

**American University of Armenia
2016 Staff Survey**



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Methodology

The Institutional Research Office (IRO) administered University's the second Staff Survey to all AUAF and AUAC employees. The list of employees was obtained from the Personnel Offices (AUAF and AUAC). The survey population included 216 employees.

Sample, Response Rate, Procedures

The survey population included all full and part-time staff members at AUAF and AUAC employees as of November 1, who have completed the mandatory initial probationary period.¹

Launched on November 10, 2016, the survey closed on November 28, 2016 and was administered via the on-line survey software Survey Monkey.

In seeking a high response rate, the following course of action was taken:

- An email was sent from the President highlighting the importance of the survey, requesting participation and providing direct link to on-line survey (November 10, 2016).
- Two reminder emails were sent from the President (November 17 and 28, 2016).
- Self-administered questionnaires together with instructions were distributed by IRO to all employees without aua.am e-mail account both in AUAF and AUA Center. Special boxes for collecting completed questionnaires were placed in IRO for AUAF employees and in the office of the AUA Center Administrative Secretary to assure the anonymity of responses.
- Reminder fliers were posted around campus (cafeteria, entrance ways).

A total of 166 of 216 staff members participated in the survey, denoting **a response rate of 76%**.

Upon completion of the on-line survey and data entry from paper surveys into the manual collector, statistical analyses such as frequencies and mean values, regression analysis, cross-tabulations, t-tests and one-way ANOVA for the responses were performed.

¹ The survey population did not include Executive Committee members, faculty, researchers and AUA Extension teaching staff and individuals on service contracts.

Staff Characteristics

Sex: Of the 161 respondents, 35% were male and 65% were female.

Age: Of the 161 respondents, 25% were up to 30 years old, 22% were from 31 to 40 years old, 15% were from 41 to 50 years old and 38% were over 50 years old.

Year of Hire: Of the 147 respondents, 22% were first hired as a staff member between 1991 and December 31, 2003, 23% were hired between January 1, 2004 and December 31, 2009, 21% were hired between January 1, 2010 and December 31, 2013, and 33% were first hired on January 1, 2014 or later.

Highest Degree Completed: Of the 149 respondents, 24% completed up to an associate's or vocational degree, 36% a Bachelor's degree or equivalent, and 40% a Master's or Doctoral degree or equivalent.

Position: Of the 140 respondents, 22% were employed in AUA's Administration or Professional services, 51% in Support services, and 27% in Maintenance and Operations.

2016 AUA Staff Survey: University-Wide Report

N	Question	Response options	Count	%	Valid%	Mean
1	How aware are you that AUA has a Handbook of Administrative Policies?	1-Very Aware/Familiar	28	17%	18%	2.6
		Aware/Familiar	56	34%	37%	
		Somewhat Aware/Familiar	36	22%	24%	
		Not Aware/Familiar	19	11%	13%	
		5-Not Aware/Familiar at All	13	8%	9%	
		0-Can't Say	0	0%	0%	
		Total	152	92%	100%	
		Missing Values	14	8%		
	Total	166	100%			
2	How aware are you that there is an Ethics and Grievance Committee at AUA?	1-Very Aware/Familiar	20	12%	13%	3.0
		Aware/Familiar	43	26%	28%	
		Somewhat Aware/Familiar	27	16%	18%	
		Not Aware/Familiar	40	24%	26%	
		5-Not Aware/Familiar at All	21	13%	14%	
		0-Can't Say	2	1%	1%	
		Total	153	92%	100%	
		Missing Values	13	8%		
	Total	166	100%			
3	How familiar are you with AUA's mission statement?	1-Very Aware/Familiar	35	21%	24%	2.4
		Aware/Familiar	55	33%	38%	
		Somewhat Aware/Familiar	27	16%	19%	
		Not Aware/Familiar	22	13%	15%	
		5-Not Aware/Familiar at All	6	4%	4%	
		0-Can't Say	1	1%	1%	
		Total	146	88%	100%	
		Missing Values	20	12%		
	Total	166	100%			
4	How familiar are you with AUA's tuition remission policy for employees and their immediate family?	1-Very Aware/Familiar	29	17%	18%	2.6
		Aware/Familiar	50	30%	31%	
		Somewhat Aware/Familiar	45	27%	28%	
		Not Aware/Familiar	21	13%	13%	
		5-Not Aware/Familiar at All	12	7%	8%	
		0-Can't Say	2	1%	1%	
		Total	159	96%	100.0%	
		Missing Values	7	4%		
	Total	166	100%			
5	How familiar are you with AUA's staff training and development policies?	1-Very Aware/Familiar	19	11%	13%	2.6
		Aware/Familiar	53	32%	35%	
		Somewhat Aware/Familiar	48	29%	32%	
		Not Aware/Familiar	22	13%	15%	
		5-Not Aware/Familiar at All	8	5%	5%	
		0-Can't Say	2	1%	1%	
		Total	152	92%	100%	
		Missing Values	14	8%		
	Total	166	100%			

