



**ClimateQUAL®**  
Organizational Climate and Diversity Assessment

## Association of Research Libraries 2013 Survey

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Sample

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## I. Introduction

### **What is ClimateQUAL®?**

ClimateQUAL®: Organizational Climate and Diversity Assessment is an assessment of library staff perceptions concerning: (a) their library's commitment to the principles of diversity, (b) organizational policies and procedures, and (c) staff attitudes. It is an online survey with questions designed to understand the impact perceptions have on service quality in a library setting. The survey addresses a number of climate issues, such as diversity, teamwork, learning and fairness, as well as current managerial practices, and staff attitudes and beliefs.

ClimateQUAL® aims to:

- Foster a culture of healthy organizational climate and diversity;
- Help libraries better understand staff perceptions of organizational climate and diversity;
- Facilitate the on-going collection and interpretation of staff feedback;
- Identify best practices in managing organizational climate; and
- Enable libraries to interpret and act on data.

Libraries use these data to improve their organizational climate and diversity culture for delivering superior services to the communities they serve.

Dr. Paul Hanges, lead researcher from the University of Maryland Industrial/Organizational Psychology (I/OP) Program, is working with a new groundbreaking concept resulting from the ClimateQUAL® research: the “healthy organization,” that makes an empirical connection between organization health and the service experience of customers. The findings of the assessment can in turn lead to remedial action to improve climate positively.

### **What are the origins of ClimateQUAL®?**

In 1999, the University of Maryland Libraries partnered with the University of Maryland Industrial/Organizational Psychology (I/OP) Program to develop an assessment of the climate and culture of the University of Maryland Libraries: the Organizational Climate and Diversity Assessment (OCDA). In 2004, the UM Libraries once again partnered with the I/OP Programs to provide an updated “snapshot.” The analyses revealed that a number of positive changes occurred over the four year interval between the two surveys. This work not only identified the dimensions of climate and culture important for a healthy organization in a library setting, but also provided proof that feedback from the OCDA survey, when taken seriously, can have practical organizational level benefits.

In 2007, ARL and the UM Libraries, in partnership with the I/OP Program tested the generalizability of the OCDA protocol across multiple library organizations. During Phase I, five ARL institutions tested a modified OCDA survey and validated the hypothesis that a healthy organization provides better customer service. In 2008, during Phase II, ten ARL and non-ARL institutions expanded the pilot further refining the protocol. The protocol was transferred to ARL in 2009 for ongoing operation of a library assessment service, known as ClimateQUAL®: OCDA, and focuses on measuring internal organizational climate and diversity.

### **Why participate, and what is involved?**

ClimateQUAL® provides a useful management tool for effective organizational adaptation that uses deep assessment of a library's staff to plumb the dimensions of climate and organizational culture important for a healthy organization in a library setting. This provides feedback from the survey that is grounded in a baseline of libraries that have already participated. Using normative scales and institutional results effectively, significant improvements can be achieved. The most effective techniques for remediation are not top-down, but those that engage the entire staff.

Participating libraries will be asked for the following support:

- Assistance with project funding;
- Assignment of a contact person to work with us throughout the project;
- Attendance of group meetings held during ALA;
- Commitment to repeat the survey periodically to measure the impact of improvement strategies over time; and
- Commitment to work with ClimateQUAL® community members to develop “best practices” strategies for using survey results as a tool for organizational and service improvement.

**How is the ClimateQUAL® survey conducted?**

Prior to 2012, ClimateQUAL® was administered online as a Web-based survey using SurveyMonkey.com, a well-known survey software that offers a variety of customization and data analysis options. Beginning in 2012, ARL incorporated ClimateQUAL® into StatsQUAL®, a gateway to library assessment tools developed by the Association of Research Libraries that describe the role, character, and impact of physical and digital libraries. ClimateQUAL® is now administered online through StatsQUAL®. The survey period is 3 weeks. ClimateQUAL® consists of approximately 150 questions representing the nine climate dimensions, seven organizational attitude scales, and additional demographic questions. There is also a free-text comments box at the end of the survey.

The first part of the survey asks respondents to answer based on individual membership in a group (i.e., membership in minority group including, but not limited to: race, ethnicity, gender, religion, educational background, tenure, sexual orientation, disability, rank, age, and/or nationality). In the second part, respondents answer questions related to their designated team or work unit.

Respondent confidentiality is of paramount concern, given the sensitive nature of the questions and responses. Results are reported back to individual institutions in a way that will not compromise respondent identity. An overview report is provided to the library with the comments of the respondents. Only libraries with large enough sample sizes can receive additional analysis for specific subgroups with the organization, as an add-on service.

**Explanation of descriptive statistics for scales:**

We have implemented a screening process to determine which respondents to include in the analysis as 'valid' cases. This report includes only those cases that have responded to all items through question B5 at the very minimum. This screening procedure has been initiated with the production of the notebooks starting in 2013.

Mean:

The mean represents the average of individuals' responses for each particular scale. All scales were measured from 1 (low) to 7 (high).

Standard Deviation:

Standard deviations provide an indication of the amount of respondent agreement for each scale. Smaller standard deviations indicate greater agreement around the scale average. They are calculated by taking the average of the squared sum of differences between each individual score and the mean.

Standard Error:

Standard errors (SE) indicate the margin of error associated with the averages reported in the Table. The best estimate of each library's average is obtained by forming an interval which ranges from  $2(SE) - \text{Scale Average}$  to  $2(SE) + \text{Scale Average}$ . This range is called a 95% confidence interval.

95% Confidence Intervals:

95% confidence intervals are constructed for scores of each dimension with six or more responses. The confidence intervals help you determine whether the mean differences are important. The mean differences are important when the parallel line segments depicting confidence intervals do not overlap.

Example:

Let's assume the distributive justice average for the normative overall score is 2.86 and the SE associated with that mean is 0.04. The SEs reported in these tables are computed using the following formula for finite populations:

$$SE = \frac{S}{\sqrt{n}} \sqrt{\frac{N-n}{N-1}}$$

In this formula, S represents a scale's standard deviation, n represents the number of ClimateQUAL® OCDA respondents for a particular library, and N represents the total number of employees.

Completing this example, the 95% confidence interval for the overall distributive justice score for the normative sample is:

$$\begin{aligned} 2.86 - (2(0.04)) &\leftrightarrow 2.86 + (2(0.04)) \\ 2.78 &\leftrightarrow 2.94 \end{aligned}$$

"Missing", "All Else", and "No Group Identification":

The n values in this report show the number of responses for each item/scale of the survey, not the number of completed surveys. Within the table for demographic frequencies, "Missing" indicates the number of cases where no response was provided to that specific demographic question. Within the tables detailing scale means by various demographic categories, means are calculated based on the number of responses to the questions that pertain to each scale. "All Else" indicates responses that have been aggregated as a result of their individual categories having fewer than the six cases necessary for separate display. "No Group Identification" indicates responses for individuals that responded to the scale question but did NOT respond to the demographic question being used to group the table.

The "n" in the formula above excludes missing responses.

## II. Demographic Summary

Table A: Demographic Frequencies - Association of Research Libraries

<b>Your designated team/division is (Standard):</b>		
	<b>Frequency</b>	<b>Percent (%)</b>
Administrative Services	9	4.04
Public Services and Instruction	80	35.87
Technical Services	36	16.14
Collection Development	18	8.07
Technology	26	11.66
Research	20	8.97
Missing	34	15.25
<b>Total</b>	<b>223</b>	<b>100.00</b>
<b>Your designated team/division is:</b>		
	<b>Frequency</b>	<b>Percent (%)</b>
Division 1	74	33.18
Division 2	23	10.31
Division 3	82	36.77
Division 4	41	18.39
Missing	3	1.35
<b>Total</b>	<b>223</b>	<b>100.00</b>
<b>Are you the supervisor of the team you designated above?</b>		
	<b>Frequency</b>	<b>Percent (%)</b>
Yes	18	8.07
No	202	90.58
Missing	3	1.35
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Percentage of your work done independently:**

	Frequency	Percent (%)
Less than 25%	16	7.17
25% - 49.99%	27	12.11
50% - 74.99%	74	33.18
75% and greater	88	39.46
Missing	18	8.07
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Percentage of your work done as part of a team:**

	Frequency	Percent (%)
Less than 25%	72	32.29
25% - 49.99%	57	25.56
50% - 74.99%	55	24.66
75% and greater	21	9.42
Missing	18	8.07
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Please select one of the following that best applies to your current position:**

	Frequency	Percent (%)
Full Time	190	85.20
Part-time	11	4.93
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Please select one of the following that best applies to your current position:**

	Frequency	Percent (%)
Librarian/Library Faculty	79	35.43
Non-librarian/Staff	122	54.71
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Length of employment in this Library:**

	<b>Frequency</b>	<b>Percent (%)</b>
Up to 1 year	7	3.14
Between 1 and 5 years	63	28.25
Between 5 and 10 years	36	16.14
Between 10 and 15 years	39	17.49
Between 15 and 20 years	20	8.97
Between 20 and 25 years	18	8.07
Between 25 and 30 years	6	2.69
30 years or more	9	4.04
Missing	25	11.21
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Total number of years worked in libraries:**

	<b>Frequency</b>	<b>Percent (%)</b>
Up to 1 year	3	1.35
Between 1 and 5 years	47	21.08
Between 5 and 10 years	35	15.70
Between 10 and 15 years	44	19.73
Between 15 and 20 years	25	11.21
Between 20 and 25 years	18	8.07
Between 25 and 30 years	8	3.59
30 years or more	17	7.62
Missing	26	11.66
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Please indicate your salary:**

	Frequency	Percent (%)
Below \$20,000	2	0.90
\$20,000 - \$35,000	60	26.91
\$35,001 - \$50,000	53	23.77
\$50,001 - \$65,000	45	20.18
\$65,001 - \$90,000	33	14.80
Over \$115,000	2	0.90
Missing	28	12.56
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Please select ONE of the following that best applies to your current position:**

	Frequency	Percent (%)
Administration	15	6.73
Administrative Assistant	5	2.24
Facilities/Maintenance	4	1.79
Librarian/Library Faculty	71	31.84
Library Assistant	36	16.14
Library Clerk/Technician/Specialist	32	14.35
Technical Support/Systems	27	12.11
Other	11	4.93
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

**Are you a Manager/Department Head/Area Head?**

	Frequency	Percent (%)
Yes	42	18.83
No	159	71.30
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

**What position does your immediate supervisor in the Library hold:**

	Frequency	Percent (%)
Librarian	113	50.67
Non-librarian Staff	77	34.53
Other	11	4.93
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

**What is your Race (select one or more):**

	Frequency	Percent (%)
(I), American Indian or Alaska Native	0	0.00
(A), Asian	0	0.00
(B), Black or African American	9	5.23
(H), Native Hawaiian or Other Pacific Islander	0	0.00
(W), White	163	94.77
Other	0	0.00

**Are you Hispanic or Latino?**

	Frequency	Percent (%)
(N), NO, Not Hispanic or Latino	223	100.00
<b>Total</b>	<b>223</b>	<b>100.00</b>

Which of the following best describes you? You may check only one. If none of the choices fit you, please enter your religion under "Other."

	Frequency	Percent (%)
Agnostic	33	14.80
Atheist	26	11.66
Buddhist	7	3.14
Christian	64	28.70
Jewish	8	3.59
Spiritual but not religious	38	17.04
Other	25	11.21
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

What is your age?

	Frequency	Percent (%)
22-30	28	12.56
31-39	42	18.83
40-49	66	29.60
50-59	44	19.73
Missing	43	19.28
<b>Total</b>	<b>223</b>	<b>100.00</b>

What is your sex?

	Frequency	Percent (%)
Male	78	34.98
Female	119	53.36
Missing	26	11.66
<b>Total</b>	<b>223</b>	<b>100.00</b>

<b>Do you identify primarily as a:</b>		
	<b>Frequency</b>	<b>Percent (%)</b>
Bisexual	6	2.69
Gay	4	1.79
Heterosexual	168	75.34
Lesbian	5	2.24
Queer	4	1.79
Other	14	6.28
Missing	22	9.87
<b>Total</b>	<b>223</b>	<b>100.00</b>

<b>I completed the survey:</b>		
	<b>Frequency</b>	<b>Percent (%)</b>
At my desk computer	148	66.37
In a computer lab	6	2.69
From my home	17	7.62
Prefer not to answer	26	11.66
Missing	26	11.66
<b>Total</b>	<b>223</b>	<b>100.00</b>

Table B: Scale Descriptive Statistics - Association of Research Libraries

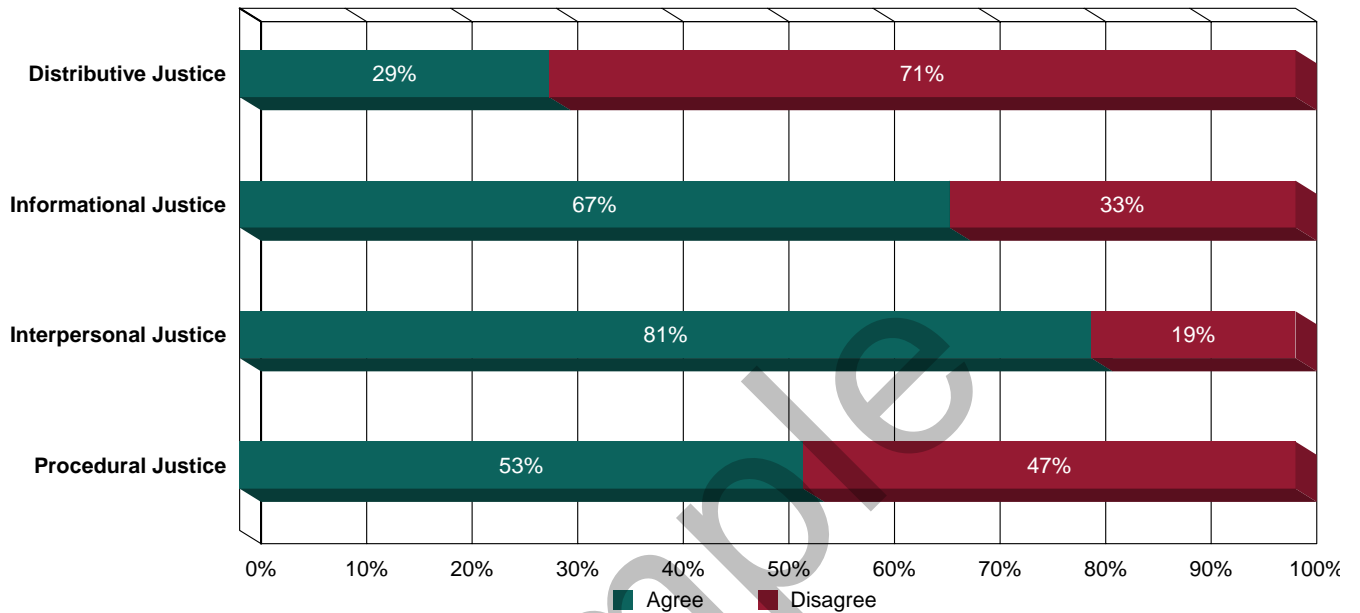
	Mean	Standard Deviation	Standard Error	n
<b>Climate for Organizational Justice</b>				
Distributive Justice	3.58	1.54	0.06	167
Procedural Justice	4.56	1.81	0.09	148
Interpersonal Justice	5.81	1.61	0.06	176
Informational Justice	5.10	1.71	0.06	174
<b>Leadership Climate</b>				
Leader-Membership Relationship Quality	5.67	1.45	0.04	195
Authentic Transformational Leadership	5.16	1.13	0.03	194
<b>Climate for Deep Diversity</b>				
Standardized Procedures	5.23	1.47	0.04	196
Valuing Diversity	5.68	1.17	0.03	202
<b>Climate for Demographic Diversity</b>				
Race	6.49	1.20	0.03	191
Gender	6.30	1.44	0.04	196
Rank	5.27	1.61	0.04	198
Sexual Orientation	6.56	1.13	0.04	179
<b>Climate for Innovation: Co-worker support</b>				
	5.68	1.34	0.03	201
<b>Climate for Continual Learning</b>				
	5.07	1.44	0.03	202
<b>Climate for Teamwork</b>				
Benefits of Teams	5.66	1.30	0.03	196
Structural Facilitation of Teamwork	4.15	1.68	0.05	192
<b>Climate for Customer Service</b>				
	5.10	1.23	0.03	201
<b>Climate for Psychological Safety</b>				
	4.90	1.23	0.03	196
<b>Job Satisfaction</b>				
	5.22	1.40	0.00	223
<b>Organizational Commitment</b>				
	5.35	1.35	0.02	217
<b>Organizational Citizenship Behaviors</b>				
	4.94	1.15	0.01	219
<b>Organizational Withdrawal*</b>				
	2.75	1.58	0.02	213
<b>Psychological Empowerment in the Workplace</b>				
	4.55	1.85	0.02	215
<b>Task Engagement</b>				
	5.80	1.52	0.02	218
<b>Work Unit Conflict*</b>				
Interpersonal	2.71	1.50	0.04	198
Task	3.23	1.44	0.04	196

\* These scales are reverse scored. Lower scores are better.

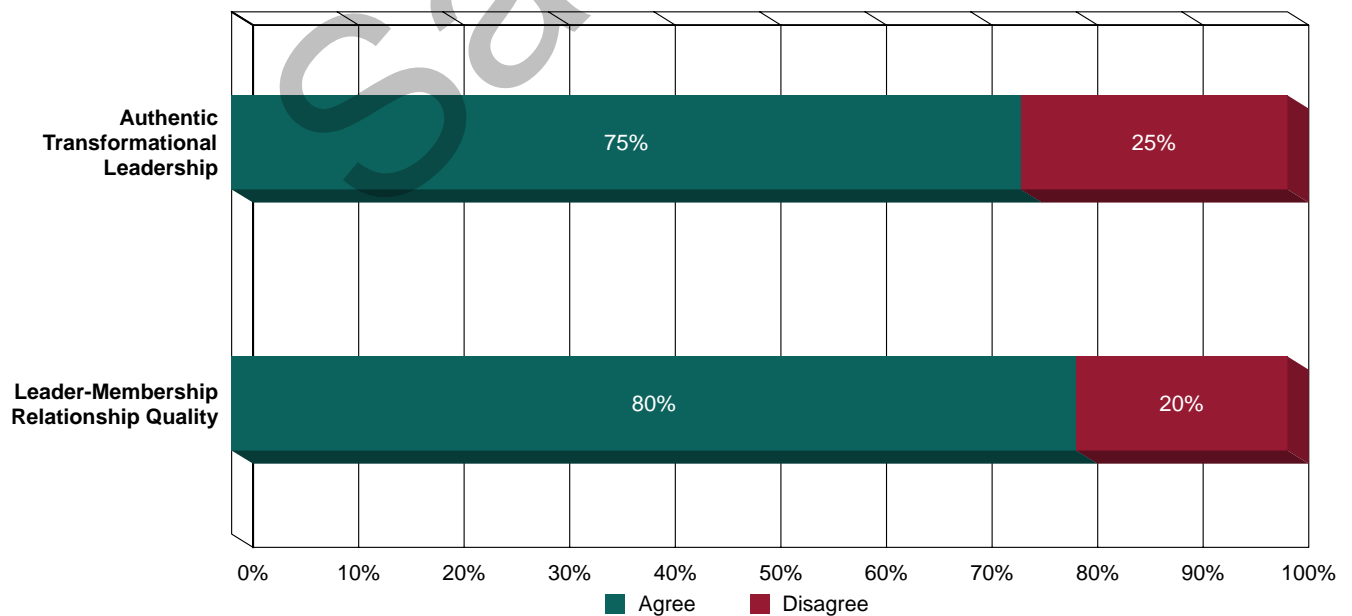
Table C: Percentage Agreement - Association of Research Libraries

The percentages on the green bars reflect the number of employees who responded positively to the questions in each scale. That is, the green bars in the following graphs represent the percentages of employees who had an average of a 4.5 or above on each 7 point scale.

### Climate for Organizational Justice



### Leadership Climate

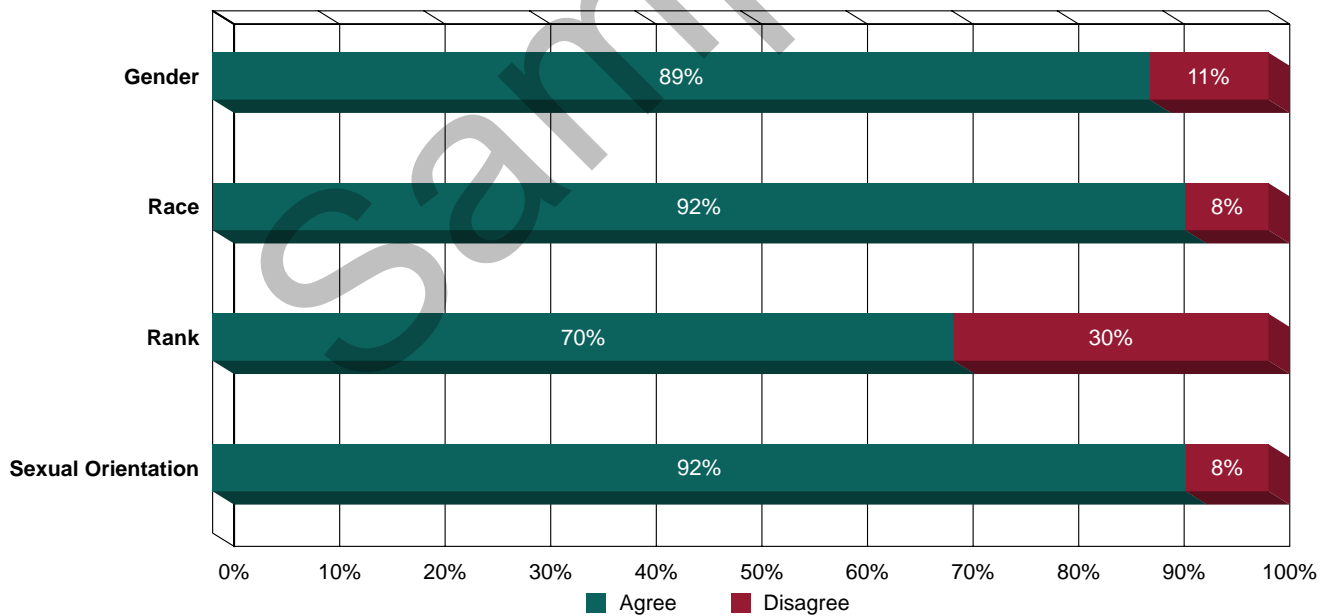


Section: Table C: Percentage Agreement

### Climate for Deep Diversity

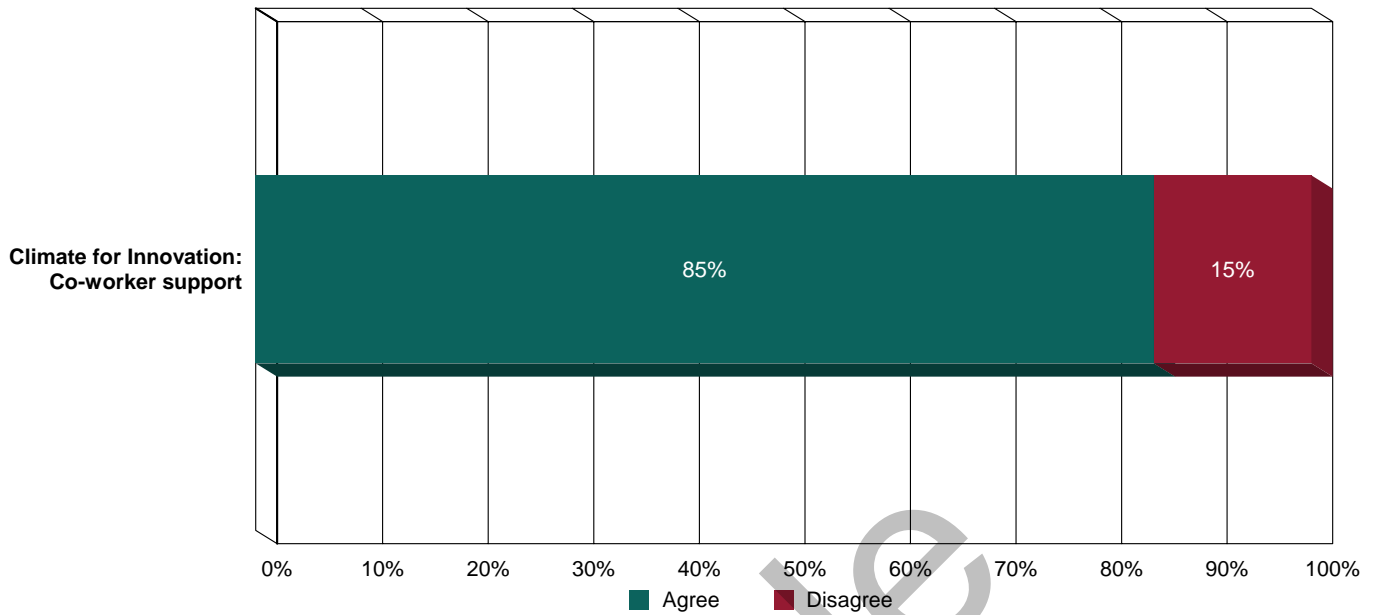


### Climate for Demographic Diversity

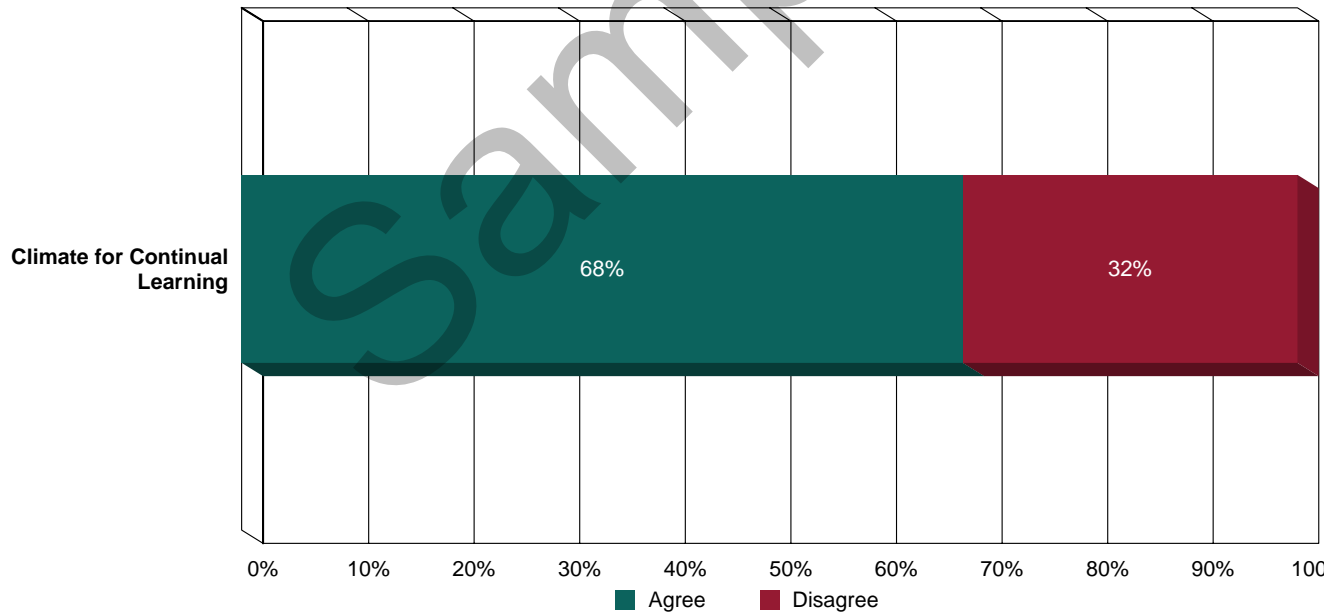


Section: Table C: Percentage Agreement

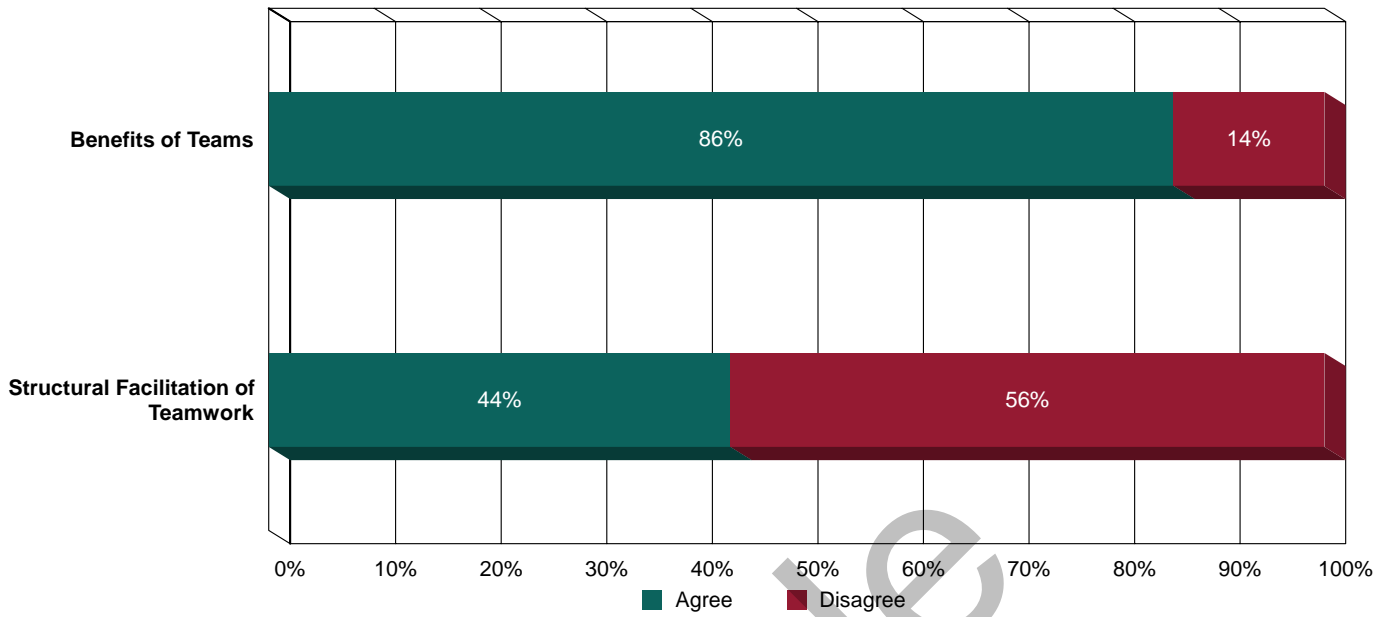
### Climate for Innovation: Co-worker Support



