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OVERVIEW

Created by the Oklahoma Territorial Legislature in 1890, the University of Oklahoma is a doctoral degree granting research university serving the educational, cultural, economic and health-care needs of the state, region and nation. The Norman campus serves as home to all of the university's academic programs except health-related fields. Both the Norman and Health Sciences Center colleges offer programs at the Schusterman Center, the site of OU-Tulsa. The OU Health Sciences Center, which is located in Oklahoma City, is one of only four comprehensive academic health centers in the nation with seven professional colleges. OU enrolls more than 30,000 students, has more than 2,400 full-time faculty members, and has 21 colleges offering 163 majors at the baccalaureate level, 166 majors at the master's level, 81 majors at the doctoral level, 27 majors at the doctoral professional level, and 26 graduate certificates. The university's annual operating budget is \$1.5 billion. The University of Oklahoma is an equal opportunity institution.

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Business Highlights

by Robert C. Dauffenbach

National Economy

THE NATIONAL ECONOMY CONTINUES TO GROW, but at a worrisome snail's pace. Initial estimates were for first quarter real GDP growth to register a 2.2 percentage point advance. The most recent, and final, estimate places that advance at only 1.9 percent. The labor market nationally continues to be a grave concern. Nonfarm employment gains for June were only 80,000. Indeed, the past three months have recorded gains of less than 100,000 nationally per month, in the face of a continually growing population base that adds about 160,000 potential workers each month on average.

The jobs recovery has been the worst in post WWII experience. Peak employment was 138 million in January 2008. From that time and until March 2010 job losses mounted at a shocking rate, averaging slightly more than 350,000 per month. Overall, 8.8 million jobs were lost, fully 6.4 percent of total non-farm employment. Only in 11 of the 53 months since January 2008 has the month-to-month job growth exceeded 160,000.

Certainly there have been consecutive months of job growth that have reduced the extent of job losses from the peak. In the most recent June 2012 data, we were at the 96.4 percent level, or 3.6 percent below the peak. That is a change of only 2.8 percentage points, and it took 28 months, more than two full years, to accomplish that modest recovery. Figure A illustrates the percent of peak employment for the period January 2008 through May 2012.

At the present abysmal of employment growth, one can ask "How long will it take to achieve that former employment peak?" The statistics offered above make that computation fairly simple. The average rate of change is that 2.8 percentage points divided by the 28 months, or 0.1 percent per month. Presently we are 3.6 percentage points below the peak. Thus, assuming linear growth, it will take another 36 months, a full three years, to reach that employment peak. In other words, this simple calculation says that peak employment will not be achieved until June 2015.

Certainly we can hope for faster economic growth that allows for attainment of the previous employment peak at a much earlier time. The computation, however, illustrates just how desperate the economy has proven to be nationally. With continuing financial difficulties, especially with Europe potentially becoming "unglued," just what the impetus will be for such a vast improvement in growth rates remains elusive. The Fed has engaged in two massive rounds of quantitative easing, otherwise known as money printing, with no obvious impact on employment growth. However, one could ask "Where would we be without the Fed's aggressive actions?" Various money supply statistics are currently showing rates of growth in excess of 10 percent per annum. The continuous deficits run by the Federal government, in the neighborhood of \$1.3 Trillion per year, stymies policy makers from further action.

The subprime mortgage crisis and the financial contagion that that crisis released placed the US economy in a Balance Sheet Recession. Such a recession merges after bursting of a nationwide asset bubble. It leaves a large number of private-sector balance sheets with more liabilities than assets. In order to repair their balance sheets, the private sector moves away from profit maximization to debt minimization. With the private sector deleveraging, even at zero interest rates, newly generated savings and debt repayments enter the banking system but cannot leave the system due to the lack of borrowers. The deflationary gap created by the above leakage will continue to push the economy toward a contractionary equilibrium. In this type of recession, the economy will not enter self-sustaining growth until private sector balance sheets are repaired.

Suffice it to say that because policy makers did not close out insolvent financial institutions, and instead let them remain as "walking dead, zombie" institutions, we may just have to wait this one out.

Oklahoma Economy

The experience with job growth in Oklahoma has been, in some respects, counter to national trends. Peak employment did not occur until August 2008 at 1,596,000 in nonfarm employment. We dropped to a level of 1,517,000, seasonally adjusted, in February 2010. Overall we lost about 79,000 jobs, a not inconsequential five percent from the peak level. In May 2012 we were down less than one percentage point. The Oklahoma City metro area is actually enjoying a higher employment level than the August 2008 reading by 7,000 workers. The Tulsa metro area is down by about 18,000 workers, still a marked improvement over the 30,000 loss of jobs, or 7 percent, it previously faced. The balance of the state is down only 2,000 workers.

Clearly the Oklahoma economy has been doing better than the national economy on the employment front. We must remember, however, that the Oklahoma economy is also clearly impacted by the national economy, as Figure B suggests. In this figure the year-over-year percentage change in employment is graphed for the nation, the State of Oklahoma, and the OKC and Tulsa metropolitan regions.

This graphic reveals that in the late 1970's the state and regions of Oklahoma were doing significantly better than the nation in employment growth with annual growth registering between seven and nine percent in 1978 while

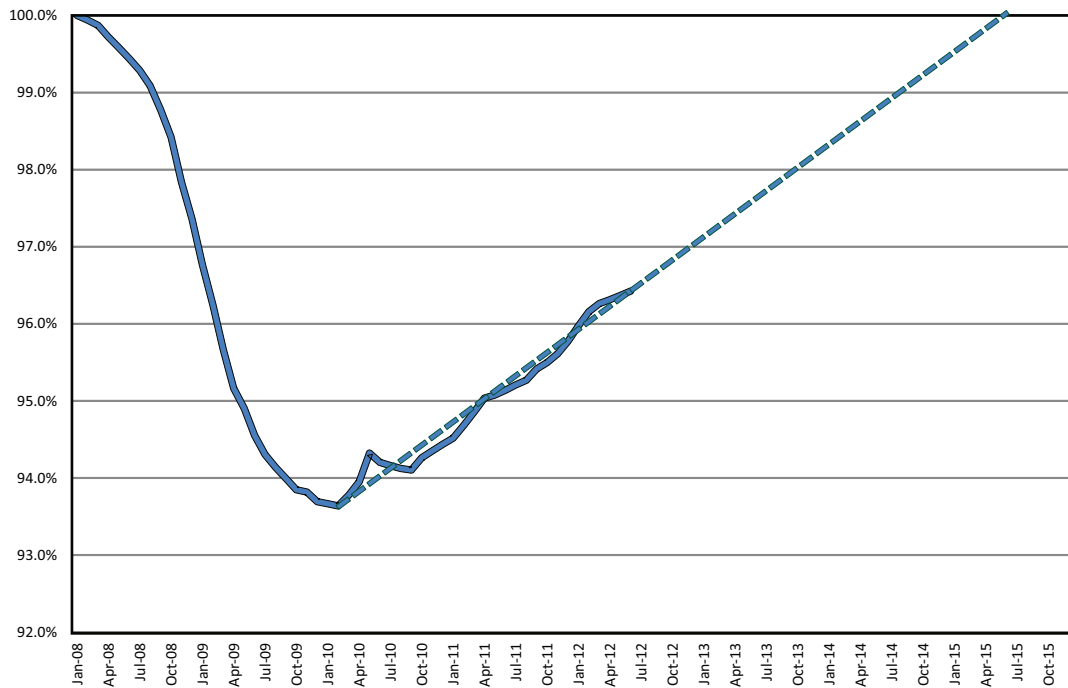
the nation was growing at about five percent. This pattern extended into the recessionary years of 1980 and 1981-82, energy boom years for Oklahoma. By 1982 through 1989, we grew at rates significantly below the nation, our energy bust years.

