

A STUDY OF THE CALIFORNIA FURLoughS AND THEIR EFFECTS ON STATE
WORKERS

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A STUDY OF THE CALIFORNIA FURLoughS AND THEIR EFFECTS ON STATE
WORKERS

A Thesis

by

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Abstract
of
A STUDY OF THE CALIFORNIA FURLoughS AND THEIR EFFECTS ON STATE WORKERS
by
Rushenka Andrea Zvonicek

The recent mandatory, unpaid California state furloughs were unprecedented, yet we know little about how state workers themselves reacted to this major change in working conditions. This thesis set out to obtain this information, and to assess four hypotheses:

- 1) Most employees viewed the furloughs unfavorably due to the financial hardship they created; 2) Some employees viewed the furloughs favorably due to their benefits, which include more time for family, and childcare cost savings; 3) Most eligible employees volunteered to work over-time, and those who did not live in dual-income households;
- 4) Employees who were eligible to retire within the next five years considered doing so sooner as a result of the furloughs.

To complete this thesis, I distributed a survey to about 173 employees at the Sacramento Disability Determination Services Division, in November 2010. I developed the survey after completing a literature review on employee motivation in the public sector, desired employee work hours, and popular news articles on the furloughs.

Based on the survey findings, frequency distribution reports, and statistical analyses, I was able to confirm the first hypothesis, partially confirm the second and third hypotheses, and was unable to confirm the fourth hypothesis. Notably, I discovered that there was a higher than expected rate of 19 percent of respondents who found the furloughs to be beneficial. Also, despite the hardship brought on by the furloughs, the majority of DDSD employees reported a high rate of job satisfaction and job meaningfulness. I confirmed that nearly half of respondents had state careers of five years or less, 44 percent were under the age of forty, and nearly 75 percent had college degrees. Finally, I considered implications of the findings for executives in state public service and suggestions for further research.

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TABLE OF CONTENTS

	Page
Acknowledgements.....	vii
List of Tables	x
List of Figures.....	xi
Chapter	
1. INTRODUCTION	1
Hypotheses.....	2
Background	3
Summary and Conclusion	4
2. LITERATURE REVIEW	6
Employee Motivation in the Public Sector	6
Desired Employee Work Hours.....	8
Popular Furlough Articles.....	9
Summary and Conclusion	11
3. METHODOLOGY	12
General Information About the Survey.....	12
Sample Frame	13
Survey Administration.....	14
Survey Questions	15
Quantitative Data Analysis	17
Summary and Conclusion	18
4. RESULTS	20
Survey Findings and Frequency Distributions.....	20
Digging Deeper: Cross-Tabulation of Survey Variables	27
Findings Related to the Original Hypotheses	29
Summary and Conclusion	35

5. CONCLUSION.....	36
Research Design Bias	37
Broader Implications and Recommendations for Additional Research.....	38
Appendix A. Cover Letter.....	42
Appendix B. Survey.....	43
References.....	46

LIST OF TABLES

	Page
1. Table 3.1 Summary of Survey Questions	16
2. Table 3.2 Survey Response Coding	17
3. Table 4.1 Survey Response: DDSD Classification.....	21
4. Table 4.2 Survey Response: Reasons Why Respondents Planned to Continue Career in State Service (count).....	25
5. Table 4.3 Survey Response: Why Eligible Staff Chose Not to Work Overtime	29
6. Table 4.4 Cross-tabulation: Opinions on Furloughs Causing Financial Hardship and Views of Furloughs as Beneficial or Harmful.....	30
7. Table 4.5 Cross-tabulation: Are Furloughs Harmful Overall? Impact of Dual Income Status and Dependents in the Household	31
8. Table 4.6 Cross-tabulation: Dual Income Households and Choosing to Work Overtime	33
9. Table 4.7 Cross-tabulation: Plans for Retirement and Views on Furloughs as a Financial Hardship	34

LIST OF FIGURES

	Page
1. Figure 4.1 Survey Response: Why Respondents Began a Career in State Service (percentage)	23
2. Figure 4.2 Survey Response: Respondent Opinion on Whether they Found the Pay Cut Resulting from the Furloughs to be a Hardship (percentage)	27

Chapter 1

INTRODUCTION

Starting in February 2009, over 200,000 California state employees were required to take an unpaid furlough day when Governor Arnold Schwarzenegger ordered it as a cost-saving measure. “Furlough Fridays” began as a one-day per month mandate, and increased to a high of a three-day per month mandate. Only recently has the furlough mandate ended, and only recently have state employees regained their full salaries to what they should have been pre-furlough. At its most damaging to state employees, the unpaid furlough days equated to an abrupt 14 percent pay cut and understandably caused distress and warranted immediate lifestyle changes for most state workers. But were there state employees who found the furloughs to be beneficial to their lifestyles? If so, what were the demographic factors associated with this segment of the population? In what ways did the furloughs affect state employees in regards to pushing them towards earlier retirement? These, and other related questions, remained unanswered.

At the time, most of what was known about this unprecedented event was speculative and literature on the topic was essentially non-existent. Public entities, including cities and counties, had been known to furlough employees, but not on such a massive scale or extent to what was seen on a workforce of nearly 200,000 employees. Sacramento-area media outlets reported an occasional story or blurb on how furloughs might be directly affecting state employees and the common theme was that they would have devastating effects. In one article in the Sacramento Bee, a Department of Corrections and Rehabilitation employee protested that two more months of furloughs

would drive her family to end up living in the streets (Ortiz, 2010). It was easy to make assumptions and draw inferences from the existing news articles and anecdotal stories on how the furloughs impacted state employees, but actual scholarly research at this time was lacking. The California furloughs were an unprecedented event, and because there is limited research on this topic, this thesis obtains data and compares it to a set of hypotheses to learn about the real impacts of the furloughs.

In this thesis, I will discuss the process of creating and administering a survey to a sample population, and will analyze those survey responses provided by state workers in the Department of Social Services, Disability Determination Services Division (DDSD). The DDSD's function is to adjudicate disability claims for the Social Security Administration for Social Security Disability Insurance and the Supplemental Security Income. The DDSD is distinct from most other state programs in that it is not funded by monies from the general fund, but rather, it is 100% federally funded. Despite this, the division was furloughed anyway as a "cost-saving measure" and on the basis of "parity". Because of this, the federal government allocated hundreds of over-time hours for willing employees, in an attempt to counter the effects of a decrease in case adjudication production, which would inevitably result from the furloughs, in addition to the effects of an actual increase in disability applications during the economic downturn.

Hypotheses

The specific effects that the furloughs have had on state employees is not known, and this thesis seeks gain some insight those effects, in particular in the areas of the furloughs perceived as being beneficial or harmful, whether employees chose to work

overtime to compensate for the loss in income, and whether the furloughs nudged employees close to retirement to take the plunge earlier than they had anticipated. The four hypotheses are as follows:

- 1) Most employees viewed the furloughs unfavorably due to the financial hardship it created.
- 2) Some employees viewed the furloughs favorably due to their benefits, which include more time for family, and childcare cost savings. Demographically, these employees were parents with young children, who lived in dual-income households.
- 3) Most eligible employees volunteered to work over-time. Those who did not live in dual-income households.
- 4) Employees who were eligible to retire within the next five years considered doing so sooner, due to the hardship the furloughs brought.