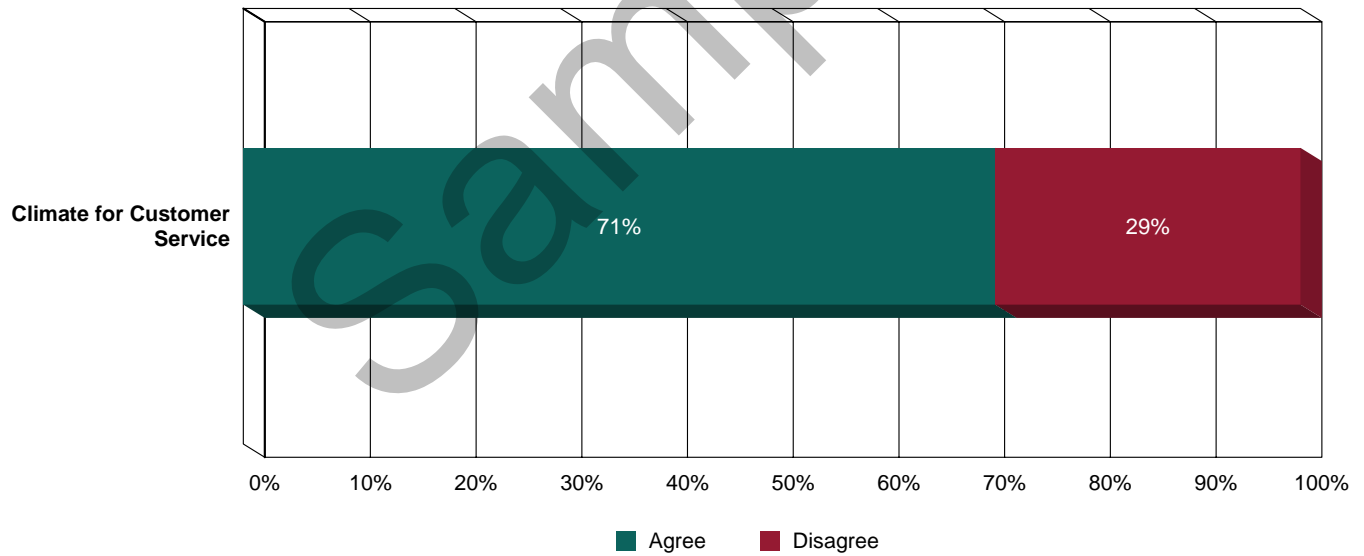
### Climate for Continual Learning



### Climate for Teamwork

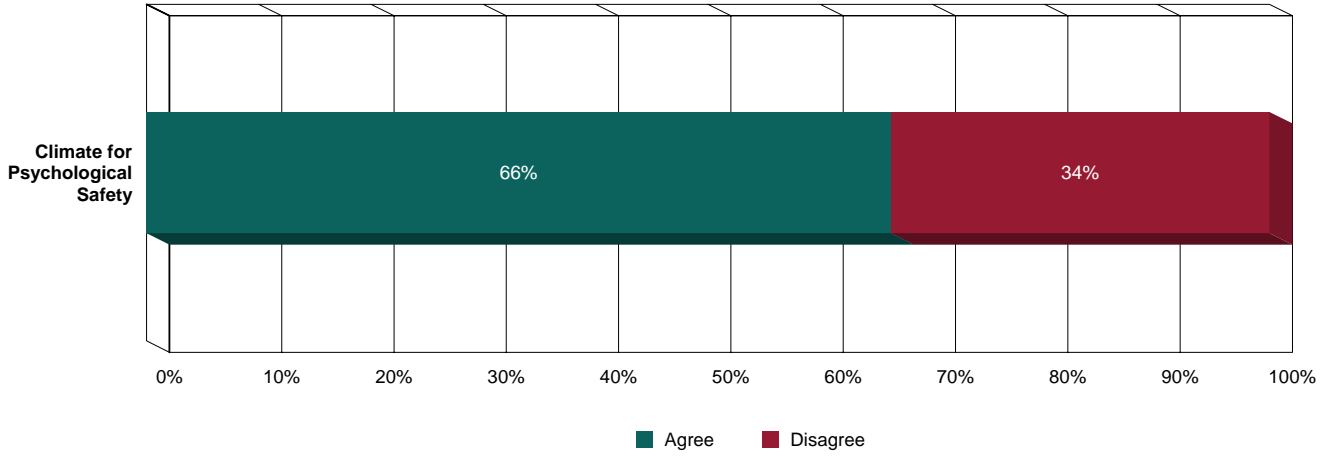


### Climate for Customer Service

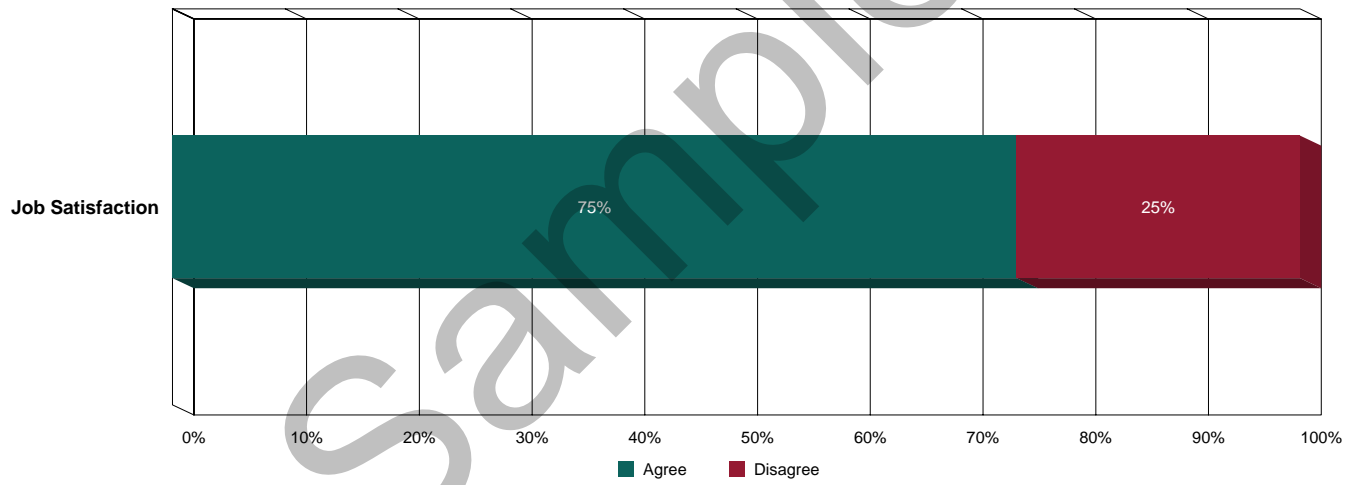


Section: Table C: Percentage Agreement

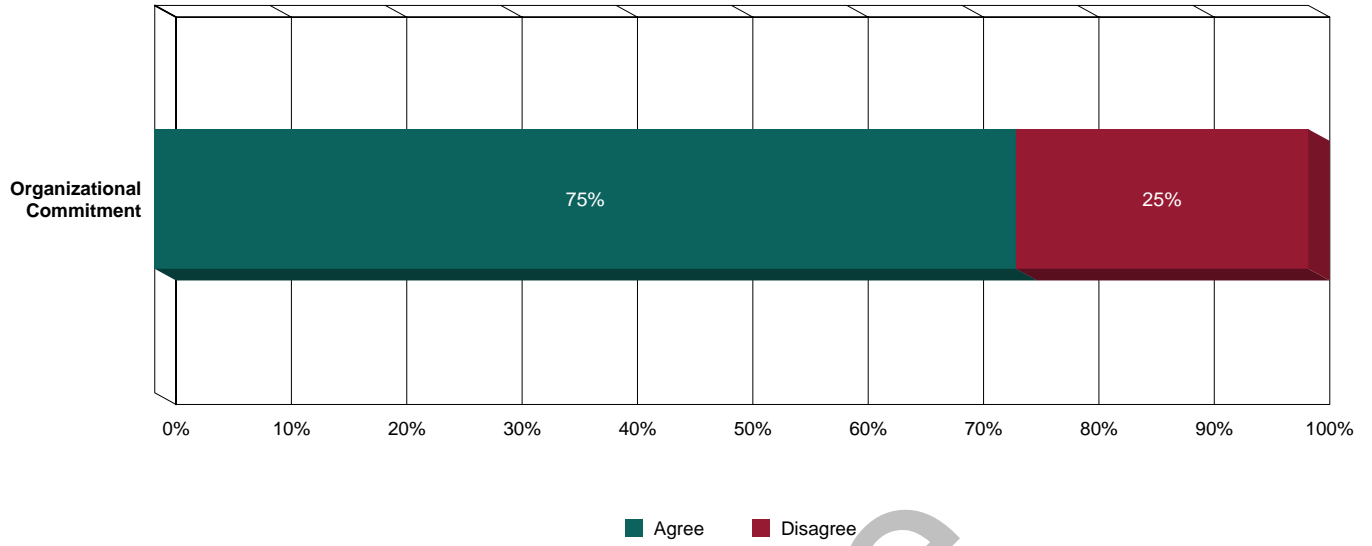
### Climate for Psychological Safety



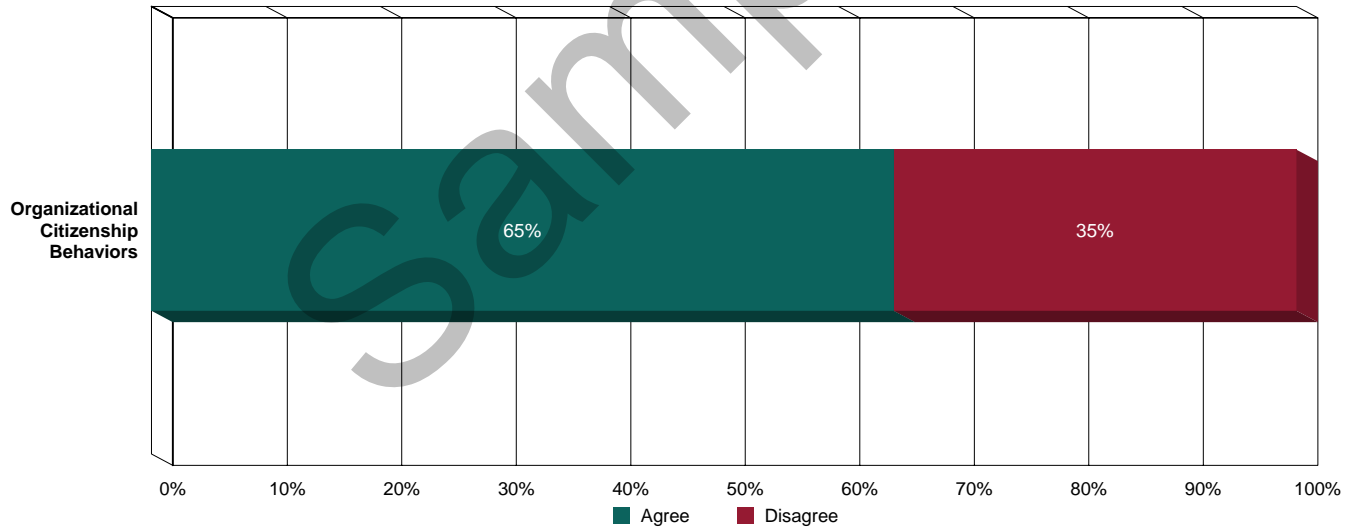
### Job Satisfaction



### Organizational Commitment

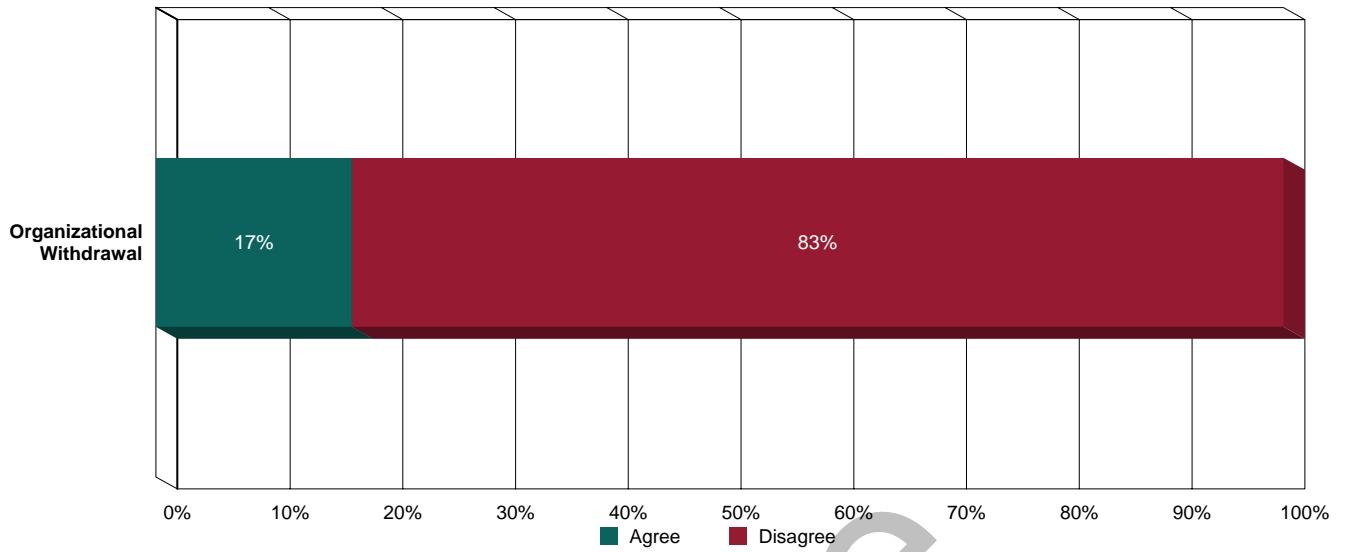


### Organizational Citizenship Behaviors



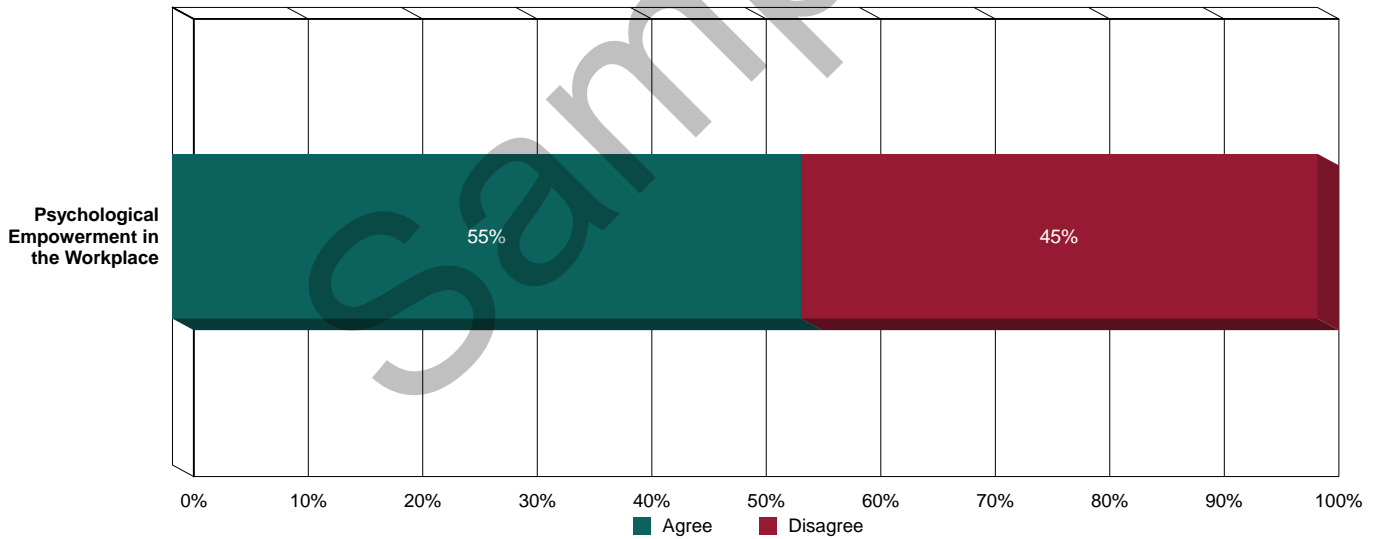
Section: Table C: Percentage Agreement

### Organizational Withdrawal \*

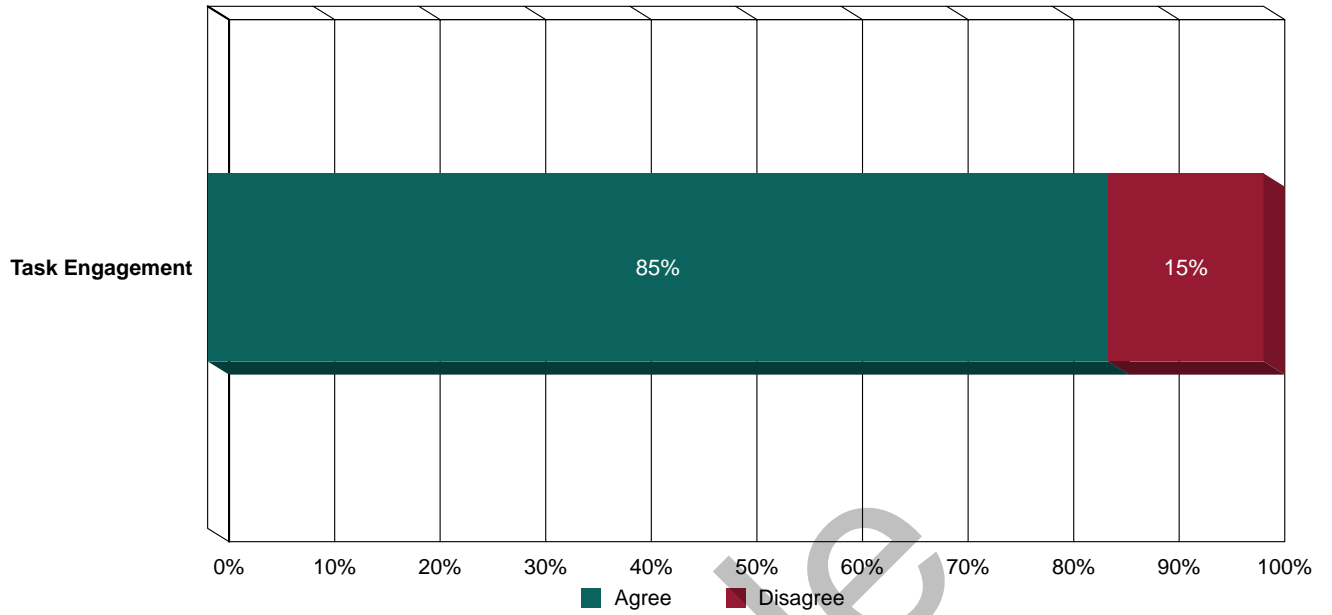


\* This scale is reverse scored. This means that low percent agreement (green bar) is better for this scale.

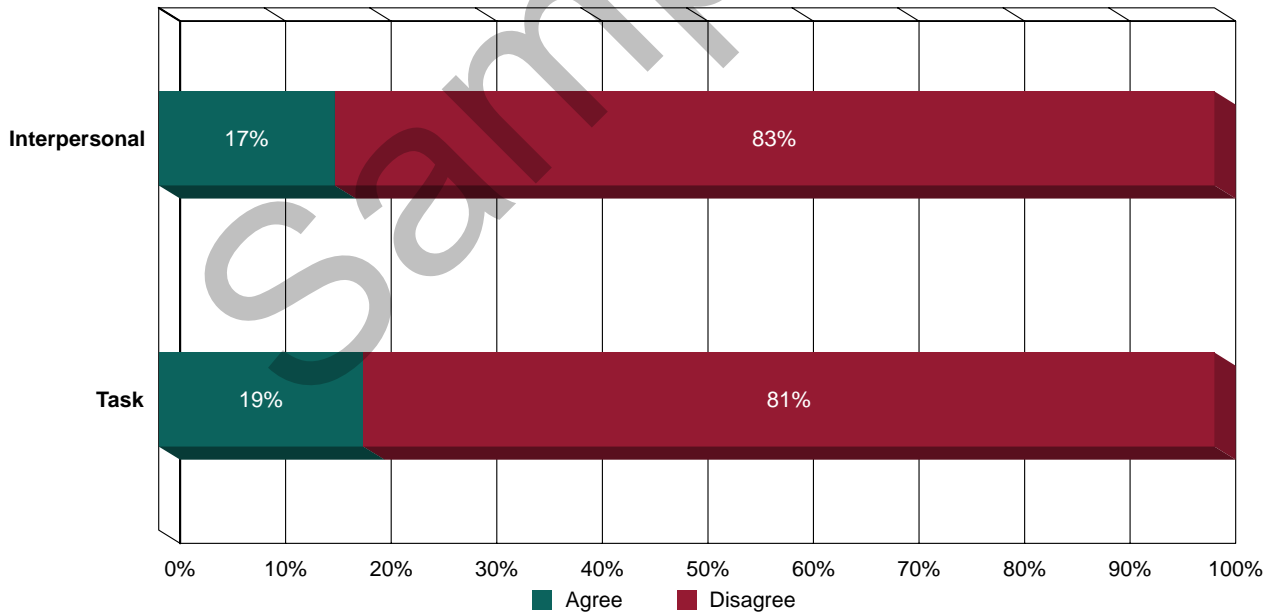
### Psychological Empowerment in the Workplace



### Task Engagement



### Work Unit Conflict \*



\* This scale is reverse scored. This means that low percent agreement (green bar) is better for this scale.

# Demographic Means on ClimateQUAL®: OCDA Organizational Climate Scales

Sample

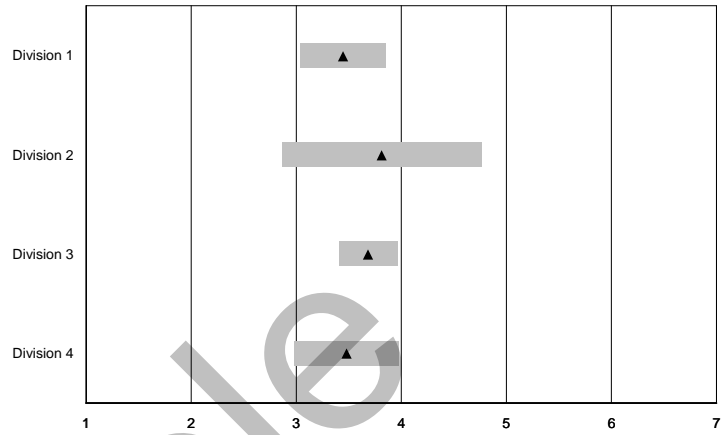
Table D: Organizational Climate and Attitude Scale Means by Customized Team

Table D.1: Organizational Climate Scale Means by Customized Team

Scale means are shown below for the customized work teams supplied by the participating library. To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

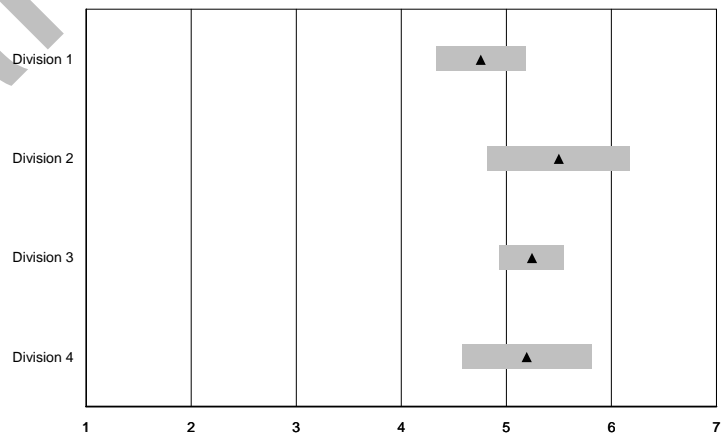
**Climate for Organizational Justice**

**Distributive Justice**



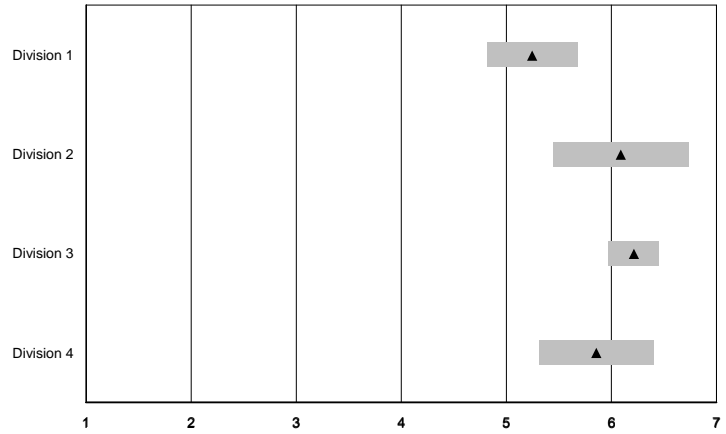
	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	3.04	3.45	3.86	1.70	0.20	53
Division 2	2.86	3.81	4.76	1.83	0.48	14
Division 3	3.41	3.68	3.96	1.36	0.14	67
Division 4	2.98	3.48	3.98	1.54	0.25	33

**Informational Justice**



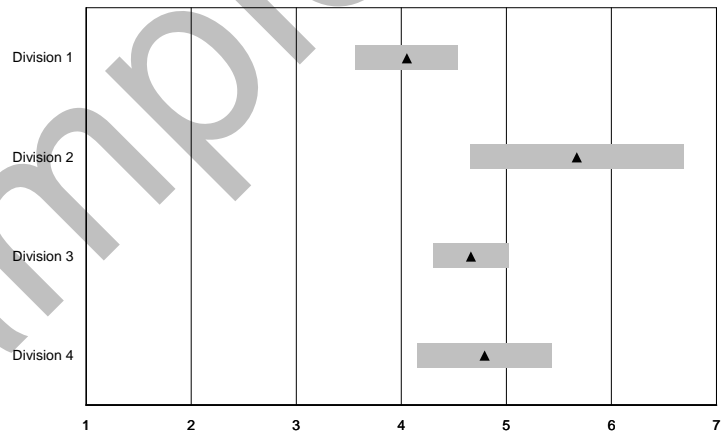
	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.33	4.76	5.18	1.86	0.21	57
Division 2	4.82	5.50	6.18	1.40	0.34	16
Division 3	4.94	5.24	5.55	1.51	0.15	68
Division 4	4.58	5.19	5.81	1.91	0.31	33

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.82	5.25	5.67	1.91	0.21	59
Division 2	5.44	6.09	6.73	1.33	0.32	16
Division 3	5.98	6.21	6.45	1.18	0.12	68
Division 4	5.31	5.86	6.40	1.69	0.27	33

**Procedural Justice**

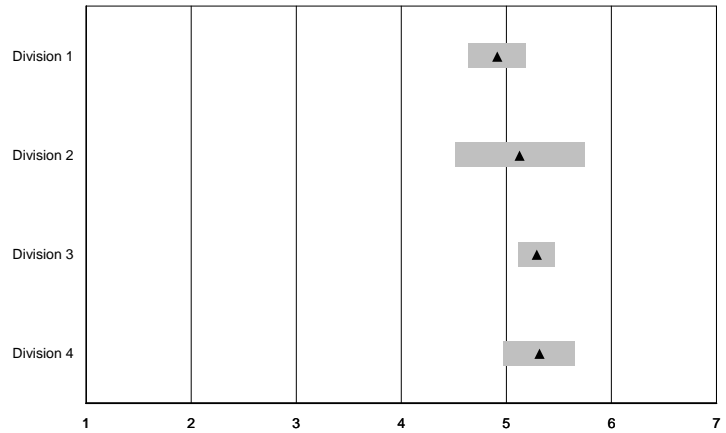


	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	3.57	4.05	4.54	1.90	0.24	48
Division 2	4.65	5.67	6.69	1.64	0.51	10
Division 3	4.30	4.66	5.02	1.59	0.18	58
Division 4	4.16	4.79	5.43	1.95	0.32	32

**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

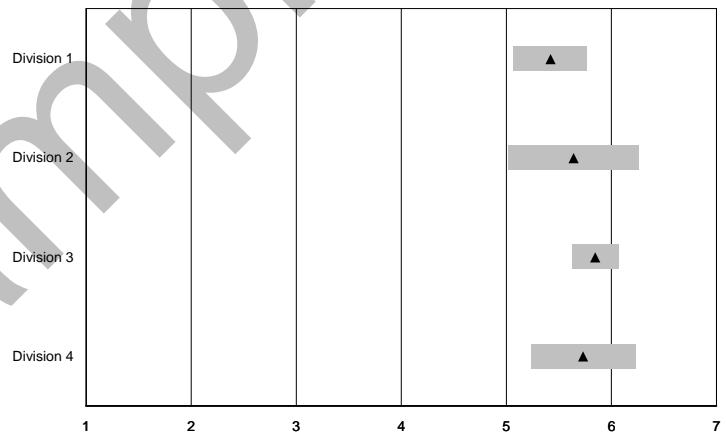
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.64	4.91	5.19	1.26	0.14	62
Division 2	4.51	5.13	5.74	1.36	0.31	18
Division 3	5.12	5.29	5.46	0.94	0.09	78
Division 4	4.98	5.32	5.65	1.11	0.17	36