It was not until late 1989 that Oklahoma and its metro regions began to grow in tandem with the nation. By this time the composition of employment in Oklahoma greatly resembled the nation. Thus, it was not surprising that we would grow like the nation. We were a more diversified economy. Notice that this pattern has remained fairly true throughout the 1990's and into the 2000's. At times we are doing somewhat better; at times, somewhat worse, but never with the variation that we saw during the 1970's and 1980's.

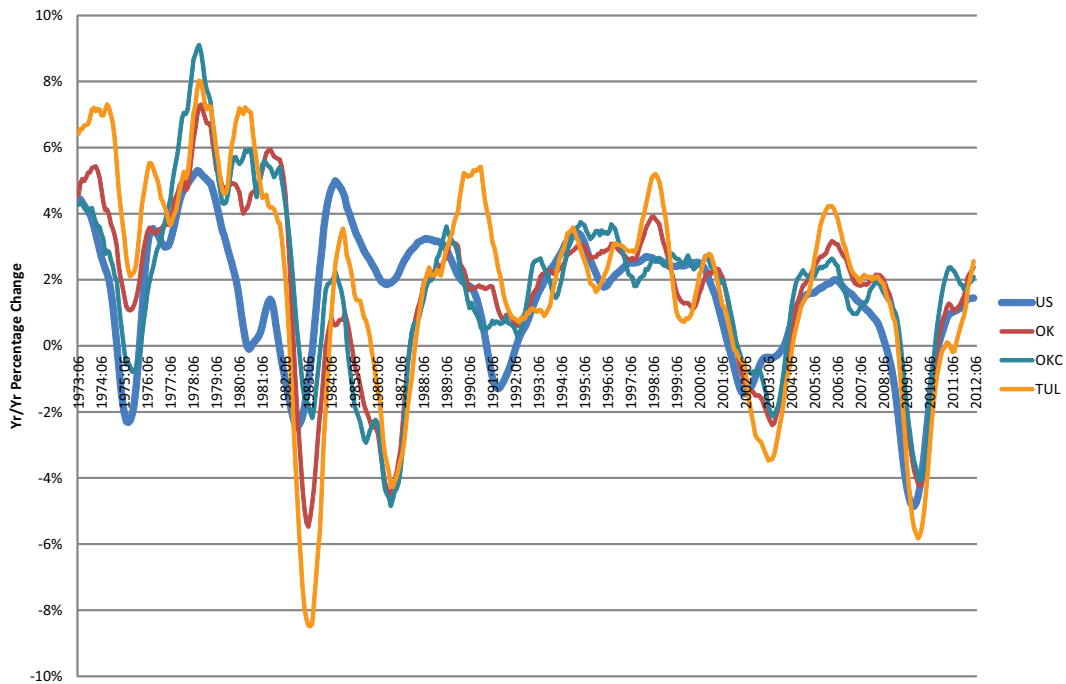
We need to remember the past and not get "too full of ourselves" when our experience is comparatively strong relative to the nation.

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**Figure A. Non-Farm Employment: Percentage of Prior Peak
with Projection of Trend**



**Figure B. US and Oklahoma Employment Growth
Moving Average Annual Rate of Change**



Reward & Recognition Programs: Analysis of Five Major Oklahoma Employers

Misti N. Neill, Anthony C. Klotz and M. Ronald Buckley

IN THE CURRENT LEAN ECONOMIC TIMES, MOTIVATING employees continues to be an important part of successful management. It might be a helpful exercise to see how some successful organizations with Oklahoma ties use reward and recognition programs to facilitate employee performance. To that end, there are a variety of ways in which companies can implement reward and recognition programs. While most focus on tangible rewards, those that also focus on the day-to-day intangible rewards are far more likely to experience increased levels of employee productivity, performance, and satisfaction. The purpose of this paper is to analyze the reward and recognition programs of five major Oklahoma employers: Devon Energy, International Business Machines (IBM), INTEGRIS Health, the Oklahoma City Air Logistics Center (OCALC), and Tinker Air Force Base (active duty). Examining these employers will provide a further understanding of how various reward and recognition programs not only influence employee motivation, but also contribute to the overall success of the organization.

Whereas most rewards are generally associated with something materialistic and usually monetary, recognition employs alternate and intangible ways to motivate employees. For example, a thank-you letter or public praise can be a significant way of acknowledging an employee's efforts and achievements, but if it is the only form of recognition a manager uses, it will soon lose its effectiveness. Awards, however, are a combination of rewards and recognition in that they typically give recognition through presenting something tangible such as a trophy, certificate, or plaque. On the other hand, incentives are most often perceived by employees as planned rewards. For example, individuals typically know that certain rewards are tied to certain acts or performance. Furthermore, while formal rewards are often part of planned, structured programs that continue for years, informal rewards are the more here-and-now, spur-of-the-moment forms of sincere thanks and appreciation for doing good work (Nelson, 2005).

There are a variety of factors that determine how managers allocate recognition and reward programs within their organizations. According to Freedman and Montanari (1980), environmental, organizational, managerial, and

subordinate factors used to determine reward allocation play a key role in employee behavior and organizational effectiveness. While most environmental and organizational variables are out of a manager's control, these individuals do have the power to influence certain aspects of the subordinate job experience such as perceptions of the organization's goals and criteria, beliefs about employee motivation and commitment, and amount of responsibility and autonomy. Managers who fail to take such variables under consideration may develop a skewed perception of a particular employee's performance. If rewards are contingent on these perceptions, the adequacy and equity of the entire reward system could become jeopardized. Likewise, a dilemma arises when reward systems, such as benefit packages, that were once effective in attracting top talent, are now perceived as entitlements by tenured employees. According to Wilson (2003):

Reward systems become entitlement systems when they lose their relationship to performance. A sense of entitlement is created when people are rewarded automatically and regularly for not doing anything special. They grow to expect their awards and often want even more. People appreciate surprises and benefits, but when they are noncontingent, people come to think of them as their right. (p.350)

Devon Energy

For Devon Energy, an effective reward and recognition system has become a key ingredient of the company's growth and success. Devon is an Oklahoma City-based independent energy company engaged in natural gas and oil exploration, and it employs more than 5,000 people worldwide. The company is ranked among FORTUNE magazine's Most Admired Companies and is the highest ranked oil and gas company listed on FORTUNE's "100 Best Companies to Work for" list. Devon was also named the best oil and gas company to work for in Calgary by Calgary Inc. magazine. While the company strives to sustain a small company feel, the culture empowers employees to bring forth new and innovative ideas (<http://www.devonenergy.com>).