Background

On December 2008, Governor Arnold Schwarzenegger signed an executive order mandating two furlough days a month for 200,000 state employees; labor unions sued to block the order, but the order went into effect in February 2009. By June of that year, the governor added one more furlough day to total three per month, which ended one year later. Shortly thereafter, he re-imposed the three-day per month furloughs, but exempted employees in certain departments, whose unions came to contract agreements with him. Publicly, the governor's rationale for the imposing the furloughs was that the state was in

dire financial straits and “parity” cost-cutting was necessary, in the form of furloughing state employees. Labor unions and some lawmakers complained that although the governor was using cost savings as the argument for furloughing state workers, he was also using furloughs and the threat of layoffs and imposing the federal minimum wage to pressure lawmakers into signing a budget to his liking and getting union leaders to concede to some of his contractual demands. His critics support this argument with the fact that his parity claim was discredited when he exempted certain departments from the furloughs (Ortiz, 2010). Although the DDSD is a completely federally funded division, the governor did not exempt it from the furloughs.

It is apparent that there are both negative and positive externalities resulting from state workers being furloughed. An externality is an economic term in which either positive or negative effects result to the consumer as a result of an action, or policy, being imposed. Clearly, the pay cut resulting from being furloughed would be considered by most to be a negative externality, but for some employees who have dependents, the time afforded to spend time with their young children might be considered a positive externality. The research presented in this thesis seeks to confirm or refute some of those externalities based on survey responses, and provide an analysis into variables associated with them.

Summary and Conclusion

Chapter 1 has focused on providing a background on the California state furloughs and explaining its importance as a topic considering the limited research on it. The objective of this thesis is to answer the four hypotheses stated earlier, which will be

accomplished through the administration of a survey to a sample group of state workers. The rest of this thesis will include a literature review to discuss existing research related to the topic, a methodology chapter where an explanation will be given on how data will be gathered, a results chapter discussing survey findings, and, finally, a conclusion chapter with specific findings on the hypotheses.

Chapter 2

LITERATURE REVIEW

Because the California state furloughs were an unprecedented and recent event, there is limited literature of direct relevance, especially academic material, to draw upon. I researched literature related to employee motivation and retention in the public sector and from this research, I fashioned the study and included these topics in the survey in addition to furlough-related questions. This section will review academic literature on public employee motivation and desired employee work hours, as well as some of the popular news articles regarding the furloughs.

Employee Motivation in the Public Sector

Research into the motivational factors of public service has often been compared to motivational factors in the private sector. James L. Perry, Chancellor's Professor in the School of Public and Environmental Affairs at Indiana University, has been a leading and often-cited scholar in the study of public service motivation. In 1990, he and Indiana University Professor Lois R. Wise, authored a study on public service motives and defined it as one's predisposition to respond to motives grounded primary or uniquely in public institutions and organizations. There exist extrinsic and intrinsic distinctions in public service motives, and the authors specified three primary or exclusive motives – rational, norm-based, and affective (Perry & Wise, 1990).

The rational motives include actions based on utility maximization. A "util" is often used in economics as a measure of a consumer's relative satisfaction. The higher one perceives satisfaction, the higher the util. Participation in the process of policy

formation, commitment to a public program because of personal identification with it, and advocacy for a special interest are rational motives. A second motivational foundation is norm-based and asks what “ought” to be. These types of motives would include a desire to serve the public interest, loyalty to duty and to the government as a whole, and social equity for all sectors of the public. The norm-based view of the role of public administrators is to 1) provide public services efficiently and 2) economically, while 3) enhancing social equity (Perry & Wise, *The Motivational Bases of Public Service*, 1990). The third and final motive associated with public service is an affective one, where commitment to a program may emanate from a genuine conviction about its social importance. “Patriotism of benevolence” is a sort of heroic term in which one is willing to sacrifice for the good of the public. This is suggested to be a central affective motive of those who work in the public sector, brought forward from an emotional response to humankind (Perry & Wise, *The Motivational Bases of Public Service*, 1990). There are behavioral implications of public service and Perry and Wise’s paper concludes with the discovery that further research in the field of public service motivation is needed order to construct motivational strategies and incentive structures.

In a later study, Perry translated theory about public service motivation into a measurement scale. There are six public service motivation subset items, broken down by attraction to policymaking, commitment to the public interest, social justice, civil duty, compassion, and self-sacrifice. The scale was tested for construct validity, discriminant validity, and high reliability, and can be used by researchers as a tool for gathering empirical evidence about public administration (Perry, *Measuring Public*

Service Motivation: An Assessment of Construct Reliability and Validity, 1996).

Another study was composed in order to understand what attracts people to public service. Because there is a generation of baby boomers in public service on the brink of retirement or actively retiring, it is in many public organizations' best interest to learn how to attract and retain a new workforce that possess desirable qualities. Job security has been and continues to be the biggest factor that attracts people to work for the government, and careers in government do tend to be more stable than those in the private sector. The opportunity to be useful ranked high on the motivation list as well. It is common knowledge that a desire for high income is usually associated as one of the primary motivators for those seeking a career in the private sector. Interestingly, the study found that the more strongly respondents valued high income, the more likely they were to *prefer* public employment (Lewis & Frank, 2002). However, although they *preferred* public employment, they weren't as likely to hold jobs in the public sector. The study concludes by suggesting that recruitment into the public sector will be a challenge in the coming years, due to a declining desire of young, educated people to work in government. It should be noted, however, that with the current state of the economy and the fact that private sector jobs no longer reap the benefits they used to, it is probable that government is enjoying these same young, college-educated people flocking to fill in their vacancies as they become available.

Desired Employee Work Hours

Due to the pay cut inherent with the furloughs, one can assume that most, if not all, state employees disliked the furloughs and preferred to be put back on their regular

work schedule and to be paid their full salary. However, existing research into preferred employee work hours supports the concept that perhaps there is a larger percentage of furloughed workers who preferred the decreased work hours. Looking at certain demographic factors, a study was conducted to compare preferred hours based off economic pressures and work-family conflict. A decrease in work hours alleviates work-family conflict, but may also increase financial difficulties. It was found that dual-income households without children were more likely to desire fewer work hours and that desire for fewer hours existed in earners with dependents when they were well off economically (Reynolds, 2003).

Popular Furlough Articles

When the furloughs began, stories from the local media related to how furloughs affected state workers were usually negative and the common theme was that the wage reduction brought on by the furloughs wreaked serious hardship to them. What equated to a 14% decrease in salary, combined with private sector working hours reduced or eliminated and people facing financial difficulties with plummeting home values, created a difficult living situation for many households dependent on a state worker's paycheck.

On-line forums offered state workers a place to vent and provide support to each other regarding the hardships brought on by the furloughs. A common theme was the frustration and helplessness expressed in not being able to make financial decisions due to the volatility and uncertainty at what the future held. Living paycheck to paycheck and falling behind on house payments was another topic frequented in the posts. One poster wrote, "It is difficult knowing our lives are being held hostage ... We cannot make

decisions from week to week about or finances due to their [legislature's] lack of action, and the ping pong game being played in the court". Another worried that they'd be forced to postpone retirement due to the furloughs, and another planned on leaving state service altogether, posting, "I am making plans to leave before my credit and a life for myself and my family is totally destroyed" (SacBee forums). Another common thread was related to retirement – with the furloughs either postponing retirement, or accelerating it; "Like most state workers, we walked away from our house and all our bills last year ... In two more years I'll leave California with my retirement check." (SacBee forums).