**Leader-Membership Relationship Quality**

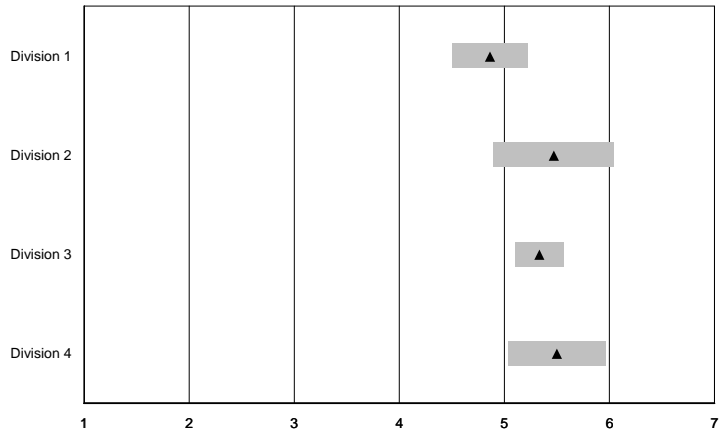


	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	5.07	5.42	5.77	1.62	0.17	62
Division 2	5.02	5.64	6.26	1.37	0.31	18
Division 3	5.62	5.84	6.07	1.22	0.11	79
Division 4	5.23	5.73	6.23	1.63	0.25	36

**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

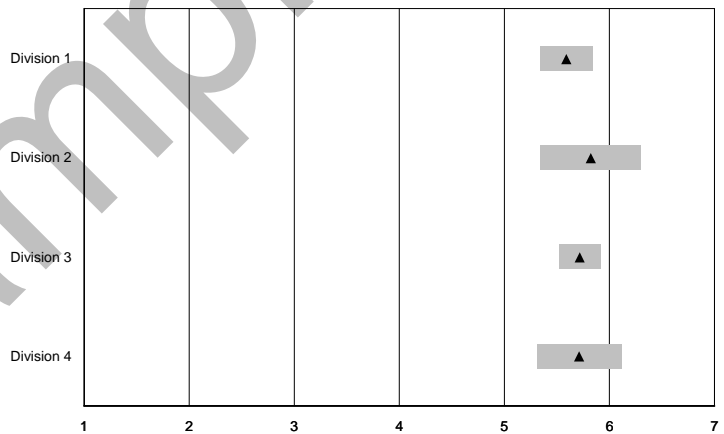
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.50	4.86	5.22	1.69	0.18	63
Division 2	4.90	5.47	6.04	1.22	0.29	17
Division 3	5.10	5.33	5.56	1.27	0.11	79
Division 4	5.04	5.50	5.96	1.54	0.23	37

**Valuing Diversity**

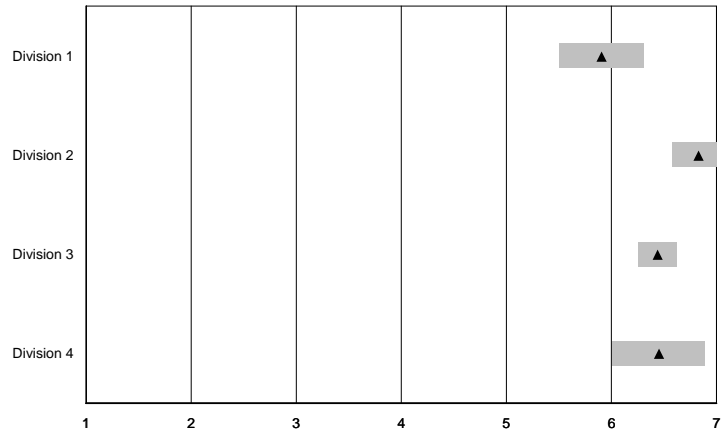


	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	5.34	5.59	5.84	1.19	0.12	65
Division 2	5.34	5.82	6.30	1.05	0.24	18
Division 3	5.52	5.72	5.91	1.10	0.10	81
Division 4	5.31	5.71	6.11	1.36	0.20	38

**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

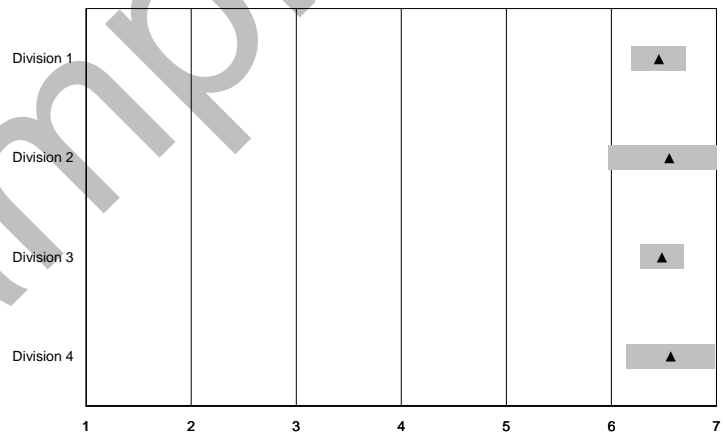
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	5.50	5.91	6.31	1.90	0.20	64
Division 2	6.58	6.83	7.00	0.52	0.13	16
Division 3	6.26	6.44	6.62	1.00	0.09	78
Division 4	6.01	6.45	6.89	1.48	0.22	38

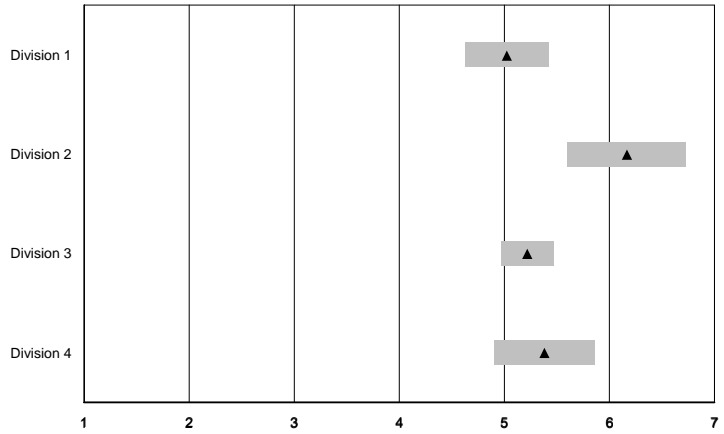
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	6.19	6.45	6.71	1.18	0.13	61
Division 2	5.97	6.55	7.00	1.17	0.29	15
Division 3	6.27	6.48	6.69	1.13	0.10	78
Division 4	6.14	6.56	6.99	1.41	0.21	37

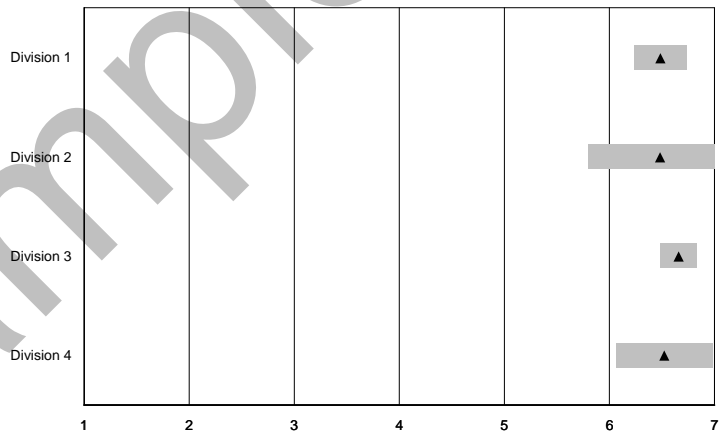
**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.63	5.02	5.42	1.88	0.20	64
Division 2	5.60	6.17	6.73	1.21	0.28	17
Division 3	4.97	5.22	5.47	1.38	0.12	79
Division 4	4.90	5.38	5.86	1.62	0.24	38

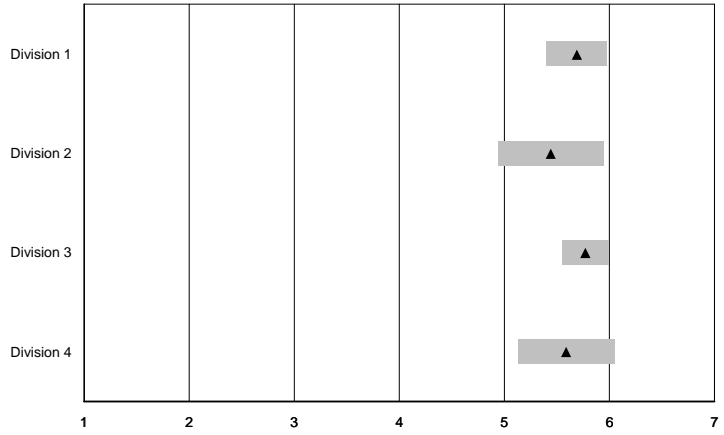
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	6.23	6.48	6.73	1.14	0.12	61
Division 2	5.79	6.48	7.00	1.28	0.34	13
Division 3	6.48	6.66	6.83	0.88	0.09	70
Division 4	6.06	6.52	6.98	1.48	0.23	35

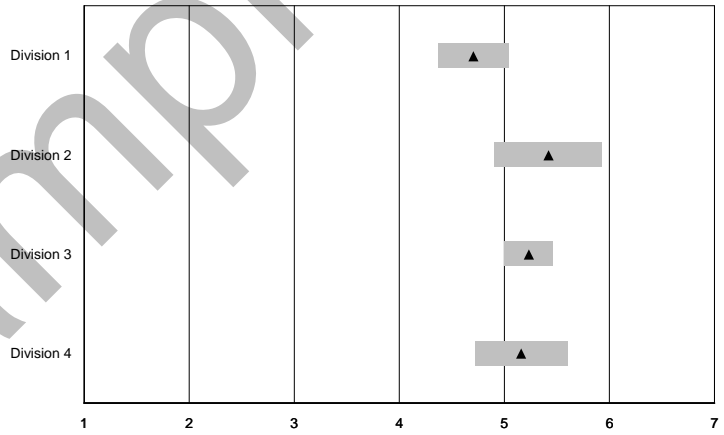
**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	5.40	5.69	5.98	1.38	0.14	65
Division 2	4.94	5.44	5.94	1.07	0.25	17
Division 3	5.55	5.77	5.99	1.23	0.11	79
Division 4	5.13	5.59	6.05	1.60	0.23	40

**Climate for Continual Learning**

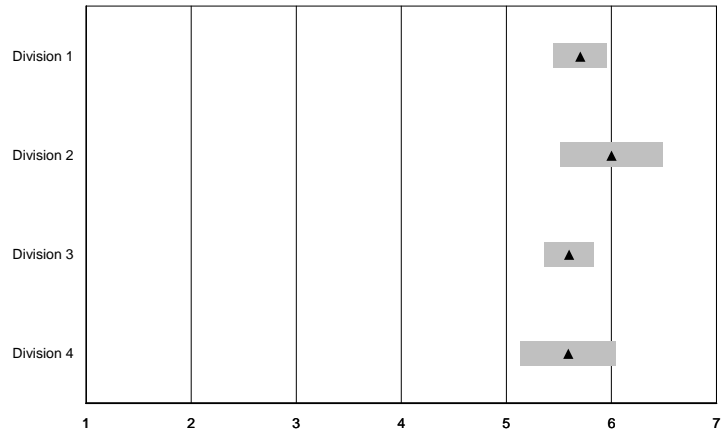


	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.37	4.71	5.04	1.60	0.17	65
Division 2	4.91	5.42	5.93	1.14	0.26	18
Division 3	5.00	5.23	5.46	1.27	0.12	79
Division 4	4.72	5.16	5.60	1.53	0.22	40

**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

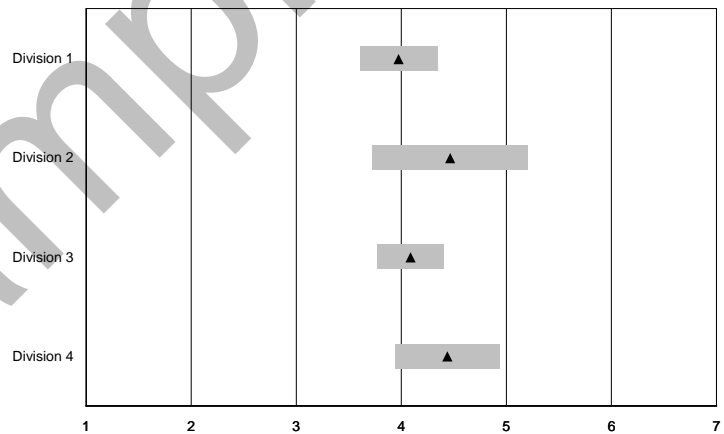
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	5.45	5.70	5.96	1.19	0.13	63
Division 2	5.51	6.00	6.49	1.05	0.24	17
Division 3	5.36	5.60	5.84	1.29	0.12	77
Division 4	5.14	5.59	6.04	1.56	0.23	39

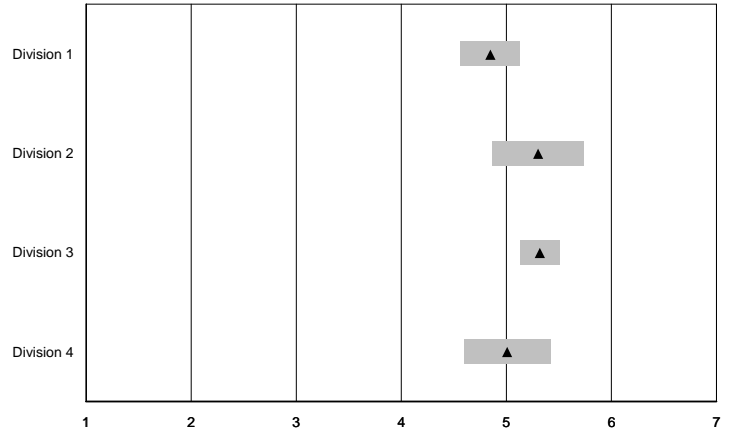
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	3.61	3.97	4.34	1.72	0.18	63
Division 2	3.72	4.47	5.21	1.59	0.37	17
Division 3	3.77	4.09	4.41	1.68	0.16	75
Division 4	3.94	4.44	4.94	1.66	0.25	37

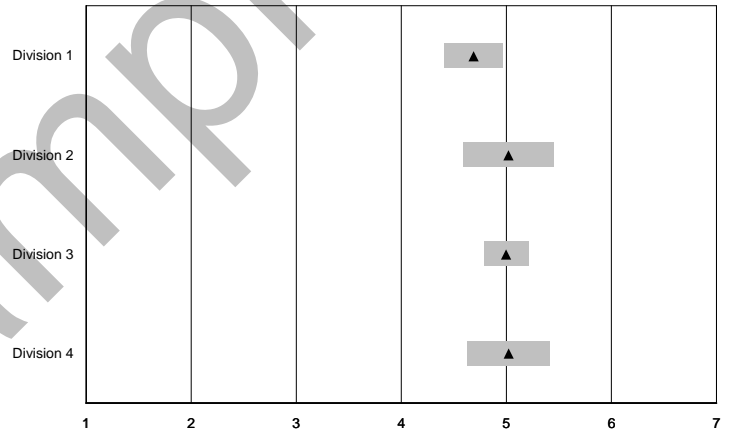
**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.57	4.85	5.13	1.36	0.14	65
Division 2	4.87	5.30	5.74	0.93	0.22	17
Division 3	5.13	5.32	5.50	1.02	0.09	79
Division 4	4.59	5.01	5.42	1.44	0.21	40

**Climate for Psychological Safety**



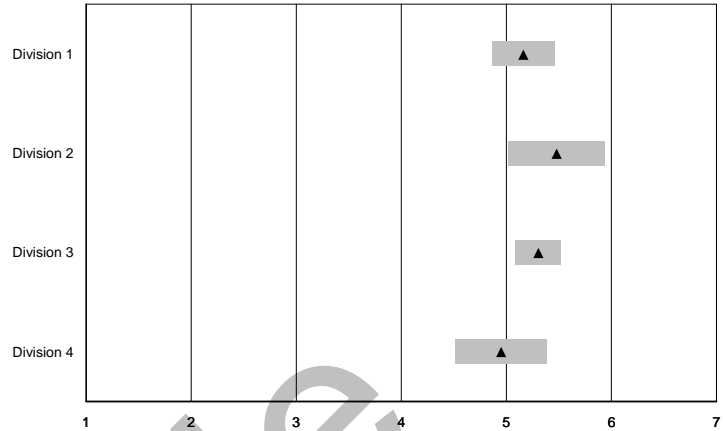
	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.41	4.69	4.97	1.33	0.14	65
Division 2	4.59	5.02	5.45	0.89	0.21	16
Division 3	4.78	5.00	5.21	1.14	0.11	76
Division 4	4.63	5.02	5.42	1.35	0.20	39

**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

**Table D.2: Organizational Attitude Scale Means by Customized Team**

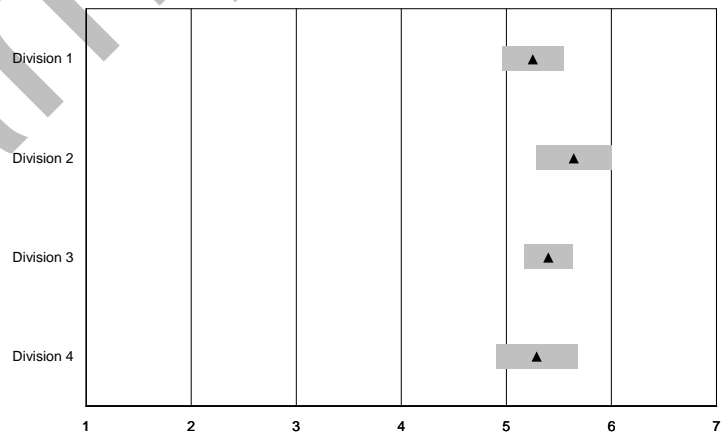
Scale means are shown below for the customized work teams supplied by the participating library. To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.86	5.16	5.46	1.57	0.15	74
Division 2	5.02	5.48	5.94	1.16	0.23	23
Division 3	5.09	5.30	5.52	1.22	0.11	82
Division 4	4.52	4.95	5.38	1.53	0.22	41

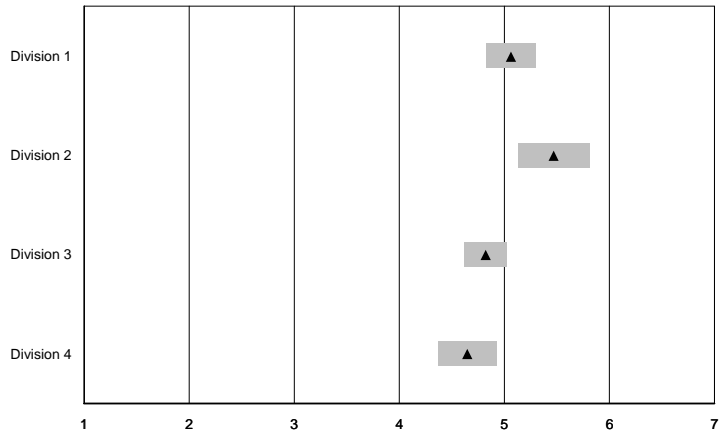
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.96	5.25	5.54	1.50	0.15	72
Division 2	5.28	5.64	6.00	0.89	0.18	22
Division 3	5.17	5.40	5.63	1.32	0.12	82
Division 4	4.90	5.29	5.68	1.37	0.19	41

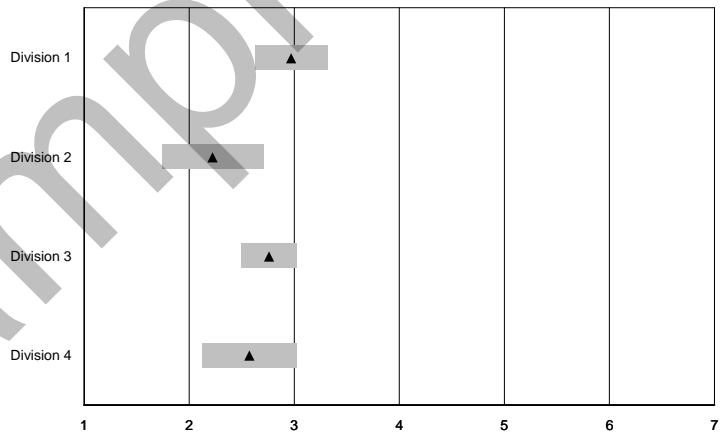
**Section:** Table D: Organizational Climate and Attitude Scale Means by Customized Team

### Organizational Citizenship Behaviors



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.83	5.06	5.30	1.25	0.12	74
Division 2	5.13	5.47	5.81	0.84	0.17	22
Division 3	4.62	4.82	5.03	1.16	0.10	82
Division 4	4.37	4.65	4.93	0.99	0.14	41

### Organizational Withdrawal\*

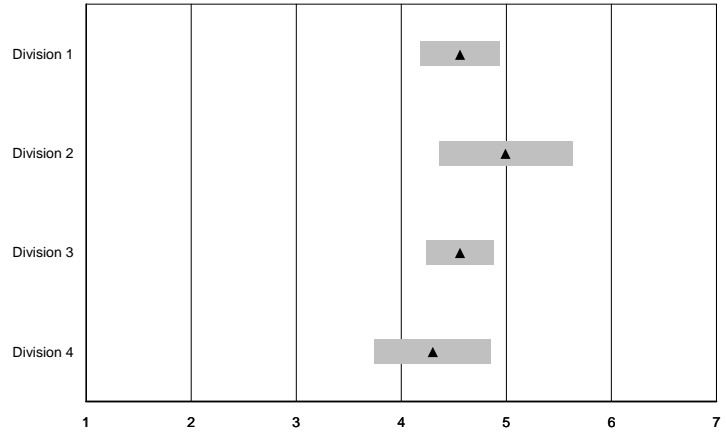


	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	2.63	2.97	3.32	1.76	0.17	71
Division 2	1.74	2.23	2.71	1.13	0.24	20
Division 3	2.50	2.76	3.03	1.50	0.13	82
Division 4	2.12	2.58	3.03	1.57	0.23	40

\* These scales are reverse scored. Lower scores are better.

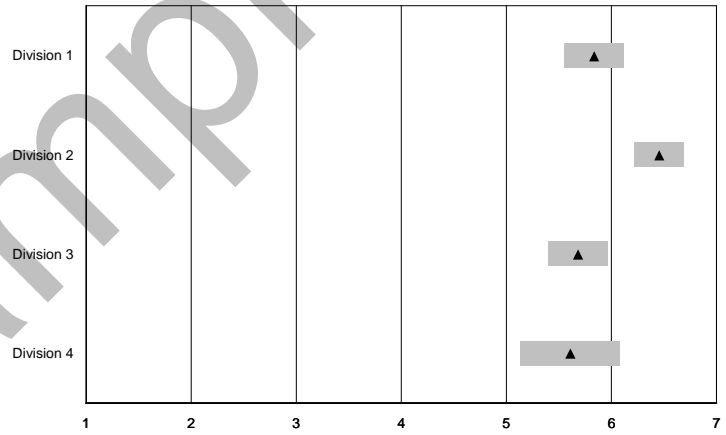
Section: Table D: Organizational Climate and Attitude Scale Means by Customized Team

### Psychological Empowerment in the Workplace



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	4.18	4.56	4.94	1.94	0.19	72
Division 2	4.36	4.99	5.63	1.52	0.32	21
Division 3	4.24	4.56	4.88	1.81	0.16	81
Division 4	3.75	4.30	4.86	1.96	0.28	41

### Task Engagement

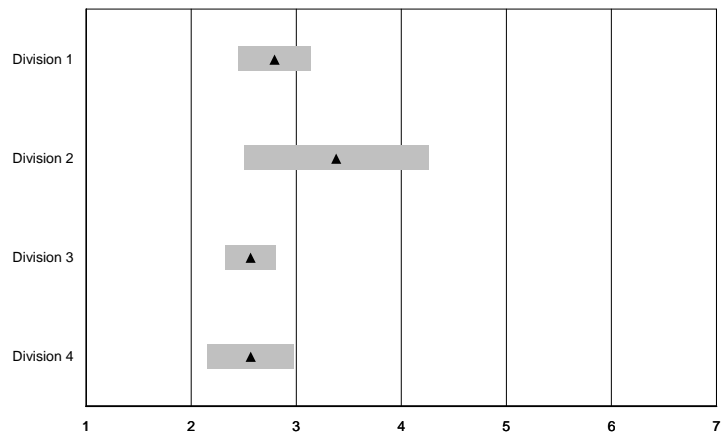


	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	5.55	5.84	6.12	1.48	0.14	73
Division 2	6.22	6.45	6.69	0.58	0.12	22
Division 3	5.40	5.68	5.97	1.62	0.14	82
Division 4	5.13	5.61	6.08	1.68	0.24	41

Section: Table D: Organizational Climate and Attitude Scale Means by Customized Team

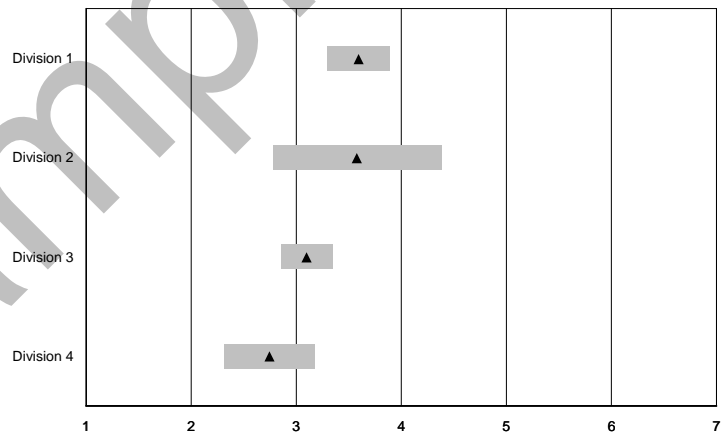
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	2.45	2.80	3.14	1.62	0.17	63
Division 2	2.51	3.38	4.26	1.88	0.44	17
Division 3	2.33	2.57	2.81	1.31	0.12	78
Division 4	2.16	2.57	2.98	1.44	0.21	40

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Division 1	3.30	3.60	3.89	1.39	0.15	63
Division 2	2.78	3.58	4.38	1.71	0.40	17
Division 3	2.85	3.10	3.35	1.33	0.12	77
Division 4	2.32	2.75	3.18	1.48	0.22	39

\* These scales are reverse scored. Lower scores are better.