Currently, Devon has a variety of incentives in place to attract the area's top talent. For example, the company offers various tangible incentives including medical, dental, and vision plans as well as short-term disability insurance and long-term disability coverage. Furthermore, the company offers a variety of life insurance policies including basic, voluntary, business travel, and accidental death or dismemberment insurance. Finally, Devon offers retiree medical insurance to qualified applicants and an employee assistance programs to those struggling with personal or family issues.

In addition to health and life insurance benefits, Devon offers a variety of intangible incentives or lifestyle benefits. For example, Oklahoma City employees can take advantage of an alternate work schedule in which they can work extra hours throughout the week and be compensated a full Friday every other week. Not only does the company offer this incentive to endorse a healthy work/life balance, but low cost Back-up Child and Elder Care Programs, generous vacation, holidays, and sick and personal leave are offered as well. Finally, Devon offers a variety of attractive savings plans including 401(k) incentive savings plans where contributions are matched by the company based on the employee's years of service. They also offer employees a flexible spending account and a variety of learning opportunities. Additional benefits include: \$3,000 employee referral bonus, education gift matching and volunteer grant program, free parking/subsidized transportation, tuition reimbursement, free flu shots/health screenings, free annual mammogram screenings, investment education meetings, various discounts for products and local attractions, business casual dress (casual Fridays), community volunteer opportunities, gym membership discounts, corporate sports teams, and company picnics/Christmas parties (<http://www.devonenergy.com>).

Since Devon realizes that their employees are their strongest asset, each employee is held to high expectations and is measured against a set of behavioral attributes to ensure the right people are in place to move the company forward and help build on the company's success (<http://www.devonenergy.com>). Thus, the company strives to ensure each employee feels challenged, rewarded, and valued by offering a variety of tangible rewards, including an annual bonus based on individual and company performance, a competitive salary with annual merit increases, and other long-term incentives. The company also rewards employees through assigning special projects to top performers. However, Stewart, Applebaum, Beer, Lebby, Amabile, McAdams, Koslowski, Baker, and Wolters (1993) suggest that rewards only ensure "temporary compliance." To prevent rewards from becoming counterproductive and creating a sense of entitlement, it is necessary for companies such as Devon to ensure pay is linked to performance. For example, employ-

ees who are included in the decision making process and are free to present innovative ideas without fear of retribution or job loss are more likely to link individual bonuses to individual contributions and understand how their individual contributions relate to the company's overall performance. "Without paying for performance, an organization will lose its best people. Yet by paying for performance, the company runs the danger of encouraging self-interest instead of organizational commitment" (Stewart et al., 1993, p. 39).

For instance, it is likely that most Devon employees expect a bonus of some amount. While the percentage given by Devon is based upon performance, most employees likely believe that they will still receive some sort of bonus even if they are not star performers. However, if these bonuses were taken away, performance would most certainly drop. Nohria, Groysberg, and Lee (2008) suggest that by revamping the current reward and recognition program utilizing the four drives of employee motivation, companies should experience increased productivity and performance and a reduction in employees' sense of entitlement. For example, the revamped program could better address an employee's drive to acquire tangible and intangible scarce resources through effectively separating high and low performers, linking rewards to performance, and giving top performers advancement opportunities. Additionally, the company could focus on promoting a culture that fosters teamwork, candidness, and camaraderie to fulfill the drive to form connections with others, engaging in effective job design to satisfy an employee's drive to understand the world around them, and implementing performance management processes that are equitable and transparent to satisfy employee's drive to defend themselves and foster justice.

INTEGRIS Health

INTEGRIS Health is another major employer whose reward and recognition program earned the company top honors. OKCBiz recently announced the thirty Oklahoma companies selected as top finalists for the 2009 Best Places to Work in Oklahoma program. This annual initiative identifies and honors Oklahoma's best employers. For the fourth year in a row, INTEGRIS Health made the list. OKCBiz Associate Publisher Jeffri-Lynn Dyer states, "The Best Places to Work competition motivates local companies to strive for workplace excellence and recognizes those that have achieved it" (<http://www.integrish-health.com>).

Currently, INTEGRIS Health offers many of the same incentives as Devon. For example, the company offers a variety of health, life and disability insurance as well as a matched retirement savings plan. Additionally, the company offers eligible employees an attractive pension and paid time

off. Furthermore, the company offers an on-site metropolitan child care and fitness center as well as a multitude of career development opportunities including continuing education courses, tuition assistance and education loan programs, adoption assistance, internships and externships, and several scholarship opportunities. The company also provides flexible scheduling options and incentives for working nights, evenings, holidays, and weekends. To retain the most dedicated nursing talent, the company has even implemented a Nurse Retention Initiative focusing on the four key areas of staffing and scheduling, compensation and benefits, work environment and recognition, and rewards. In exchange for a two-year work commitment, the program offers staff involvement in shift assignments, monetary incentives and national certification and education assistance. INTEGRIS Health's benefits philosophy is even communicated on their website: "In deciding on jobs, a company's benefits are often significant factors. On the job, however, such benefits do little to motivate employees to perform at higher levels over the long term" (<http://www.integrish-health.com>).

While money is important to employees, research shows that what really motivates them to perform at higher levels is the thoughtful, personal kind of recognition that signifies true appreciation for a job well done (Nelson, 2005). With budgetary constraints, INTEGRIS Health likely knows it is important to acknowledge positive actions by employees with a praise of "Good Job!" or a comment by an individual manager acknowledging the wonderful effort they put forth, or the extra mile they went. It is also important for the company's management to be available to nursing staff. Team huddles or meetings are utilized as a time to share, (in front of the team), all the extra efforts that occur and who is going above and beyond the call of duty. The company's nursing leadership makes it a point to, in the very least, acknowledge the nurses and let them know their presence is valued by regularly offering caring comments such as "good morning" or "how are you."