On the flip side, the rare article showed the brighter side of the furloughs, referred to as "Funlough Fridays" by a handful of the younger segment of state workers who resided in the mid-town area of Sacramento, and were free of mortgage payments or their kids' orthodontics bills. This sector took a "glass half-full" attitude and reveled in the free time the furloughs afforded them, and took part in a late Thursday night on the town and participated in social activities. Those who didn't spend the Furlough Friday nursing a hangover from the night before, spent the day pursuing leisurely activities like golfing or running errands, and scheduling medical and dental appointments for themselves and their family. Beyond pursuing leisurely activities or taking care of errands, some state workers found that the furloughs provided them the opportunity to spend time with their dependents. One young mother appreciated the opportunity to spend time with her newborn while saving money on daycare costs that she'd otherwise incur (Tong, 2010).

Although the popular articles related to those who were furloughed mostly discussed the negative externalities that accompanied the furloughs, there was anecdotal evidence that there were beneficial aspects to them.

Summary and Conclusion

The furloughs imposed on California state workers were a recent and unprecedented event, and besides anecdotal news stories, actual research was lacking on how the furloughs impacted state workers and what factors, if any, were relevant for workers who found the furloughs to be beneficial. The existing research discussed in this section included employee motivation in the public sector and desired work hours. Regarding employee motivation in the public sector, I discussed the extrinsic and intrinsic distinctions in public service motives. The three primary motives were specified as rational, norm-based, and affective. The research also showed that job security, the opportunity to be useful, and a desire for higher income were ranked high by respondents when answering why they were seeking a career in public service. Regarding desired work hours, one study showed that the employees who desired fewer work hours were those in dual-income households without children and those in economically well-off households with children. What is lacking is peer-reviewed material on the furloughs and what, if any, effects they have on state employee factors including motivation in the public sector and desired work hours. The following chapter will explain the methodology involved in seeking to fill some of those gaps.

Chapter 3

METHODOLOGY

This section will discuss the methods in which data were collected and analyzed. This information was used to assess my hypotheses on furloughs and employees' opinions about them. As a reminder, the primary purpose of this thesis is to see whether state workers found the furloughs to be beneficial to them or not (and demographic variables associated with that), the factors associated with volunteering for over-time work, and whether the furloughs impacted people's decisions on retiring earlier.

For practical and accessibility reasons, I decided to approach this research topic by administering a survey. I have worked at the Sacramento DDSD for several years and the office contained a good sample size of state workers who were being furloughed. A survey of employees in this office would be the best way to answer the questions that interested me. Specifically, an on-line survey was the preferred method to administer and collect responses from this sample size, due to its convenience and relative simplicity for both the respondents and me. In addition to these factors, administering an on-line survey was an affordable option.

General Information about the Survey

Upon doing background research on public motivation and desired work hours, and after consulting with my thesis advisors, I developed a survey that included questions related to my hypotheses, in addition to basic demographic questions. Per university requirements, the survey was submitted to the PPA Human Subject Committee for review and approval. The PPA Human Subject Committee determined that the survey posed no

risk to the survey subjects and I was given a green flag to proceed. The Branch Chief at DDSD Sacramento, granted permission to survey the staff as part of my thesis requirement.

I purchased SurveyMonkey to be used as a vehicle to deliver the survey and obtain results. SurveyMonkey is a web-based survey program used by private and public institutions to collect data for research, including gauging customer service and employee performance, among other uses (SurveyMonkey, 2009).

Sample Frame

The population studied for this thesis is state workers who had been furloughed. The survey was administered via inter-office Email to about 173 staff at Sacramento DDSD, which, at that time, was comprised of approximately 114 Disability Evaluation Analysts (DEAs), 36 Program Technicians (PTs), 12 Medical Consultants (MCs), and 11 Managers/Administrators. I explained the purpose and plan of my study and obtained permission from the Branch Chief to administer the survey. The DDSD is unique to other state entities in that it is fully federally funded, and even though DDSD employees were furloughed along with other state workers, most employees had the option of overtime work and pay. Clearly, this sample frame is not totally representative of all state employees, but it is a good snapshot. At the conclusion of this thesis, I will address to what extent lessons could be drawn from other state workers based on this survey of DDSD employees.

A week prior to the survey being administered, at a branch update meeting where most employees were in attendance, I presented and explained the purpose of the survey

and that I would be emailing it in the coming days. I made sure to mention that although the overall findings from the survey would be made public in the publication of my thesis, their individual responses would remain anonymous. There were no questions or concerns raised and most people seemed interested to participate.

Survey Administration

The survey was emailed to all employees on the Sacramento DDSD list serve on November 8, 2010 and it consisted of twenty-five questions. I asked the staff to take the survey within five working days, and gave the option of taking the survey in a hard-copy form, although no one requested this. Most of the questions were close-ended, which limits the respondents' answers to the question. These types of questions are desirable in survey type studies due the greater data uniformity obtained from the answers and they are more easily processed than open-ended questions (Babbie, 2007). In other words, it is easier to draw generalizations from the responses, which, for the purposes of this limited study and thesis, is desirable. On the flip side, there are drawbacks to close-ended surveys, and this will be discussed in more detail at the end of this study.

Of the approximately 173 employees in the office and on the list-serve, 91 responded and took the survey. Most people responded within the first two days of the survey being Emailed. There were a few stragglers who responded the following week; thereafter, the survey was closed and became non-accessible to respondents. Of the 91 respondents, three of them chose to skip most questions and they may just have been curious to see the contents of survey but not willing to participate. Since the survey responses were anonymous, data and demographic information of the respondents were

unknown unless they willingly chose to disclose it. The questions that were skipped were thrown out at the analysis part of this study.

Survey Questions

Most of the survey questions were on a Likert scale, in which the response options to the respondent are Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree. These close-ended types of questions and their responses help standardize response categories and improve the researcher's ability to answer research questions by drawing inferences. The survey questions fell into three general categories: opinion on public service, opinion on the furloughs, and demographic information. The first and second categories were structured to address the first hypothesis that most employees viewed the furloughs unfavorably. The second and third categories were structured to address the second hypothesis that some employees, specifically those who lived in dual income households with young children, actually found the furloughs to be beneficial overall. The second and third categories were structured to address the third hypothesis that most employees, specifically those in single-income households, volunteered to work overtime. Finally, all three categories were structured to address the fourth hypothesis that employees were being pushed to retire sooner than expected due to decreased moral and the hardships brought on by the furloughs. Table 3.1 provides a breakdown of what categories each question fit under, and Appendix B at the end of this thesis provides the full survey questions.

