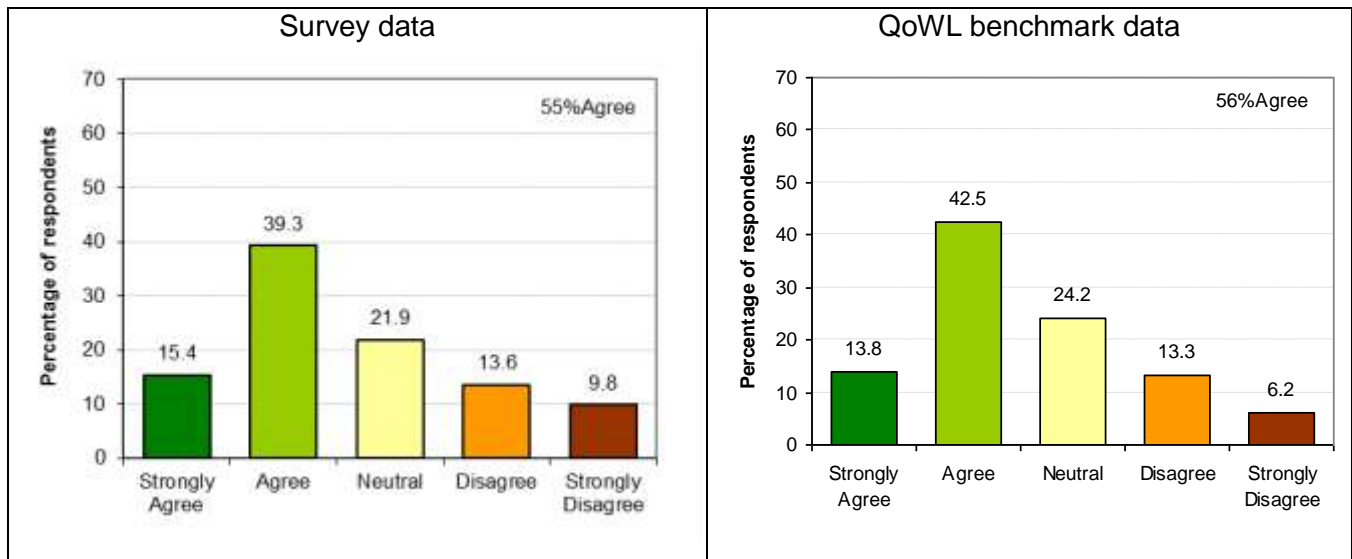
The issues relevant to the HWI include flexible hours, working from home, job rotation, maternity and parental leave, child and dependent care. The key issues in HWI often change over time and are often best identified, monitored and addressed through an ongoing partnership between employees and the employer.

The consequences of HWI conflict can be both physical and psychological. For example, there is evidence to suggest that negative HWI can be associated with an increase in physical health symptoms, and higher levels of conflict associated with the HWI can predict depression, physical health complaints and hypertension. Some researchers have found that conflict between the home and work can be related to decreased job satisfaction. More positively, there is some evidence that changes in workplace policies can lead to increases in work performance and job satisfaction.

WRQoL: Job Career Satisfaction (JCS)

The extent to which you are content with your job and your prospects at work

Job and Career Satisfaction (JCS) represents the level to which the workplace provides a person with the best things at work - the things that make them feel good, such as; sense of achievement, high self esteem, fulfilment of potential, etc. In our research, the JCS factor is often found to be the sub-scale most highly related to overall job satisfaction.



Approximately 55% of staff agreed or strongly agreed that they experienced satisfaction with the career and fulfilment related aspects of their job, compared to 56% of the benchmark sample. This result is lower than the 2015 University of Huddersfield survey result (63%).

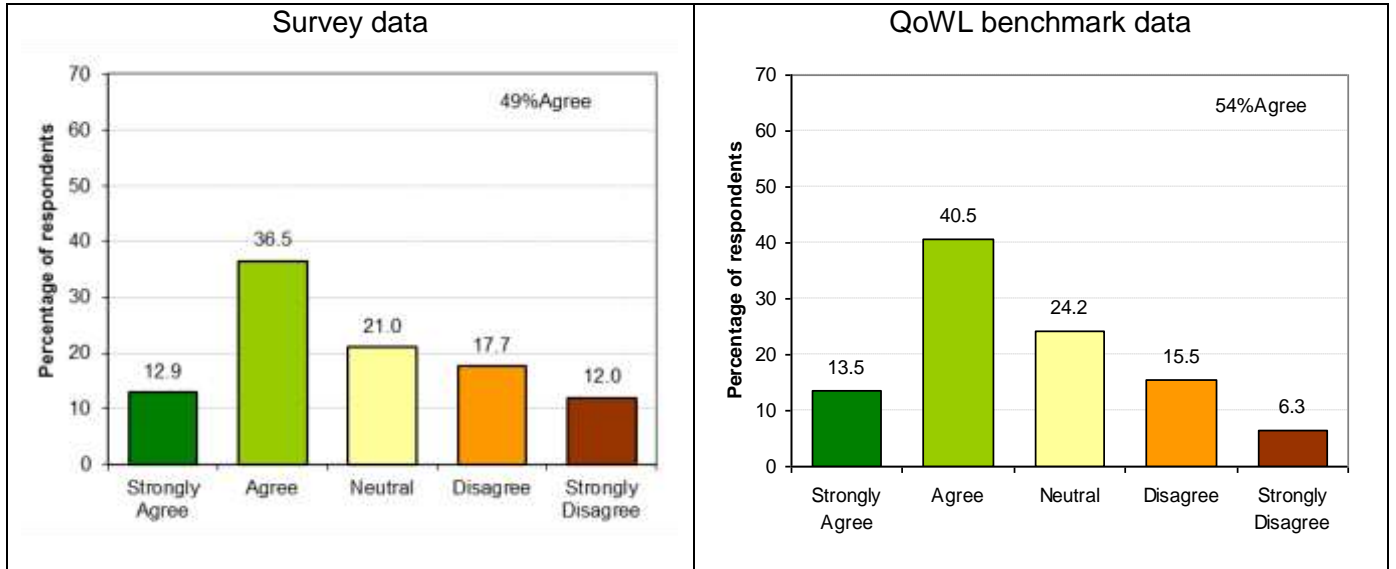
Research has indicated that the most important determinants of job satisfaction are employees' interest in their work, good colleague relationships, high incomes, independent working and clearly defined career opportunities. Some researchers have proposed that job satisfaction depends, on one hand, on the individual characteristics of the person (such as the ability to use initiative, relations with supervisors, or the work that the person actually performs), and on the other hand, environmental factors (e.g. pay, promotion and job security).

The rapidly changing nature of the workplace is becoming more demanding on the employee, whereupon longer working hours, job insecurity, and demanding deadlines are trends that have tended to challenge maintenance of employee satisfaction.

WRQoL: Control at Work (CAW)

How far you agree you feel you are involved in decisions that affect you at work.

Control at Work (CAW) reflects the level to which an employee feels they can exercise what they consider to be an appropriate level of control within their work environment. That perception of control might be linked to various aspects of work, including the opportunity to contribute to the process of decision making that affect employees. Leading authors in the field suggest that perception of personal control can strongly affect both an individuals' experience of stress and their health.



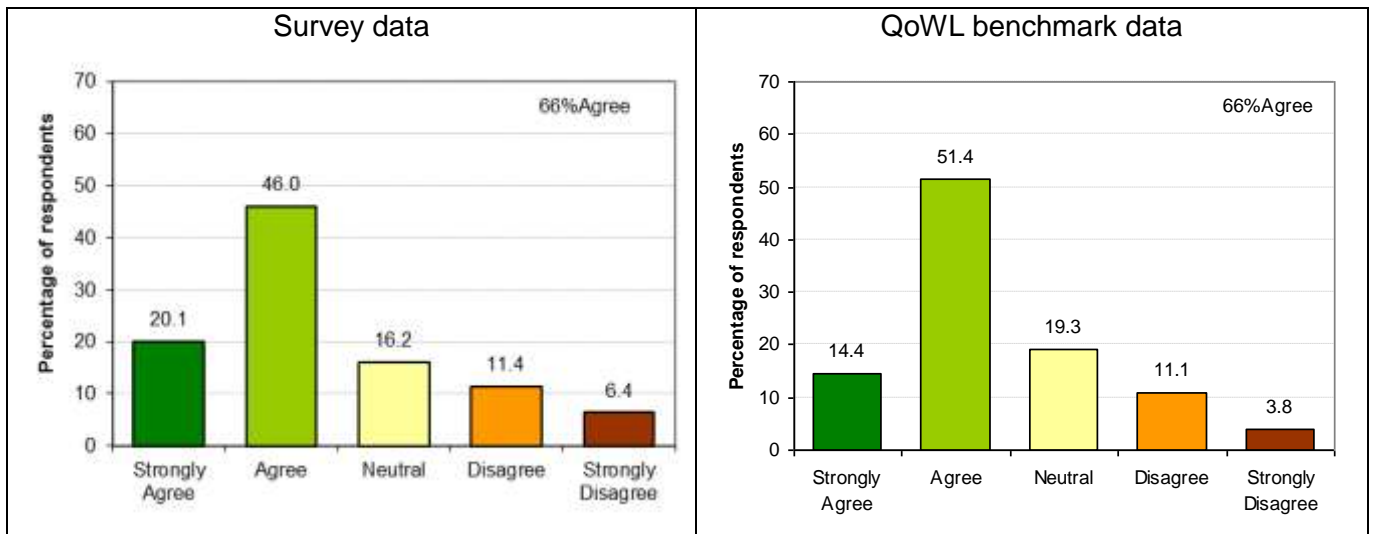
The level of agreement (49%) with statements indicating that respondents experienced a good level of control at work, was lower than that of the benchmark sample (54%), and showed a reduction in satisfaction when compared to the Huddersfield 2015 survey (59%).

Research has suggested that there can be a positive significant association also between personal control and job satisfaction and that poor health is more prevalent in jobs characterised by high job demand and low job control. However, organisations can reduce job strain by increasing worker control without reducing actual workload. Some organisations have found that they were able to change their administrative structure to reduce employee stress and protect employees' mental health without adversely affecting productivity.

WRQoL: Working Conditions (WCS)

The extent you agree that you are happy with conditions in which you work.

Working Conditions (WCS) assesses the extent to which the employee is satisfied with various aspects affecting their ability to work effectively, such as the fundamental resources provided at work, the physical working environment, and security. Dissatisfaction with physical working conditions such as health and safety, or work hygiene, for example, can have a significant adverse effect on the quality of working life of employees.



Results from the 2017 survey indicated that staff generally felt equal satisfaction (66%) with their working conditions when compared to the benchmark sample (66%), but was lower than that of the 2015 survey (74%).

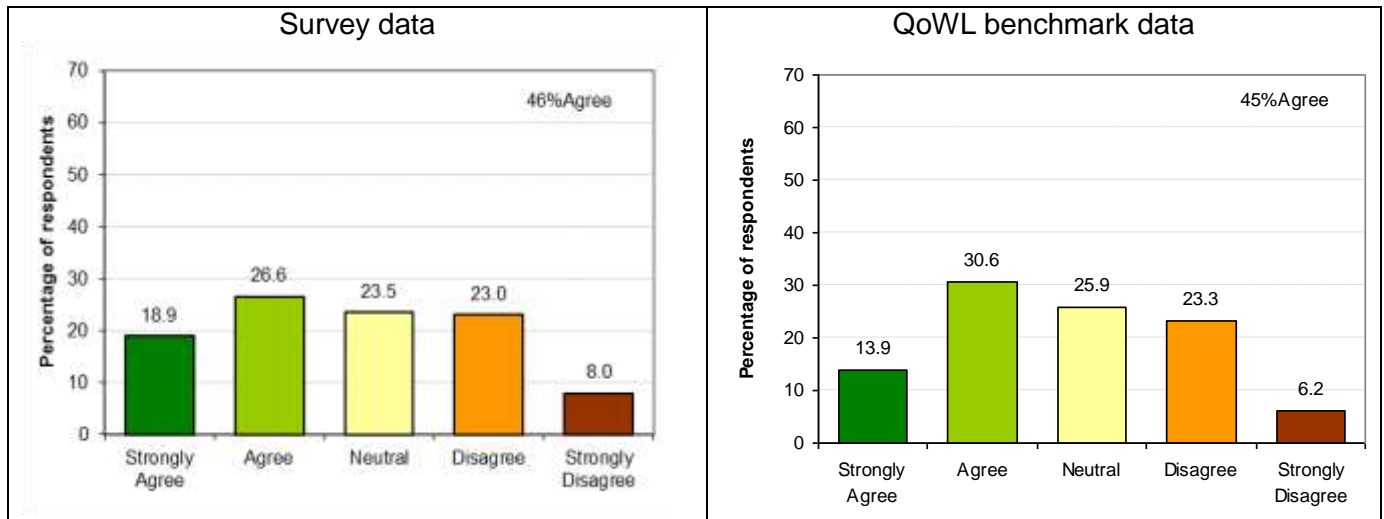
The WCS factor is conceptually related to JCS within the current QoWL model. The JCS factor reflects the degree to which the workplace provides an individual with the best things at work - the things that make them feel good, such as; achieving personal development, goals, promotion and recognition, etc. The WCS factor, by contrast, reflects the degree to which the workplace meets an individual's basic requirements, and, in particular, their satisfaction with their physical work environment. Whilst WCS aspects need to be addressed to counter possible dissatisfaction at work, the JCS component assesses the degree to which an individual's workplace offers opportunity for them to experience satisfaction in the workplace.

Therefore, satisfaction with WCS contributes to overall QoWL, whilst dissatisfaction with WCS can lead to problems in the workplace. There is evidence to suggest that factors such as poor job design and working conditions may increase staff turnover. WCS interventions can lead to a range of benefits, including reduced absenteeism; reduced staff turnover, reduced sick pay costs, improved performance and improved job satisfaction.

WRQoL: Stress at Work (SAW)

How far you feel you agree you experience stress at work.

The WRQoL SAW factor is determined by the extent to which an individual perceives they have excessive pressures and feel stressed at work.



Note that for the SAW questions, higher agreement and a higher mean indicates *more* stress, and hence *lower overall WRQoL*.

Approximately 46% of respondents agreed or strongly agreed that they experienced high levels of stress and pressure at work. This average level of agreement is slightly higher than the benchmark sample (45% agreed) indicating that staff felt a similar level of stress to the benchmark sample. The 2017 SAW result shows that staff reported a higher level of stress overall than in the 2015 survey (39%).

A UK based survey found that nearly one-third of workers who participated experienced relatively high levels of stress, and more than half considered that their stress level over the last five years had increased. Furthermore, another study in the UK indicated that approximately 20% of workers in a random British working population reported very high levels of stress at work, and approximately 43% indicated that their work was moderately stressful.

MIND, the mental health charity, suggests that 30-40% of sickness absence from work is related to mental or emotional disturbance, whilst the Health and Safety Executive estimates that at least 50% of workdays lost through ill health are associated with stress absence. Research suggests that SAW is amenable to a range of interventions, ranging from the individual to the organisational level.

HSE Management Standards Analysis

HSE Scale Background

The Health and Safety Executive (HSE) Management Standards Work-Related Stress scale contains 35 questions (see questions 1 to 35 in the question individual breakdown section) which together make up 7 subscales. The HSE has designed the individual questions and subscales to determine the main source of stressors within an organisation.

The table below illustrates the HSE Work-Related Stress scale scores as a percentage of people (%Agree) agreeing or strongly agreeing (or in some questions indicating often or always) with that subscale. The columns show the HSE %Agree scores for the current, 2017 survey, the 2015, 2013, 2011 and 2009 surveys and the QoWL University benchmark sample of 5963 UK university staff

Descriptive Statistics for 'HSE' Subscales	2009 Survey %Agree	2011 Survey %Agree	2013 Survey %Agree	2015 Survey %Agree	2017 Survey %Agree	QoWL Univ. BMARK %Agree
Role: Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles	81	80	83	80	73	78
Peer Support: Includes the encouragement, sponsorship and resources provided by colleagues	72	72	70	71	68	68
Relationships*: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	70	69	68	69	64	69
Managerial Support: Includes the encouragement, sponsorship and resources provided by the organisation, line management	57	55	55	58	54	53
Demands*: How far respondents agree they can cope with demands made of them regarding workload, work patterns, and the work environment	33	35	36	37	34	36
Control: How much say the person has in the way they do their day-to-day job	69	67	67	67	63	70
Change: How organisational change (large or small) is managed and communicated in the organisation	43	45	43	44	35	39

Notes: %Agree = percentage of respondents agreeing or strongly agreeing to this factor;

Green at least 5% higher satisfaction than the QoWL University Benchmark value. **Red** at least 5% lower satisfaction than the QoWL University Benchmark value.*Negatively phrased items in the questionnaire have been reversed so that higher values indicate less stress.

HSE subscale summary

Comparison of survey findings for the University of Huddersfield respondents with the QoWL University benchmark data indicates that, on the whole Huddersfield staff results have shown little change through 2009, 2011, 2013 and 2015, but appear generally lower in 2017.

Workplace Well-being Outcome (WVO) Analysis

WVO Scale Background

The WVO contains 21 questions designed to look at issues that are linked to general quality of working life (see questions 59 to 79 in the question individual breakdown section). Issues such as perceived productivity, organisational pride, overall job satisfaction and intention to quit are all important outcomes which have been found to be related to quality of working life. For example, question 65 is also used as a key indicator of overall quality of working life.

WVO Scale question	2009 Survey %Agree	2011 Survey %Agree	2013 Survey %Agree	2015 Survey %Agree	2017 Survey %Agree	Univ. BMARK %Agree
q59: I am paid fairly for the job I do, given my experience	66	65	57	63	52	50
q60: My relationships with other staff are as good as I would like them to be	74	74	75	74	70	71
q61: The quality of supervision is as good as I would want it to be	59	57	58	59	54	55
q62: My work is as interesting and varied as I would want it to be	72	67	69	69	63	64
q63: I intend to stay working for this organisation for at least the next 12 months	83	81	79	81	69	73
q64: I feel my job is secure	60	26	55	68	52	61
q65: I am satisfied with the overall quality of my working life	69	65	66	65	57	60
q66: I am able to achieve a healthy balance between my work and home life	63	63	61	61	54	58
q67: I feel motivated to do my best in my current job	74	73	71	73	62	66
q68: I enjoy my work	80	79	80	76	70	74
q69: My family supports my work commitments	81	82	83	82	80	78
q70: The organisation communicates well with its employees	53	69	68	62	43	37
q71: I am proud to tell others that I am part of this organisation	78	80	82	80	67	68
q72: I am more productive than other people who do a similar job	50	50	53	54	51	47
q73: I tend to worry more than most other people	32	31	36	35	35	37
q74: I would recommend this organisation as a good one to work for	76	78	81	76	61	63
q75: I get a sense of achievement from doing my job	81	80	81	77	72	75
q76: In the last year I have performed well in my job	91	90	88	86	85	85
q77: Travelling to work is a problem for me	16	16	13	14	14	16
q78: I am able to get the sleep I need every night	51	50	48	47	43	43
q79: Overall, taking everything into consideration, I am satisfied with my job as a whole	75	73	73	72	62	54

Notes: %Agree. The percentage of who responded agree or strongly agree (or always or often) to this factor.

Red: A difference of 5% or less from the benchmark. **Green:** A difference of 5% or greater.

The table above compares the %Agree scores of those employees in this organisation who responded to the survey, with that of the QoWL University benchmark sample. Overall the scores are very similar to the University sector benchmark. Since the previous survey in 2015 there has been a general reduction in satisfaction with the organisational questions.

Analysis of individual questions 1 to 80

For questions 1 to 80, 'Percent answering' is the rounded percentage of the total number of respondents who answered that question.

Notes

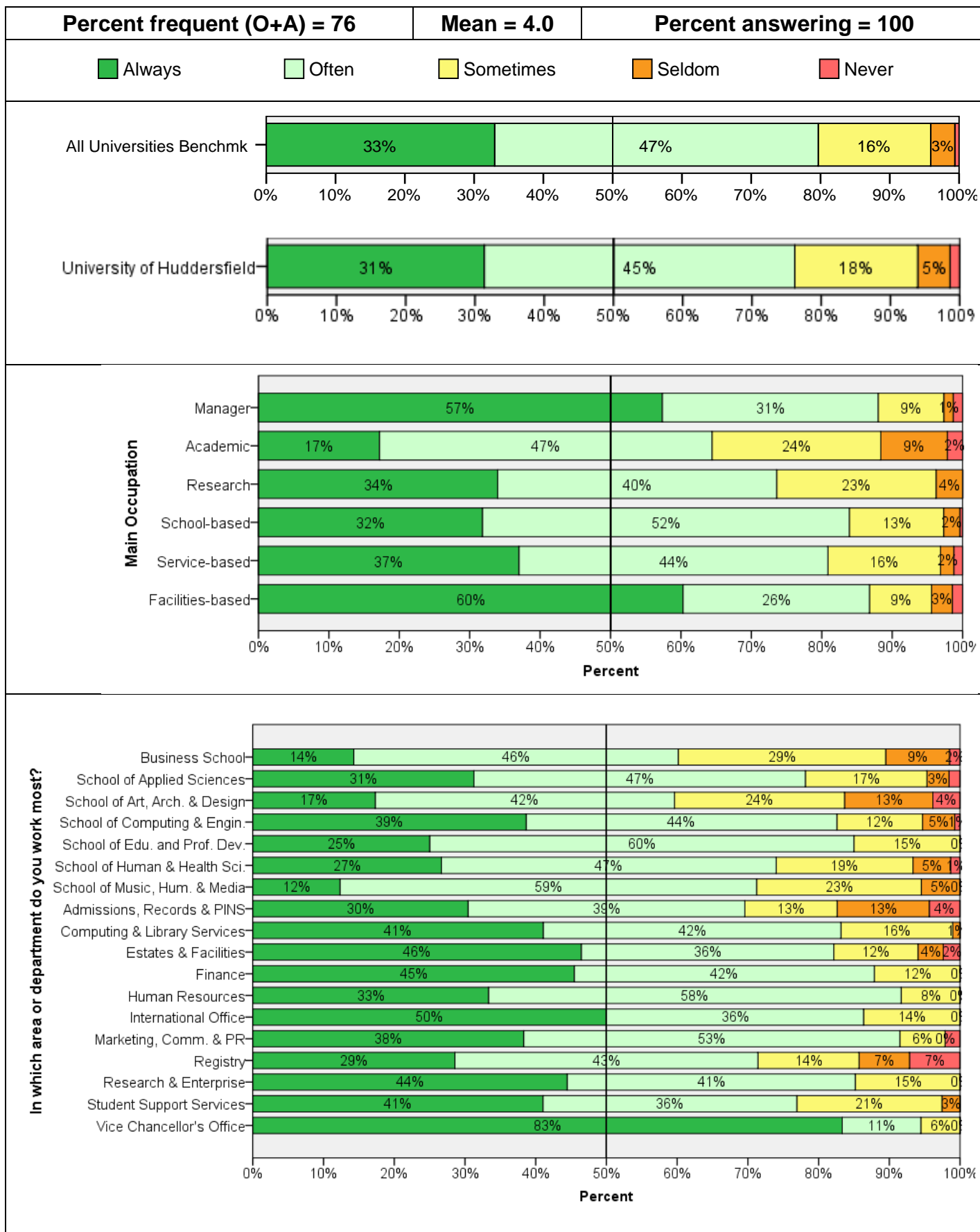
Some of the questions were negatively phrased, therefore for these questions only, stronger agreement is associated with a more negative opinion. The reader is reminded of this within the report by '**(-ve)**' alongside the question text.

For questions 1 to 23 'Percent frequent' refers to the rounded percentage of respondents to the question who answered either Often or Always (O + A) to the question.

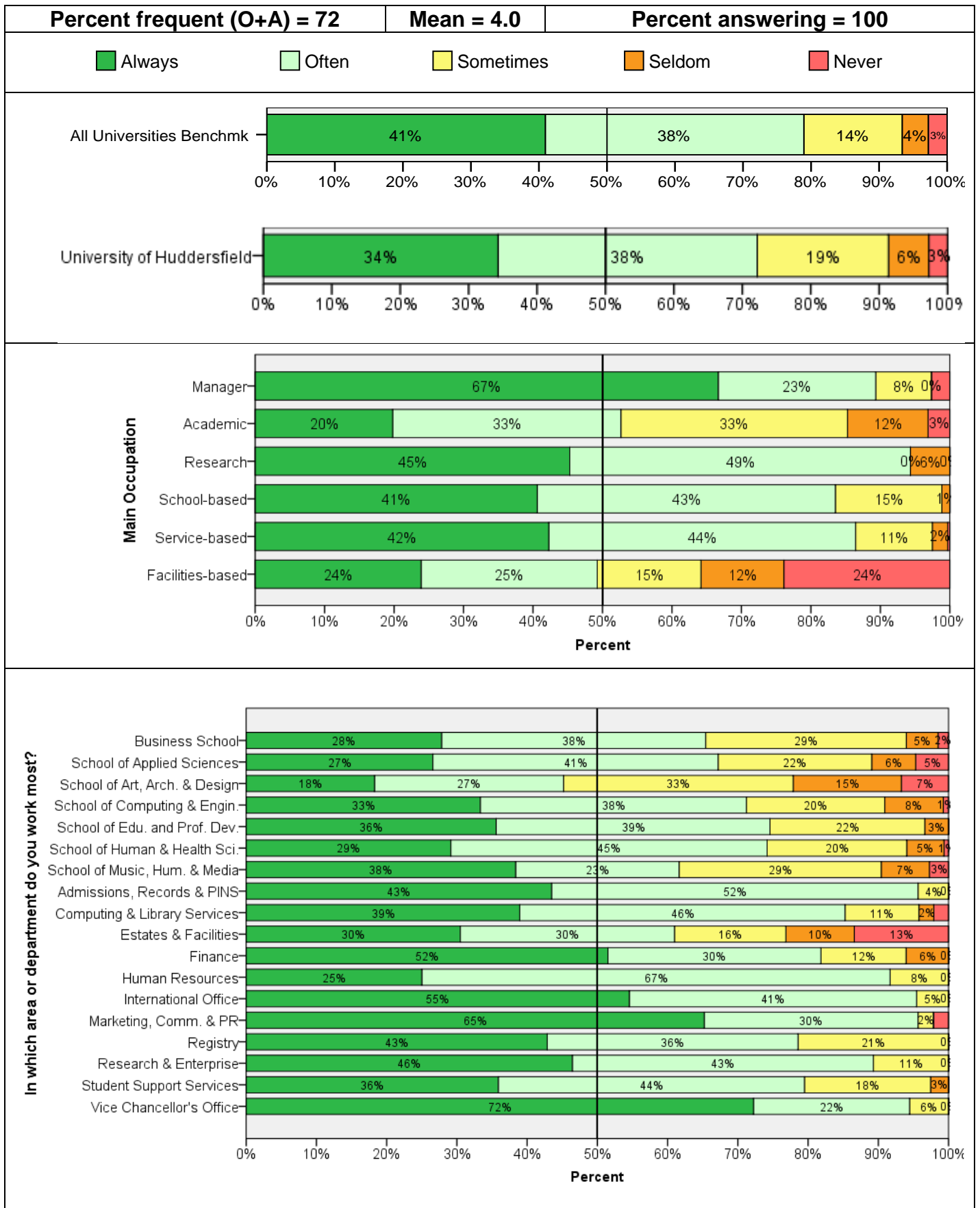
For questions 24 to 80 'Percent agreeing' refers to the rounded percentage of respondents to the questions who answered either Agree or Strongly Agreed (A + SA) to the question.

For questions 1 to 80 the 'Mean' value is the average produced if on the five point scale the lowest category (e.g. Never) is allocated a value of 1 and the highest (e.g. Always) a value of 5.

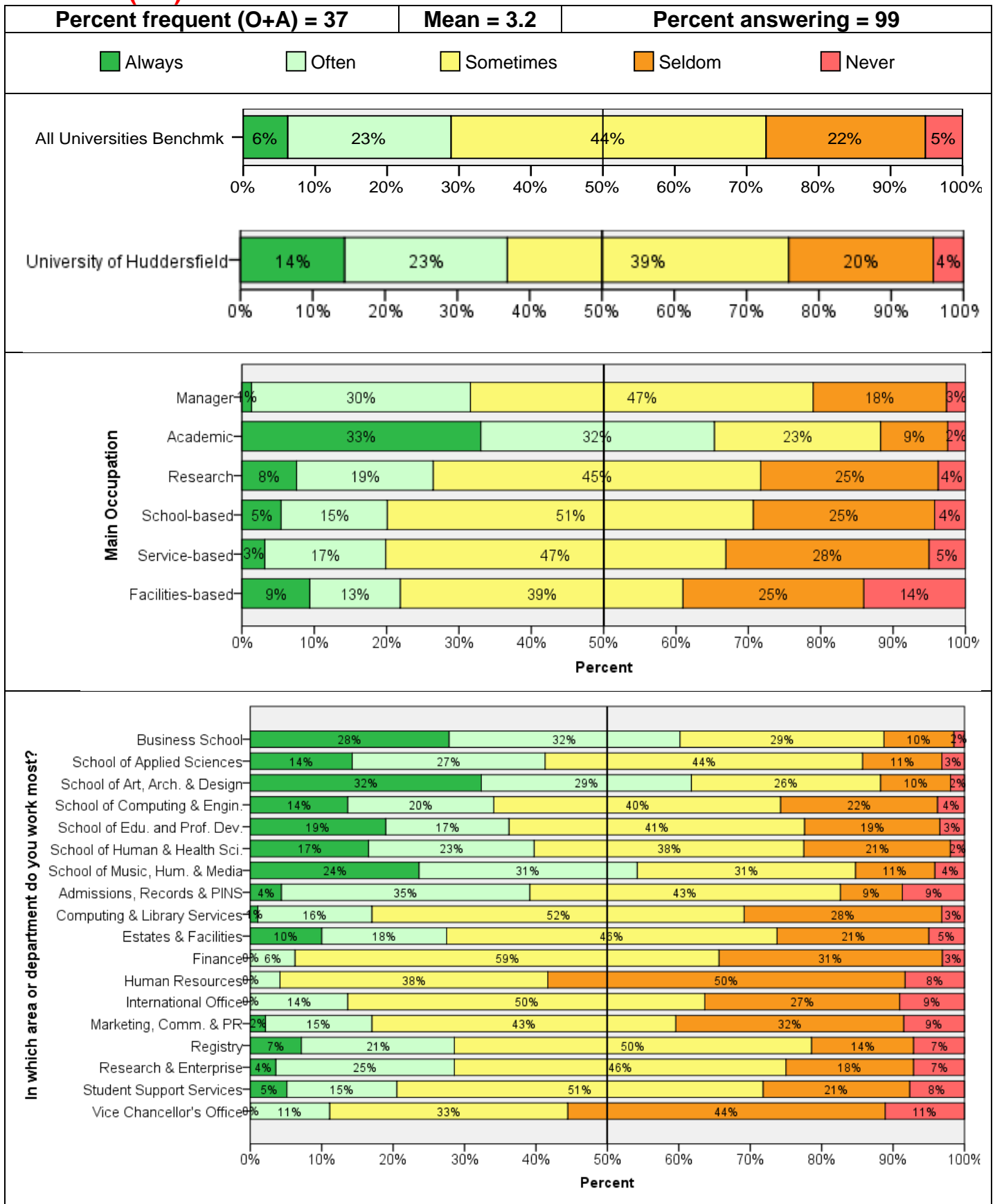
Question 01: I am clear what is expected of me at work



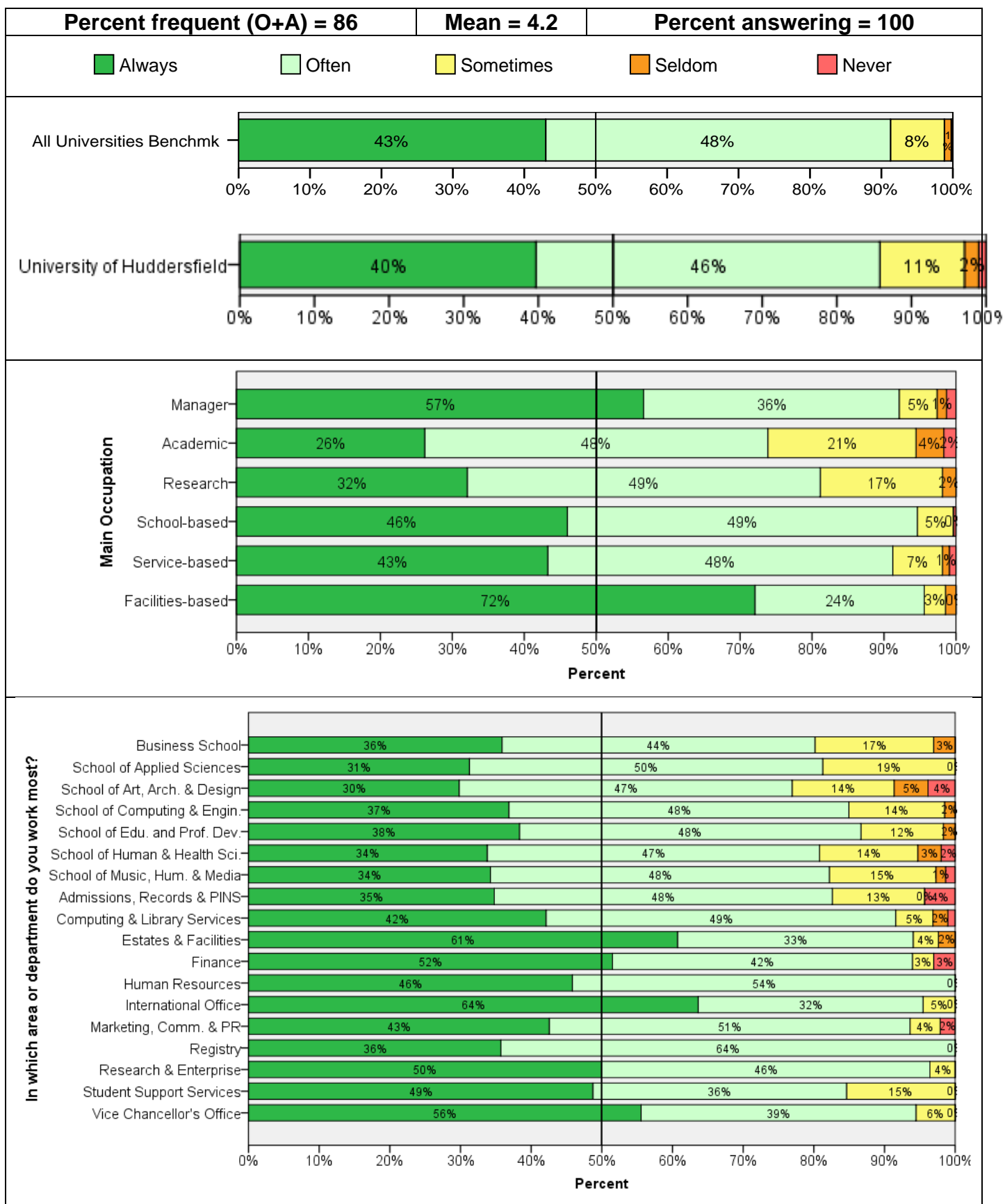
Question 02: I can decide when to take a break



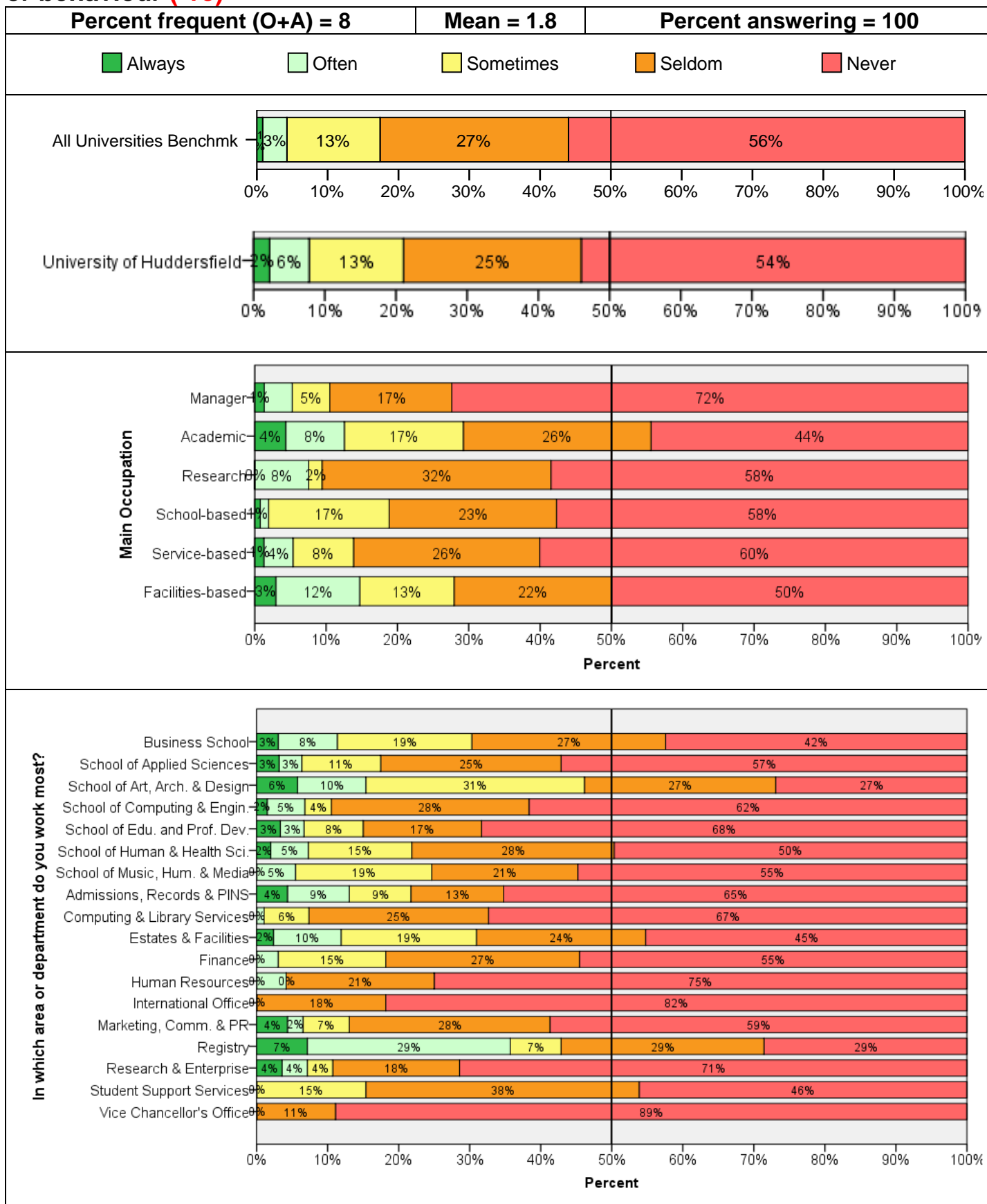
Question 03: Different groups at work demand things from me that are hard to combine (-ve)



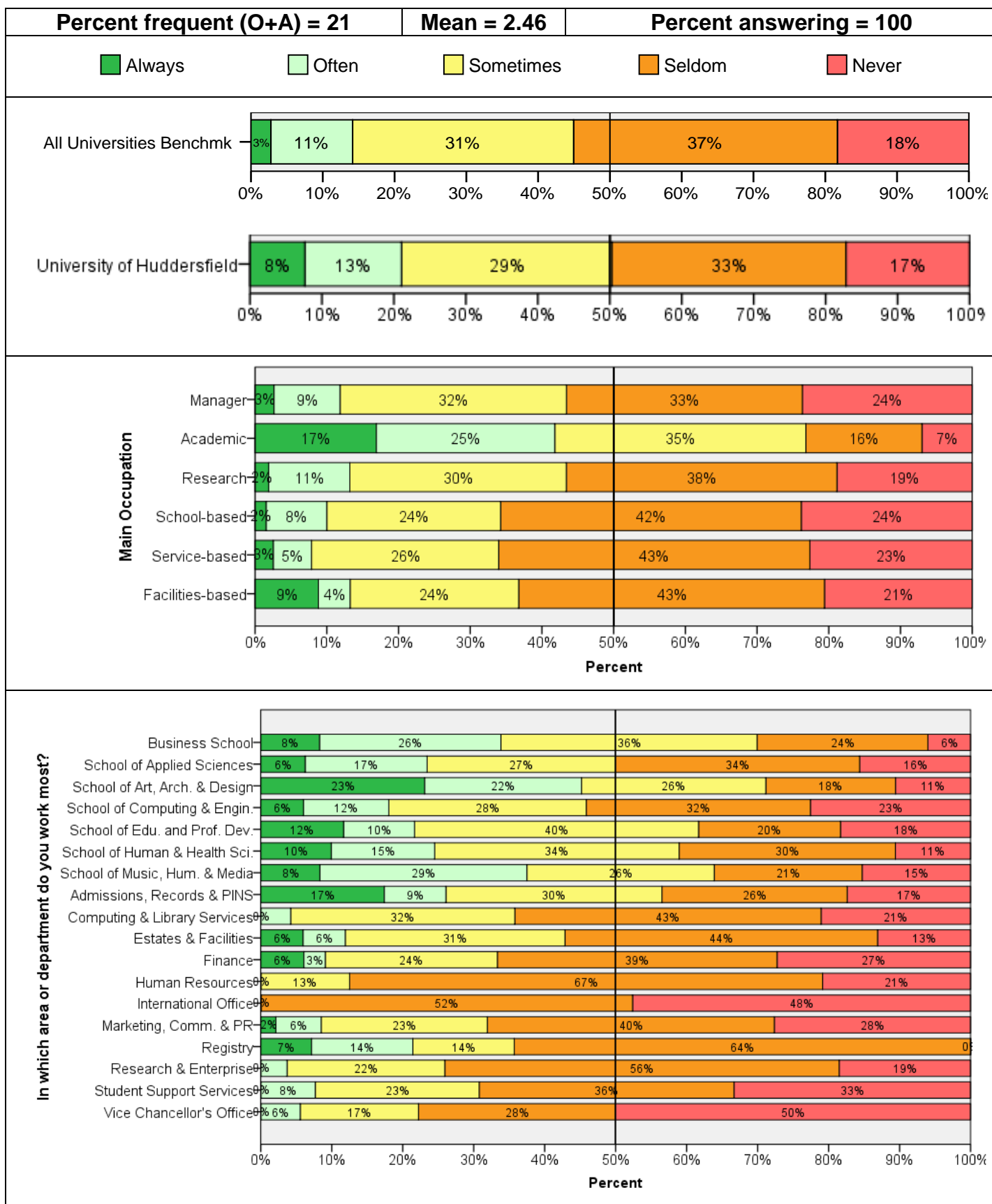
Question 04: I know how to go about getting my job done



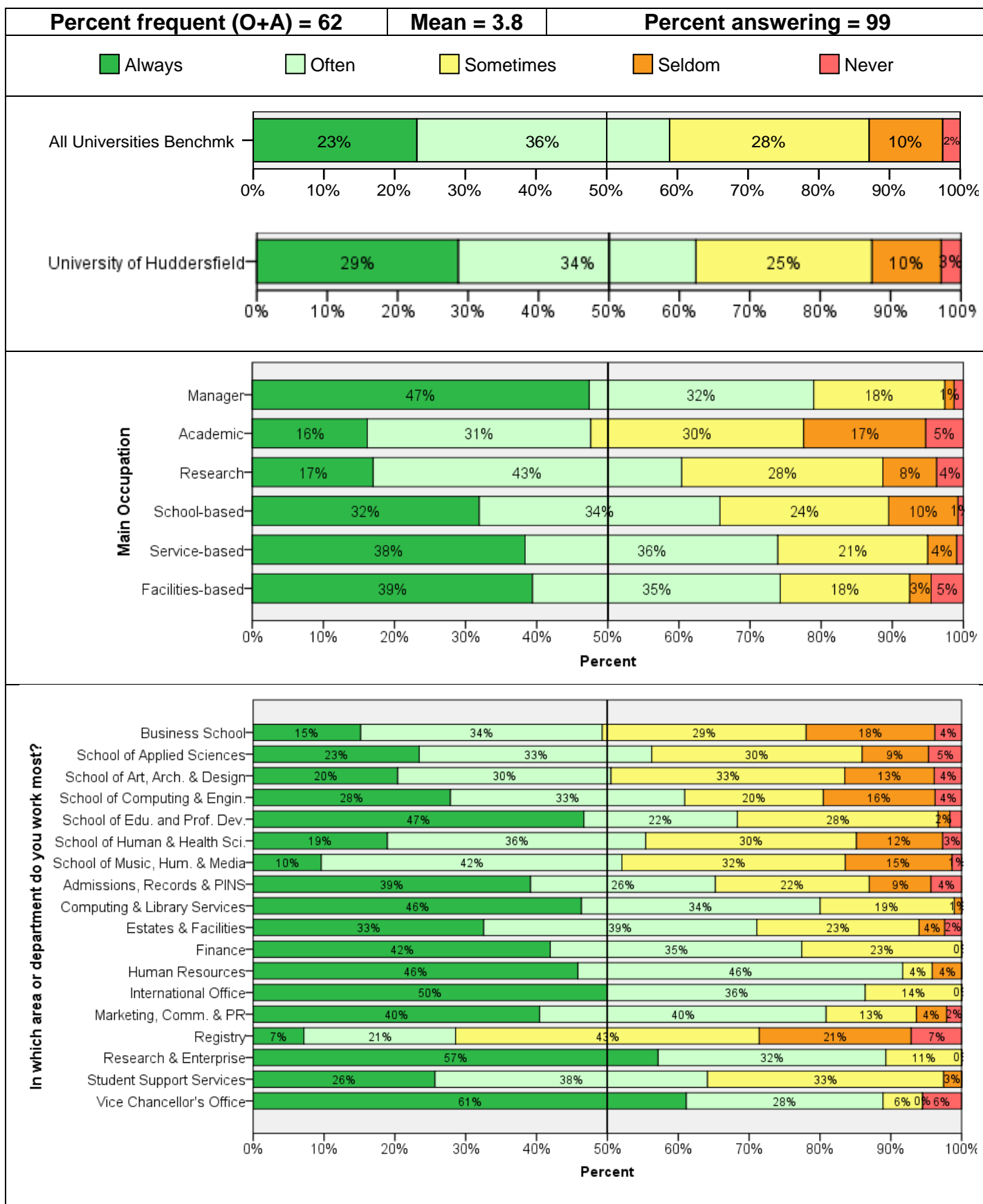
Question 05: I am subject to personal harassment in the form of unkind words or behaviour (-ve)



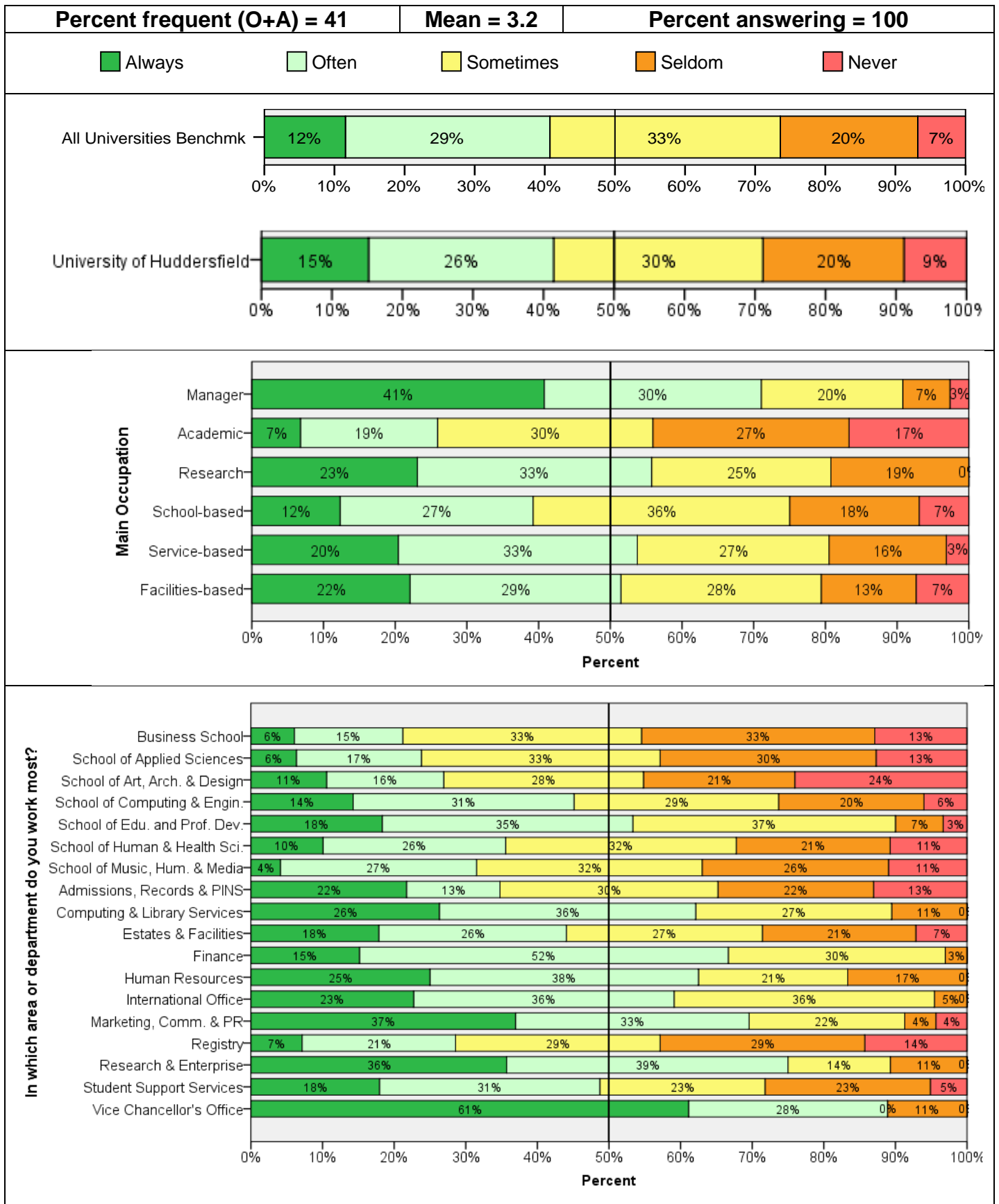
Question 06: I have unachievable deadlines (-ve)