Additionally, all nursing leadership are encouraged to learn the staff's names and use their name when talking with them. Although the company does not give monetary rewards to motivate, management often buys an individual nurse a pop, or may bring in donuts or a group basket of goodies. Furthermore, sending out an email to everyone letting them know what is going on for the day, the week, or the upcoming month with quotes of inspiration and a reminder that INTEGRIS values their nurses are small but effective things that can be done. The company also sets up employee birthday reminders so they can make sure to bring in balloons, send a card to their home, or post a flyer to ensure everyone remembers their coworker's special occasion. Furthermore, all managers have authority to obtain and give away 'heart bucks' to those employees caught doing something great, helping someone as a nice gesture, giving

directions in the hallway although they are in a hurry, and a variety of many other positive behaviors. The 'heart bucks' can be redeemed in the company's cafeterias, gift shop, or pharmacy.

According to Finney (2008), employers should not focus on telling their employees what to do, but inspire them with why they should do and connect daily tasks to the "big picture" of the organization. At INTEGRIS Health, it is the manager's job to make sure their team's staff is on board with the company's values and mission. It is also their job to make sure everyone has access to newsletters and Q & A's that are published to let employees know what is on the horizon, or of any newsworthy items. Each manager spends 'one on one' time building a professional rapport with each employee (nurse or not) on a quarterly basis formally (and informally more frequently). These interactions ensure that both supervisors and employees mutually understand what is expected, what the individual goals and challenges are, what career path the employees would like to follow and what exactly needs to happen in order to reach each. Each nurse is encouraged to continue their education, volunteer in the community, and join internal committees on process improvement, retention, and recruitment. Finally, managers/supervisors are also encouraged to make sure nurses are given time to attend executive sessions called "Employee Forums" where the executive who is speaking gives an INTEGRIS Health update on performance statistics, changes occurring, and future happenings. With the activities listed above and the influx of information, each nurse should be knowledgeable and fully understand the 'big picture'.

IBM

International Business Machines (IBM) is the world's largest information technology company and employs approximately 1330 people throughout Oklahoma (Davis, 2006). The company believes that the employee reward and recognition program has become their single largest investment and has recently revamped its Total Rewards Program to retain and motivate the company's high-tech employees. Focusing on the core aspects of the program (compensation, benefits, work-life balance, performance and recognition, and development/career opportunities) has helped the organization change its culture to better compete for information technology talent in the 21st century.

Currently, IBM offers benefits that include performance bonuses, commissions, awards, and so forth. The company also offers the standard medical, dental, and vision benefits for employees (even those who are same-sex couples). Finally, the company promotes work-life balance by offering generous vacation, holidays, and flexible work schedules. Additionally, the company offers sickness and accident income plans, long-term disability plans, group life insurance,

travel accident insurance, and long-term care insurance. Eligible employees may also be entitled to the company's 401(k) program, community relations program, a variety of site offerings such as fitness centers, educational courses, award programs and career planning centers, and an IBM club which offers a variety of sponsored trips, classes, and programs. Furthermore, IBM's Employee Stock Purchase Plan offers eligible employees the opportunity to invest in IBM stock at a 5% discount off the market price (<http://www-03.ibm.com/employment>). According to Nelson (1997), making employees owners of the company is one of the most powerful forms of recognition. In fact, "85% rank stock options as a positive incentive and companies that have employee stock ownership plans grow three to four times faster than those who do not" (p.324).

IBM intertwines its value system with its rewards system and believes their shared values influence how decisions are made and people work together. According to Nelson (2005), the best organizations find ways to give their employees the time, support, and tools they need to stimulate creative thinking. Since IBM believes that the expertise of their workforce is as critical to their success as the effectiveness of their technology, the company invests more than \$750 million annually to equip IBM employees with leading-edge skills and ongoing development opportunities.

IBM offers a variety of career development plans via web sites and tools. For example, the company offers individual development plans, job role and technical training, academic learning assistance programs, and internet e-learning modules. Additionally, the company offers tuition refund of up to 100% for eligible employees as well as an educational leave of absence. IBM's commitment to employee development sets them apart from other employers. From web applications to mentors to global e-learning to classroom training, IBM's learning environment enables employees to take charge of their skills and knowledge from day one, empowering them to expand their expertise throughout their career (<http://www-03.ibm.com/employment>). Bartol and Srivastava (2002) suggest that while rewards contingent on knowledge sharing will have a positive effect on the extent of knowledge that individuals contribute, merit pay plans that include assessment and explicit recognition of knowledge sharing will have a positive effect on the extent to which individuals share knowledge within and across teams and work units.

At IBM, knowledge sharing is many times a component of someone's performance evaluation and teamwork is paramount to the success of many groups/IBM divisions. Indeed, technical sharing in the form of technical documents is crucial in technical support divisions as these documents may be shared with both internally and externally with customers. Technical mentoring and training of other team members is also critical as knowledge sharing crosses

numerous geographic boundaries for the multi-national corporation. For example, team members may be sharing information with people in India, Ireland, Turkey and Israel. At IBM, employees who contribute most to their team and IBM's business success may be rewarded with a Top Contributor Award.

Furthermore, knowledge sharing needs vary by division and the company separates employees into various bands based on job roles. For example, longer tenured IBM employees are expected to have a higher relative contribution in knowledge sharing versus newer employees in lower bands. However, this could become a future problem for IBM as the longer tenured employees retire and less seasoned employees are charged with closing the skill gap and "running the show." As a result, upcoming changes in workforce demographics may require restructuring to existing reward and recognition programs as the needs of employees evolve. For example, Tulgan (2009) suggests employers should "stop paying them and start buying their results, one by one" (p.71). The idea is that as more results are traded for rewards, more reliable performance will result as the real performance drivers for younger generations are short term special rewards exchanged for short term above-and-beyond performers.

Oklahoma City Air Logistics Center

The Oklahoma City Air Logistics Center (OCALC) located at Tinker Air Force Base has more than 13,000 civilian employees and offers a variety of federal employment benefits. The OCALC utilizes both monetary and honorary reward systems to recognize individual and group performance. Not only does the OCALC promote the low cost of living as a benefit of working in the Oklahoma City area, but generous vacation time (which increases with years of service), paid holidays, and sick leave are attractive incentives used as well. Additionally, the organization offers low cost health and life insurance as well as the Federal Employees Retirement System (FERS), Thrift Savings Plan (TSP), and Flexible Spending Account (FSA). Finally, the organization offers participation in the Federal Long Term Care Insurance Program (FLTCIP), Fit 4 Life Program, and access to Tinker Fitness Centers, Child Development Centers, an on-site golf course, outdoor recreation facilities, and a bowling center (<http://www.tinker-af.org/jobs>). However, for government workers, the use of monetary rewards beyond standard incentives is constrained by federal regulations. "When basic compensation is adequate, it takes something extra to motivate people to greater performance" (Nelson, 2005, p.99). Thus, managers must find alternate ways to reward employees and increase motivation and morale. According to Hijazi, Anwar, and Mehboob (2007),

non-monetary rewards are as important as monetary rewards. For example, positive recognition from management and coworkers has been found to increase motivation and result in higher levels of job performance just as effectively as monetary recognition. Additionally, creative use of personalized non-monetary rewards reinforces positive behaviors and improves employee retention and performance. Furthermore, there is a clear positive link between employee motivation and efficiency. When employees are motivated to achieve the highest-level performance of which they are capable, the result is greater creativity, productivity, and discretionary effort, which in turn leads to improved organizational performance.

