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## **ORGANIZATIONAL ATTITUDES**

The information summarized in this section measures employee attitude on a number of different topics, such as their commitment to the organization, their satisfaction with their work, the extent to which they feel empowered. The organizational attitude measures included in the ClimateQUAL®: OCDA are therefore different reflections of the current workforce’s morale. In other words, these measures can be thought of as an assessment of the current health of the employed workforce.

### *1. Job Satisfaction*

Our measure of job satisfaction uses one question to assess how satisfied an individual is with their job. Job satisfaction was measured with a 7 point scale (1 = least satisfied; 7 = most satisfied).

### *2. Organizational Commitment*

Organizational Commitment refers to the extent to which an individual employee is dedicated to staying with, and feels positively about, this organization. A sample question is “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.”

### *3. Organizational Citizenship Behaviors*

An Organizational Citizenship Behavior (OCB) is an activity not included in an employee’s job description that they nonetheless conduct to improve the organization. While not a formal part of any one’s job, most organizations cannot work as efficiently as they do without employees doing some OCB. A sample question is “Give up time to help others who have work or non-work problems.”

### *4. Organizational Withdrawal*

Organizational Withdrawal refers to the actions that an employee may engage in that distance themselves from the organization and reflect intentions to leave the organization. A sample question is “How often do you explore other job opportunities by checking job listings or want ads.”

### *5. Team Psychological Empowerment in the Workplace*

Team psychological empowerment in the workplace reflects the extent to which an individual feels they can contribute to their team. A sample question is “My impact on what happens in my team/work unit is large.”

### *6. Task Engagement*

Task engagement refers to the extent to which an employee is interested in and engaged in his/her work. A sample question is “The work I do is very important to me.”

### *7. Work Unit Conflict*

Conflict in a work unit reflects the amount of disagreements within team members. Two dimensions of work unit conflict were measured.

- *Interpersonal Conflict*, refers to the amount of personal or emotional conflict amongst a work unit. A sample question is “How much jealousy or rivalry is there among members of your unit.”
- *Task Conflict*, refers to the disagreements coworkers have over how to complete their tasks. A sample question is “How often do the members of your unit disagree about which procedure should be used to do your work.”