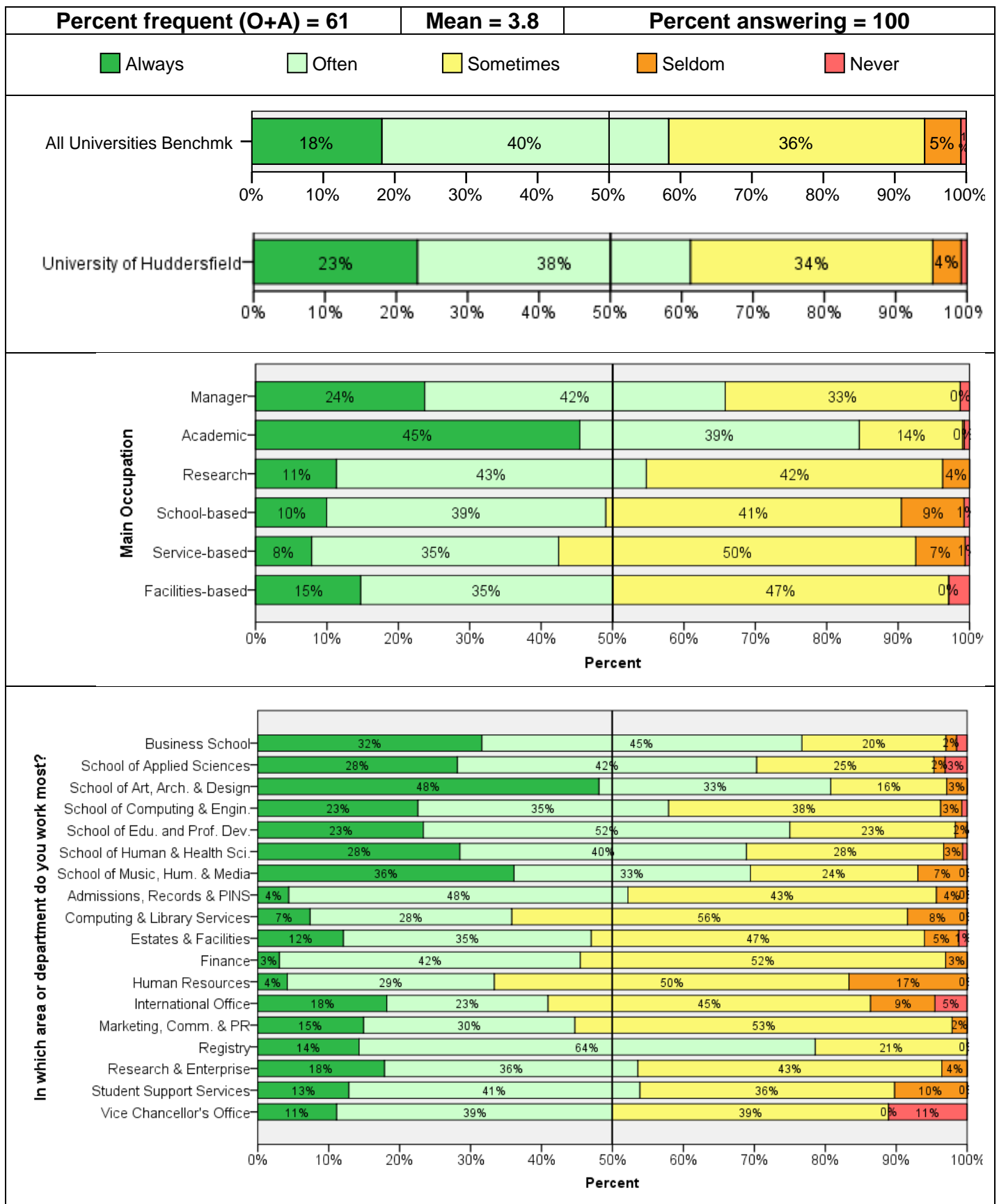
Question 07: If work gets difficult, my colleagues will help me



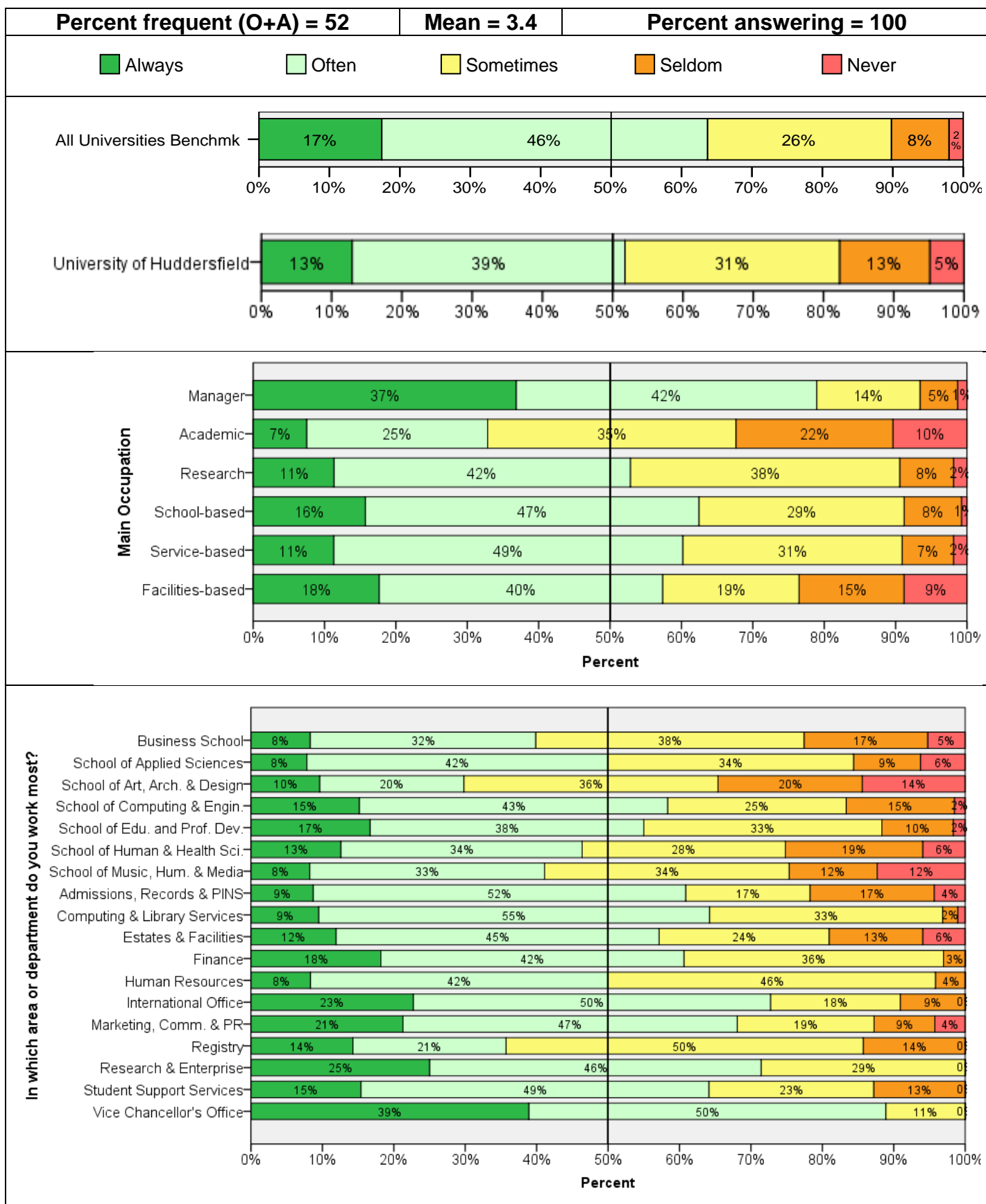
Question 08: I am given supportive feedback on the work I do



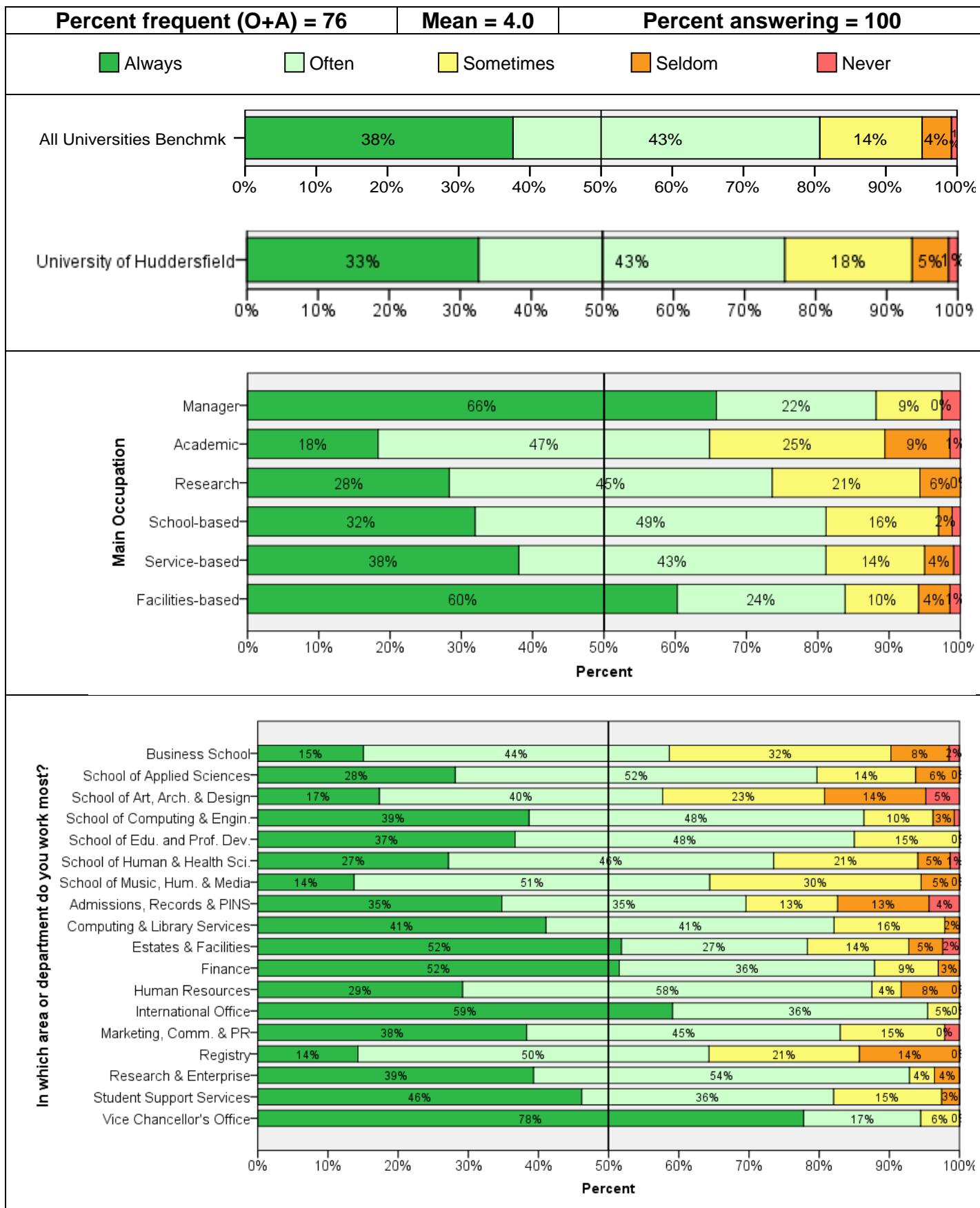
Question 09: I have to work very intensively (-ve)



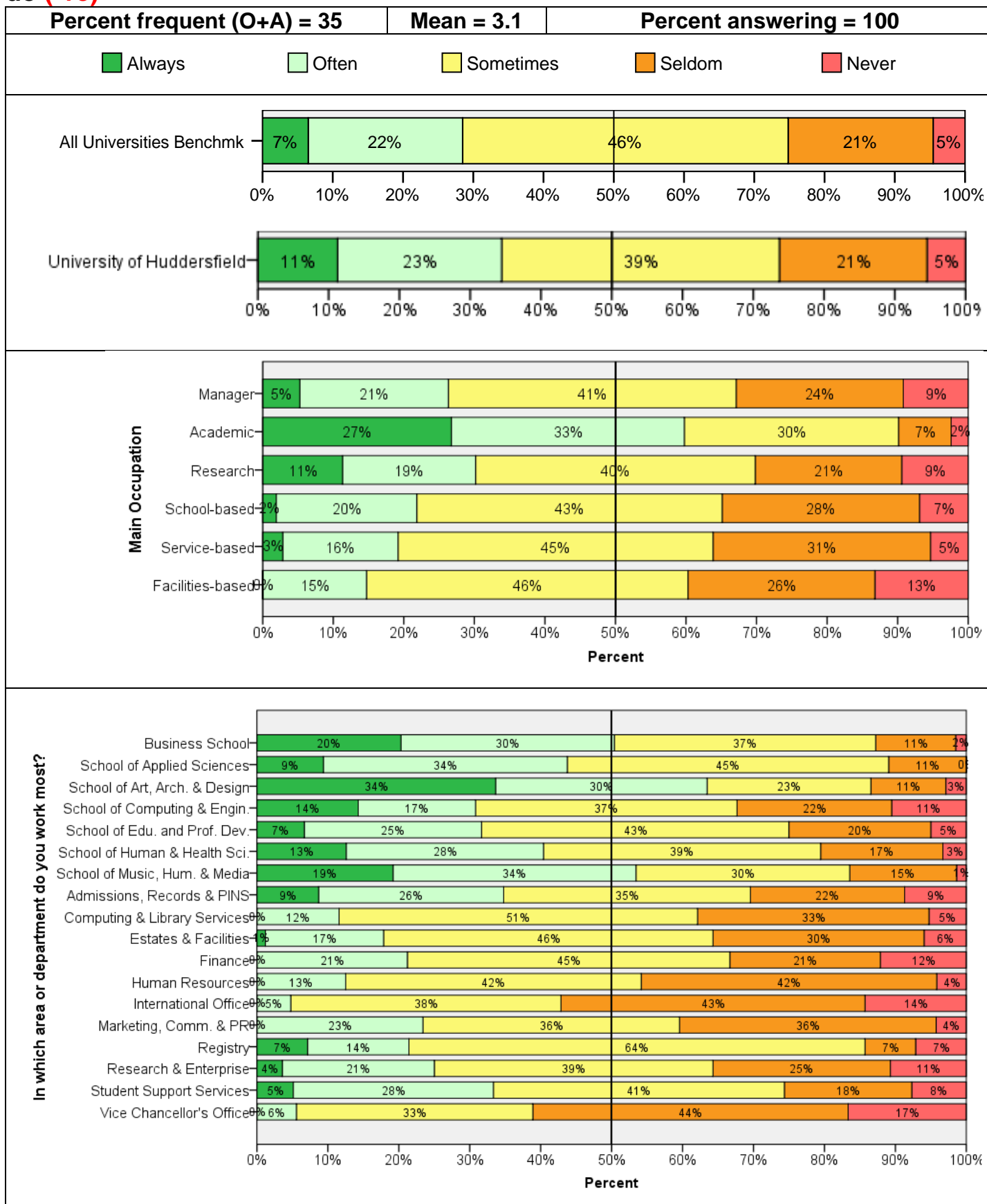
Question 10: I have a say in my own work speed



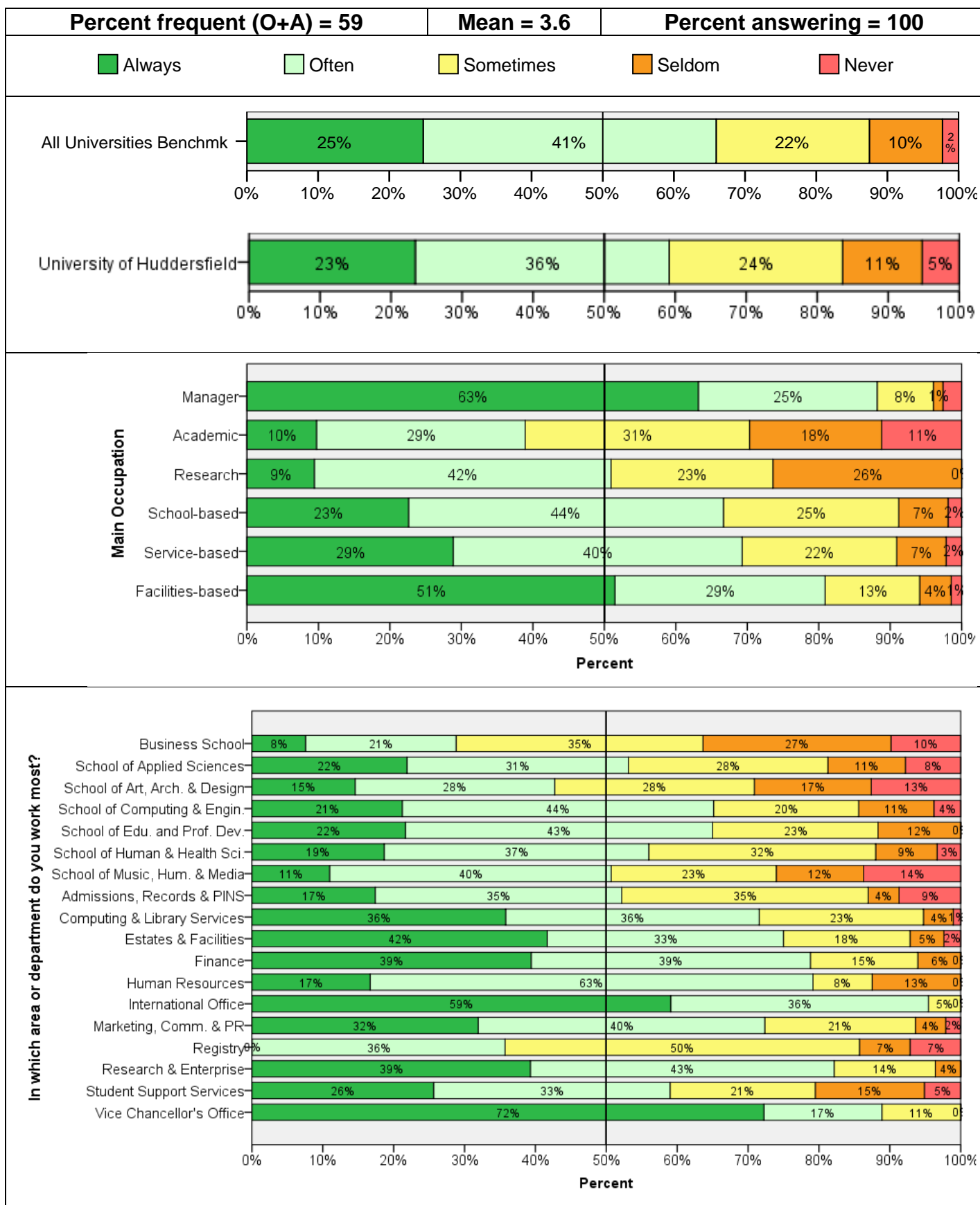
Question 11: I am clear what my duties and responsibilities are



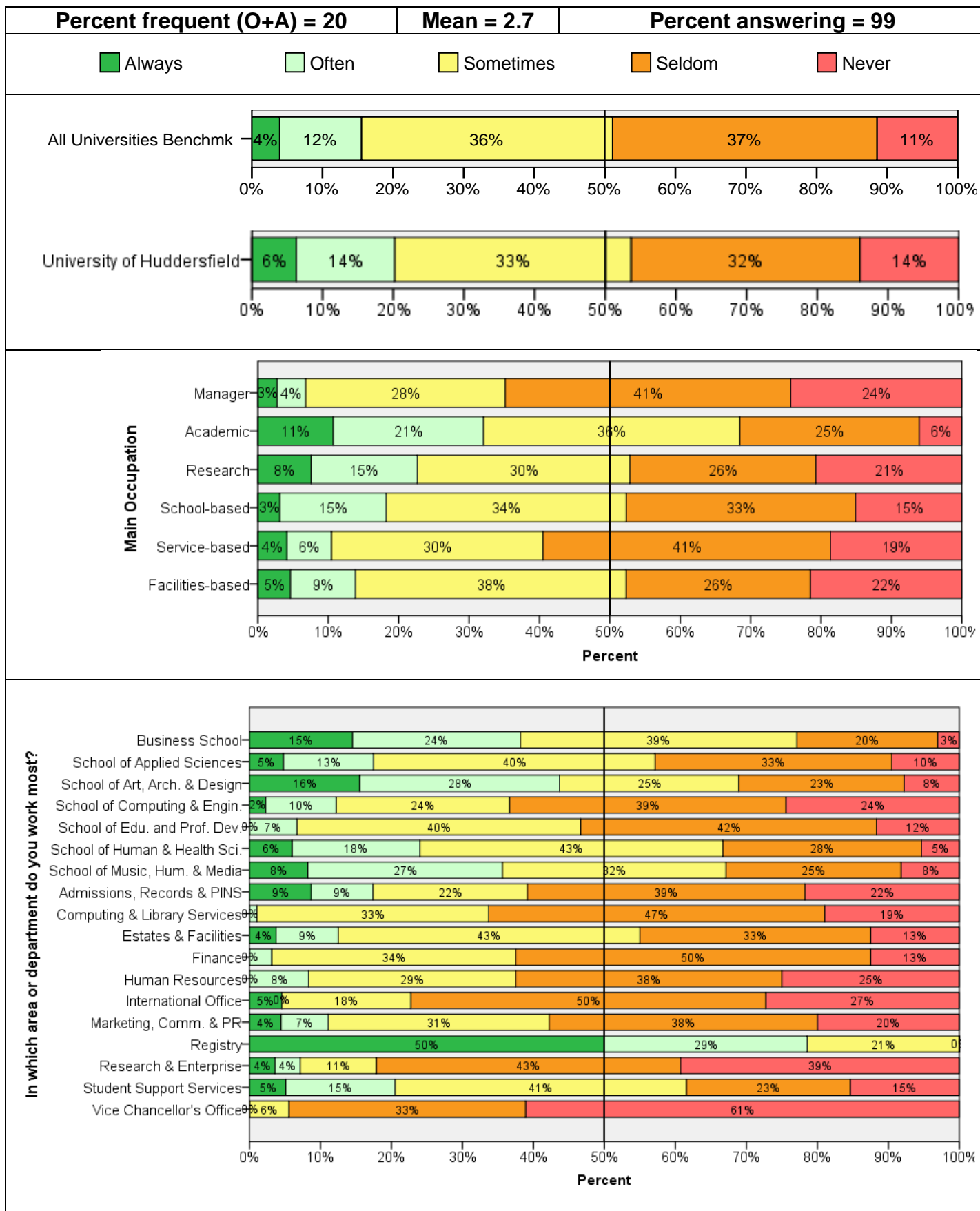
Question 12: I have to neglect some tasks because I have too much work to do (-ve)



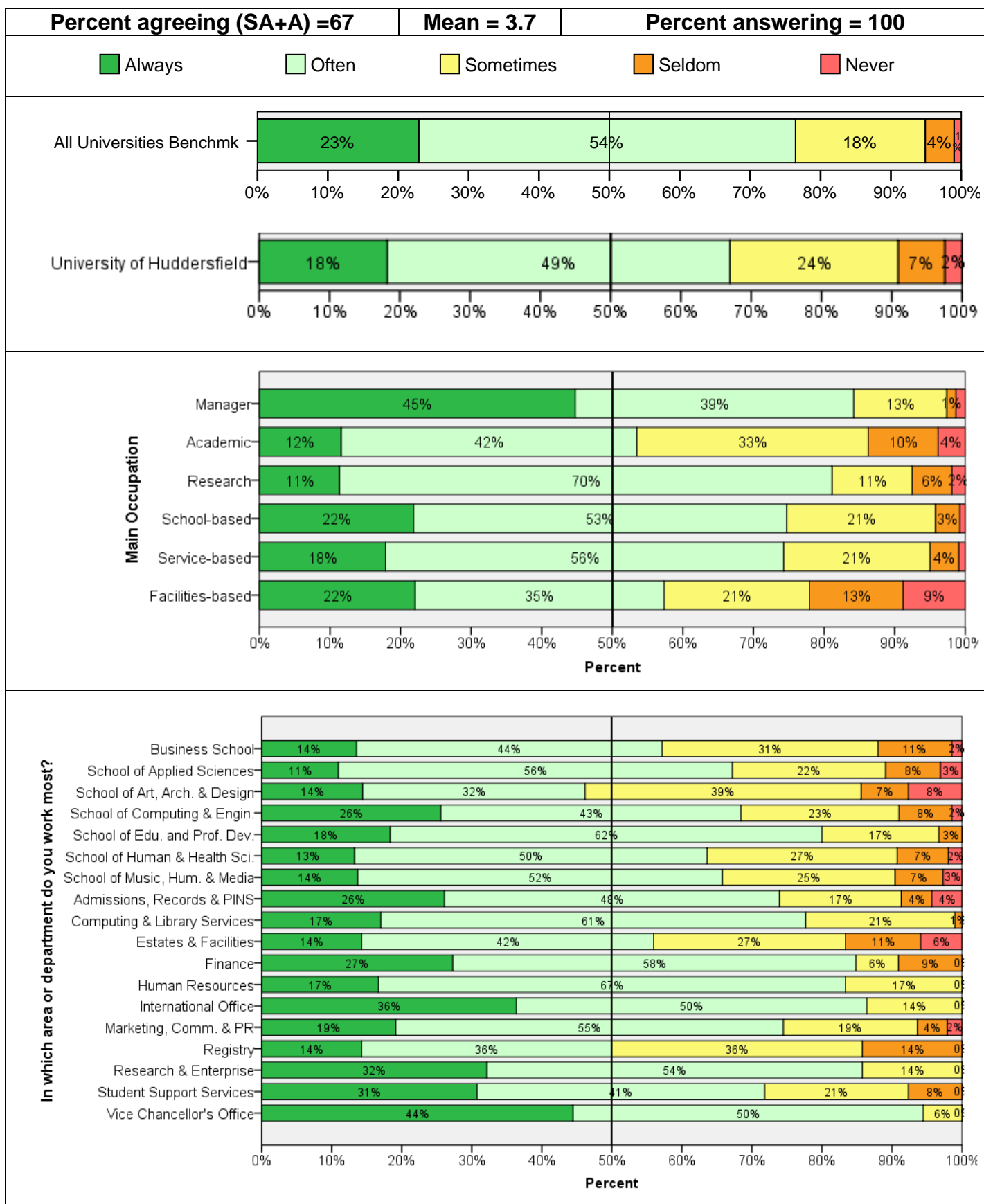
Question 13: I am clear about the goals and objectives for my department



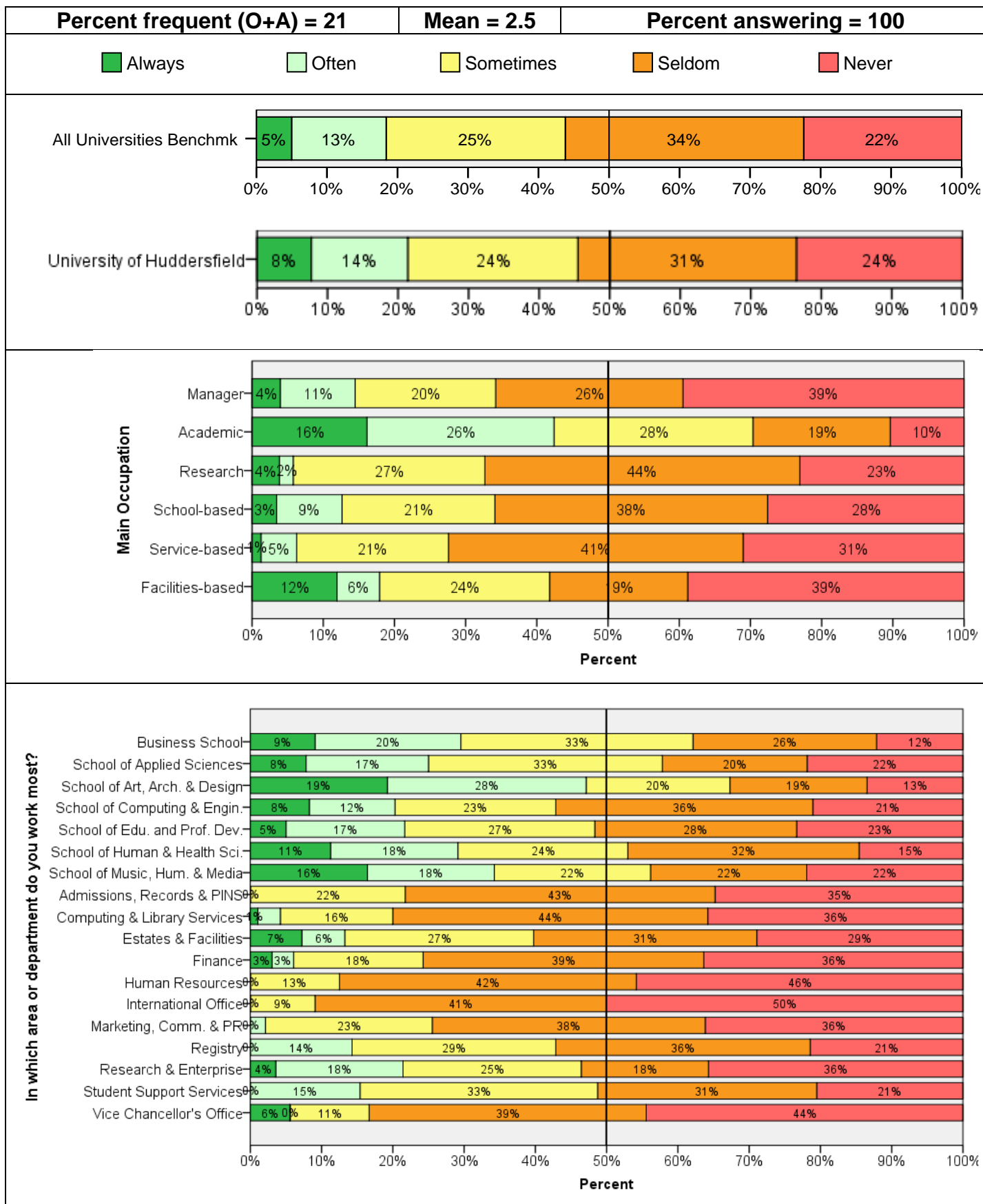
Question 14: There is friction or anger between colleagues (-ve) - continued



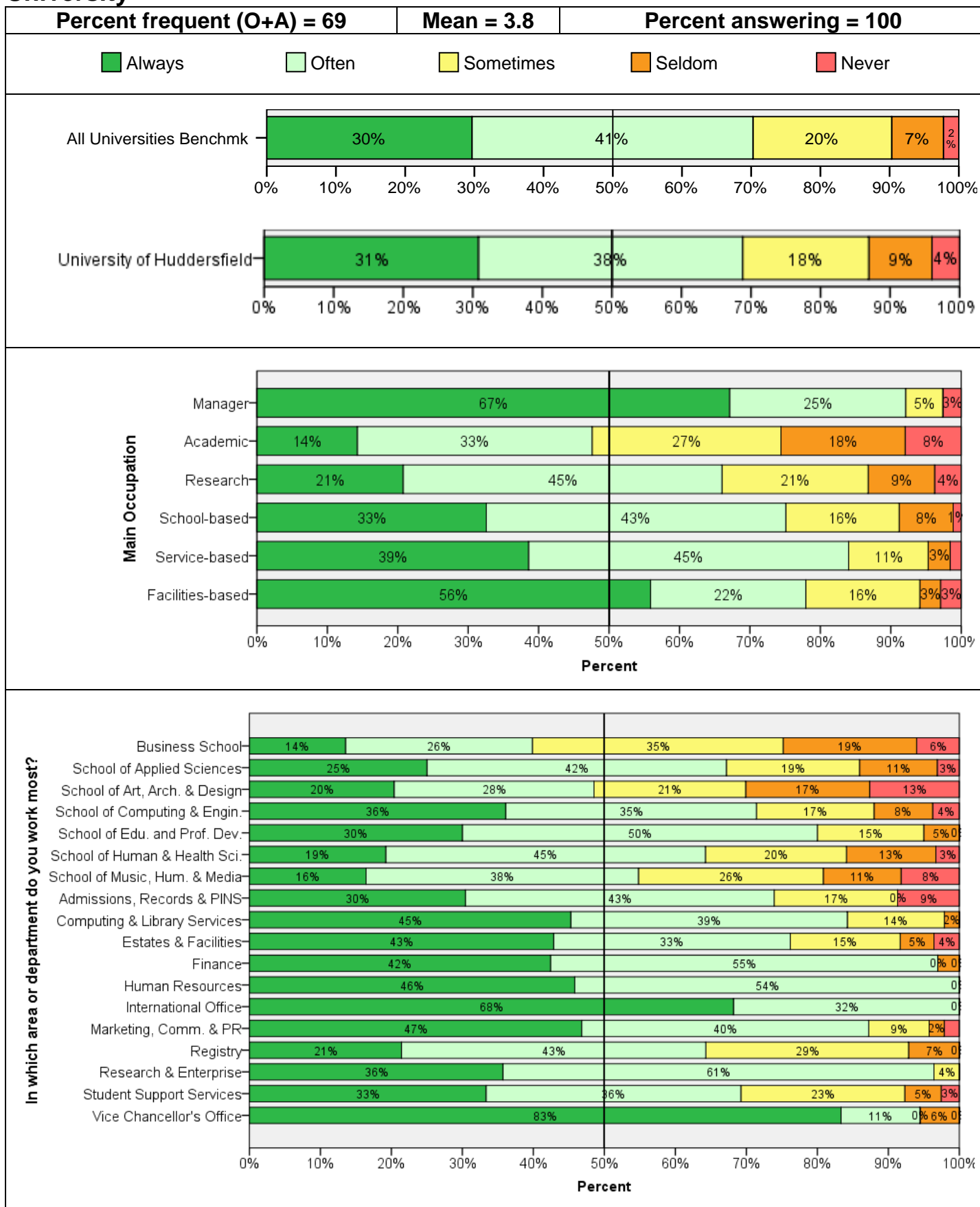
Question 15: I have a choice in deciding how I do my work



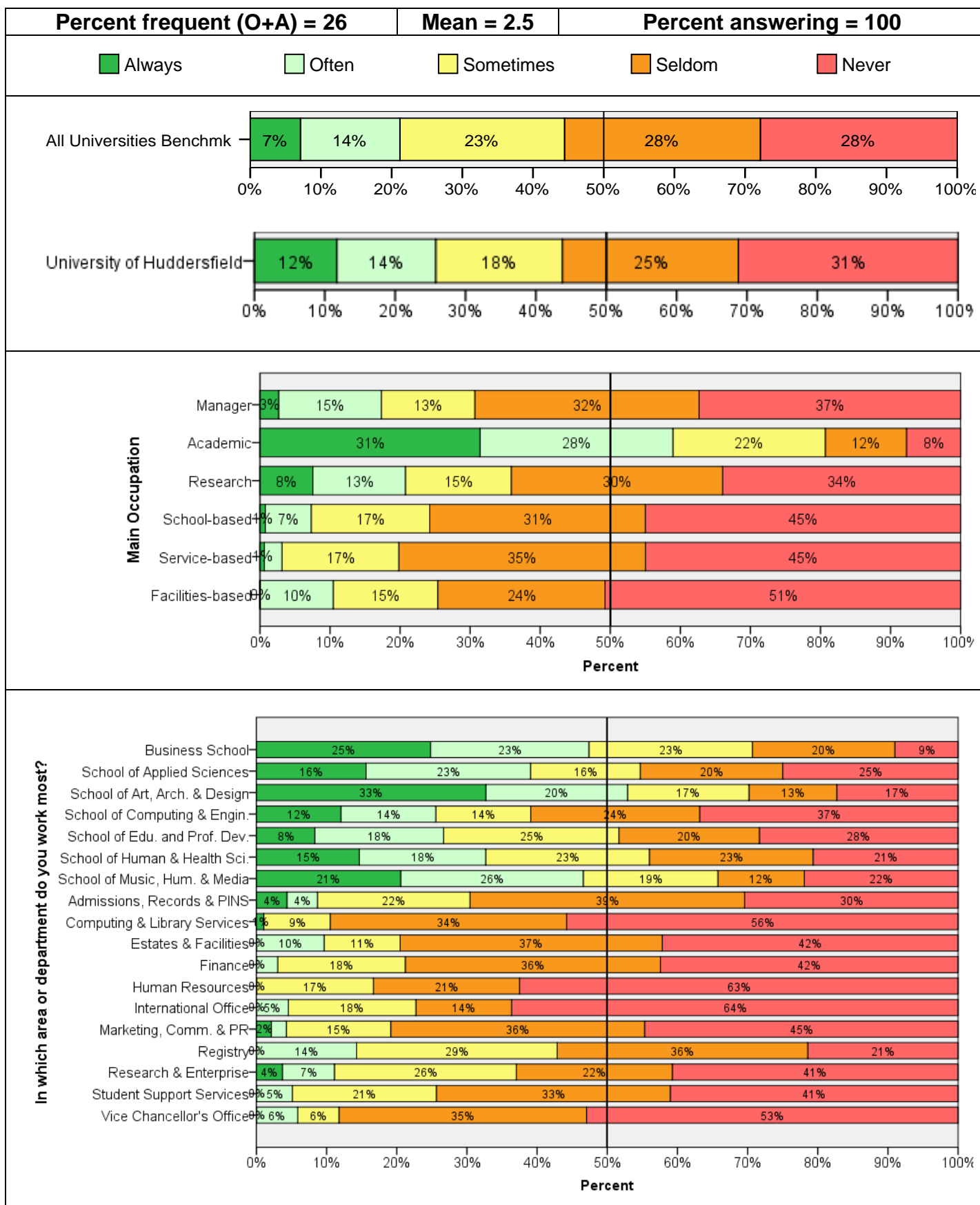
Question 16: I am unable to take sufficient breaks (-ve)



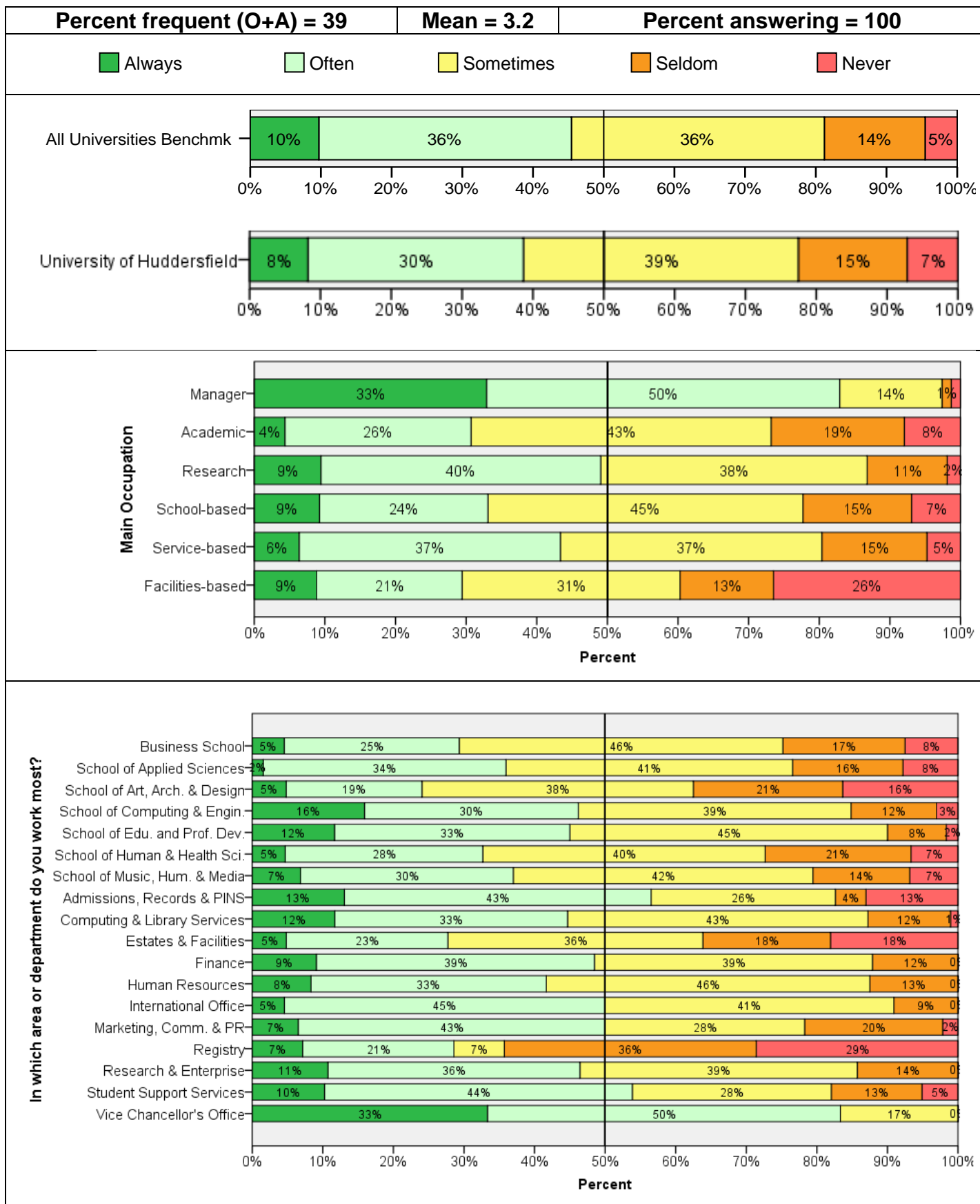
Question 17: I understand how my work fits into the overall aim of the University



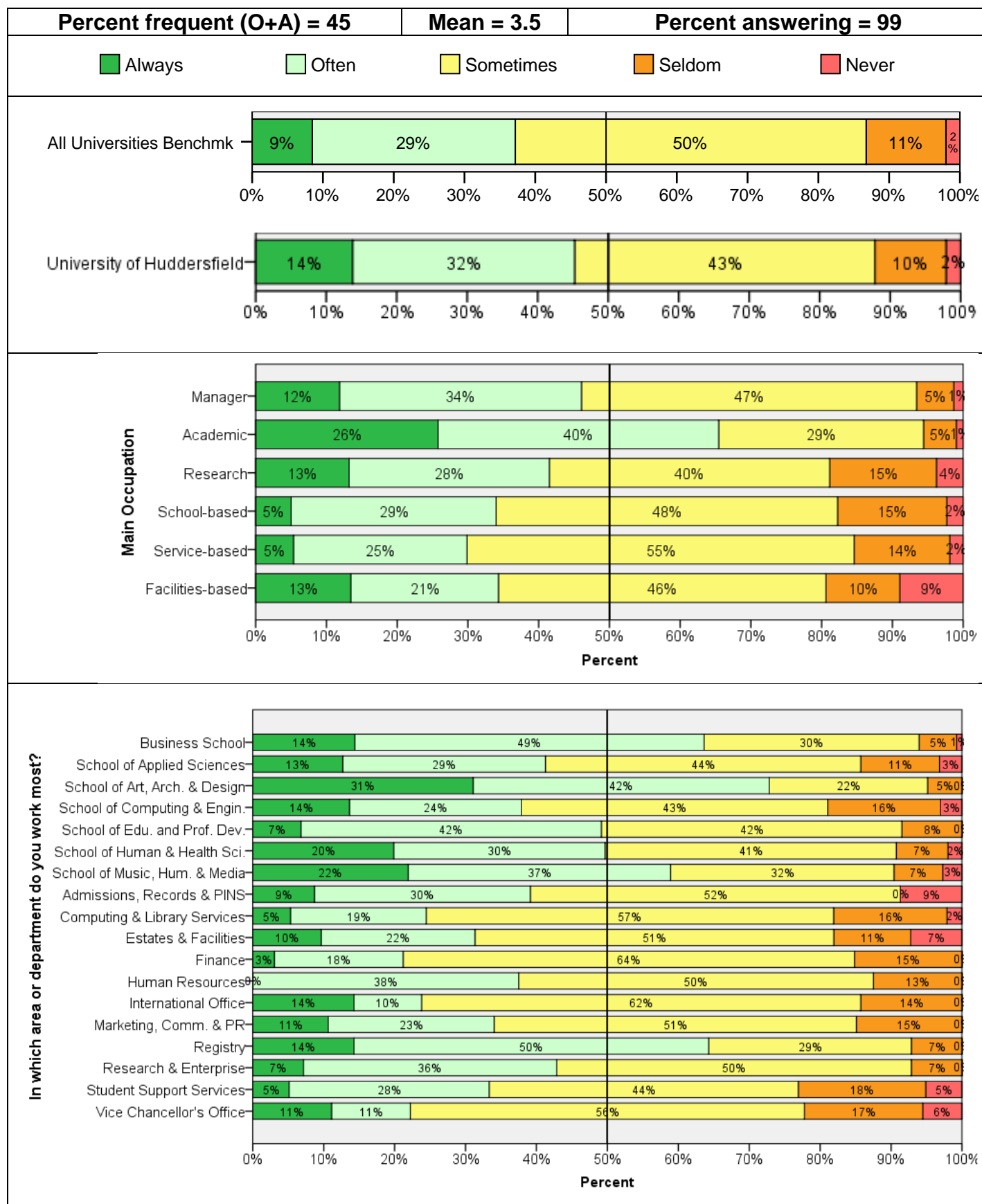
Question 18: I am pressured to work long hours (-ve)



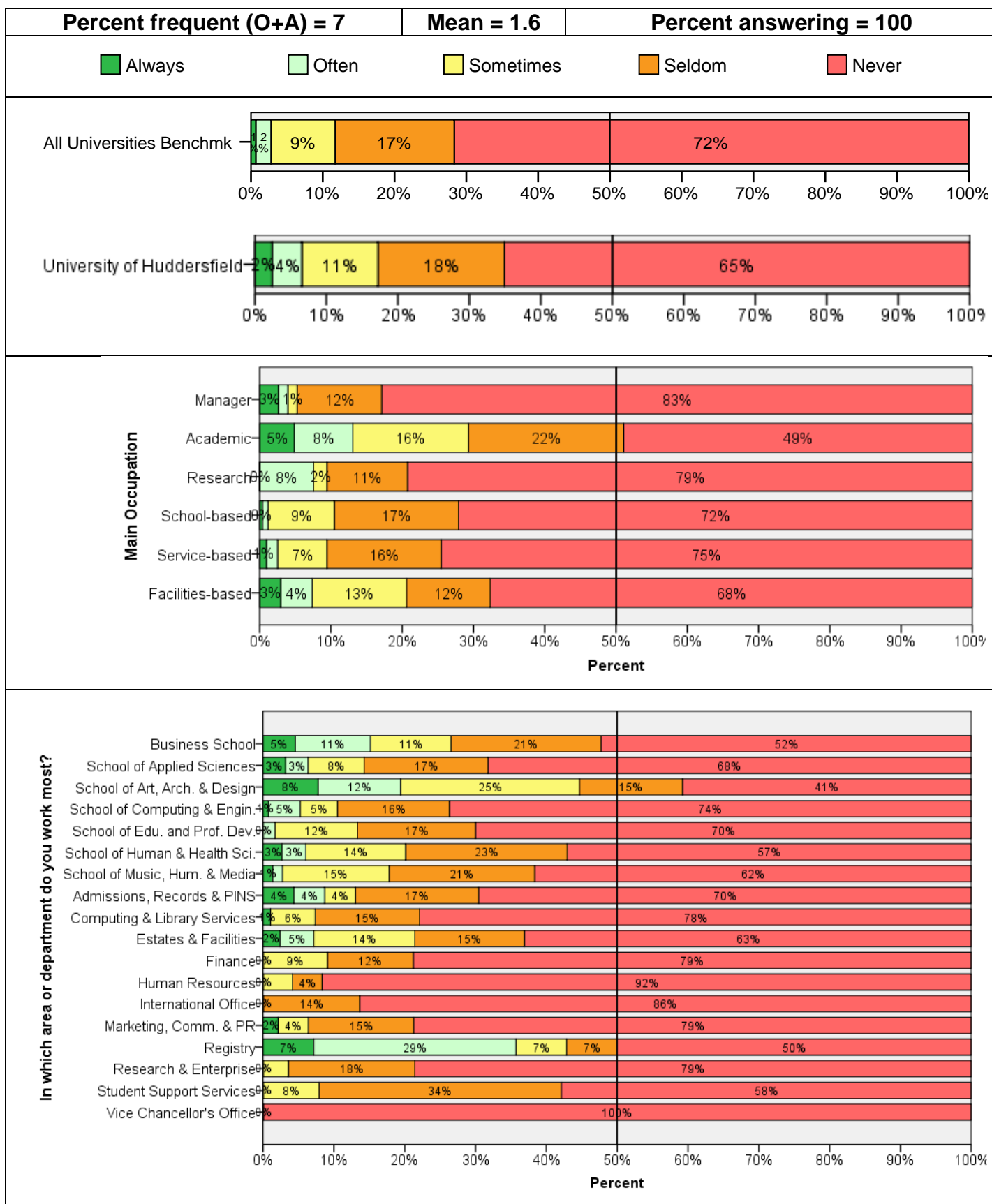
Question 19: I have a choice in what I do at work



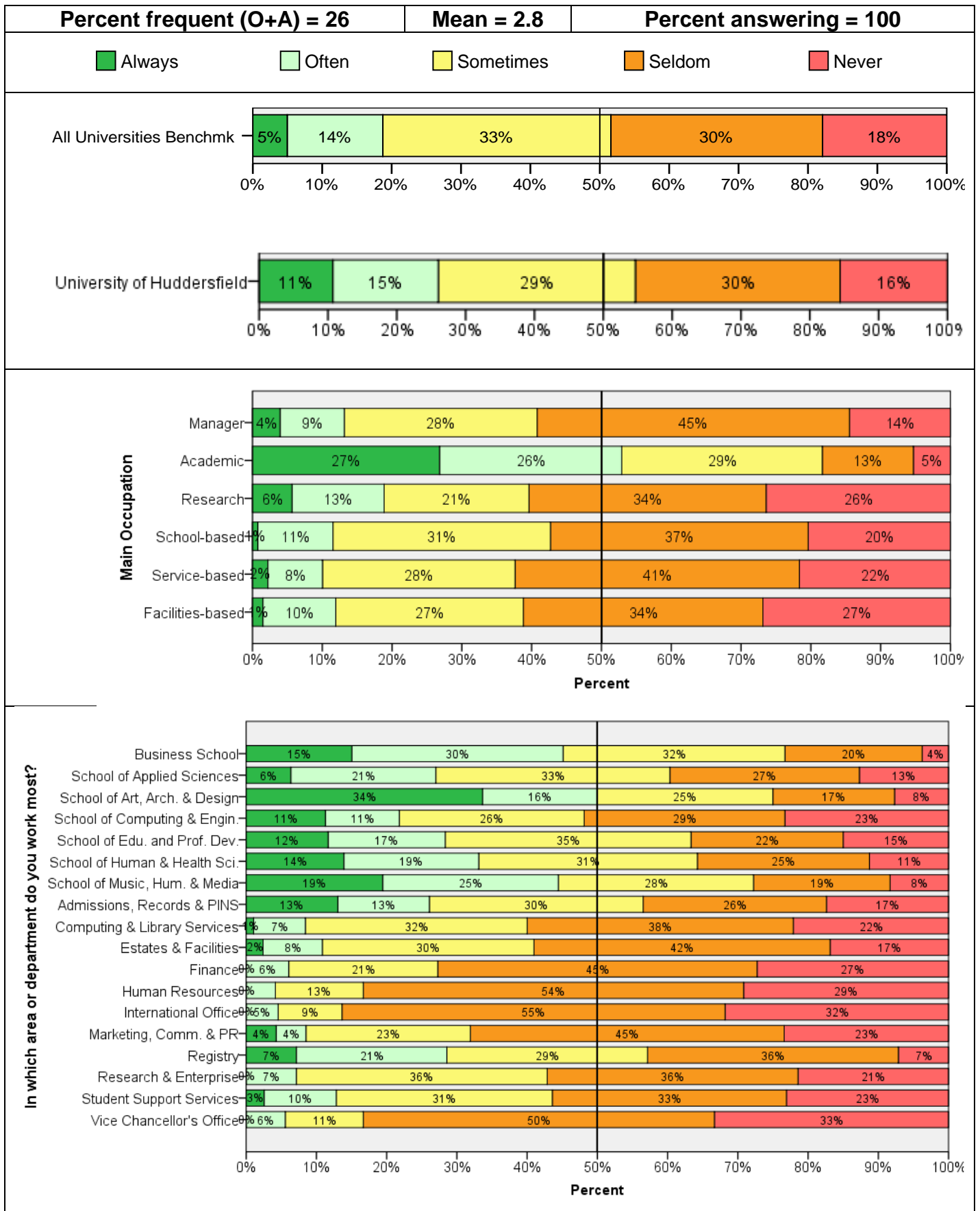
Question 20: I have to work very fast (-ve)