However, there is a common perception among federal government workers that job security is all too secure. Many of these workers have a stigma of coming to work to simply "punch in and punch out." In fact, it is common to hear personnel (both civilian and military) joke "once the clock strikes 4:30 p.m., you hear loads of paperwork hit the ground as the civilians are nowhere to be found by 4:31 pm." For many, as long as they receive a steady pay check each month, the motivation to go above and beyond is dormant. Jansen and Von Glinow (1985) contend that "the reward system perspective observes that organizational actors seek information concerning what activities are rewarded, and then seek to do (or at least pretend to do) those things often to the virtual exclusion of activities not rewarded" (p.769). Thus, it has become increasingly important for this organization to find ways to enhance the intrinsic motivation of Tinkers civilian employees.

However, most managers have very little autonomy in tailoring the monetary/non monetary reward system as most awards have criteria that must be met. Nonetheless, some awards are at management's discretion if they are issued with some level of an approval required. The OCALC offers some monetary rewards such as the Special Act Award, the Special Service award, the Notable Achievement Award, and the Time-Off Award. However, non-monetary awards include Presidential Awards, Department of Defense awards, Air Force Awards, Length of Service Pins, and Campaign and Service awards. While the OCALC reward system has experienced minor changes over time and added a couple of expanded awards, most of the changes have been administrative. For management, the reward and recognition program allows them to recognize their outstanding performers and reward them for exemplary work. For employees, the program allows them to be recognized for the contributions and effort they provide.

Tinker Air Force Base

Tinker Air Force Base (AFB) is the largest single site employer in the state of Oklahoma. The base employs approximately 26,000 people, of which 13,000 are active duty. While the Air Force cannot recognize members with the same monetary recognition as Devon Energy, INTEGRIS Health, or IBM, the current reward and recognition program is perhaps the most effective. "Human beings need to be recognized and rewarded for special efforts. What they want is tangible proof that you really care about the job they do. The reward is really just a symbol of that" (Nelson, 2005, p.98).

In addition to a secure bi-monthly paycheck, the Air Force also grants employees a tax free basic allowance for housing and for sustenance. Additionally, members are eligible to receive a variety of special and incentive pays including reenlistment bonuses, initial enlistment bonuses, continuation bonuses, accession bonuses, proficiency pays, career incentive pays, deployment pays, and hazardous duty pays. Furthermore, Airmen may receive tax-exempt pay when performing duties in designated combat zones. The military even compensates Air Force employees \$250 tax free for each month that they are separated from their military spouse and accommodates reimbursement expenses associated with official travel (Air Force Facts and Benefits Sheet 2009).

Furthermore, the Air Force allows members to contribute to a Uniformed Service Savings Deposit Program, Thrift Savings Plan (TSP), and Federal Long Term Care Insurance Program. In addition, the Air Force offers free medical and dental insurance to all active duty personnel and provides 30 days of paid annual leave in conjunction with all federal holidays. However, one of the most attractive incentives of a military career is the retirement system that provides a monthly retirement income for those who serve a minimum of 20 years. While many civilian employees must contribute monetarily to their retirement, an Air Force member's retirement is provided solely on the basis of honorable service. Other benefits include unlimited access to the Base Exchange and commissary, base services, career broadening opportunities, child care/youth programs, and commissioning opportunities. Furthermore, the Air Force offers a variety of education benefits to include the Montgomery GI Bill, tuition assistance, and various scholarships. Additionally, members are entitled to family support centers (FSC), legal assistance, promotion opportunity, space available travel, Veterans Affairs home loans, vocational training opportunity, and programs for documented personal difficulties (Air Force Facts and Benefits Sheet 2009).

The Air Force strives to develop members throughout their careers into role models that are able to effectively instill the Air Force core values into the Airmen they lead. Chandler and Richardson (2008) suggest that positive reinforcement trumps negative criticism every time and that there is nothing more motivating than a healthy dose of reassurance. For many Airmen, reassurance is best provided by their direct supervisors. Thus, supervisors utilize the performance management system as a tool to set standards and expectations, provide regular feedback, and mentor troops. "By providing a reward and clearly communicating its performance based contingency, a supervisor not only expresses satisfaction with the previous level of performance, but also communicates future performance level expectations" (Korukonda & Hunt, 1989, p.306). Connors, Smith, and Hickman (2004) suggest that organizations should focus on creating role models at each and every level of the organization through setting the example, praising those who follow, and rewarding performance deemed "above the line." Effective Air Force supervisors understand that they will ultimately get what they reward. Thus, when Airmen go "above and beyond" and stand out among their peers, supervisors will typically recognize them through verbal praise or nomination for an award.

Moreover, nominating an Airman as "Star Performer of the Month" or "Sharp Troop of the Month" have proved to be very effective and inspirational forms of motivation. Many times these rewards are presented in front of the member's entire squadron and are usually accompanied with some form of certificate or plaque. For Airmen nominated as "Airman of the Quarter" or "Airman of the Year," recognition is typically given at a formal banquet in front of the entire base population. Members from the MidWest City Chamber of Commerce, Tinker Federal Credit Union, and other various agencies typically donate prizes (and sometimes even cash) to winners.

Conclusion

Motivation for today's employees has become increasingly personal and situational. While all the examined companies offer a variety of tangible and intangible incentives to include generous vacation/sick leave, some form of pension program, medical/life insurance, flexible scheduling, career development opportunities, and various special services, these incentives are primarily used as a recruiting tool. On the other hand, tangible rewards were found to be more effective than the previously mentioned incentives given that compensation correlated with performance in some way. For example, while Devon, IBM, and INTEGRIS Health link monetary rewards such as annual bonuses, commission, and

"heart bucks" to individual/company performance, OCALC and Tinker AFB ensure promotion, which ultimately leads to higher pay and prestige, is contingent on performance. However, the most highly valued forms of recognition have seemingly shifted from the formal to the informal and spontaneous and from the tangible to the intangible and interpersonal. While recognizing superior performers through the use of formal awards was found to be present within all organizations, informal recognition was demonstrated to be a more effective tool for driving employee motivation. Overall, it is clear that the focus of the reward and recognition programs at Devon Energy, INTEGRIS Health, IBM, Oklahoma City Air Logistics Agency, and Tinker AFB have positively influenced employee motivation and contributed to the overall success of each organization. These organizations understand that when it comes to recognition, it's increasingly true that one size no longer fits all and the most effective informal rewards must ultimately be linked to some type of formal reward program.

