

NEOGEN LEXINGTON ONLY CODEBOOK

***Items in red** are the name of the variables as listed in the dataset.

***Variables** are listed in order as they appear in dataset.

Only Data collected in NEOGEN Lexington appears here.

This Data appears in either the Lexington Excel sheet or the SPSS file in this folder as of 10/15

From Neogen_Data: Demographics

****Some of the demographics** are listed twice in the dataset 1) coded as a categorical variable and 2) coded as numerical variable.

Division

Lexington

Divisionc

2

Building

Lexington

NANDINO

CREATIVEDr

7

8

Buildingc

Deptmt

Accounting

Diag Direct Labor

General Admin

R&D

Sales & Marketing

AS Dist Direct

AS Dist Indirect

Diag Indirect Labor

General Sales & Mktg

Indirect Labor Vet

R&D Vet

Sales Ethical

Sales Ideal International

Sales Ideal OTC

Sales International

Sales Life Sciences

Sales Racing

Deptmtc

1

12

20

28

29

38

39

40

41

42

43

44

45

46

47

48

49

**** Lexington Division only has observation
for 18 of those depts.*

Status

ACTIVE

LOA SHORT

Statusc

1

0

Work Status Fulltime

Full-time

Part-time

1

2

Temporary/Contract	3
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Supervisor

Yes	1
No	0

Race

Racec

White	1
Black	2
Hispanic	3
Asian	4
Indian	5

Ageyrs and **Tenureyrs** in years as of Oct 1st 2007

Education

Some high school (e.g., grade 11 or less)	1
Graduated from high school or G.E.D.	2
Technical/Professional/Certificate/Diploma degree	3
from college, technical /professional school	
Associate Degree from college	4
Graduated from college (any Bachelor's degree)	5
Master's Degree (e.g., M.B.A's, M.S, M.A)	6
Doctoral Degree (e.g., Ph.D., J.D., Ed.D.)	7

Graduation year **GradYr**

Neogen_Lexington Our Variable of Interest: Emotional Intelligence

- EI perception dimension **EIperc**
- EI facilitating dimension **EIfac**
- EI understanding dimension **EIund**
- EI managing dimension **EImgt**
- EI overhaul total **EItotal**

Neogen_Core Work Satisfaction Survey

- Intention to Turn Over **ito**
- Job satisfaction **jobsat**
- Org commit affective, org commit cognitive, and overhaul org commit **occ oca oc**
- Work inclusion **wkinclu**
- Flexible time **flextimeh**
- Perceived org support **pos**

- Procedural Justice **procjust**
- Perc Investment in Employee Devpmt **pi**
- Reward, Pay, Benefit, and Overhaul Satisfaction
satreward satpay satbenefit satall
- Distributive Justice **distjust**
- Satisfaction with Supervision **satsuper**
- Social Rewards Satisfaction (or satisfaction wth coworkers)
satsocreward
- Self-Reported Effort **sreffort**
- Job Search Index **jobsearch**
- Interpersonal Trust (both in supervisor and coworkers) **trustsuper**
trustcowker
- Interpersonal Justice **interperjust**
- Self-Reported OCBIndiv, OCBOrga, and overhaul Org Citi Beha
srocbi srocho srocb

Neogen_Lexington KY Research Survey (Additional Variables)

- Work-Family, Family-Work and Overhaul Conflict
wkfamconflict famwkconflict wkfamwkconflict
- PANAS positive, negative, average **panaspos panasneg panascomb**
- Agreeableness **agreeabl**
- Conscientiousness **conscient**