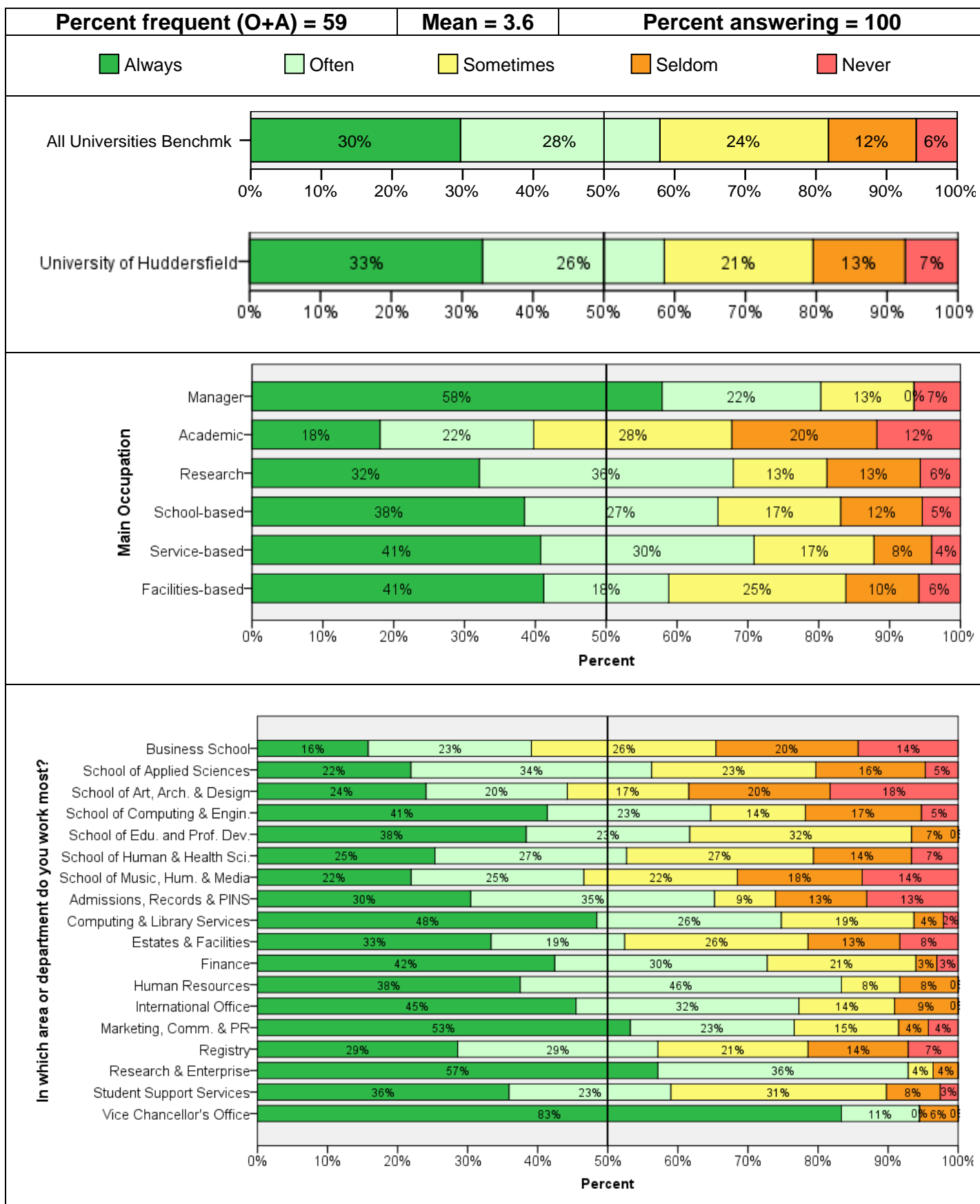
Question 21: I am subject to bullying at work (-ve)



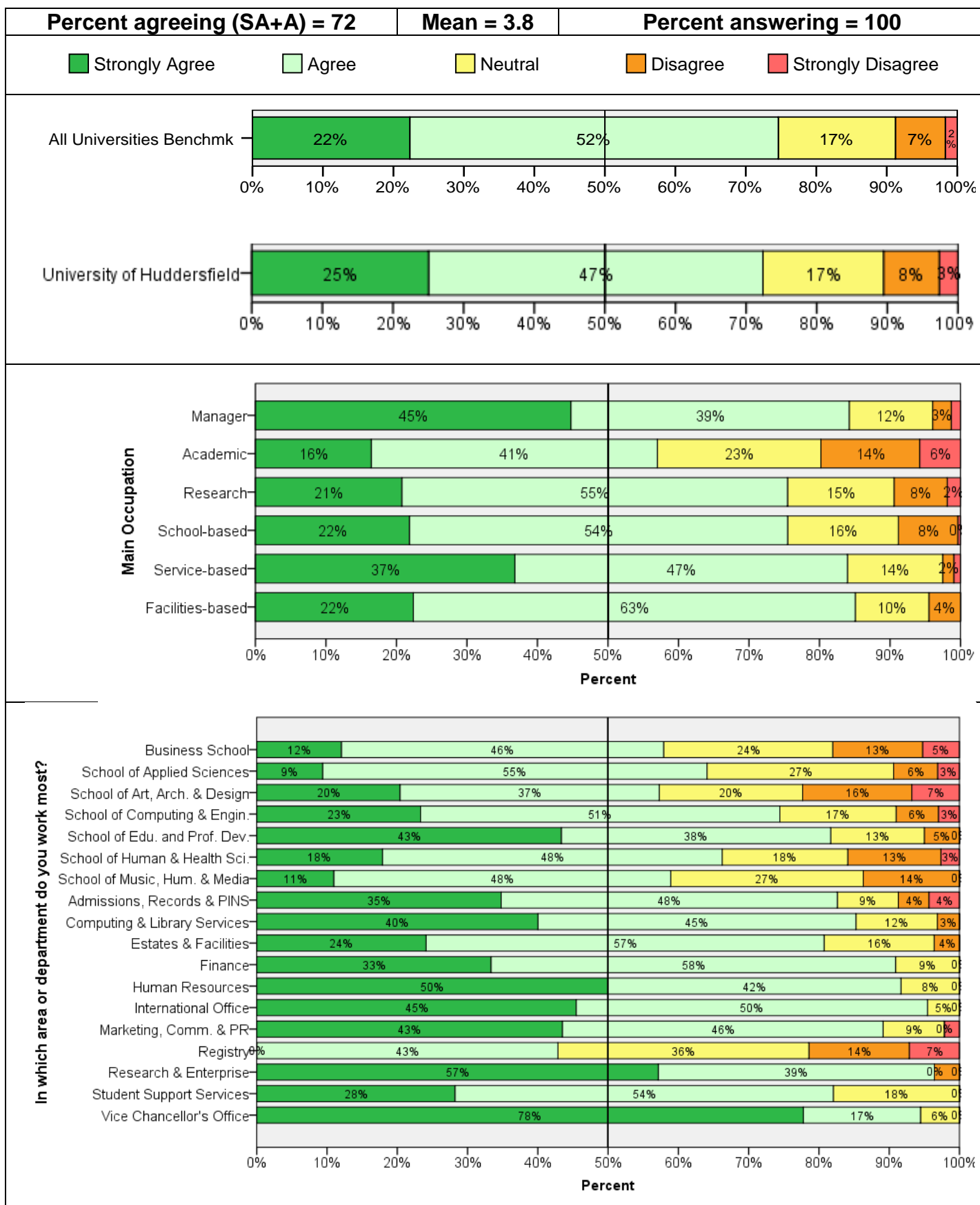
Question 22: I have unrealistic time pressures (-ve)



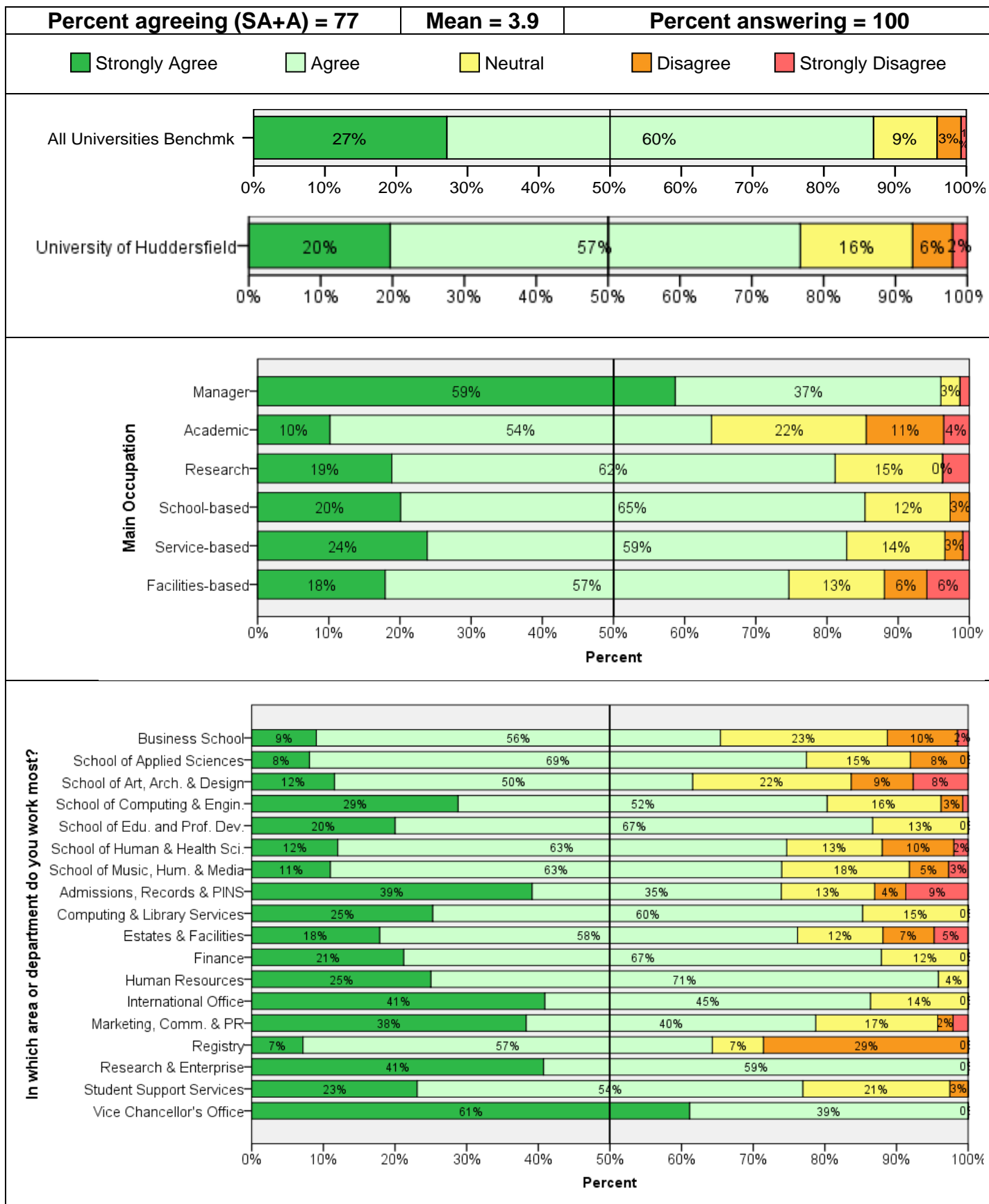
Question 23: I can rely on my manager to help me with a work problem



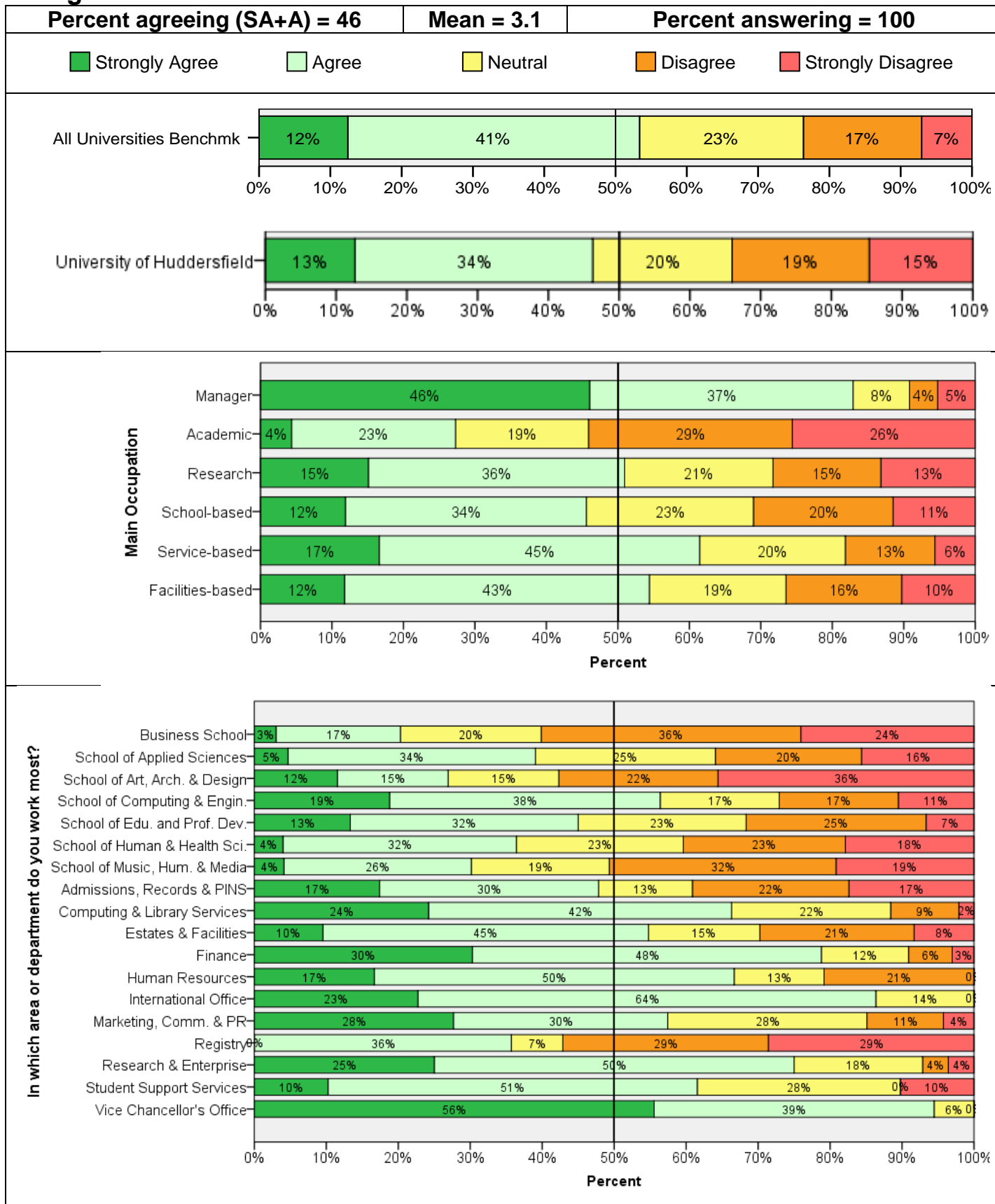
Question 24: I get help and support I need from my colleagues



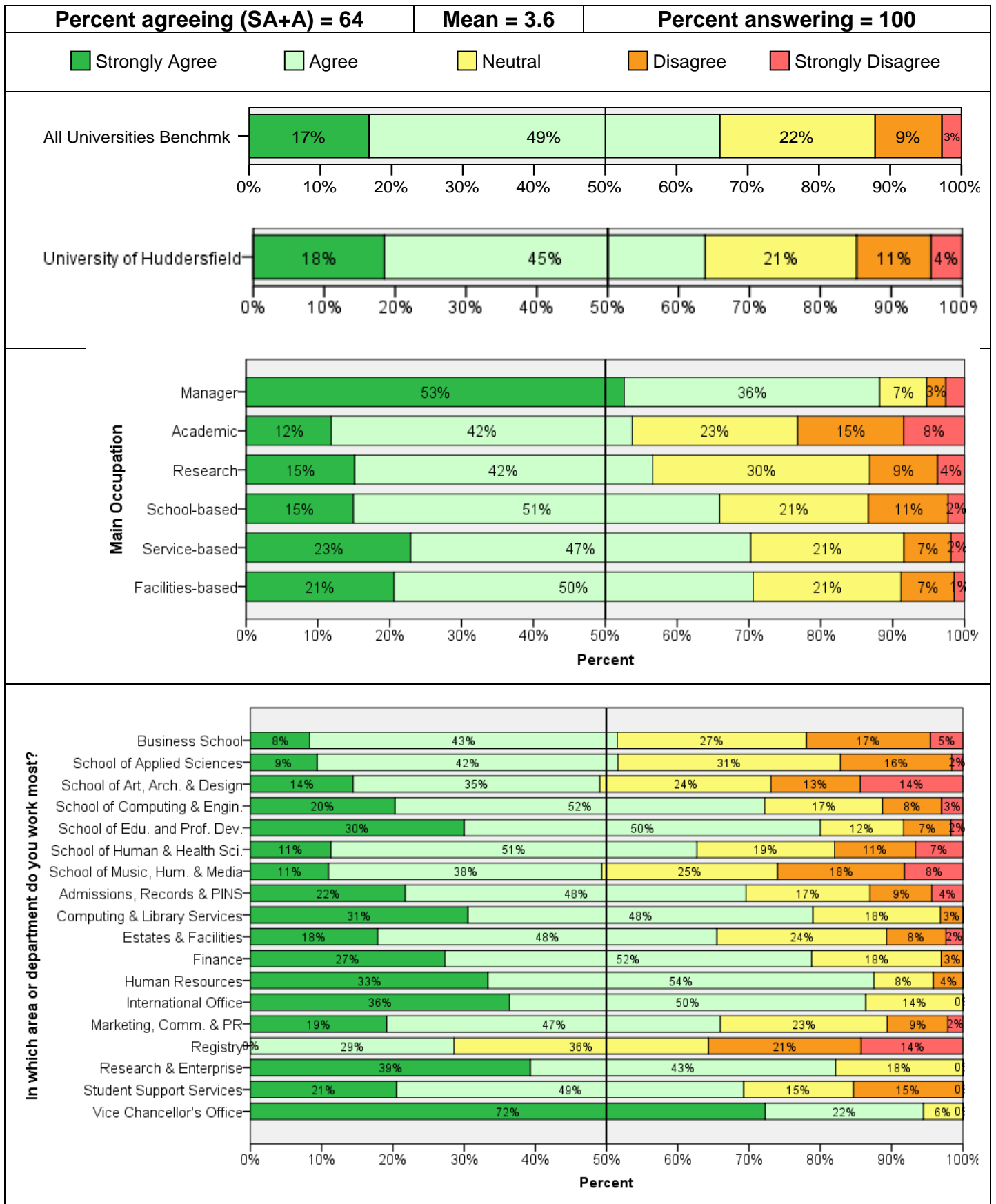
Question 25: I have some say over the way I work



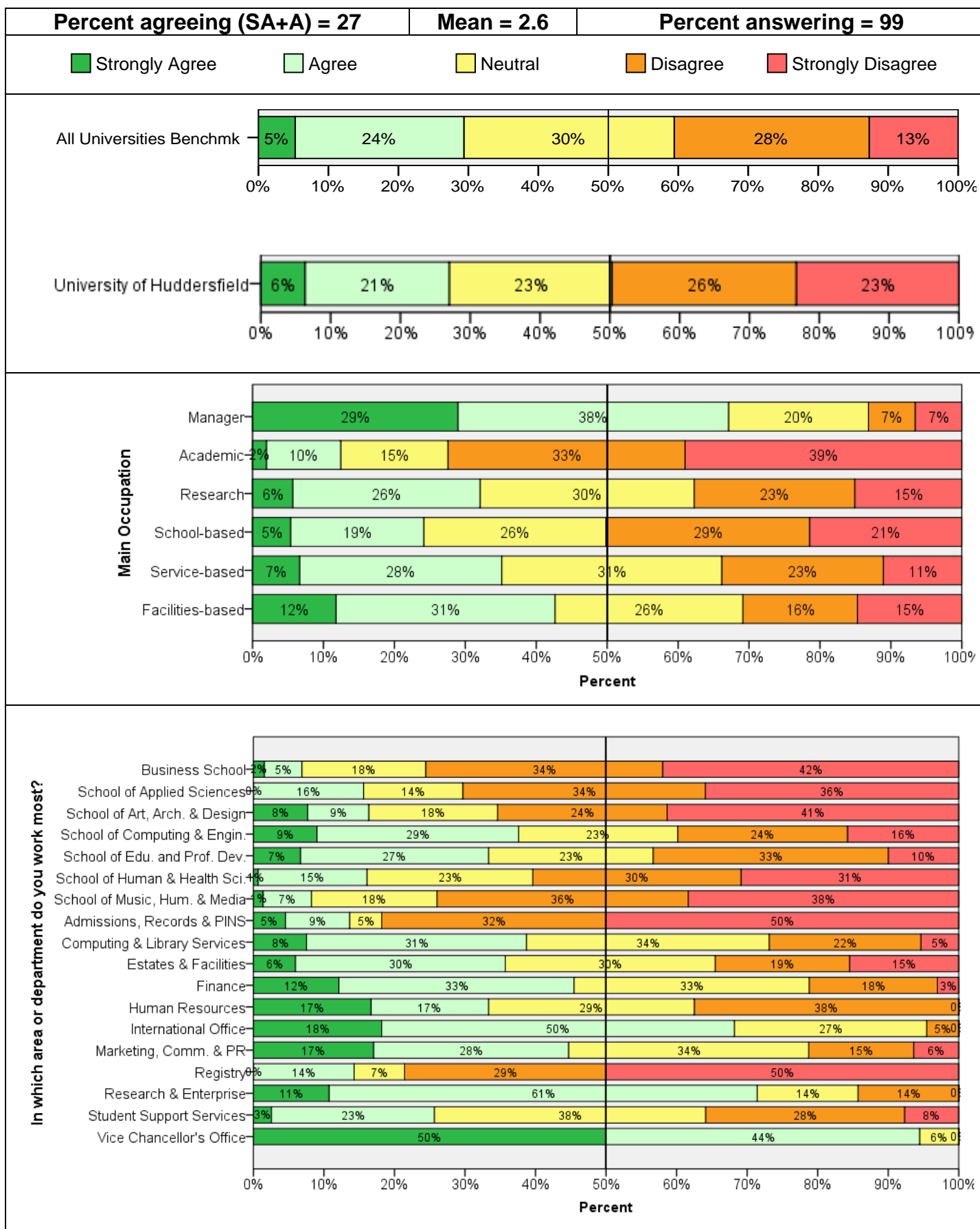
Question 26: I have sufficient opportunities to question managers about change at work



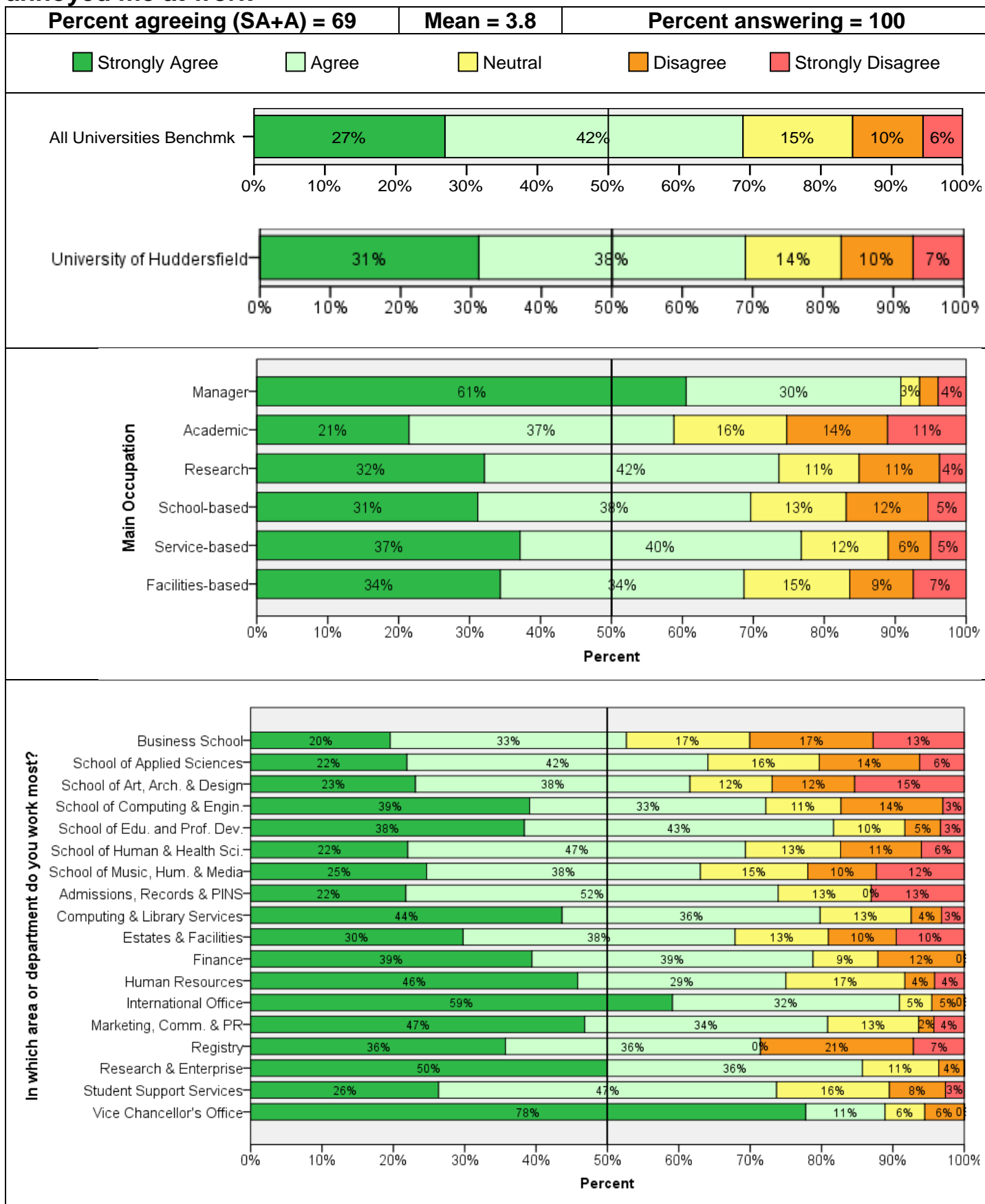
Question 27: I receive the respect I deserve from my colleagues at work



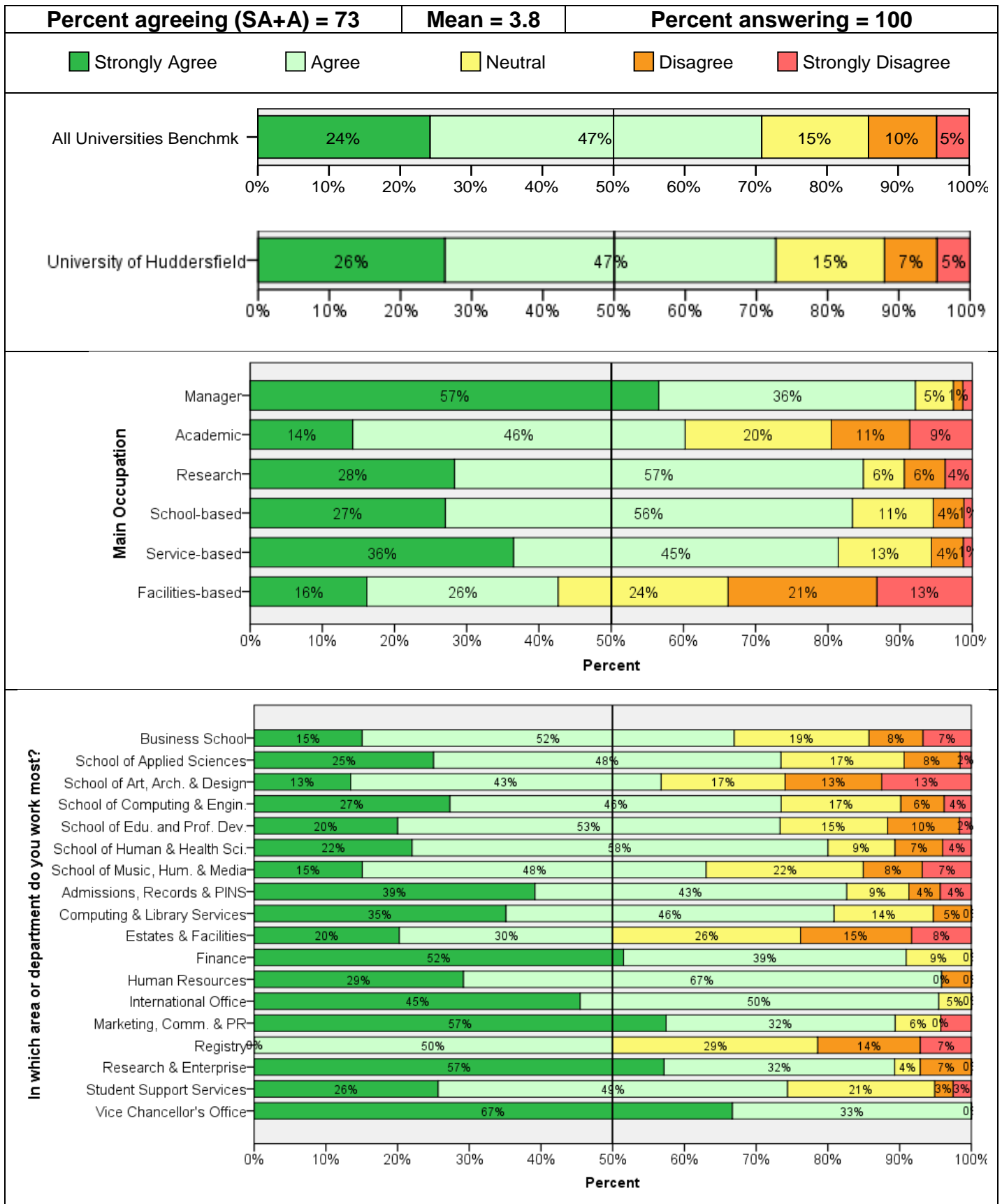
Question 28: Staff are always consulted about change at work



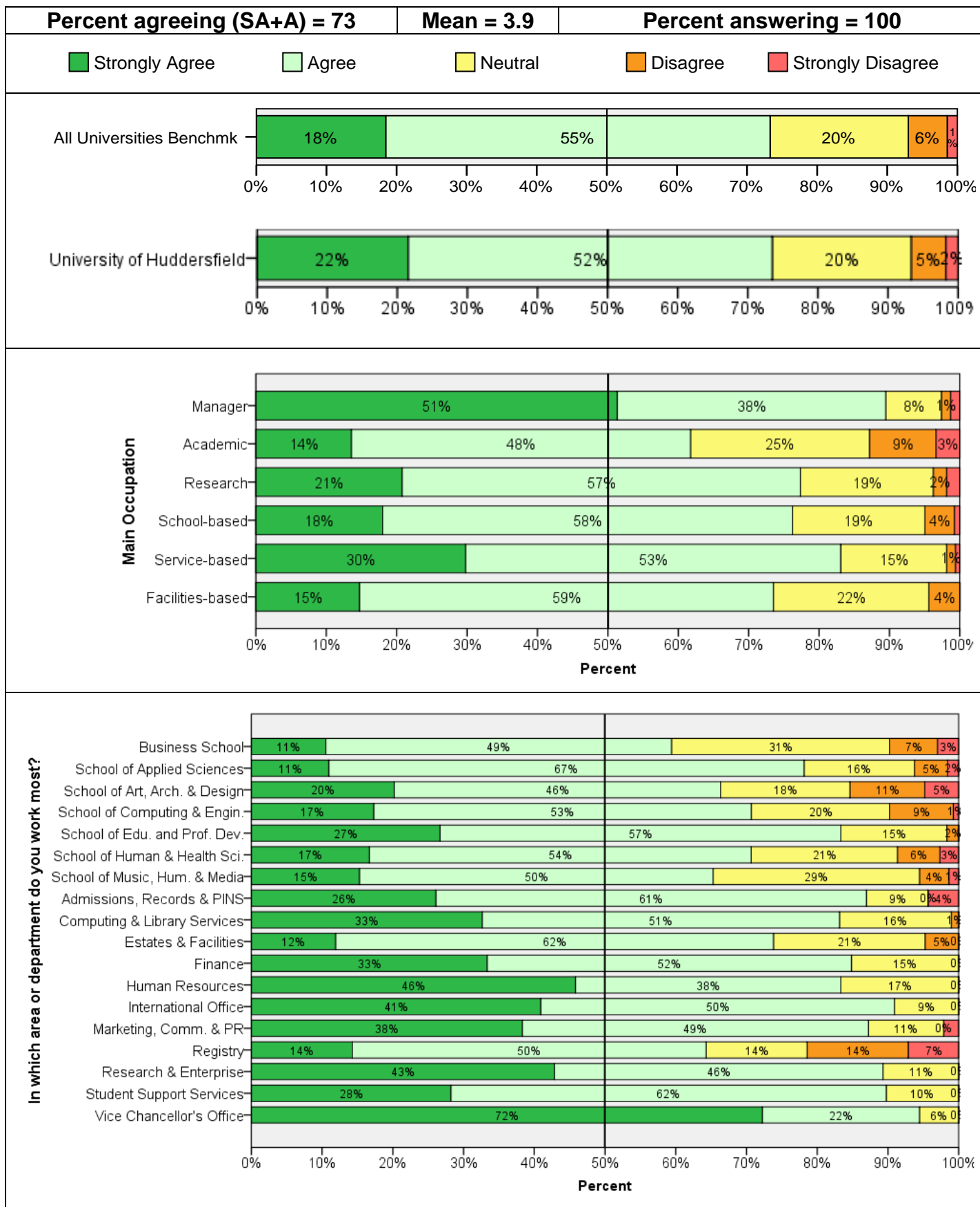
Question 29: I can talk to my line manager about something that has upset or annoyed me at work



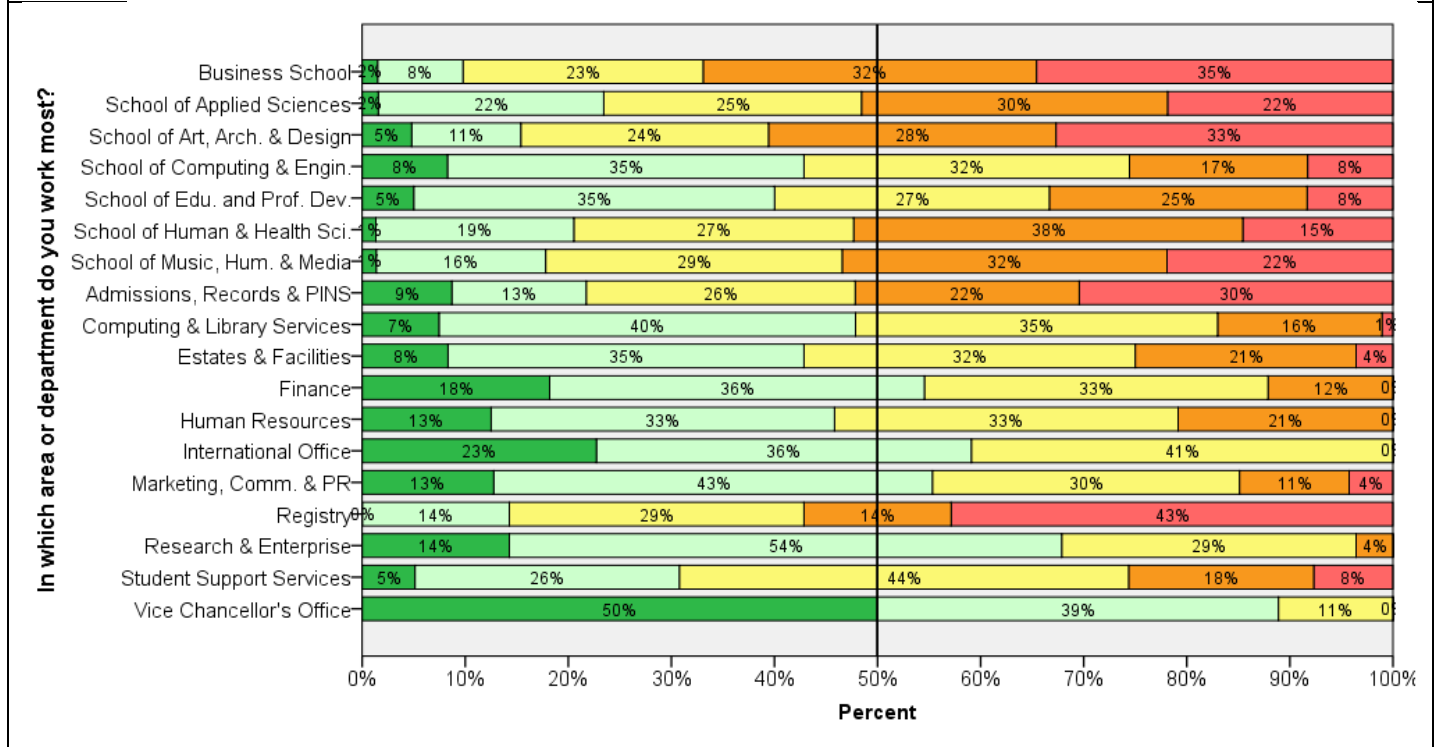
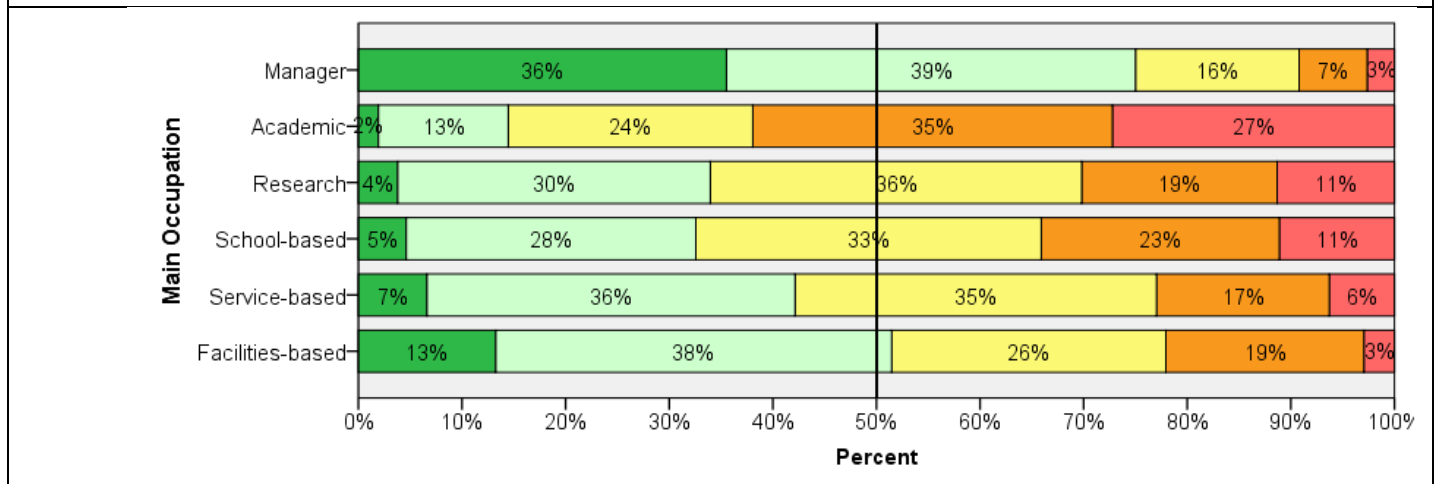
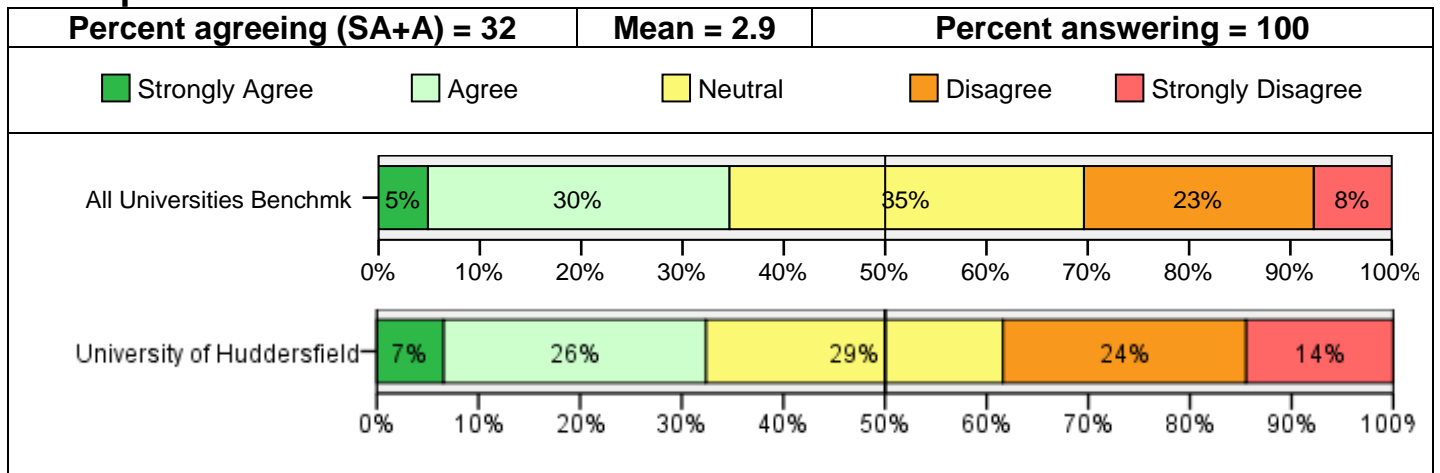
Question 30: My working time can be flexible



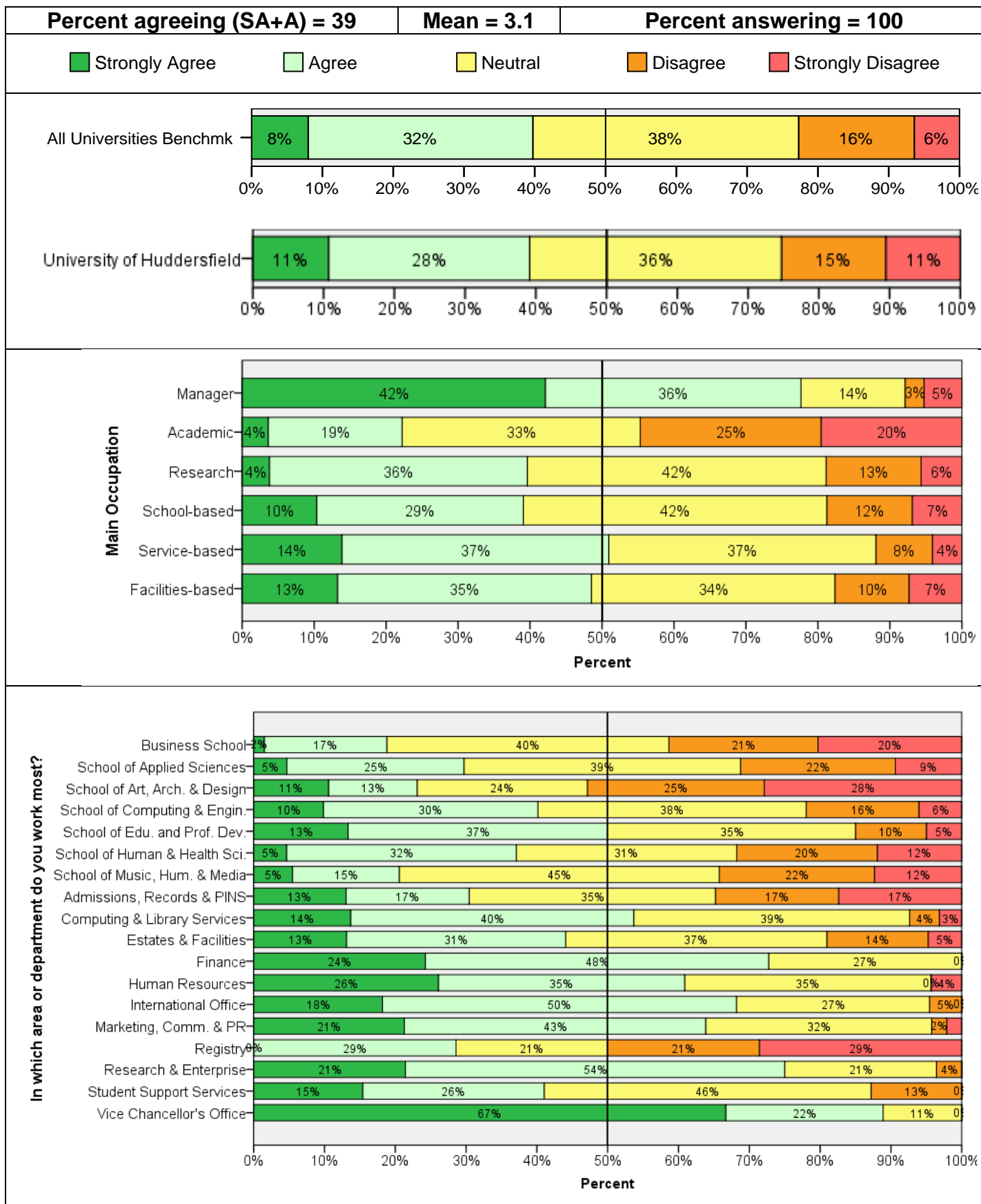
Question 31: My colleagues are willing to listen to my work-related problems



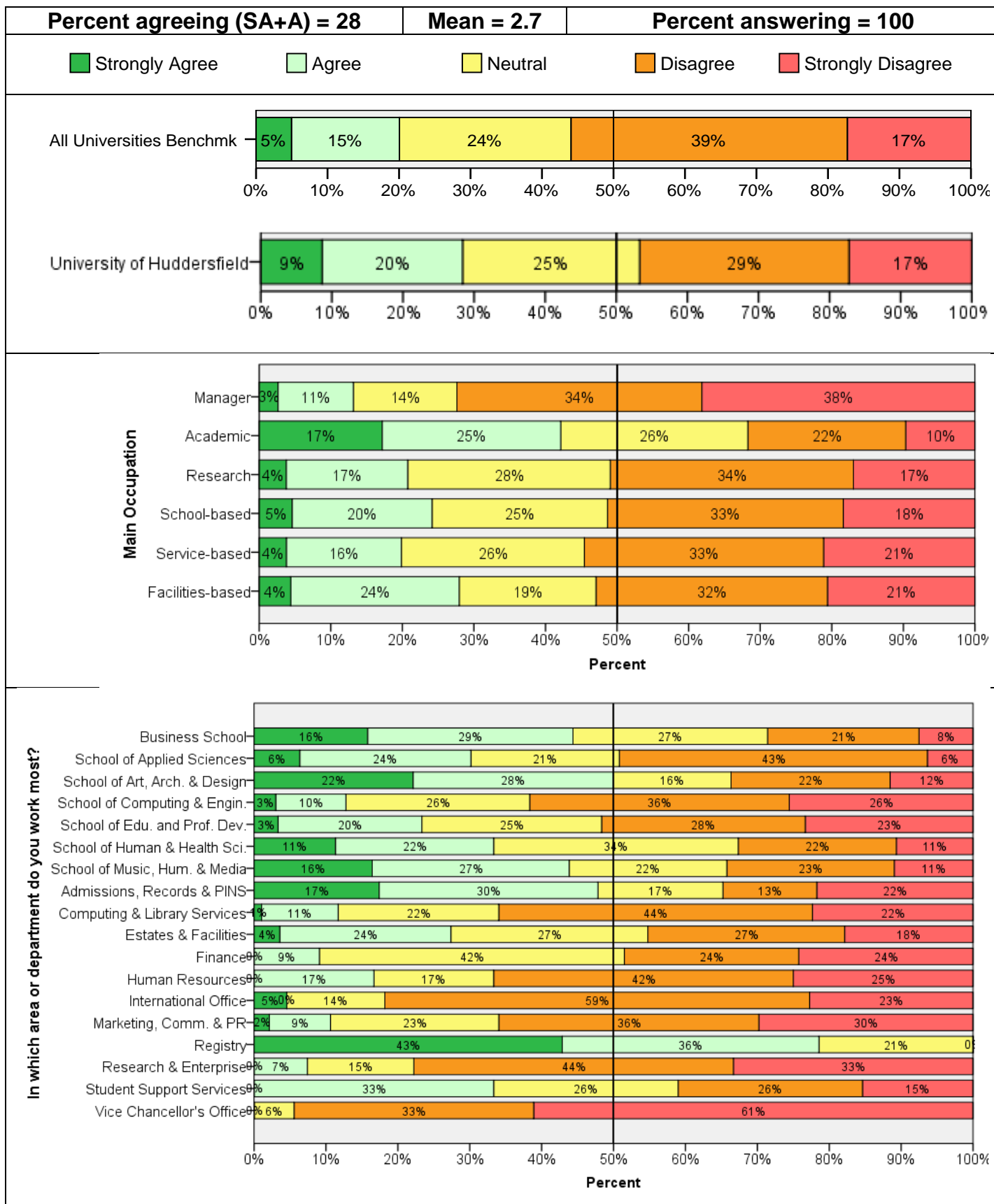
Question 32: When changes are made at work, I am clear how they will work out in practice



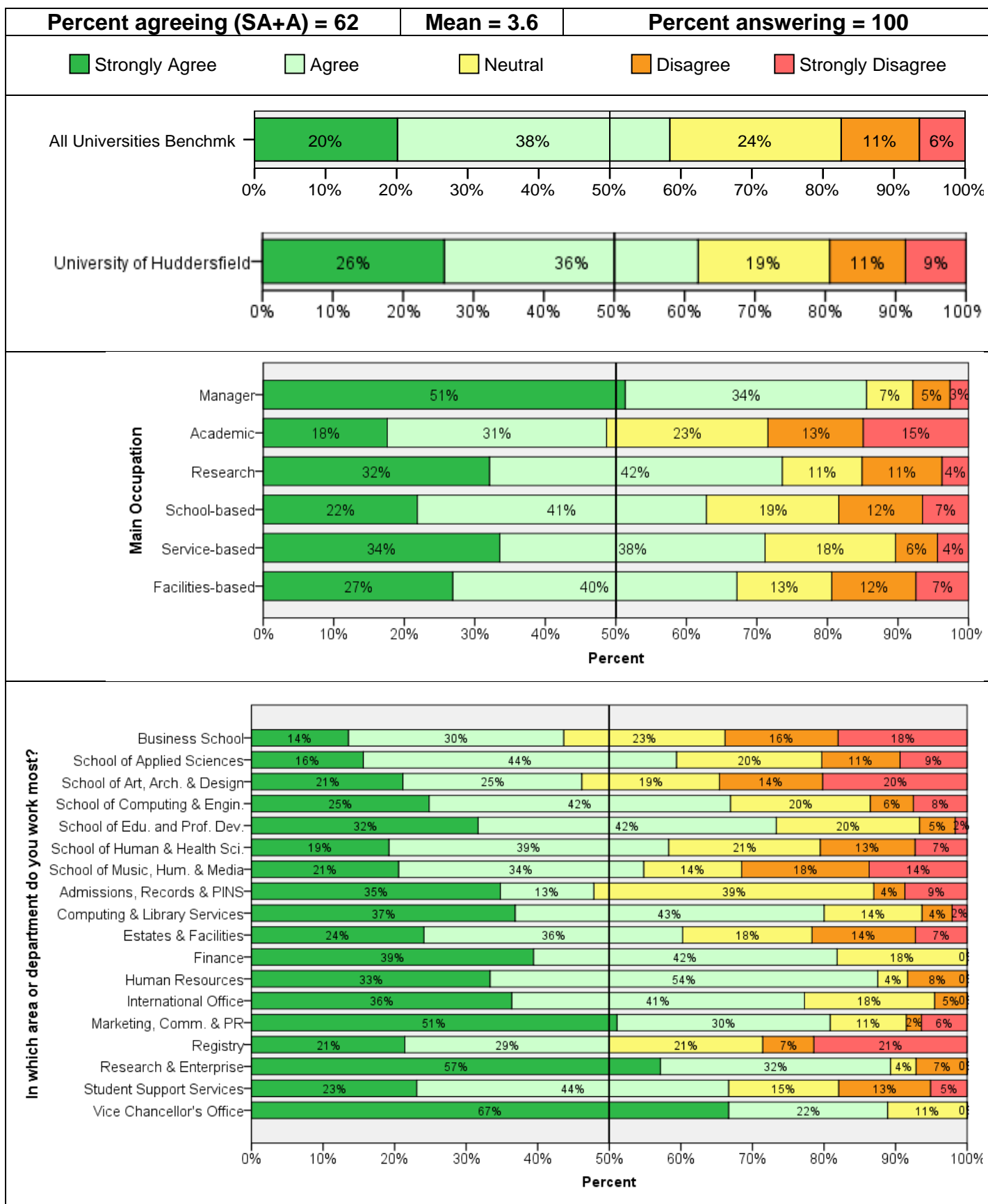
Question 33: I am supported through emotionally demanding work