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SELECTED INDICATORS FOR OKLAHOMA

	1st Qtr '12	4th Qtr '11	1st Qtr '11	Percentage Change	
				'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
Crude Oil Production (000 bbl) ^a	14,721	15,038	17,835	-17.5	-2.1
Natural Gas Production (000 mcf) ^a	356,207	360,184	379,315	-6.1	-1.1
Rig Count	200	196	162	23.5	2.0
Permit-Authorized Construction					
Residential Single Family					
Dollar Value (\$000)	300,936	244,511	242,735	24.0	23.1
Number of Units	1,662	1,300	1,363	21.9	27.8
Residential-Multi Family					
Dollar Value (\$000)	16,351	33,024	8,398	94.7	-50.5
Number of Units	279	683	155	80.0	-59.2
Total Construction (\$000)	317,287	277,535	251,133	26.3	14.3
Employment					
Total Labor Force (000) ^b	1,773.0	1,785.6	1,726.0	2.7	-0.7
Total Employment (000)	1,669.4	1,675.6	1,613.2	3.5	-0.4
Unemployment Rate (%)	5.9	6.2	6.5	--	--
Wage and Salary Employment (000)	1,577.7	1,576.0	1,523.2	3.6	0.1
Manufacturing	134,967	131,833	127,800	5.6	2.4
Mining	55,300	53,667	47,900	15.4	3.0
Construction	64,000	69,733	65,033	-1.6	-8.2
Retail Trade	169,600	172,867	166,767	1.7	-1.9
Government	341,133	344,400	336,867	1.3	-0.9
Average Weekly Hours (Per Worker)					
Manufacturing	40.8	41.7	40.4	1.0	-2.2
Average Weekly Earnings (\$ Per Worker)					
Manufacturing	690.55	673.69	613.53	12.6	2.5

Note: Includes revisions in some previous months.

^a1st Qtr 2012 estimated. Validated amounts from source (OTC) not available till 4th Qtr 2012.

^bLabor Force refer to place of residence, non-agricultural wage and salary employment refers to place of work.

OKLAHOMA GENERAL BUSINESS INDEX

	Mar '12	Preliminary Forccast Mar '11	Mar '10	Percentage Change	
				'12/'10 Mar	'12/'11 Mar
State	145.1	141.8	136.3	6.4	2.3
Oklahoma City MSA	146.2	142.5	136.8	6.9	2.6
Tulsa MSA	144.4	140.1	133.9	7.8	3.1

ADJUSTED RETAIL TRADE FOR METRO AREAS AND STATE (\$ Seasonally Adjusted)

				Percentage Change	
	1st Qtr '12	4th Qtr '11	1st Qtr '11	'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
OKLAHOMA CITY MSA					
Durable Goods	828,498,406	816,643,827	755,182,918	9.7	1.5
Lumber, Building Materials and Hardware	241,881,341	255,480,457	244,685,280	-1.1	-5.3
Auto Accessories and Repair	117,036,431	122,882,108	105,215,175	11.2	-4.8
Furniture	95,073,564	89,167,688	85,025,813	11.8	6.6
Computer, Electronics and Music Stores	124,476,302	123,151,832	120,127,522	3.6	1.1
Miscellaneous Durables	226,294,393	202,560,729	178,656,140	26.7	11.7
Used Merchandise	23,736,375	23,401,014	21,472,987	10.5	1.4
Nondurable Goods	2,429,459,243	2,384,785,484	2,268,835,944	7.1	1.9
General Merchandise	765,882,977	783,944,724	761,009,300	0.6	-2.3
Food Stores	294,956,617	292,419,235	267,211,246	10.4	0.9
Apparel	159,246,359	164,165,661	142,222,303	12.0	-3.0
Eating and Drinking Places	547,167,200	526,772,786	507,493,810	7.8	3.9
Drug Stores	49,480,017	50,313,524	52,286,460	-5.4	-1.7
Liquor Stores	40,475,651	40,889,555	38,405,405	5.4	-1.0
Miscellaneous Nondurables	136,215,150	135,149,837	115,863,205	17.6	0.8
Gasoline	436,035,273	391,130,162	384,344,215	13.4	11.5
Total Retail Trade	3,257,957,649	3,201,429,311	3,024,018,862	7.7	1.8
TULSA MSA					
Durable Goods	521,140,600	511,358,808	458,924,742	13.6	1.9
Lumber, Building Materials and Hardware	147,786,616	156,413,157	130,322,690	13.4	-5.5
Auto Accessories and Repair	71,134,544	74,634,110	67,353,299	5.6	-4.7
Furniture	56,198,770	55,074,709	49,385,664	13.8	2.0
Computer, Electronics and Music Stores	89,726,738	82,615,535	84,693,501	5.9	8.6
Miscellaneous Durables	140,654,726	127,266,795	112,777,939	24.7	10.5
Used Merchandise	15,639,206	15,354,501	14,391,649	8.7	1.9
Nondurable Goods	1,900,007,206	1,810,981,766	1,730,396,763	9.8	4.9
General Merchandise	580,421,657	556,404,722	533,931,146	8.7	4.3
Food Stores	246,603,181	247,914,313	235,981,910	4.5	-0.5
Apparel	116,457,343	112,671,773	101,396,518	14.9	3.4
Eating and Drinking Places	359,901,697	352,909,947	324,354,029	11.0	2.0
Drug Stores	50,221,499	48,961,136	47,586,877	5.5	2.6
Liquor Stores	33,544,701	31,438,310	28,594,503	17.3	6.7
Miscellaneous Nondurables	83,273,373	79,072,928	74,892,637	11.2	5.3
Gasoline	429,583,755	381,608,638	383,659,143	12.0	12.6
Total Retail Trade	2,421,147,806	2,322,340,574	2,189,321,506	10.6	4.3
LAWTON MSA					
Durable Goods	50,027,950	49,247,151	46,902,404	6.7	1.6
Lumber, Building Materials and Hardware	18,343,329	18,745,238	18,614,253	-1.5	-2.1
Auto Accessories and Repair	7,050,652	7,634,608	6,614,062	6.6	-7.6
Furniture	5,851,544	4,748,904	4,667,767	25.4	23.2
Computer, Electronics and Music Stores	7,007,447	6,945,466	6,744,978	3.9	0.9
Miscellaneous Durables	9,976,409	9,578,502	8,790,877	13.5	4.2
Used Merchandise	1,798,569	1,594,434	1,470,468	22.3	12.8