Neogen_Supervisor Evaluation

- OCBI, OCBO, OCB **ocbi ocbo ocb**
- Employee Effort **efforts**
- Employee Absence (High to low) **absences**
- Employee Knowledge (job procedure overhaul)
knowledgeproc knowledgejob knowledge
- Employee performance **performance** (this is overallperformance rounded)
- Employee overhaul performance (source Tsui Scale 7 items)
Alpha=0.91 **overallperformance**
 1. THIS EMPLOYEE IS PERFORMING HIS/HER TOTAL JOB THE WAY I WOULD LIKE IT PERFORMED
 2. I AM SATISFIED WITH THE TOTAL CONTRIBUTION THIS EMPLOYEE HAS MADE TO THE ORGANIZATION
 3. I ENJOY WORKING WITH THIS EMPLOYEE
 4. THIS EMPLOYEES HAS MET ALL OF MY EXPECTATIONS IN TERMS OF HIS/HER ROLES AND RESPONSIBILITIES
 5. I RESPECT THIS EMPLOYEE'S JUDGMENT
 6. I BELIEVE THAT THIS EMPLOYEE WILL PITCH IN AND HELP WHENEVER I ASK
 7. IF I HAD MY WAY, I WOULD CHANGE THE MANNER IN WHICH THIS PERSON IS DOING HIS/HER JOB

This ends the "Lex Attributes Variables..." IN EXCEL

Neogen_Network

Variable Name in Dataset	Matrices Description
InDegC/OutdegC means in/out degree centrality	N=75
Advice-InDegC	Advice Network (1I ask advice to this person)
Advice-OutDegC	
Feeling-IndegC	Feeling Network (strongly dislike=1 to strongly like=5)
Feeling-OutdegC	
Negaaffect12-InDegC	Negative Affect Network (1strongly dislike and dislike)
Negaaffect12-OutDegC	
Posaaffect345-InDegC	Positive Affect Network (1neutral like and strongly like)
Strongposaff5-InDegC	Strong Positive Affect Network (1strongly like)
Conflict-IndegC	Conflict Network (1no conflict 2work 3perso 4blend)
Conflict-none1-InDegC	No Conflict Network (1no conflict with this person)
Conflict-all24-InDegC	Conflict Network (1work, perso and blend)
Conflict-personal34-InDegC	Perso Conflict Network (1perso and blend)
Conflict-taskonly2-InDegC	Task Conflict Network (1work related only)
Size means Network Size on symmetric matrices	
Required-sym-Size	Required Network (1I am required to work with this person)
Unionmatrices-all4-sym-size	Union of required/advice/feeling/conflict dichotomized
Unionmatrices-reqadvfeel-sym-size	Union of required/advice/feeling dichotomized

NEOGEN LEXINGTON LIST OF SCALES

All measures are on a 5 pt likert-type scale (unless otherwise stated):

1	2	3	4	5
Strongly Disagree	Disagree	Neither	Agree	Strongly Agree

RESEARCH VARIABLES OF MAIN INTEREST

EMOTIONAL INTELLIGENCE

(Source: EISS SCALE, Kidwell et al., working paper)

Scoring against experts' answers

PART I- NEOGEN CORE WORK SATISFACTION SURVEY (SAME FOR ALL LOCATIONS)

OVERALL JOB SATISFACTION (CORE)

(Source: Cammann, Fichman, Jenkins, and Klesh, 1979;
Seashore, Lawler, Mirvis and Cammann, 1982)

- _____ 1. All in all, I am satisfied with my job.
___R_ 2. In general, I don't like my job.
_____ 3. In general, I like working here.

ORGANIZATIONAL COMMITMENT (CORE)

(Source: Meyer & Allen, 1984)

Shortened scale: 4 items taken from affective commitment dimension, 4 items taken from continuance commitment dimension – kept those with the highest factor loadings (all above .58).

Read each item and then mark the appropriate answer in the space next to that item. Use the following scale to record your answers.

