



**ClimateQUAL™**

**Organizational Climate  
and Diversity Assessment**

2008 Qualitative Results for

University of Massachusetts: Amherst

## **University of Massachusetts: Amherst Qualitative Results**

### **Executive Summary**

Between 10 and 58 employees provided detailed comments on the nine organizational climate and seven organizational attitude scales on the Organizational Climate and Diversity assessment. Table 1.1 at the end of this report provides detailed information on how many employees provided qualitative responses for each scale.

Summaries of respondent comments and concerns are organized by scale. Several subscales are combined (e.g. Climate for Teamwork: Organizational Value of Teamwork and Climate for Teamwork: Benefits of Teams). This occurred as these separate scales were presented as one individual scale on the survey, and thus there was only one comment box provided for two scales.

Our research team identified several themes in both the scale responses and the qualitative comments for your library. One theme is the expressed opinion that immediate supervisors treat their staff poorly throughout all levels of the library. Another theme that emerges across scales is that classified staff members are treated in a drastically different way than other employees. Finally, a prevalent theme throughout survey responses was that employees feel that decisions are always made from the top down and that they have little input in decisions that affect them or their jobs.

## Qualitative Results

### Organizational Climate Scales

#### *Organizational Climate for Justice*

##### Distributive Justice:

Forty-five employees responded to this scale. Employees feel that in general, rewards are low across the board. However, there are certain discrepancies that come up in numerous responses. First, classified staff feel they are rewarded poorly relative to professionals. Some respondents feel that this is due to unions. Second, people feel that hard work is not rewarded--instead, rewards are given based on longevity and division. The latter is mentioned multiple times with specific emphasis on physical facilities.

##### Procedural Justice:

Twenty-four employees responded to this scale. Employees in general do not know the procedures used to determine rewards. However, some employees feel that there is an effort to be fair made on the part of those determining rewards, even if fairness is not evident in the outcome. On the other hand, some employees feel that rewards are biased based on gender and favoritism. Some of the issues brought up by employees are attributed by these employees to issues with unions.

##### Interpersonal Justice:

Nineteen employees responded to this scale. Responses vary--some immediate supervisors practice interpersonal justice, others do not. Some higher-level supervisors are respectful and others, again, are not. Several individuals feel that too many people are involved in determining rewards to provide a fair evaluation. Some other employees feel that interpersonal justice across employees is inconsistent, such that some are treated better than others.

##### Informational Justice:

Eighteen employees responded to this scale. Informational justice varies by supervisor, but in general, most employees feel that communication is not optimally effective. In some cases, too much is communicated, and it gets confusing. In others, too little is communicated. Some of this, according to one employee, may stem from supervisors not receiving enough information from their superiors.

### ***Climate for Leadership***

#### Leader's Passion for Service:

Nineteen employees responded to this scale. The primary theme is that many employees feel their supervisors wish to work for quality service, but their "hands are tied" by upper management, so they can only do so much. A secondary theme is that procedures are not standardized, not well communicated, and subject to change, making it difficult to provide quality service.

#### Authentic Transformational Leadership:

Sixteen employees responded to this scale. Reports of authentic leadership are mixed, but often employees feel that their supervisors do not communicate well, particularly in the areas of goals and values. However, some feel (and speak) very highly of their supervisors' authenticity.

#### Leader-Member Relationship Quality:

Thirty employees responded to this scale. Many respondents report not having a good relationship with their immediate supervisor, say that their supervisors don't care about them, are always absent, and not trustworthy, keep them uninformed, do not advocate for employees, practice favoritism, are unpredictable, and are obstacles to getting work done. When employees report positive relationships with their supervisors, they say their supervisors give excellent feedback and encourage professional development.

#### Trust in Leadership:

Twenty employees responded to this scale. Those individuals who do not trust their leaders feel these leaders play favorites, are rude and inappropriate, and/or lie. Some employees do not know if they trust their supervisor, while one trusts but does not respect, and one respects but does not trust their supervisors. Several employees feel that their supervisors tell the truth as much as possible, but that this is constrained somewhat by upper administration.