Table 3.1 Summary of Survey Questions

Category	Question #	Question Topic
N/A	1	Consent
1	2	Job Meaningful
1	3	Job Interesting
1	4	Job Satisfying
1	5	Fairly Compensated for Work
1	6	Job Stability Importance
1	7	Reason for Career in Public Service
1	8	Plan to End State Career
1	9	Plan to Continue State Career
2	10	Furloughs – Harmful or Beneficial
2	11	Extra Time Provided by Furloughs
2	12	Pay Cut from Furloughs a Hardship
2	13	Job Security after the Furloughs
2	14	Preference – Pay Cut or Layoffs
2	15	Did You Work Overtime
2	16	Why Not Work Overtime
3	17	Classification
3	18	Gender
3	19	Age Range
3	20	Education
3	21	Marital Status
3	22	Dual Income Household
3	23	Dependents
3	24	Political Ideology
3	25	Years in State Service
3	26	Retirement Plans

Quantitative Data Analysis

The data obtained in the survey was transferred from SurveyMonkey to a Microsoft Excel Spreadsheet. Here, I coded the answers to the questions, which is part of content analysis. Coding transforms the raw data into a standardized form, and makes it possible for statistical software to process it into different variables (Babbie, 2007). From there, the researcher uses the statistical software to run statistical comparisons and validity testing. Table 3.2 shows how the answers were coded for the closed-ended questions.

Table 3.2 Survey Response Coding

Response to Question	Code
Strongly Agree	5
Agree	4
Neither Agree or Disagree	3
Disagree	2
Strongly Disagree	1
No	0
Yes	1
No answer (missing data)	9

Once the answers were coded, I transferred the data from the Excel spreadsheet into a statistical software program called Statistical Package for the Social Sciences (SPSS). This program allows for the raw data to be processed and for variables to be recoded, patterns to be explored, and inferences to be drawn. For the purpose of streamlining my ability to run, read, and interpret statistical reports, I collapsed similar responses together in order to work with a smaller number of useful categories. For

example, responses to the Likert scale questions were combined as follows: Strongly Agree and Agree combined and recoded to new variable “Agree”; Strongly Disagree and Disagree combined and recoded to new variable “Disagree”.

With the recoded data, I ran cross-tabs on SPSS for my analysis. Cross-tabulation, or cross-tabs for short, is a method to check for statistical significance of patterns using a Chi-square test. When two or more categorical variables are tabulated against each other, the results give a picture of how the variables inter-relate. Cross-tabs are a common method social researchers use to make comparisons between independent and dependent variables, and to get answers to their hypotheses (Pollock, 2009). On some comparisons, I added a control variable which allowed me to do a limited multi-variate analysis. When cross-tabs are run, it is essential to test for its validity or significance, in the form of running a chi-square test. Chi-square answers the question: Would the results observed in the cross-tabs I've run deviate significantly from what would have been expected to occur by chance in the real world? In other words, did my observed results just happen “by chance”? SPSS reports a Pearson Chi-square test statistic, if selected. It also gives an estimate of the probability that one would see such a high number simply by chance. The closer the probability is to zero, the more statistically significant or valid it is (Pollock, 2009).

Summary and Conclusion

This chapter has explained why I approached the topic at hand through an electronic, on-line survey. Additionally, the chapter explained how the survey was structured to test the four hypotheses and how I collected and processed data for this

research. In the next chapter I will discuss how the data was analyzed and observation of the findings.

Chapter 4

RESULTS

Employees from the Sacramento Disability Determination Services Division (DDSD) were surveyed on topics including their opinions of public service, the furloughs, their preferences for working overtime, opinions on retirement, and demographic information. The survey findings were coded and then transferred to the SPSS statistical software where frequencies were run, comparisons between independent and independent variables were made using cross-tabulations, and chi-square testing was done to determine statistical significance.

The survey generated 91 responses from about 173 available office staff, which is a 53 percent response rate. According to social research literature, a response rate of 50 percent and above is considered adequate for analysis and reporting. The higher the response rate, the less chance of response bias than may occur with a lower response rate. Anything below 50 percent would be suspect for bias (Babbie, 2007). Some respondents chose to skip certain questions and these non-responses were omitted from the data analysis on SPSS.

Survey Findings and Frequency Distributions

Demographic Information

The majority of respondents to the survey were Disability Evaluation Analysts (DEAs), which is in line with the composition of the office and the nature of the work. DEAs are the core of the DDSD, and they adjudicate SSA disability claims. DEAs work in team settings and are supported by support staff known as Program Technicians, by

Medical Consultants, and by management (Table 4.1). It is interesting to note that 87 percent of respondents were female, and only 14 percent were male. It would not be unreasonable to infer that a reason for this could be that the flex-time option the DDSD offers attracts and retains women, who tend to seek this job perk due to family (childcare) commitments.

Table 4.1 Survey Response: DDSD Classification

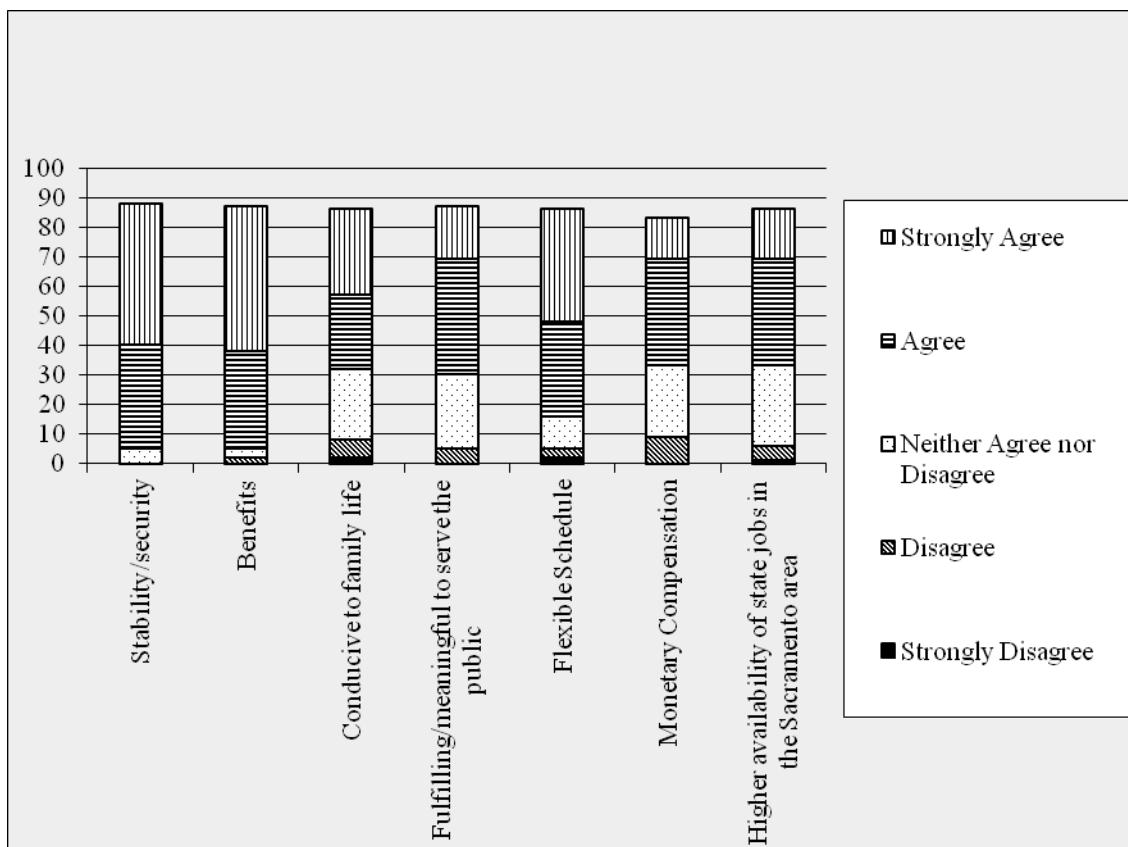
Classification	Response Percent	Response Count
Program Technician	16.9%	15
Medical Consultant	5.6%	5
Manager/Administrator	10.1%	9
Disability Evaluation Analyst	61.8%	55
Other	5.6%	5
<i>Answered question</i>		89
<i>Skipped question</i>		2

47 percent of respondents did not have any dependents living in their household, 44 percent were under the age of 40, and 48 percent of respondents had less than five years of state service. In line with the majority age of DDSD employees and their years in state service, only 16 percent were expecting to retire within five years. This is noteworthy because it suggests that the majority of employees are relatively young and have a young state career; providing they find their state careers to be satisfying and desire upward mobility, they very well could be the next wave of the state's managers and administrators.