N	Question	Response options	Count	%	Valid%	Mean
6	How familiar are you with AUA's health insurance benefits for employees?	1-Very Aware/Familiar	40	24%	25%	1.9
		Aware/Familiar	90	54%	57%	
		Somewhat Aware/Familiar	25	15%	16%	
		Not Aware/Familiar	0	0%	0%	
		5-Not Aware/Familiar at All	2	1%	1%	
		0-Can't Say	1	1%	1%	
		Total	158	95%	100%	
		Missing Values	8	5%		
		Total	166	100%		
7	How aware are you of AUA's social activities (Christmas and New Year Dinner/Dance Party, Staff Appreciation Day, etc.)?	1-Very Aware/Familiar	66	40%	42%	1.7
		Aware/Familiar	77	46%	48%	
		Somewhat Aware/Familiar	13	8%	8%	
		Not Aware/Familiar	2	1%	1%	
		5-Not Aware/Familiar at All	0	0%	0%	
		0-Can't Say	1	1%	1%	
		Total	159	96%	100%	
		Missing Values	7	4%		
		Total	166	100%		
8	In general, the decision-making process at AUA is clear to me.	1-Strongly Agree	12	7%	8%	2.2
		Agree	71	43%	46%	
		Neutral	49	30%	32%	
		Disagree	11	7%	7%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	11	7%	7%	
		Total	154	93%	100%	
		Missing Values	12	7%		
		Total	166	100%		
9	I have opportunities to provide input into decisions related to my work.	1-Strongly Agree	26	16%	17%	2.0
		Agree	100	60%	65%	
		Neutral	25	15%	16%	
		Disagree	2	1%	1%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	2	1%	1%	
		Total	155	93%	100%	
		Missing Values	11	7%		
		Total	166	100%		
10	Decisions related to my job are communicated to me in a timely manner.	1-Strongly Agree	28	17%	18%	2.0
		Agree	101	61%	65%	
		Neutral	15	9%	10%	
		Disagree	8	5%	5%	
		5-Strongly Disagree	2	1%	1%	
		0-Can't Say	2	1%	1%	
		Total	156	94%	100%	
		Missing Values	10	6%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
11	Decisions about the university in general are communicated to me in a timely manner.	1-Strongly Agree	13	8%	8%	2.3
		Agree	86	52%	55%	
		Neutral	32	19%	21%	
		Disagree	17	10%	11%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	5	3%	3%	
		Total	156	94%	100%	
		Missing Values	10	6%		
		Total	166	100%		
12	AUA policies are enforced evenly throughout the institution.	1-Strongly Agree	17	10%	11%	2.3
		Agree	59	36%	38%	
		Neutral	46	28%	29%	
		Disagree	13	8%	8%	
		5-Strongly Disagree	7	4%	4%	
		0-Can't Say	14	8%	9%	
		Total	156	94%	100%	
		Missing Values	10	6%		
		Total	166	100%		
13	My job orientation was sufficiently thorough to prepare me for my job.	1-Strongly Agree	27	16%	17%	2.2
		Agree	94	57%	59%	
		Neutral	27	16%	17%	
		Disagree	7	4%	4%	
		5-Strongly Disagree	4	2%	3%	
		0-Can't Say	1	1%	1%	
		Total	160	96%	100%	
		Missing Values	6	4%		
		Total	166	100%		
14	As a new staff member I was treated in a friendly manner by the administration and staff.	1-Strongly Agree	61	37%	38%	1.7
		Agree	85	52%	53%	
		Neutral	14	8%	9%	
		Disagree	0	0%	0%	
		5-Strongly Disagree	1	1%	1%	
		0-Can't Say	0	0%	0%	
		Total	161	97%	100%	
		Missing Values	5	3%		
		Total	166	100%		
15	My physical workspace is conducive to doing my job well.	1-Strongly Agree	30	18%	20%	2.0
		Agree	93	56%	62%	
		Neutral	19	11%	13%	
		Disagree	4	2%	3%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	2	1%	1%	
		Total	151	91%	100%	
		Missing Values	15	9%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
16	I have the tools and resources necessary to perform my job effectively and efficiently.	1-Strongly Agree	59	36%	38%	2.0
		Agree	82	49%	53%	
		Neutral	9	5%	6%	
		Disagree	2	1%	1%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	3	2%	2%	
		Total	155	93%	100%	
		Missing Values	11	7%		
		Total	166	100%		
17	I feel safe working at AUA during business hours.	1-Strongly Agree	59	36%	38%	1.7