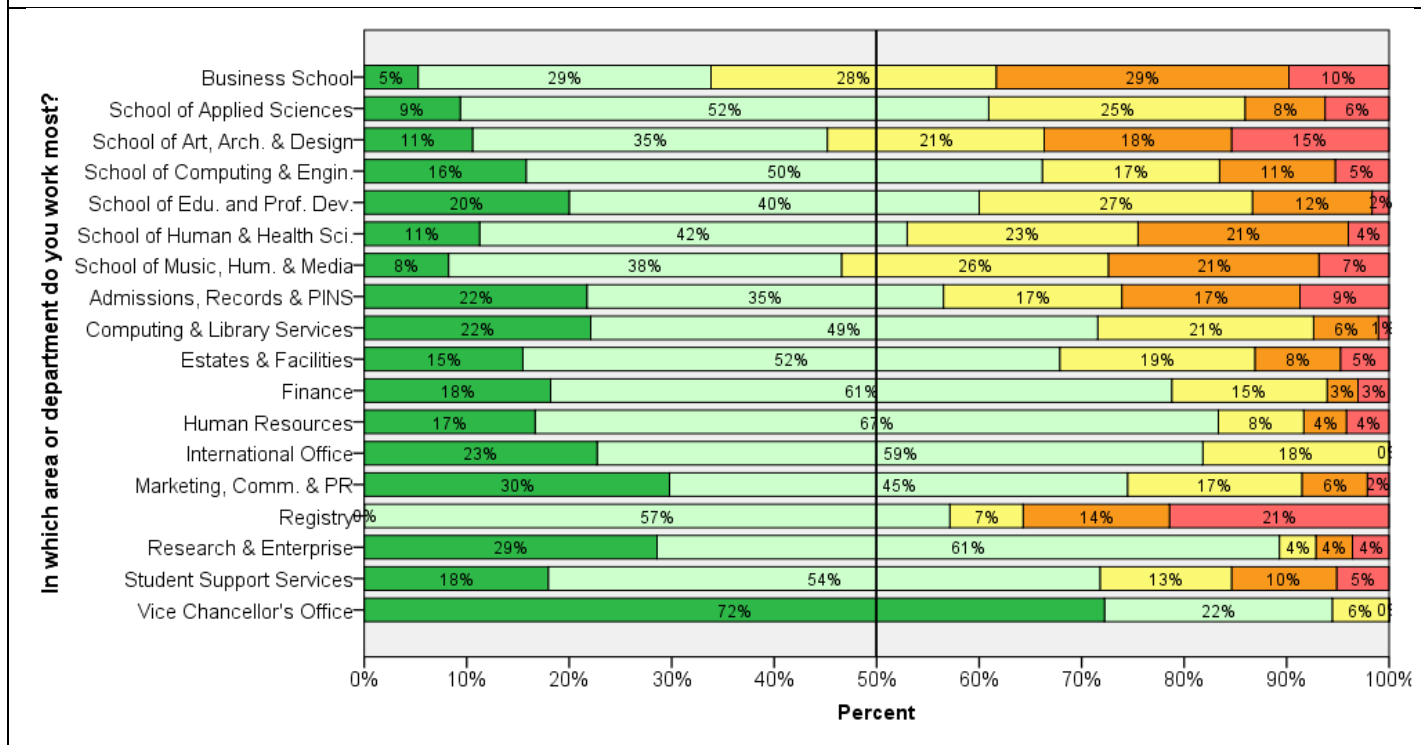
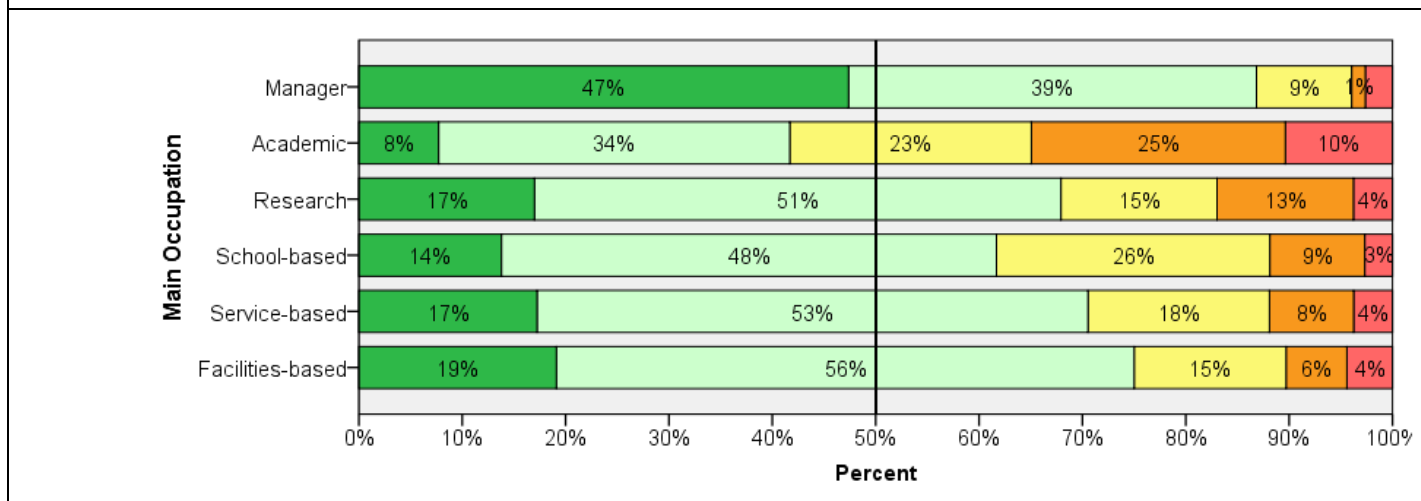
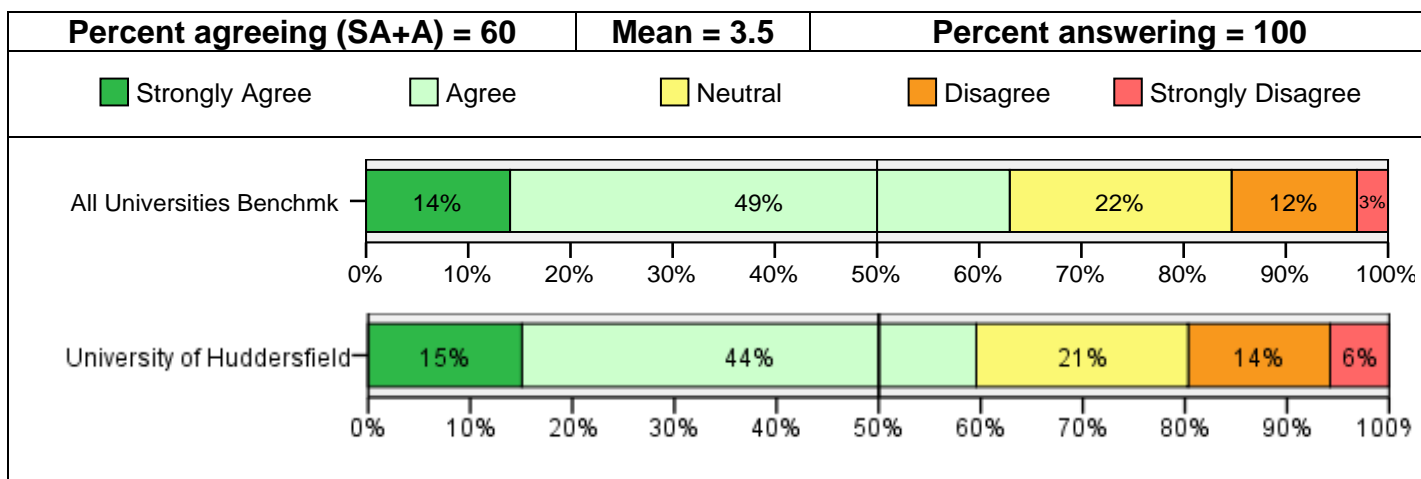
Question 34: Relationships at work are strained (-ve)



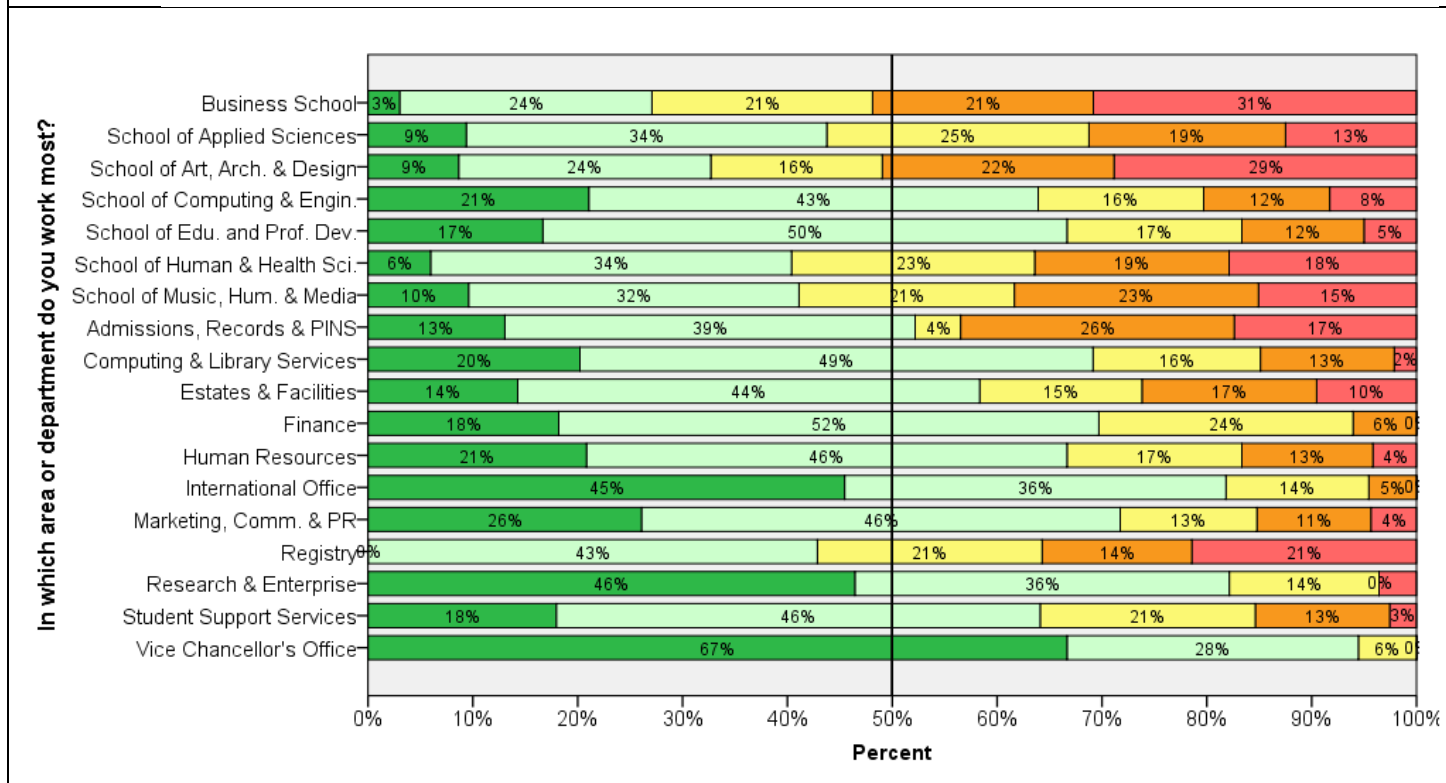
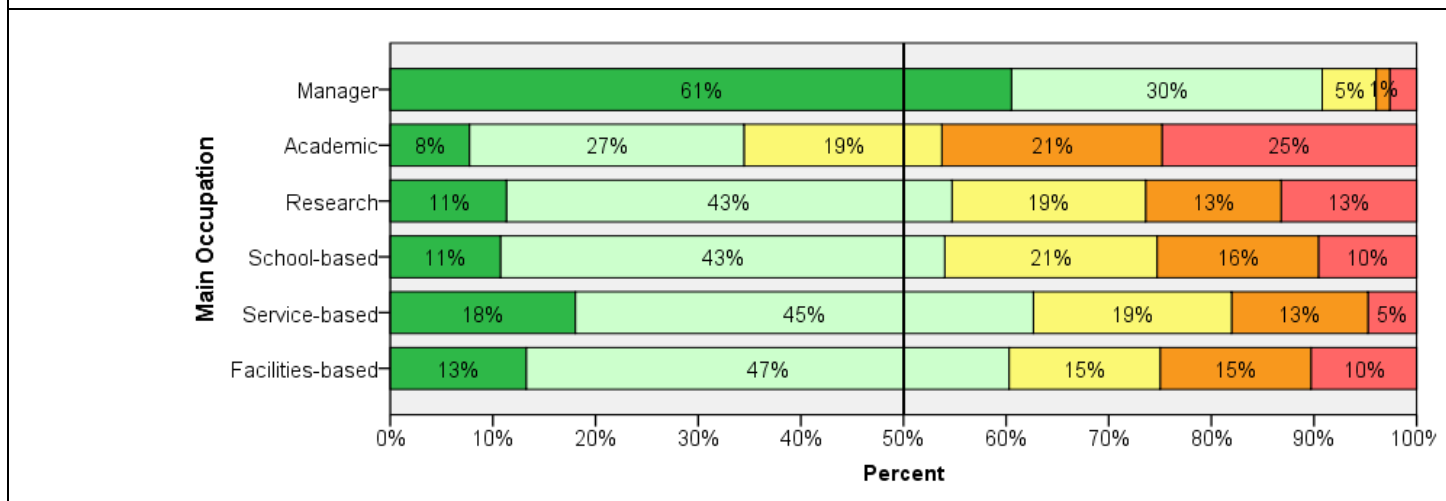
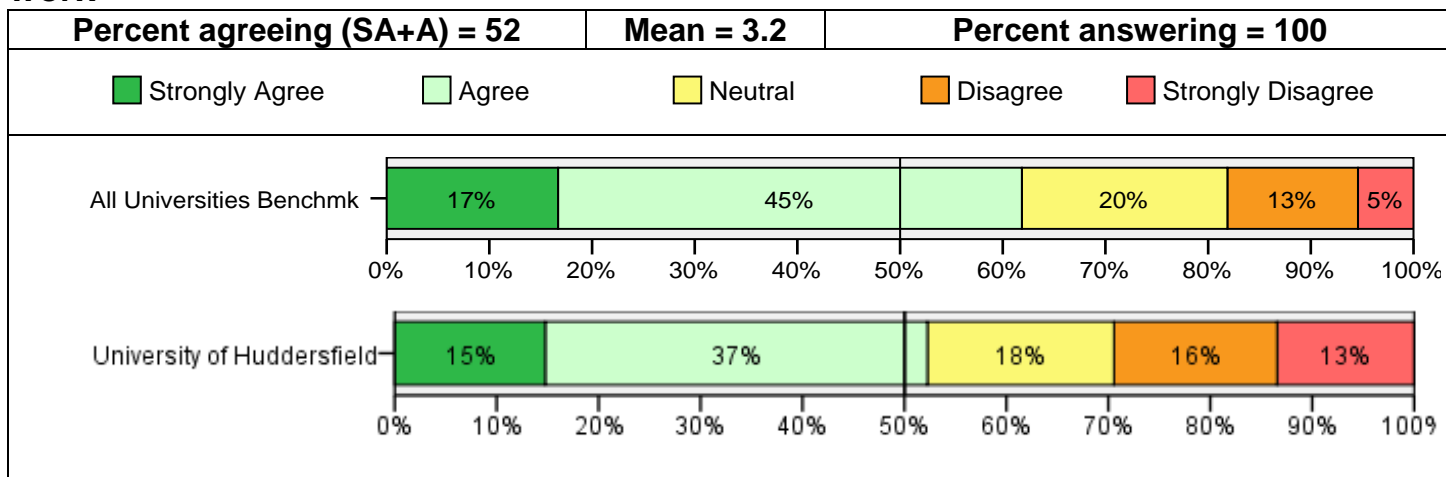
Question 35: My line manager encourages me at work



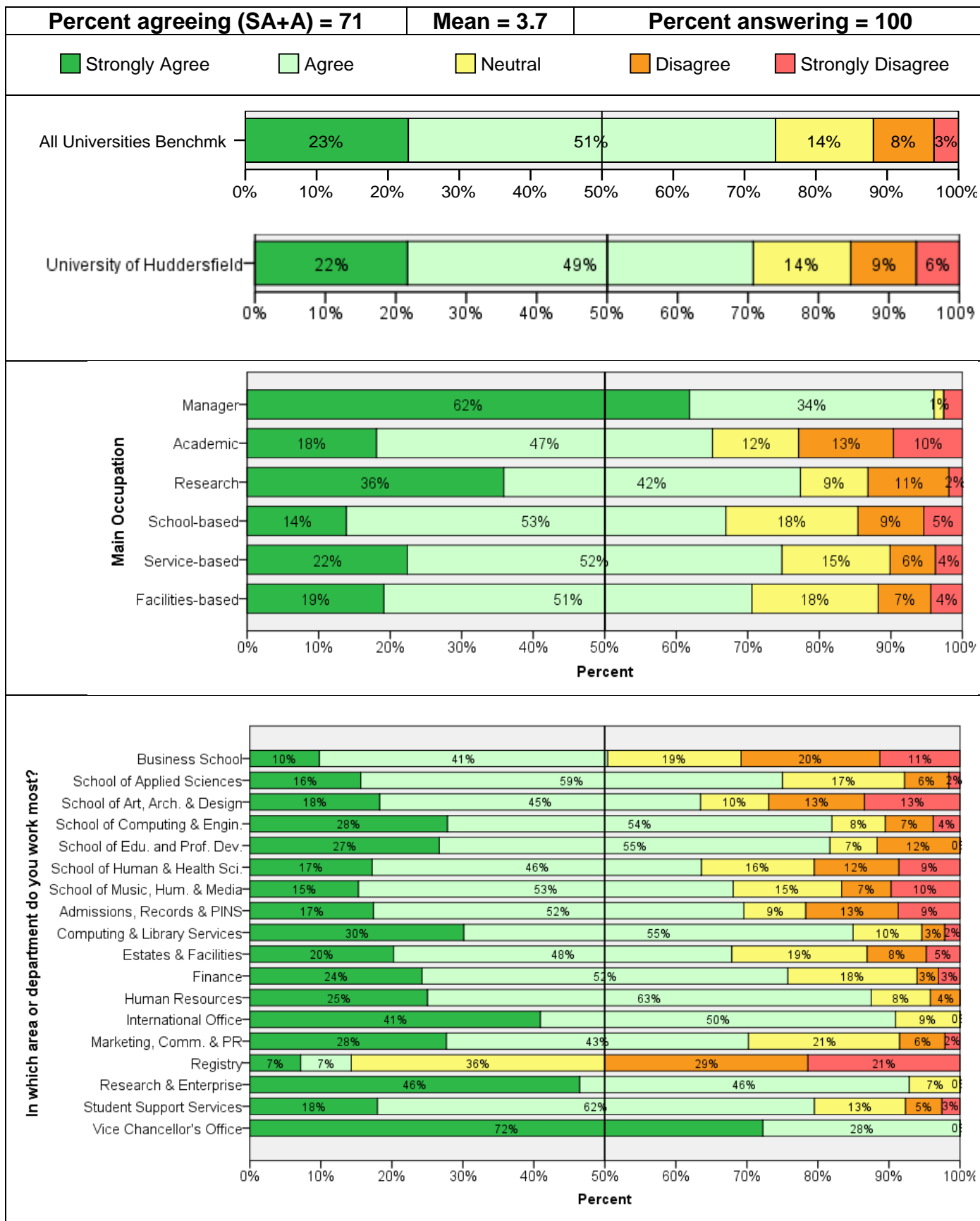
Question 36: I have a clear set of goals and aims to enable me to do my job



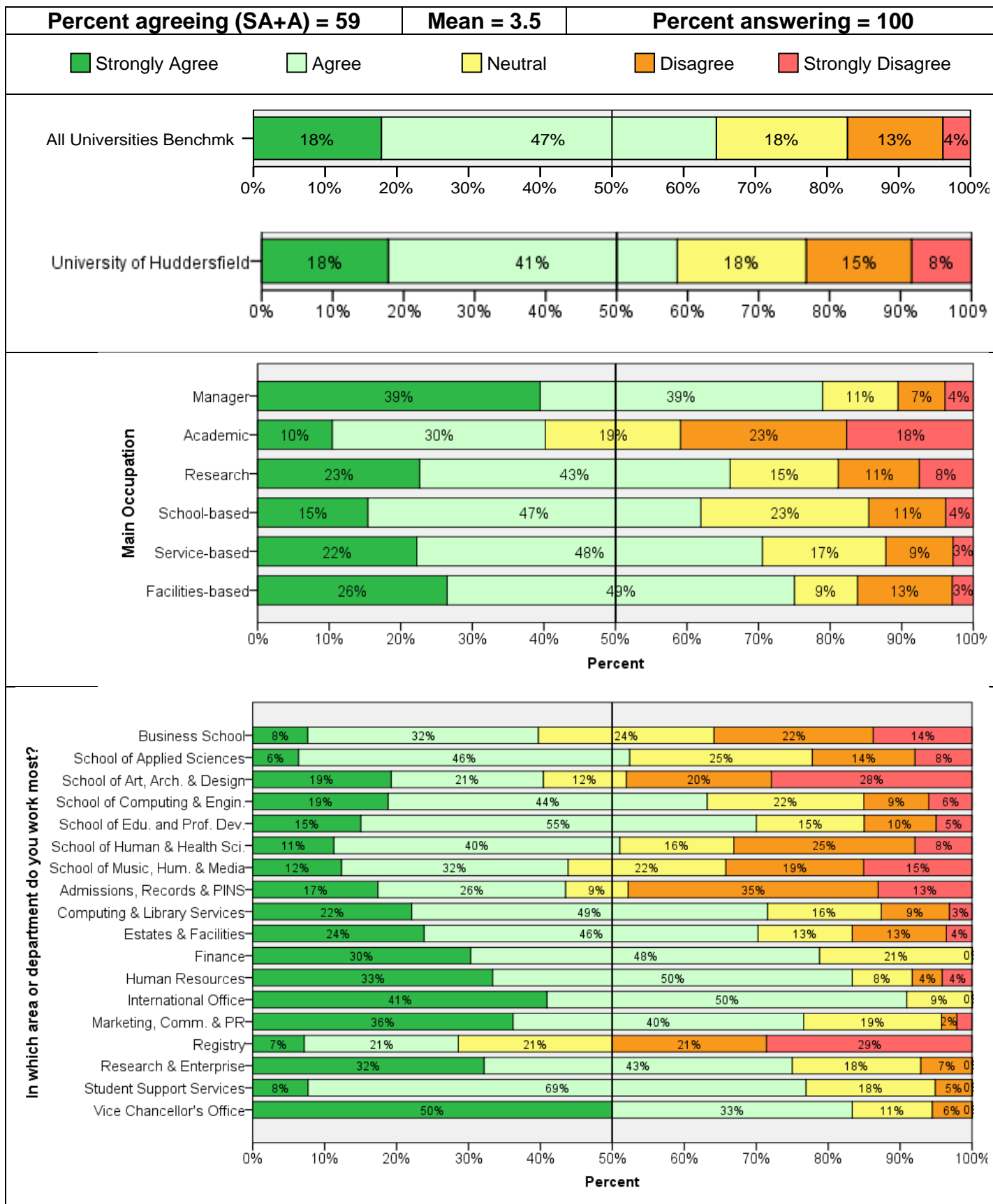
Question 37: I feel able to voice opinions and influence changes in my area of work



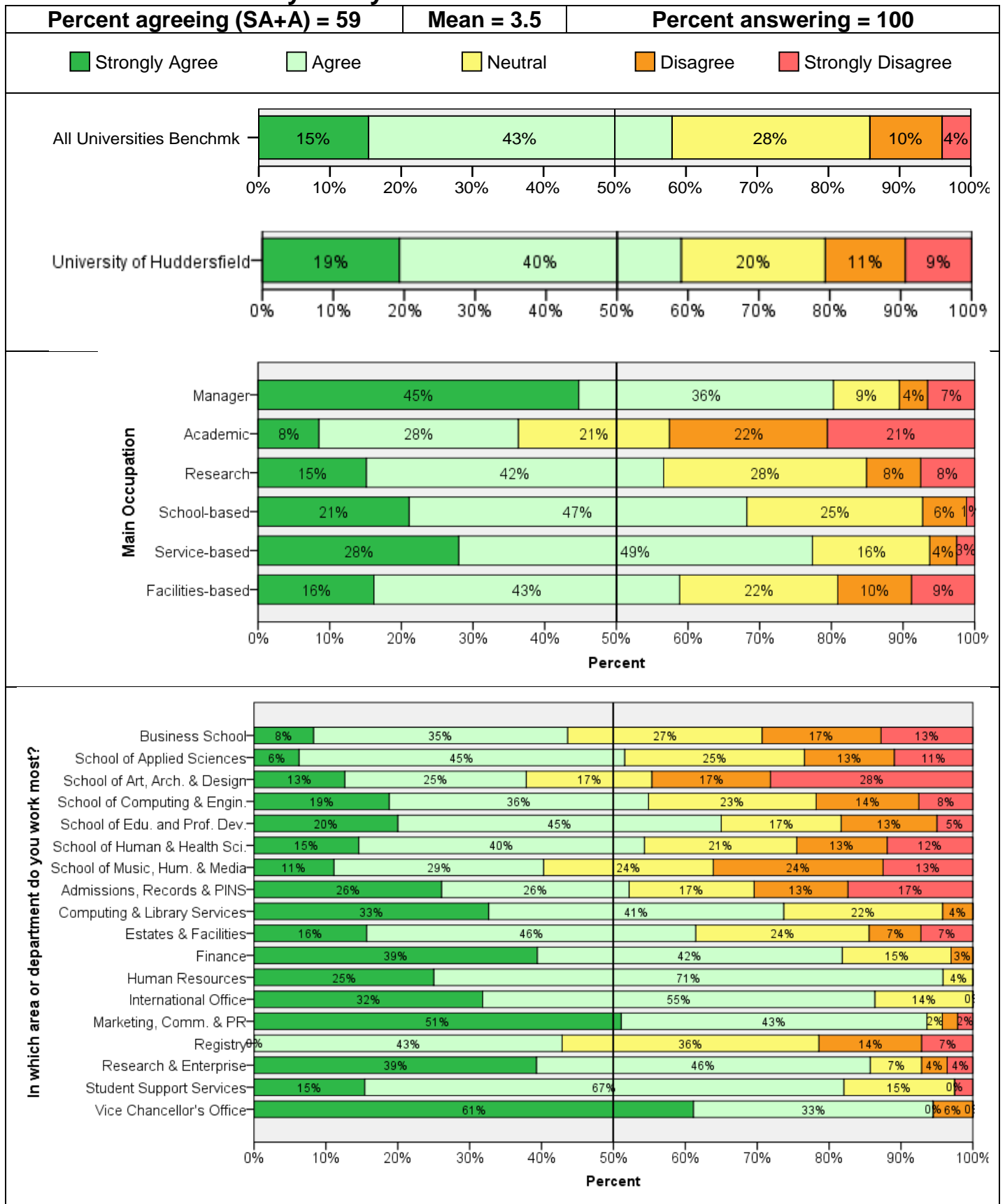
Question 38: I have the opportunity to use my abilities at work



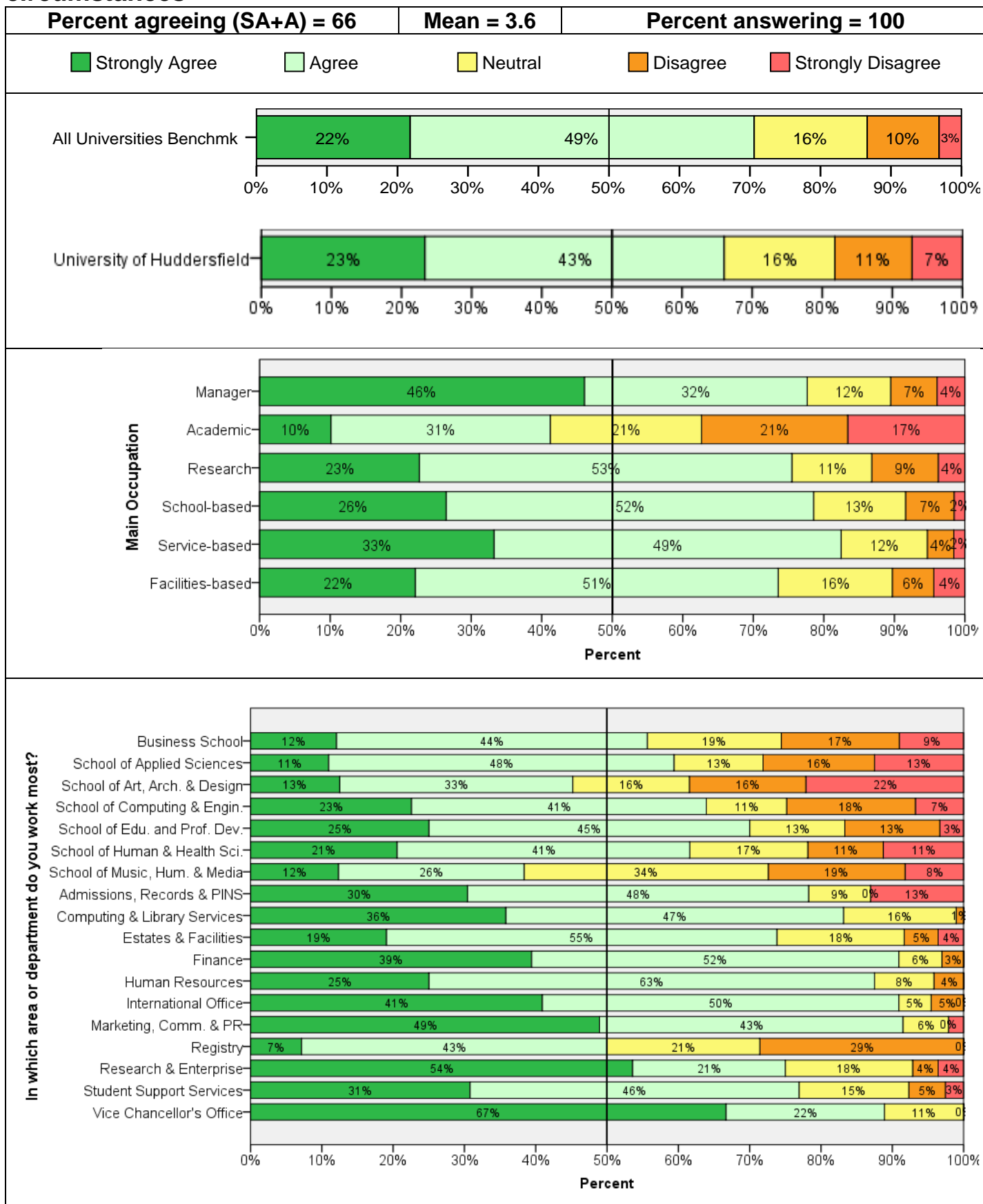
Question 39: I feel well at the moment



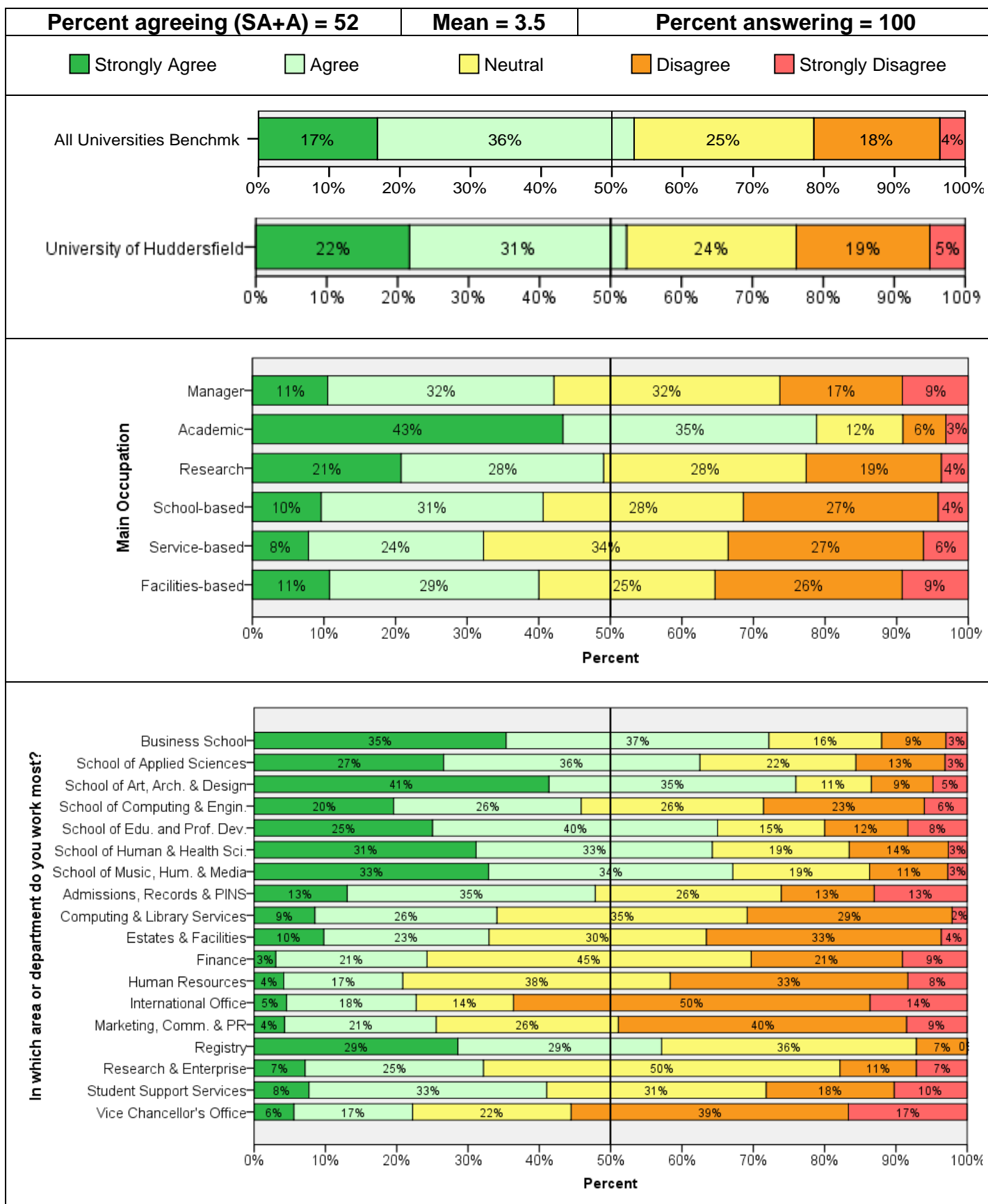
Question 40: The University provides adequate facilities and flexibility for me to fit work in around my family life



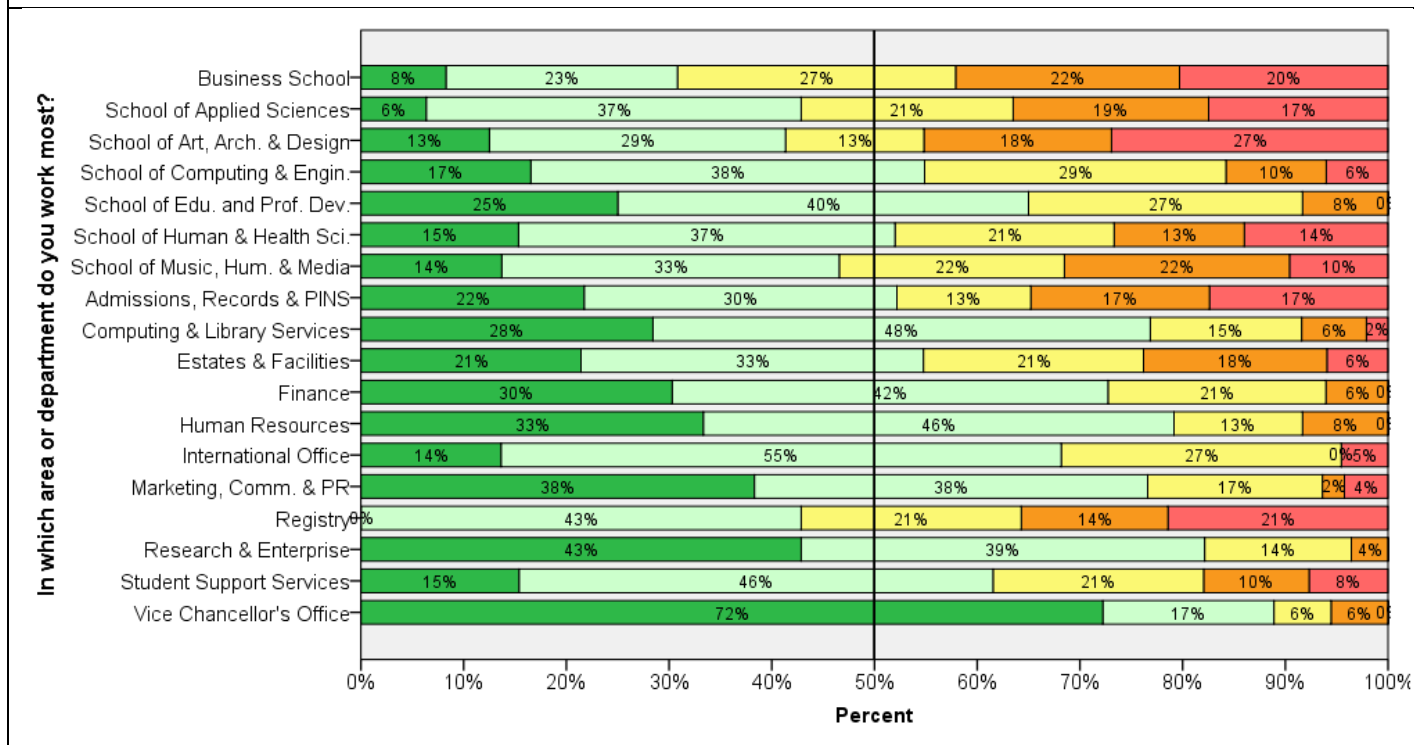
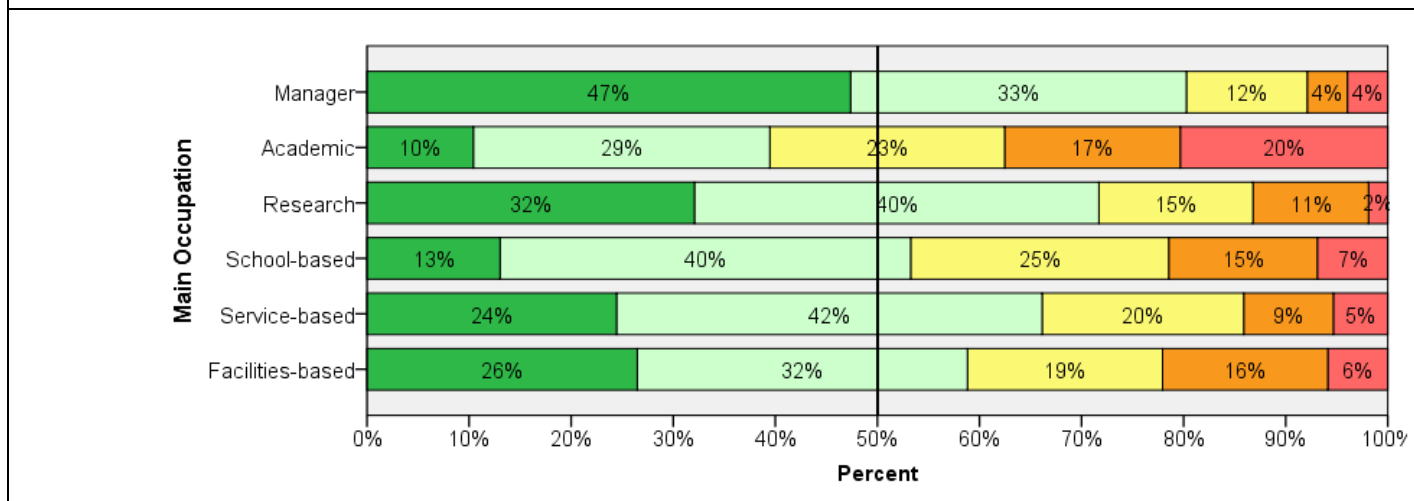
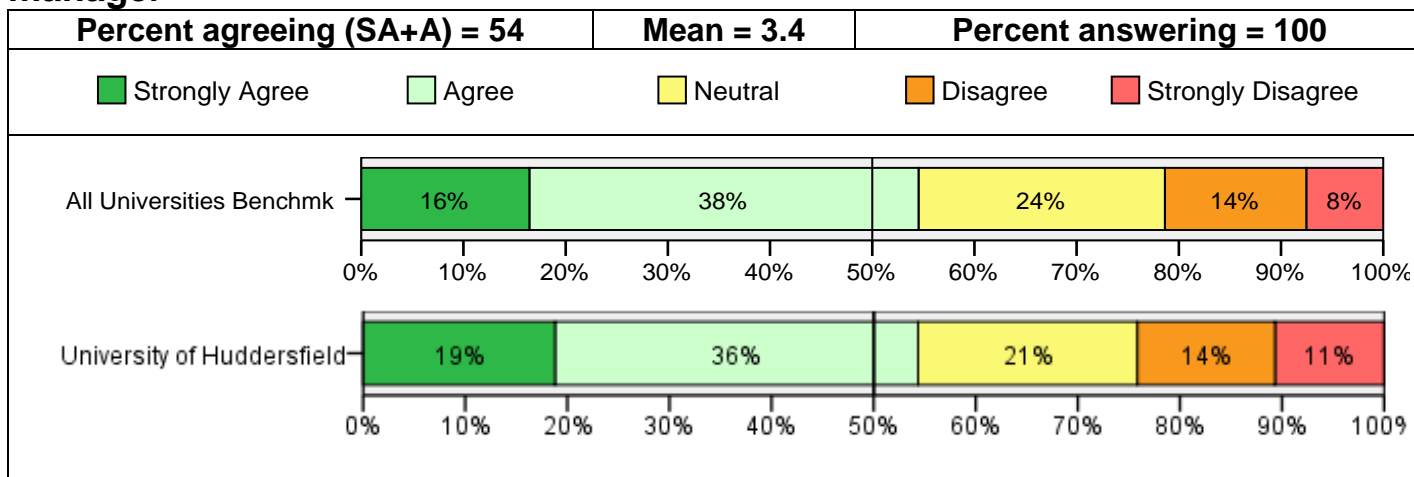
Question 41: My current working hours / patterns suit my personal circumstances



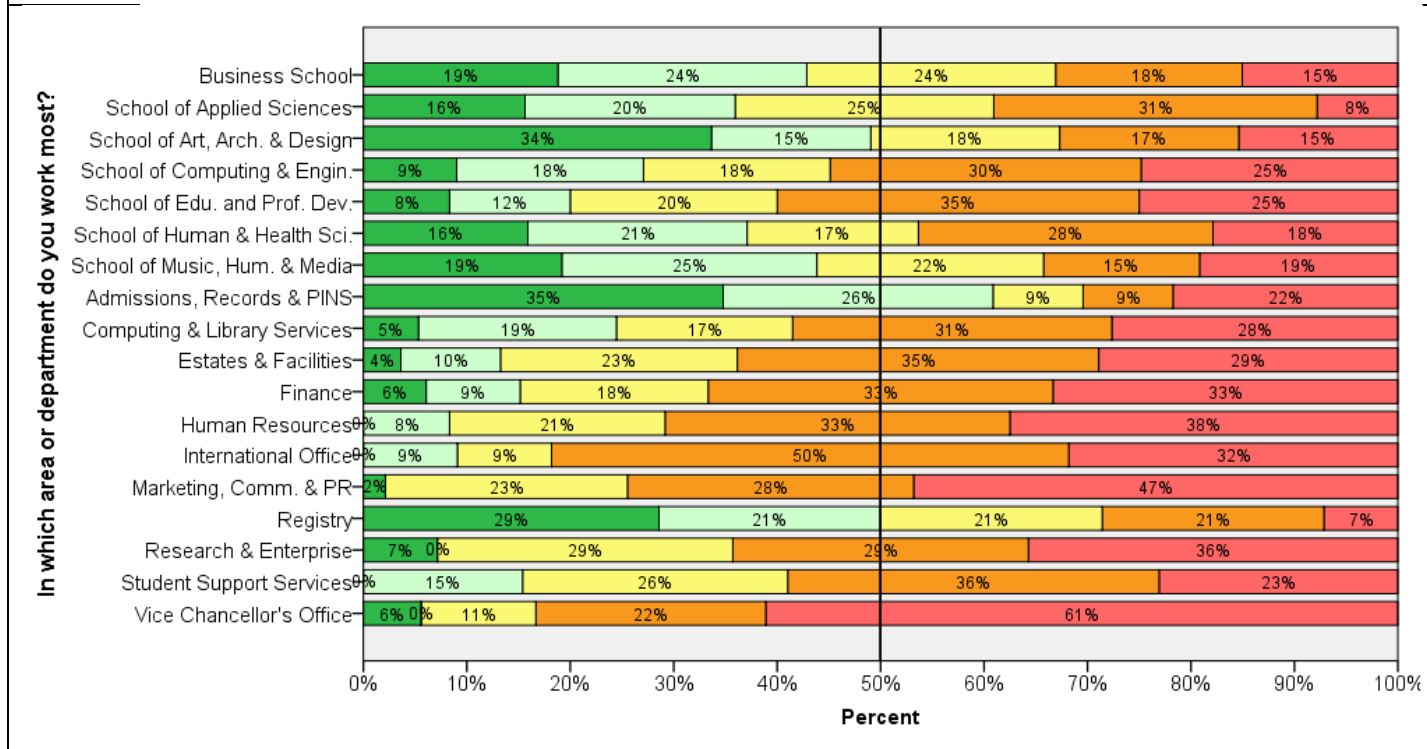
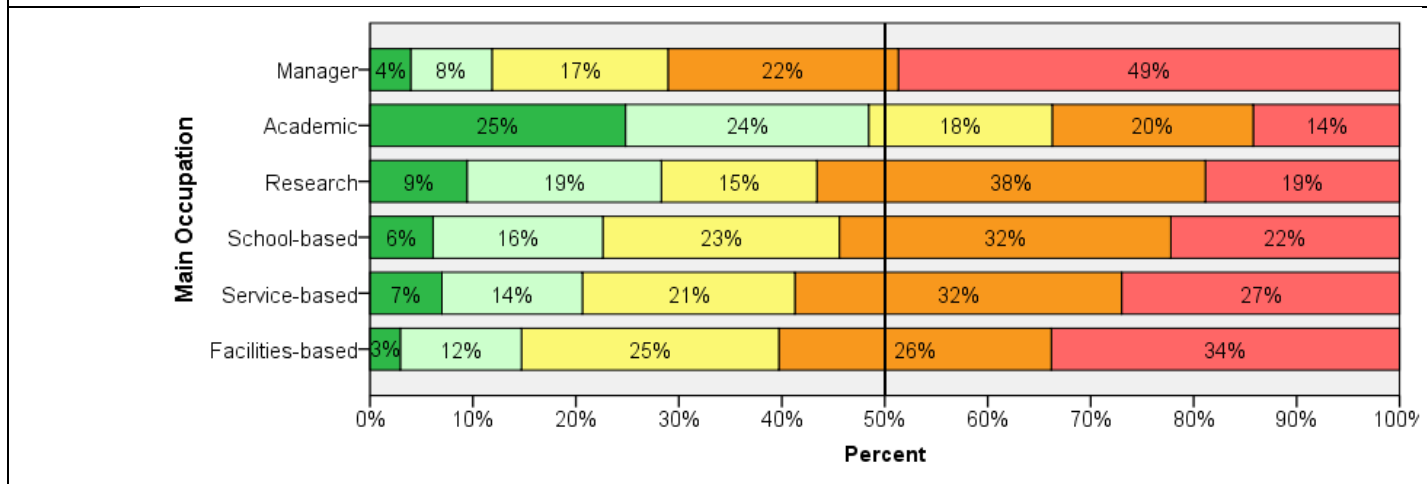
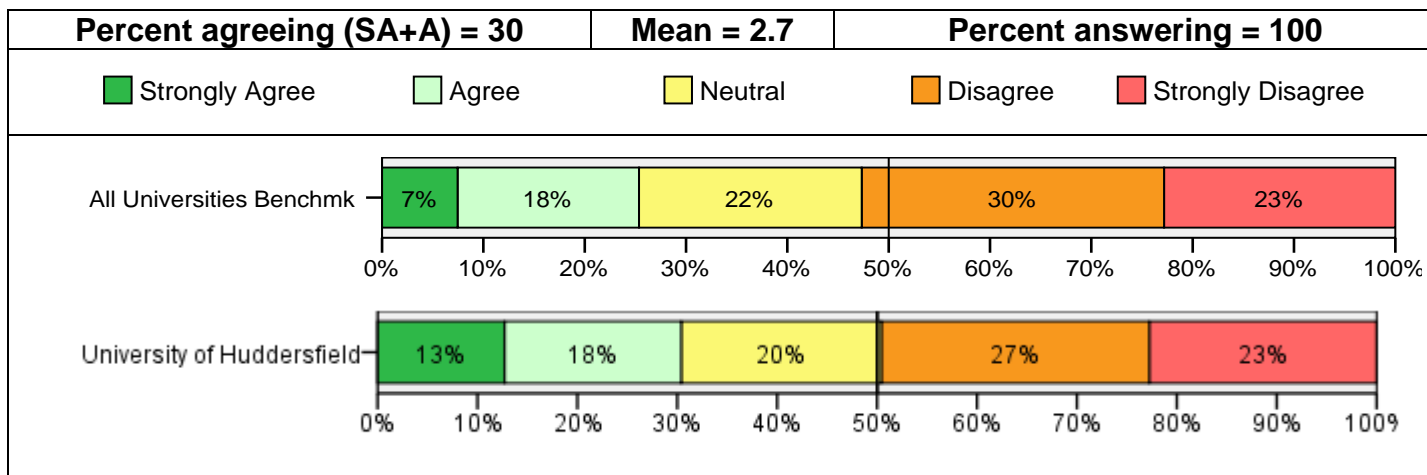
Question 42: I often feel under pressure at work (-ve)