ADJUSTED RETAIL TRADE FOR METRO AREAS AND STATE (\$ Seasonally Adjusted)

				Percentage Change	
	1st Qtr '12	4th Qtr '11	1st Qtr '11	'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
LAWTON MSA					
Nondurable Goods	200,511,330	192,824,088	190,575,430	5.2	4.0
General Merchandise	85,159,526	81,452,968	84,386,683	0.9	4.6
Food Stores	17,641,840	17,927,947	16,731,100	5.4	-1.6
Apparel	12,562,367	11,423,175	12,241,665	2.6	10.0
Eating and Drinking Places	39,676,232	39,583,272	37,745,915	5.1	0.2
Drug Stores	3,397,384	3,157,636	3,357,888	1.2	7.6
Liquor Stores	3,083,515	2,934,511	2,933,371	5.1	5.1
Miscellaneous Nondurables	7,889,810	7,562,721	5,514,721	43.1	4.3
Gasoline	31,100,656	28,781,859	27,664,086	12.4	8.1
Total Retail Trade	250,539,280	242,071,239	237,477,834	5.5	3.5
ENID MICROSA					
Durable Goods	36,394,802	36,253,004	32,295,551	12.7	0.4
Lumber, Building Materials and Hardware	12,569,958	13,282,416	12,369,250	1.6	-5.4
Auto Accessories and Repair	7,470,085	7,645,325	6,219,401	20.1	-2.3
Furniture	3,620,510	3,354,840	3,255,895	11.2	7.9
Computer, Electronics and Music Stores	4,405,379	3,549,636	3,778,602	16.6	24.1
Miscellaneous Durables	7,186,960	7,484,005	5,691,526	26.3	-4.0
Used Merchandise	1,141,909	936,781	980,876	16.4	21.9
Nondurable Goods	131,912,738	124,723,576	116,715,346	13.0	5.8
General Merchandise	45,276,214	42,907,669	39,578,004	14.4	5.5
Food Stores	20,301,222	20,513,214	18,689,902	8.6	-1.0
Apparel	6,497,050	6,174,412	5,627,605	15.4	5.2
Eating and Drinking Places	23,417,529	22,318,039	20,489,190	14.3	4.9
Drug Stores	3,298,209	3,107,071	3,004,270	9.8	6.2
Liquor Stores	1,592,693	1,508,837	1,475,895	7.9	5.6
Miscellaneous Nondurables	5,785,770	5,083,933	5,148,175	12.4	13.8
Gasoline	25,744,050	23,110,400	22,702,304	13.4	11.4
Total Retail Trade	168,307,539	160,976,580	149,010,896	12.9	4.6
OKLAHOMA					
Durable Goods	2,142,400,679	2,118,757,293	1,932,606,787	10.9	1.1
Lumber, Building Materials and Hardware	655,943,707	684,449,315	615,519,152	6.6	-4.2
Auto Accessories and Repair	403,448,289	413,506,803	363,232,354	11.1	-2.4
Furniture	226,993,701	215,359,281	197,940,588	14.7	5.4
Computer, Electronics and Music Stores	297,182,283	285,504,231	290,977,195	2.1	4.1
Miscellaneous Durables	501,937,164	465,882,803	413,467,933	21.4	7.7
Used Merchandise	56,895,535	54,054,860	51,469,566	10.5	5.3
Nondurable Goods	7,459,487,407	7,005,079,652	6,719,112,923	11.0	6.5
General Merchandise	2,318,184,644	2,231,339,655	2,175,656,641	6.6	3.9
Food Stores	953,794,108	950,283,512	896,656,906	6.4	0.4
Apparel	382,947,261	364,095,471	328,851,438	16.4	5.2
Eating and Drinking Places	1,356,592,353	1,328,789,434	1,248,823,794	8.6	2.1
Drug Stores	149,825,460	141,402,382	143,442,747	4.4	6.0
Liquor Stores	111,377,614	105,237,811	98,931,828	12.6	5.8
Miscellaneous Nondurables	428,434,305	386,670,839	340,666,449	25.8	10.8
Gasoline	1,758,331,662	1,497,260,547	1,486,083,120	18.3	17.4
Total Retail Trade	9,601,888,086	9,123,836,944	8,651,719,710	11.0	5.2

ADJUSTED RETAIL TRADE FOR SELECTED CITIES (\$ Seasonally Adjusted)

	1st Qtr '12	4th Qtr '11	1st Qtr '11	Percentage Change	
				'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
Ada	83,890,922	79,390,004	77,653,400	8.0	5.7
Altus	56,641,553	54,415,003	53,115,052	6.6	4.1
Alva	22,907,586	20,764,216	19,245,721	19.0	10.3
Anadarko	18,120,186	17,460,164	17,700,765	2.4	3.8
Ardmore	114,449,260	107,835,270	106,195,893	7.8	6.1
Bartlesville	121,893,741	112,570,433	115,633,150	5.4	8.3
Blackwell	19,454,826	18,711,520	18,230,267	6.7	4.0
Broken Arrow	220,202,324	204,269,946	197,945,946	11.2	7.8
Chickasha	52,487,165	54,507,949	49,302,146	6.5	-3.7
Clinton	25,685,778	26,795,023	24,488,804	4.9	-4.1
Cushing	27,955,167	28,058,661	26,298,808	6.3	-0.4
Del City	52,881,546	54,117,289	50,781,618	4.1	-2.3
Duncan	68,940,860	71,302,922	64,561,606	6.8	-3.3
Durant	65,911,577	67,485,854	61,002,095	8.0	-2.3
Edmond	271,665,359	285,326,319	247,398,863	9.8	-4.8
El Reno	43,277,341	40,301,489	39,221,906	10.3	7.4
Elk City	74,591,384	69,547,756	62,312,998	19.7	7.3
Enid	161,266,464	149,776,178	143,680,935	12.2	7.7
Guthrie	31,502,866	30,110,620	29,629,636	6.3	4.6
Guymon	41,604,123	40,196,537	38,324,749	8.6	3.5
Henryetta	18,228,612	17,732,807	17,507,375	4.1	2.8
Hobart	9,107,576	8,632,603	8,435,797	8.0	5.5
Holdenville	12,487,103	11,632,800	11,988,158	4.2	7.3
Hugo	19,807,750	20,125,434	19,193,502	3.2	-1.6
Idabel	22,586,765	22,822,658	22,722,480	-0.6	-1.0
Lawton	215,510,141	220,938,649	207,670,112	3.8	-2.5
McAlester	88,780,440	92,330,391	83,243,242	6.7	-3.8
Miami	37,897,628	39,429,918	36,253,888	4.5	-3.9
Midwest City	168,026,392	171,988,049	165,810,875	1.3	-2.3
Moore	153,034,092	154,358,289	134,665,616	13.6	-0.9
Muskogee	142,856,199	122,236,430	130,363,892	9.6	16.9
Norman	360,160,720	344,775,353	343,399,285	4.9	4.5
Oklahoma City	1,776,462,482	1,645,543,146	1,611,559,010	10.2	8.0
Okmulgee	35,546,670	34,008,937	35,080,655	1.3	4.5
Pauls Valley	32,125,557	29,954,427	29,633,247	8.4	7.2
Pawhuska	10,062,940	9,431,356	8,969,109	12.2	6.7
Ponca City	84,194,238	79,047,130	77,564,389	8.5	6.5
Poteau	40,729,160	39,328,798	39,263,614	3.7	3.6
Sand Springs	70,916,958	68,547,359	66,062,735	7.3	3.5
Sapulpa	58,576,349	55,241,859	56,476,162	3.7	6.0
Seminole	28,975,770	28,671,379	28,330,777	2.3	1.1
Shawnee	129,786,585	118,143,415	121,521,643	6.8	9.9
Stillwater	166,717,700	155,736,604	150,737,507	10.6	7.1
Tahlequah	74,196,713	71,067,534	71,413,344	3.9	4.4
Tulsa	1,493,670,822	1,381,759,622	1,366,676,700	9.3	8.1
Watonga	6,948,612	7,692,666	5,892,330	17.9	-9.7
Weatherford	47,505,707	47,488,041	40,309,182	17.9	0.0
Wewoka	3,921,245	4,193,750	3,802,275	3.1	-6.5
Woodward	64,691,307	66,402,322	57,160,445	13.2	-2.6
Total Selected Cities	6,948,842,264	6,602,204,879	6,394,431,706	8.7	5.3