		Agree	82	49%	53%	
		Neutral	9	5%	6%	
		Disagree	2	1%	1%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	3	2%	2%	
		Total	155	93%	100%	
		Missing Values	11	7%		
		Total	166	100%		
18	I feel safe working at AUA during non-business hours.	1-Strongly Agree	40	24%	25%	1.9
		Agree	80	48%	50%	
		Neutral	29	17%	18%	
		Disagree	1	1%	1%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	8	5%	5%	
		Total	161	97%	100%	
		Missing Values	5	3%		
		Total	166	100%		
19	AUA facilities are well-maintained.	1-Strongly Agree	27	16%	17%	1.9
		Agree	101	61%	64%	
		Neutral	17	10%	11%	
		Disagree	5	3%	3%	
		5-Strongly Disagree	1	1%	1%	
		0-Can't Say	6	4%	4%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		
20	I am treated with respect at AUA.	1-Strongly Agree	54	33%	33%	1.8
		Agree	96	58%	59%	
		Neutral	9	5%	6%	
		Disagree	2	1%	1%	
		5-Strongly Disagree	1	1%	1%	
		0-Can't Say	1	1%	1%	
		Total	163	98%	100%	
		Missing Values	3	2%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
21	I feel stressed when I am at work.	1-Strongly Agree	2	1%	1%	4.0
		Agree	13	8%	8%	
		Neutral	15	9%	9%	
		Disagree	63	38%	39%	
		5-Strongly Disagree	62	37%	39%	
		0-Can't Say	5	3%	3%	
		Total	160	96%	100%	
		Missing Values	6	4%		
		Total	166	100%		
22	My workload is consistently excessive.	1-Strongly Agree	12	7%	8%	3.1
		Agree	26	16%	17%	
		Neutral	36	22%	23%	
		Disagree	61	37%	39%	
		5-Strongly Disagree	14	8%	9%	
		0-Can't Say	6	4%	4%	
		Total	155	93%	100%	
		Missing Values	11	7%		
		Total	166	100%		
23	I have the freedom I need to decide how to do my work.	1-Strongly Agree	21	13%	13%	2.2
		Agree	91	55%	57%	
		Neutral	35	21%	22%	
		Disagree	9	5%	6%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	4	2%	3%	
		Total	160	96%	100%	
		Missing Values	6	4%		
		Total	166	100%		
24	My skills and qualifications match my job.	1-Strongly Agree	38	23%	25%	1.9
		Agree	90	54%	58%	
		Neutral	13	8%	8%	
		Disagree	8	5%	5%	
		5-Strongly Disagree	2	1%	1%	
		0-Can't Say	3	2%	2%	
		Total	154	93%	100%	
		Missing Values	12	7%		
		Total	166	100%		
25	I have opportunities to learn new things at my job.	1-Strongly Agree	30	18%	19%	2.2
		Agree	87	52%	54%	
		Neutral	29	17%	18%	
		Disagree	7	4%	4%	
		5-Strongly Disagree	6	4%	4%	
		0-Can't Say	3	2%	2%	
		Total	162	98%	100%	
		Missing Values	4	2%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
26	All employees are treated fairly at AUA.	1-Strongly Agree	22	13%	14%	2.2
		Agree	60	36%	38%	
		Neutral	39	23%	24%	
		Disagree	14	8%	9%	
		5-Strongly Disagree	6	4%	4%	
		0-Can't Say	19	11%	12%	
		Total	160	96%	100%	
		Missing Values	6	4%		
		Total	166	100%		
27	Issues requiring resolution are handled fairly.	1-Strongly Agree	24	14%	15%	2.1
		Agree	67	40%	41%	
		Neutral	45	27%	28%	
		Disagree	6	4%	4%	
		5-Strongly Disagree	4	2%	2%	
		0-Can't Say	16	10%	10%	
		Total	162	98%	100%	
		Missing Values	4	2%		
		Total	166	100%		
28	There is a spirit of teamwork and cooperation at AUA.	1-Strongly Agree	27	16%	17%	2.2
		Agree	80	48%	51%	
		Neutral	33	20%	21%	
		Disagree	8	5%	5%	
		5-Strongly Disagree	5	3%	3%	
		0-Can't Say	4	2%	3%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		
29	I can rely on my co-workers when I need help.	1-Strongly Agree	54	33%	33%	1.8
		Agree	93	56%	57%	
		Neutral	8	5%	5%	
		Disagree	4	2%	2%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	1	1%	1%	
		Total	163	98%	100%	
		Missing Values	3	2%		
		Total	166	100%		
30	My co-workers can rely on me when they need help.	1-Strongly Agree	70	42%	44%	1.6
		Agree	83	50%	53%	
		Neutral	4	2%	3%	