Opinions on Public Service, Motivation, and Job Satisfaction

Regarding opinion on a career in public service, DDSD employees overwhelmingly responded that they chose a career in state service for its perceived stability and security (Figure 4.1). 94 percent agreed with this statement. Similarly, the same percentage of employees responded that state benefits (health care, retirement/pension, time off, etc.) were a factor in pursuing state careers. The component of enjoying a flexible schedule was also notable, in that 81 percent of employees agreed that this was a reason for their career in state service. To note, because the DDSD analyst manages a continual caseload and doesn't deal with the public face-to-face, there are several flex options available to DDSD employees. The division offers flexible work hours such as part-time positions, flex-time (where employees must attend at "core-hours", but have the ability to flex their arrival or departure time within those parameters, providing they work a full 40-hour work week), and Alternative Work Week (AWW) schedules, where they can work four ten-hour days in the week, for example. Finally, 57 percent of survey respondents agreed that they began a career in state service because they found it fulfilling or meaningful to serve the public. This topic broaches the area of job satisfaction, which is discussed in the following section.

Figure 4.1 Survey Response: Why Respondents Began a Career in State Service (percentage)



Despite the uncertainty and insecurity of having a state job at this time, which was brought on by the state's fiscal crisis and the furloughs resulting from it, 56 percent of respondents did not plan to end their career in state service. Under normal circumstances, one would initially think the state employee being threatened with unpaid furloughs would seek to transfer immediately to a job in the private sector to escape the mandated furloughs. However, the economic climate at the time was one in which opportunities for employment in the private sector were few and far between, and even greater uncertainty existed for job security, with the real possibilities of sudden, mass lay-offs.

Almost all DDSD respondents, 99 percent, agreed that they were motivated to continue a career in state service due to stability and security of state service. Again, this was a surprisingly high number considering the generally high levels of uncertainty and frustration at that time. 91 percent agreed that benefits were a factor in continuing state service. Regarding finances, 56 percent agreed that monetary compensation was a motivating factor, where 22 percent disagreed, and 22 percent had no opinion. However, it is notable that survey respondents most commonly skipped the questions pertaining to their plans to remain in state service. 22 of 91 employees who took the survey choose not to answer these series of questions (Table 4.2). Just the fact that they chose to skip this series of questions would suggest a high level of uncertainty DDSD employees felt about their future in state service at the time.

Table 4.2 Survey Response: Reasons Why Respondents Planned to Continue Career in State Service (count)

Answer Options	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Response Count
Stability/security	36	31	0	1	0	68
Benefits	30	33	2	4	0	69
Conducive to family life	24	24	17	3	0	68
Fulfilling/meaningful to serve the public	21	27	16	3	0	67
Flexible Schedule	37	24	6	2	0	69
Monetary Compensation	11	27	15	14	1	68
Higher availability of state jobs in the Sacramento area	16	28	19	2	2	67
<i>Answered question</i>						69
<i>Skipped question</i>						22

Regarding job satisfaction, an overwhelming majority, 93 percent, of DDSD employees felt that they made a positive difference for the public and they found the work they were doing to be interesting. Additionally, 85 percent agreed that they found their work to be personally and professionally satisfying. On the flip side, the majority of employees, 46 percent, did not think that they were being fairly compensated for their work; 37 percent thought they were, and the remainder did not have an opinion. These last results were not at all surprising, considering that employees were already being furloughed, resulting in a decreased salary.

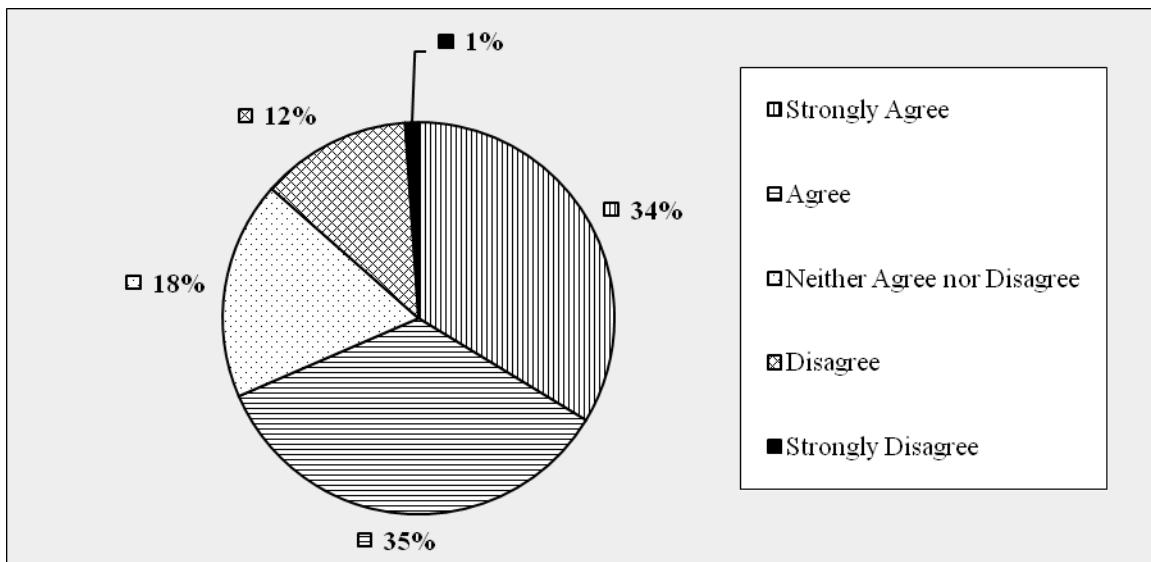
It is interesting that the other positive responses on job satisfaction were actually pretty high, considering the state of events at the time. It is important to keep into

account the time and context in which this survey was administered. It was November 2010 and employees were uncertain whether additional furlough days were going to be imposed upon them, whether lay-offs were going to go into effect, and whether Governor Schwarzenegger's threats of a federal minimum wage mandate were going to come to fruition. It is reasonable to say that employee morale was quite low during this period and one could surmise that the perception held by most employees is that they felt over-worked and under-paid.