Section: Table D: Organizational Climate and Attitude Scale Means by Customized Team

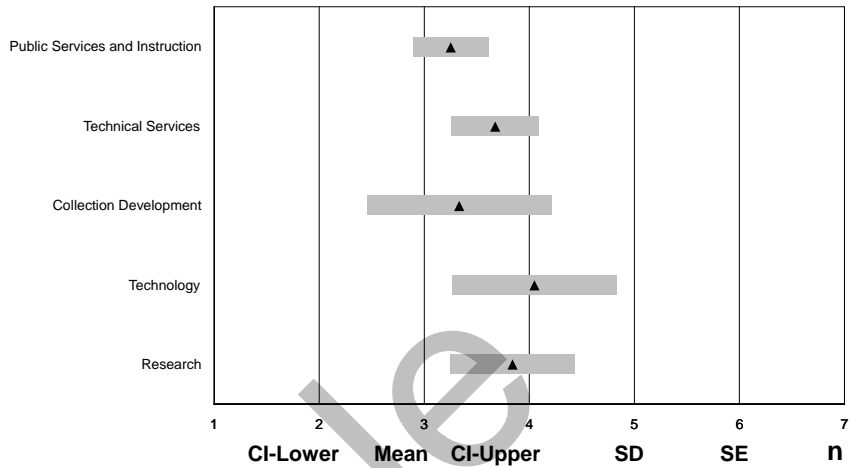
Table E: Organizational Climate and Attitude Scale Means by Standard Team

Table E.1: Organizational Climate Scale Means by Standard Team

Scale means are shown below for the ClimateQUAL+® standard work teams. To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

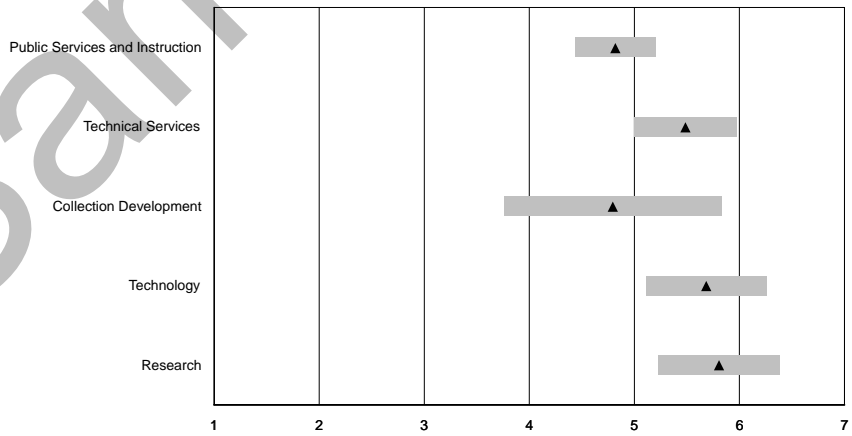
**Climate for Organizational Justice**

**Distributive Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Public Services and Instruction	2.90	3.25	3.61	1.59	0.18	58
Technical Services	3.26	3.68	4.09	1.29	0.21	33
Collection Development	2.46	3.33	4.21	1.62	0.44	13
Technology	3.27	4.05	4.83	1.62	0.39	16
Research	3.25	3.84	4.43	1.31	0.30	18

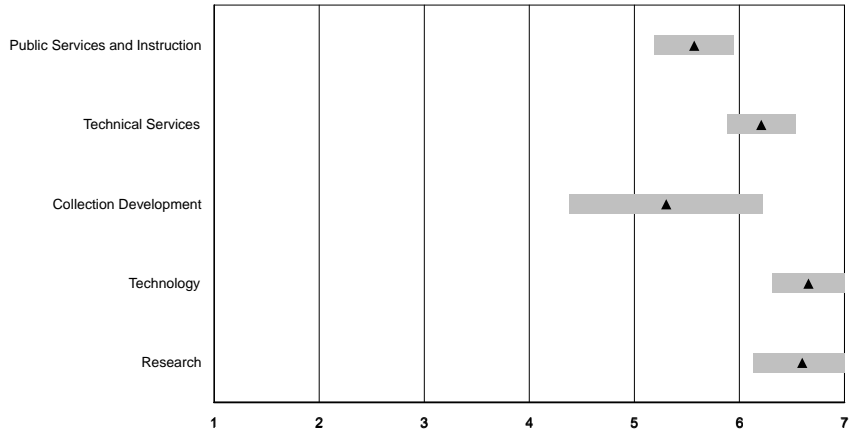
**Informational Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Public Services and Instruction	4.44	4.82	5.20	1.77	0.19	62
Technical Services	5.00	5.49	5.97	1.57	0.24	35
Collection Development	3.76	4.80	5.83	1.99	0.52	14
Technology	5.11	5.68	6.26	1.14	0.29	15
Research	5.23	5.81	6.39	1.28	0.29	18

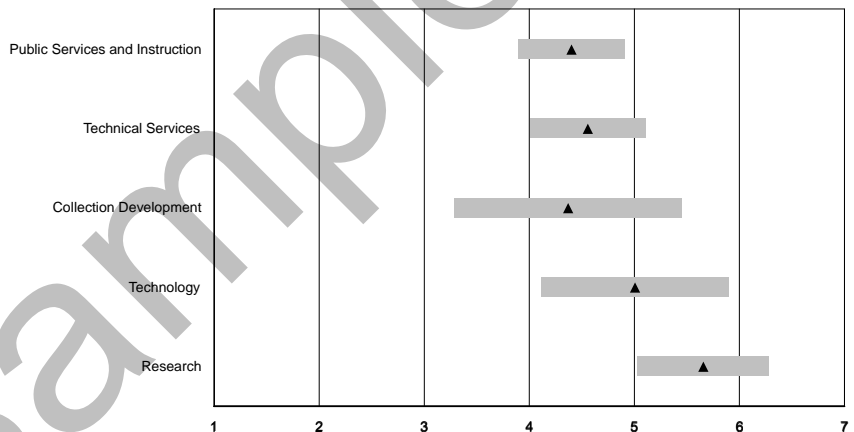
Section: Table E: Organizational Climate and Attitude Scale Means by Standard Team

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Public Services and Instruction	5.19	5.57	5.95	1.77	0.19	63
Technical Services	5.88	6.21	6.53	1.05	0.16	35
Collection Development	4.38	5.30	6.22	1.77	0.46	14
Technology	6.31	6.66	7.00	0.72	0.17	16
Research	6.13	6.60	7.00	1.03	0.23	18

**Procedural Justice**

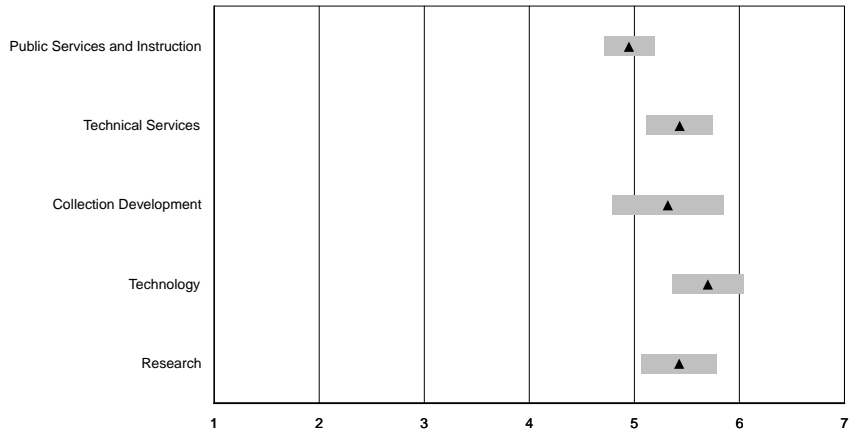


	CI-Lower	Mean	CI-Upper	SD	SE	n
Public Services and Instruction	3.89	4.40	4.91	2.04	0.25	50
Technical Services	4.01	4.56	5.11	1.62	0.28	30
Collection Development	3.29	4.37	5.45	1.92	0.54	12
Technology	4.11	5.01	5.90	1.72	0.45	14
Research	5.03	5.66	6.28	1.30	0.31	16

**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

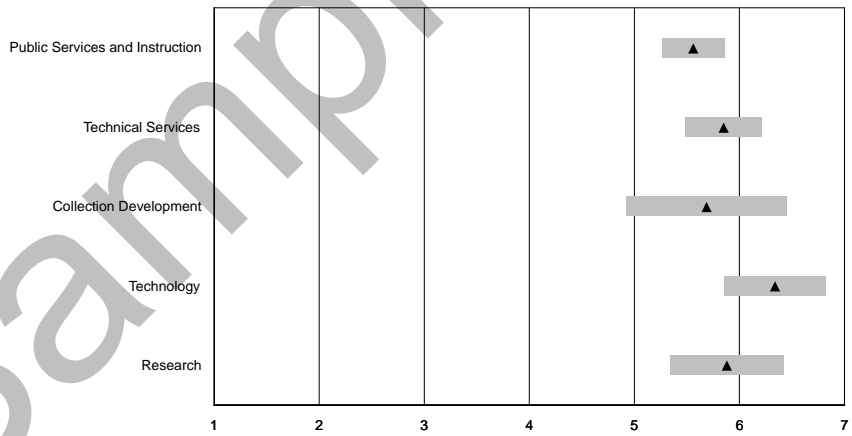
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Public Services and Instruction	4.71	4.95	5.19	1.26	0.12	74
Technical Services	5.11	5.43	5.75	1.04	0.16	36
Collection Development	4.79	5.32	5.85	1.06	0.27	15
Technology	5.36	5.70	6.04	0.78	0.17	19
Research	5.07	5.43	5.79	0.82	0.18	19

**Leader-Membership Relationship Quality**

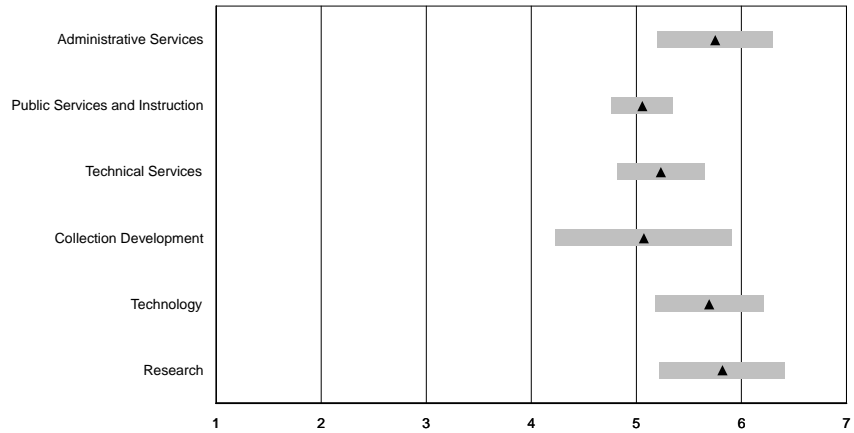


	CI-Lower	Mean	CI-Upper	SD	SE	n
Public Services and Instruction	5.27	5.56	5.86	1.55	0.15	74
Technical Services	5.49	5.85	6.21	1.19	0.18	36
Collection Development	4.92	5.69	6.45	1.58	0.38	16
Technology	5.85	6.34	6.82	1.10	0.24	19
Research	5.34	5.88	6.42	1.22	0.27	19

**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

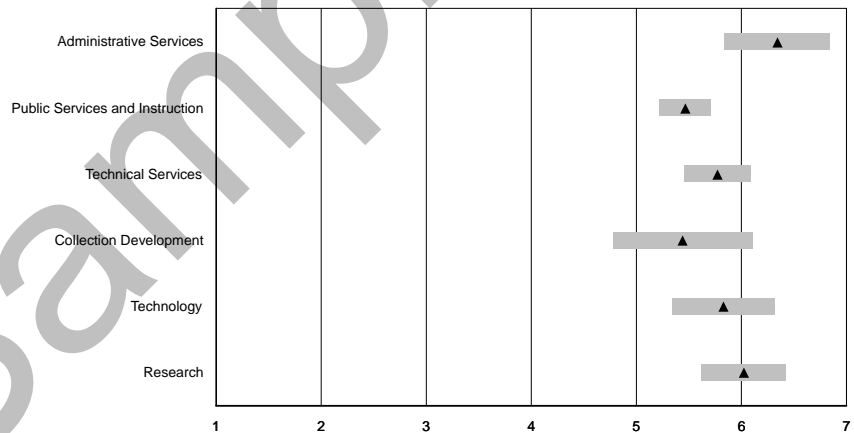
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.20	5.75	6.30	0.74	0.27	7
Public Services and Instruction	4.76	5.06	5.35	1.56	0.15	75
Technical Services	4.82	5.23	5.65	1.34	0.21	35
Collection Development	4.23	5.07	5.91	1.62	0.42	14
Technology	5.18	5.69	6.21	1.27	0.26	22
Research	5.22	5.82	6.42	1.32	0.30	18

**Valuing Diversity**

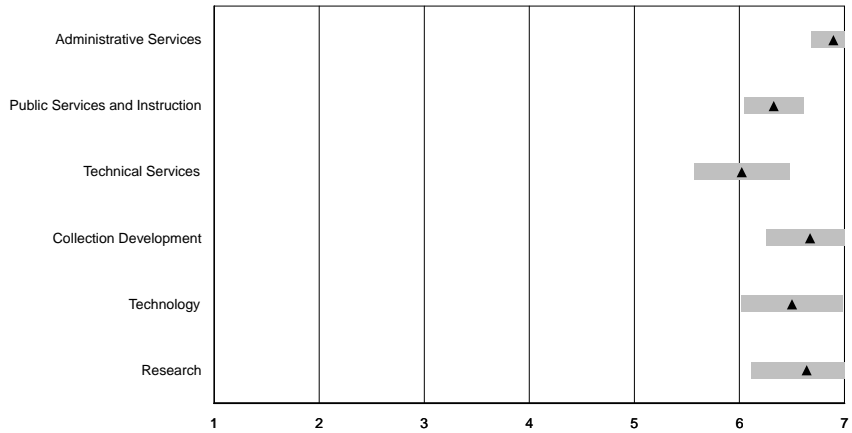


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.84	6.34	6.84	0.67	0.25	7
Public Services and Instruction	5.22	5.47	5.71	1.32	0.12	76
Technical Services	5.46	5.77	6.09	1.04	0.16	36
Collection Development	4.78	5.44	6.10	1.32	0.33	15
Technology	5.34	5.83	6.32	1.24	0.24	23
Research	5.62	6.02	6.42	0.91	0.20	19

**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

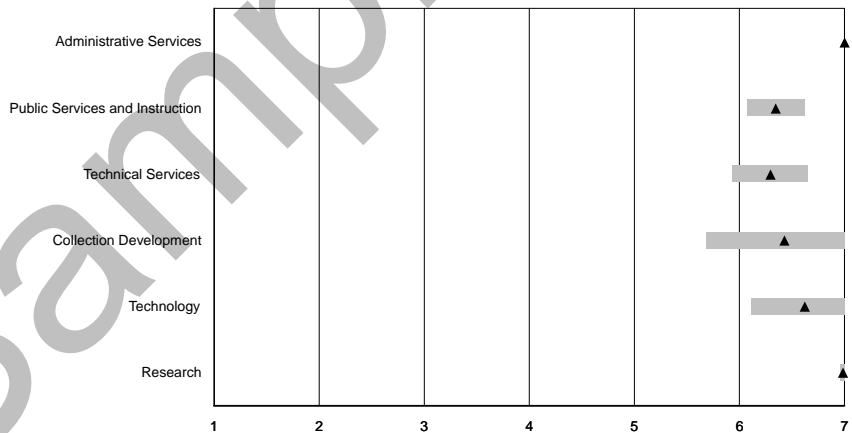
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	6.68	6.89	7.00	0.28	0.11	7
Public Services and Instruction	6.04	6.33	6.61	1.46	0.14	72
Technical Services	5.57	6.02	6.48	1.43	0.23	34
Collection Development	6.25	6.67	7.00	0.87	0.21	16
Technology	6.02	6.50	6.98	1.22	0.24	23
Research	6.11	6.64	7.00	1.17	0.27	18

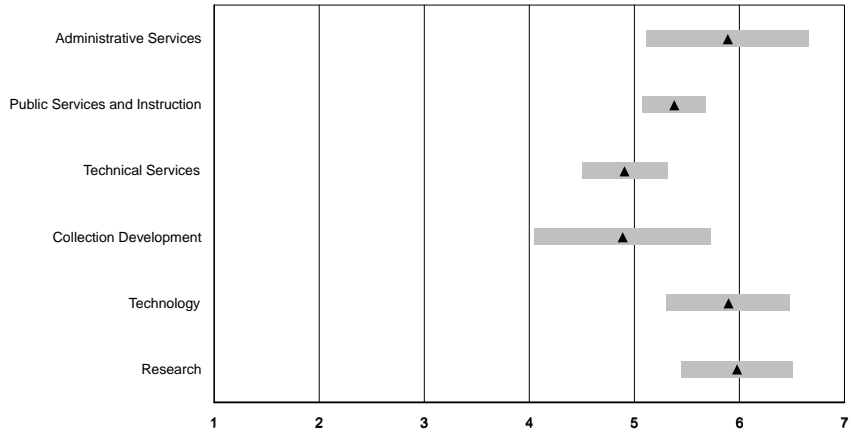
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	7.00	7.00	7.00	0.00	0.00	7
Public Services and Instruction	6.07	6.35	6.62	1.40	0.14	71
Technical Services	5.94	6.30	6.65	1.12	0.18	33
Collection Development	5.68	6.43	7.00	1.55	0.37	16
Technology	6.11	6.62	7.00	1.25	0.25	22
Research	6.96	6.99	7.00	0.06	0.01	17

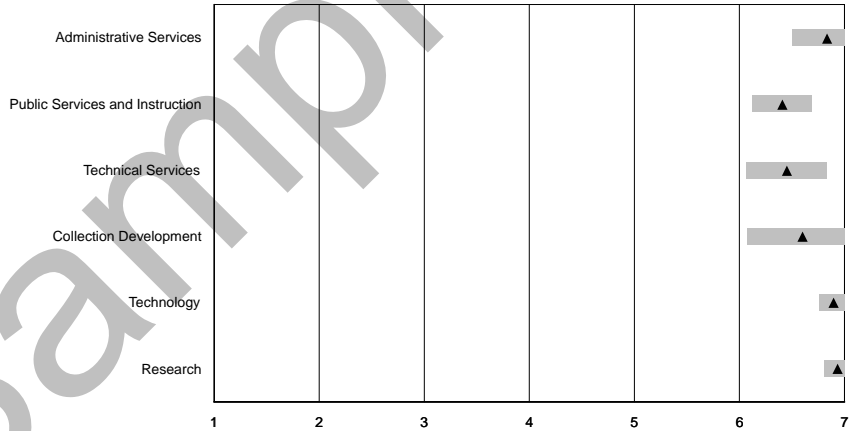
**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.12	5.89	6.66	0.96	0.39	6
Public Services and Instruction	5.08	5.38	5.68	1.63	0.15	76
Technical Services	4.50	4.91	5.31	1.28	0.20	34
Collection Development	4.05	4.89	5.73	1.74	0.42	16
Technology	5.31	5.90	6.48	1.45	0.29	22
Research	5.44	5.98	6.51	1.18	0.27	18

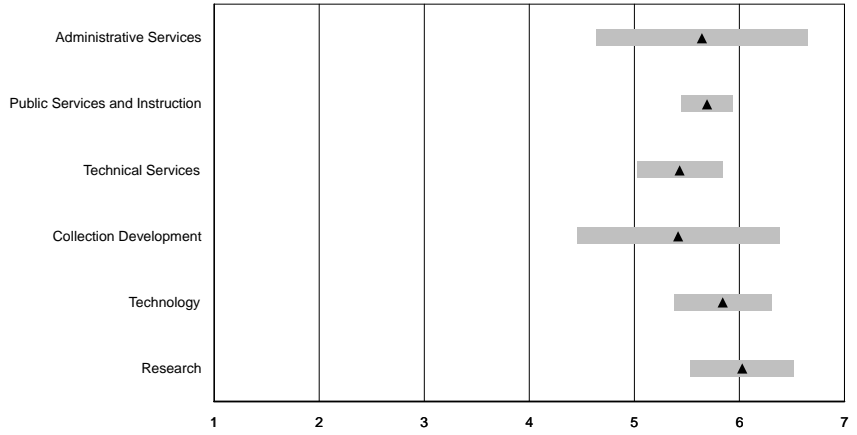
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	6.50	6.83	7.00	0.41	0.16	6
Public Services and Instruction	6.12	6.41	6.69	1.40	0.14	68
Technical Services	6.07	6.45	6.84	1.15	0.19	31
Collection Development	6.07	6.60	7.00	1.06	0.26	15
Technology	6.76	6.89	7.00	0.32	0.07	19
Research	6.80	6.93	7.00	0.26	0.06	15

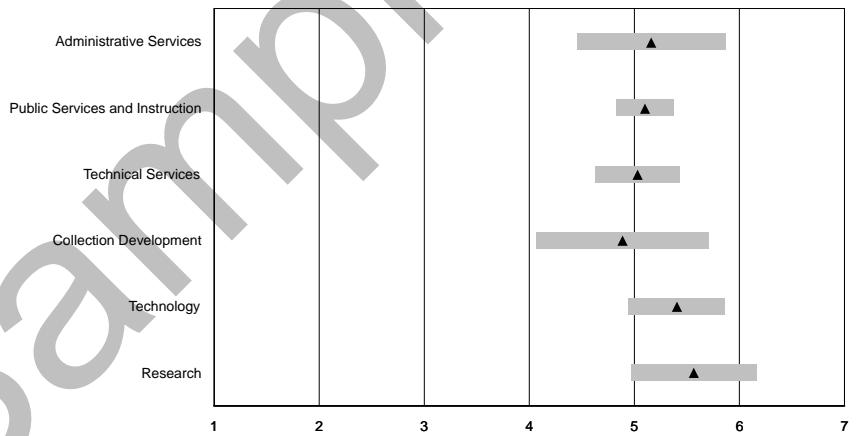
**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	4.63	5.64	6.65	1.35	0.50	7
Public Services and Instruction	5.45	5.69	5.93	1.29	0.12	75
Technical Services	5.02	5.43	5.84	1.33	0.20	36
Collection Development	4.45	5.42	6.38	1.93	0.48	15
Technology	5.37	5.84	6.31	1.18	0.23	23
Research	5.53	6.03	6.52	1.12	0.25	19

**Climate for Continual Learning**

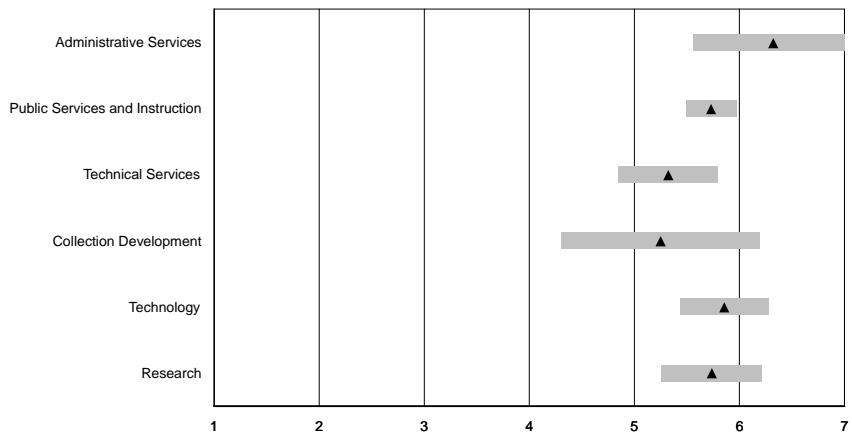


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	4.45	5.16	5.87	0.95	0.35	7
Public Services and Instruction	4.83	5.10	5.38	1.48	0.14	76
Technical Services	4.63	5.03	5.43	1.31	0.20	36
Collection Development	4.07	4.89	5.71	1.64	0.41	15
Technology	4.94	5.41	5.87	1.17	0.23	23
Research	4.97	5.57	6.16	1.35	0.30	19

**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

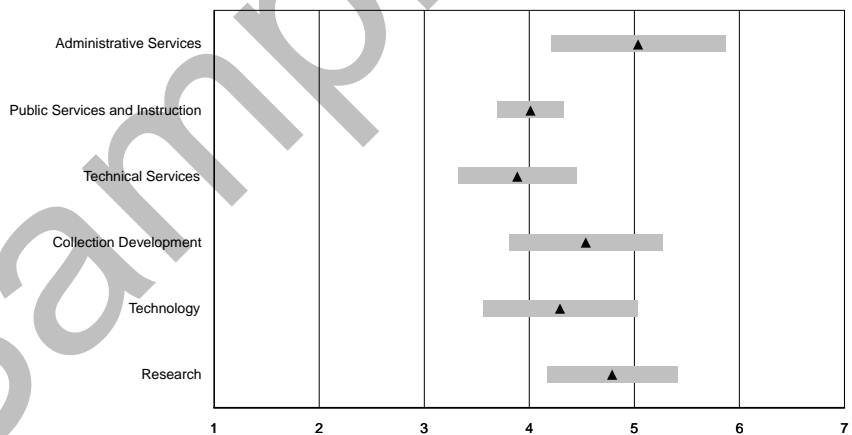
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.56	6.32	7.00	1.02	0.38	7
Public Services and Instruction	5.49	5.73	5.97	1.27	0.12	75
Technical Services	4.85	5.32	5.80	1.47	0.24	33
Collection Development	4.31	5.25	6.19	1.82	0.47	14
Technology	5.43	5.86	6.28	1.06	0.21	23
Research	5.26	5.74	6.21	1.12	0.24	20

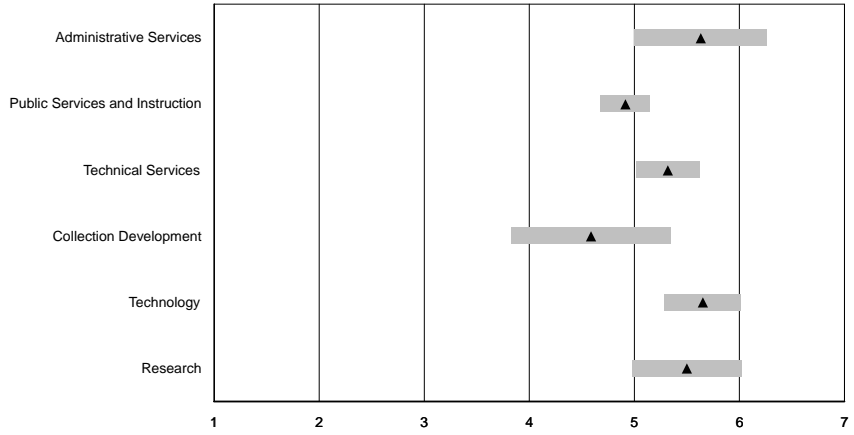
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	4.21	5.04	5.87	1.11	0.41	7
Public Services and Instruction	3.70	4.01	4.33	1.65	0.16	74
Technical Services	3.32	3.89	4.45	1.75	0.28	33
Collection Development	3.81	4.54	5.27	1.36	0.37	13
Technology	3.56	4.29	5.03	1.76	0.37	21
Research	4.17	4.79	5.41	1.41	0.31	19

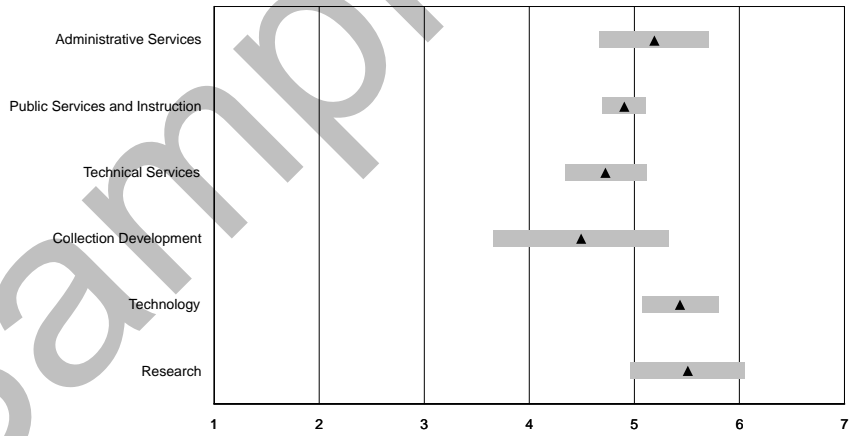
**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.00	5.63	6.26	0.84	0.31	7
Public Services and Instruction	4.68	4.91	5.15	1.25	0.12	75
Technical Services	5.02	5.32	5.62	0.98	0.15	36
Collection Development	3.83	4.59	5.35	1.52	0.38	15
Technology	5.29	5.65	6.02	0.90	0.18	22
Research	4.98	5.50	6.02	1.22	0.26	20

**Climate for Psychological Safety**



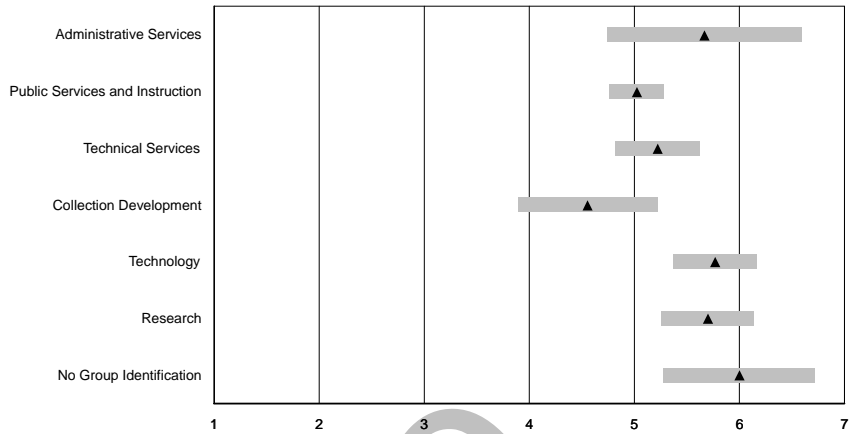
	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	4.67	5.19	5.71	0.70	0.26	7
Public Services and Instruction	4.70	4.90	5.11	1.09	0.10	74
Technical Services	4.34	4.73	5.11	1.23	0.19	34
Collection Development	3.66	4.49	5.33	1.55	0.42	13
Technology	5.07	5.43	5.80	0.93	0.18	23
Research	4.96	5.51	6.06	1.24	0.27	19

**Section:** Table E: Organizational Climate and Attitude Scale Means by Standard Team

**Table E.2: Organizational Attitude Scale Means by Standard Team**

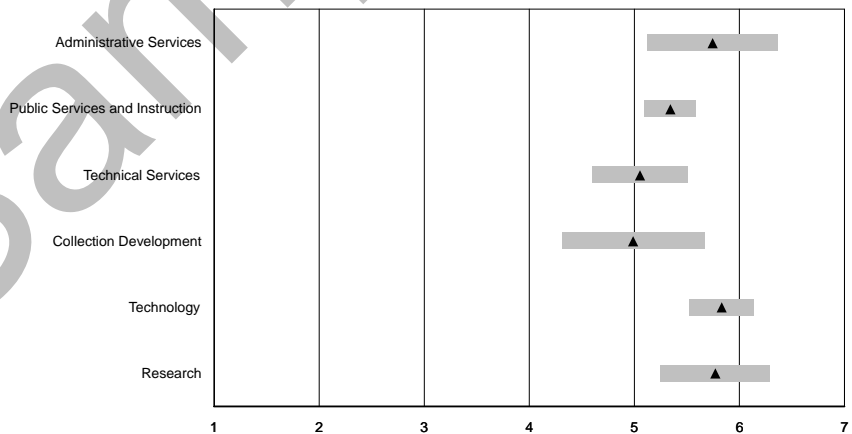
Scale means are shown below for the ClimateQUAL+® standard work teams. To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



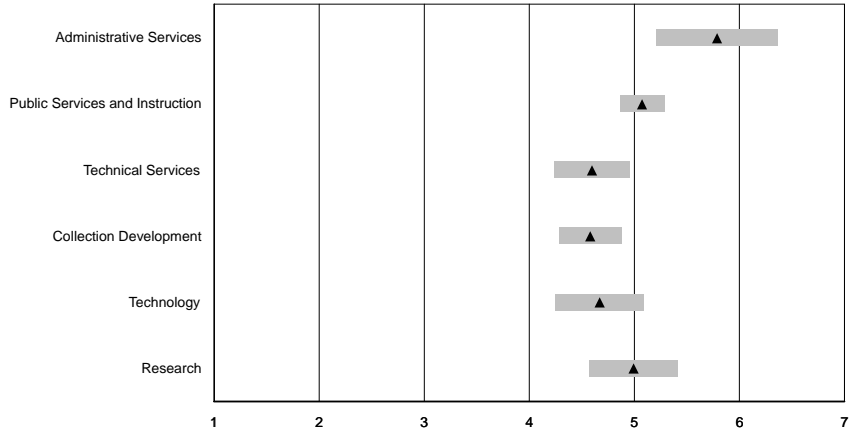
	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	4.74	5.67	6.59	1.41	0.46	9
Public Services and Instruction	4.76	5.03	5.29	1.45	0.13	80
Technical Services	4.82	5.22	5.62	1.31	0.20	36
Collection Development	3.89	4.56	5.22	1.46	0.33	18
Technology	5.37	5.77	6.16	1.07	0.20	26
Research	5.26	5.70	6.14	1.03	0.22	20
No Group Identification	5.28	6.00	6.72	0.89	0.36	6

**Organizational Commitment**



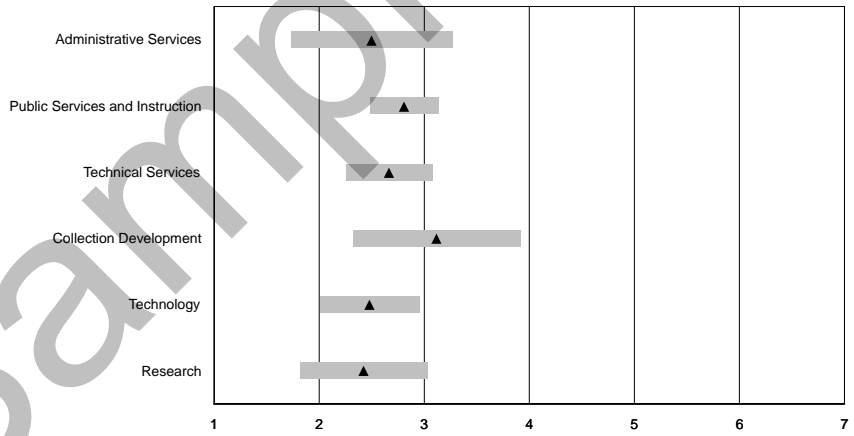
	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.13	5.74	6.36	0.94	0.31	9
Public Services and Instruction	5.10	5.34	5.59	1.35	0.12	79
Technical Services	4.60	5.05	5.51	1.49	0.23	36
Collection Development	4.31	4.99	5.67	1.50	0.34	18
Technology	5.52	5.83	6.14	0.83	0.15	26
Research	5.25	5.77	6.29	1.22	0.26	20

**Organizational Citizenship Behaviors**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.21	5.79	6.37	0.89	0.29	9
Public Services and Instruction	4.86	5.07	5.28	1.16	0.11	79
Technical Services	4.24	4.60	4.96	1.17	0.18	36
Collection Development	4.28	4.58	4.88	0.66	0.15	18
Technology	4.25	4.67	5.09	1.14	0.21	26
Research	4.57	4.99	5.42	0.99	0.21	20

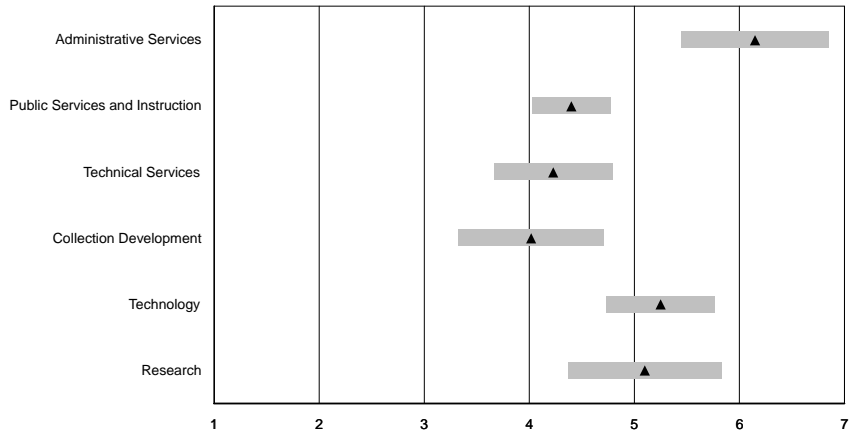
**Organizational Withdrawal\***



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	1.73	2.50	3.27	1.17	0.38	9
Public Services and Instruction	2.48	2.81	3.13	1.74	0.16	76
Technical Services	2.26	2.67	3.08	1.34	0.21	36
Collection Development	2.32	3.12	3.91	1.70	0.40	17
Technology	2.01	2.48	2.96	1.28	0.24	26
Research	1.82	2.43	3.03	1.42	0.30	20

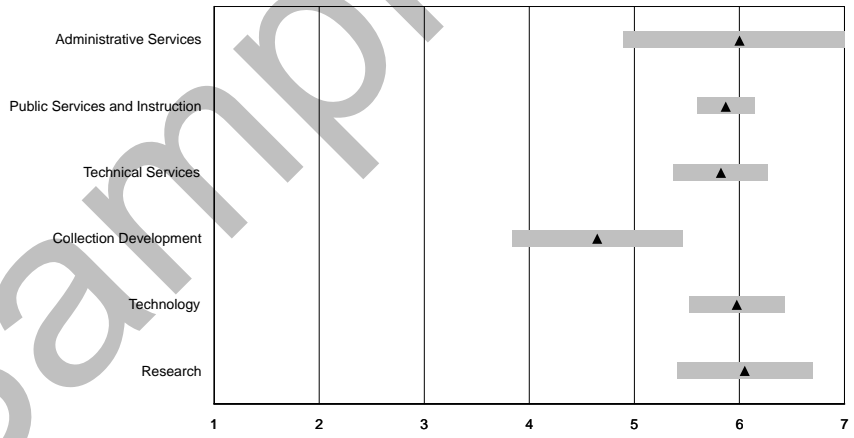
\*These scales are reverse scored. Lower scores are better.