- ___ 1. I would be very happy to spend the rest of my career in this organization.
___ 2. It would be very hard for me to leave my organization right now, even if I wanted to.
___R 3. I do not feel any obligation to remain with my current employer.
___ 4. I really feel as if this organization's problems are my own.
___ 5. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.
___ 6. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
___R 7. I do not feel like "part of the family" at my organization.
___ 8. Right now, staying with my organization is a matter of necessity as much as desire.
___ 9. I would feel guilty if I left my organization now.
___R 10. I do not feel "emotionally attached" to this organization.
___ 11. I believe that I have too few options to consider leaving this organization.
___ 12. This organization deserves my loyalty.
___ 13. This organization has a great deal of personal meaning for me.
___ 14. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
___ 15. I would not leave my organization right now because I have a sense of obligation to the people in it.

- ___ 16. I feel a strong sense of belonging to my organization.
- ___ 17. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here. [If I were to leave this organization, another company may not match the overall benefits I have here]
- ___ 18. I owe a great deal to my organization.

WORKPLACE EXCLUSION (CORE)

(Source:?)

1. I am well-informed about my organization's goals.
2. I have influence over decisions about ways to improve productivity.
3. I have influence over decisions about ways to improve work quality.
4. I am well-informed about business plans.
5. I have a high degree of job security.
6. I am unlikely to be laid off.
7. I have influence over decisions about ways to improve work the environment.
8. I am given flexibility in my work schedule (e.g., I can work extra hours to leave early, I can come in early to leave a bit earlier, etc.) by my supervisor. ITEM CREATED FOR THIS SURVEY NOT PART OF THIS ESTABLISHED SCALE

PERCEIVED ORGANIZATIONAL SUPPORT (POS) (CORE)

(Source: Eisenberger, Huntington, Hutchison, Sowa, 1986)

Retained 6 items with highest factor loadings – all were .80 or higher.

- ___ 1. This organization really cares about my well-being.
- ___ 2. This organization takes pride in my accomplishments.
- _R_ 3. My organization shows very little concern for me.
- ___ 4. My organization values my contributions to its well-being.
- ___ 5. My organization strongly considers my goals and values.
- ___ 6. This organization is willing to help me if I need a special favor.

PROCEDURAL JUSTICE (CORE)

(Source: Colquitt, 2001)

Retained 4 items with highest factor loadings.

1. Have you been able to express your views and opinions regarding organizational procedures?
2. Have you had influence over procedural outcomes?
3. Have organizational procedures been applied consistently?
4. Have organizational procedures been free of bias?
5. Have organizational procedures been based on accurate information?
6. Have you been able to appeal the outcome(s) of organizational procedures?
7. Have those procedures upheld moral and ethical standards?

INTENTION TO TURNOVER (CORE)

(Source: Michigan Organizational Assessment Quest; Cammann, Fichman, Jenkins, and Klesh, 1979)

Here are some statements about you and your job. How much do you agree or disagree with each?

- _____ 1. I will probably look for a new job in the next year.
- _____ 2. I often think about quitting.
- _____ 3. How likely is it that you could find a job with another employer with about the same pay and benefits you now have?

PERCEIVED INVESTMENT IN EMPLOYEE DEVELOPMENT (PIED) (CORE)

(Source: Lee and Bruvold, 2003)

Retained 4 items with highest factor loadings

- 1 My organization trains employees on skills that prepare them for future jobs and career development.
- 2 My organization provides career counseling and planning assistance to employees.
- 3 My organization allows employees to have the time to learn new skills that prepare them for future jobs.
- 4 My organization provides support when employees decide to obtain ongoing training.

REWARD/PAY/BENEFIT SATISFACTION (CORE)

(Pay Satisfaction: Source:?))

(Benefit Satisfaction: Source: Mitchell, Holtom, Lee, Sablinski & Erez, 2001-subset of embeddedness)

To what extent do you agree or disagree with the following statements about the organization's reward practices?