### ***Climate for Interpersonal Treatment***

Twenty-seven employees responded to this scale. Several themes emerge in these responses. First, employees feel that classified staff are not treated as well as others. Second, employees say that interpersonal treatment varies widely by division, and often depends on personality conflicts or clashes. Third, employees say that some of the poor interpersonal treatment is manifest in employees talking about each other behind their backs. Finally, employees feel that interpersonal treatment is better at the divisional level than at the level of upper management.

### *Climate for Deep Diversity*

Twenty-four employees responded to this scale. There were several minor themes in these responses. First, employees feel performance reviews for classified staff do not allow for appropriate recognition of hard work. Second, employees want the opportunity to evaluate their supervisors. Third, some employees feel that there isn't enough negative feedback, especially towards those who are not perceived to be hard workers. Finally, some employees feel that "reverse discrimination" is taking place.

### *Climate for Demographic Diversity*

Race:

Twenty-three employees responded to this scale. Two themes dominate these responses. First, many employees feel that there is no racial diversity in the library system. Second, numerous employees feel that the library bends over backwards for minorities, promotes minorities who are not skilled or accomplished enough for that reward, and generally practices "reverse discrimination".

Gender:

Eight employees responded to this scale. About half of the employees who responded feel there is discrimination against women, whether in terms of who occupies management positions, assistance from other employees, and rewards.

Rank:

Twenty employees responded to this scale. In general, responses indicate that classified staff are not treated as well as professional staff. Some respondents do not see a problem with this system, while the majority see it as a serious issue.

Sexual Orientation:

Nine employees responded to this scale. Most respondents feel there is no sexual orientation discrimination, but two employees responding to this question do feel there is some homophobia.

### *Climate for Continual Learning*

Twenty-four employees responded to this scale. Employees report that support for continual learning varies drastically by division and supervisor. Another theme is that employees feel classified staff are given fewer opportunities for continual learning relative to librarians. A final theme in these responses is that employees feel they are understaffed, and thus have too little time to devote to continual learning pursuit.

### ***Climate for Innovation***

Fifteen employees responded to this scale. In summary, support for innovation varies widely by department. The two minor themes are that classified staff is not as encouraged to innovate as management and other professionals and that there is not enough time to truly explore new ways of doing things.

### ***Climate for Teamwork***

Eighteen employees responded to this scale. Employees report that teamwork efficacy varies widely by department. Some departments use teams and committees well, while others feel that they are not well implemented, resulting in wasted time, some people freeloading, and a poor exchange of information.

### ***Climate for Customer Service***

Fourteen employees responded to this scale. Once again, employees report that classified staff members are not treated very well, and, given that they work most often with customers, this is a detriment to customer service. Other issues that employees bring up are the perception that the library values quantity over quality and management treating staff poorly. However, some employees feel that University of Massachusetts: Amherst does a decent job with customer service--although they say that it has not yet reached its full potential.

### ***Climate for Psychological Safety: Team Level***

Ten employees responded to this scale. Responses vary widely. The one response that is repeated is that bringing up problems or tough issues is not productive. These issues are ignored and not acted upon, according to employees.

### ***Climate for Psychological Safety: Library Level***

Twelve employees responded to this scale. The primary theme in these responses is that climate for psychological safety strongly varies by responses. In some, employees are afraid to speak up, and management is described as listening poorly and not taking employee suggestions into account. Additionally, one employee feels that perceptions of psychological safety depend on whether the employee in question is a professional or not.

## **Organizational Attitude Scales**

### ***Job Satisfaction***

Fifty-eight employees responded to this scale. Employees report a number of different influences on overall job satisfaction. Some of the most frequently mentioned include low compensation, having too much work, coworkers (food or ill), immediate management (also both positively and negatively), opportunities for advancement, favoritism, differential treatment of different ranks, and issues with upper administration.

### ***Organizational Commitment***

Forty-four employees responded to this scale. A number of different factors influence organizational commitment. First, numerous employees feel that classified staff is treated poorly relative to professionals. Second, management--whether good or bad--affects commitment. Third, employees feel that hard work is not rewarded, as many get away with doing little or nothing. Finally, numerous employees feel that the administration is out of touch with respect to decisions that they make which influence those in lower ranks.