### Psychological Empowerment in the Workplace



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	5.45	6.15	6.85	1.07	0.35	9
Public Services and Instruction	4.03	4.40	4.78	2.05	0.19	78
Technical Services	3.67	4.23	4.79	1.81	0.28	35
Collection Development	3.32	4.02	4.71	1.53	0.35	18
Technology	4.73	5.25	5.77	1.40	0.26	26
Research	4.37	5.10	5.83	1.71	0.37	20

### Task Engagement

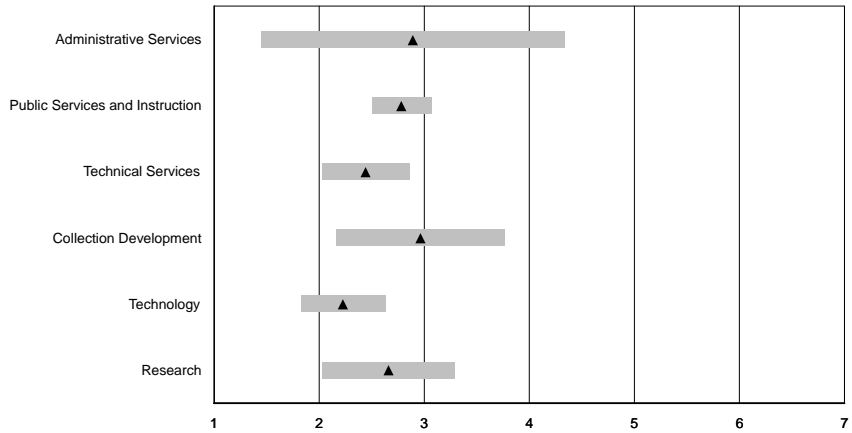


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	4.89	6.00	7.00	1.69	0.55	9
Public Services and Instruction	5.60	5.87	6.14	1.51	0.14	79
Technical Services	5.37	5.82	6.27	1.47	0.22	36
Collection Development	3.83	4.65	5.46	1.74	0.41	17
Technology	5.52	5.97	6.43	1.23	0.23	26
Research	5.41	6.05	6.69	1.51	0.32	20

Section: Table E: Organizational Climate and Attitude Scale Means by Standard Team

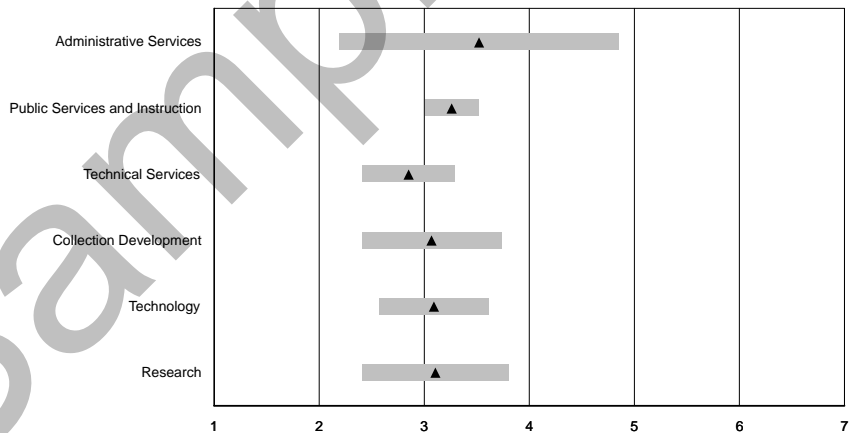
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	1.45	2.89	4.34	1.94	0.72	7
Public Services and Instruction	2.50	2.78	3.07	1.50	0.14	74
Technical Services	2.03	2.44	2.86	1.31	0.21	34
Collection Development	2.16	2.97	3.77	1.61	0.40	15
Technology	1.83	2.23	2.63	1.01	0.20	23
Research	2.03	2.66	3.29	1.48	0.32	20

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administrative Services	2.19	3.52	4.85	1.78	0.66	7
Public Services and Instruction	3.01	3.26	3.52	1.34	0.13	74
Technical Services	2.41	2.85	3.29	1.37	0.22	33
Collection Development	2.41	3.07	3.74	1.28	0.33	14
Technology	2.57	3.09	3.62	1.32	0.26	23
Research	2.41	3.11	3.81	1.63	0.35	20

*\*These scales are reverse scored. Lower scores are better.*

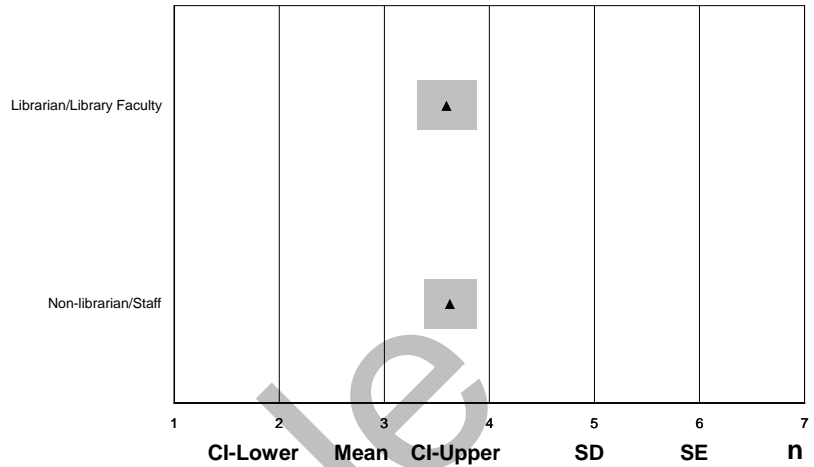
Table F: Organizational Climate and Attitude Scale Means by Rank

Table F.1: Organizational Climate Scale Means by Rank

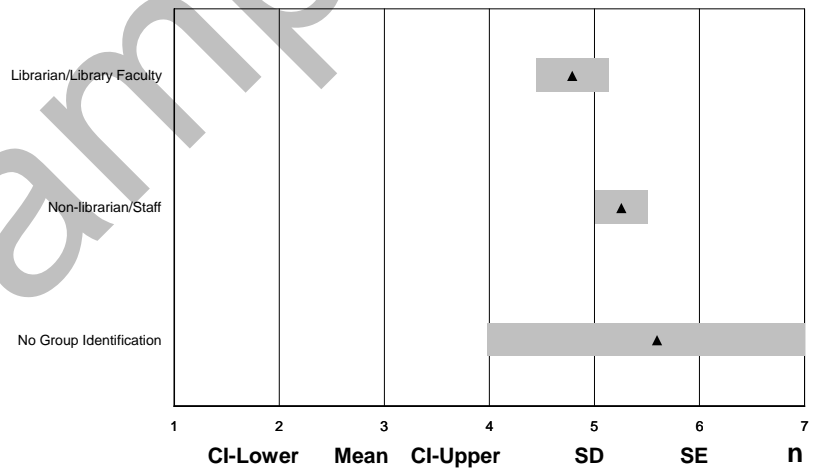
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Climate for Organizational Justice**

**Distributive Justice**

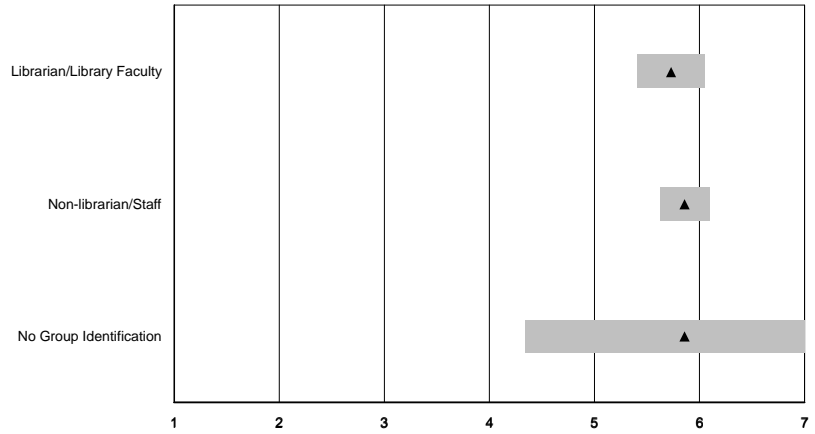


**Informational Justice**



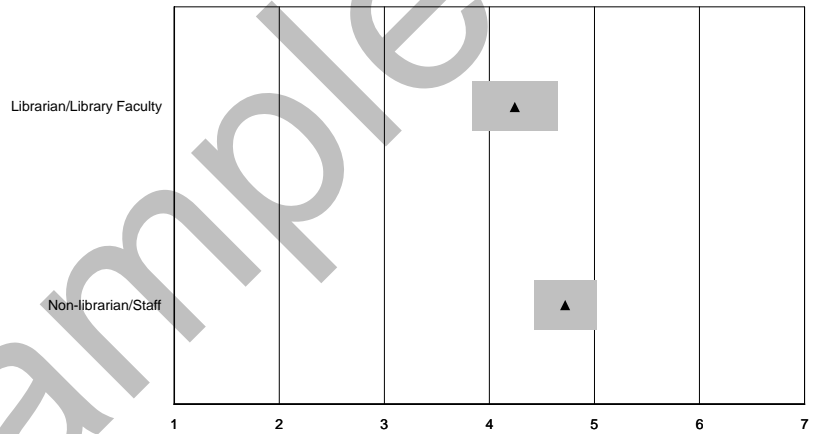
Group	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	4.45	4.79	5.13	1.62	0.17	64
Non-librarian/Staff	5.01	5.26	5.50	1.71	0.12	103
No Group Identification	3.98	5.60	7.00	2.17	0.81	7

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.41	5.73	6.05	1.52	0.16	64
Non-librarian/Staff	5.62	5.86	6.09	1.65	0.12	105
No Group Identification	4.34	5.86	7.00	2.04	0.76	7

**Procedural Justice**

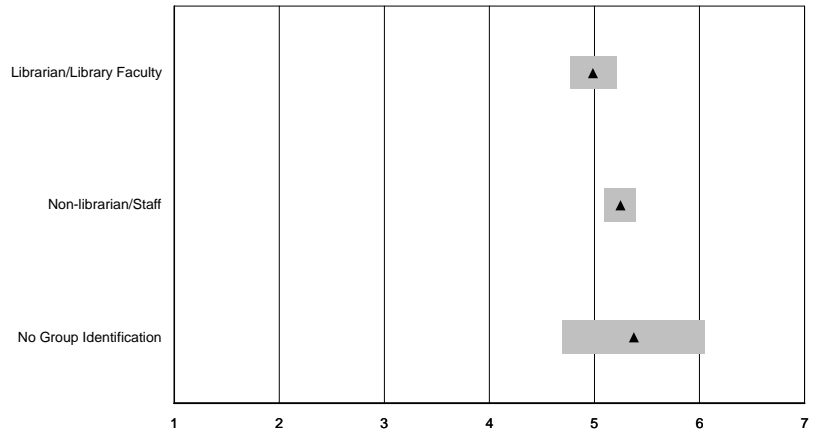


	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	3.84	4.24	4.65	1.63	0.20	50
Non-librarian/Staff	4.42	4.72	5.02	1.89	0.15	94

**Section:** Table F: Organizational Climate and Attitude Scale Means by Rank

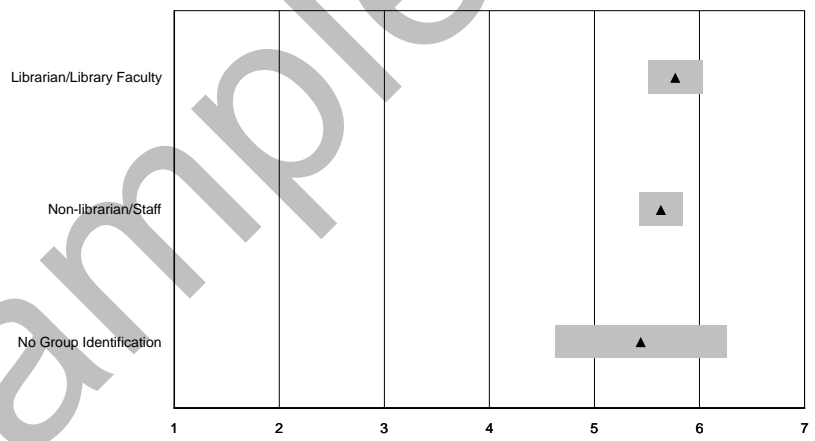
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	4.77	4.99	5.21	1.12	0.11	71
Non-librarian/Staff	5.10	5.25	5.40	1.13	0.08	112
No Group Identification	4.70	5.38	6.05	1.15	0.34	11

**Leader-Membership Relationship Quality**

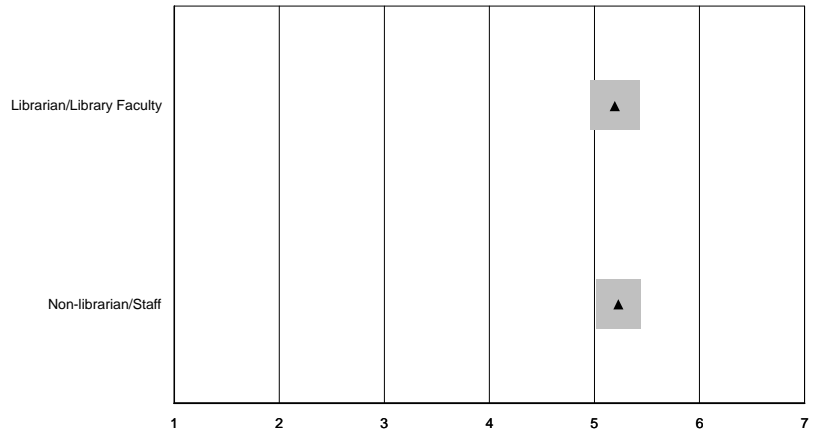


	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.51	5.77	6.03	1.33	0.13	71
Non-librarian/Staff	5.43	5.63	5.84	1.53	0.10	112
No Group Identification	4.62	5.44	6.26	1.45	0.41	12

Section: Table F: Organizational Climate and Attitude Scale Means by Rank

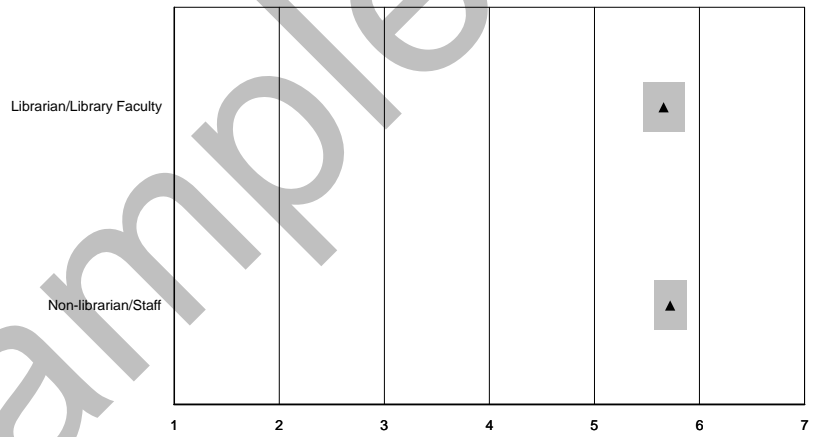
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	4.96	5.19	5.43	1.27	0.12	77
Non-librarian/Staff	5.02	5.23	5.44	1.62	0.11	114

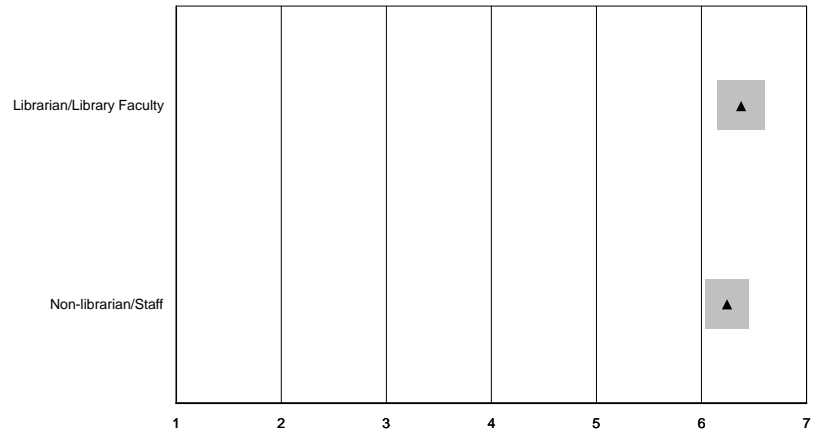
**Valuing Diversity**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.46	5.66	5.85	1.08	0.10	79
Non-librarian/Staff	5.56	5.72	5.88	1.23	0.08	118

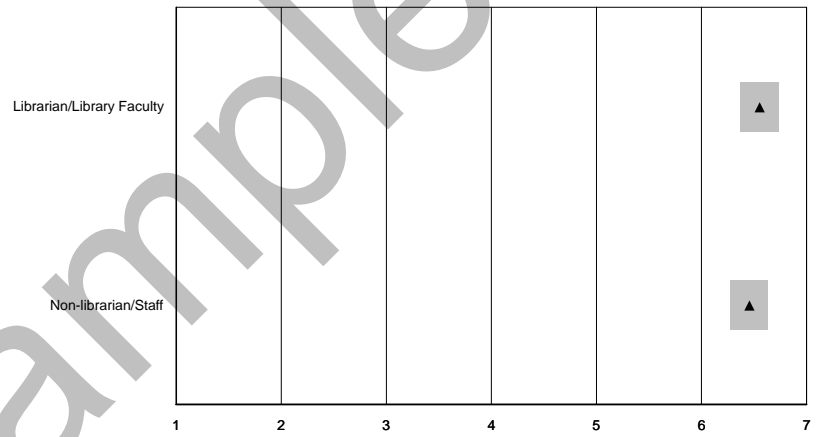
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	6.15	6.38	6.60	1.21	0.11	77
Non-librarian/Staff	6.03	6.24	6.45	1.59	0.10	114

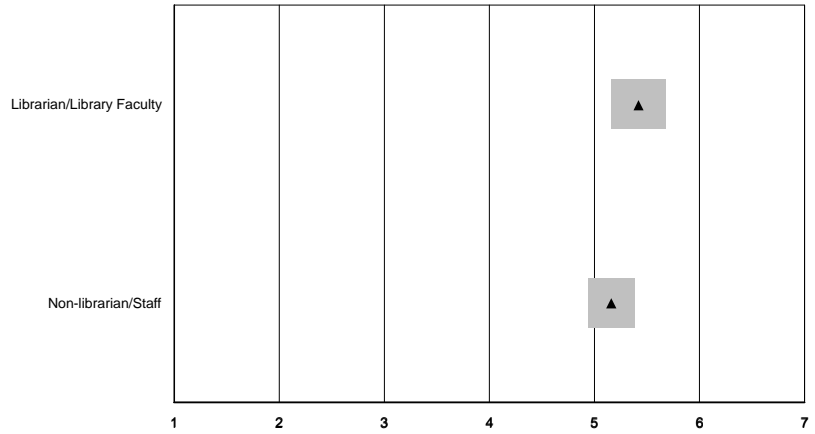
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	6.37	6.55	6.74	0.97	0.09	75
Non-librarian/Staff	6.28	6.46	6.64	1.33	0.09	111

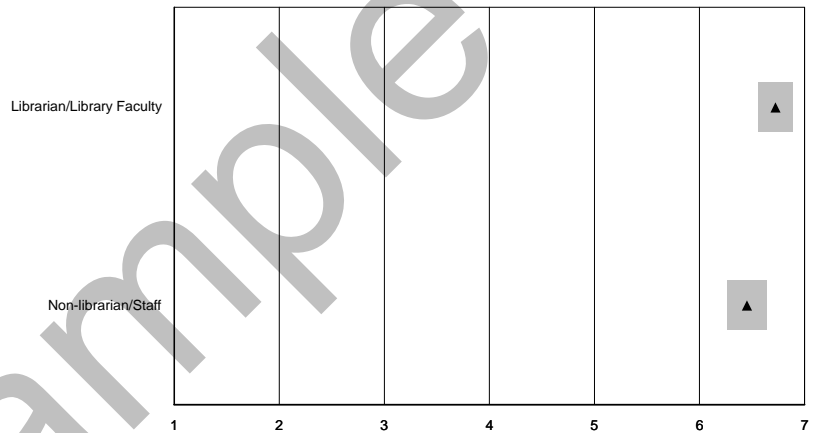
**Section:** Table F: Organizational Climate and Attitude Scale Means by Rank

**Rank**



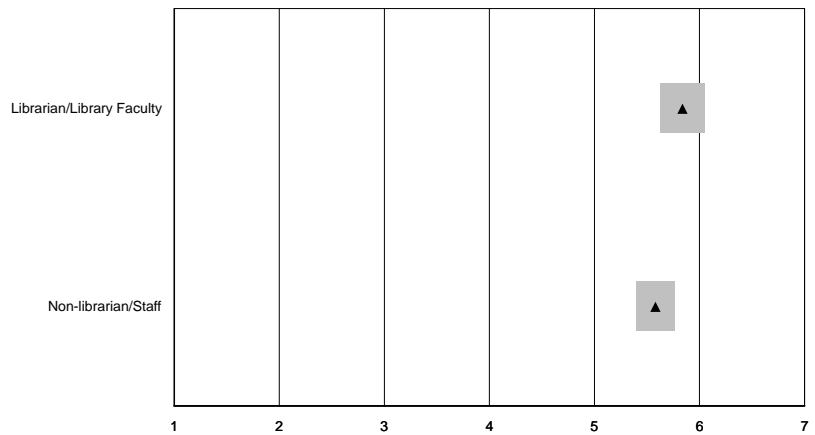
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.16	5.42	5.68	1.41	0.13	77
Non-librarian/Staff	4.94	5.16	5.38	1.72	0.11	116

**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	6.56	6.72	6.89	0.85	0.08	72
Non-librarian/Staff	6.26	6.45	6.64	1.28	0.09	102

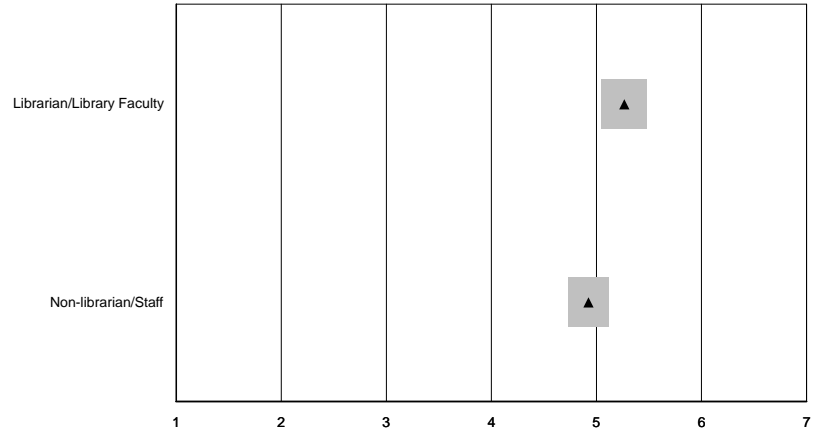
**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.63	5.84	6.05	1.15	0.11	78
Non-librarian/Staff	5.40	5.58	5.76	1.46	0.09	119

**Section:** Table F: Organizational Climate and Attitude Scale Means by Rank

**Climate for Continual Learning**



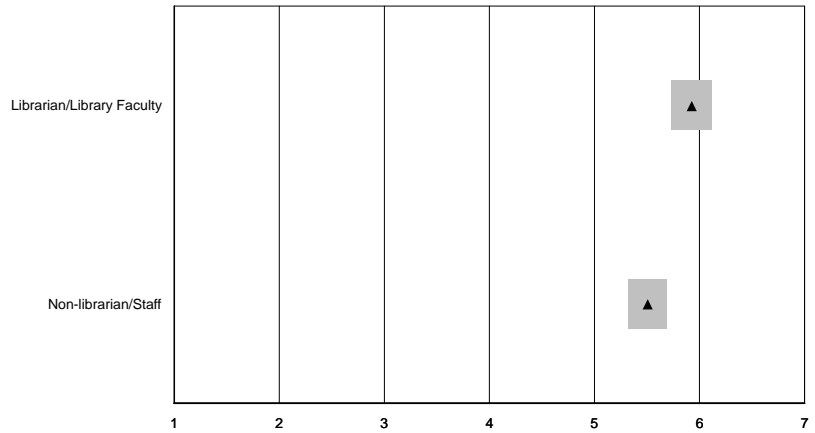
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.05	5.27	5.48	1.18	0.11	78
Non-librarian/Staff	4.73	4.92	5.12	1.57	0.10	120

Sample

**Section:** Table F: Organizational Climate and Attitude Scale Means by Rank

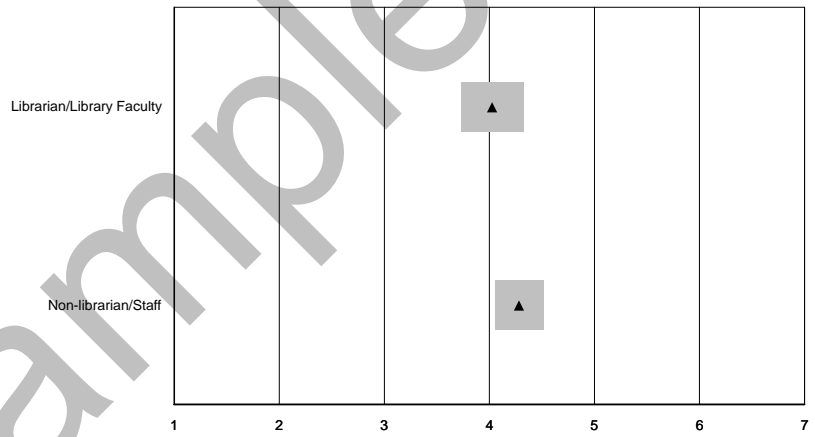
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.73	5.93	6.12	1.07	0.10	79
Non-librarian/Staff	5.32	5.51	5.69	1.40	0.09	114