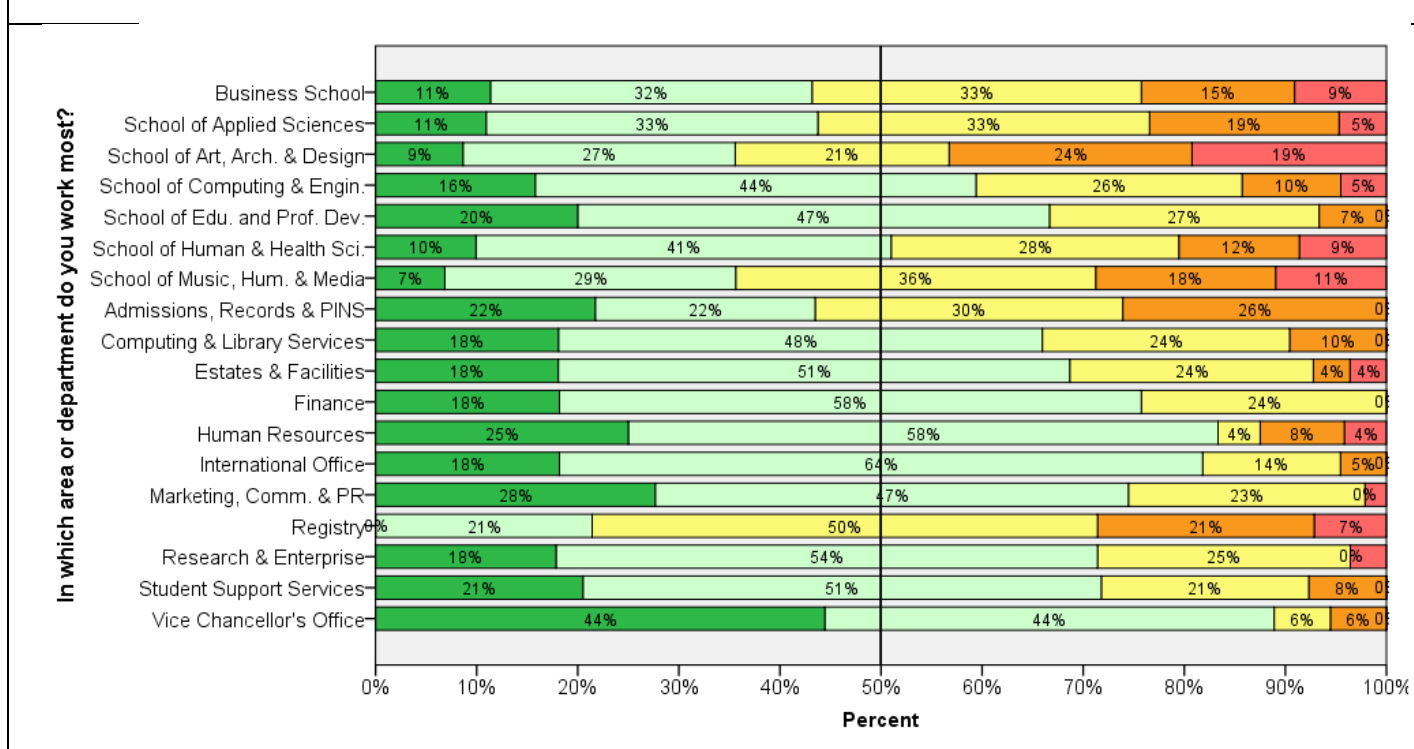
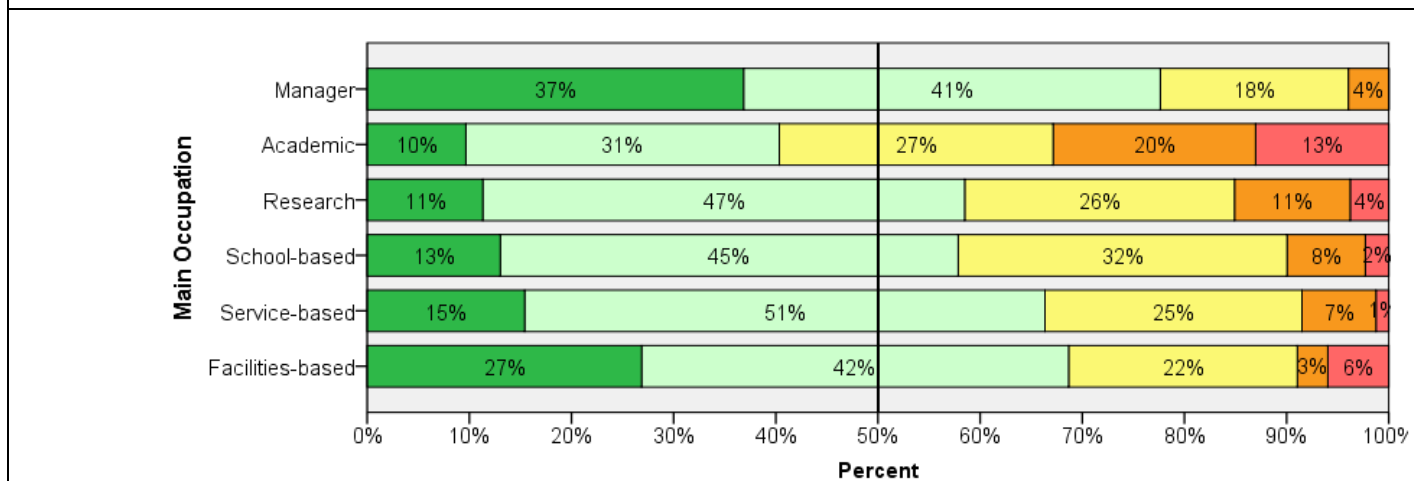
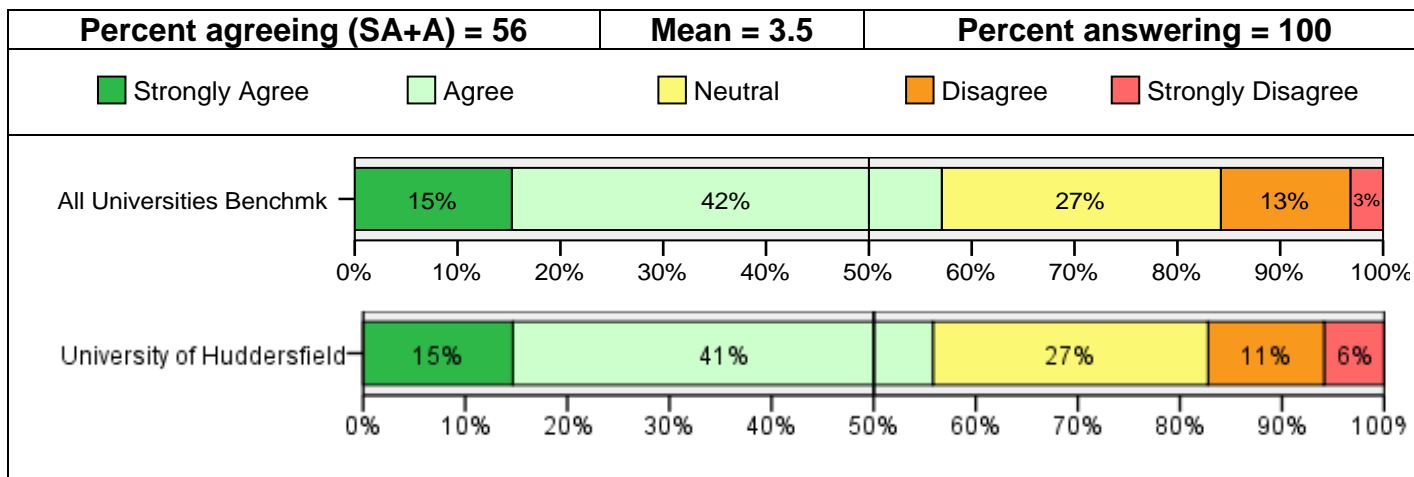
Question 43: When I have done a good job it is acknowledged by my line manager



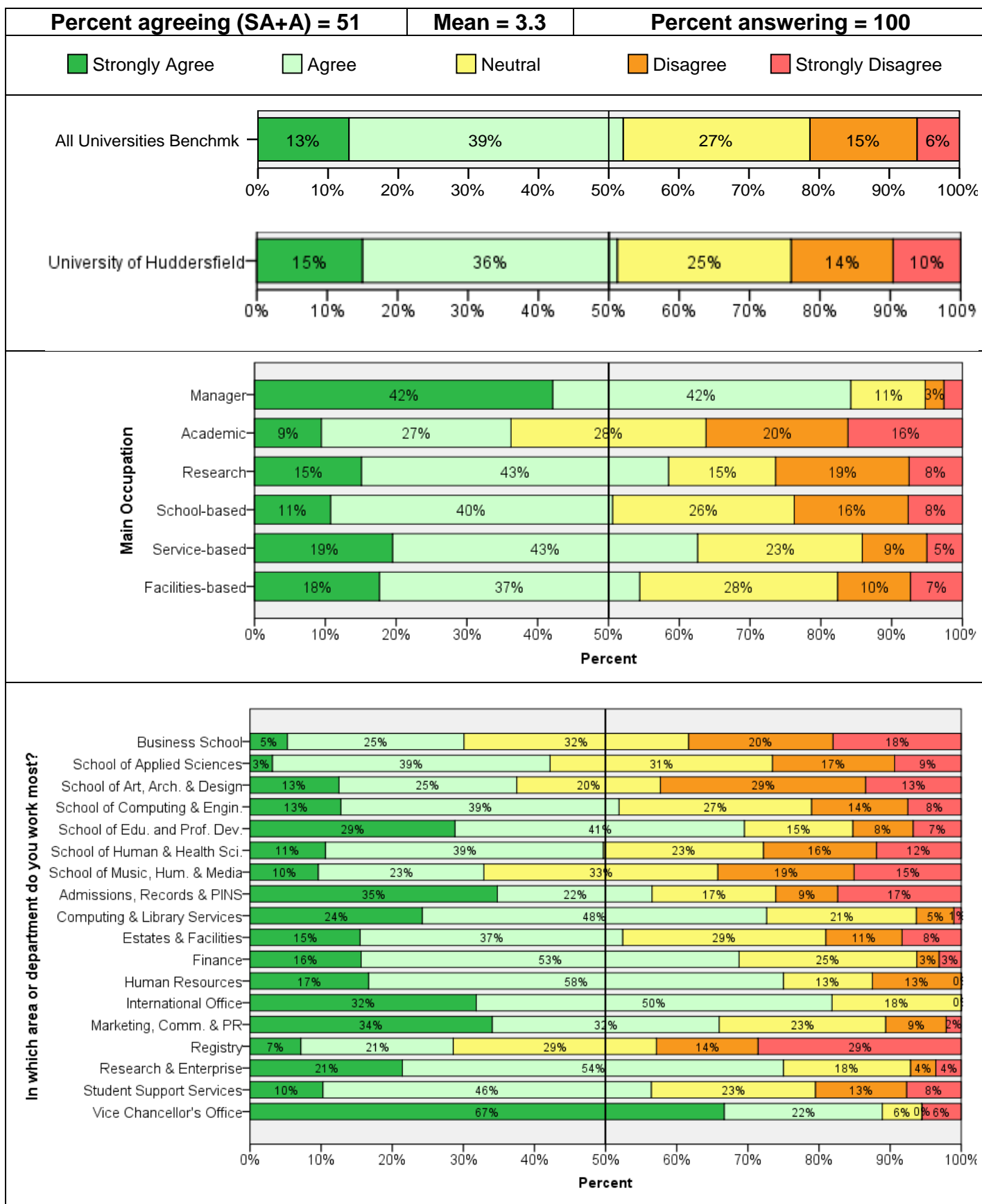
Question 44: Recently, I have been feeling unhappy and depressed (-ve)



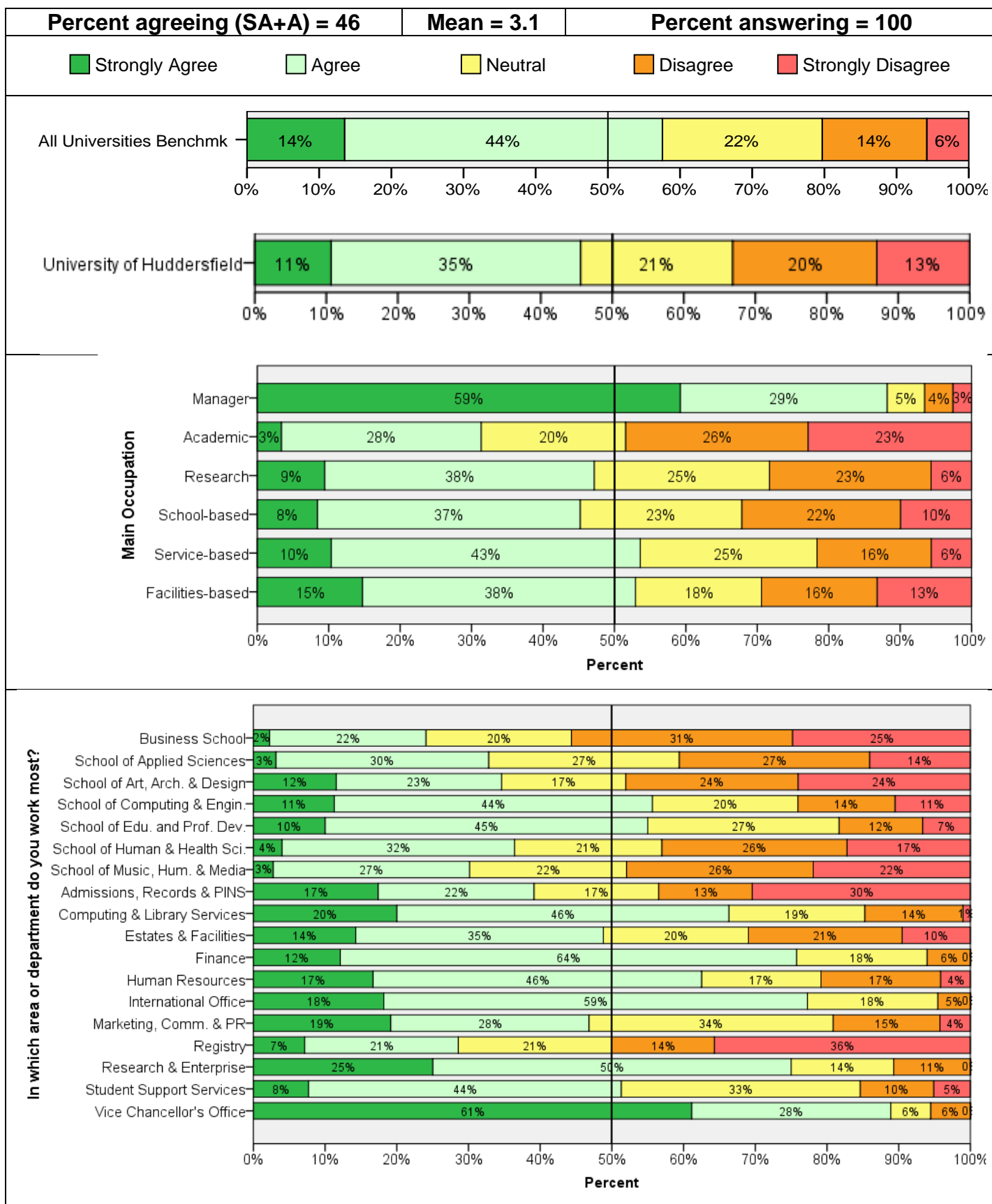
Question 45: I am satisfied with my life



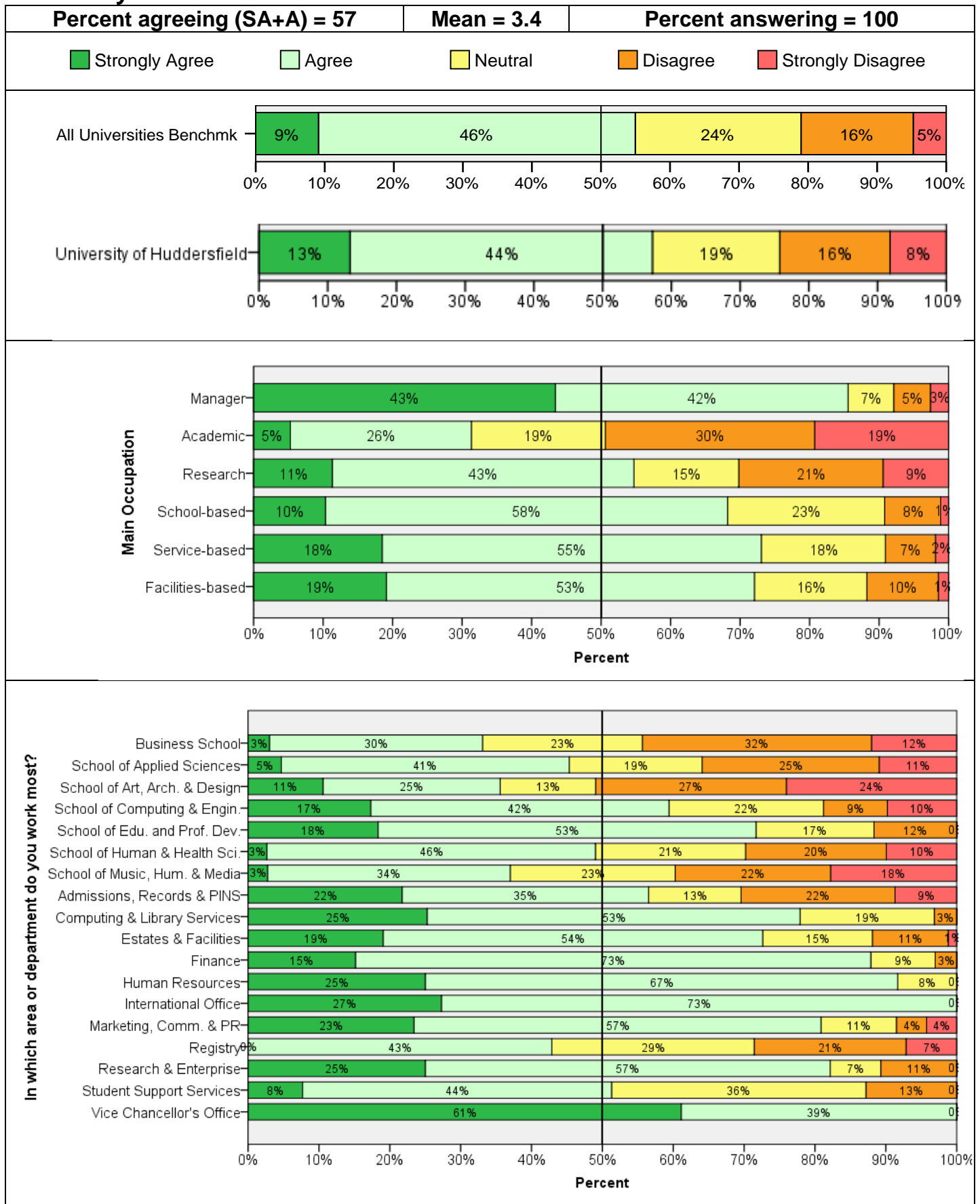
Question 46: I am encouraged to develop new skills



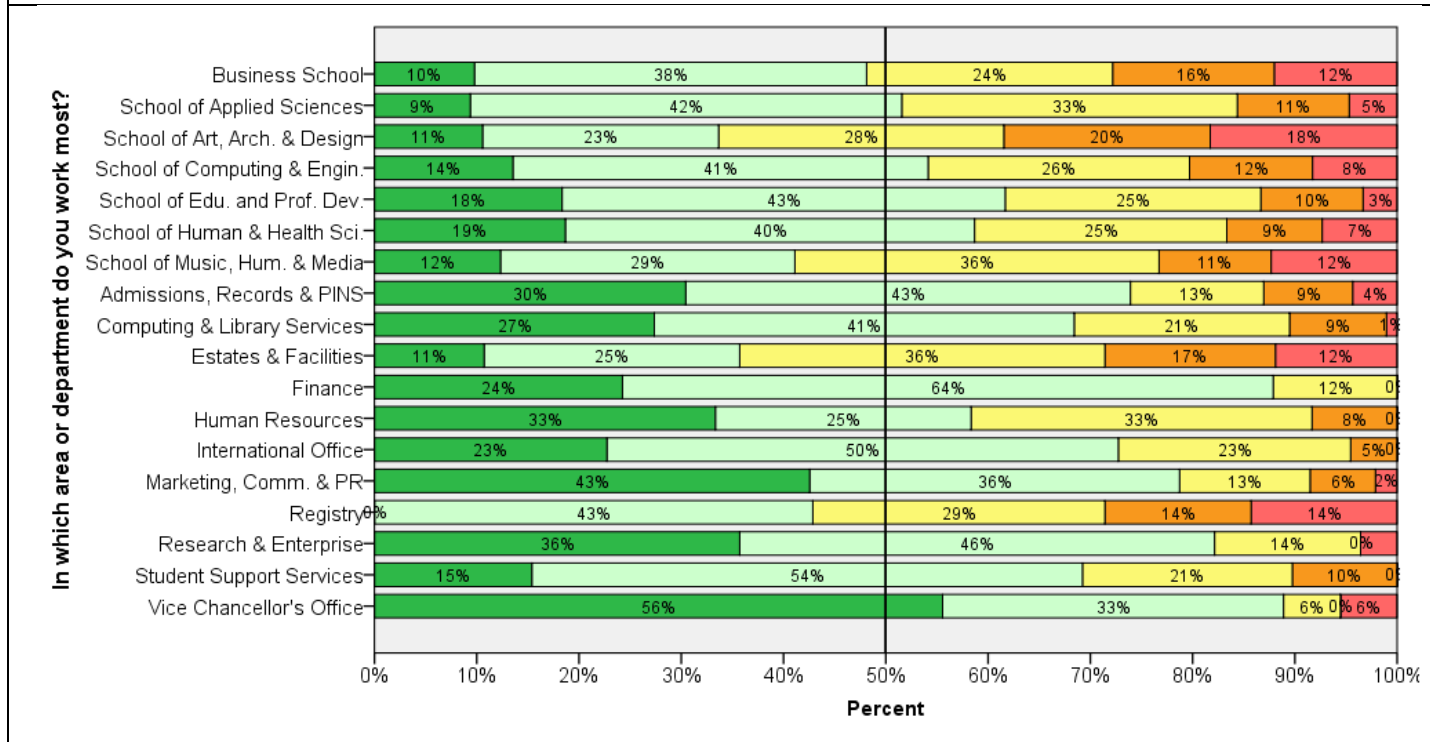
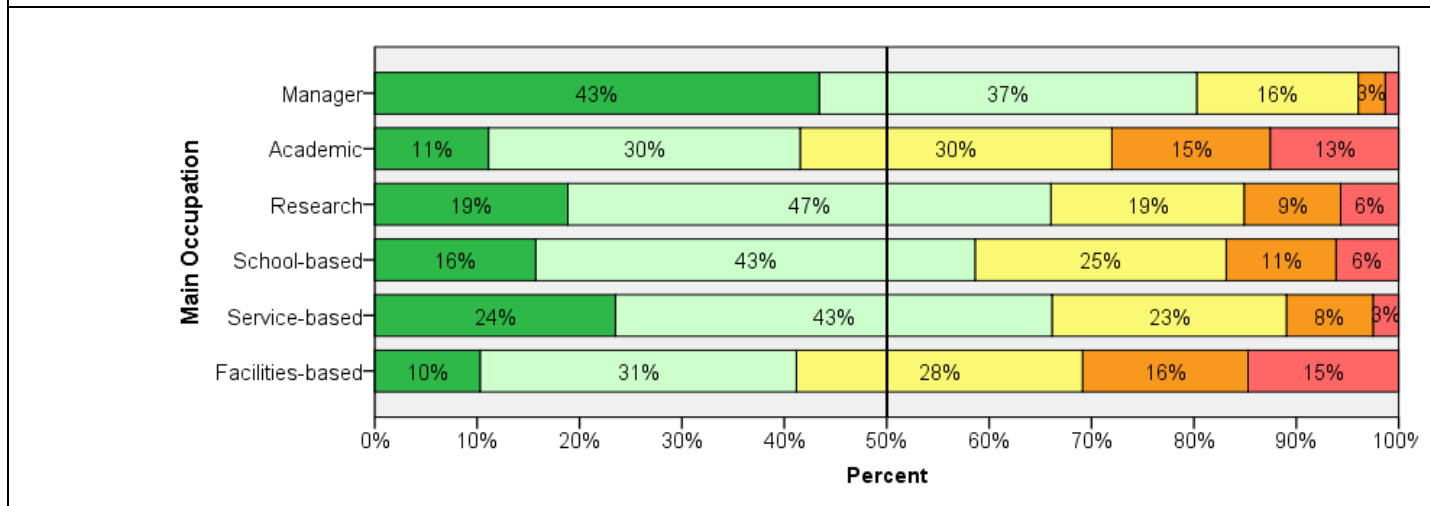
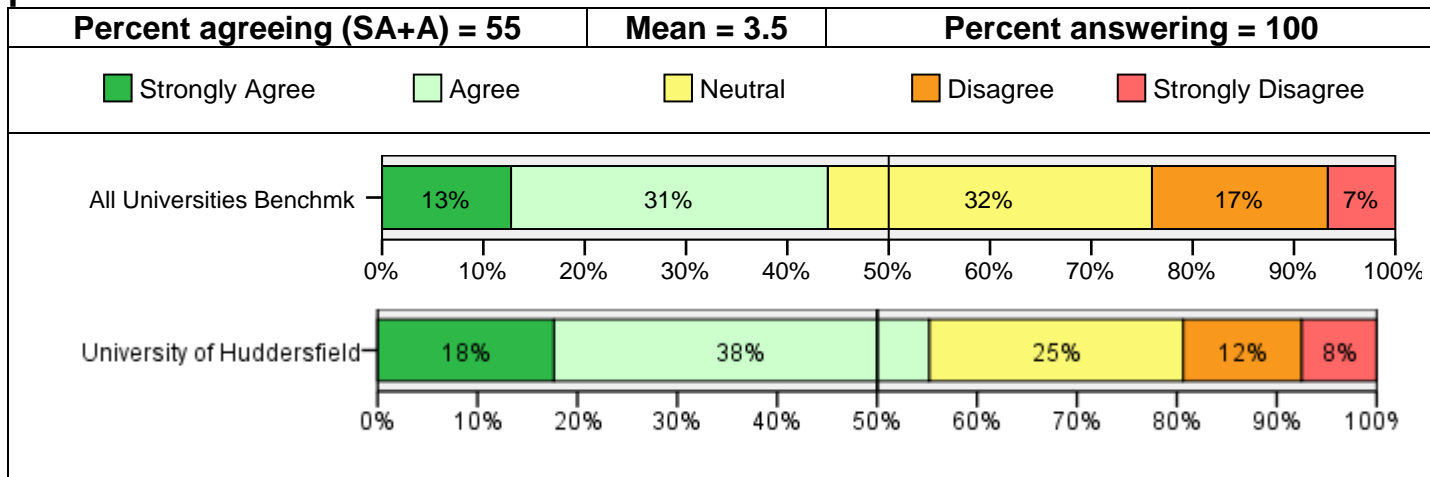
Question 47: I am involved in decisions that affect me in my own area of work



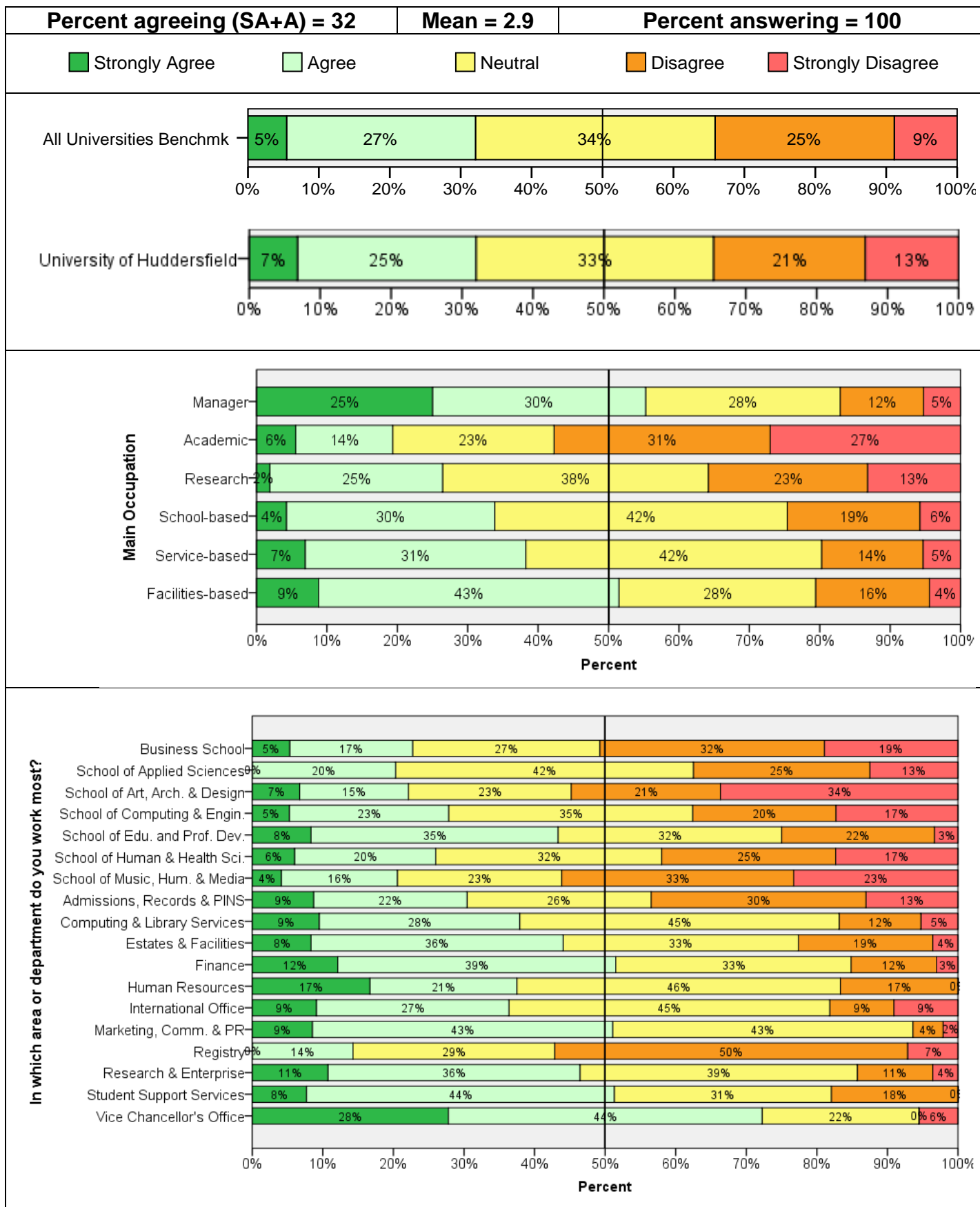
Question 48: The University provides me with what I need to do my job effectively



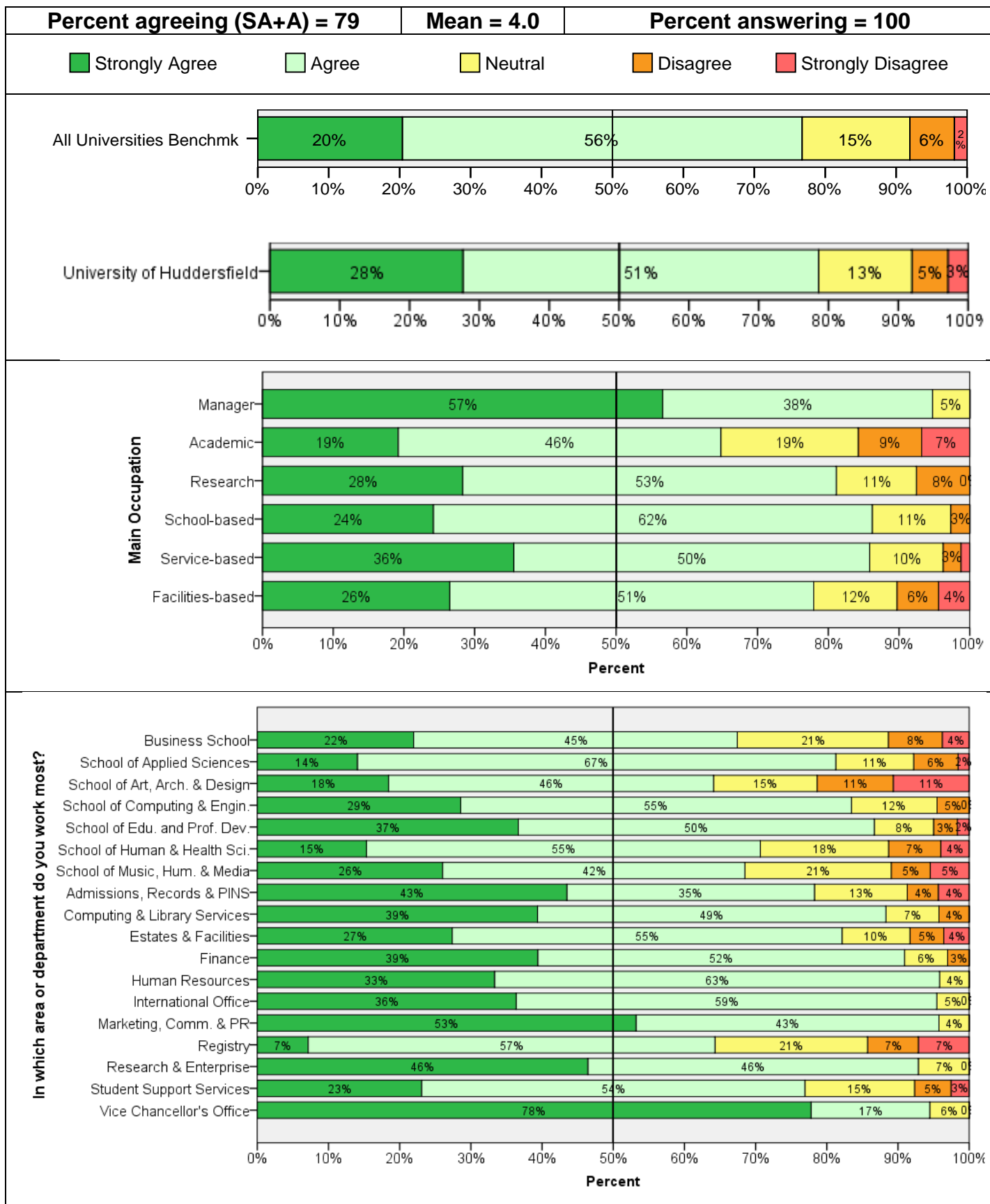
Question 49: My line manager actively promotes flexible working hours / patterns



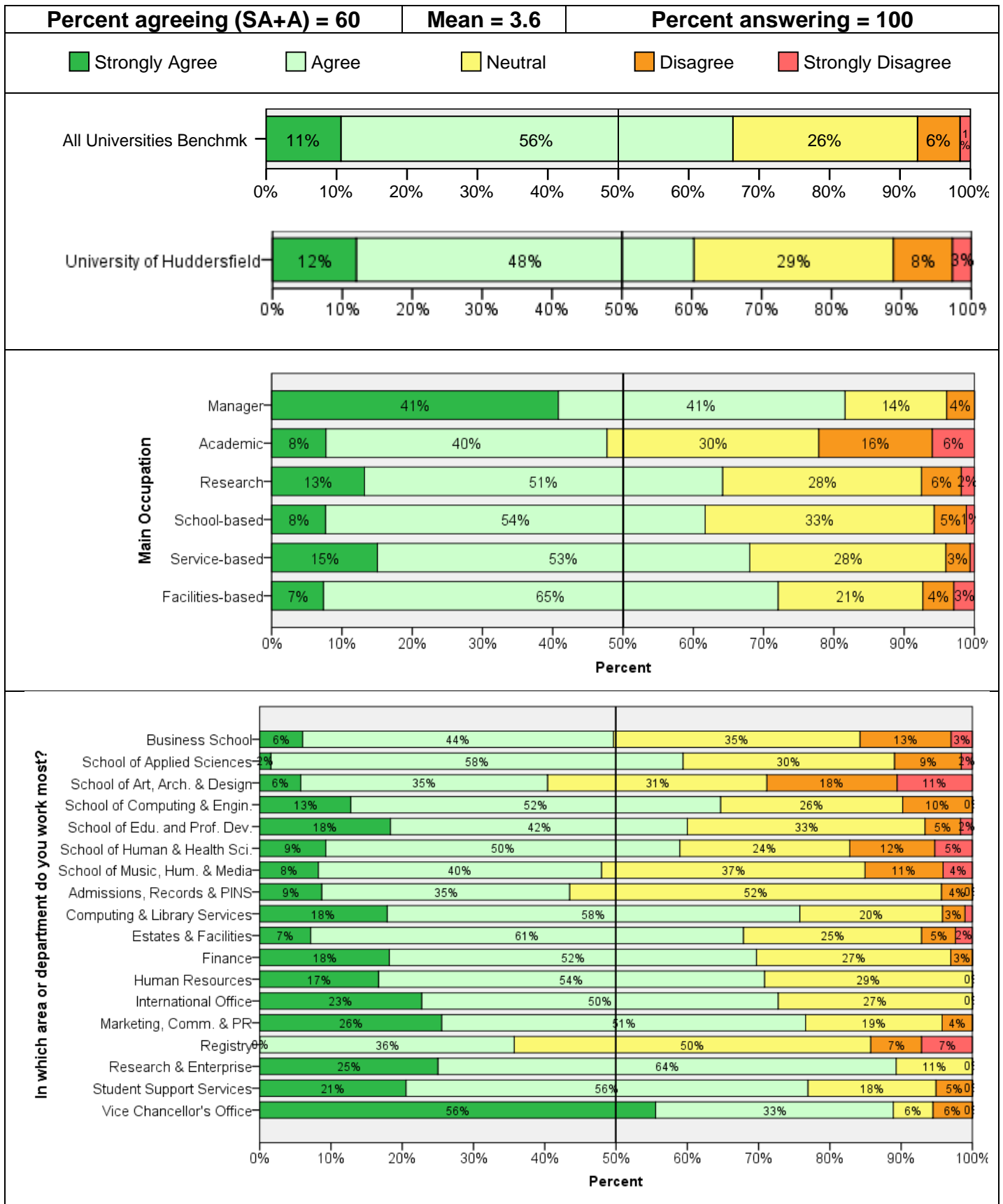
Question 50: In most ways my life is close to ideal



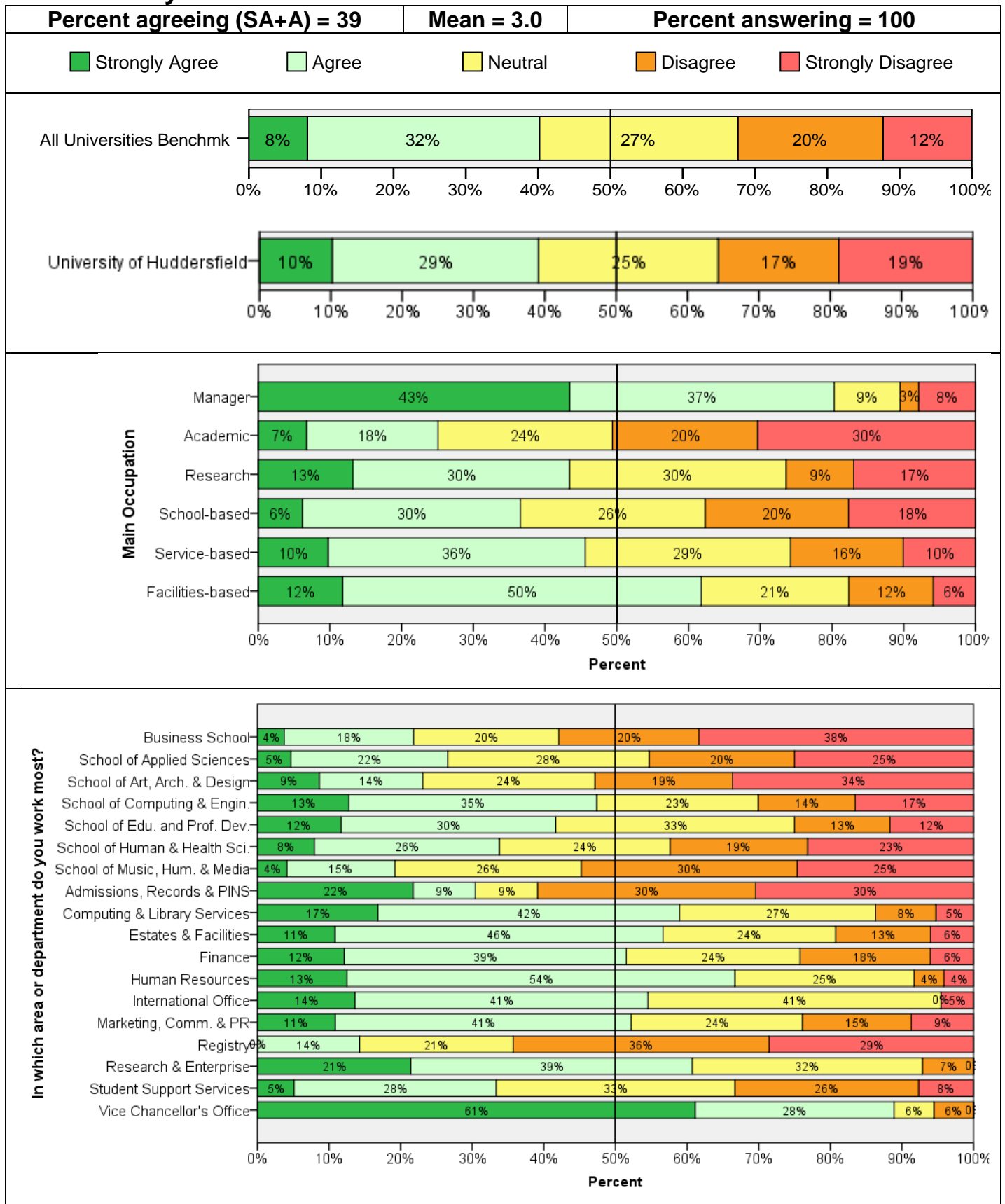
Question 51: I work in a safe environment



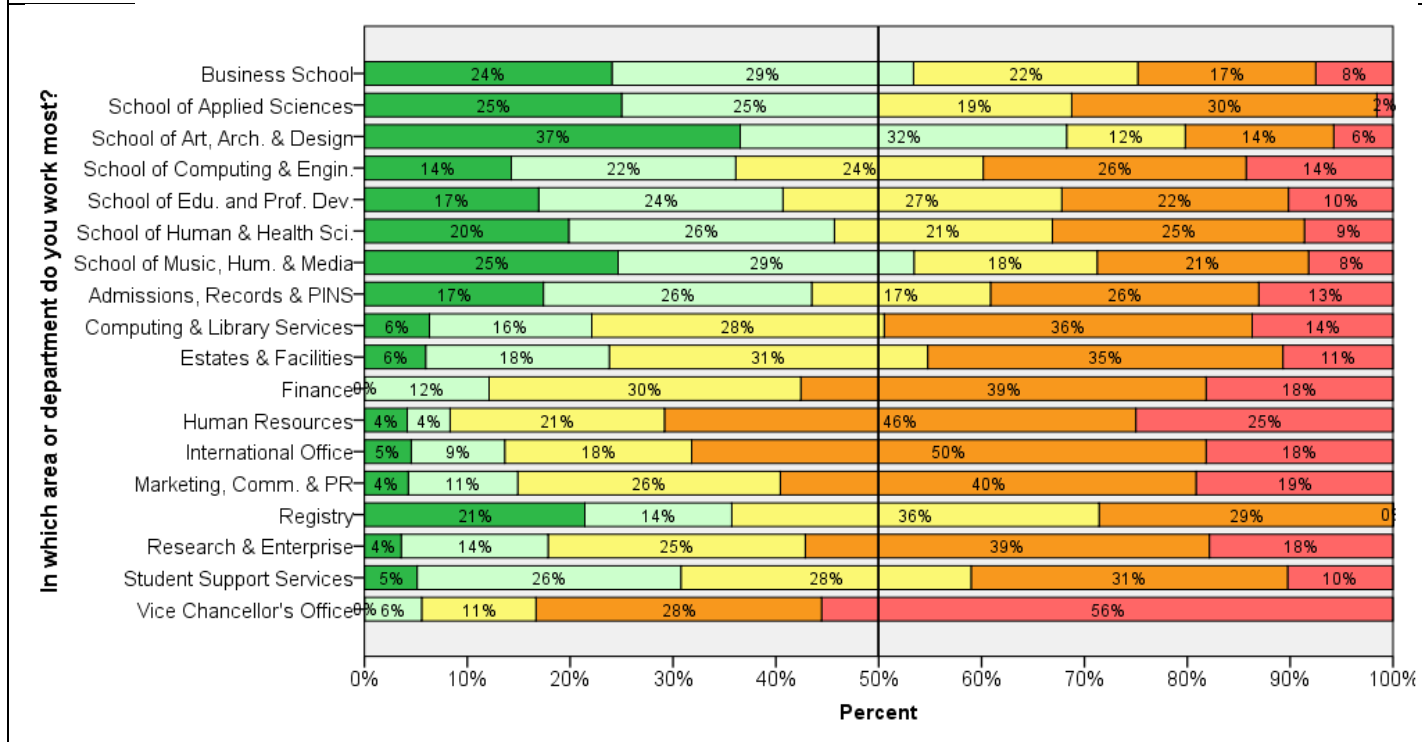
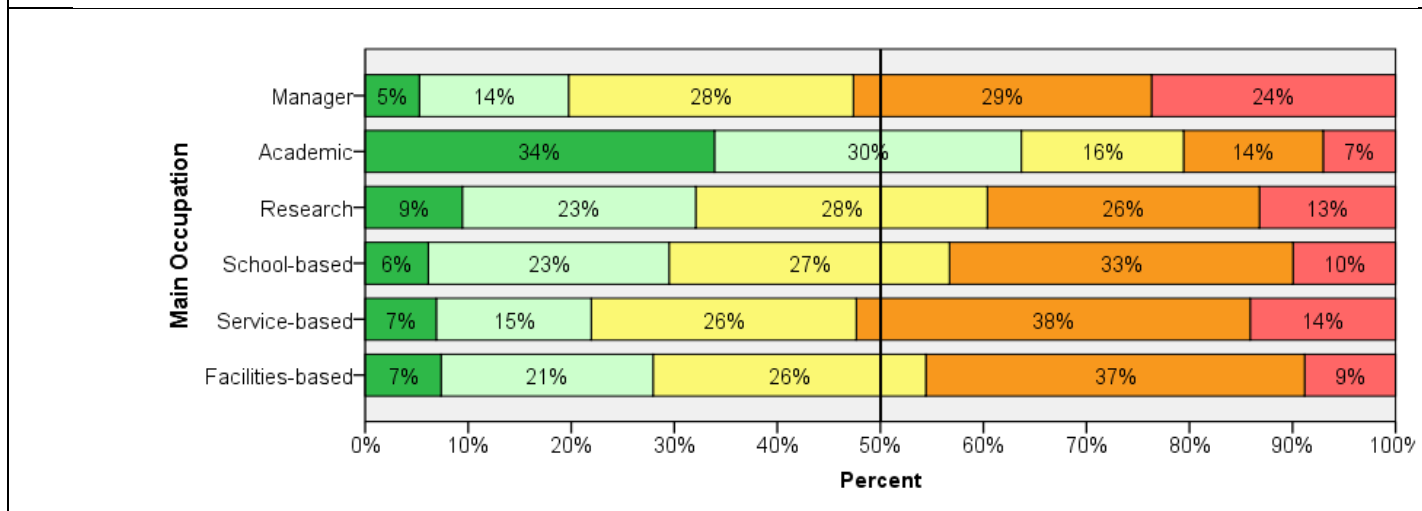
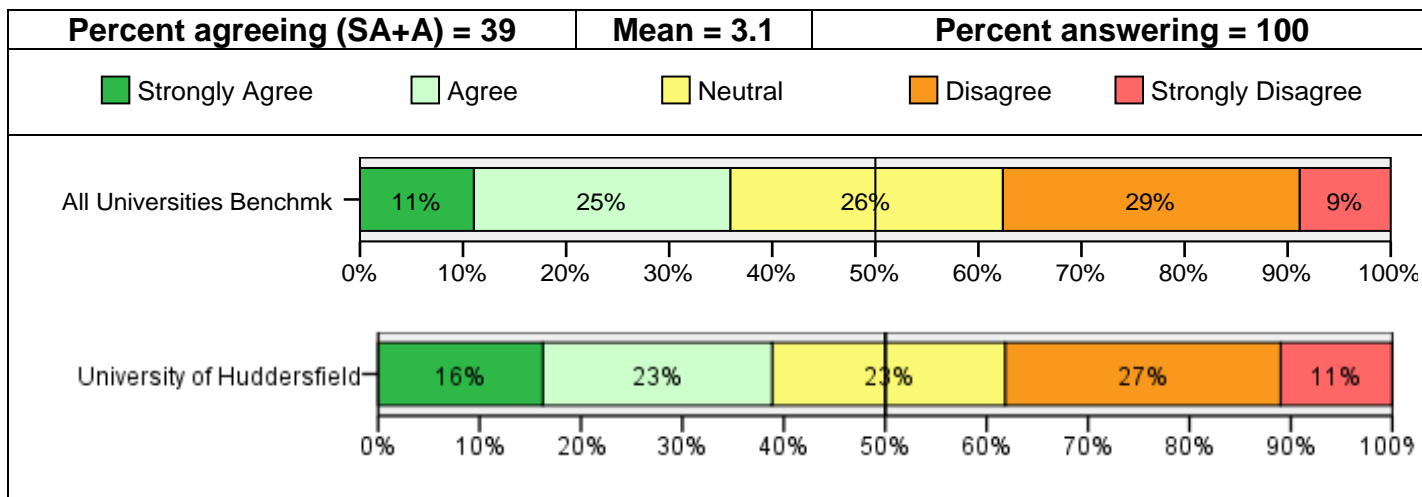
Question 52: Generally things work out well for me



Question 53: I am satisfied with the career opportunities available for me at the University