SELECTED INDICATORS FOR THE ENID AND LAWTON MSA'S AND MUSKOGEE MA

				Percentage Change	
	1st Qtr '12	4th Qtr '11	1st Qtr '11	'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
ENID MSA					
Employment (Number)					
Labor Force ^a	33,104	33,176	31,852	3.9	-0.2
Total Employment	31,890	31,799	30,489	4.6	0.3
Unemployment Rate (%)	3.7	4.1	4.3	--	--
LAWTON MSA					
Employment (Number)					
Labor Force ^a	47,154	47,602	47,545	-0.8	-0.9
Total Employment	43,737	44,147	44,501	-1.7	-0.9
Unemployment Rate (%)	7.2	7.2	6.4	--	--
Permit-Authorized Construction					
Residential-Single Family					
Dollar Value (\$000)	7,186	6,626	5,452	31.8	8.5
Number of Units	41	36	29	41.4	13.9
Residential-Multi Family					
Dollar Value (\$000)	265	282	190	39.5	-6.0
Number of Units	6	4	2	200.0	50.0
Total Construction (\$000)	7,451	6,908	5,642	32.1	7.9
MUSKOGEE MA					
Employment (Number)					
Labor Force ^a	31,529	31,132	30,617	3.0	1.3
Total Employment	29,218	29,746	28,161	3.8	-1.8
Unemployment Rate (%)	7.3	7.4	8.0	--	--
Water Transportation					
Port of Muskogee					
Tons In	236,500	191,080	195,474	21.0	23.8
Tons Out	68,326	86,024	127,804	-46.5	-20.6

Note: Includes revisions.

^aCivilian Labor Force.

SELECTED INDICATORS FOR THE TULSA MSA

				Percentage Change	
	1st Qtr '12	4th Qtr '11	1st Qtr '11	'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
Employment (Number)					
Labor Force ^a	438,902	440,935	433,993	1.1	-0.5
Total Employment	410,820	410,961	402,300	2.1	0.0
Unemployment Rate (%)	6.4	6.8	7.4	--	--
Wage and Salary Employment	412,733	414,633	405,633	1.8	-0.5
Manufacturing	49,467	47,167	45,700	8.2	4.9
Mining	7,800	7,733	7,000	11.4	0.9
Construction	19,667	20,767	19,767	-0.5	-5.3
Wholesale and Retail Trade	59,000	60,133	59,100	-0.2	-1.9
Government	55,733	56,433	54,600	2.1	-1.2
Air Transportation					
Passengers Enplaning (Number)	298,268	347,613	290,659	2.6	-14.2
Passengers Deplaning (Number)	304,846	344,396	295,309	3.2	-11.5
Freight (Tons)	13,632	14,279	12,907	5.6	-4.5
Water Transportation					
Tulsa Port of Catoosa					
Tons In	282,115	222,619	240,031	17.5	26.7
Tons Out	504,934	443,673	420,772	20.0	13.8
Permit-Authorized Construction					
Residential-Single Family					
Dollar Value (\$000)	110,196	82,953	83,260	32.4	32.8
Number of Units	596	431	446	33.6	38.3
Residential-Multi Family					
Dollar Value (\$000)	4,465	22,847	3,366	32.7	-80.5
Number of Units	132	506	60	120.0	-73.9
Total Construction	114,661	105,800	86,626	32.4	8.4

Note: Includes revisions.

^aCivilian Labor Force.

SELECTED INDICATORS FOR OKLAHOMA CITY MSA

				Percentage Change	
	1st Qtr '12	4th Qtr '11	1st Qtr '11	'12/'11 1st Qtr	1st Qtr '12 4th Qtr '11
Employment (Number)					
Labor Force ^a	579,347	586,868	560,892	3.3	-1.3
Total Employment	548,102	553,026	527,719	3.9	-0.9
Unemployment Rate (%)	5.4	5.7	5.9	--	--
Wage and Salary Employment	572,367	579,400	556,667	2.8	-1.2
Manufacturing	33,967	33,300	31,300	8.5	2.0
Mining	18,200	17,800	15,833	14.9	2.2
Construction	23,133	25,733	23,500	-1.6	-10.1
Wholesale and Retail Trade	87,000	87,367	82,433	5.5	-0.4
Government	118,367	120,467	119,633	-1.1	-1.7
Air Transportation					
Passengers Enplaning (Number)	397,293	464,311	369,584	7.5	-14.4
Passengers Deplaning (Number)	409,693	456,114	379,406	8.0	-10.2
Freight Enplaned (Tons)	3,687	3,838	3,372	9.3	-3.9
Freight Deplaned (Tons)	4,849	5,221	4,133	17.3	-7.1
Permit-Authorized Construction					
Residential-Single Family					
Dollar Value (\$000)	166,098	136,709	129,863	27.9	21.5
Number of Units	912	721	723	26.1	26.5
Residential-Multi Family					
Dollar Value (\$000)	5,133	2,224	4,698	9.3	130.8
Number of Units	67	35	91	-26.4	91.4
Total Construction (\$000)	171,231	138,933	134,561	27.3	23.2

Note: Includes revisions.

^aCivilian Labor Force.