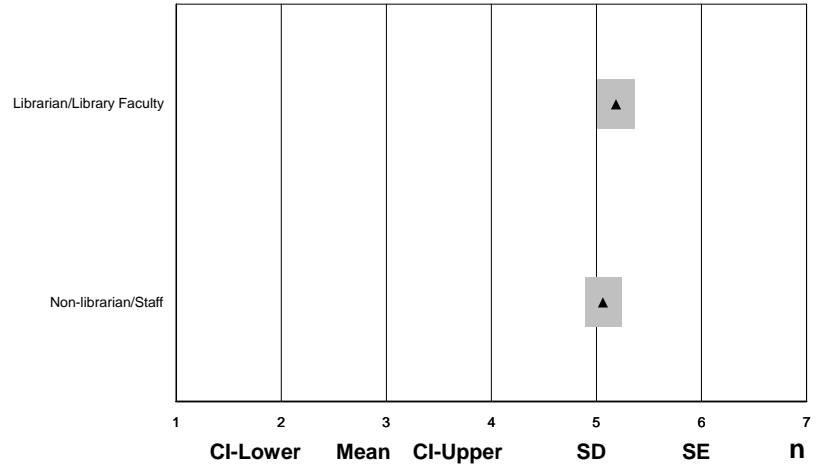
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	3.73	4.03	4.32	1.61	0.15	77
Non-librarian/Staff	4.05	4.28	4.51	1.72	0.11	112

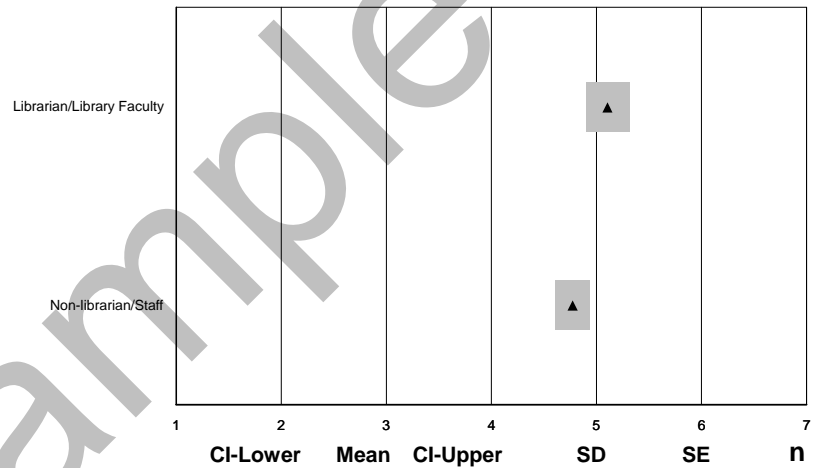
Section: Table F: Organizational Climate and Attitude Scale Means by Rank

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.01	5.19	5.37	0.99	0.09	79
Non-librarian/Staff	4.89	5.06	5.23	1.37	0.09	119

**Climate for Psychological Safety**



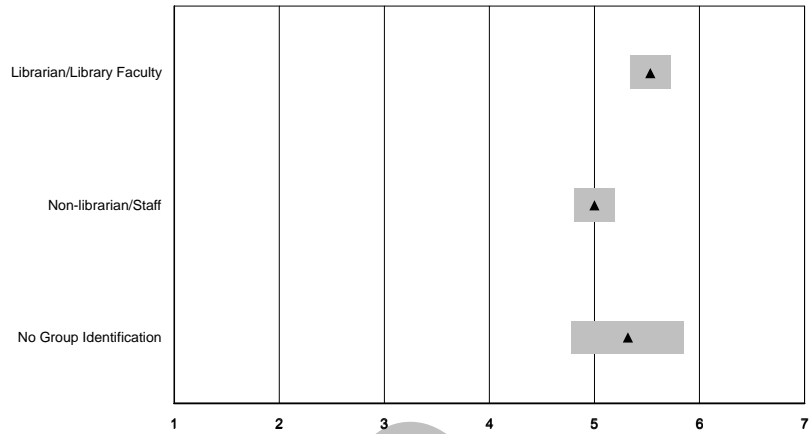
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	4.90	5.10	5.31	1.10	0.10	76
Non-librarian/Staff	4.61	4.77	4.94	1.30	0.08	118

Section: Table F: Organizational Climate and Attitude Scale Means by Rank

**Table F.2: Organizational Attitude Scale Means by Rank**

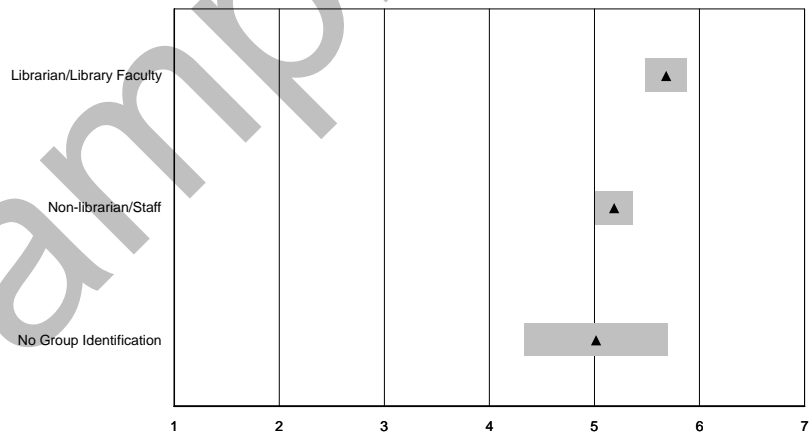
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



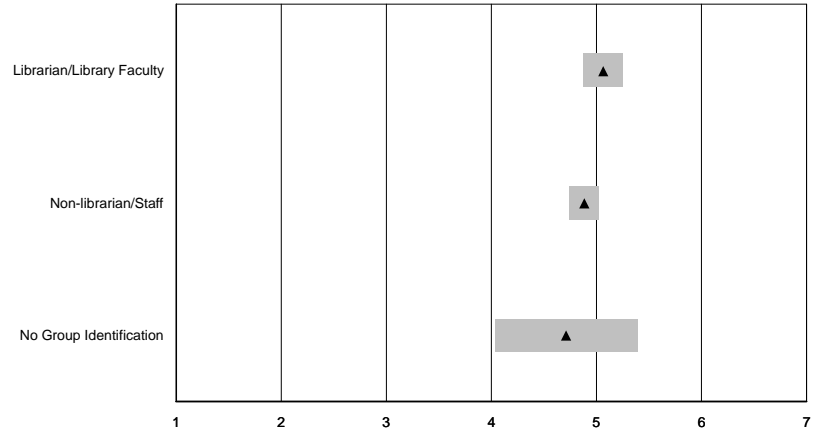
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.34	5.53	5.72	1.06	0.10	79
Non-librarian/Staff	4.81	5.00	5.19	1.56	0.10	122
No Group Identification	4.78	5.32	5.86	1.32	0.27	22

**Organizational Commitment**



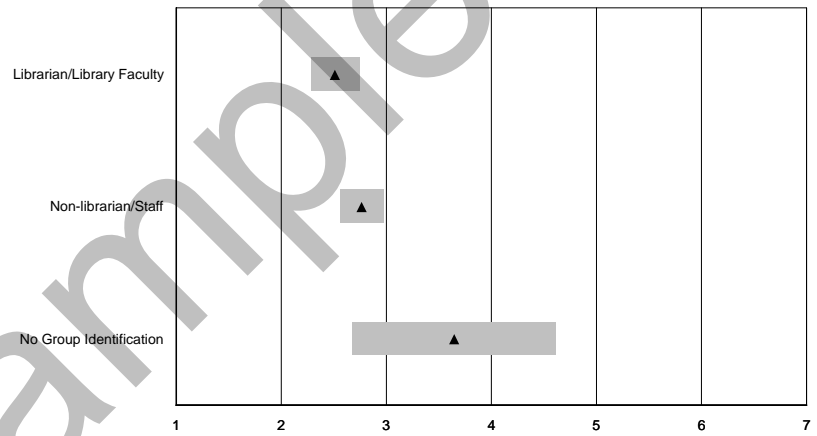
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	5.48	5.68	5.88	1.09	0.10	79
Non-librarian/Staff	5.01	5.19	5.37	1.46	0.09	121
No Group Identification	4.33	5.02	5.70	1.47	0.34	17

### Organizational Citizenship Behaviors



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	4.88	5.07	5.25	1.03	0.09	79
Non-librarian/Staff	4.74	4.89	5.03	1.17	0.07	122
No Group Identification	4.03	4.71	5.39	1.50	0.34	18

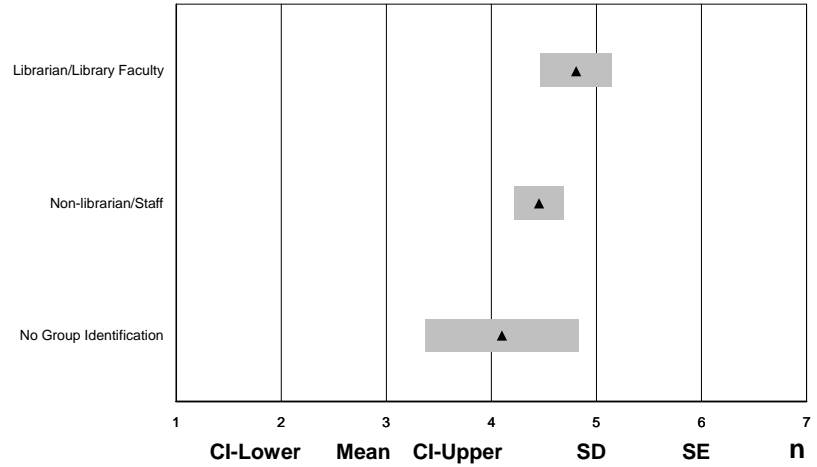
### Organizational Withdrawal\*



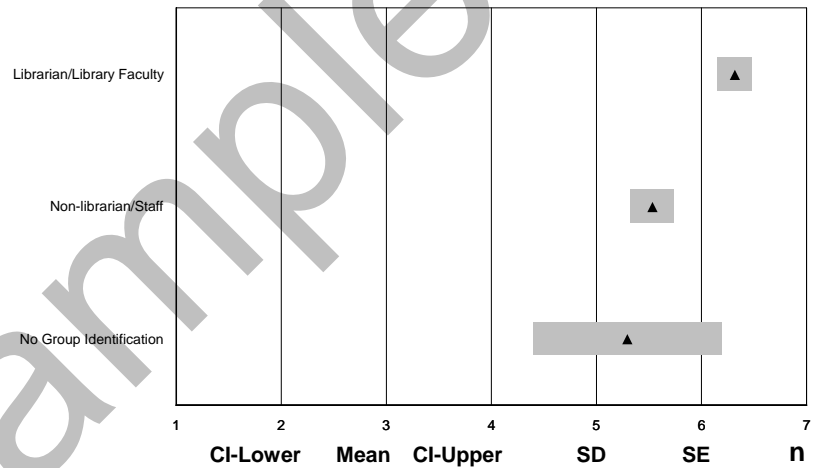
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	2.28	2.51	2.75	1.25	0.12	76
Non-librarian/Staff	2.56	2.77	2.97	1.65	0.10	120
No Group Identification	2.68	3.65	4.61	2.07	0.48	17

\*These scales are reverse scored. Lower scores are better.

### Psychological Empowerment in the Workplace

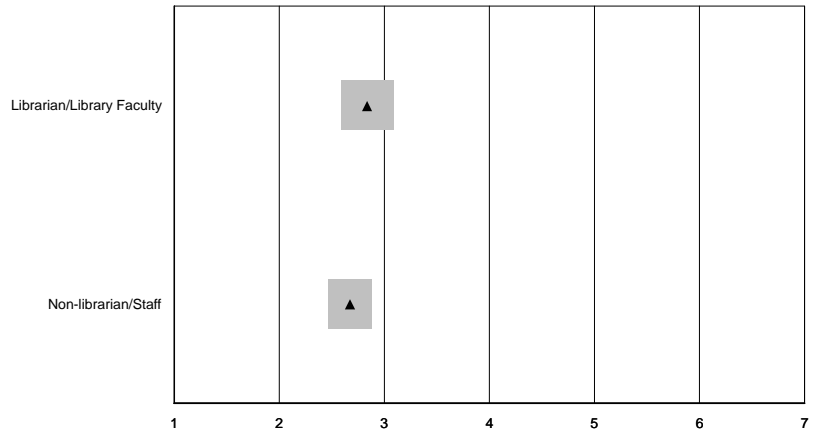


### Task Engagement



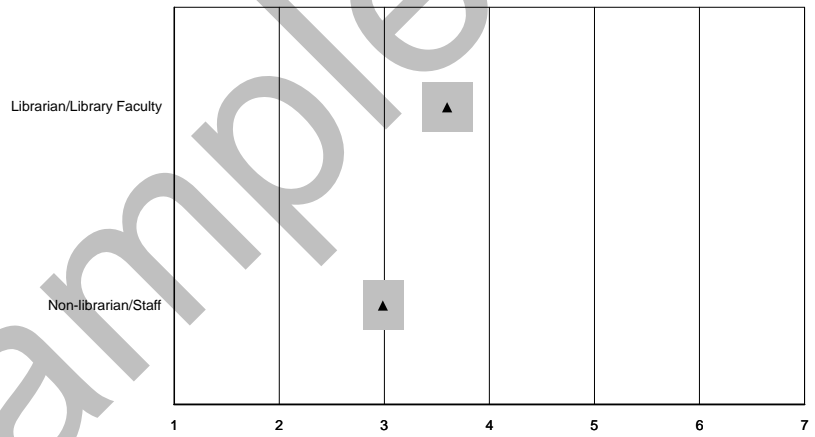
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	2.59	2.84	3.09	1.36	0.13	77
Non-librarian/Staff	2.47	2.68	2.88	1.60	0.10	116

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian/Library Faculty	3.36	3.60	3.84	1.29	0.12	77
Non-librarian/Staff	2.79	2.99	3.18	1.48	0.10	114

\*These scales are reverse scored. Lower scores are better.

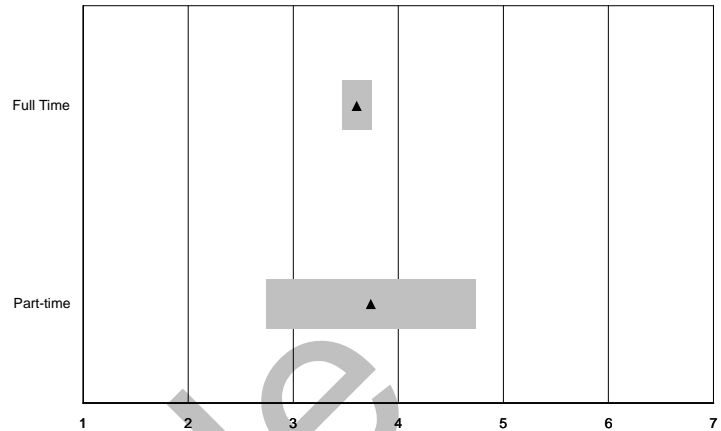
Table G: Organizational Climate and Attitude Scale Means by Position Status

Table G.1: Organizational Climate Scale Means by Position Status

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

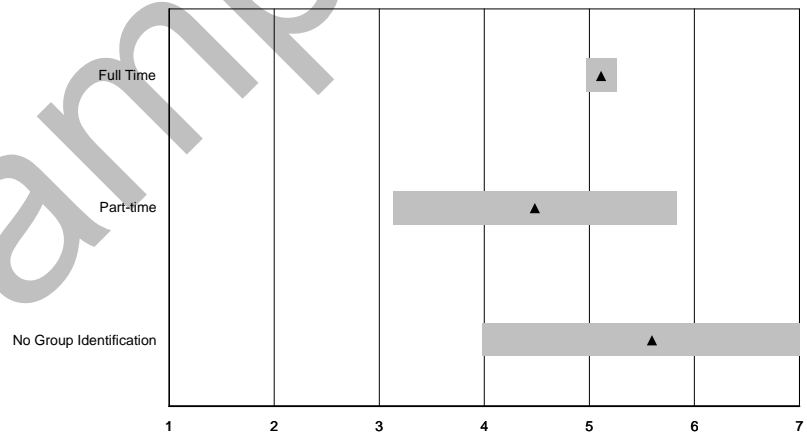
**Climate for Organizational Justice**

**Distributive Justice**



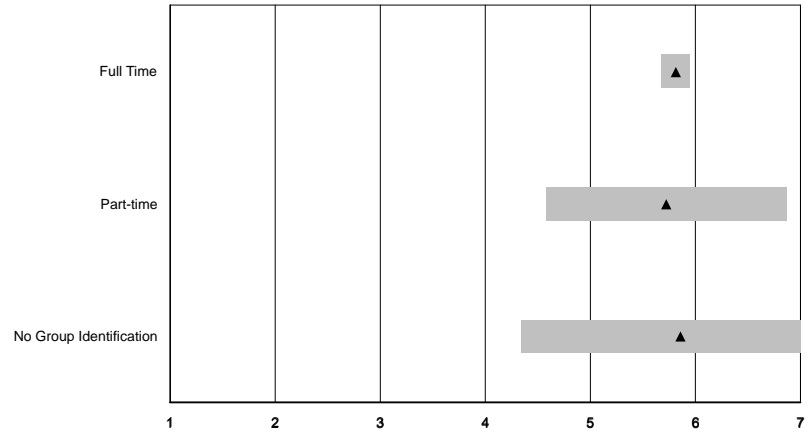
	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	3.46	3.60	3.75	1.54	0.07	152
Part-time	2.74	3.74	4.74	1.61	0.50	10

**Informational Justice**



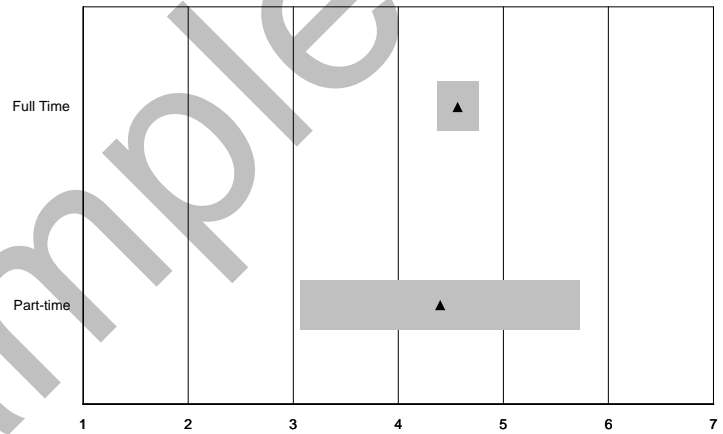
	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.97	5.11	5.25	1.67	0.07	158
Part-time	3.13	4.48	5.83	2.07	0.68	9
No Group Identification	3.98	5.60	7.00	2.17	0.81	7

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.68	5.81	5.95	1.60	0.07	160
Part-time	4.58	5.72	6.87	1.75	0.57	9
No Group Identification	4.34	5.86	7.00	2.04	0.76	7

**Procedural Justice**

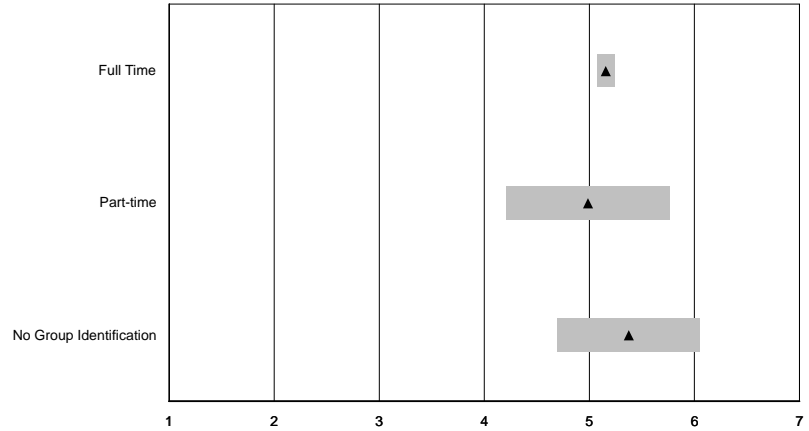


	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.37	4.57	4.76	1.80	0.10	135
Part-time	3.07	4.40	5.73	2.03	0.67	9

**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

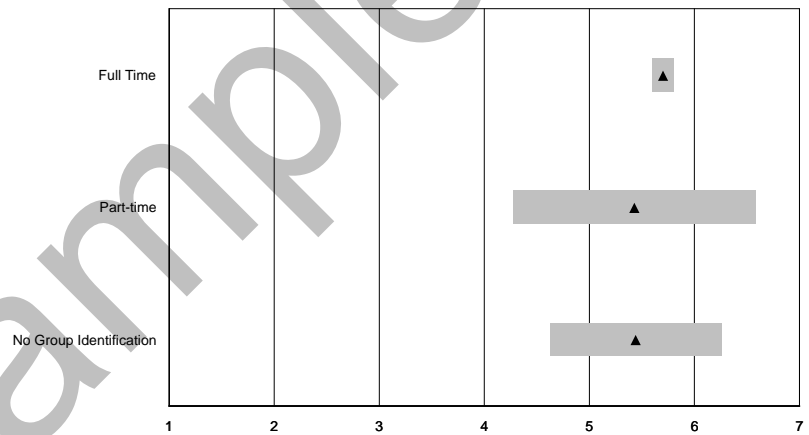
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.07	5.16	5.24	1.12	0.04	172
Part-time	4.21	4.99	5.77	1.32	0.39	11
No Group Identification	4.70	5.38	6.05	1.15	0.34	11

**Leader-Membership Relationship Quality**

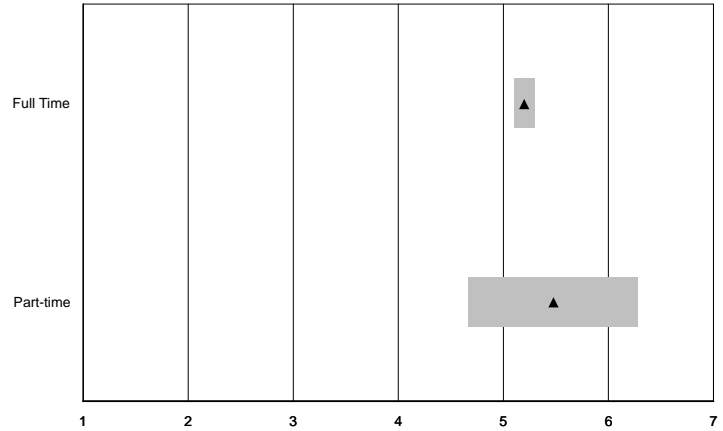


	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.60	5.70	5.80	1.42	0.05	172
Part-time	4.28	5.43	6.58	1.96	0.58	11
No Group Identification	4.62	5.44	6.26	1.45	0.41	12

**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

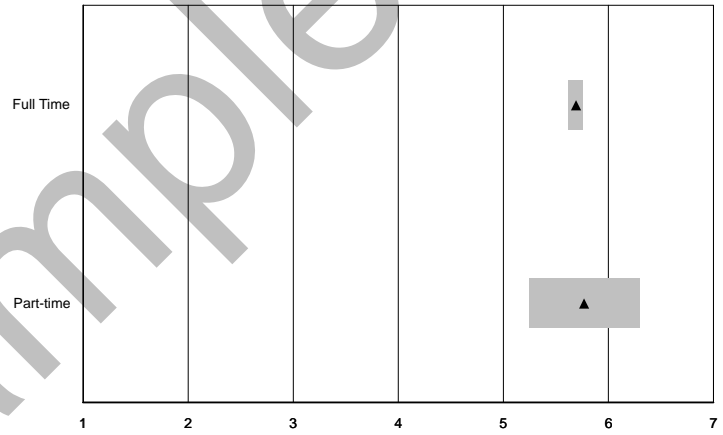
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.10	5.20	5.30	1.49	0.05	180
Part-time	4.67	5.48	6.28	1.37	0.40	11

**Valuing Diversity**

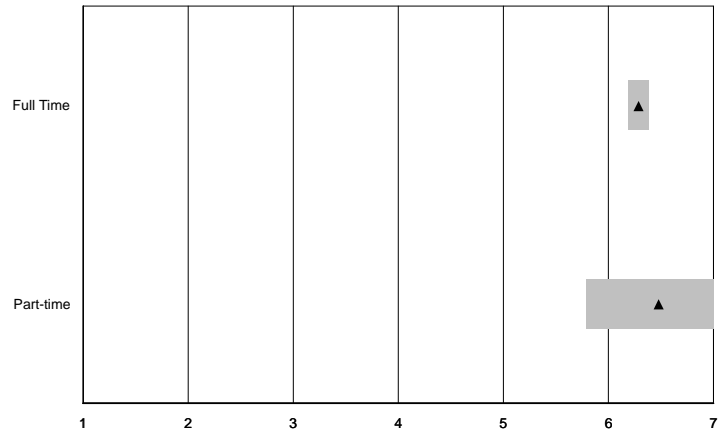


	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.62	5.69	5.76	1.19	0.04	186
Part-time	5.24	5.77	6.29	0.89	0.26	11

**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

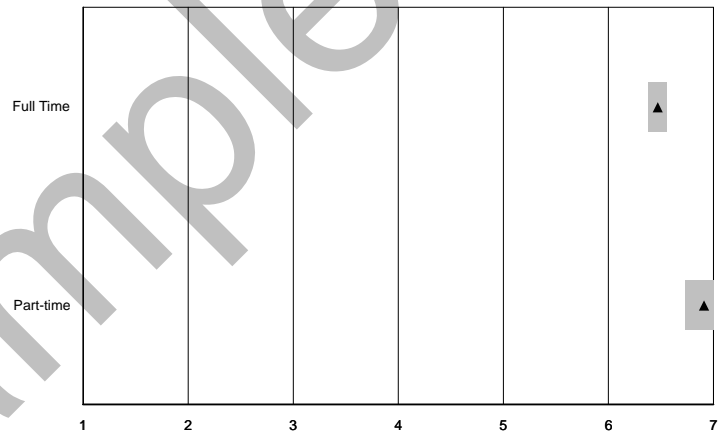
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	6.19	6.29	6.38	1.47	0.05	180
Part-time	5.78	6.48	7.00	1.18	0.35	11

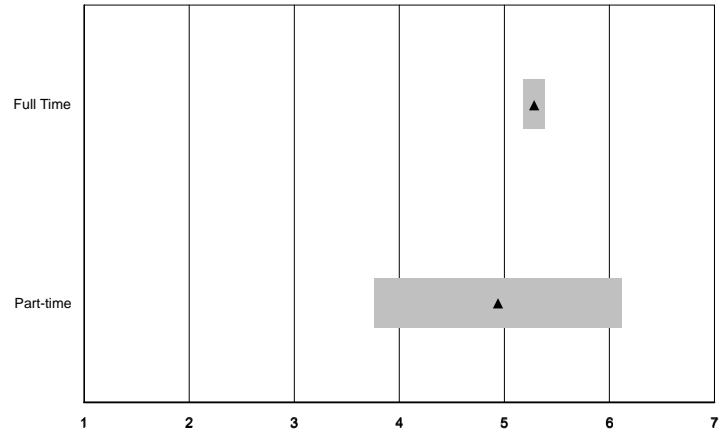
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	6.38	6.47	6.55	1.23	0.04	175
Part-time	6.73	6.91	7.00	0.30	0.09	11

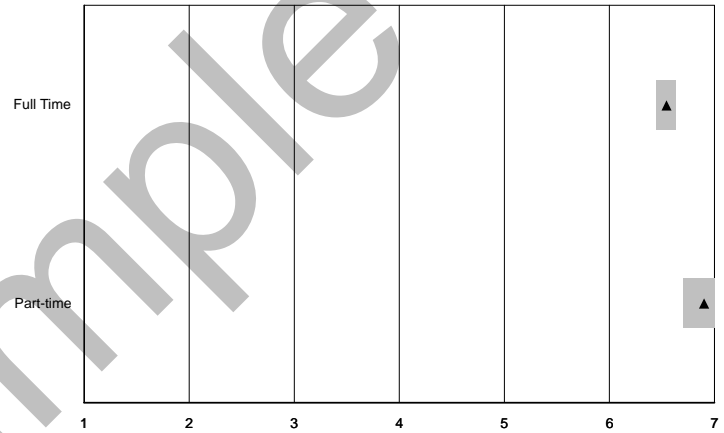
**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

**Rank**



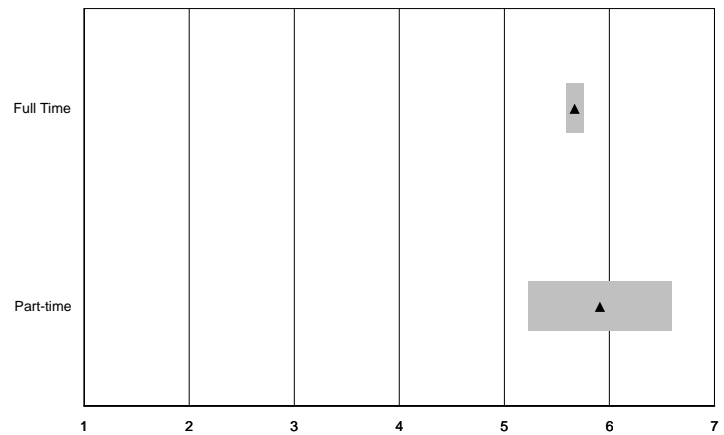
	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.18	5.28	5.38	1.58	0.05	182
Part-time	3.76	4.94	6.12	2.00	0.59	11

**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	6.45	6.54	6.64	1.16	0.05	164
Part-time	6.70	6.90	7.00	0.32	0.10	10

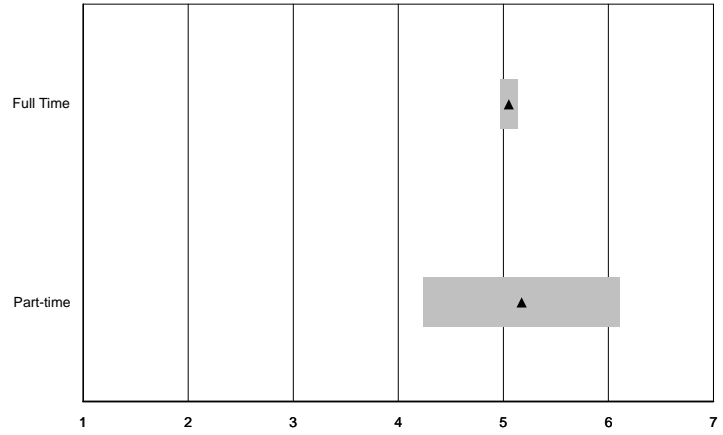
**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.59	5.67	5.75	1.36	0.04	186
Part-time	5.22	5.91	6.59	1.16	0.34	11