Opinion on the Furloughs

As expected, the majority of employees, 58 percent, agreed that, on balance, furloughs were harmful to them. However, it is intriguing that this percentage wasn't higher, and that in fact 19 percent actually found the furloughs to be beneficial. The variables associated with those who found the furloughs to be beneficial will be examined later. 58 percent felt that the extra time away from work provided by the furloughs was valued, and 24 percent disagreed. The explanation to those results could be derived from the following two survey questions, which were opinion on the pay cut resulting from the furloughs being a hardship, and opinion of job security changing as a result of the implementation of furloughs. 51 percent felt that their job security decreased due to the furloughs. 69 percent agreed that the pay cut resulting from furloughs were a hardship, but 32 percent did not (Figure 4). So, it can be inferred that those who did not value the time away from work provided by the furloughs were also likely those who perceived a decrease in job security and those who were experiencing financial hardship due to the decrease in pay.

Figure 4.2 Survey Response: Respondent Opinion on Whether they Found the Pay Cut Resulting from the Furloughs to be a Hardship (percentage)



Digging Deeper: Cross-Tabulation of Survey Variables

I was interested to see the relationship between respondents' job satisfaction and their educational level; however, I did not find clear evidence of such a relationship based on the survey results. A cross-tabulation of the independent variable of "Education" and the dependent variable of "Job Satisfaction" showed that employees without a four-year degree responded to feeling more personally and professionally satisfied with their jobs (91 percent) than did respondents with four-year and above degrees (83 percent). I conducted a chi-square test to determine if this relationship might have occurred by chance. The chi-square test resulted in a reading of 1.003 with two degrees of freedom, and a probability of .606; this suggests that there was a 61% chance that this relationship occurred by chance, and weakens its statistical significant.

Regarding staff who had the option of working overtime, I was interested to see why those who had the opportunity to work it, chose not to. I recoded classifications into Program Technicians (PTs) and Disability Evaluation Analysts (DEAs), and I removed the responses from those who had answered Medical Consultants (MCs), Managers/Administrators, and Other. The reason for this is that MCs and Managers did not have the opportunity to work overtime. I therefore ran a crosstab separating these two groups of employees and their reasons for not working overtime. The results showed that, for both groups, the biggest reason that employees would choose not to work overtime was that they preferred to use their time caring for a dependent (Table 4.3). This makes sense, considering the cost savings that would occur by having to pay for one less day of childcare. Also, one could infer that the net income generated from a day of overtime work would not outweigh the utils, or pleasure, gained from spending time with a dependent instead. It is interesting to note that for PTs who responded, and who generally earn the lowest salary out of all classifications in the office, a third replied that the primary reason of not working overtime was that they did not have a financial need for it. This contrasts with 19 percent of DEAs who did not have a financial need to work overtime. However, upon closer analysis, it was discovered that of the roughly 37 PTs in the office, only 15 percent participated in the survey. This would equate to a 42 percent response rate, which is less than the 50 percent requirement and where response bias may occur. When I ran the chi-square statistical test if the cross tab relationships occurred by chance, the output was .825 with 3 degrees of freedom. The probability result was a high

.843, which does not suggest statistical significance. So this apparent difference between the two groups may have been a chance occurrence.

Table 4.3 Survey Response: Why Eligible Staff Chose Not to Work Overtime

Primary Reason Why You Did not Work Overtime	Classification DEA	Classification PT
I did not have a financial need to work overtime.	19%	33%
I preferred spending time caring for a dependent.	56%	50%
I preferred spending time pursuing leisurely	19%	17%
I preferred spending time running errands.	6%	0%

Findings Related to the Original Hypotheses

This section will address the four hypotheses and the findings from the statistical results.

Hypothesis 1: Most employees viewed the furloughs unfavorably due to the financial hardship it created.

As expected, initial results showed that sixty-eight percent of respondents found the pay cut resulting from the furloughs to be a hardship. However, only fifty-eight percent of respondents agreed that the furloughs were harmful to them overall. When a cross tabulation was run between the independent variable of the furloughs being a financial hardship, and the dependent variable of the view of the furloughs being harmful overall, results showed that respondents who did not think the furloughs were a financial hardship also felt they were actually beneficial (83 percent). Conversely, those who viewed the furloughs as a financial hardship also agreed that the furloughs were harmful to them overall (80 percent). It is conceivable that these results were influenced by the fact that emotions were running high at this uncertain time and perhaps respondents felt more

insulted by the seemingly flippant decisions made by the Governor, which had a direct effect on their livelihoods.

Table 4.4 Cross-tabulation: Opinions on Furloughs Causing Financial Hardship and Views of Furloughs as Beneficial or Harmful

On balance, I believe the furloughs were:	Overall, I found the pay cut resulting from the furloughs to be a hardship.		
	Agree	Disagree	Neither
Beneficial	3%	83%	31%
Harmful	80%	8%	13%
Neither	17%	8%	56%
Chi-Square Statistical Test	Critical Value	Degrees of Freedom	Probability
	60.380	4	.000

I conducted a chi square test to determine if the relationship between overall opinions about furloughs and opinions about the financial hardships furloughs created might have occurred by chance. The critical value of chi square was 60.380 with 4 degrees of freedom and the probability of this relationship occurrence by chance was less than 1/1000, which suggests indicates that this is strongly statistically significant. Therefore, this hypothesis was supported as being correct.

Hypothesis 2: Some employees viewed the furloughs favorably due to their benefits, which included more time for family, and childcare cost savings. Demographically, these employees had dependents in their household, and they lived in dual-income households.

Related to the previous hypothesis, it was surprising to find that a relatively large portion of respondents (19 percent) found the furloughs to be beneficial overall. About a quarter (23 percent) had no opinion.

In effect, my original hypotheses presumed that multi-variate analysis would be conducted. I therefore ran crosstabs with dual income household as the independent variable, views of the furloughs as harmful or beneficial as the dependent variable, and dependents in the household as a control variable. The reason this method was used was that there was reason to believe that employees with dependents and those without dependents would view the furloughs differently considering the effect of having two incomes versus just one. Table 4.5 shows the crosstab and statistical testing results.

Table 4.5 Cross-tabulation: Are Furloughs Harmful Overall? Impact of Dual Income Status and Dependents in the Household

Households without Dependents		
	Single Income	Dual Income
Furloughs Harmful	67%	33%
Furloughs Beneficial	22%	21%
No Opinion	11%	46%
Chi-Square Statistical Test	Critical Value	Degrees of Freedom
	6.416	2
		.040
Households with Dependents		
	Single Income	Dual Income
Furloughs Harmful	65%	73%
Furloughs Beneficial	13%	18%
No Opinion	21%	9%
Chi-Square Statistical Test	Critical Value	Degrees of Freedom
	1.439	2
		.487

Results show that respondents who lived in households with dependents believed the furloughs were harmful at a similarly high rate, whether they were in dual-income households or not. Interestingly, single-income respondents without dependents in the

household felt strongly that the furloughs were harmful to them. By contrast, dual income respondents without dependents were much more sanguine about furloughs. On the other hand, the vast majority of respondents with dependents thought furloughs were harmful, regardless of whether they were in single or double income families. One might have expected a different result of single-income respondents with dependents perceiving the furloughs to be much more harmful to them. The chi-square test result for the relationship between the opinion on furloughs being harmful and those who had dependents at home was 6.416 with a probability of 4%, which is solidly statistically significant. The chi-square test result for the relationship between the opinion on furloughs being harmful and those who did not have dependents at home was not as strong as the former, but still statistically significant at 1.439 with a probability of 49%.