		Disagree	0	0%	0%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	1	1%	1%	
		Total	158	95%	100%	
		Missing Values	8	5%		
		Total	166	100%		
31	Since being employed, have you been promoted at AUA?	Yes	48	29%	31%	
		No	102	61%	65%	
		Does not apply	7	4%	4%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
32	Since being employed at AUA, have you experienced university-wide recognition for outstanding performance/achievement related to your job and/or for service outside of your job responsibilities?	Yes	47	28%	32%	
		No	85	51%	59%	
		Does not apply	13	8%	9%	
		Total	145	87%	100%	
		Missing Values	21	13%		
		Total	166	100%		
33	Since being employed have you observed or experienced any forms of discrimination (based on age, sex, ethical/national origin, family status, political views, language, etc.) or harassment (psychological, sexual, verbal, etc.) at the university?	Yes	9	5%	6%	
		No	136	82%	86%	
		Not sure	14	8%	9%	
		Total	159	96%	100%	
		Missing Values	7	4%		
		Total	166	100%		
34	My supervisor assigns challenging and motivating tasks.	1-Strongly Agree	27	16%	17%	
		Agree	85	51%	54%	
		Neutral	36	22%	23%	
		Disagree	6	4%	4%	
		5-Strongly Disagree	2	1%	1%	
		0-Can't Say	2	1%	1%	
		Total	158	95%	100%	2.1
		Missing Values	8	5%		
		Total	166	100%		
35	My supervisor provides constructive feedback on my job performance.	1-Strongly Agree	29	17%	18%	
		Agree	84	51%	52%	
		Neutral	29	17%	18%	
		Disagree	13	8%	8%	
		5-Strongly Disagree	1	1%	1%	
		0-Can't Say	6	4%	4%	
		Total	162	98%	100%	2.1
		Missing Values	4	2%		
		Total	166	100%		
36	Regular formal performance evaluation helps improve my job performance.	1-Strongly Agree	20	12%	13%	
		Agree	74	45%	47%	
		Neutral	43	26%	27%	
		Disagree	8	5%	5%	
		5-Strongly Disagree	4	2%	3%	
		0-Can't Say	8	5%	5%	
		Total	157	95%	100%	2.2
		Missing Values	9	5%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
37	My supervisor encourages two-way communication.	1-Strongly Agree	38	23%	24%	1.9
		Agree	90	54%	58%	
		Neutral	17	10%	11%	
		Disagree	5	3%	3%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	3	2%	2%	
		Total	156	94%	100%	
		Missing Values	10	6%		
		Total	166	100%		
38	My supervisor values and appreciates my work.	1-Strongly Agree	39	23%	24%	2.0
		Agree	88	53%	55%	
		Neutral	21	13%	13%	
		Disagree	3	2%	2%	
		5-Strongly Disagree	6	4%	4%	
		0-Can't Say	4	2%	2%	
		Total	161	97%	100%	
		Missing Values	5	3%		
		Total	166	100%		
39	AUA's campus events (lectures, seminars, etc.) contribute to my personal and professional growth.	1-Strongly Agree	20	12%	13%	2.3
		Agree	69	42%	44%	
		Neutral	49	30%	31%	
		Disagree	6	4%	4%	
		5-Strongly Disagree	5	3%	3%	
		0-Can't Say	8	5%	5%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		
40	AUA's social activities promote goodwill and camaraderie among staff members.	1-Strongly Agree	30	18%	19%	2.1
		Agree	77	46%	49%	
		Neutral	32	19%	20%	
		Disagree	8	5%	5%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	7	4%	4%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		
41	Have you attended any of AUA's social events (Christmas and New Year Dinner/Dance Party, Staff Appreciation day, Women's Day Celebration, New Faculty and Staff Reception) in the last two years?	Yes	148	89%	89%	
		No	18	11%	11%	
		Total	166	100%	100%	
42	I understand how salaries are determined at AUA.	1-Strongly Agree	12	7%	8%	2.6
		Agree	53	32%	33%	
		Neutral	48	29%	30%	
		Disagree	24	14%	15%	
		5-Strongly Disagree	13	8%	8%	
		0-Can't Say	10	6%	6%	
		Total	160	96%	100%	
		Missing Values	6	4%		
Total	166	100%				