**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

**Climate for Continual Learning**

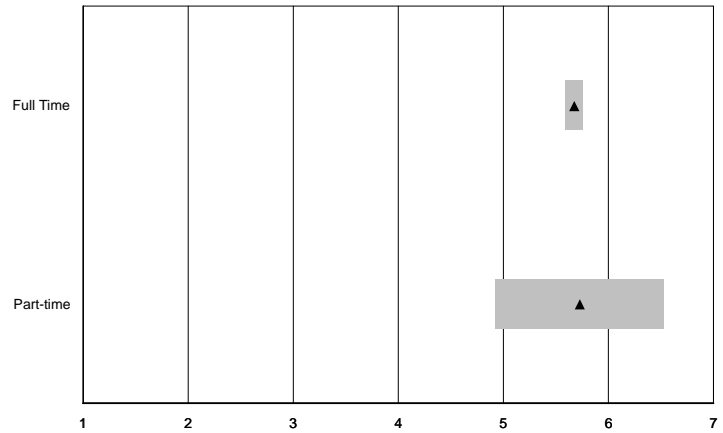


	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.97	5.05	5.14	1.43	0.04	187
Part-time	4.24	5.17	6.11	1.59	0.47	11

Sample

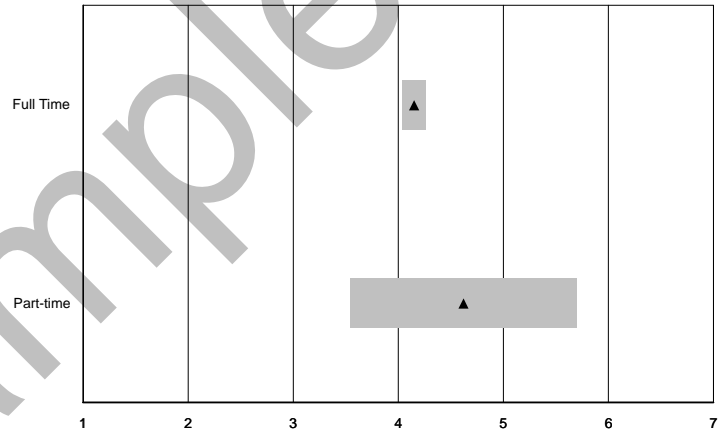
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.59	5.67	5.76	1.29	0.04	182
Part-time	4.92	5.73	6.53	1.36	0.40	11

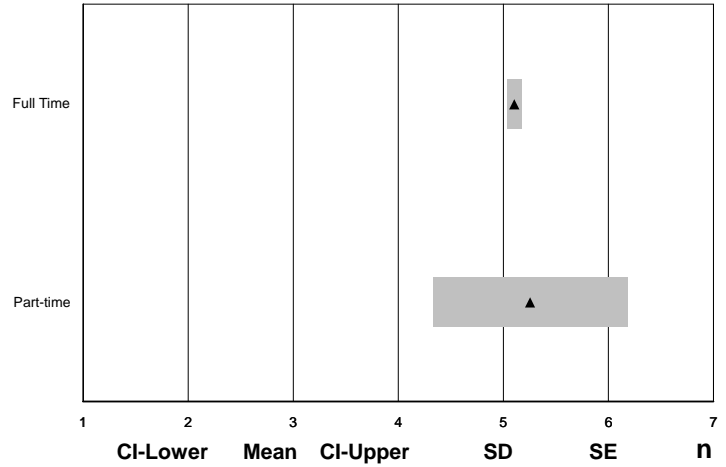
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.04	4.15	4.26	1.66	0.06	178
Part-time	3.54	4.62	5.70	1.83	0.54	11

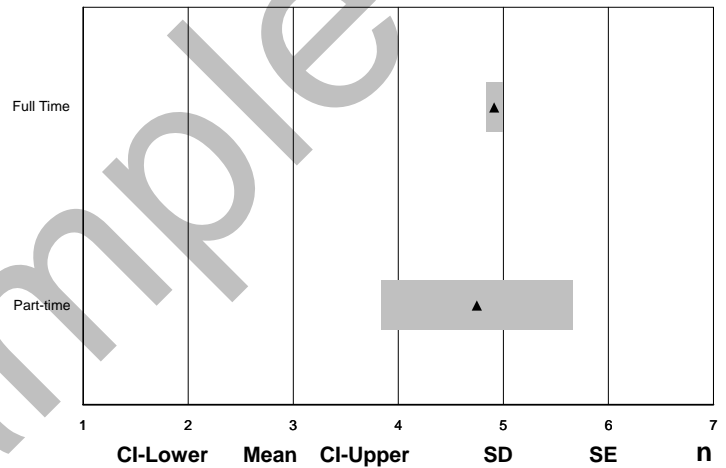
**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

**Climate for Customer Service**



Position Status	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.03	5.10	5.18	1.22	0.04	188
Part-time	4.33	5.25	6.18	1.49	0.46	10

**Climate for Psychological Safety**



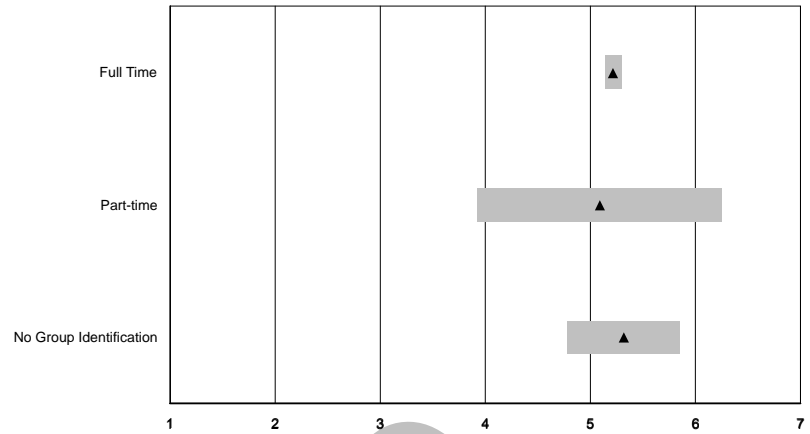
Position Status	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.84	4.91	4.99	1.22	0.04	183
Part-time	3.83	4.75	5.66	1.55	0.46	11

**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

**Table G.2: Organizational Attitude Scale Means by Position Status**

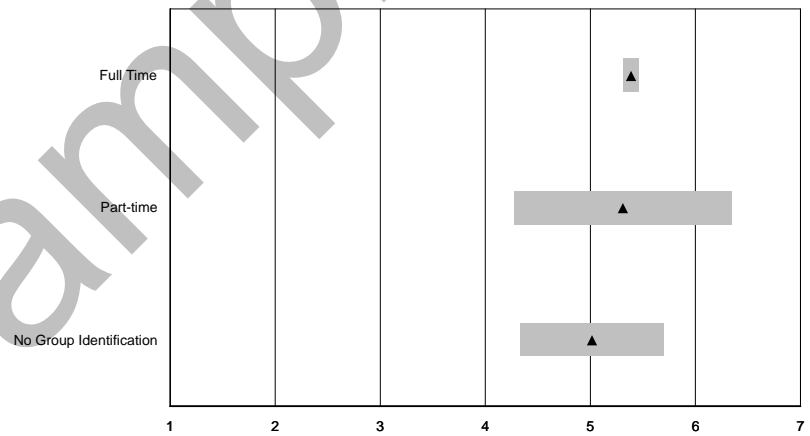
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.14	5.22	5.29	1.38	0.04	190
Part-time	3.93	5.09	6.25	1.97	0.58	11
No Group Identification	4.78	5.32	5.86	1.32	0.27	22

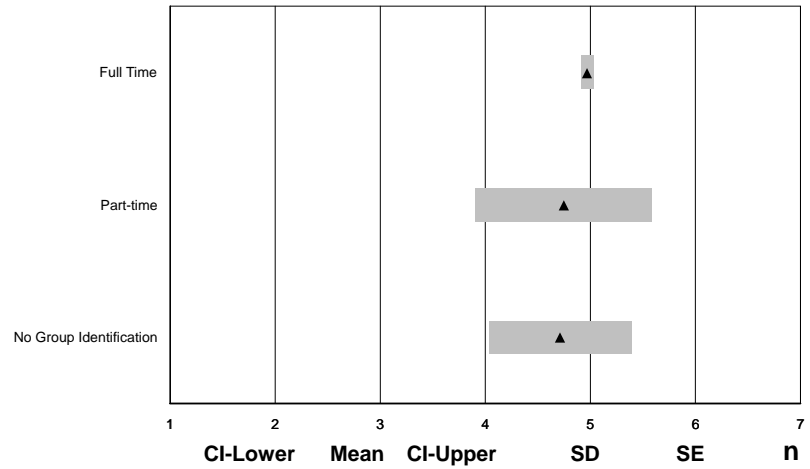
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.31	5.39	5.46	1.32	0.04	189
Part-time	4.28	5.31	6.34	1.75	0.52	11
No Group Identification	4.33	5.02	5.70	1.47	0.34	17

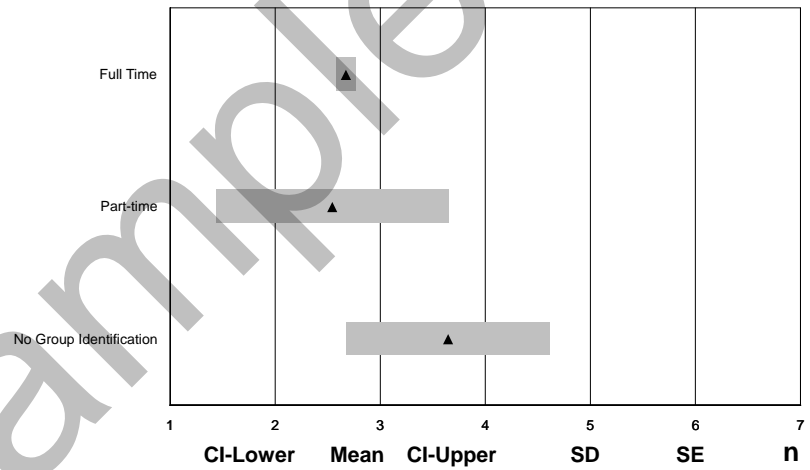
**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

**Organizational Citizenship Behaviors**



Position Status	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.91	4.97	5.03	1.10	0.03	190
Part-time	3.91	4.75	5.59	1.42	0.42	11
No Group Identification	4.03	4.71	5.39	1.50	0.34	18

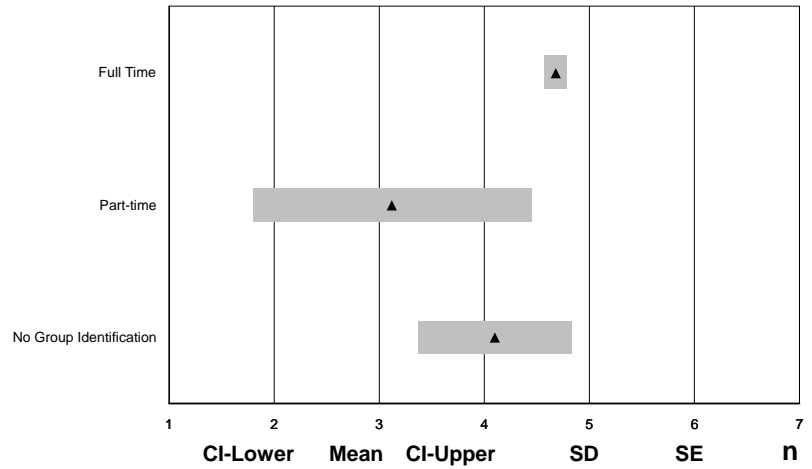
**Organizational Withdrawal\***



Position Status	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	2.58	2.68	2.77	1.49	0.05	185
Part-time	1.44	2.55	3.65	1.88	0.55	11
No Group Identification	2.68	3.65	4.61	2.07	0.48	17

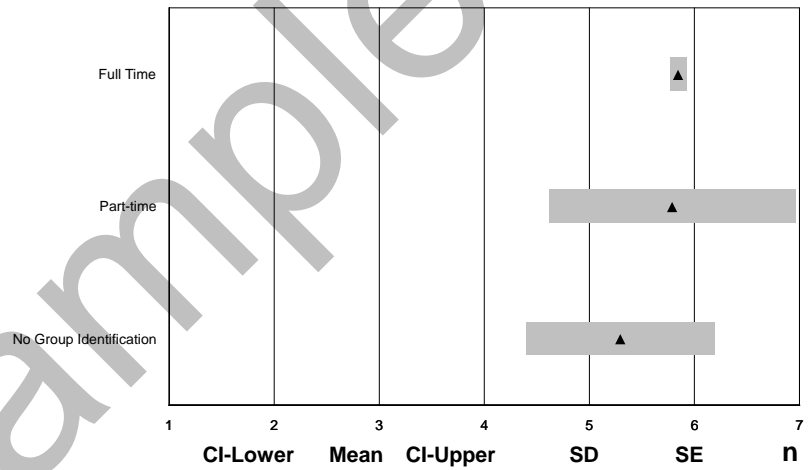
*\*These scales are reverse scored. Lower scores are better.*

**Psychological Empowerment in the Workplace**



Position Status	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	4.57	4.68	4.79	1.82	0.05	186
Part-time	1.80	3.12	4.45	2.25	0.66	11
No Group Identification	3.37	4.10	4.83	1.61	0.37	18

**Task Engagement**

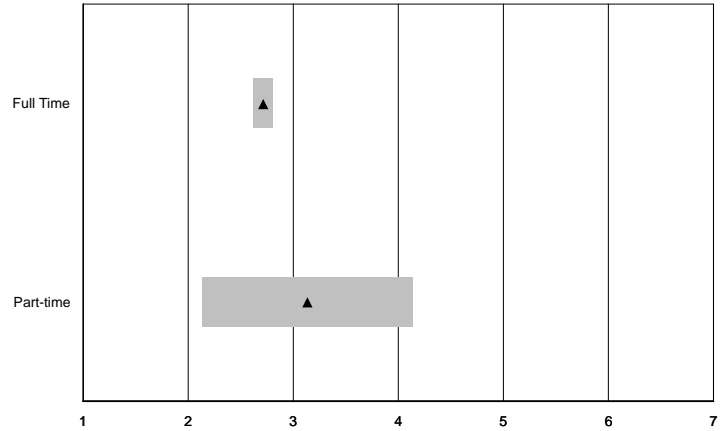


Position Status	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	5.76	5.84	5.93	1.45	0.04	190
Part-time	4.61	5.79	6.96	1.99	0.59	11
No Group Identification	4.40	5.29	6.19	1.92	0.45	17

**Section:** Table G: Organizational Climate and Attitude Scale Means by Position Status

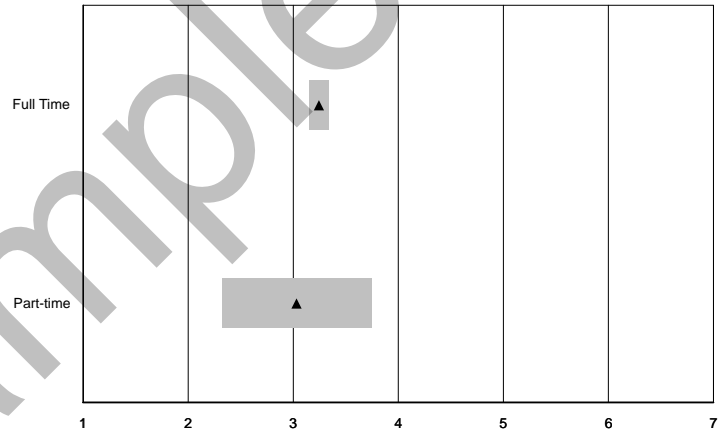
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	2.62	2.72	2.81	1.49	0.05	182
Part-time	2.13	3.14	4.14	1.70	0.50	11

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Full Time	3.15	3.25	3.34	1.45	0.05	181
Part-time	2.32	3.03	3.75	1.15	0.36	10

*\*These scales are reverse scored. Lower scores are better.*

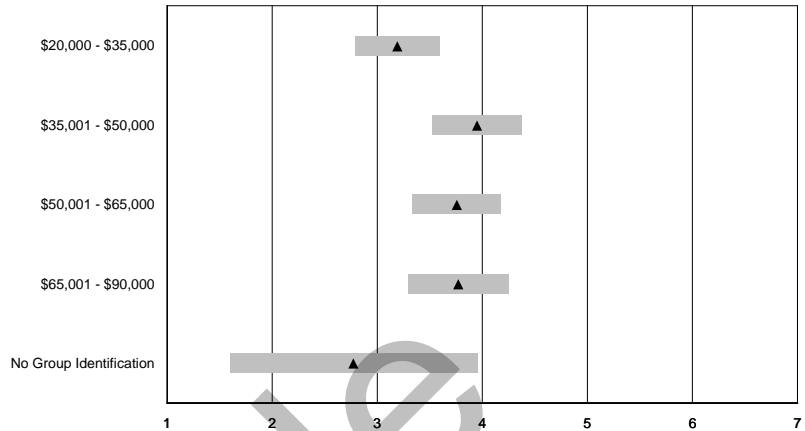
Table H: Organizational Climate and Attitude Scale Means by Salary

Table H.1: Organizational Climate Scale Means by Salary

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

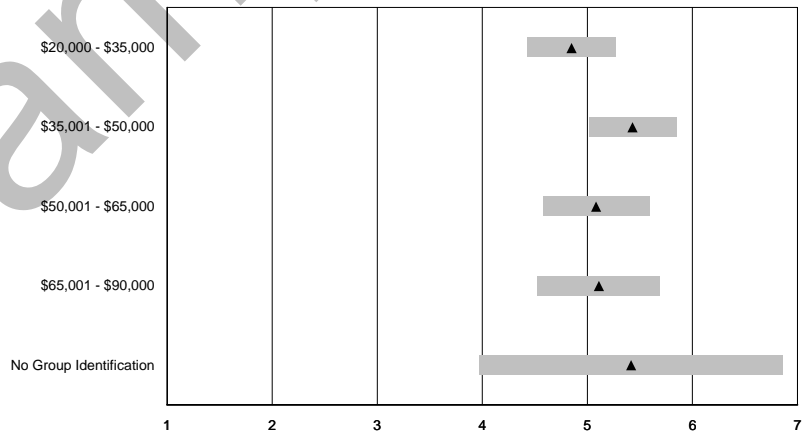
**Climate for Organizational Justice**

**Distributive Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	2.79	3.19	3.59	1.67	0.20	53
\$35,001 - \$50,000	3.53	3.95	4.38	1.53	0.21	42
\$50,001 - \$65,000	3.34	3.76	4.18	1.43	0.21	38
\$65,001 - \$90,000	3.29	3.77	4.25	1.30	0.24	26
No Group Identification	1.60	2.78	3.95	1.46	0.59	6

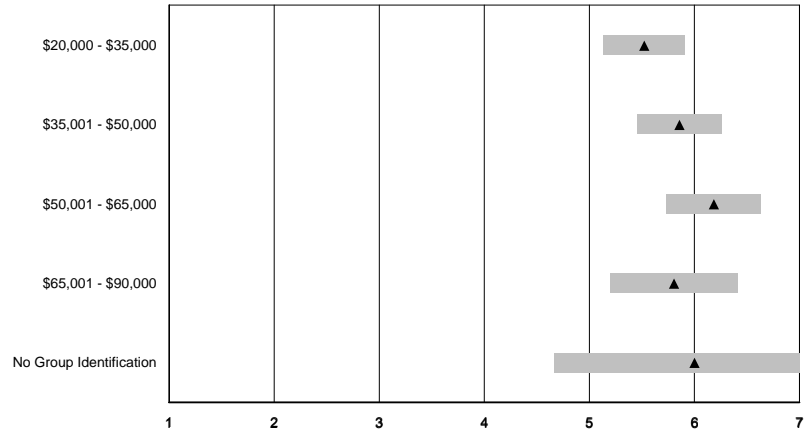
**Informational Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.43	4.85	5.27	1.76	0.21	53
\$35,001 - \$50,000	5.01	5.43	5.85	1.56	0.21	45
\$50,001 - \$65,000	4.58	5.08	5.59	1.76	0.25	40
\$65,001 - \$90,000	4.53	5.11	5.69	1.57	0.29	26
No Group Identification	3.97	5.42	6.86	2.07	0.72	8

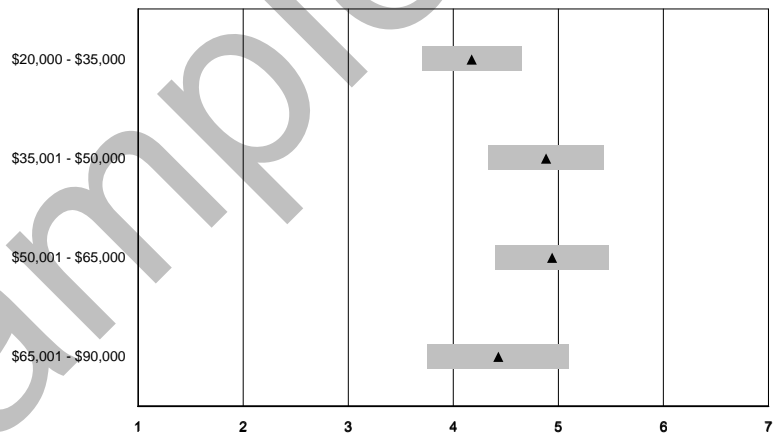
Section: Table H: Organizational Climate and Attitude Scale Means by Salary

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	5.13	5.52	5.91	1.65	0.19	55
\$35,001 - \$50,000	5.46	5.86	6.26	1.52	0.20	46
\$50,001 - \$65,000	5.73	6.18	6.63	1.52	0.22	38
\$65,001 - \$90,000	5.20	5.81	6.41	1.68	0.30	27
No Group Identification	4.66	6.00	7.00	1.93	0.67	8

**Procedural Justice**

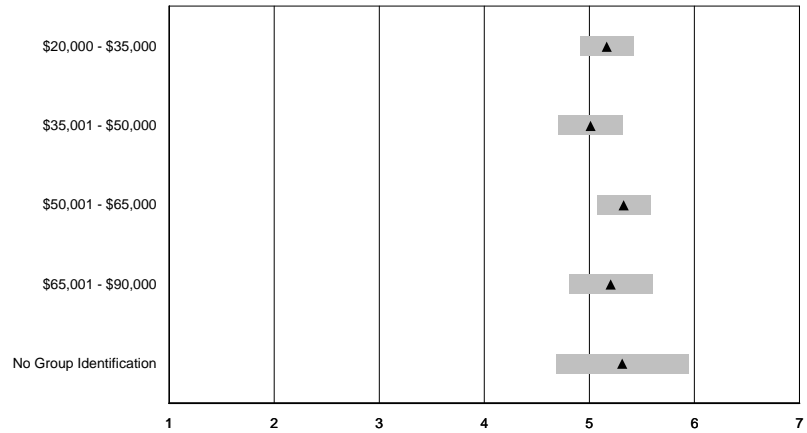


	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	3.70	4.18	4.65	1.88	0.24	49
\$35,001 - \$50,000	4.33	4.88	5.44	1.84	0.28	37
\$50,001 - \$65,000	4.40	4.94	5.48	1.62	0.27	31
\$65,001 - \$90,000	3.76	4.43	5.10	1.74	0.34	24

**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

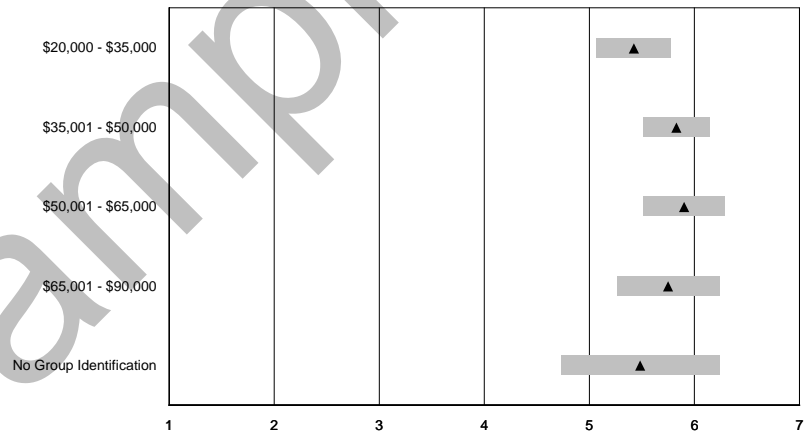
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.91	5.17	5.42	1.13	0.13	58
\$35,001 - \$50,000	4.70	5.01	5.32	1.27	0.15	52
\$50,001 - \$65,000	5.07	5.33	5.58	0.90	0.13	41
\$65,001 - \$90,000	4.81	5.20	5.60	1.14	0.20	29
No Group Identification	4.68	5.31	5.94	1.12	0.31	12

**Leader-Membership Relationship Quality**

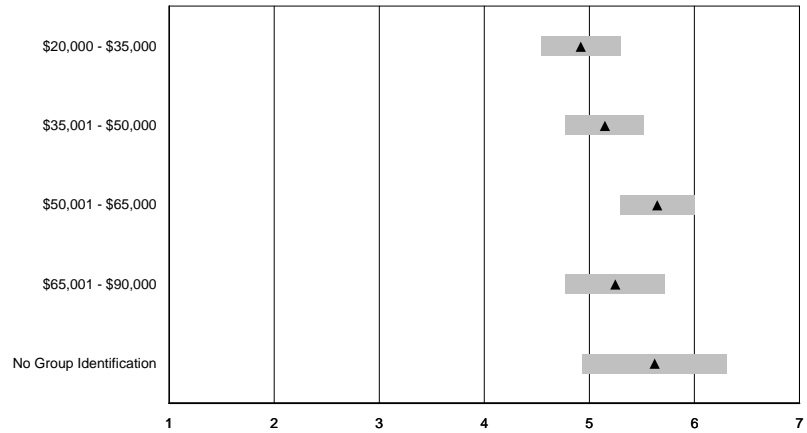


	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	5.07	5.42	5.78	1.57	0.18	58
\$35,001 - \$50,000	5.51	5.83	6.15	1.31	0.16	52
\$50,001 - \$65,000	5.52	5.90	6.29	1.37	0.19	41
\$65,001 - \$90,000	5.26	5.75	6.24	1.41	0.24	29
No Group Identification	4.73	5.48	6.24	1.40	0.38	13

Section: Table H: Organizational Climate and Attitude Scale Means by Salary

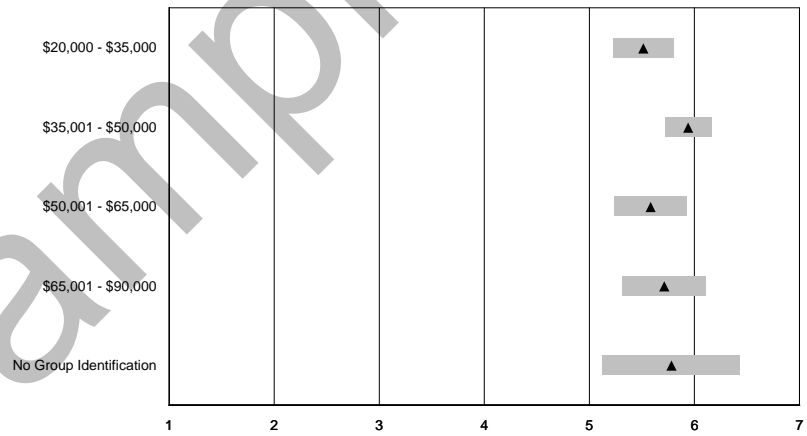
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.54	4.92	5.29	1.64	0.19	57
\$35,001 - \$50,000	4.78	5.15	5.52	1.49	0.19	50
\$50,001 - \$65,000	5.29	5.65	6.00	1.26	0.18	41
\$65,001 - \$90,000	4.78	5.25	5.72	1.46	0.24	33
No Group Identification	4.93	5.62	6.31	1.17	0.34	11

**Valuing Diversity**

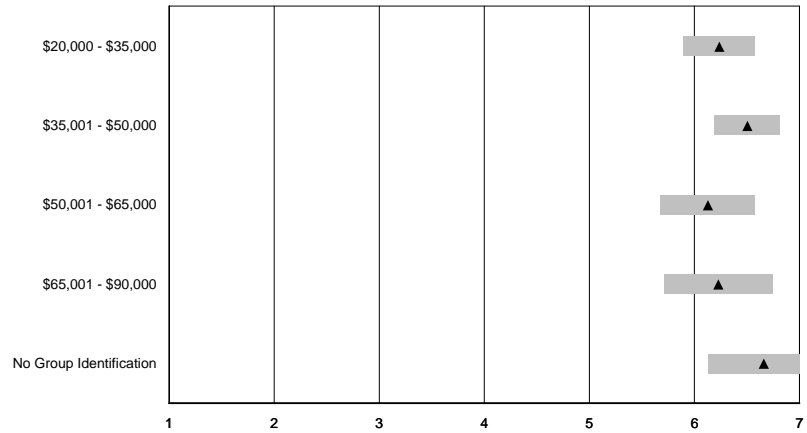


	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	5.23	5.51	5.80	1.29	0.14	59
\$35,001 - \$50,000	5.72	5.94	6.16	0.90	0.11	51
\$50,001 - \$65,000	5.24	5.58	5.93	1.27	0.17	44
\$65,001 - \$90,000	5.32	5.71	6.11	1.23	0.20	33
No Group Identification	5.13	5.78	6.43	1.11	0.33	11

**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

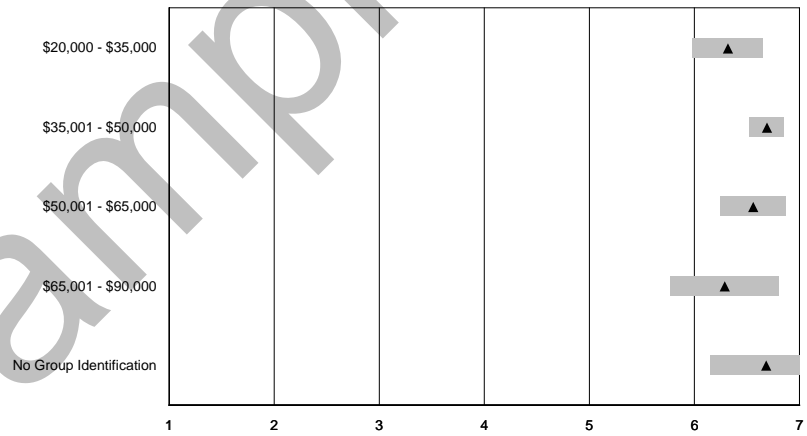
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	5.90	6.24	6.58	1.49	0.17	57
\$35,001 - \$50,000	6.19	6.50	6.82	1.26	0.16	50
\$50,001 - \$65,000	5.68	6.13	6.58	1.60	0.23	41
\$65,001 - \$90,000	5.71	6.23	6.74	1.61	0.26	33
No Group Identification	6.13	6.66	7.00	0.90	0.26	11