- 1. Organizational rewards are appropriate for the work employees do
- 2. Considering my skills and efforts, my pay is fair
- 3. I am very dissatisfied with my pay
- 4. My pay is fair considering what other people in this organization are paid
- 5. I am content with the way management handles the pay system
- 6. I don't make the kind of money I should for the kind of job I do
- 7. The benefits are quite good here
- 8. The retirement benefits provided by this organization are excellent

DISTIBUTIVE JUSTICE (CORE)

(Source: Colquitt, 2001)

1. Do organizational rewards reflect the effort you have put into your work?
2. Are organizational rewards appropriate for the work you have completed?
3. Do organizational rewards reflect what you have contributed to the organization?

SATISFACTION WITH SUPERVISION (CORE)

(Source: Job Diagnostic Survey; Hackman & Oldham, 1975)

- _____ 1. The degree of respect I receive from my supervisor
- _____ 2. The degree of fair treatment I receive from my supervisor.
- _____ 3. The amount of support and guidance I receive from my supervisor.
- _____ 4. The overall quality of the supervision I receive in my work.

SOCIAL REWARDS SATISFACTION (CORE)

(Source: Michigan Organizational Assessment Questionnaire; Cammann, Fichman, Jenkins, and Klesh, 1979; Seashore, Lawler, Mirvis and Cammann, 1982)

- _____ 1. How satisfied are you with the way you are treated by the people you work with?
- _____ 2. How satisfied are you with the respect you receive from the people you work with?
- _____ 3. How satisfied are you with the friendliness of the people you work with?

JOB SEARCH METHODS INDEX (JSMI) (CORE)

(Source: Blau, 1994 - used the top 8 highest factor loadings)

Listed below are some behaviors that many of us engage in from time to time. Please read the list below and indicate the extent to which you agree or disagree with the following?

In the past few months I have....

1. Looked at help-wanted/job posting notifications
2. Listed myself as an applicant for a job posting outside of this company
3. Prepared or revised my resume
4. Sent out resumes to potential employers
5. Filled out a job application
6. Read a book or article on changing jobs
7. Had an interview with a prospective employer

8. Talked with friends and relatives about possible job leads
9. Telephoned a prospective employer
10. looked for other job opportunities
11. Contacted an employment agency or search firm
12. Used current within-company resources (e.g., current employees) to generate potential job leads

IMPORTANCE RANKING (CORE)
(Created for Neogen Survey)

1. Read each item below and rank each one in the order of importance to you, with “1” being the most important to “10” being the least important.

- a. Pay Level
- b. Opportunity for Advancement
- c. Job/Organizational Stability
- d. Recognition
- e. Work Hours
- f. Flexible Schedule
- g. Benefits
- h. Training Opportunities
- i. Positive Relationship with Coworkers
- j. Positive Relationship with Supervisor

SELF-REPORTED EFFORT (CORE)

(Source: Wright, Kacmar, McMahan, & DeLeeuw (1995), revised Kacmar, Zivnuska & White, 2007 – used 4 items of scale that apply to self-initiated effort)

Below are listed some behaviors which people may exhibit from time to time.

Thinking about your current job to what extent do you agree or disagree with the following?

In the past six months I have....

- a. Tried to do things better at work
- b. Tried to do more than what was asked of me
- c. Tried to work hard
- d. Tried to get things done on time.

INTERPERSONAL TRUST (CORE)

(Source: Zaheer, McElvey, and Perrone, 1998)

- 1. I have faith that my coworkers will look out for my interests even when it is costly to do so.
- 2. My coworkers are trustworthy.
- 3. I feel that my coworkers can be counted on.
- 4. I feel betrayed by my coworkers.
- 5. I trust my coworkers to be even handed in my dealings with them.

INTERPERSONAL TRUST (CORE)
(Source: Zaheer, McElvey, and Perrone, 1998)

1. I have faith that my supervisor will look out for my interests even when it is costly to do so. **My Supervisor treats me in a fair manner**
2. My supervisor is trustworthy.
3. I feel that my supervisor can be counted on.
4. I feel betrayed by my supervisor.
5. I trust my supervisor to be even handed in my dealings with him/her.