N	Question	Response options	Count	%	Valid%	Mean
43	My job description adequately reflects the range of my job responsibilities.	1-Strongly Agree	18	11%	11%	2.4
		Agree	92	55%	57%	
		Neutral	20	12%	12%	
		Disagree	18	11%	11%	
		5-Strongly Disagree	10	6%	6%	
		0-Can't Say	3	2%	2%	
		Total	161	97%	100%	
		Missing Values	5	3%		
		Total	166	100%		
44	Promotions and merit increases are conducted fairly.	1-Strongly Agree	11	7%	7%	2.4
		Agree	45	27%	29%	
		Neutral	60	36%	38%	
		Disagree	17	10%	11%	
		5-Strongly Disagree	6	4%	4%	
		0-Can't Say	17	10%	11%	
		Total	156	94%	100%	
		Missing Values	10	6%		
		Total	166	100%		
45	I am satisfied with my salary at AUA.	1-Strongly Agree	9	5%	6%	2.9
		Agree	44	27%	28%	
		Neutral	51	31%	32%	
		Disagree	34	20%	21%	
		5-Strongly Disagree	15	9%	9%	
		0-Can't Say	6	4%	4%	
		Total	159	96%	100%	
		Missing Values	7	4%		
		Total	166	100%		
46	I am satisfied with the benefits offered by AUA.	1-Strongly Agree	12	7%	8%	2.2
		Agree	90	54%	57%	
		Neutral	38	23%	24%	
		Disagree	9	5%	6%	
		5-Strongly Disagree	2	1%	1%	
		0-Can't Say	7	4%	4%	
		Total	158	95%	100%	
		Missing Values	8	5%		
		Total	166	100%		
47	Based on my perception of salaries at AUA, I feel that my salary is appropriate for my role and job responsibilities.	1-Strongly Agree	8	5%	5%	2.7
		Agree	48	29%	31%	
		Neutral	47	28%	30%	
		Disagree	29	17%	18%	
		5-Strongly Disagree	13	8%	8%	
		0-Can't Say	12	7%	8%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
48	I have opportunities for career growth within AUA.	1-Strongly Agree	4	2%	3%	2.6
		Agree	47	28%	30%	
		Neutral	63	38%	40%	
		Disagree	20	12%	13%	
		5-Strongly Disagree	8	5%	5%	
		0-Can't Say	17	10%	11%	
		Total	159	96%	100%	
		Missing Values	7	4%		
		Total	166	100%		
49	AUA supports my work-related staff training and professional development.	1-Strongly Agree	9	5%	6%	2.4
		Agree	72	43%	46%	
		Neutral	54	33%	34%	
		Disagree	8	5%	5%	
		5-Strongly Disagree	5	3%	3%	
		0-Can't Say	10	6%	6%	
		Total	158	95%	100%	
		Missing Values	8	5%		
		Total	166	100%		
50	Overall, AUA provides useful and adequate staff training and professional development opportunities.	1-Strongly Agree	8	5%	5%	2.3
		Agree	85	51%	54%	
		Neutral	42	25%	27%	
		Disagree	10	6%	6%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	9	5%	6%	
		Total	157	95%	100%	
		Missing Values	9	5%		
		Total	166	100%		
51	I am satisfied with AUA's staff training and professional development opportunities.	1-Strongly Agree	8	5%	5%	2.4
		Agree	66	40%	41%	
		Neutral	64	39%	40%	
		Disagree	7	4%	4%	
		5-Strongly Disagree	5	3%	3%	
		0-Can't Say	10	6%	6%	
		Total	160	96%	100%	
		Missing Values	6	4%		
		Total	166	100%		
52	I am proud to be working at AUA.	1-Strongly Agree	59	36%	37%	1.8
		Agree	79	48%	50%	
		Neutral	17	10%	11%	
		Disagree	3	2%	2%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	1	1%	1%	
		Total	159	96%	100%	
		Missing Values	7	4%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
53	I enjoy working at AUA because of its commitment to teaching, research and service to society.	1-Strongly Agree	50	30%	31%	1.8
		Agree	88	53%	55%	
		Neutral	20	12%	13%	
		Disagree	0	0%	0%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	1	1%	1%	
		Total	159	96%	100%	
		Missing Values	7	4%		
		Total	166	100%		
54	I would not leave AUA, even if I were offered a comparable job with slightly higher pay and benefits at another organization.	1-Strongly Agree	27	16%	17%	2.3
		Agree	63	38%	39%	
		Neutral	33	20%	20%	
		Disagree	20	12%	12%	
		5-Strongly Disagree	8	5%	5%	
		0-Can't Say	11	7%	7%	
		Total	162	98%	100%	
		Missing Values	4	2%		
		Total	166	100%		
55	I would recommend AUA to prospective students.	1-Strongly Agree	56	34%	35%	1.7
		Agree	81	49%	51%	
		Neutral	15	9%	9%	
		Disagree	0	0%	0%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	6	4%	4%	
		Total	158	95%	100%	
		Missing Values	8	5%		
		Total	166	100%		
56	I would recommend AUA to others for employment.	1-Strongly Agree	45	27%	28%	1.9
		Agree	78	47%	49%	
		Neutral	30	18%	19%	
		Disagree	2	1%	1%	
		5-Strongly Disagree	0	0%	0%	
		0-Can't Say	5	3%	3%	
		Total	160	96%	100%	
		Missing Values	6	4%		
		Total	166	100%		
57	My work gives me a feeling of personal accomplishment.	1-Strongly Agree	36	22%	23%	2.0
		Agree	81	49%	52%	
		Neutral	25	15%	16%	
		Disagree	7	4%	5%	
		5-Strongly Disagree	3	2%	2%	
		0-Can't Say	3	2%	2%	
		Total	155	93%	100%	
		Missing Values	11	7%		
		Total	166	100%		