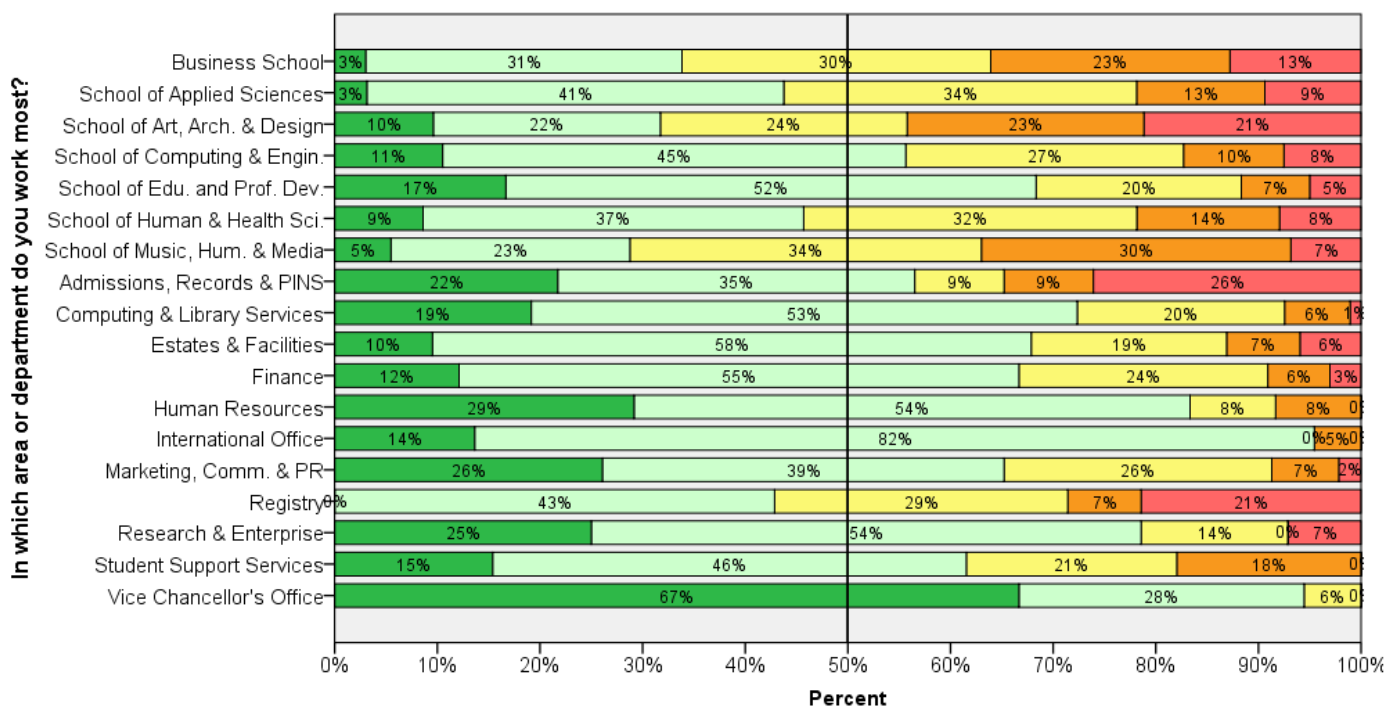
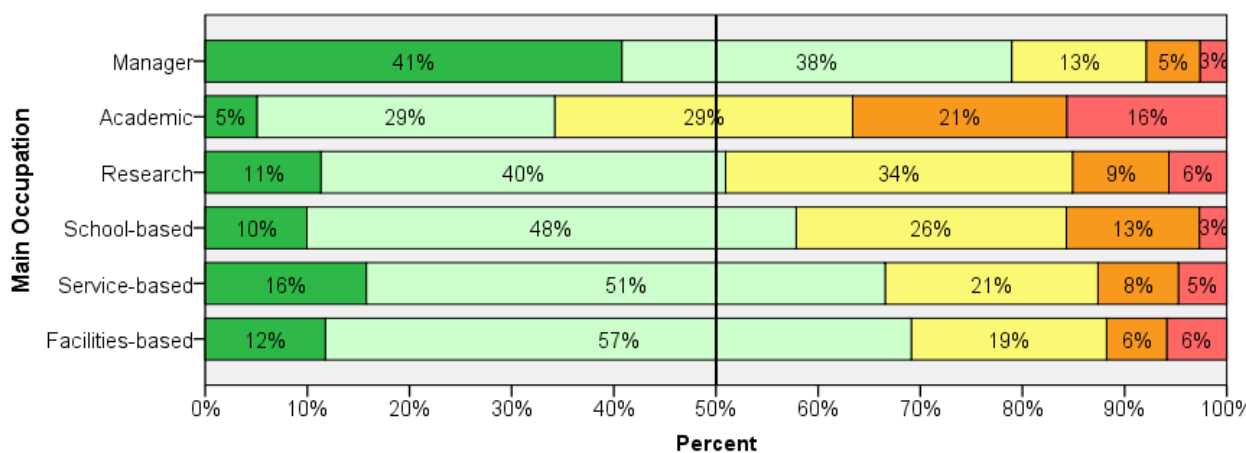
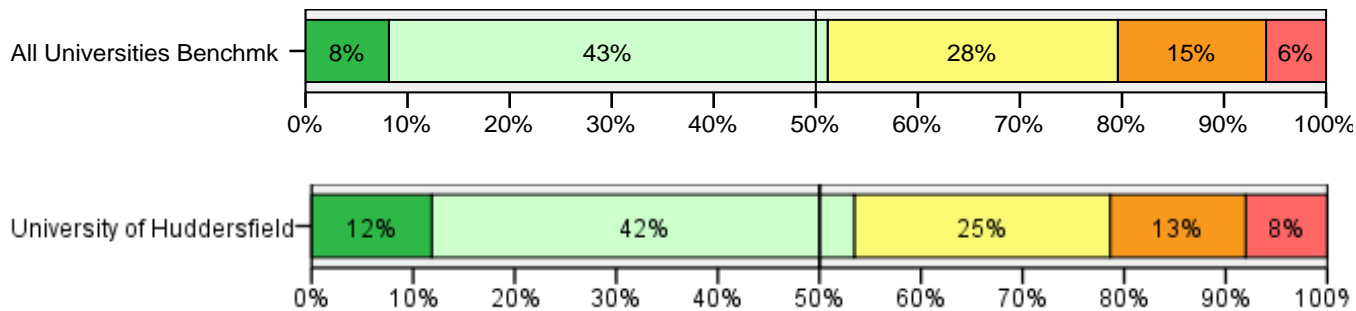
Question 54: I often feel excessive levels of stress at work (-ve)



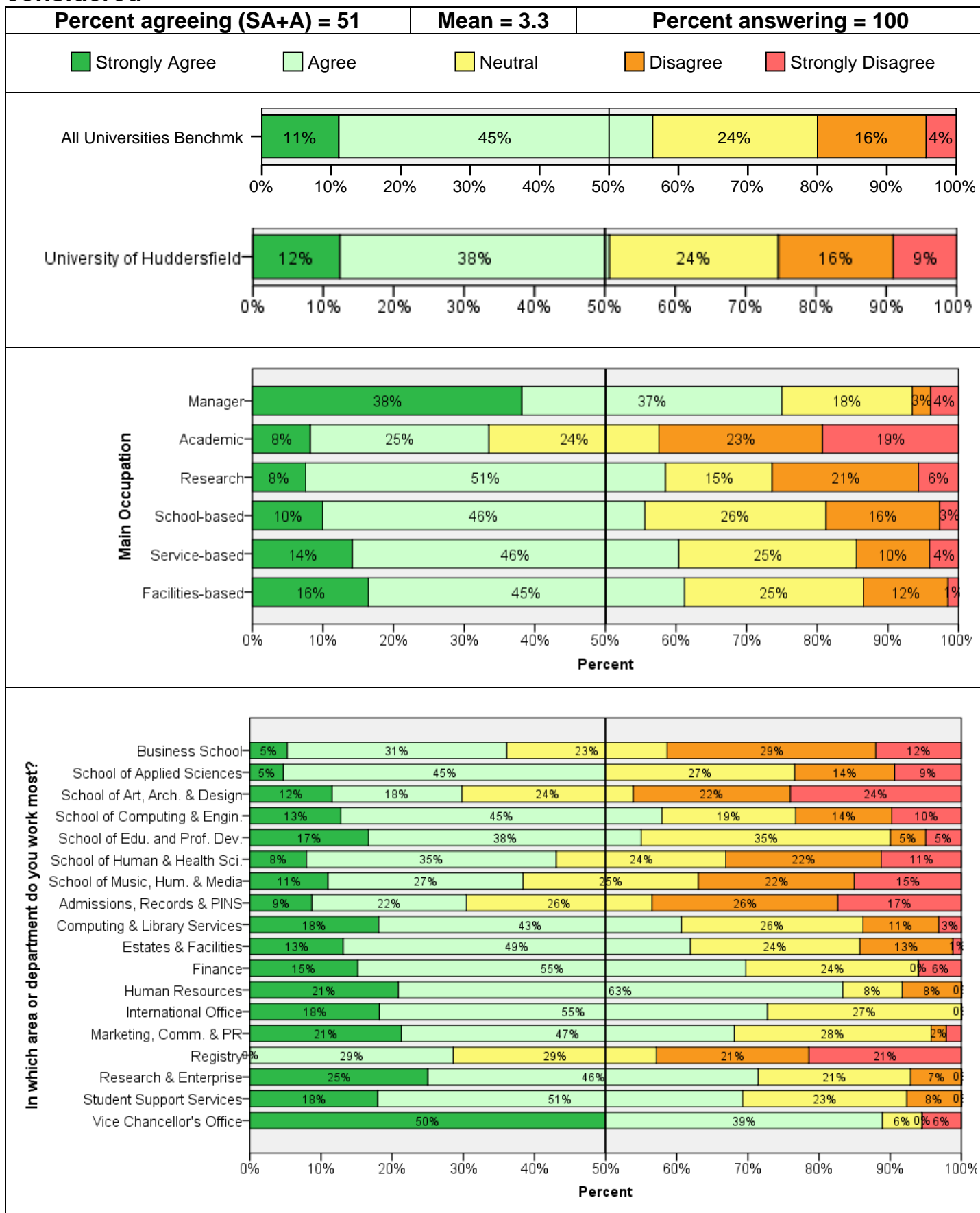
Question 55: I am satisfied with the training I receive in order to perform my present job

Percent agreeing (SA+A) = 53 Mean = 3.4 Percent answering = 100

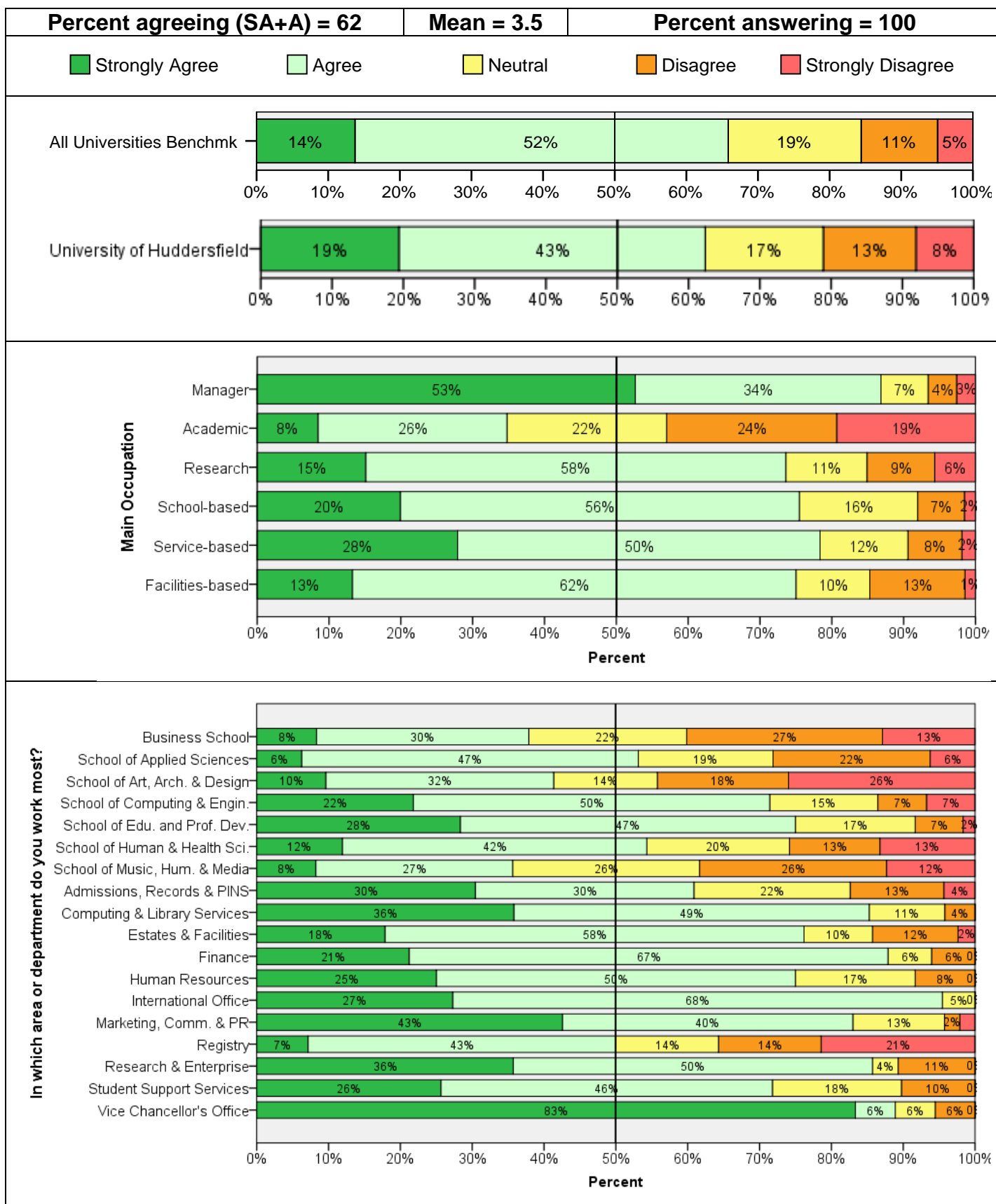
■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree



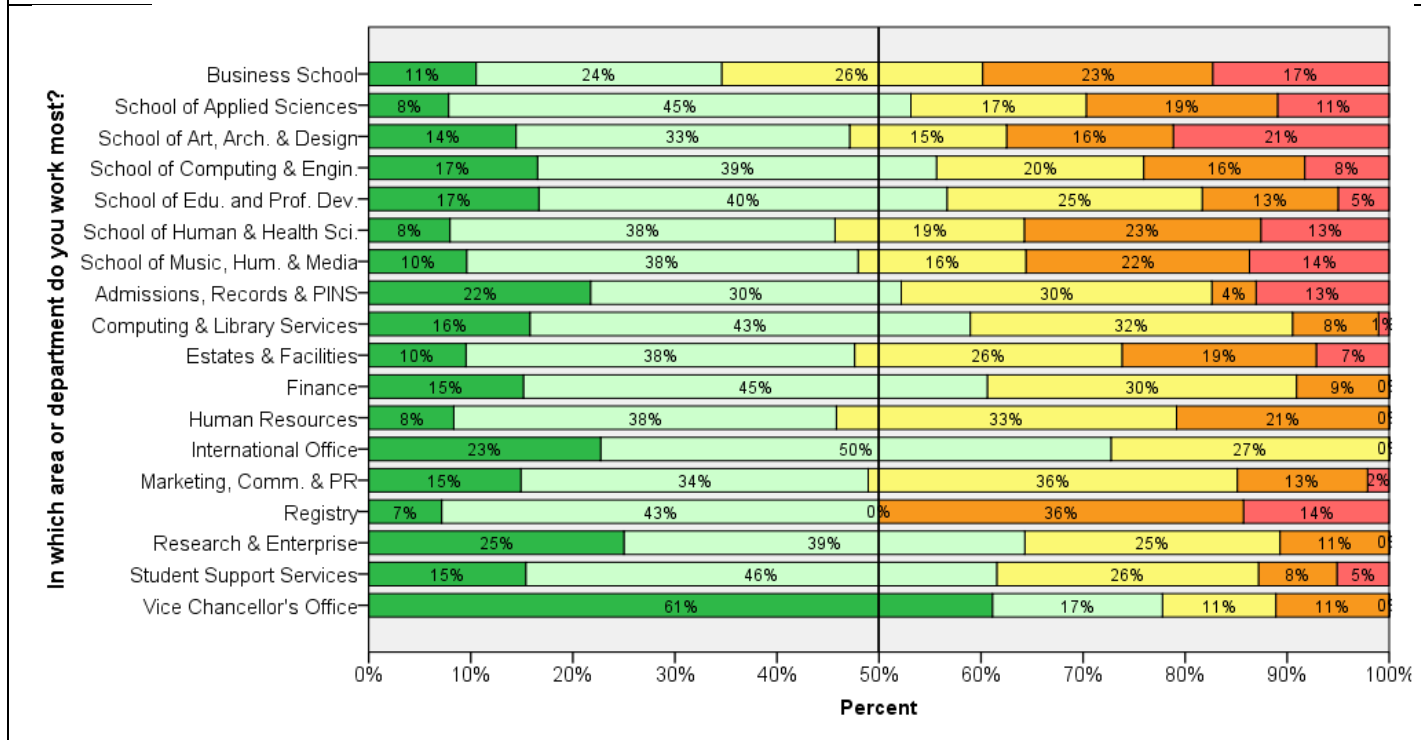
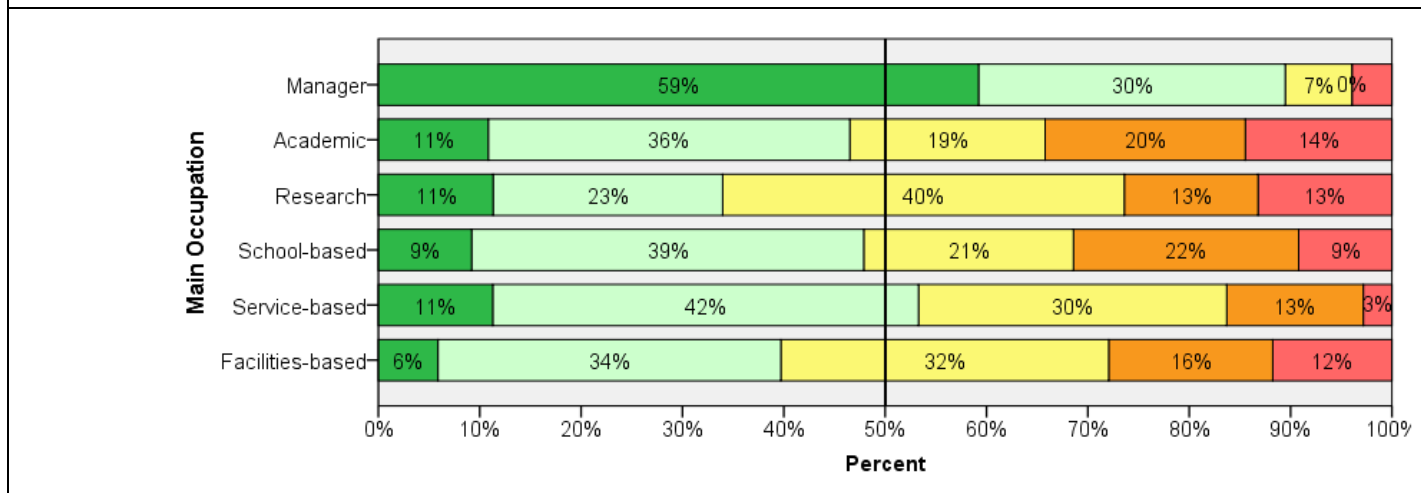
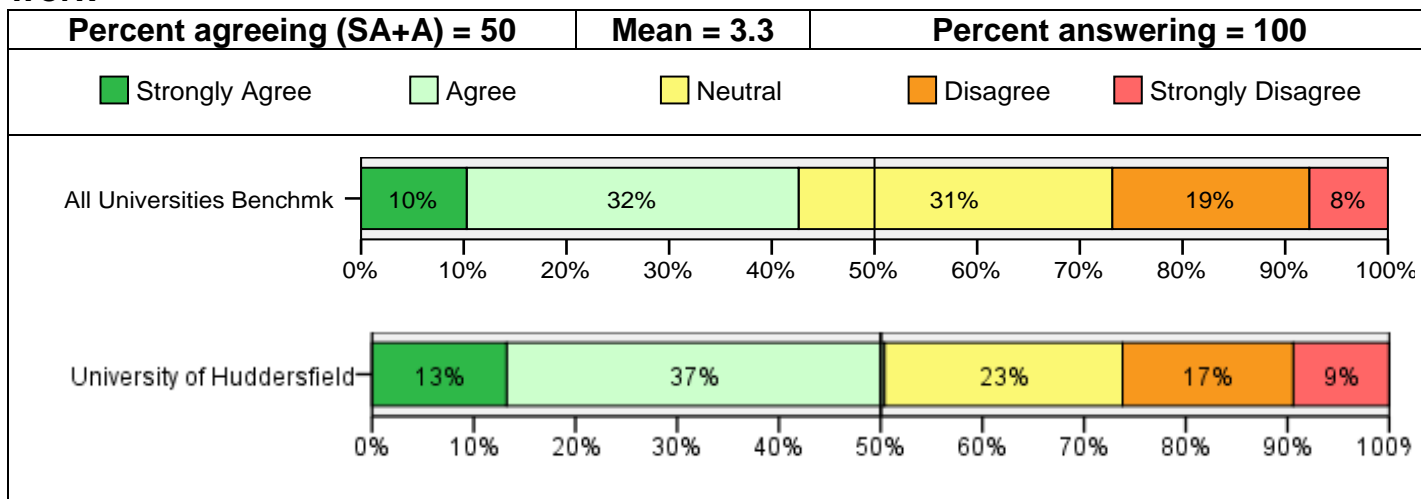
Question 56: Recently, I have been feeling reasonably happy all things considered



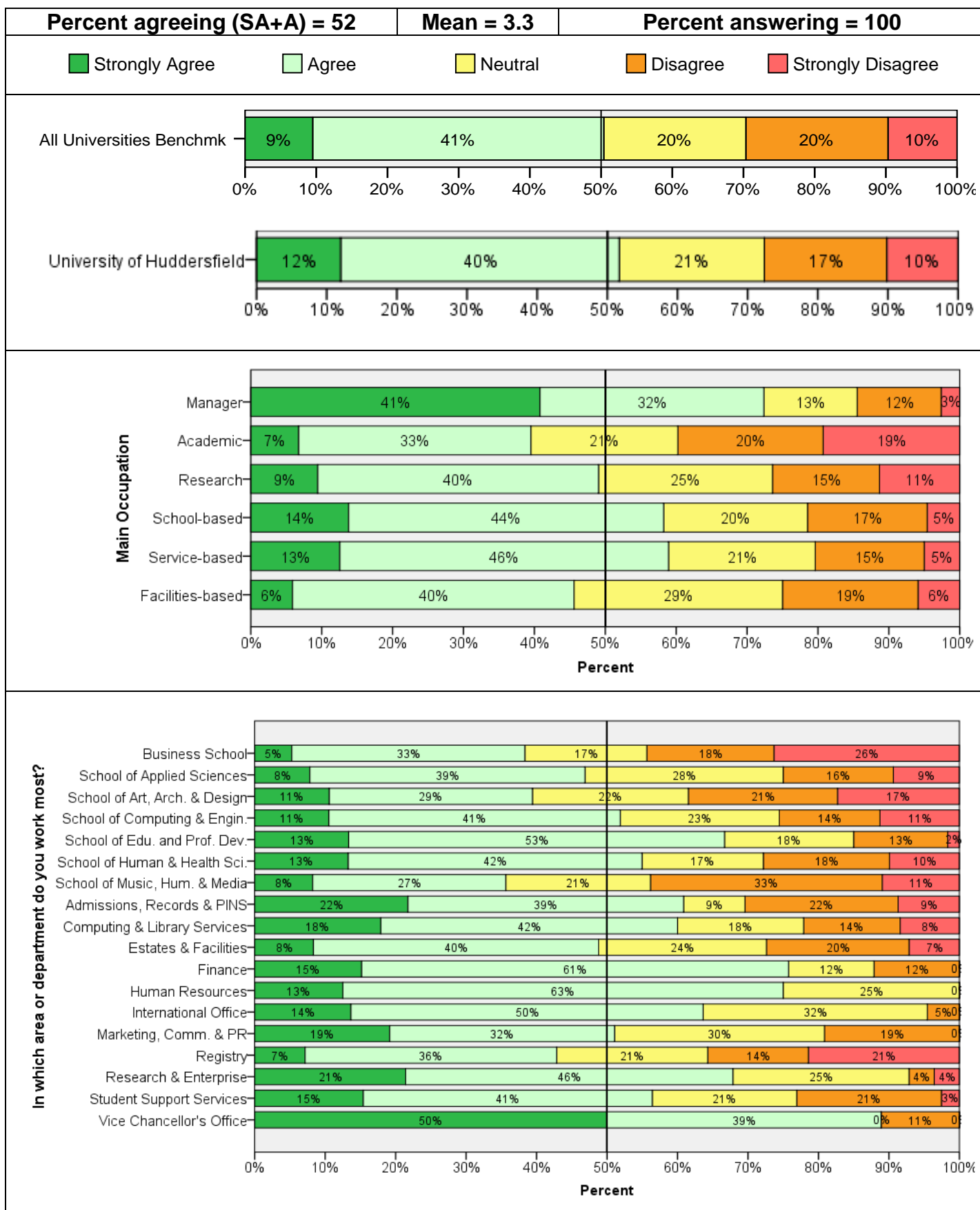
Question 57: The working conditions are satisfactory



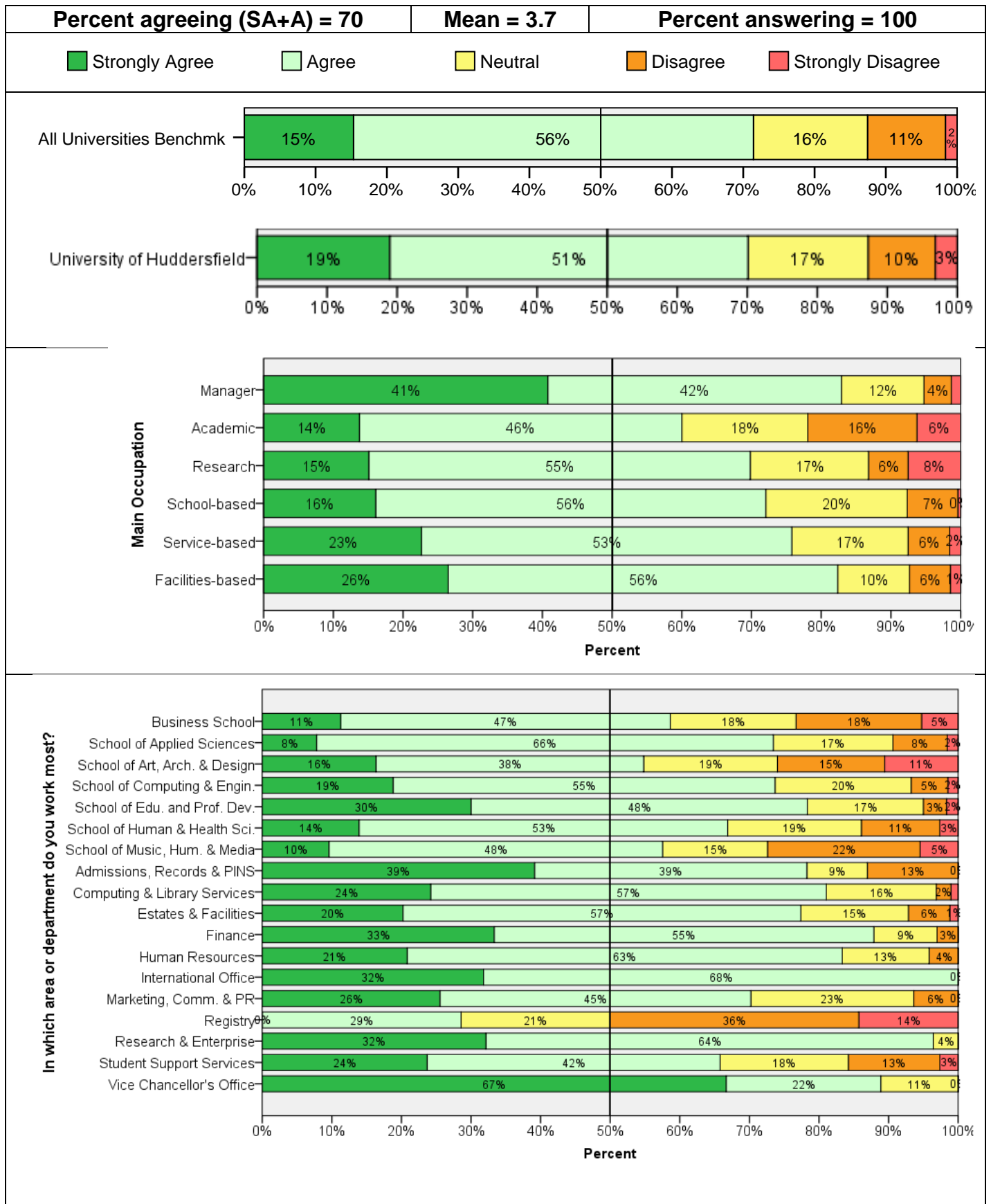
Question 58: I am involved in decisions that affect students in my own area of work



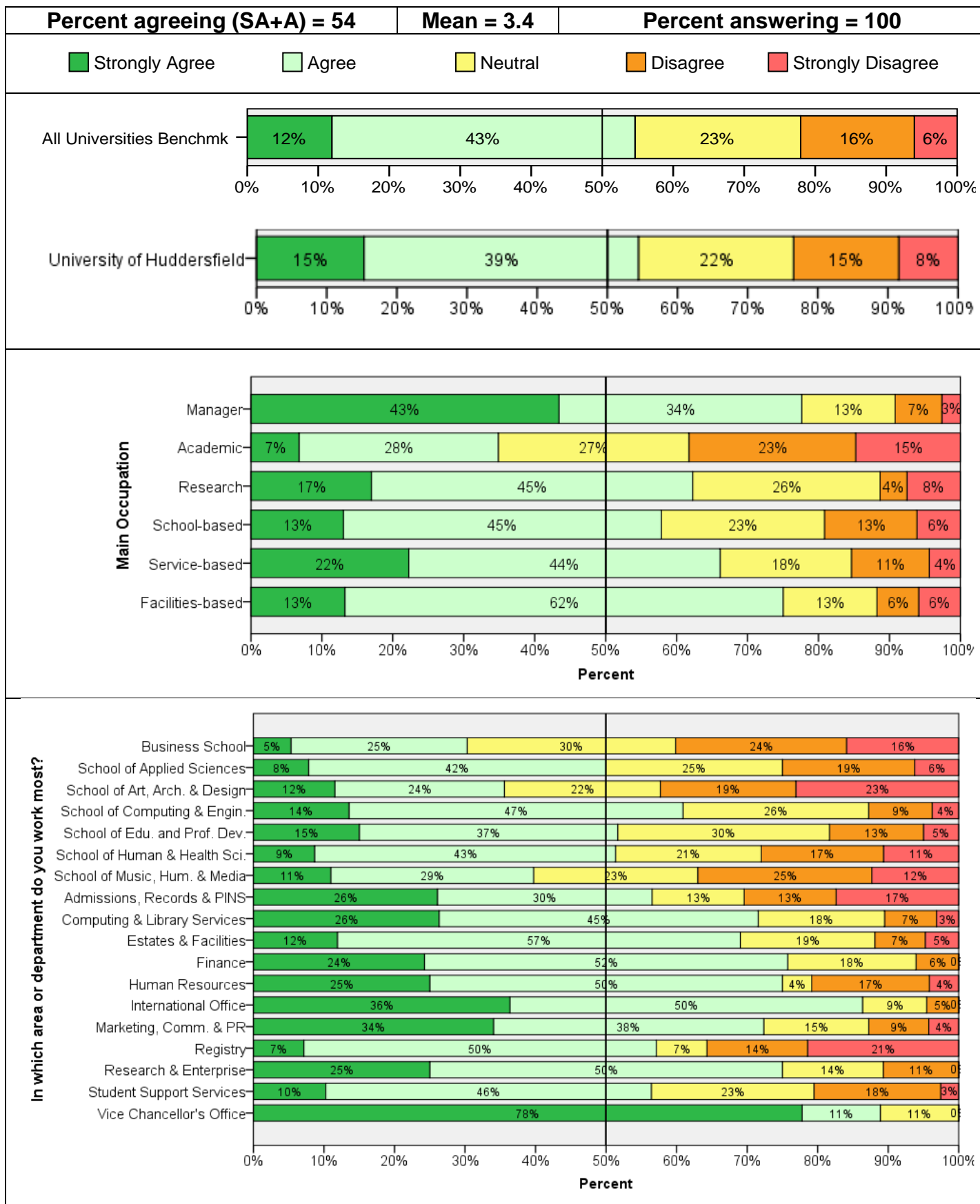
Question 59: I am paid fairly for the job I do, given my experience



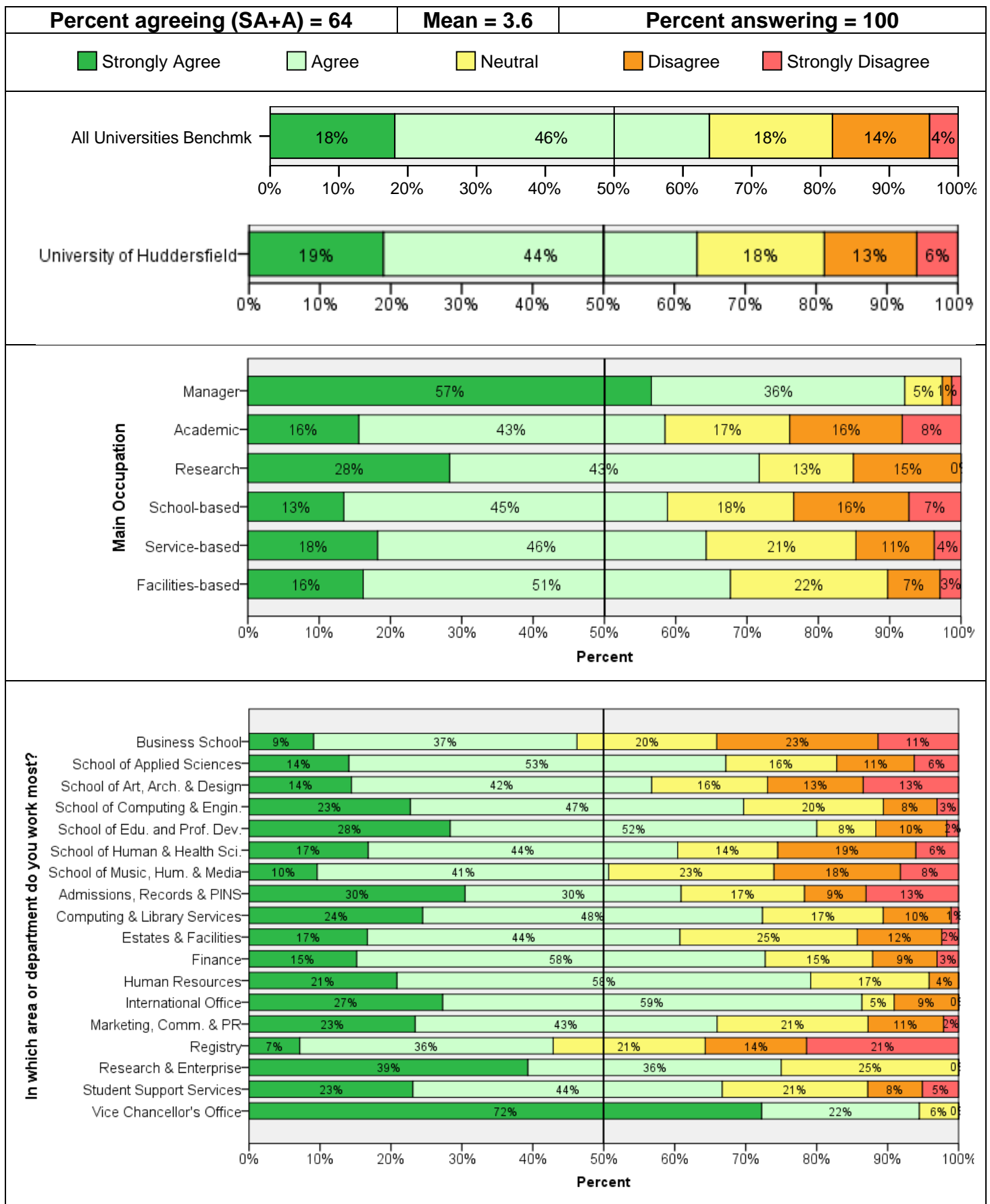
Question 60: My relationships with other staff are as good as I would like them to be



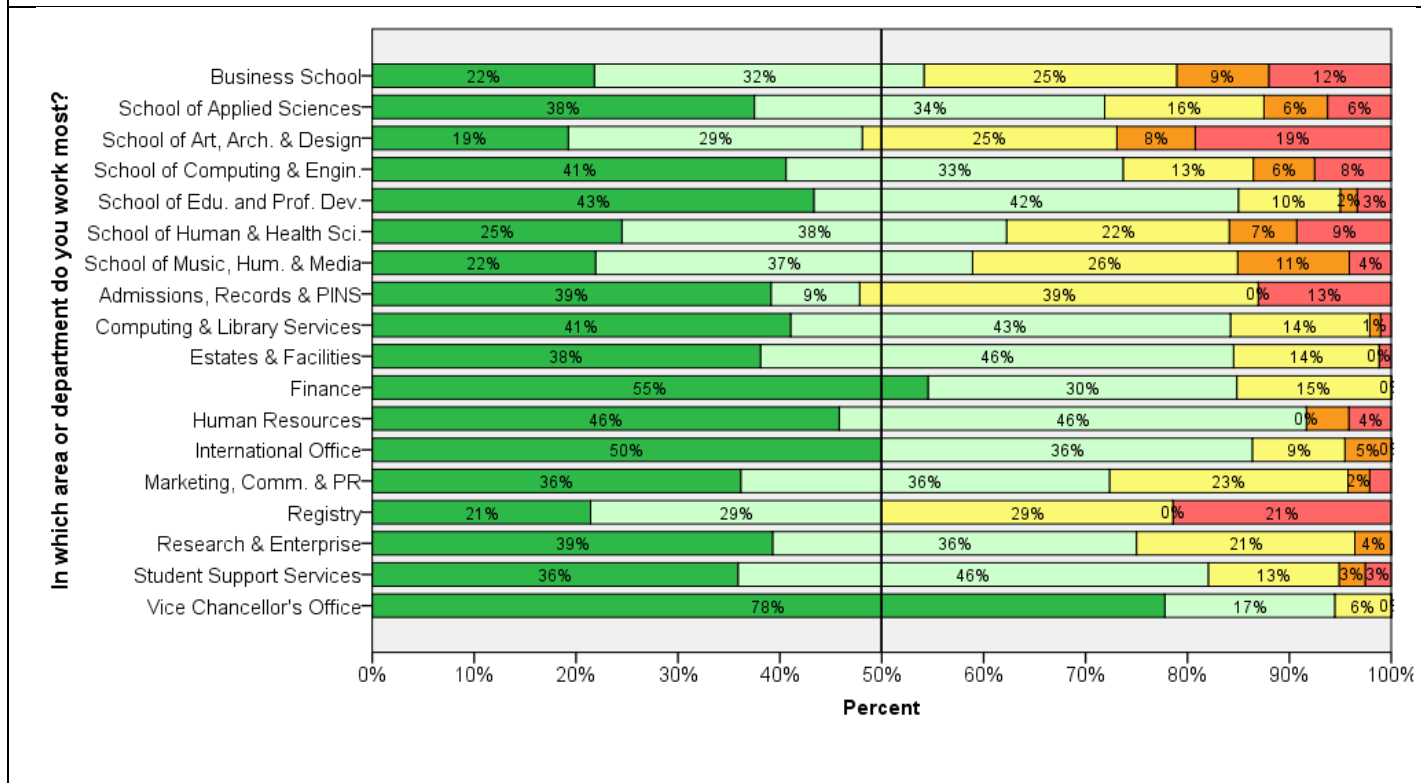
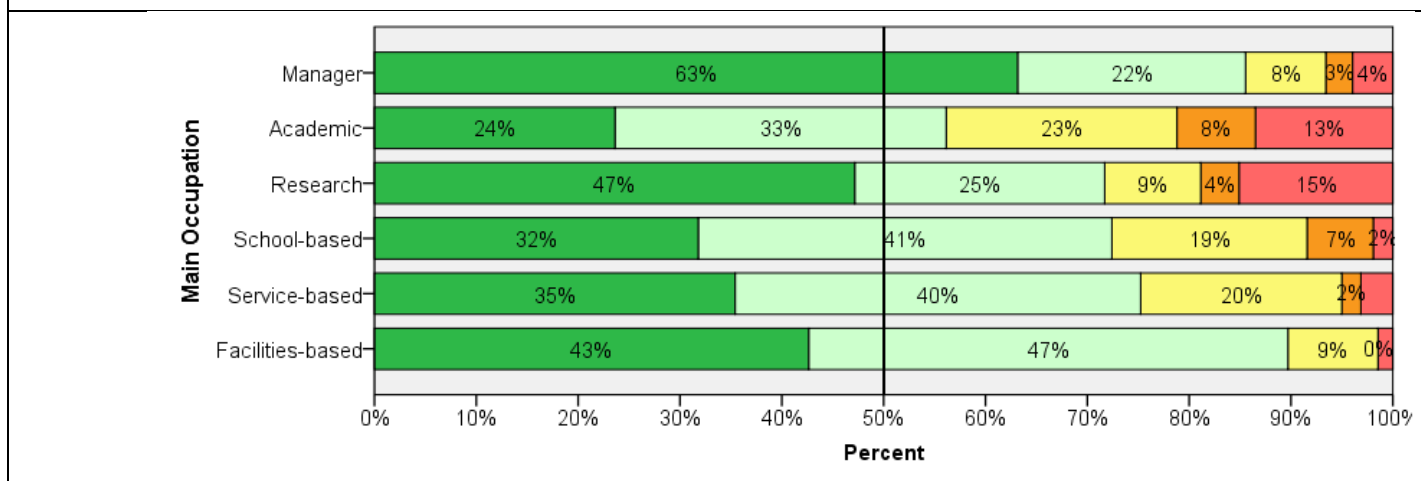
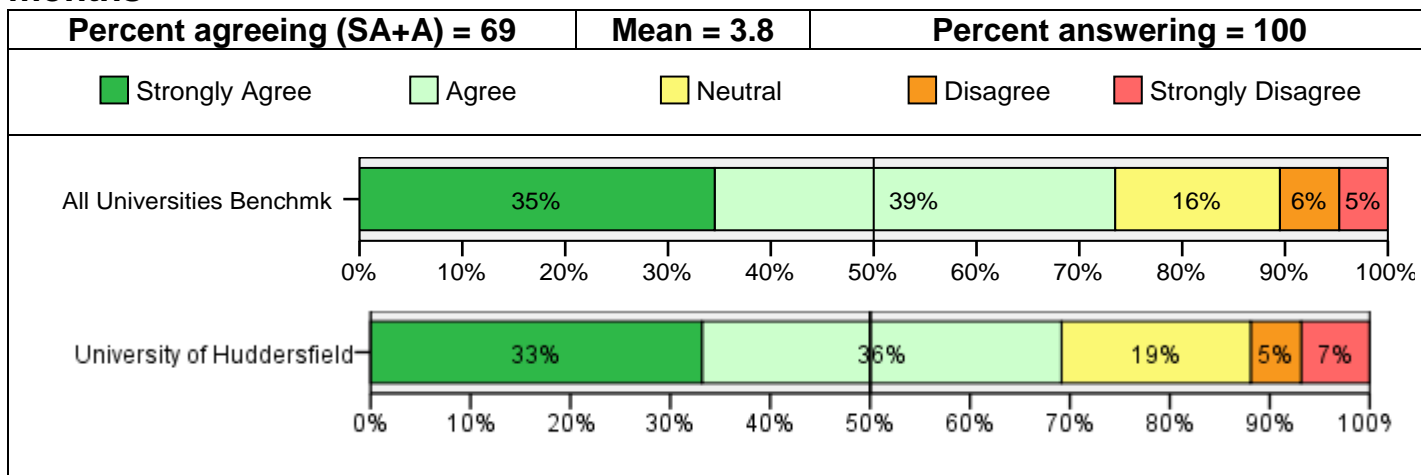
Question 61: The quality of supervision is as good as I would want it to be



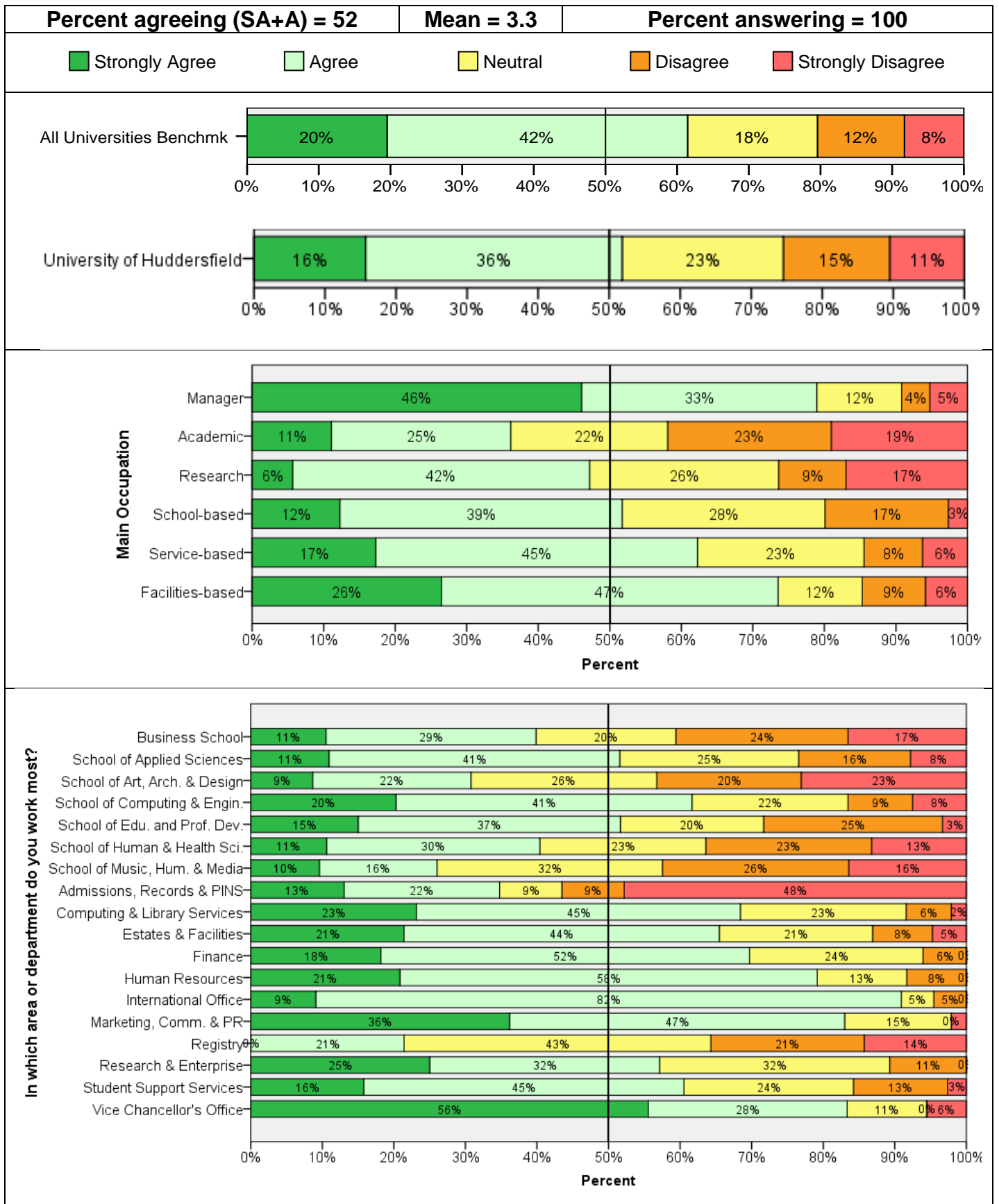
Question 62: My work is as interesting and varied as I would want it to be



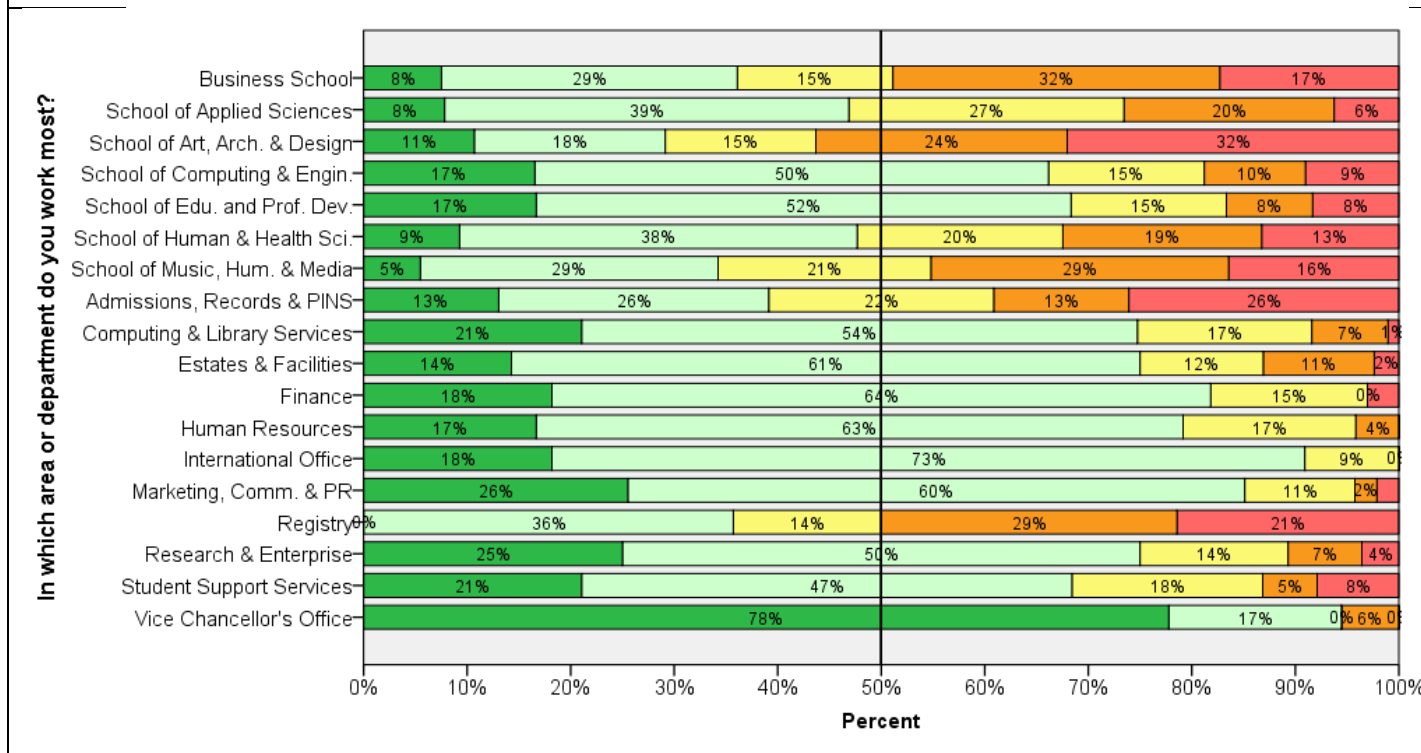
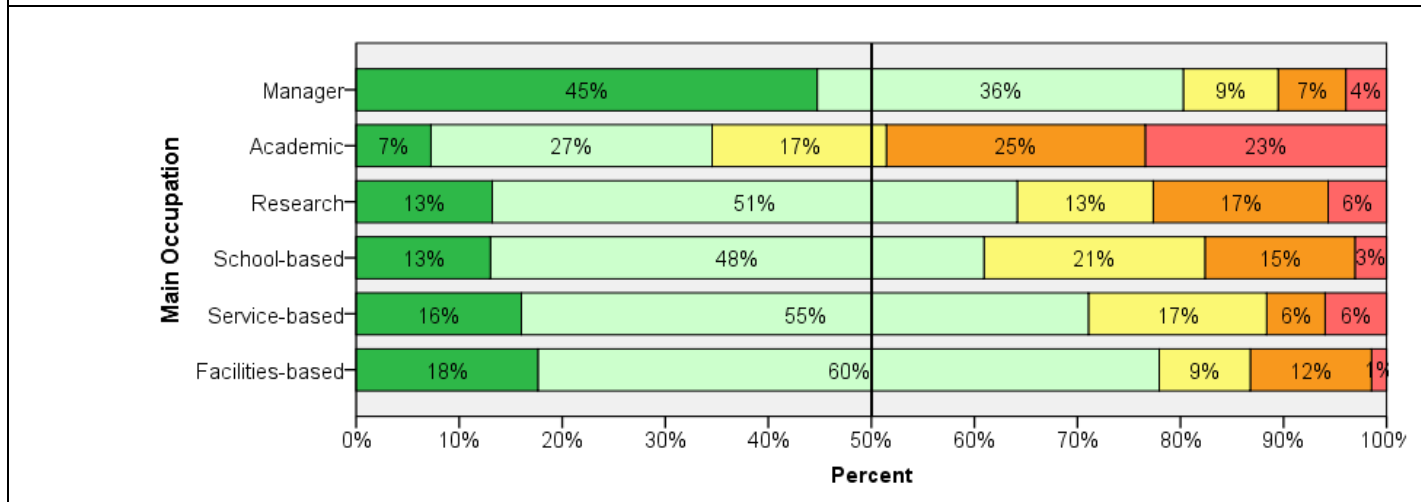
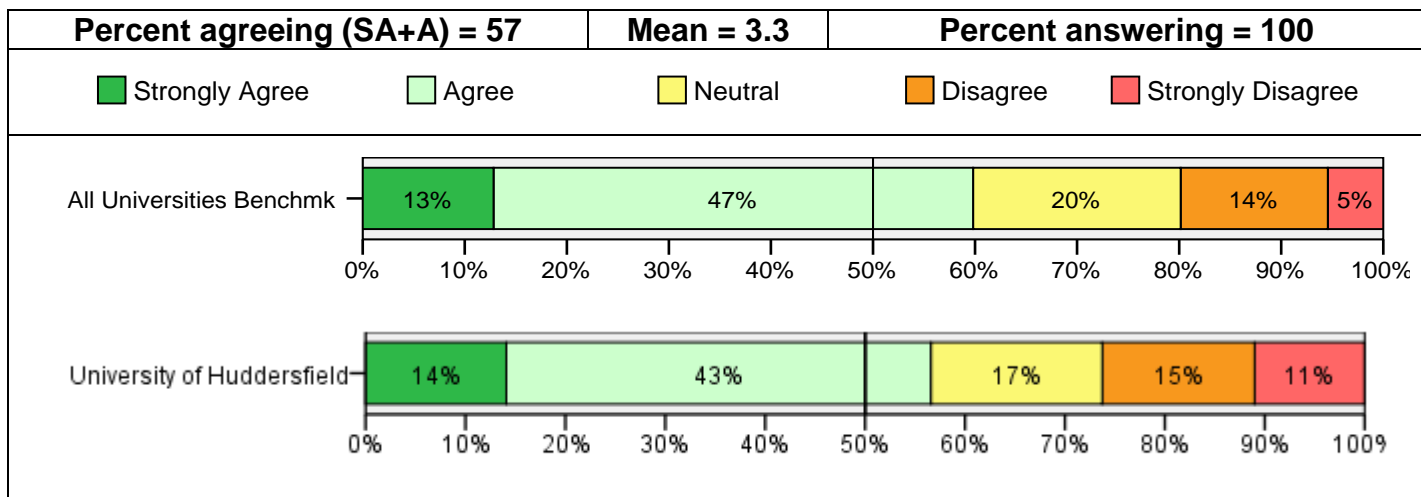
Question 63: I intend to stay working for this University for at least the next 12 months