### ***Organizational Citizenship Behaviors***

Thirty-two employees responded to this scale. There are a variety of different responses. Some respondents feel very positively about the library. Some, however, feel that their ideas are not listened to by supervisors. Further, many feel that the upper administration does not care about employees opinions (with one exception). Finally, some say they have more problems their department than with the library as a whole.

### ***Organizational Withdrawal***

Thirty-nine employees responded to this scale. Reasons for organizational withdrawal are varied. Some employees report having too much work, poor management, not feeling appreciated, and having no room for advancement. Other reasons for organization withdrawal include nearing retirement age and personal reasons. Reasons that employees do not feel it necessary to withdraw report that they are paid well, have good coworkers, enjoy their work, and find that their current job best matches their personalities.

### ***Task Engagement***

Thirty-one employees responded to this scale. Most employees indicate that they take pride in a job well-done or that their work is meaningful to them. However, some of these employees say that while their work is meaningful, it is "just a job". Finally, some employees feel their work is tedious or boring and do not feel engaged.

### ***Psychological Empowerment in the Workplace***

Forty employees responded to this scale. A large majority of respondents indicate that they do not have any influence or power, and that this is due to the centralized, hierarchical nature of the library. That is, they feel that their input is not wanted, and that administration will make whatever decision they want, regardless. Further, some employees feel unsupported and unappreciated by their supervisors or management. Finally, several employees indicate they have trouble keeping up with new technology.

### ***Work Unit Conflict***

Twenty-nine employees responded to this scale. Some employees report that their team does not experience a great amount of conflict. When employees report team conflict, they often attribute it to one or two certain people, personality clashes, or supervisory relationships. Some employees feel that the conflict in their teams stem from work issues, particularly with regard to relative workloads of employees.



Table 1.1

<b>Climate Scales</b>	<b>Number of Respondents</b>	<b>Percentage of Total*</b>	<b>Number of Scale Respondents**</b>	<b>Percentage of Respondents***</b>
<i>Organizational Climate for Justice</i>				
Distributive Justice	45	39%	97	46%
Procedural Justice	24	21%	76	32%
Interpersonal Justice	19	16%	85	22%
Informational Justice	18	16%	88	20%
<i>Climate for Leadership</i>				
Leaders' Passion for Service	19	16%	111	17%
Authentic Transformational Leadership	16	14%	111	14%
Leader-Member Relationship Quality	30	26%	111	27%
Trust in Leadership	20	17%	111	18%
<i>Climate for Interpersonal Treatment</i>	27	23%	109	25%
<i>Climate for Deep Diversity</i>	24	21%	109	22%
<i>Climate for Demographic Diversity</i>				
Race	23	20%	88	26%
Gender	8	7%	107	7%
Rank	20	17%	108	19%
Sexual Orientation	9	8%	103	9%
<i>Climate for Continual Learning</i>	24	21%	109	22%
<i>Climate for Innovation</i>	15	13%	109	14%
<i>Climate for Teamwork</i>	18	16%	108	17%
<i>Climate for Service</i>	14	12%	108	13%
<i>Climate for Psychological Safety: Team Level</i>	10	9%	110	9%
<i>Climate for Psychological Safety: Library Level</i>	12	10%	107	11%

<b>Organizational Attitude Scales</b>	<b>Number of Respondents</b>	<b>Percentage of Total*</b>	<b>Number of Scale Respondents**</b>	<b>Percentage of Respondents***</b>
<i>Job Satisfaction</i>	58	50%	116	50%
<i>Organizational Commitment</i>	44	38%	114	39%
<i>Organizational Citizenship Behaviors</i>	32	28%	114	28%
<i>Organizational Withdrawal</i>	39	34%	114	34%
<i>Task Engagement</i>	31	27%	114	27%
<i>Psychological Empowerment in the Workplace</i>	40	34%	114	35%
<i>Work-Unit Conflict</i>	29	25%	106	27%

\*out of total respondents to survey (116)

\*\*number of people who filled out the quantitative scale aspect of each construct

\*\*\*out of number of people who filled out the quantitative scale relating to each construct