



## School of Graduate Studies and Research

Invites faculty, staff, and students to attend

### Faculty Research Colloquium



### Dr. LEE "Rusty" WALLER

Director, Office of Institutional Effectiveness & Research

### "Surveying Organizational Effectiveness: A Case Study from the United Arab Emirates"

3:30-4:30 PM, Wednesday, November 11, 2015

Conference Room - Building D

#### *Abstract*

This study examined the underlying factors guiding participant responses on a 39-item organizational effectiveness questionnaire administered in an institution of higher education in the United Arab Emirates. The purpose of the study was to identify the primary dimensions shaping employee perceptions of the institution's organizational effectiveness. The study was conducted and the dimensions were identified in support of the organization's continuous quality improvement process with the intent to implement strategies for the improvement of the institution and guide individual component improvement plans. The organizational effectiveness questionnaire was initially developed via utilization of a team of experts to establish content validity then modified to meet the needs of the institution. The study employed quantitative dimension reduction techniques commonly known as factor analysis after compilation of response descriptives. Prior to conducting the dimension reduction techniques the data set was examined to establish reliability, adequacy of sample size and compliance with the expectations traditionally associated with dimension reduction. The reliability of the data set was established with a Cronbach's alpha of 0.981. The sufficiency of the sample size was established with a Kaiser-Meyer-Olkin Measure of Sample Adequacy score of 0.518. The data conformed with all other expectations required for meaningful dimension reduction. The analysis identified 6 underlying factors guiding employee responses to the survey of organizational effectiveness. These underlying factors included: (1) a holistic impression of the organizational effectiveness of the institution, (2) opinion of employee convenience services, (3) views concerning employee involvement, (4) perception of the security and appearance of the campus, (5) opinion regarding the helpfulness of employee support services, and (6) the organization's focus on continuous improvement. Together these dimensions accounted for 81.8% of the variance within the data set. The study concluded that employees held a holistic view of the organizational effectiveness of the institution yet deemed several other issues to be of significant importance. The condition, safety and comfort of the facilities along with the availability of employee support services also played a role in the overall individual impression of the organization's effectiveness. Employees also evaluated the organizational effectiveness of the institution based on the opinion of the organization's commitment to its continuous improvement processes. Accordingly, efforts to enhance perceptions of an organization's effectiveness were encouraged to look beyond the view that responses simply constitute a holistic opinion and recognize the many other issues shaping employee perceptions. The utilization of a multifaceted approach was recommended.

#### *About the Speaker*

Lee "Rusty" Waller joined AURAK in August of 2014 as the founding director of the Teaching and Learning Center and now serves as the director of the Office of Institutional Effectiveness. He earned his BS in Education and MS in Mathematics from Stephen F. Austin State University in Nacogdoches, Texas. He completed a PhD in Higher Education Administration from the University of North Texas. Rusty began his professional career as a public school teacher, spent 17 years in the American community college system, and served for 9 years at Texas A&M University Commerce before joining the AURAK family. He has an extensive track record for digital textbooks, scholarly publications, and presentations. He also serves as the Associate Managing Editor for the Global eLearning Journal. He has served in various capacities ranging from that of a faculty member to dean. His teaching and research focus on digital learning, strategic educational leadership, and effective assessment of student learning. Dr. Waller was recently awarded (2014) the Effective Practice Award for Excellence in the Utilization of Emerging Technology by the Online Learning Consortium (formerly Sloan-C). He was also awarded (2012) the Excellence in Teaching Award by Sigma Alpha Pi, The National Society of Leadership and Success and is a recipient (2011) of the Texas A&M University Chancellor's Award for Instructional Excellence. Rusty is an active contributor to Multimedia Educational Resource for Learning and Online Teaching (MERLOT) sponsored by California State University.