This hypothesis was not totally supported as being correct, and in fact, the findings suggest that employees with dependents did not find the furloughs to be beneficial regardless of whether they were in dual-income households or not; employees without dependents had a more varying view depending upon which type of household they lived.

Hypothesis 3: Most eligible employees volunteered to work over-time. Those who did not live in dual-income households.

About a third of DDSD employees did not work overtime due to the fact it was not available to them. These employees would include Medical Consultants and most Managers/Administrators. For the remaining DEAs and PTs for whom overtime work was an option, 47 percent chose to work it, but 24 percent chose not to. Of those eligible

respondents who chose not to work overtime, 39 percent lived in dual-income household and 29 percent lived in single-income household. Of those who did work overtime, 71 percent lived in a single-income household and 61 percent lived in percent lived in a dual-income household (Table 4.6). A chi-square test resulted in a critical value of .648 with a 42% probability. Overall, this test suggests that these findings are not definitive, and these results might have been a chance occurrence.

Table 4.6 Cross-tabulation: Dual Income Households and Choosing to Work Overtime

Did you choose to work overtime (OT)?	Do you live in a dual income household?	
	No, Dual Income	Yes, Dual Income
No OT	29%	39%
Yes OT	71%	61%
Chi-Square Statistical Test	Critical	Degrees of Freedom
	.648	1
	Probability	
	.421	

The first part of the hypothesis is supported, in that after recoding the variable to remove respondents who had no eligibility to work overtime (OT), the frequency distribution showed that out of those employees who were actually eligible, most of them, or 67 percent, did choose to work OT. The second part of the hypothesis, that those who chose not to work OT lived in dual income households, is somewhat supported, in that 39 percent who chose not to work OT lived in dual income households, and 29 percent who chose not to work OT actually were from a single income. However, the test for statistical significance suggests this difference may have been a chance occurrence.

Hypothesis 4: Employees who were eligible to retire within the next five years were considering doing so sooner, due to the hardship the furloughs brought.

Frequency distributions showed that 16 percent of respondents were planning on retiring within the next five years, but 84 percent still had six or more years to go. Regarding opinions on whether the furloughs resulted in financial hardship, 69 percent agreed they were, while 14 percent responded that they were not. When crosstabs were run with hardship as a dependent variable and retirement as an independent variable, only 13 percent of respondents planning to retire within the next five years agreed that the pay cut resulting from the furloughs was a hardship (Table 4.7). This is interesting, as it would seem to suggest that the furloughs did not pay a factor into earlier retirement. However, the majority of respondents who were soon retiring, 31 percent, had no opinion. The chi-square test result for the relationship between the opinion on furloughs being harmful and those who were retiring in the next five years was 3.717 with a probability of 16%, which is weakly statistically significant.

Table 4.7 Cross-tabulation: Plans for Retirement and Views on Furloughs as a Financial Hardship

Are you planning on retiring within the next 5 years?	Have you found the pay cut resulting from the furloughs to be a hardship?		
	No, Disagree	No Opinion	Yes, agree
Will NOT Retire within 5 years	92%	69%	87%
Will Retire within 5 years	8%	31%	13%
Chi-Square Statistical Test	Critical Value	Degrees of Freedom	Probability
	3.717	2	.156

Therefore, although the cross tabulation run for this hypothesis was statistically significant, it did not support this hypothesis as being correct.

Summary and Conclusion

This chapter focused on the results of the survey findings, including frequency distributions, cross-tabulation of variables, and answered the four hypotheses central to this thesis. It provided a basic overview of DDSD employees, including demographics, their preferences on working overtime, their opinions on the furloughs, job satisfaction and opinion on public service, and how they preferred to spend the time afforded to them by the Furlough Fridays. In the concluding chapter, I will discuss the inherent weakness of this study type, the implications that result from this study, and finally, what further research could follow from this thesis.

Chapter 5

CONCLUSION

This study began with an introduction into what was an unprecedented event in California history. Due in part to serious financial shortfalls in state government budget, Governor Arnold Schwarzenegger in February 2009 began a series of mandated unpaid furloughs for state workers. What started out as two furlough days per month increased to three, which equated to a 14 percent pay cut. Research on how these furloughs affected state workers and their opinions related to it was not existent, and only anecdotal evidence appeared in newspaper articles. The purpose of this thesis was to fill in some of the gaps by performing research by administering a survey to a sample group of furloughed state workers.

I developed four hypotheses related to state employees and how the furloughs affected them. The following chapter discussed existing literature on employee motivation in the public sector, what attracted people to public service, and desired employee work hours. I then discussed the methodology involved in addressing the four hypotheses by developing survey questions and explained how the survey was administered to the sample group. The next chapter reviewed some of the preliminary findings and analysis from the survey responses.

This concluding chapter will discuss any unexpected findings and expand upon questions that didn't get a "solid" answer, and could therefore benefit from future research. In addition, the inherent weakness of this type of study will be discussed. Finally, the broader implications of this study and its findings will be assessed.

Research Design Bias

Some of the potential weaknesses in survey research are inherent and unavoidable. This survey was administered in November 2010, when job insecurity and financial difficulties were a reality for many employees in Sacramento DDSD. State workers were worried and angry and were feeling like scapegoats for the state's financial crisis. Emotions were running high, which may have driven their responses, so they may not have answered survey questions as objectively as they could have. In the same vein, those who did not share the same opinions as the vocal majority who resented the furloughs (i.e.: employees who found the furloughs to be beneficial) may not have been as willing to disclose their opinions due to their concerns about the anonymity of their responses. A longitudinal study would have been interesting to see the difference, with another survey being administered after the furloughs ended, in order to see a "during" and "post" response from these state workers.

Regarding survey responses, some employees chose to skip certain questions, and it would have been more ideal had all questions been addressed. The possible reasons certain questions were skipped may have been a concern that their responses wouldn't truly be anonymous. Also, although the survey was administered online in a very user-friendly manner (I included a link in my Email which took the employee directly to SurveyMonkey to begin the survey), it is possible that some of the less tech-savvy employees were intimidated by the prospect of using the internet due to the perceived complexity in completing an on-line survey. To counter this, I did give the option of completing the survey in hard-copy format, but no one took me up on the offer.

Finally, there exists a chance of respondent bias when the sample size is not large enough to truly represent a certain population. Generally speaking, the higher the response rate, the better for the study. Although the overall DDSD respondent rate of 53 percent is acceptable, there were segments within that population (PTs, for example) that did not respond in enough numbers to realistically draw inferences from their responses onto the rest of the PT employees. On a broader scale, the same could be argued about the fact that generalizations and inferences might be made about roughly 200,000 state workers, based on the responses of 91 employees at the Sacramento DDSD. However, based on the small size and scope of this study, in addition to obvious financial limitations, it was not feasible to run a larger study with a larger sample size. This is precisely why survey research is considered to be among the best methods that social researchers have to collect data in order to describe a population that is too large to observe directly (Babbie, 2007).

Regardless of the inherent concerns that survey research carries with it, I was aware of them from the beginning and I worked carefully with my advisor to design the questions in the survey. I also received feedback from other faculty experts on how to best word and present the survey questions in order to avoid biased or negative items and terms.