N	Question	Response options	Count	%	Valid%	Mean
58	In general, I am satisfied with the quality of life and working conditions at AUA.	1-Strongly Agree	30	18%	19%	2.0
		Agree	102	61%	63%	
		Neutral	24	14%	15%	
		Disagree	2	1%	1%	
		5-Strongly Disagree	1	1%	1%	
		0-Can't Say	2	1%	1%	
		Total	161	97%	100%	
		Missing Values	5	3%		
		Total	166	100%		
59	Which of the following best describes your position at AUA?	Administration and professional services	31	19%	22%	
		Support services	71	43%	51%	
		Maintenance and operations	38	23%	27%	
		Total	140	84%	100%	
		Missing Values	26	16%		
		Total	166	100%		
60	What is your sex?	Male	56	34%	35%	
		Female	105	63%	65%	
		Total	161	97%	100%	
		Missing Values	5	3%		
		Total	166	100%		
61	What is your age group?	Up to 30	41	25%	25%	
		From 31 to 40	35	21%	22%	
		From 41 to 50	24	14%	15%	
		Over 50	61	37%	38%	
		Total	161	97%	100%	
		Missing Values	5	3%		
62	When you were first hired as a staff member at AUA?	1991 - 12/ 31/ 2003	33	20%	22%	
		01/01/ 2004 -12/31/ 2009	34	20%	23%	
		01/01/ 2010 - 12/31/2013	31	19%	21%	
		Since January 1, 2014	49	30%	33%	
		Total	147	89%	100%	
		Missing Values	19	11%		
63	What is the highest level of education that you completed?	Associate's or vocational degree	36	22%	24%	
		Bachelor's degree	54	33%	36%	
		Doctoral or Master's degree	59	36%	40%	
		Total	149	90%	100%	
		Missing Values	17	10%		
		Total	166	100%		