INTERPERSONAL JUSTICE (CORE)
(Source: Colquitt, 2001)

1. Has your supervisor treated you in a fair manner?
2. Has your supervisor explained procedures thoroughly?
3. Has your supervisor treated you with respect?
4. Has your supervisor treated you with dignity?
5. Has your supervisor refrained from improper remarks or comments?

OCBs

(Source: Lee & Allen, 2002; **NOTE** first 4 of each are CORE and CBO item #1 was removed because does not apply here)

OCBI Items

1. Help others who have been absent.
2. Willingly give your time to help others who have work-related problems.
3. Adjust your work schedule to accommodate other employees' requests for time off.
4. Go out of the way to make newer employees feel welcome in the work group.
5. Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.
6. Give up time to help others who have work or nonwork problems.
7. Assist others with their duties.
8. Share personal property with others to help their work.

OCBO Items

1. Attend functions that are not required but that help the organizational image.
2. Keep up with developments in the organization.
3. Defend the organization when other employees criticize it.
4. Show pride when representing the organization in public.
5. Offer ideas to improve the functioning of the organization.
6. Express loyalty toward the organization.
7. Take action to protect the organization from potential problems.
8. Demonstrate concern about the image of the organization.

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OCBO ITEM 4 Emphasized this organization's positive aspects to those outside it

PART II-NEOGEN_ LEXINGTON KY RESEARCH SURVEY

WORK-FAMILY CONFLICT (RESEARCH-LEXINGTON)

(Source: Netemeyer, Bolles & NcMurrian, 1996)

Work-Family Conflict Scale

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

Family-Work Conflict Scale

1. The demands of my family or spouse/partner interfere with work-related activities.
2. I have to put off doing things at work because of demands on my time at home.
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
5. Family-related strain interferes with my ability to perform job-related duties.

POSITIVE AND NEGATIVE AFFECTIVITY SCALE (PANAS) (RESEARCH-LEXINGTON)

(Source: Watson, et al, 1988)

The words below may describe how you have been feeling *in general*. In the last month, how often have you felt the following?

1 = Never time		2 = Very Rarely		3 = Occasionally		4 = Frequently		5 = All the				
2a.	Interested	1	2	3	4	5	2m Irritable	1	2	3	4	5
2b.	Distressed	1	2	3	4	5	2n. Alert	1	2	3	4	5
2c.	Excited...	1	2	3	4	5	2o. Ashamed	1	2	3	4	5
2d.	Upset.....	1	2	3	4	5	2p. Inspired	1	2	3	4	5
2e.	Strong... ...	1	2	3	4	5	2q. Nervous	1	2	3	4	5
2f.	Guilty.....	1	2	3	4	5	2r. Determined	1	2	3	4	5
2g.	Scared...	1	2	3	4	5	2s. Attentive	1	2	3	4	5

2h.	Hostile... ...	1	2	3	4	5	2t.	Jittery	1	2	3	4	5
2i.	Enthusiastic	1	2	3	4	5	2u.	Active	1	2	3	4	5
2j.	Proud..... ...	1	2	3	4	5	2v.	Anxious	1	2	3	4	5
2k.	Angry..... ...	1	2	3	4	5	2w.	Sad	1	2	3	4	5
2l.	Tense.....	1	2	3	4	5	2x.	Happy	1	2	3	4	5

BIG FIVE PERSONALITY INVENTORY (BFPI)
(Agreeableness/ Conscientiousness; RESEARCH-LEXINGTON)
 (Source: Golberg, 1999)

The statements below may describe how you are in *general*. Please indicate how accurate each statement about yourself is, I:

1 = Very inaccurate 2 = Moderately inaccurate 3 = Neither inaccurate or accurate

Am interested in people.	1	2	3	4	5
Sympathize with others' feelings.	1	2	3	4	5
Have a soft heart.	1	2	3	4	5
Take time out for others.	1	2	3	4	5
Feel others' emotions.	1	2	3	4	5
Make people feel at ease.	1	2	3	4	5
Am not really interested in others.	1	2	3	4	5
Insult people.	1	2	3	4	5
Am not interested in other people's problems.	1	2	3	4	5
Feel little concern for others.	1	2	3	4	5
Am always prepared.	1	2	3	4	5
Pay attention to details.	1	2	3	4	5
Get chores done right away.	1	2	3	4	5
Like order.	1	2	3	4	5
Follow a schedule.	1	2	3	4	5
Am exacting in my work.	1	2	3	4	5
Leave my belongings around.	1	2	3	4	5
Make a mess of things.	1	2	3	4	5
Often forget to put things back in their proper place.	1	2	3	4	5
Shirk my duties	1	2	3	4	5

EMOTIONAL INTELLIGENCE IN SALE AND SERVICES EISS
(RESEARCH- LEXINGTON)
 (Source: Kidwell Hardesty & Sheng – working paper/scoring formulas)

PART III-NEOGEN SUPERVISOR EMPLOYEE EVALAUTION SCALE ITEMS

EMPLOYEE VARIOUS ITEMS SCALE (6 ITEMS KEPT)

(SOURCE: TSUI, 1984)

1. THIS EMPLOYEE IS PERFORMING HIS/HER TOTAL JOB THE WAY I WOULD LIKE IT PERFORMED
2. I AM SATISFIED WITH THE TOTAL CONTRIBUTION THIS EMPLOYEE HAS MADE TO THE ORGANIZATION
3. I ENJOY WORKING WITH THIS EMPLOYEE
4. THIS EMPLOYEES HAS MET ALL OF MY EXPECTATIONS IN TERMS OF HIS/HER ROLES AND RESPONSIBILITIES
5. I RESPECT THIS EMPLOYEE'S JUDGMENT
6. **I SOMETIMES TRY TO AVOID THIS EMPLOYEE**
7. I BELIEVE THAT THIS EMPLOYEE WILL PITCH IN AND HELP WHENEVER I ASK
8. IF I HAD MY WAY, I WOULD CHANGE THE MANNER IN WHICH THIS PERSON IS DOING HIS/HER JOB

OTHER ITEMS CREATED FOR THIS SURVEY

- a. This employee is often absent from work.....
- b. This employee put a great deal of effort into his/her job.....
- c. This employee has a great overall knowledge of company procedures, products and services.....
- d. This employee has a poor overall knowledge of his/her job duties, expectations and responsibilities.....

OCBs

(Source: Lee & Allen, 2002; **NOTE** 1st four items for each dimensions and OCBO item #1 was removed because does not apply here)

OCBI Items

1. Help others who have been absent.
2. Willingly give your time to help others who have work-related problems.
3. Adjust your work schedule to accommodate other employees' requests for time off.
4. Go out of the way to make newer employees feel welcome in the work group.
5. Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.
6. Give up time to help others who have work or nonwork problems.
7. Assist others with their duties.
8. Share personal property with others to help their work.

OCBO Items

1. Attend functions that are not required but that help the organizational image.
2. Keep up with developments in the organization.
3. Defend the organization when other employees criticize it.
4. Show pride when representing the organization in public.
5. Offer ideas to improve the functioning of the organization.
6. Express loyalty toward the organization.
7. Take action to protect the organization from potential problems.
8. Demonstrate concern about the image of the organization.

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	Are you required to work directly with this person in order to get your work done (e.g., receiving inputs or providing outputs)?	Do you go to this person for work-related advice and knowledge?	How do you generally feel about this person?					Conflict with other people in your life. If you do go to this person, is this conflict work-related, personal, or both?
ID Number From Roster of Persons with Whom You Interact Regularly	Check if Applicable	Check if Applicable	Dislike a lot	Dislike a little	Neutral	Like a little	Like a lot	No Conflict with This Person
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	
#			1	2	3	4	5	