Broader Implications and Recommendations for Additional Research

Existing research having to do with how the furloughs were affecting state workers was lacking and it was an interesting challenge to run a survey and obtain some of this information from a micro-segment of the state worker population. Some of the

results were not surprising, where others were. For example, as I considered different thesis topics at the beginning of this project and narrowed the topic down to the furloughs, I was certain that all DDSD employees were going to confirm my assumption that they loathed the furloughs. However, as I proceeded with my literature review and examined research on desired employee hours, I began to suspect that perhaps not all employees viewed the furloughs in a totally bad light. Sure enough, survey results showed that a fifth of respondents found the furloughs to be beneficial and they enjoyed the extra time afforded to them. This is interesting and the broader implication is that people really value flexibility in work hours, including part-time options. It would therefore be a recommended employee perk, where feasible, for other state agencies and departments to offer that flexibility to their employees, in order to improve job satisfaction and retention. According to the results of this study, the Sacramento DDSD seems to have this concept down.

Another notable finding was the demographic data regarding age range and years in state service. 44 percent of the DDSD staff were under the age of forty, 43 percent of them had five or less years of state service, and nearly 75 percent of DDSD staff had 4-year college degrees or higher. Although it is not known how closely this reflects the general state worker population, general demographics do suggest that the generation of Traditionalists in the workforce is sparse, Boomers are riding the cusp of retirement, and GenXers and Millennials are next in line to fill these vacated positions. We have an educated, younger workforce starting to build their institutional knowledge in state service, and this is something that should pique the interest of upper level managers and

administrators. This is the time that this demographic is shying away from the uncertainty of private sector jobs and is being drawn to the relative stability of public service. Finding ways to invest in them now to keep job satisfaction elevated to retain them will pay dividends in the future as they grow into their civil servant careers and eventually move upward to public management and administration.

I was also surprised to discover that despite the financial hardship, frustration, and decreased morale that many DDSD employees were experiencing at the time due to the furloughs, positive responses on topics such as job meaningfulness, job satisfaction, and making a positive difference for the public were higher than expected. I believe this speaks to a bigger picture of the Sacramento DDSD, and perhaps the culture and management style of the office. It would be interesting to perform a study on management philosophy and culture within that office and compare with the culture and philosophy of another similarly sized and composed state office. These findings would carry a broader implication and its lessons could transfer to other state agencies and departments.

Finally, it would be insightful to conduct a post-furlough study and survey on DDSD staff and compare it with responses and findings obtained during the furloughs. It will be interesting to see variations in survey responses when the California economy improves and private sector jobs open up to the workforce and state employees. Additional suggestions for further research would include this, and a deeper analysis into the survey responses, with the use of further statistical testing and regression analyses. A larger scale project comprised of a bigger budget, a longer timeline, and a larger sample

group would also be beneficial. All the data and findings are beneficial to state executives who need to stay on top of what makes their employees tick, as far as attracting and retaining the best and the brightest for state service.

APPENDIX A

Cover Letter

November 8, 2010

Dear Sacramento DDSD employees:

As I discussed briefly at the monthly update last week, I am a graduate student at California State University, Sacramento, in the Public Policy and Administration program. I'm in the final stages of the program and one of the graduation requirements is to undertake a thesis of my choosing. I have chosen to write about the topic of the furloughs and state workers' opinions on them and on public service. I am hopeful that you will be able to assist me in this project.

I have created a secure, on-line survey, which is linked below. The objective of this survey is to gather responses from employees in this office and compare them to my hypotheses. The survey was designed so that all responses are anonymous and no identifying information will be collected. Although your individual responses to the survey will remain anonymous, the overall findings from the survey and my thesis will be public record per university requirements. I will be happy to share the findings of my thesis with anyone who would be interested.

I would be very appreciative if you'd take the time to complete this survey, which is about 25 questions and should take about ten minutes to complete. You are free to decline to answer any questions, though the information you provide will be more valuable if you answer each question. Your participation is purely voluntary and you may discontinue participation in the survey at any time. Please click on the "Next" button on each page until you click the "Done" button at the end to submit. If you prefer a hard-copy of the survey, I can provide that to you as well. I respectfully ask that you complete the survey by this Friday. Please click on the link below to begin the survey.

Thank you again for your participation.

Sincerely,

R. Andrea Zvonicek

APPENDIX B

Survey

OPINION ON PUBLIC SERVICE

1. As a state worker, I believe I make a positive difference for the public.
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

2. Overall, I find the work that I do to be interesting.
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

3. Overall, I find the work that I do to be personally and professionally satisfying.
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

4. I believe I am being fairly compensated for the work I do.
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

5. Job stability is more important to me than a high salary.
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

6. I began a career in public service/DDSD for the following reasons:
Stability/Security
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Benefits
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Conducive to family life
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Fulfilling/meaningful to serve the public
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Flexible schedule
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Monetary Compensation
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Higher Availability of state jobs in the Sacramento area
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

7. I plan to END my career in state service in the near future.
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

8. I plan to CONTINUE my career in state service for the following reasons:
Stability/Security
Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

Benefits

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Conducive to family life

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Fulfilling/meaningful to serve the public

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Flexible schedule

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Monetary Compensation

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree
Higher Availability of state jobs in the Sacramento area

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

OPINION ON FURLoughS

9. Some state workers believe that, on balance, furloughs have benefited them, while others believe that, on balance, furloughs have harmed them. Which view about the furloughs is closer to your own?

Very Harmful; Harmful; Neither Harmful nor Beneficial; Beneficial; Very beneficial

10. Overall, I value the extra time away from work that furloughs have provided.

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

11. Overall, I have found the pay cut resulting from the furloughs to be a hardship.

Strongly Agree; Agree; Neither Agree nor Disagree; Disagree; Strongly Disagree

12. After the furloughs, my opinion of JOB SECURITY in state service has changed in the following way:

Less Secure; No Change; More Secure

13. If you had to choose between a 15% pay cut resulting from being furloughed and a 15% reduction in the workforce, which would you choose?

15% Pay Cut due to Furloughs; 15% Reduction in the Workforce

14. If/when it was available to you, how many hours of overtime would you typically work per week?

N/A, it was NOT an option for me; Zero; One to Five; Six to Nine; The maximum – ten or more

15. If overtime (OT) was available to you, what was the primary reason of why you chose not to work it?

N/A, OT was NOT available to me; N/A, OT WAS available to me and I chose to work it; I preferred spending time doing errands; I preferred spending time

pursuing leisurely activities; I preferred spending time for a dependent; Other

DEMOGRAPHICS

16. Classification or equivalent

Program Technician; Medical Consultant; Manager/Administrator; Disability Evaluation Analyst; Other

17. Gender

Female; Male

18. Age Range

18 – 30; 31 – 39; 40 – 50; 51 – 61; 62 and above

19. Education

High school; Some college; 4-year college degree; Graduate Degree; Doctorate Degree

20. Marital Status

Not married; Married /Civil Union

21. Do you live in a dual-income, or more, household?

Yes; No

22. How many dependents live in your household?

Zero; 1-2; 3-4; 5 and above

23. Political Ideology

Very conservative; Conservative; Moderate; Liberal; Very Liberal

24. Years in State Service

Under 5; 6-15; 16-25; 26 and above

25. Estimated Time, in years, Before you Expect to Retire

Under 2; 3-5; 6 and above

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