

**Table 2: Descriptive Statistics & Cronbach's Alphas for Scales**

Scale	# of Items	N	Min	Max	Mean	Std Dev	Alpha
<b>Leadership</b>							
Nursing Leadership	8	2138	1.00	5.00	3.50	.68	.87
Physician Leadership	8	2121	1.00	5.00	3.25	.72	.88
Physician Leadership Developer Style	4	2118	1.00	5.00	3.05	.65	.69
Internal Influence	3	2155	1.00	5.00	3.55	.81	.80
<i>Decision-Making Authority</i>							
Nurse Mgr.- Authority	7	2104	1.00	5.00	3.58	.73	.91
Med. Dir. - Authority	7	2046	1.00	5.00	3.03	.81	.92
Nurse Mgr.- Budgeting	3	2101	1.00	5.00	3.65	.79	.83
Med. Dir. - Budgeting	3	2045	1.00	5.00	3.12	.86	.79
Nurse Mgr. - Pt. Care	2	2104	1.00	5.00	3.27	.87	.72
Med. Dir. - Pt. Care	2	2089	1.00	5.00	3.68	.95	.83
<b>Culture</b>							
Team/Satisfaction	(factor)	1969	-4.30	2.51	-0.10	1.00	-
People/Security	(factor)	1969	-2.72	3.83	-0.20	1.00	-
Task/Security	(factor)	1969	-2.73	3.81	0.10	1.00	-
<b>Coordination</b>							
Within-Unit	5	2089	1.00	5.00	3.62	.69	.80
Between-Unit	4	1761	1.00	5.00	3.41	.74	.81
Unit Relations with Other Units	4	2115	1.25	5.00	3.36	.70	.75

Table 2 (continued)

Scale	# of Items	N	Min	Max	Mean	Std Dev	Alpha
<b>Communication</b>							
Openness -- WG	4	2163	1.00	5.00	3.92	.67	.83
Openness -- BG	4	2173	1.00	5.00	3.60	.77	.88
Accuracy -- WG	4	2159	1.00	5.00	3.55	.77	.78
Accuracy -- BG	3	2173	1.00	5.00	3.45	.75	.74
Accuracy -- Overall	8	2161	1.50	5.00	3.52	.64	.82
Timeliness	3	2209	1.00	5.00	4.01	.52	.64
Understanding	8	2173	1.13	5.00	3.29	.67	.86
Shift Communication	2	2135	1.00	5.00	3.64	.74	.68
Satisfaction with Nurse Communication	3	2199	1.00	5.00	3.94	.56	.68
Satisfaction with Physician Communication	4	2206	1.00	5.00	3.37	.76	.80
<b>Conflict Management</b>							
Problem-Solving -- WG	4	2146	1.00	5.00	3.20	.70	.81
Problem-Solving -- BG	4	2152	1.00	5.00	3.12	.72	.82
Arbitration -- WG	3	2167	1.00	5.00	2.66	.78	.77
Arbitration -- BG	3	2156	1.00	5.00	2.90	.82	.83
Avoiding -- WG	3	2172	1.00	5.00	2.29	.70	.72
Avoiding -- BG	3	2156	1.00	4.67	2.12	.65	.76
Forcing -- WG	3	2148	1.00	5.00	2.93	.66	.62
Forcing -- BG	3	2140	1.00	5.00	3.06	.66	.61

**Table 2 (continued)**

Scale	# of Items	N	Min	Max	Mean	Std Dev	Alpha
<b>Procedures and Work Environment</b>							
Equipment	8	2168	1.00	5.00	3.72	.79	.89
Hygiene	5	2172	1.00	5.00	3.50	.85	.78
Procedures	8	2131	1.00	5.00	3.72	.67	.87
Stress	6	2153	1.00	5.00	3.19	.76	.77
Supplies	4	2170	1.00	5.00	3.75	.86	.81
<b>Team Cohesion</b>							
Cohesion	5	2207	1.00	5.00	3.83	.63	.79
Meeting Effectiveness	3	2103	1.00	5.00	3.34	.71	.79
Job Satisfaction	1	2030	1.00	5.00	3.77	.88	-
<b>Perceived Unit Effectiveness</b>							
Nurse Recruitment/ Retention	4	2032	1.00	5.00	3.09	.86	.86
Physician Recruitment/ Retention	4	1959	1.00	5.00	3.26	.72	.88
Abs. Technical Quality	5	2191	1.20	5.00	3.92	.55	.76
Rel. Technical Quality	3	2042	1.00	5.00	3.79	.77	.86
Meeting Family Needs	2	2033	1.00	5.00	3.67	.77	.75