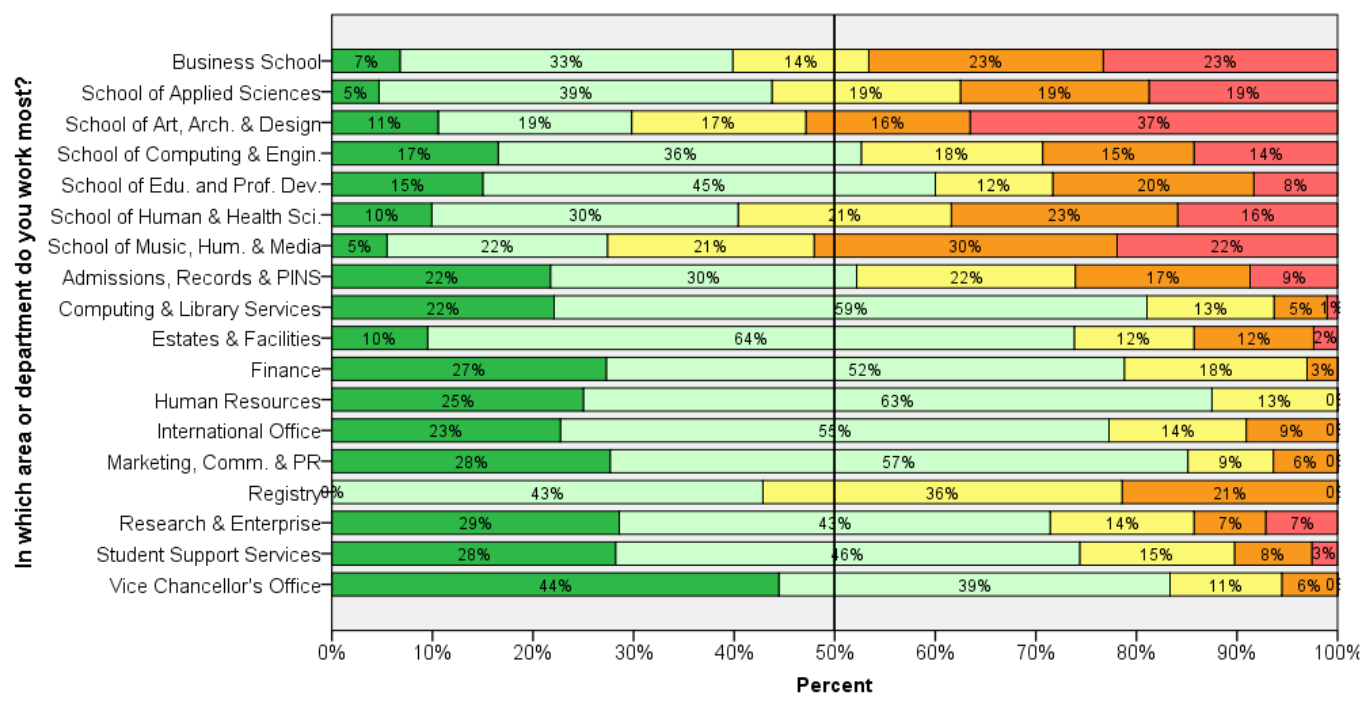
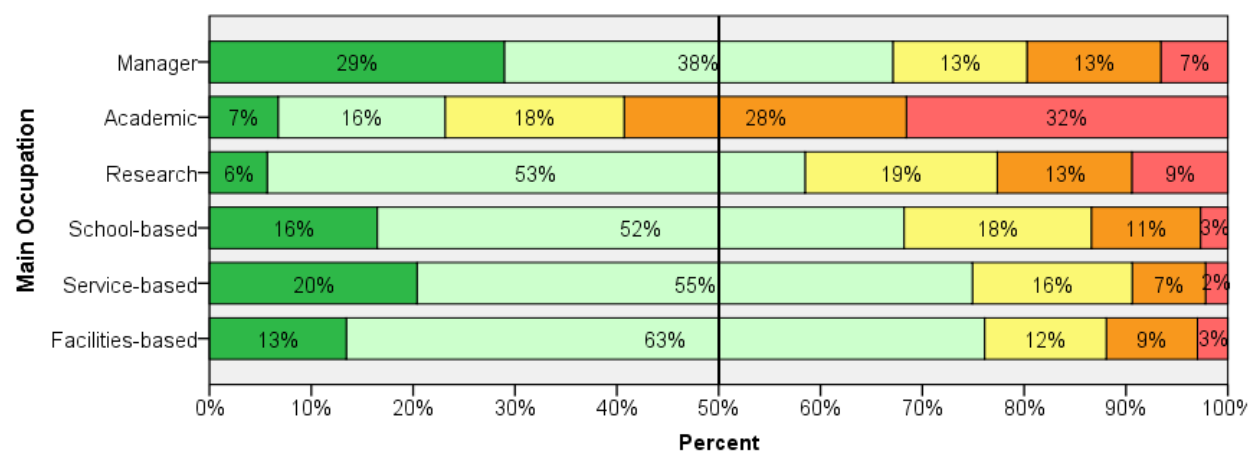
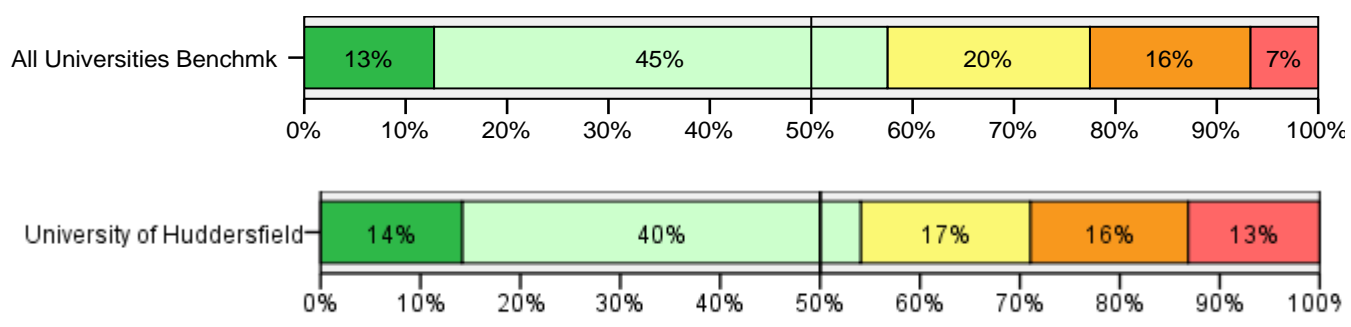
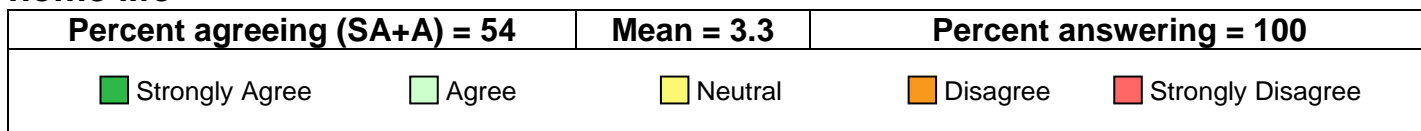
Question 64: I feel my job is secure



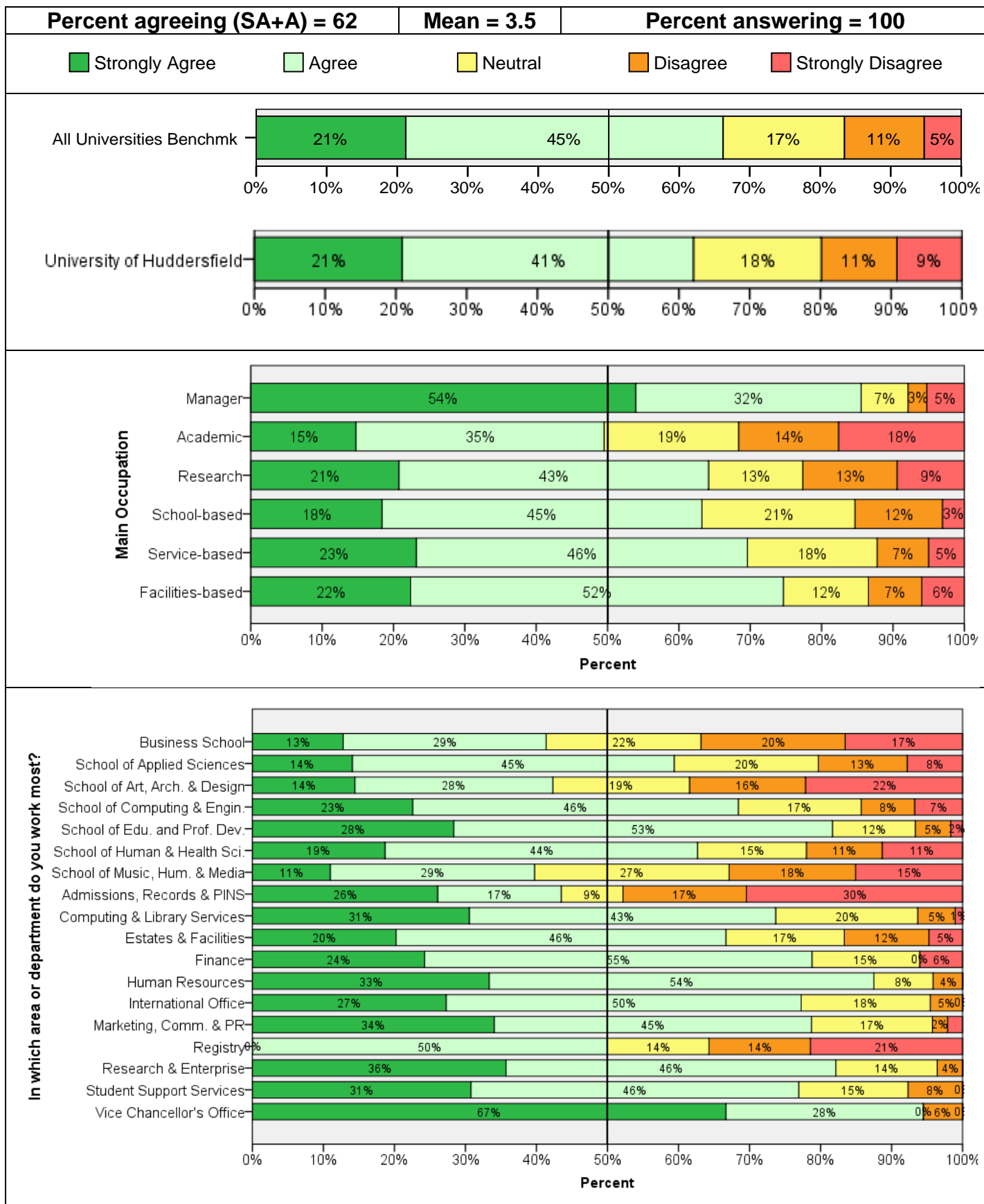
Question 65: I am satisfied with the overall quality of my working life



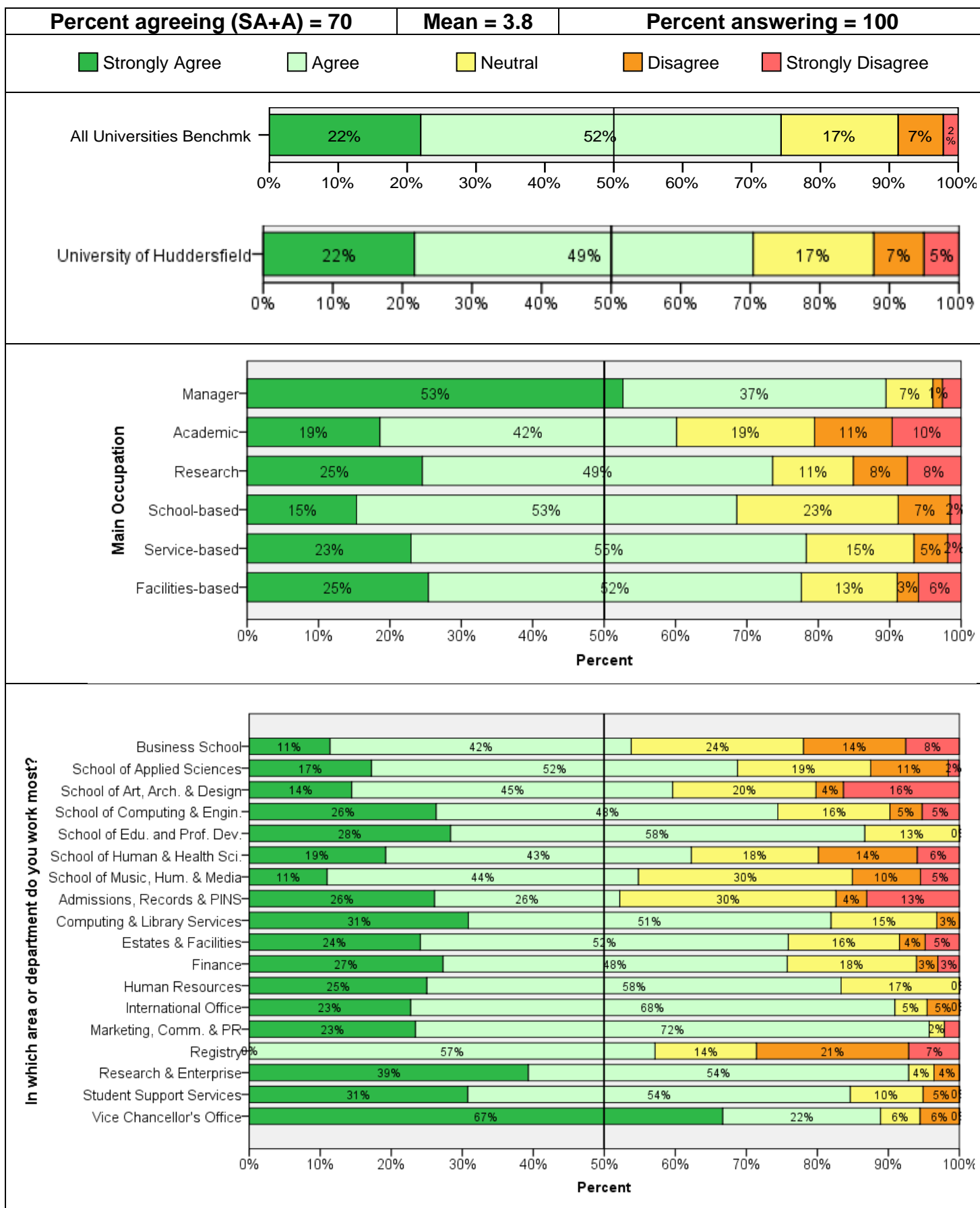
Question 66: I am able to achieve a healthy balance between my work and home life



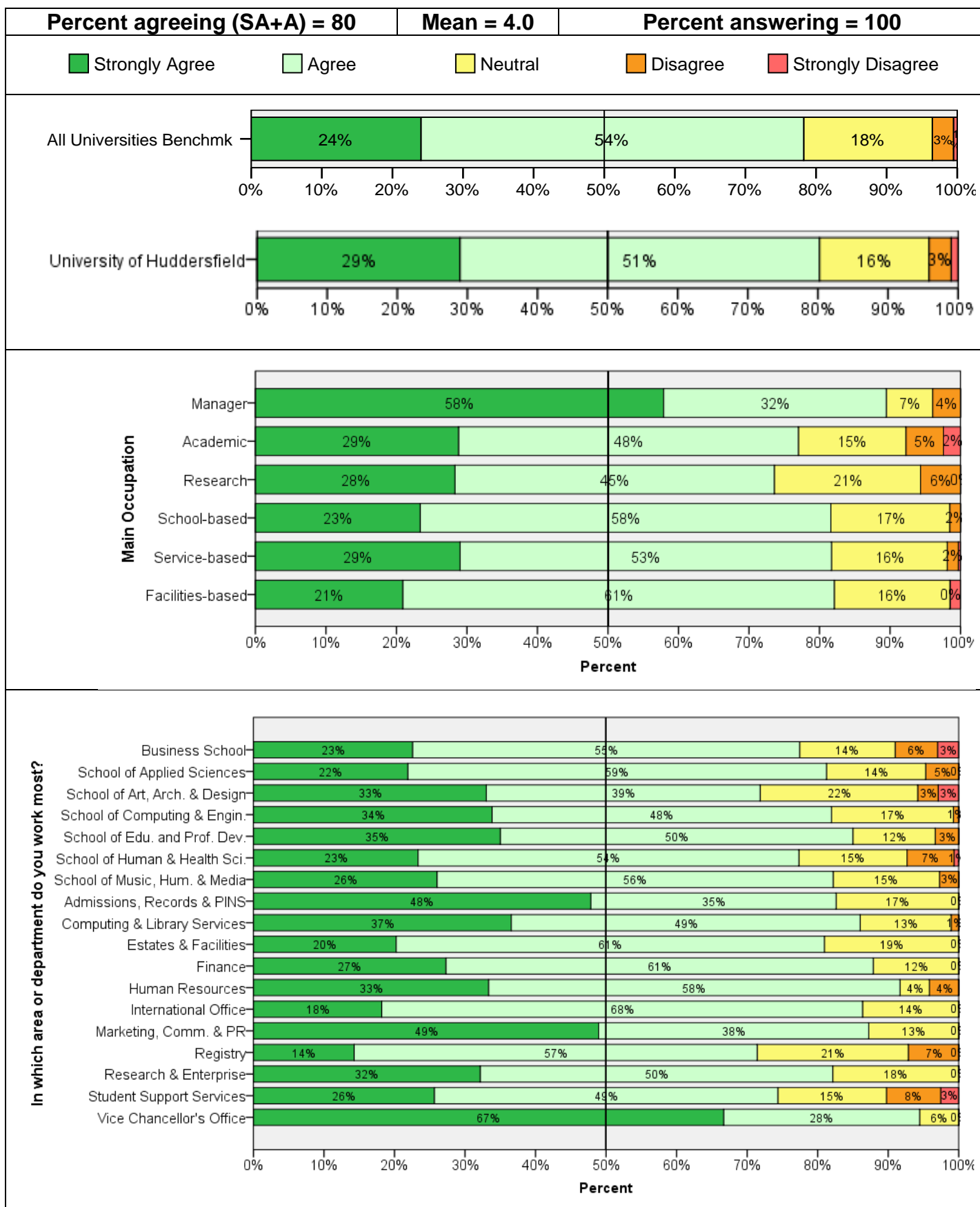
Question 67: I feel motivated to do my best in my current job



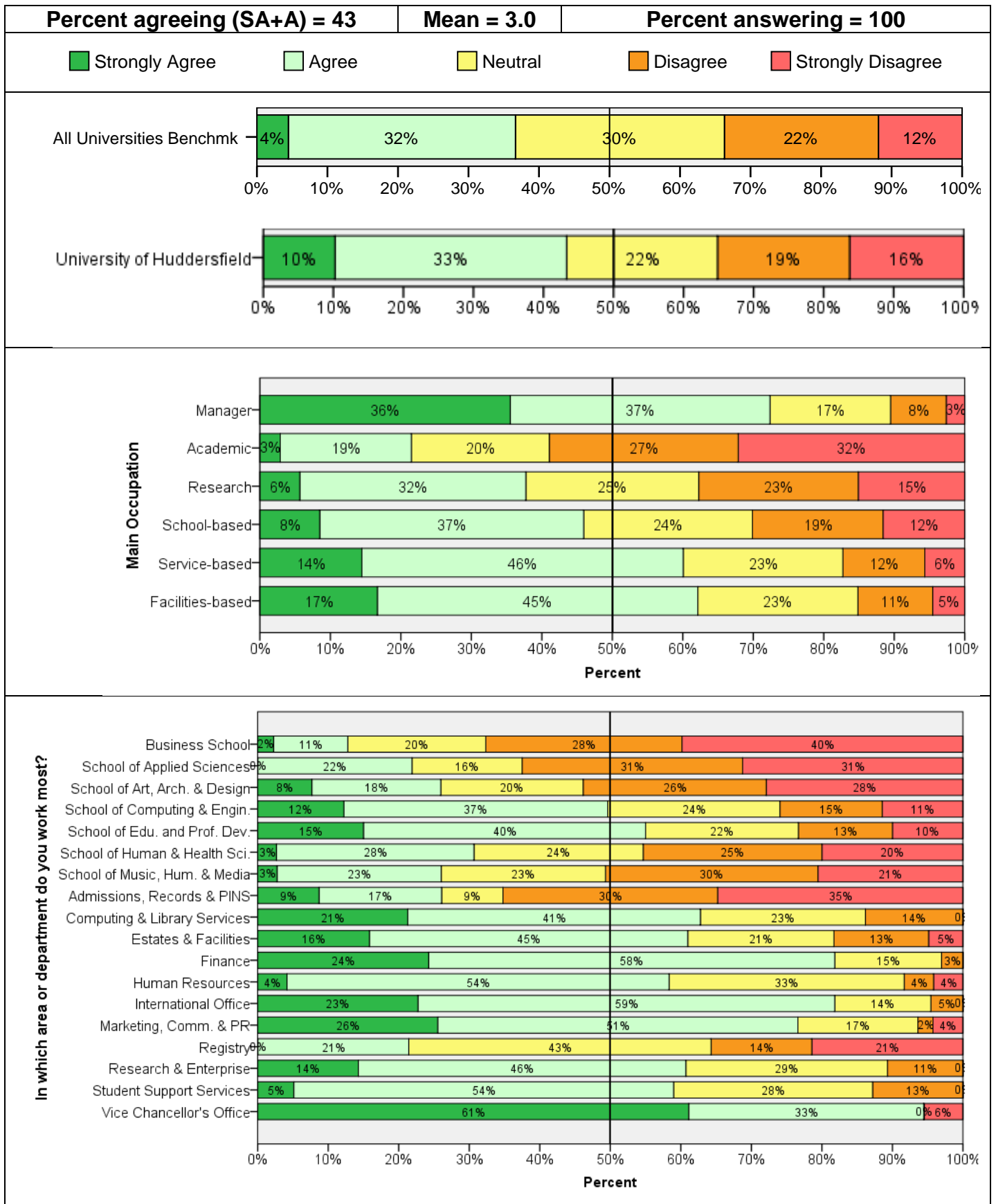
Question 68: I enjoy my work



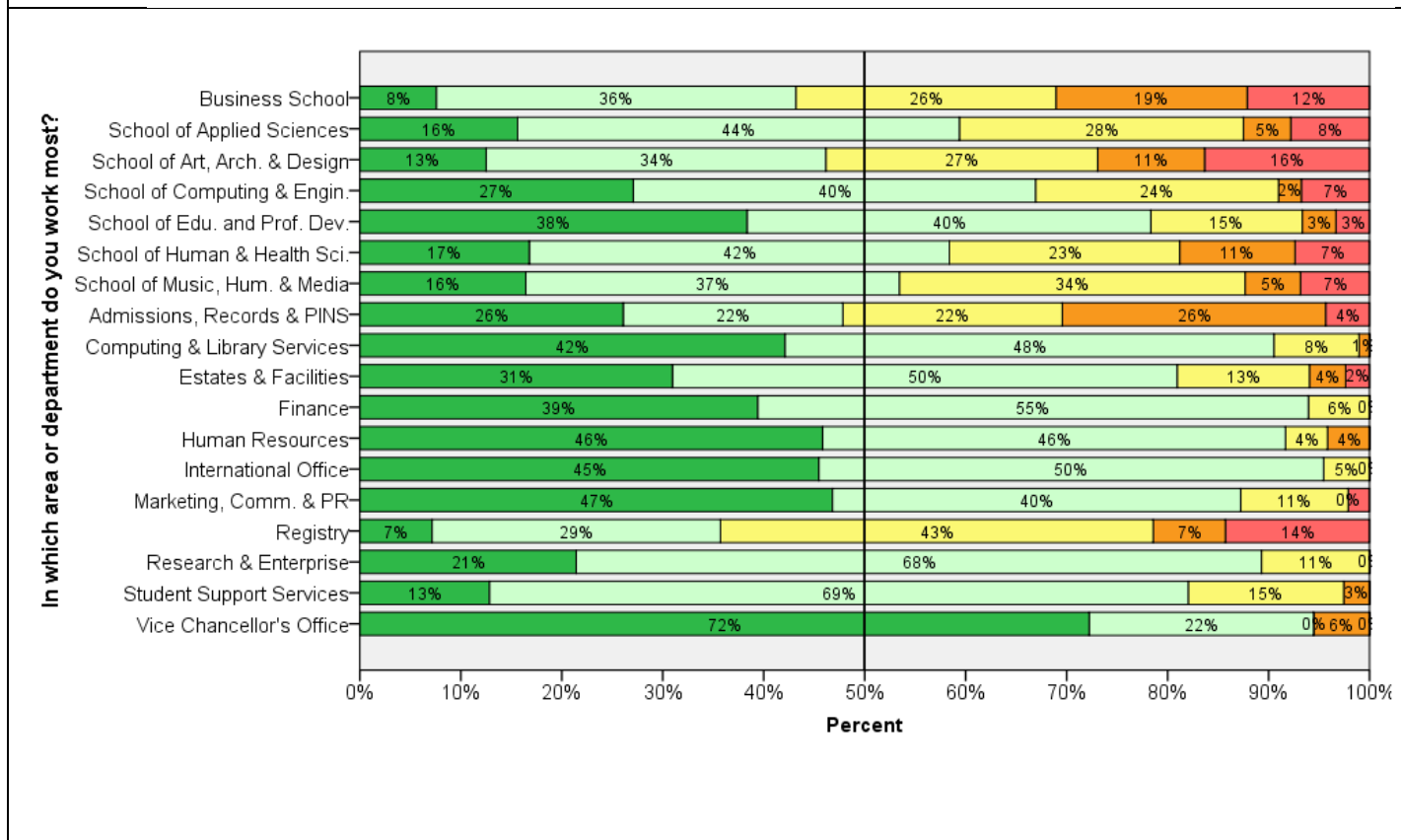
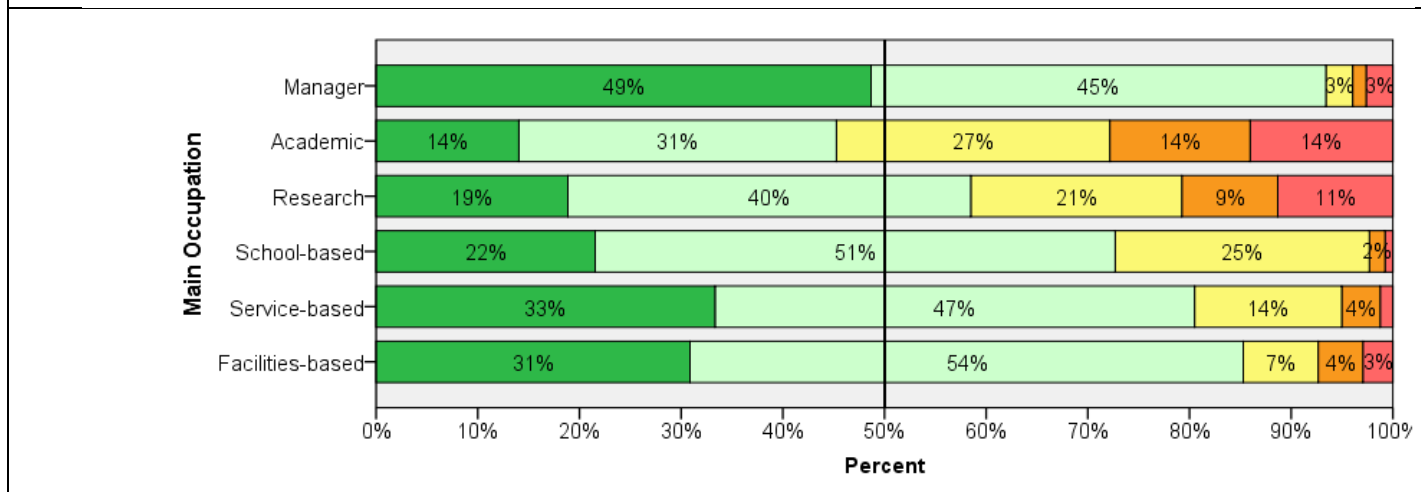
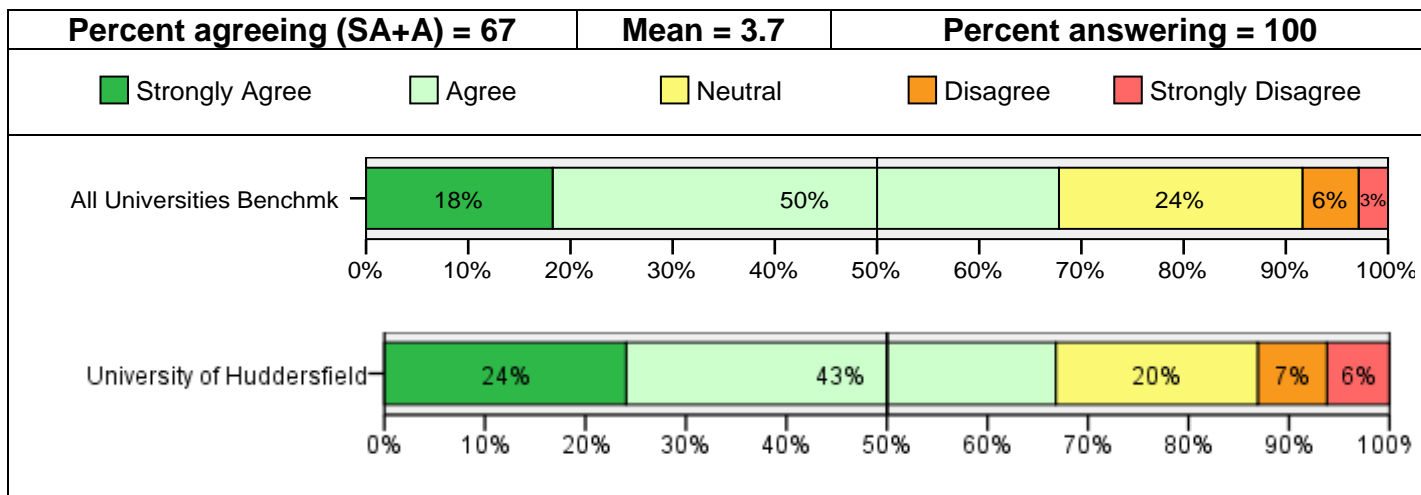
Question 69: My family supports my work commitments



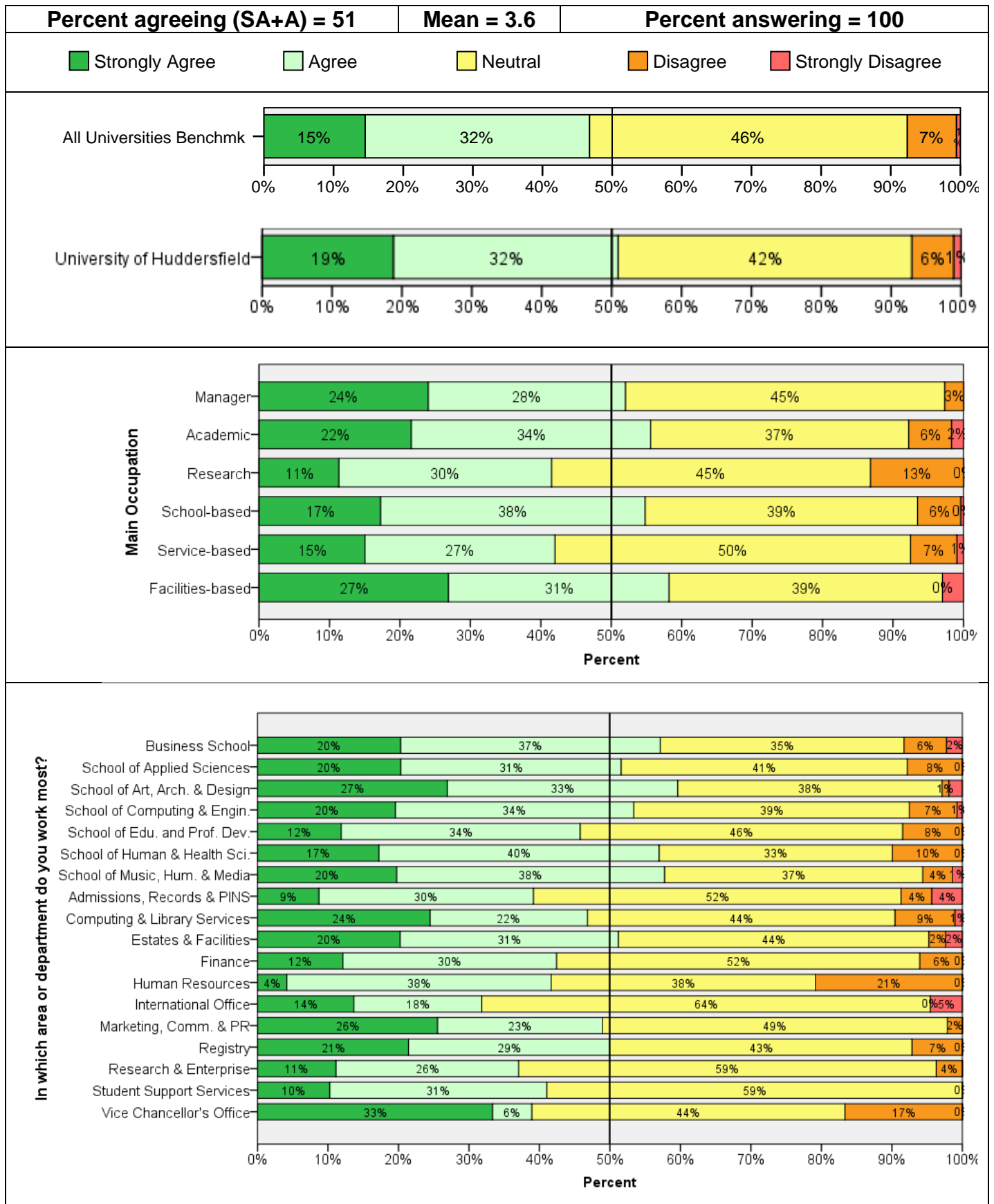
Question 70: The University communicates well with its employees



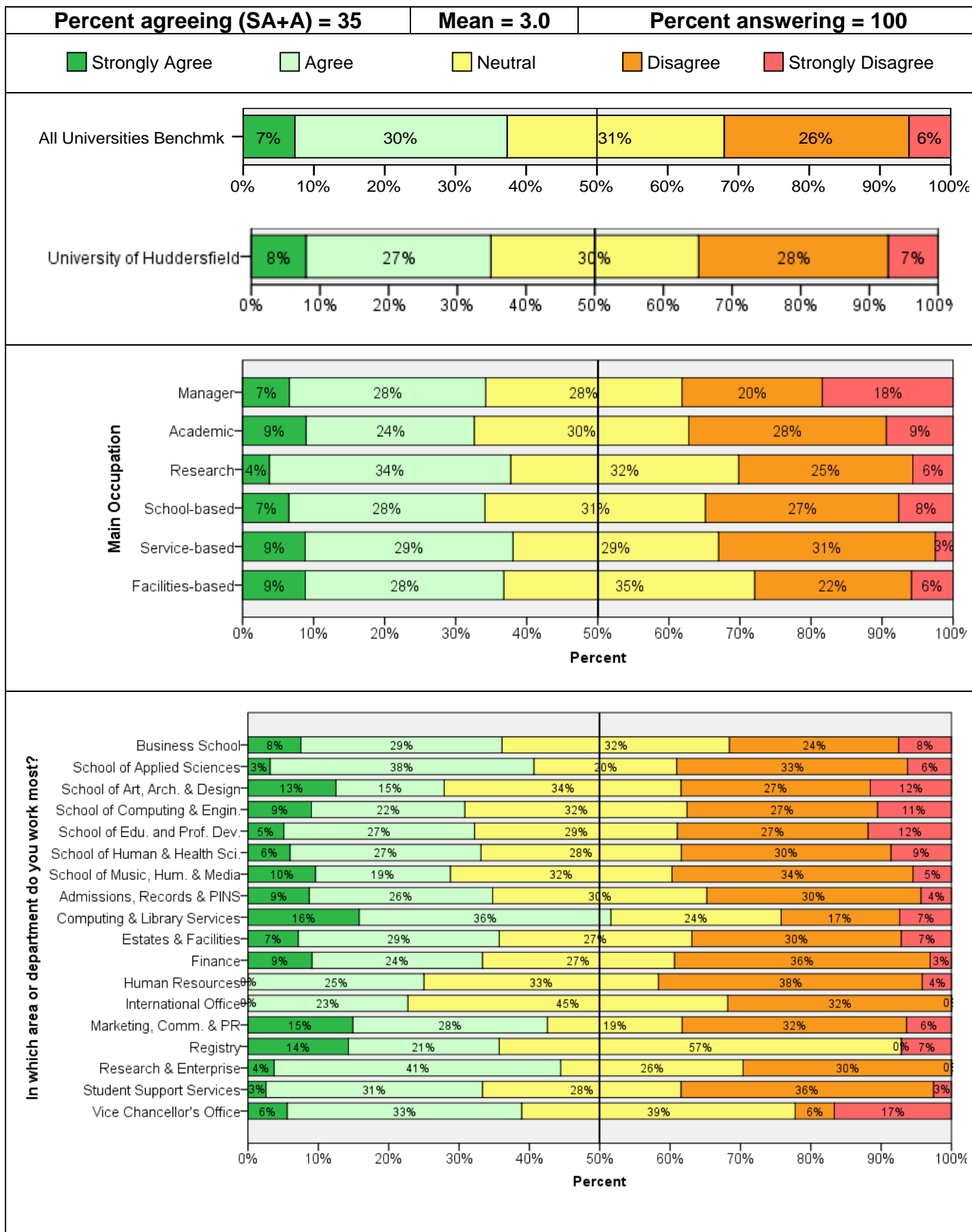
Question 71: I am proud to tell others that I am part of this University



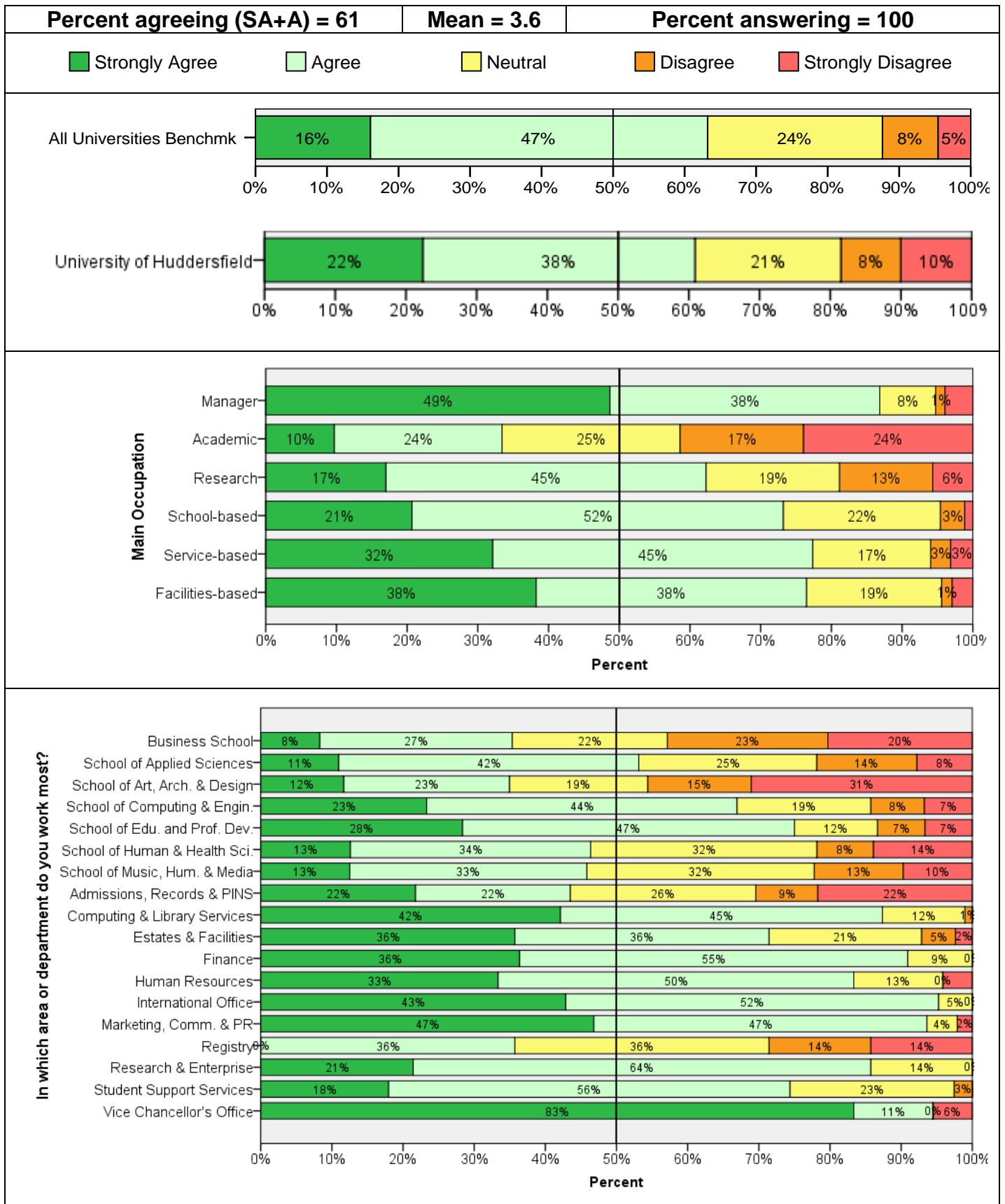
Question 72: I am more productive than other people who do a similar job to me



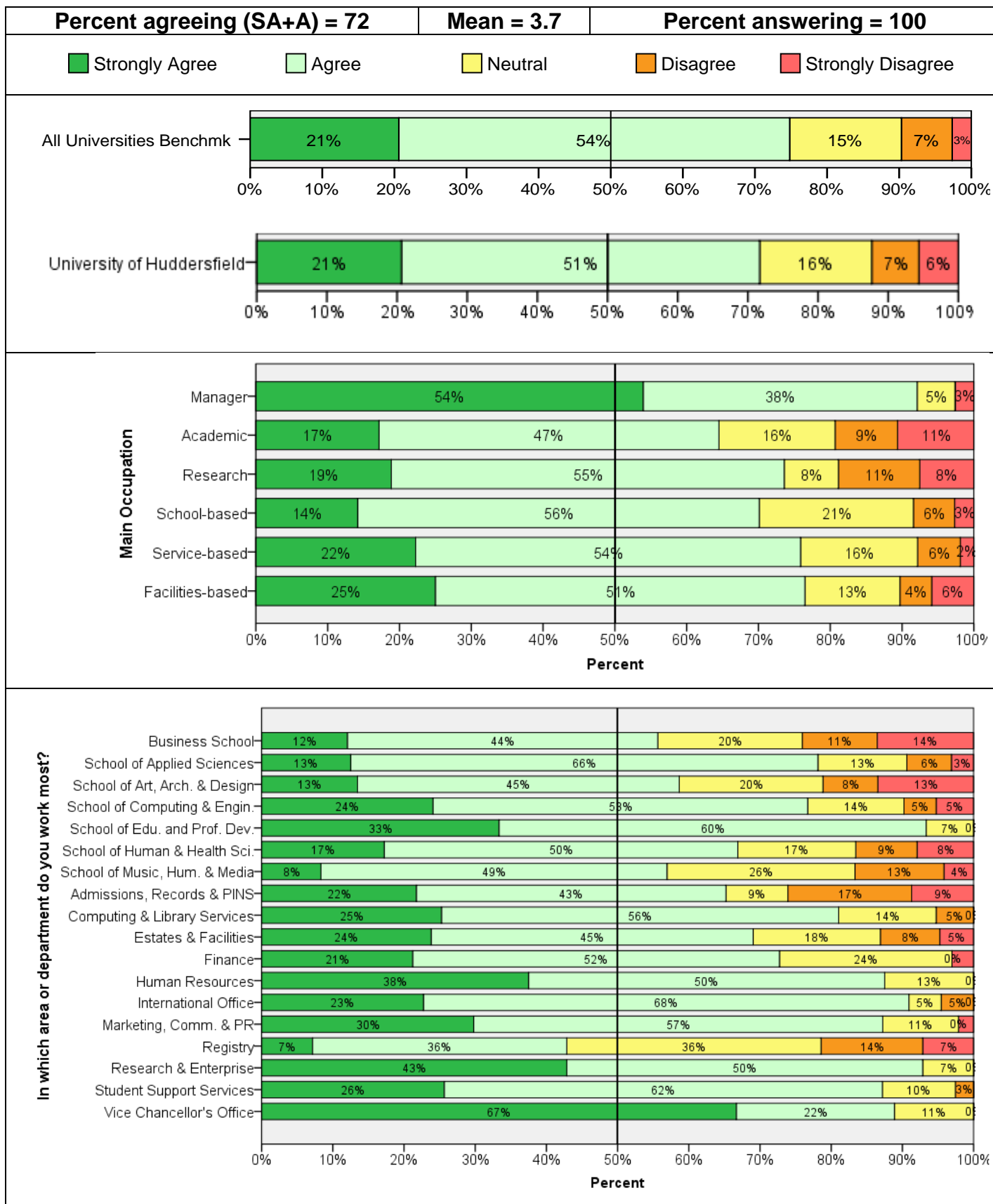
Question 73: I tend to worry more than most other people (-ve)



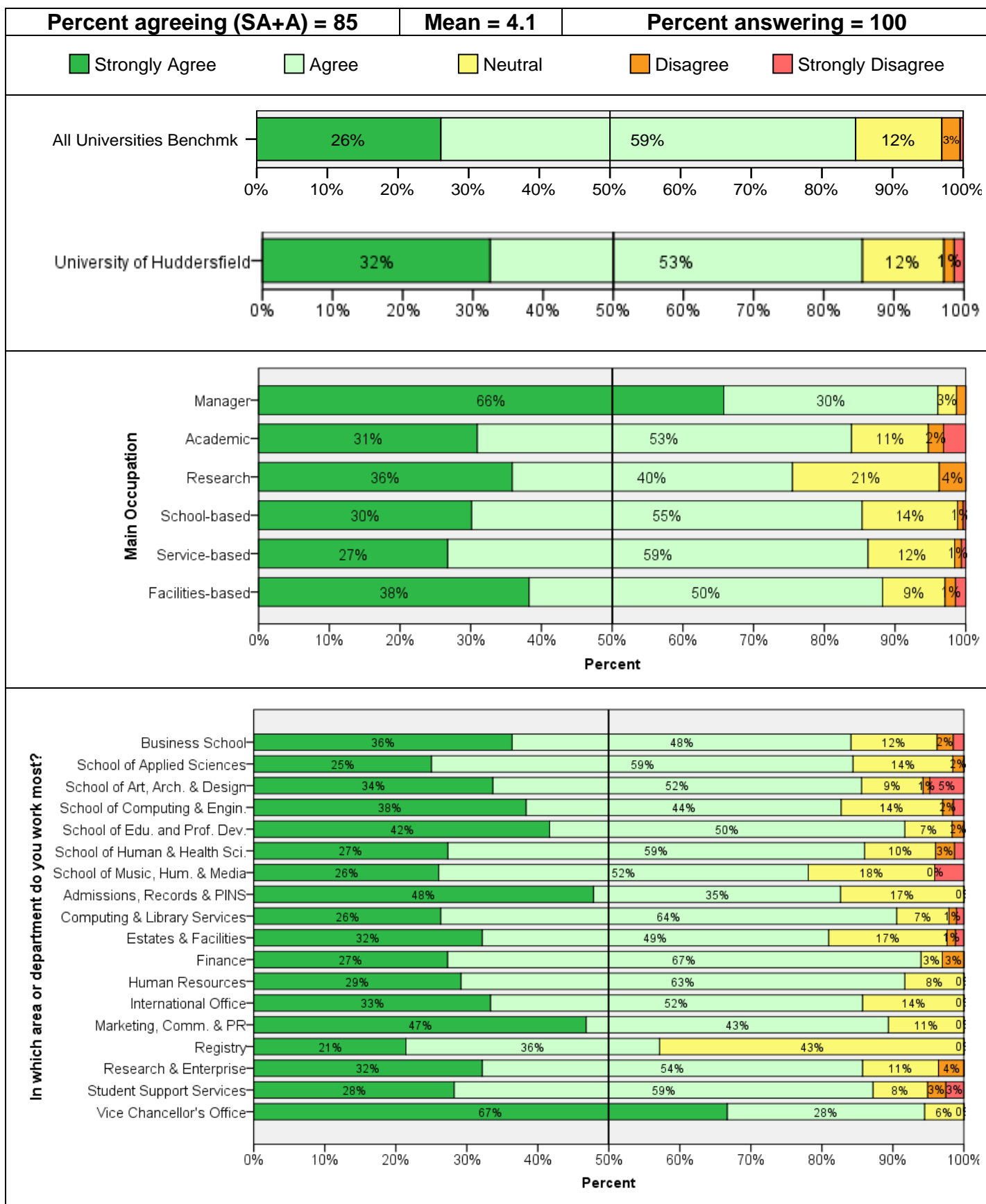
Question 74: I would recommend this University as a good one to work for