Three things that you liked most about AUA

Staff members were asked to list three things that they liked most about AUA. Employees referred to people (incl. staff, co-workers and students) in 58 comments mentioned. This is followed by work environment/atmosphere (47 comments). A relatively large number of comments related to human interaction/attitude/respect (35 comments), fairness/equality/trust/appreciation/encouragement (23 comments), and leadership/professionalism (21 comments).

What are the three things you like most about AUA?

Categories	1	2	3	Total	%
Staff/people/co-workers/students	22	21	15	58	16.7%
Work environment/atmosphere	22	14	11	47	13.5%
Human interaction/attitude/respect	11	18	6	35	10.1%
Fairness/equality/trust/appreciation/encouragement	10	6	7	23	6.6%
Leadership/professionalism	11	9	1	21	6.1%
Professional/personal development/trainings	2	8	5	15	4.3%
Discipline/cleanliness/punctuality/safety	3	7	4	14	4.0%
Social events/corporate events	4	3	6	13	3.7%
Support services (facilities, resources, library, location)	2	4	6	12	3.5%
Work conditions	5	2	4	11	3.2%
Teamwork/working style/work schedule	2	4	5	11	3.2%
Health insurance	2	3	4	9	2.6%
Academic environment	5	2	1	8	2.3%
Culture/ethics/values	1	4	3	8	2.3%
On time salary payment	2	0	5	7	2.0%
Challenging position/tasks/work	2	1	4	7	2.0%
Mission/vision/goals	6	1	0	7	2.0%
Quality of education	4	2	0	6	1.7%
Impact on society/Armenia	2	3	1	6	1.7%
Remuneration/annual salary adjustment	2	1	3	6	1.7%
Progressive views/new ideas/innovation	0	1	4	5	1.4%
Freedom of self-expression	1	3	1	5	1.4%
Benefits	1	3	0	4	1.2%
Diversity/internationalism	1	2	1	4	1.2%
AUA brand and everything connected with AUA	1	1	2	4	1.2%
Work stability/job security	0	0	1	1	0.3%
Total	124	123	100	347	100.0%

Three things that you like least about AUA

When asked about three things that staff members liked the least about AUA, low level of remuneration was mentioned the most (21 comments), and was followed by lack of facilities (incl. parking)/care of facilities/resources (20 comments), lack of promotion, motivation and professional development opportunities (13 comments), cafeteria (noise, poor quality of food, high prices) (13 comments) and lack of ethics and fairness (11 comments).

What are the three things you like least about AUA?

Categories	1	2	3	total	%
Low level of remuneration	11	6	4	21	11.4%
Lack of facilities (including parking)/care of facilities/resources	8	8	4	20	10.9%
Lack of promotion, motivation and professional development opportunities	6	6	1	13	7.1%
Cafeteria (noise, poor quality of food, high prices)	7	4	2	13	7.1%
Inefficient organization, decision-making	2	5	4	11	6.0%
Excess of workload/one day of rest	4	4	2	10	5.4%
Inefficient leadership and management style	7	2	1	10	5.4%
Lack of communication between employees/departments	4	2	1	7	3.8%
Lack of benefits/rewards/help	2	2	3	7	3.8%
Some employees (attitude)	1	3	2	6	3.3%
Bureaucracy	4	2	0	6	3.3%
Discrimination	1	2	1	4	2.2%
Health insurance limitations and some provisions	1	1	2	4	2.2%
Lack of ethics and fairness	1	1	1	3	1.6%
Students' attitude	0	3	0	3	1.6%
Lack of progressive ideas/vision	1	1	1	3	1.6%
Absence of new programs (incl. construction of apartments [for staff])	1	1	1	3	1.6%
Cleanliness/cleaning staff	2	0	0	2	1.1%
Extreme severity of some policies or lack of some others (e.g. overtime work)	1	0	1	2	1.1%
Some events/social activities	1	1	0	2	1.1%
Lack of transportation services	1	1	0	2	1.1%
Xenomania/"Secondary" attitude toward Armenian language	0	1	1	2	1.1%
Lack of challenging and motivating assignments	1	0	0	1	0.5%
Work conditions	0	0	1	1	0.5%
Poor IT skills of some faculty members	1	0	0	1	0.5%
Lack of English language usage	1	0	0	1	0.5%
Lack of internal unity/solidarity	1	0	0	1	0.5%
Lack of opportunity to participate in staff training because of the distance	0	1	0	1	0.5%
Lack of information/awareness about AUA policies	0	0	1	1	0.5%
Inefficient work performance evaluation	1	0	0	1	0.5%
Absence of PhD program	1	0	0	1	0.5%
Lack of plants around	0	1	0	1	0.5%
Lack of funding for mutual assistance	0	1	0	1	0.5%
None	5	6	5	16	8.7%
N/A	2			2	1.1%
Total	80	65	39	184	100.0%

ONE thing that should change at AUA

Staff members were asked to mention ONE thing that they thought should change at AUA. Salary increase was mentioned the most (9 comments), followed by organizational change (8 comments), increase of professionalism (6 comments), and improvement of working conditions (4 comments).

What is ONE thing that you think should change at AUA?

Categories	N	%
Increase salaries	9	16.4%
Organizational change/Reduce bureaucracy/Improve decision making process	8	14.5%
Increase professionalism/diversify of staff and faculty body/consistency with labor market	6	10.9%
Improve working conditions/reduce working hours	4	7.3%
Provide opportunities of promotion/professional growth	3	5.5%
Improve the conditions of facilities (e.g. cleanliness)/Extend premises(e.g. baby care rooms)	3	5.5%
Cafeteria (including prices, creation of separate room for staff)	3	5.5%
Promote teamwork/interdepartmental cooperation	2	3.6%
Open PhD program	2	3.6%
Improve performance evaluation	1	1.8%
Improve the communication/tolerance/students' attitude	1	1.8%
Promote respect/appreciation	1	1.8%
Consistent approach to university policy implementation	1	1.8%
Promote transparency	1	1.8%
Enhance integration and cooperation of TRDP with Faculty	1	1.8%
Enhance friendly environment	1	1.8%
Improve IT services/education	1	1.8%
Consider limited environmental resources (electricity)	1	1.8%
Have a greater impact on Armenian educational environment	1	1.8%
Can't say	2	3.6%
N/A	3	5.5%
Total	55	100.0%