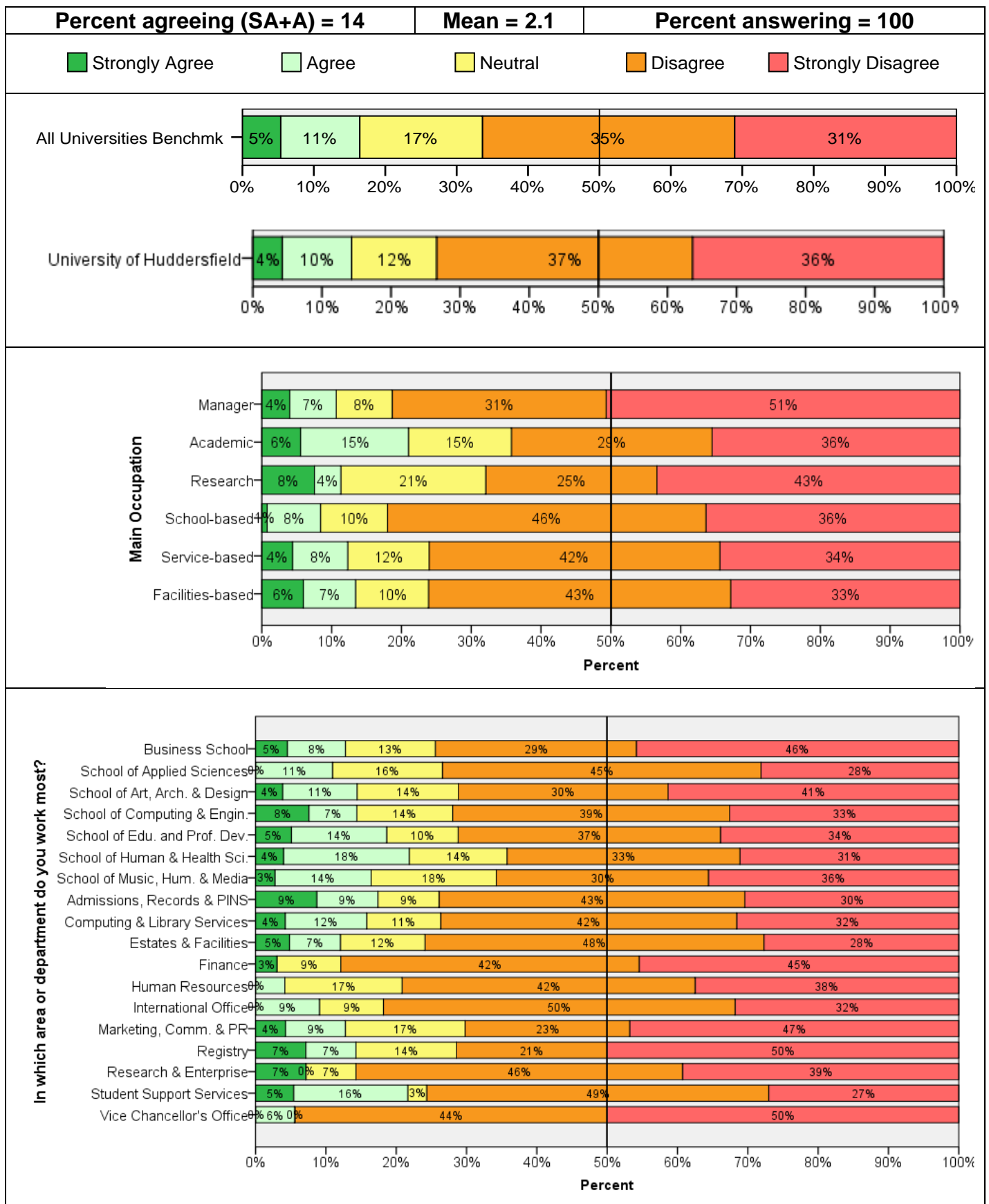
Question 75: I get a sense of achievement from doing my job



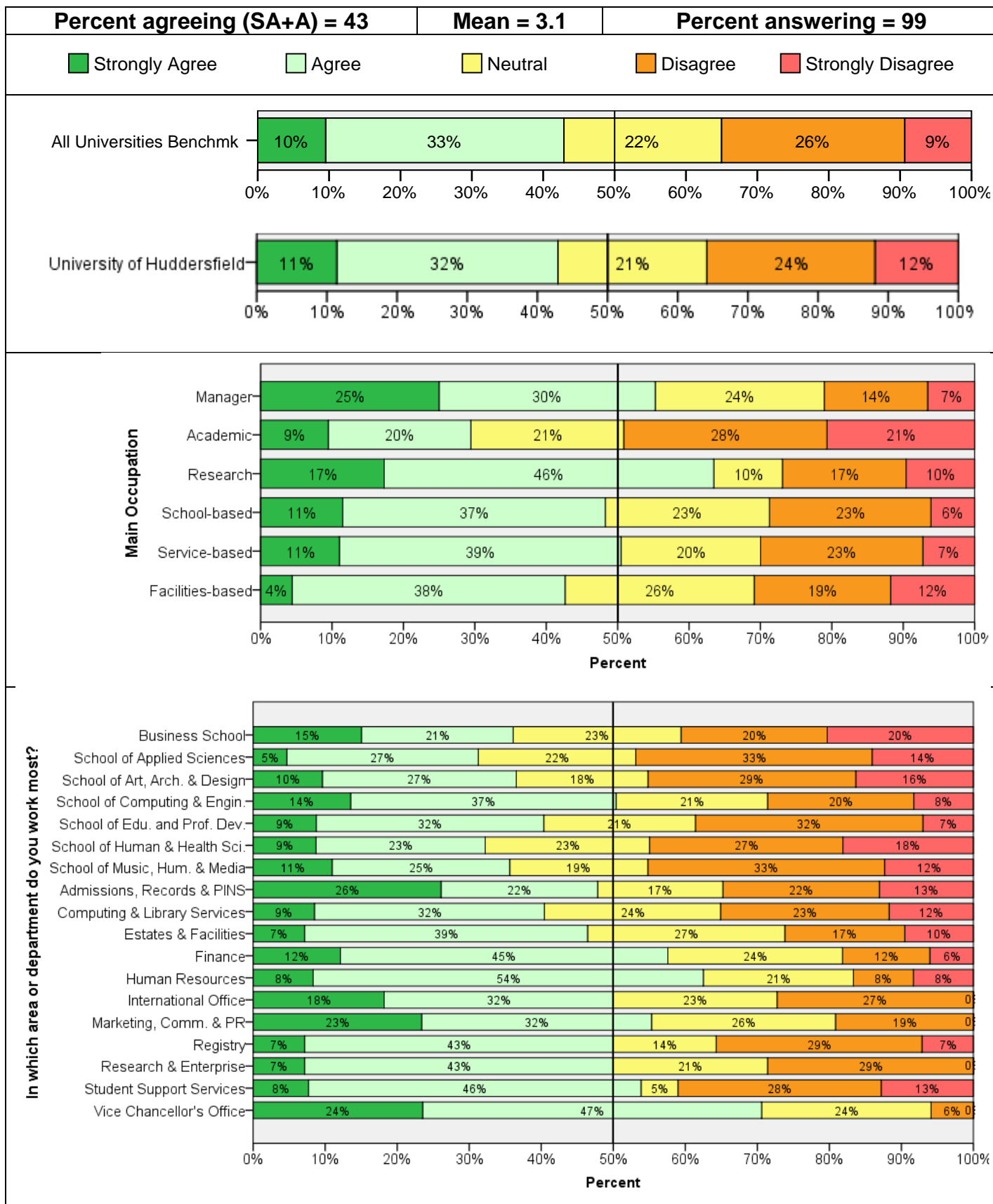
Question 76: In the last year I have performed well in my job



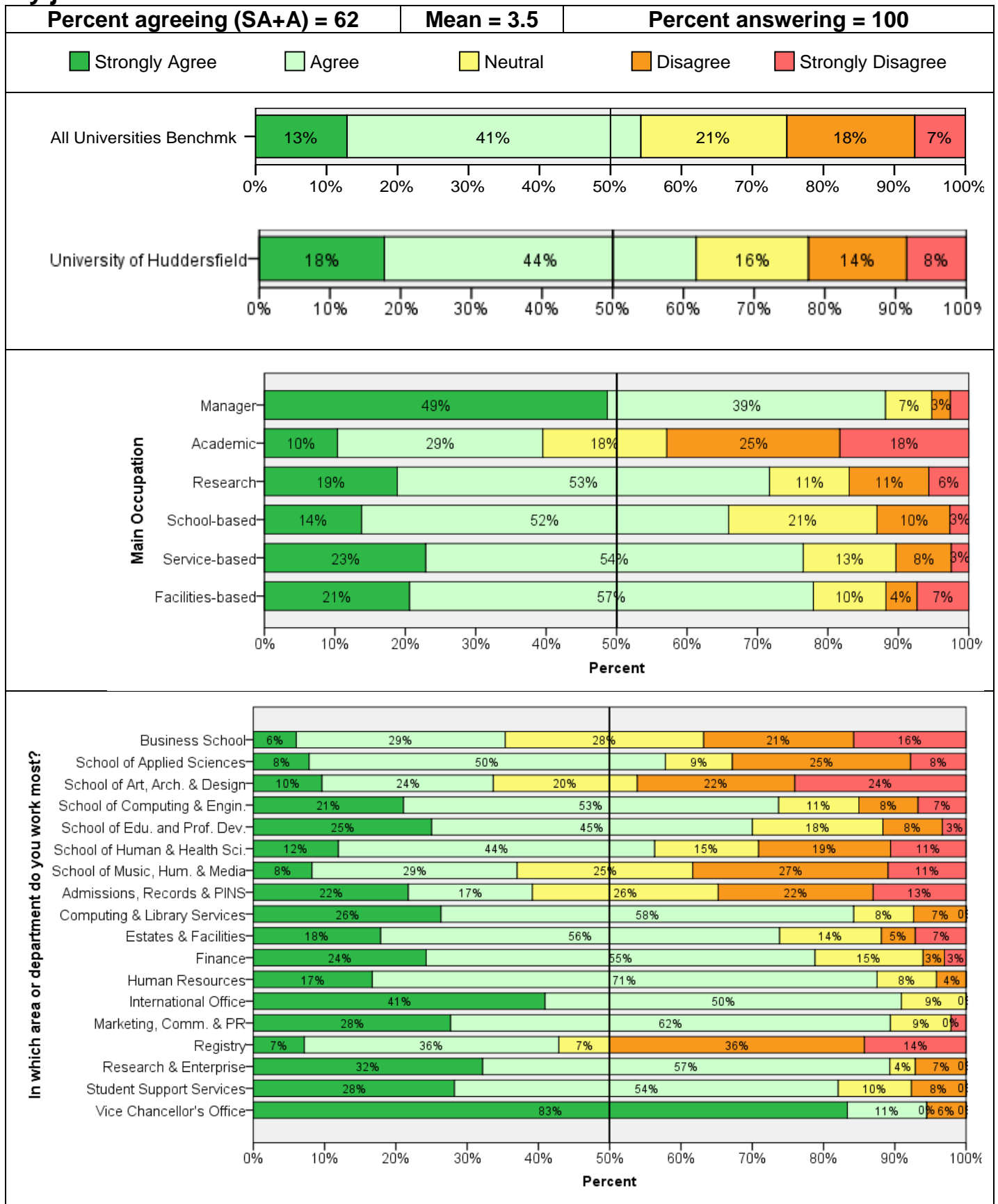
Question 77: Travelling to work is a problem for me (-ve)



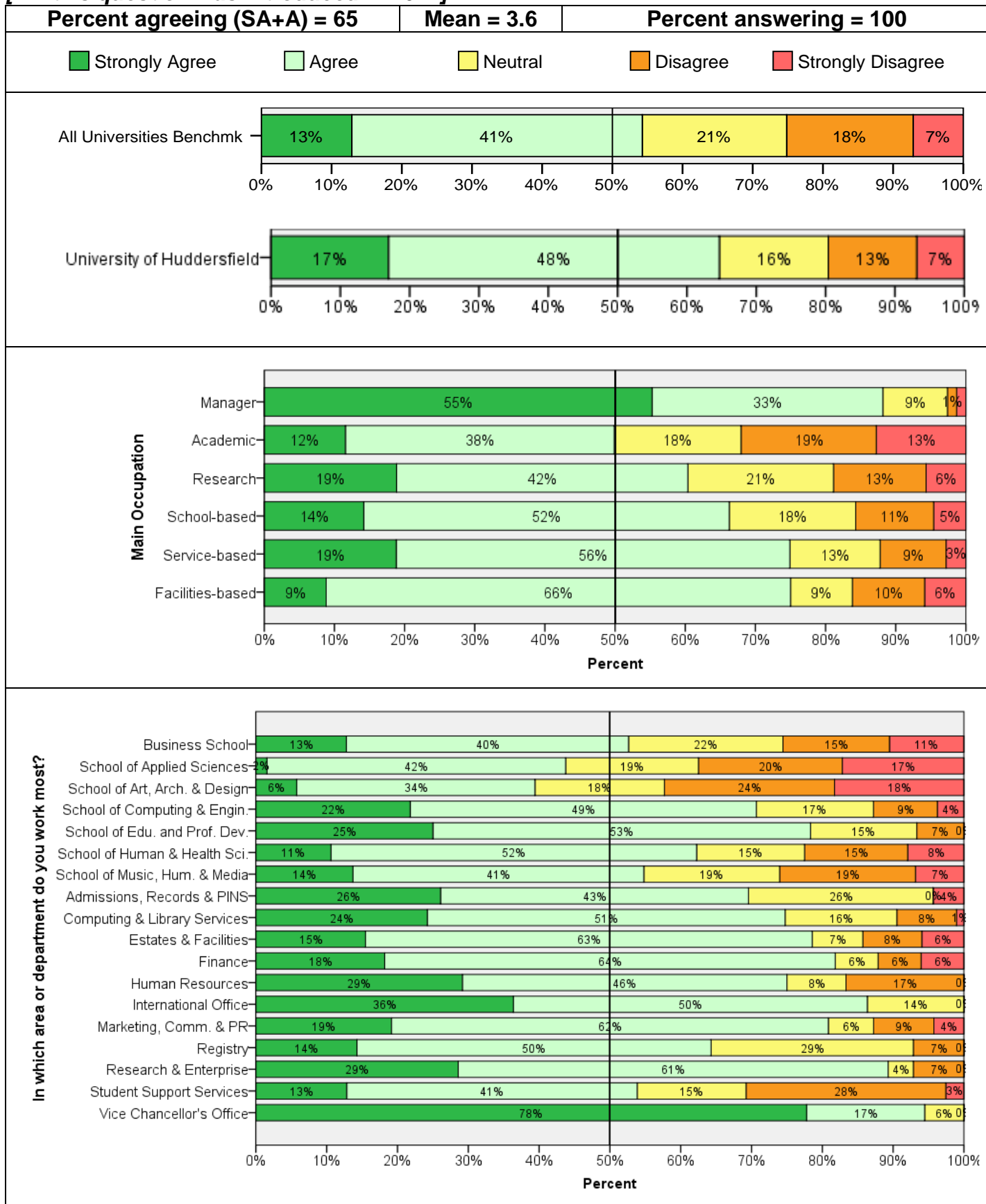
Question 78: I am able to get the sleep I need every night



Question 79: Overall, taking everything into consideration, I am satisfied with my job as a whole



Question 80: I am satisfied with the physical environment where I usually work
[NB this question was introduced in 2011]



Sample size data and graphs for category questions

Notes

Valid percent within the tables are used in the graphs and refers to the percentage of respondents answering this question (i.e. excluding missing data).

No questions in this report have been analysed where categories contain fewer than 10 people. The following section provides basic information about these categories.

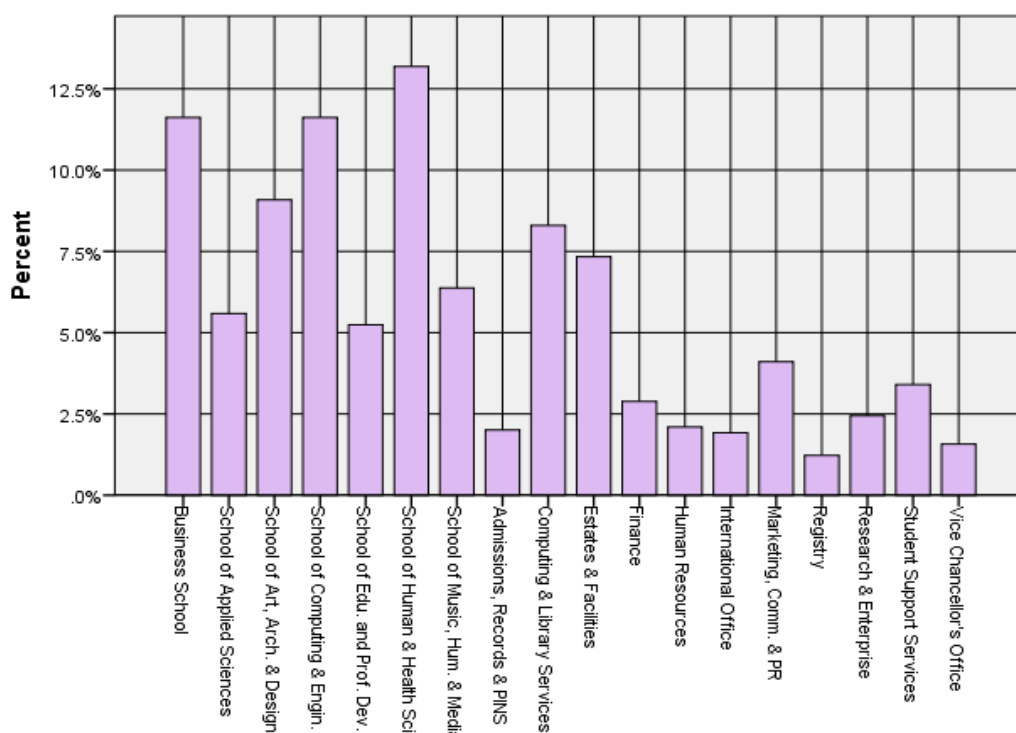
Part of the Organisation

In which area (or department) do you do most of your work?

Final coding Scheme – after clarifying ‘Other codes’ and collapsing small response departments into ‘Other’ category. Note that a small number of people working within an area may provide an incorrect department (e.g. cleaning staff identifying as being based within an academic school rather than ‘Estates and Facilities’).

In which area do you do most of your work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business School	133	11.0	11.6	11.6
	School of Applied Sciences	64	5.3	5.6	17.2
	School of Art, Arch. & Design	104	8.6	9.1	26.3
	School of Computing & Engin.	133	11.0	11.6	37.9
	School of Edu. and Prof. Dev.	60	5.0	5.2	43.1
	School of Human & Health Sci.	151	12.5	13.2	56.3
	School of Music, Hum. & Media	73	6.0	6.4	62.7
	Admissions, Records & PINS	23	1.9	2.0	64.7
	Computing & Library Services	95	7.9	8.3	73.0
	Estates & Facilities	84	6.9	7.3	80.3
	Finance	33	2.7	2.9	83.2
	Human Resources	24	2.0	2.1	85.3
	International Office	22	1.8	1.9	87.2
	Marketing, Comm. & PR	47	3.9	4.1	91.4
	Registry	14	1.2	1.2	92.6
	Research & Enterprise	28	2.3	2.4	95.0
	Student Support Services	39	3.2	3.4	98.4
	Vice Chancellor's Office	18	1.5	1.6	100.0
	Total		1145	94.7	100.0
Missing	System	64	5.3		
Total		1209	100.0		



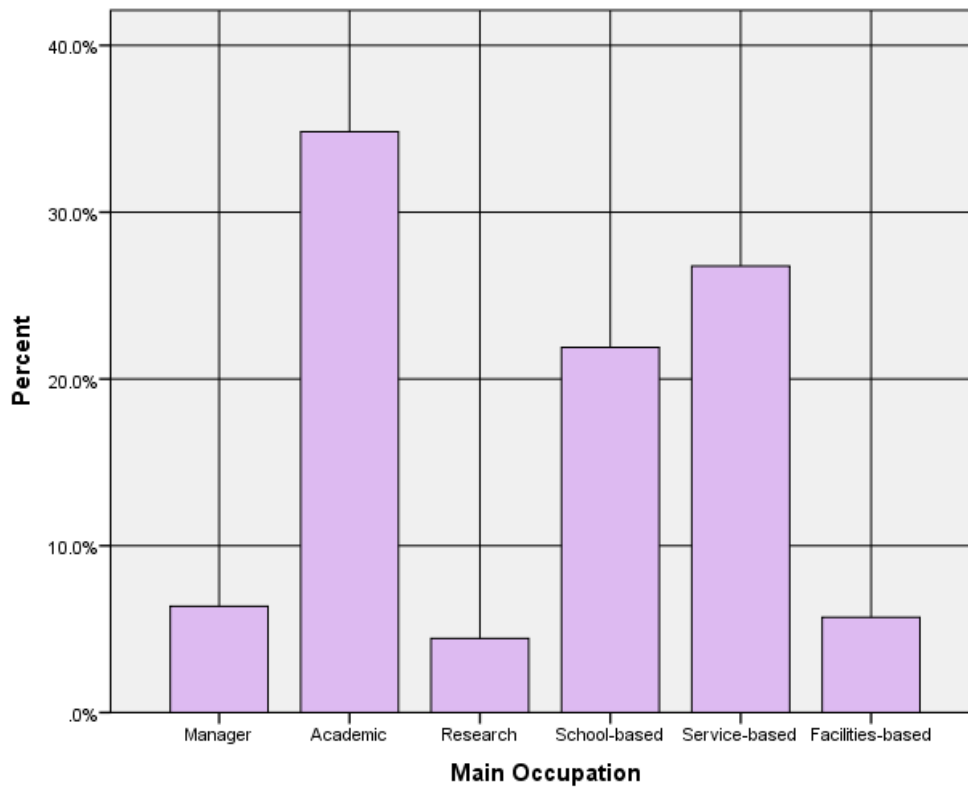
In which area do you do most of your work?

Main Occupation

Which description best fits what you do at work?

Main Occupation

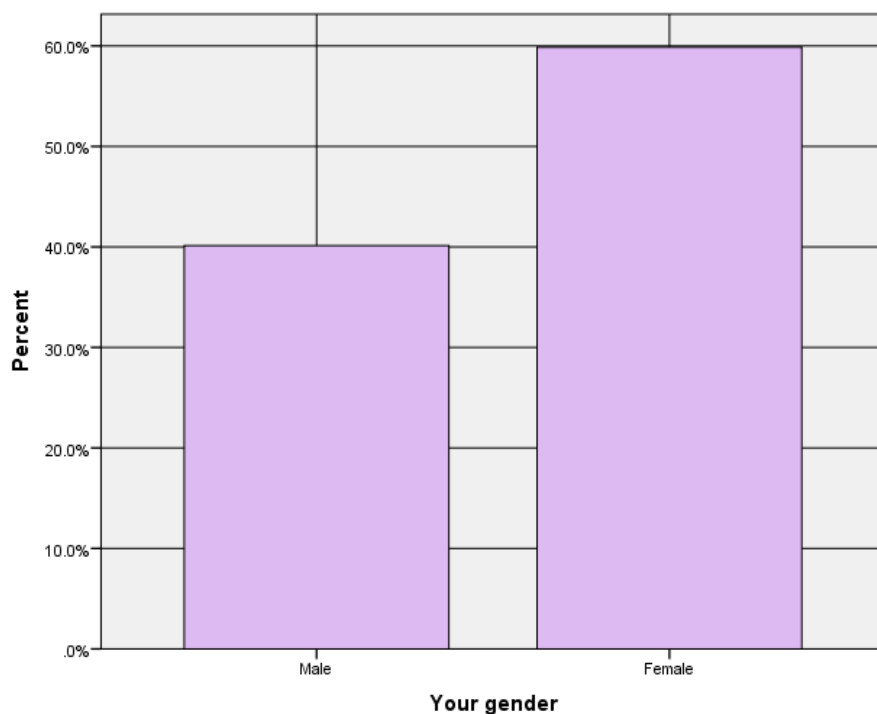
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	76	6.3	6.4	6.4
	Academic	415	34.3	34.8	41.2
	Research	53	4.4	4.4	45.6
	School-based	261	21.6	21.9	67.5
	Service-based	319	26.4	26.8	94.3
	Facilities-based	68	5.6	5.7	100.0
	Total	1192	98.6	100.0	
Missing	System	17	1.4		
Total		1209	100.0		



Gender

Your gender

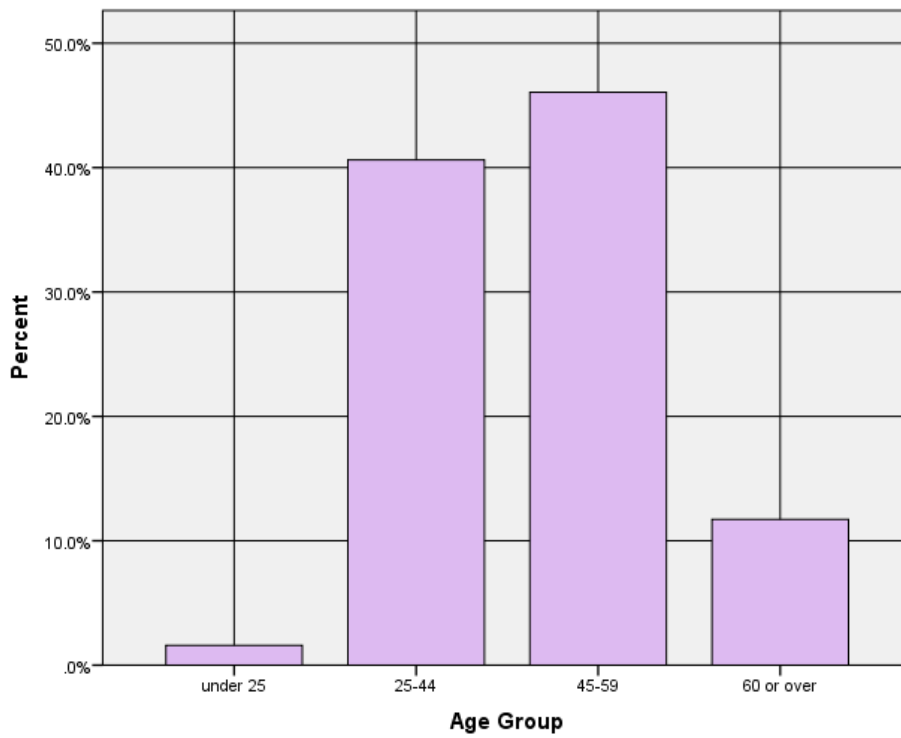
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	478	39.5	40.1	40.1
	Female	713	59.0	59.9	100.0
	Total	1191	98.5	100.0	
Missing	0	18	1.5		
Total		1209	100.0		



Age group

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25	17	1.4	1.6	1.6
	25-44	433	35.8	40.6	42.2
	45-59	491	40.6	46.1	88.3
	60 or over	125	10.3	11.7	100.0
	Total	1066	88.2	100.0	
Missing	System	143	11.8		
Total		1209	100.0		



Other Category questions

Ethnicity

Do you consider yourself to belong to an ethnic minority group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	109	9.0	9.2	9.2
	No	1076	89.0	90.8	100.0
	Total	1185	98.0	100.0	
Missing	0	24	2.0		
Total		1209	100.0		

Disability

Do you have a disability?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	85	7.0	7.1	7.1
	No	1105	91.4	92.9	100.0
	Total	1190	98.4	100.0	
Missing	0	19	1.6		
Total		1209	100.0		

Years Worked

How many years have you continuously worked at the University?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1	100	8.3	8.4	8.4
	1 to 5	392	32.4	32.9	41.3
	6 to 10	227	18.8	19.0	60.3
	11 to 20	328	27.1	27.5	87.8
	More than 20	145	12.0	12.2	100.0
	Total	1192	98.6	100.0	
Missing	0	17	1.4		
Total		1209	100.0		

Type of appointment

How many years have you continuously worked at the University?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1	100	8.3	8.4	8.4
	1 to 5	392	32.4	32.9	41.3
	6 to 10	227	18.8	19.0	60.3
	11 to 20	328	27.1	27.5	87.8
	More than 20	145	12.0	12.2	100.0
	Total	1192	98.6	100.0	
Missing	0	17	1.4		
Total		1209	100.0		

Hours of Work

What are your hours of work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	932	77.1	77.9	77.9
	Part-time / Fractional	225	18.6	18.8	96.7
	Part-time hourly paid	40	3.3	3.3	100.0
	Total	1197	99.0	100.0	
Missing	0	12	1.0		
Total		1209	100.0		

Additional Hours

Approximately how many additional hours do you work in a typical week?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	271	22.4	22.7	22.7
	5 or less	426	35.2	35.7	58.4
	6 to 10	209	17.3	17.5	75.9
	11 to 20	180	14.9	15.1	91.0
	More than 20	108	8.9	9.0	100.0
	Total	1194	98.8	100.0	
Missing	0	15	1.2		
Total		1209	100.0		

Days off ill

Approximately how many days have you been off work due to ill health in the last year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	505	41.8	42.3	42.3
	1 to 5	496	41.0	41.6	83.9
	6 to 10	97	8.0	8.1	92.0
	11 to 15	39	3.2	3.3	95.3
	More than 15	56	4.6	4.7	100.0
	Total	1193	98.7	100.0	
Missing	0	16	1.3		
Total		1209	100.0		

Counts and percentages 2015 & 2017 comparison

Descriptive Statistics for Work-Related Quality of Life questions Sorted Table	2015				2017				%Agree difference
	%Agree	Mean	Sd	N	%Agree	Mean	Sd	N	
q51: I work in a safe environment	84	4.10	0.85	1207	78.6	3.95	0.94	1205	5
q38: I have the opportunity to use my abilities at work	76	3.86	0.96	1209	70.7	3.71	1.09	1206	5
q41: My current working hours / patterns suit my personal circumstances	73	3.82	1.04	1208	66	3.64	1.16	1209	7
q57: The working conditions are satisfactory	72	3.78	1.02	1207	62.4	3.52	1.18	1208	10
q52: Generally things work out well for me	67	3.72	0.86	1209	60.3	3.58	0.90	1209	7
q36: I have a clear set of goals and aims to enable me to do my job	70	3.73	0.98	1207	59.6	3.49	1.09	1209	10
q40: The University provides adequate facilities and flexibility for me to fit work in around in my family life	67	3.70	1.04	1207	59	3.48	1.19	1206	8
q39: I feel well at the moment	65	3.64	1.09	1206	58.5	3.45	1.19	1206	6
q48: The University provides me with what I need to do my job effectively	65	3.58	1.04	1209	57.2	3.38	1.15	1209	8
q45: I am satisfied with my life	64	3.68	1.00	1208	55.8	3.47	1.06	1206	8
q49: My line manager actively promotes flexible working hours / patterns	55	3.48	1.09	1206	55.2	3.46	1.14	1208	-1
q43: When I have done a good job it is acknowledged by my line manager	58	3.48	1.16	1206	54.3	3.38	1.24	1207	4
q55: I am satisfied with the training I receive in order to perform my present job	62	3.55	1.03	1206	53.4	3.36	1.10	1207	8
q37: I feel able to voice opinions and influence changes in my area of work	62	3.52	1.14	1205	52.3	3.24	1.27	1206	10
q42: I often feel under pressure at work (-ve)	47	3.29	1.10	1205	52.2	3.45	1.17	1206	-5
q46: I am encouraged to develop new skills	60	3.59	1.07	1209	51.2	3.32	1.18	1207	9
q56: Recently, I have been feeling reasonably happy all things considered	60	3.53	1.05	1207	50.6	3.29	1.15	1207	9
q58: I am involved in decisions that affect students in my own area of work	58	3.48	1.08	1206	50.3	3.28	1.17	1209	8
q47: I am involved in decisions that affect me in my own area of work	56	3.40	1.11	1208	45.6	3.1	1.22	1209	10
q53: I am satisfied with the career opportunities available for me at the University	50	3.26	1.21	1207	39.1	2.95	1.27	1207	11
q54: I often feel excessive levels of stress at work (-ve)	31	2.86	1.16	1208	38.8	3.06	1.26	1207	-8
q50: In most ways my life is close to ideal	39	3.10	1.08	1205	32	2.91	1.12	1207	7
q44: Recently, I have been feeling unhappy and depressed (-ve)	22	2.44	1.24	1204	30.4	2.71	1.33	1204	-8

See next page for table key

Descriptive Statistics for QoWL Workplace Well-being Outcome questions Sorted Table	2015				2017				%Agree difference
	%Agree	Mean	Sd	N	%Agree	Mean	Sd	N	
q76: I am satisfied with the physical environment where I usually work	85.9	4.14	0.74	1204	85.4	4.14	0.78	1205	-1
q69: The people who are important to me outside of work support my work commitments	82.1	4.10	0.78	1206	80.2	4.04	0.81	1203	-2
q75: I get a sense of achievement from doing my job	77.4	3.93	0.93	1209	71.7	3.74	1.04	1208	-6
q68: I enjoy my work	76.5	3.93	0.91	1208	70.4	3.75	1.04	1206	-6
q60: My relationships with other staff are as good as I would like them to be	74.3	3.81	0.93	1209	70.2	3.73	0.98	1208	-4
q63: I intend to stay working for the university for at least the next 12 months	81.4	4.12	0.96	1208	69.2	3.84	1.15	1209	-12
q71: I am proud to tell others that I am part of this organisation	79.6	4.07	0.90	1205	66.8	3.72	1.09	1205	-13
q62: My work is as interesting and varied as I would want it to be	68.6	3.73	1.03	1208	63.2	3.57	1.11	1204	-5
q67: I feel motivated to do my best in my current job	72.7	3.84	1.06	1207	62.1	3.54	1.20	1207	-11
q79: Overall, taking everything into consideration, I am satisfied with my job as a whole	72.3	3.81	1.01	1205	61.8	3.49	1.18	1209	-11
q74: I would recommend this organisation as a good one to work for	76.2	3.98	0.97	1210	60.9	3.55	1.21	1206	-15
q65: I am satisfied with the overall quality of my working life	65.1	3.64	1.08	1207	56.6	3.33	1.21	1207	-8
q61: The quality of supervision is as good as I would want it to be	59.0	3.49	1.10	1206	54.4	3.38	1.16	1207	-5
q66: I am able to achieve a healthy balance between my work and home life	61.3	3.52	1.15	1210	54.1	3.26	1.26	1208	-7
q64: I feel my job is secure	67.6	3.70	1.06	1208	51.8	3.32	1.21	1208	-16
q59: I am paid fairly for the job I do, given my experience	62.7	3.57	1.06	1209	51.7	3.26	1.18	1209	-11
q72: I am more productive than other people who do a similar job to me	54.3	3.66	0.88	1210	50.9	3.62	0.89	1204	-3
q70: The organisation communicates well with its employees	62.1	3.56	1.05	1206	43.3	3.02	1.26	1203	-19
q78: I am able to get the sleep I need every night	47.4	3.19	1.17	1207	42.9	3.07	1.22	1202	-5
q73: I tend to worry more than most other people (-ve)	35.4	3.01	1.09	1206	34.9	3.01	1.08	1207	-1
q77: Travelling to work is a problem for me (-ve)	14.1	2.12	1.14	1209	14.2	2.09	1.12	1204	0

Key

Colours

	Top three rated questions
	Bottom three rated questions

% Agree = The number of people who indicated agree or strongly agree to the question as a percentage of the number of people responding to this question.

Mean = Average score if: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4 and Strongly Agree = 5.

Please note that on a scale of 1 to 5, mean values will vary from 1.0 to 5.0, and the mid point between these is 3.0.

Sd = Standard deviation. A measure of the average difference of the scores from the mean score for that question, where a larger value indicates a wider spread of scores.

N = Number of respondents answering this question people returned questionnaires.

(-ve) = This question is negatively phrased, so that a higher %Agree indicates less stress

Descriptive Statistics for HSE questions Sorted Table	2015				2017				%Agree difference
	%Agree	Mean	Sd	N	%Agree	Mean	Sd	N	
q04: I know how to go about getting my job done	88	4.30	0.75	1194	85.8	4.22	0.794	1207	-2
q25: I have some say over the way I work	82.6	3.97	0.81	1202	76.8	3.87	0.863	1204	-3
q01: I am clear what is expected from me at work	83	4.18	0.84	1205	76.2	4	0.897	1206	-1
q11: I am clear what my duties and responsibilities are	82.4	4.19	0.85	1207	75.7	4	0.911	1207	1
q31: My colleagues are willing to listen to my work-related problems	74.5	3.86	0.87	1210	73.4	3.87	0.867	1207	-1
q30: My working time can be flexible	74.9	3.88	0.99	1207	72.7	3.82	1.047	1206	-6
q24: I get help and support I need from my colleagues	77.7	3.96	0.89	1208	72.3	3.84	0.975	1206	-1
q02: I can decide when to take a break	73.8	3.94	1.08	1205	72.2	3.95	1.008	1204	-2
q29: I can talk to my line manager about something that has upset or annoyed me at work	72	3.82	1.17	1209	69	3.75	1.202	1206	0
q17: I understand how my work fits into the overall aim of the University	76.2	4.04	0.95	1207	68.8	3.83	1.087	1208	1
q15: I have a choice in deciding how I do my work	70.5	3.82	0.88	1204	67	3.74	0.917	1208	-5
q27: I receive the respect at work I deserve from my colleagues	70.8	3.79	0.95	1206	63.7	3.63	1.038	1207	2
q07: If work gets difficult, my colleagues will help me	62.8	3.80	1.02	1202	62.4	3.75	1.061	1200	0
q35: My line manager encourages me at work	65.2	3.65	1.16	1204	61.9	3.6	1.221	1208	4
q09: I have to work very intensively (-ve)	56.9	3.70	0.85	1203	61.2	3.79	0.87	1207	5
q13: I am clear about the goals and objectives for my department	71	3.88	1.00	1206	59.2	3.61	1.116	1205	1
q23: I can rely on my manager to help me with a work problem	61	3.71	1.23	1204	58.6	3.63	1.264	1208	-4
q10: I have a say in my own work speed	57.6	3.54	0.97	1207	51.7	3.42	1.026	1208	-5
q26: I have sufficient opportunities to question managers about change at work	54.7	3.38	1.16	1198	46.3	3.1	1.27	1208	6
q20: I have to work very fast (-ve)	37.8	3.35	0.86	1204	45.3	3.45	0.922	1200	4
q08: I am given supportive feedback on the work I do	46	3.30	1.12	1204	41.4	3.19	1.18	1204	3
q33: I am supported through emotionally demanding work	46.2	3.31	1.06	1206	39.1	3.14	1.124	1206	1
q19: I have a choice in what I do at work	40.7	3.23	0.99	1205	38.6	3.17	1.022	1203	1
q03: Different groups at work demand things that are hard to combine (-ve)	30.8	3.09	0.98	1185	36.9	3.23	1.057	1195	6
q12: I have to neglect some tasks because I have too much work to do (-ve)	24.5	2.95	0.97	1208	34.5	3.14	1.044	1208	4
q32: When changes are made at work, I am clear how they will work out in practice	42.4	3.19	1.04	1205	32.3	2.86	1.149	1208	2
q34: Relationships at work are strained (-ve)	21	2.54	1.11	1204	28.4	2.73	1.207	1205	1
q28: Staff are always consulted about change at work	34.1	2.95	1.14	1200	26.9	2.6	1.225	1201	4
q22: I have unrealistic time pressures (-ve)	16.5	2.51	1.10	1204	26	2.76	1.202	1206	3
q18: I am pressured to work long hours (-ve)	19.1	2.36	1.25	1203	25.7	2.5	1.364	1204	5
q16: I am unable to take sufficient breaks (-ve)	18.4	2.41	1.16	1198	21.4	2.51	1.207	1207	1
q06: I have unachievable deadlines (-ve)	16.1	2.43	1.09	1202	21	2.62	1.143	1206	2
q14: There is friction or anger between colleagues (-ve)	15.3	2.53	1.04	1203	20.2	2.66	1.077	1195	4
q05: I am subject to personal harassment in the form of unkind words or behaviour (-ve)	5.4	1.66	0.95	1203	7.8	1.77	1.022	1206	1
q21: I am subject to bullying at work (-ve)	4.5	1.47	0.89	1207	6.6	1.61	0.995	1203	-1

Advanced Analysis: predicting overall quality of working life

The University of Huddersfield 2017 Quality of Working Life survey generated a very rich data set. The previous sections of this report describe and illustrate the data, but do not provide a detailed statistical analysis. As an example of the type of statistical analysis that might usefully be performed on this data, a stepwise multiple regression analysis appears below. This type of analysis uses the six WRQoL and seven HSE factors to statistically predict scores on the overall WRQoL question (Q65: I am satisfied with the overall quality of my working life).

The tables below show how 6 of these 13 factors are significant predictors of overall quality of working life. These six factors account for over 76% of the variation in the scores for the overall quality of working life question.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875	.765	.764	.589

a. Predictors: (Constant), General Wellbeing (GWB), Working Conditions (WCS), Job and Career Satisfaction (JCS), Demand (DMD), Change (CHN), Home-work interface (HWI).

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.362	0.168		-2.159	0.031
General Wellbeing (GWB)	0.567	0.031	0.451	18.522	0
Working Conditions (WCS)	0.268	0.035	0.209	7.643	0
Job and Career Satisfaction (JCS)	0.191	0.035	0.149	5.498	0
Demand (DMD)	-0.073	0.028	-0.054	-2.626	0.009
Change (CHN)	0.064	0.026	0.059	2.424	0.016
Home-work interface (HWI)	0.065	0.028	0.054	2.296	0.022

a. Dependent Variable: q65: I am satisfied with the overall quality of my working life

It can be seen from the 't' values in the above table that the General Well Being factor was the best predictor of ratings of overall quality of working life followed by Working Conditions (higher values of these factors are associated with higher overall quality of working life). Higher ratings of Job and Career Satisfaction, Home-work Interface and HSE Change were associated with higher overall quality of working life. HSE Demands (a measure of stress) was negatively related to overall satisfaction with the quality of working life.

These results can be used when considering how to increase overall quality of working life ratings. That is, it may be particularly worthwhile considering undertaking interventions that target the factors identified above which have been shown to significantly predict quality of working life within the organisation.

Open Question Analysis 2017

Open questions are those questions where the survey participant can provide an unconstrained textual response. The responses which arise from such 'open' or 'free text' questions are analysed by reading all responses and then categorising them into themes. The percentage of responses which contain a particular theme is then calculated. The results of this analysis are presented in the tables below.

Confidentiality

Respondents were explicitly informed that confidentiality of responses would be maintained and that only staff working on the analysis of the data would see all the actual responses given. Respondents were able to 'opt in' to indicate that 'Yes, you can use the actual text of my comments in an anonymised form' and only these opted in responses were used to illustrate the themes described in the themed analysis.

As stated on the questionnaire, only general themes are to be reported to the management of the organisation. For this reason respondents were also informed that any issues they felt to be of importance should be taken up with personnel department.

Please note: Respondents often made multiple comments to the open question and so the total number of responses will add up to more than 100%.

University of Huddersfield 2017

Open Question Themed Analysis

In the 2017 survey 1209 people returned a valid survey and of these, 649 (55%) contained an answer to the open question: **'How could the quality of working life be improved in your University?'**

In the tables below, the percentage of the people who mentioned the issue out of those who returned an answer to the open question is reported. Indicative, anonymised responses (from respondents who agreed their comments could be shown) have been provided under their appropriate category or factor heading. Response categories contributed to by less than three respondents are not reported.

Organisational Culture

<p>Great place to work:</p> <ul style="list-style-type: none"> • "I am so very happy to work here, I love my job very much" • "I personally believe the quality of working within the University is at a very high standard" • "I really enjoy working at the University of Huddersfield" • "It's a great environment to work in and the work / life balance is good due to the flexible working hours" • "The working hours/location and flexibility of the University allow me to fulfil and better work/life balance" 	<p>4.2%</p>
<p>Clash between teaching and research prioritisation/PhD issues:</p> <ul style="list-style-type: none"> • "Removal of the enforced Phd requirement" • "Not being pressurised into doctoral study especially towards the end of my career." • "Forcing people to do Phds is causing ever increasing stress" • "The dual challenge of research to PHD level and teaching excellence for all staff, means that many of us are not doing either very well" • "More support for staff members undertaking part-time PhDs." 	<p>9.3%</p>
<p>Bullying & harassment/ nepotism:</p> <ul style="list-style-type: none"> • "There is a definite air of bullying and harassment from senior management within the University and School" • "...a culture of bullying and harassment" • "...the level of bullying that is now rife across levels of management has to be addressed" • "A threat mentality is pervasive throughout the Senior management and the cronyism is abhorrent" • "I feel bullied and under great pressure" 	<p>4.9%</p>

Management

<p>Improve management skills and training for managers/better management/poor management or leadership:</p> <ul style="list-style-type: none"> • “Senior management should demonstrate greater openness, honesty and transparency” • “ “Better management. When recruiting managers (eg. grade 9 or above) it would be better to open it up to external applicants” • “By having more experienced and high quality line management instead of being given a succession of inexperienced managers, changing very frequently” • “...better leadership and management“ • “The obsessive chasing of impossible targets for irrelevant performance indicators needs to stop” • “Less of a blame culture” • “It might also help to stop hiring more managers and insisting on measuring everything” 	<p>9%</p>
<p>Improve management of poor staff behaviour/underperforming staff:</p> <ul style="list-style-type: none"> • “Better performance management” • “...colleagues should be more closely monitored with how they spend their time at work” • “...the organisation is very poor at managing staff who are incompetent” 	<p>1.8%</p>
<p>More fairness – timetabling, workload... Transparent promotion</p> <ul style="list-style-type: none"> • “...band 9 posts should be available to staff who do not want to take on a management role. Promotion could be based on excellence and evidence of role performance rather than a specific job” • “Equality of the workload” • “...cronyism and nepotism especially with regard to appointments and promotions” • “Equitable share of workload” 	<p>5.2%</p>
<p>Better Induction</p> <ul style="list-style-type: none"> • “Proper inductions for new members of staff.” • “Have a proper induction process for all new staff that is implemented across the university” 	<p>1.2%</p>
<p>Greater recognition of teaching</p> <p>“...more focus on the basics of university life i.e. the quality of teaching offered to students”</p>	<p>2.1%</p>

Job and Career Satisfaction (JCS)

<p>Reward Good Performance/ recognition/equality of pay:</p> <ul style="list-style-type: none"> • “The management should show actively and appropriately that it values its employees and the work they do” • “...staff in our department are made to feel more valued in terms of the skills, knowledge, qualifications, effort, time and passion that they contribute in their work” • “Staff experience needs to be valued” • “...staff have suffered net pay decreases due to the poor annual increase” • “I feel the rewards for staff who are motivated, hardworking and take on responsibility are limited” • “By having a broader set of measures to recognise and reward achievement.” 	<p>7.3%</p>
<p>Better Career Development opportunities needed:</p> <ul style="list-style-type: none"> • “Improved opportunity for job review and career development and progression” • “There is no staff development for support staff” • “...communication from senior management and the university needs to be fair and coherent with regards to job opportunities” • “More formal accredited personal development opportunities” • “More options for progression.” • “I see no chance for progression” • “Realistic prospects for advancement for support staff” 	<p>6.8%</p>
<p>Poor treatment of Admin staff</p> <ul style="list-style-type: none"> • “Technical staff are overlooked” • “The staff moral(e) of the admin staff and sense of satisfaction would be much higher if people were rewarded for their hard work and they had a realistic promotional structure to work towards” • “Support staff should have similar forms of recognition and reward to those available to academic staff” 	<p>2.1%</p>

Communication and Consultation

<p>Improved communication/consultation wanted;</p> <ul style="list-style-type: none"> • We need more communication between central departments” • “Improved communication with staff about major issues/changes” • “Better communication to staff as it causes unnecessary gossip” • “Communication throughout the University could be improved” • “...more effective internal communication - especially around positive news in schools and other departments” • “Communication is terrible, no consultation or transparency” • “Better communication between academic and admin staff” • “Better communication between the University and Schools” • “Real staff engagement in consultation” 	<p>18.5%</p>
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Working Conditions (WCS)

<p>Accommodation/facilities:</p> <ul style="list-style-type: none"> • “Air conditioning in staff offices - during the summer months it is almost impossible to work in South-facing offices” • “More windows” • “It is rare that we are able to take a full hour for a lunch break” • “Better physical environment” • “By improving the IT support, modernising the working facilities such as computers” • “Provision of adequate, modern and up to date laboratory and workshop equipment” • “The administrative support for research is in some areas simply inadequate and frustrating” 	<p>7.4%</p>
<p>Better job security:</p> <ul style="list-style-type: none"> • “The whole redundancy process has been badly managed” • “I feel threatened for my job constantly” 	<p>2.2%</p>

General Well-Being (GWB)

<p>Encourage facilitate professional and social contact and support between staff/improve peer relationships:</p> <ul style="list-style-type: none"> • “The University desperately needs a staff room where staff can eat their lunch and quieten their mind down for a short period” • “Protected staff rooms/areas to allow staff to interact socially” • “..... the University is crying out for a staff facility where one could meet and network like the old staff bar” • “More staff social space to exchange knowledge and networking and emotional support” 	<p>2.6%</p>
<p>Poor morale</p> <ul style="list-style-type: none"> • “A lot more respect for staff. Morale is seriously low” • “...morale is low” • “...a general demotivation, disillusion and stress throughout academic and support staff” • “...many long serving employees have been demotivated by targets that take the focus away from students” 	<p>3.8%</p>

Home Work Interface (HWI)

Parking: <ul style="list-style-type: none">• "...parking closer to campus would make a huge difference"• "More parking spaces to alleviate stress of travelling to work"• "The ability to park on campus would make a big difference to people's quality of working life"	3.2%
More opportunity for flexi-time/home working: <ul style="list-style-type: none">• "Make it possible to work from home one day a week regularly"	2.7%

Stress At Work (SAW)

Reduce staff workload/unrealistic/staff shortage: <ul style="list-style-type: none">• "The workload model is a complete joke"• "The workload model is not representative of what academic staff actual do"• "excessive workloads"• "The volume of work is huge for academic staff"• "The work load model is a joke and does not take all our work into account"• "We are being deliberately stretched to breaking point"• "No REAL hours allocated for research while expecting us to produce research outcomes"• "The current WLA system is inconsistently applied across the department and does not demonstrate a fair allocation of work or accurate reflection of the time taken for essential job tasks"• "The new targets for PhD and publications are oppressive and at times bullying"	14.4%
Too much admin/ better admin support needed: <ul style="list-style-type: none">• "The majority of my time is spent completing administrative tasks"• "Much more specialised administration support at department level"	4.9%
Better support for mental health issues <ul style="list-style-type: none">• "Better support for staff working with colleagues suffering Mental Health issues"	2.1%

University of Huddersfield 2013/2015/2017

Open Question Themed Analysis Comparison table

Questionnaire responses from University of Huddersfield staff in the years 2013, 2015 & 2017 contained answers to the open question: 'How could the quality of working life be improved in your University?'

In the tables below, the percentage of the respondents completing a questionnaire who mentioned an issue in the survey for each of the years indicated is shown next to each response category.

Response categories contributed to by less than three respondents, or which were mentioned only in one year are not reported. Please note that some re-categorisation of responses has been undertaken to allow cross year comparisons.

Organisational Culture

	%2013	%2015	%2017
Great place to work	10	8.8	4.2
Clash between teaching and research prioritisation	5.8	2.2	9.3
Bullying & harassment	3	2.4	4.9

Management

Improve management skills and training for managers/better management/poor management or leadership	14	5.2	9
Improve management of poor staff behaviour/underperforming staff	2.1	1.0	1.8
Unfair allocation of workloads	6	2.0	5.2

General Well-Being (GWB)

Encourage facilitate professional and social contact and support between staff/improve peer relationships	2.6	3.0	2.6
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Job and Career Satisfaction

Reward Good Performance/recognition/equality of pay	5.5	6.6	7.3
Better Career Development opportunities needed	8.6	5.9	6.8

Working Conditions (WCS)

	%2013	%2015	%2017
Accommodation/facilities	14.1	3.2	7.4
Better job security	3.1	1.7	2.2

Stress At Work (SAW)

Reduce staff workload/unrealistic/ staff shortage:	14.4	12.7	14.4
Too much admin/ better admin support needed	7.4	3.9	4.9

Home Work Interface (HWI)

Parking a major problem:	3.6	1.7	3.2
More opportunity for flexi-time/home working	3.6	14.7	2.7

Communication and Consultation

Improve Communication/ consultation/engagement/feedback/ involvement	11.7	11.7	18.5
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