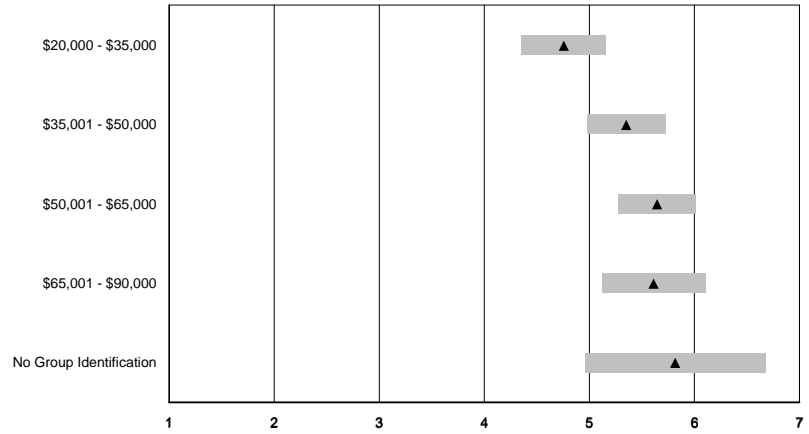
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	5.98	6.32	6.65	1.45	0.17	56
\$35,001 - \$50,000	6.52	6.69	6.86	0.66	0.08	50
\$50,001 - \$65,000	6.25	6.56	6.87	1.04	0.16	37
\$65,001 - \$90,000	5.77	6.29	6.80	1.60	0.26	33
No Group Identification	6.15	6.68	7.00	0.90	0.27	11

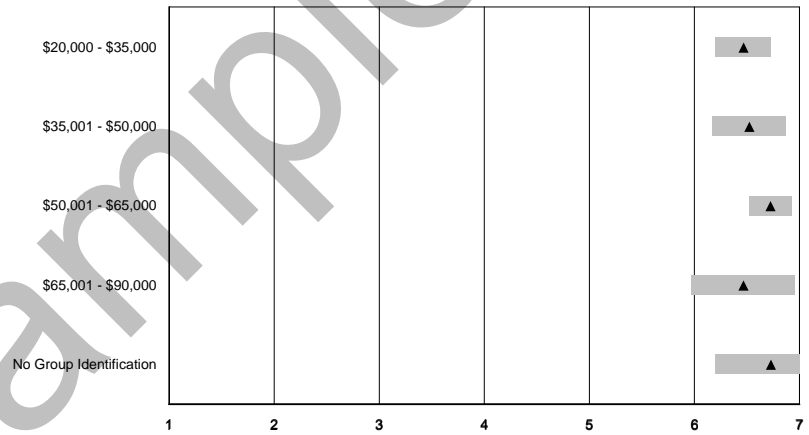
**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.36	4.76	5.16	1.82	0.20	60
\$35,001 - \$50,000	4.98	5.35	5.73	1.48	0.19	49
\$50,001 - \$65,000	5.27	5.64	6.02	1.33	0.19	42
\$65,001 - \$90,000	5.12	5.61	6.10	1.52	0.25	33
No Group Identification	4.96	5.82	6.68	1.39	0.43	10

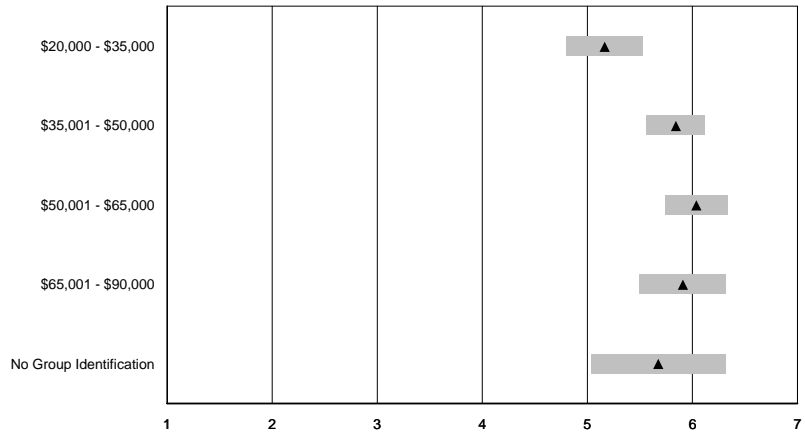
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	6.20	6.47	6.73	1.11	0.13	53
\$35,001 - \$50,000	6.17	6.52	6.87	1.31	0.18	45
\$50,001 - \$65,000	6.52	6.72	6.92	0.67	0.10	37
\$65,001 - \$90,000	5.98	6.47	6.96	1.44	0.25	30
No Group Identification	6.19	6.73	7.00	0.90	0.27	11

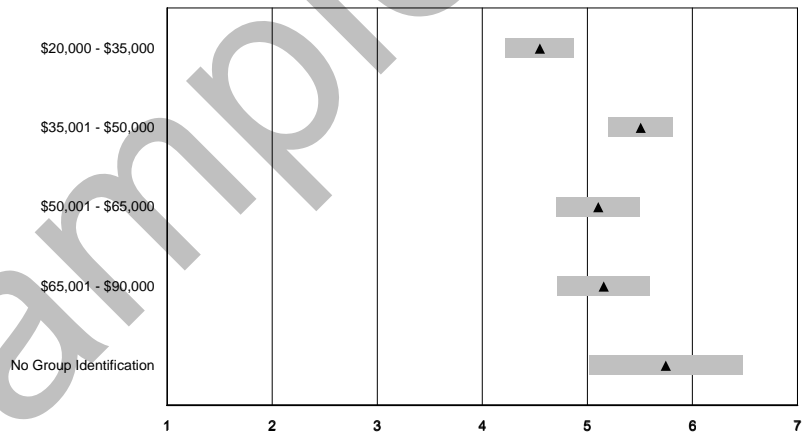
**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.80	5.17	5.53	1.63	0.18	59
\$35,001 - \$50,000	5.56	5.84	6.12	1.14	0.14	52
\$50,001 - \$65,000	5.74	6.04	6.34	1.09	0.15	43
\$65,001 - \$90,000	5.50	5.91	6.32	1.28	0.21	33
No Group Identification	5.03	5.68	6.32	1.03	0.32	10

**Climate for Continual Learning**

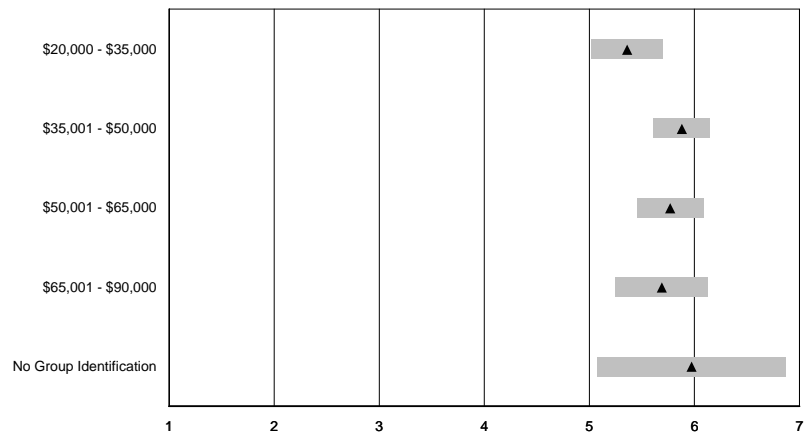


	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.22	4.55	4.88	1.48	0.16	60
\$35,001 - \$50,000	5.20	5.51	5.81	1.25	0.15	52
\$50,001 - \$65,000	4.71	5.10	5.50	1.45	0.20	43
\$65,001 - \$90,000	4.71	5.16	5.60	1.37	0.22	33
No Group Identification	5.02	5.75	6.48	1.18	0.36	10

Section: Table H: Organizational Climate and Attitude Scale Means by Salary

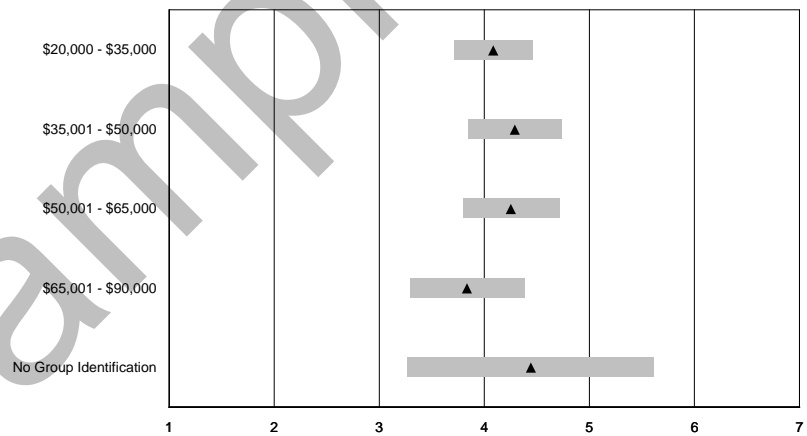
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	5.02	5.36	5.70	1.49	0.17	57
\$35,001 - \$50,000	5.61	5.88	6.15	1.08	0.14	50
\$50,001 - \$65,000	5.45	5.77	6.08	1.15	0.16	43
\$65,001 - \$90,000	5.25	5.69	6.13	1.37	0.22	33
No Group Identification	5.07	5.97	6.87	1.37	0.45	9

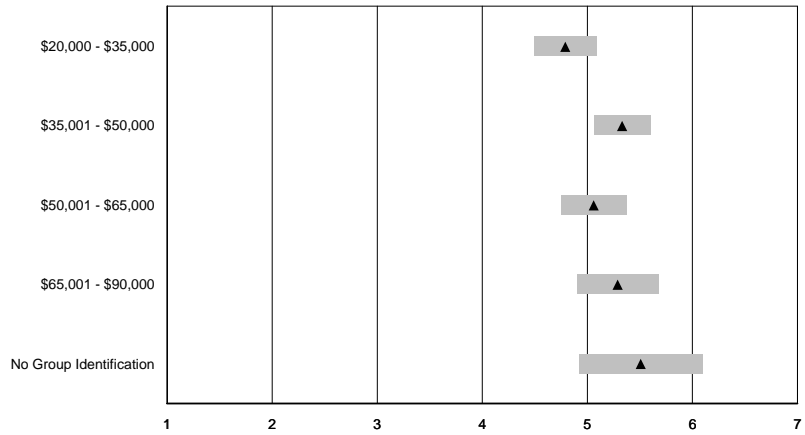
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	3.71	4.09	4.46	1.61	0.19	56
\$35,001 - \$50,000	3.85	4.29	4.73	1.80	0.22	51
\$50,001 - \$65,000	3.80	4.25	4.71	1.62	0.23	41
\$65,001 - \$90,000	3.29	3.84	4.38	1.63	0.27	31
No Group Identification	3.27	4.44	5.62	1.79	0.59	9

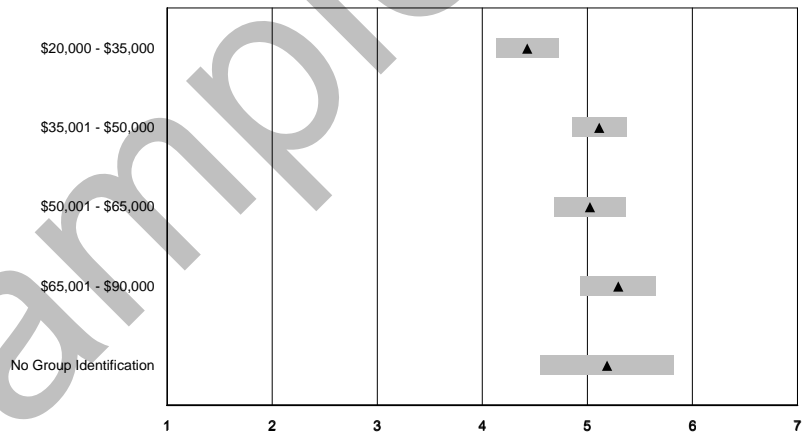
**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.49	4.79	5.09	1.35	0.15	60
\$35,001 - \$50,000	5.06	5.33	5.60	1.11	0.13	52
\$50,001 - \$65,000	4.75	5.06	5.37	1.15	0.16	44
\$65,001 - \$90,000	4.90	5.29	5.68	1.21	0.19	33
No Group Identification	4.92	5.51	6.10	0.90	0.29	9

**Climate for Psychological Safety**



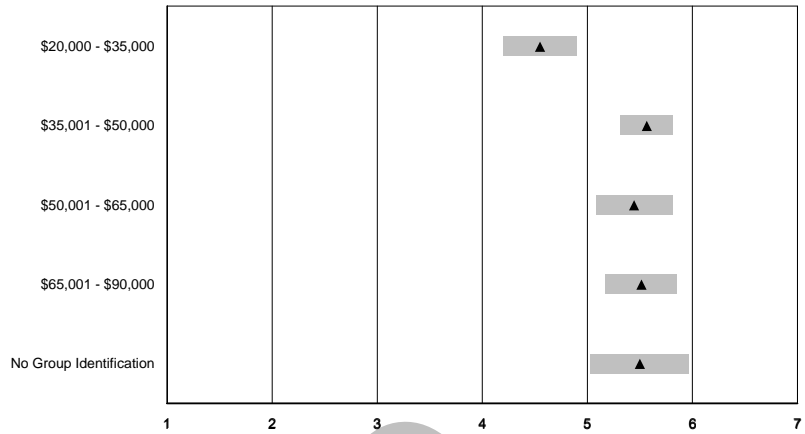
	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.13	4.43	4.73	1.32	0.15	58
\$35,001 - \$50,000	4.85	5.11	5.37	1.04	0.13	50
\$50,001 - \$65,000	4.68	5.02	5.37	1.25	0.17	43
\$65,001 - \$90,000	4.94	5.29	5.65	1.11	0.18	33
No Group Identification	4.55	5.19	5.82	0.91	0.32	8

**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

**Table H.2: Organizational Attitude Scale Means by Salary**

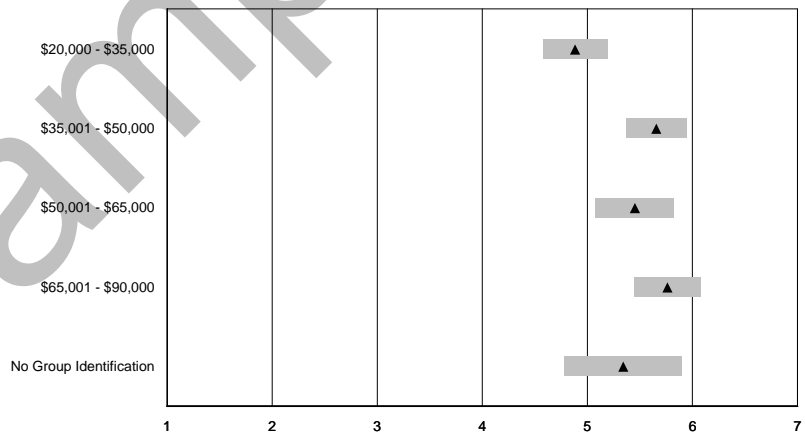
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.20	4.55	4.90	1.58	0.17	60
\$35,001 - \$50,000	5.31	5.57	5.82	1.05	0.13	53
\$50,001 - \$65,000	5.08	5.44	5.81	1.37	0.18	45
\$65,001 - \$90,000	5.17	5.52	5.86	1.06	0.17	33
No Group Identification	5.03	5.50	5.97	1.32	0.23	28

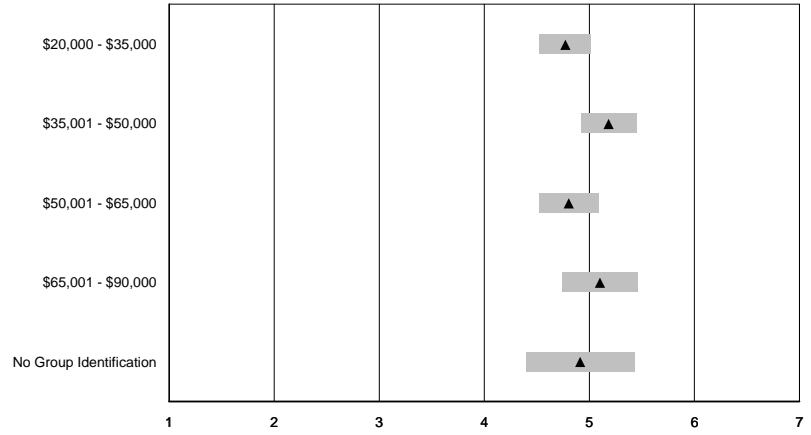
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.58	4.88	5.19	1.39	0.15	60
\$35,001 - \$50,000	5.37	5.66	5.95	1.19	0.14	52
\$50,001 - \$65,000	5.08	5.45	5.83	1.41	0.19	45
\$65,001 - \$90,000	5.44	5.76	6.08	0.99	0.16	33
No Group Identification	4.78	5.34	5.90	1.41	0.28	23

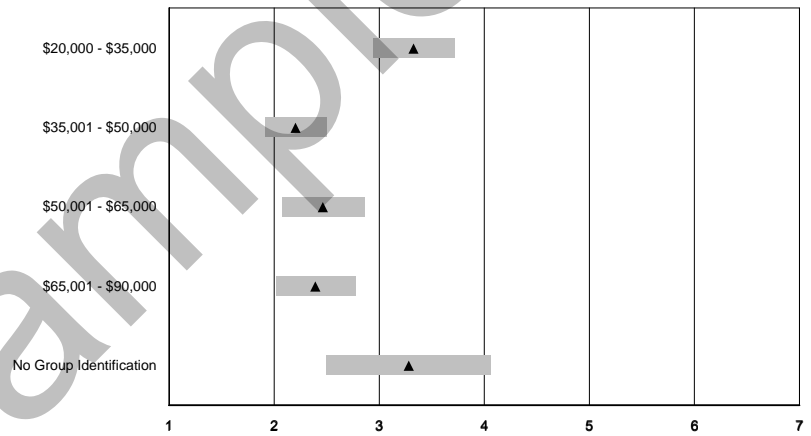
**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

**Organizational Citizenship Behaviors**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.53	4.77	5.02	1.10	0.12	60
\$35,001 - \$50,000	4.92	5.18	5.45	1.10	0.13	53
\$50,001 - \$65,000	4.52	4.80	5.09	1.06	0.14	45
\$65,001 - \$90,000	4.74	5.10	5.46	1.11	0.18	33
No Group Identification	4.39	4.91	5.43	1.34	0.26	24

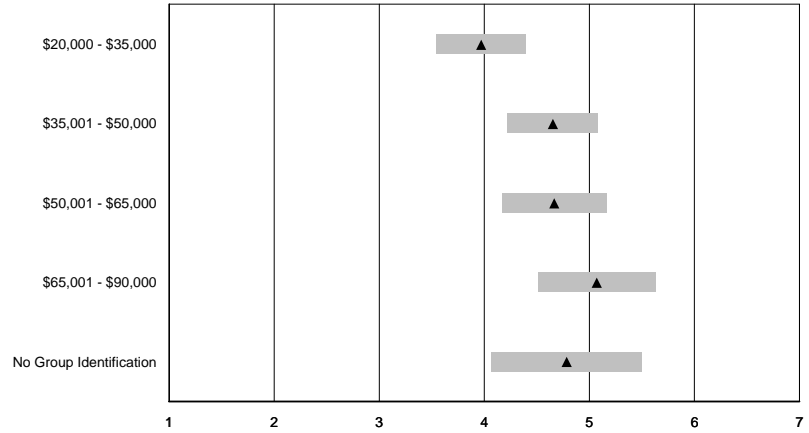
**Organizational Withdrawal\***



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	2.94	3.33	3.72	1.72	0.19	58
\$35,001 - \$50,000	1.91	2.21	2.50	1.20	0.15	51
\$50,001 - \$65,000	2.07	2.47	2.86	1.45	0.20	44
\$65,001 - \$90,000	2.01	2.39	2.77	1.18	0.19	33
No Group Identification	2.50	3.28	4.07	1.98	0.39	23

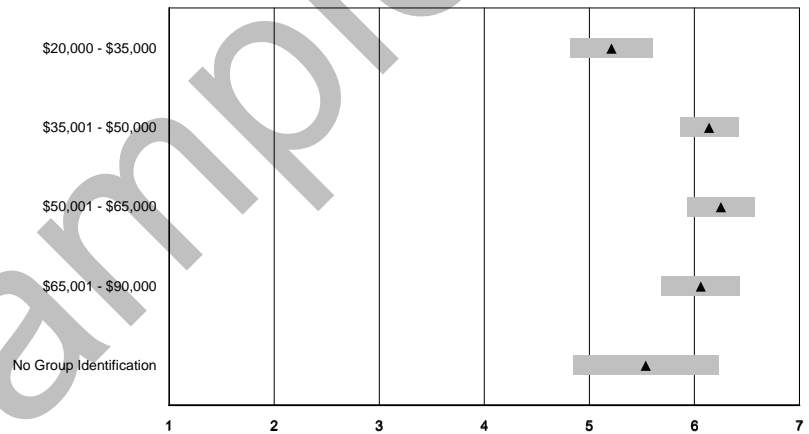
\*These scales are reverse scored. Lower scores are better.

**Psychological Empowerment in the Workplace**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	3.54	3.97	4.40	1.88	0.21	58
\$35,001 - \$50,000	4.22	4.65	5.08	1.75	0.22	51
\$50,001 - \$65,000	4.17	4.67	5.16	1.86	0.25	45
\$65,001 - \$90,000	4.51	5.07	5.63	1.74	0.28	33
No Group Identification	4.07	4.78	5.50	1.85	0.36	24

**Task Engagement**

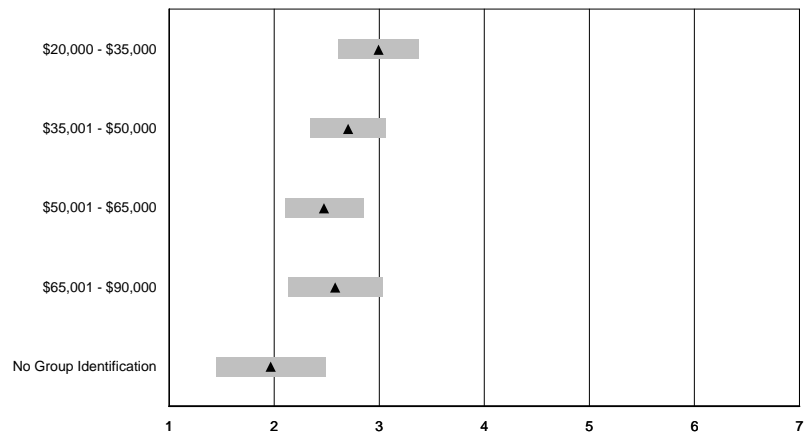


	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	4.82	5.21	5.60	1.78	0.20	60
\$35,001 - \$50,000	5.86	6.14	6.42	1.16	0.14	53
\$50,001 - \$65,000	5.93	6.25	6.57	1.20	0.16	45
\$65,001 - \$90,000	5.69	6.06	6.43	1.15	0.19	33
No Group Identification	4.84	5.54	6.23	1.75	0.35	23

**Section:** Table H: Organizational Climate and Attitude Scale Means by Salary

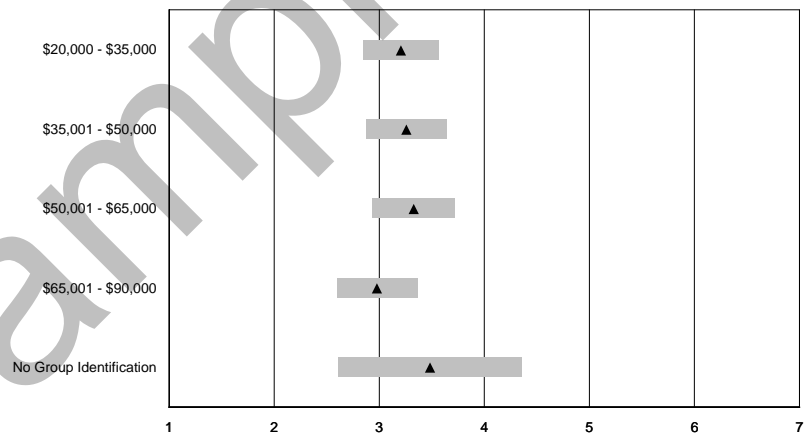
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	2.61	3.00	3.38	1.70	0.19	58
\$35,001 - \$50,000	2.35	2.71	3.07	1.43	0.18	49
\$50,001 - \$65,000	2.10	2.48	2.85	1.37	0.19	43
\$65,001 - \$90,000	2.13	2.58	3.03	1.40	0.23	33
No Group Identification	1.45	1.97	2.49	0.89	0.26	11

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
\$20,000 - \$35,000	2.85	3.21	3.57	1.54	0.18	56
\$35,001 - \$50,000	2.88	3.26	3.64	1.53	0.19	50
\$50,001 - \$65,000	2.94	3.33	3.72	1.43	0.20	43
\$65,001 - \$90,000	2.60	2.98	3.36	1.18	0.19	33
No Group Identification	2.61	3.48	4.36	1.49	0.44	11

*\*These scales are reverse scored. Lower scores are better.*

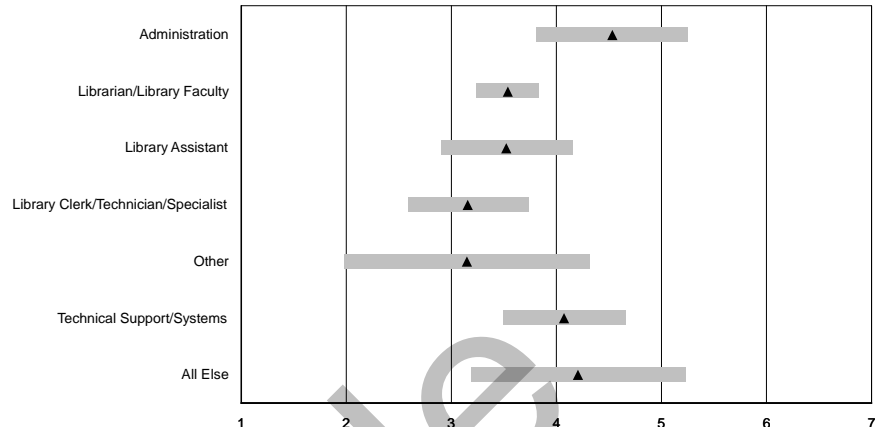
Table I: Organizational Climate and Attitude Scale Means by Position

Table I.1: Organizational Climate Scale Means by Position

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

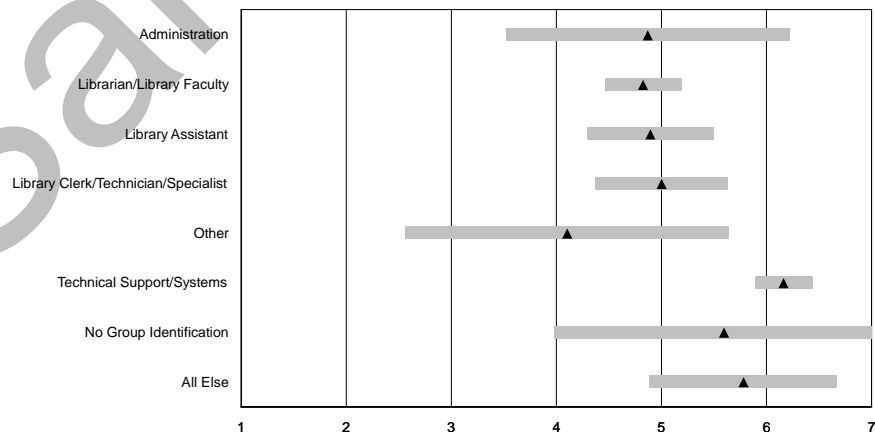
**Climate for Organizational Justice**

**Distributive Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	3.81	4.53	5.26	1.10	0.36	9
Librarian/Library Faculty	3.24	3.54	3.84	1.27	0.15	55
Library Assistant	2.90	3.53	4.15	1.83	0.31	30
Library Clerk/Technician/Specialist	2.58	3.16	3.73	1.66	0.29	29
Other	1.98	3.15	4.32	1.68	0.58	8
Technical Support/Systems	3.49	4.07	4.65	1.47	0.29	23
All Else	3.19	4.21	5.23	1.47	0.51	8

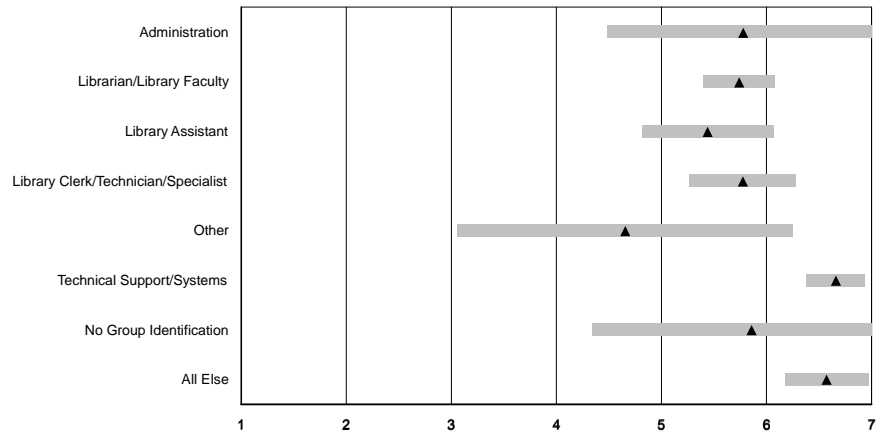
**Informational Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	3.52	4.87	6.22	2.06	0.68	9
Librarian/Library Faculty	4.46	4.83	5.19	1.59	0.18	57
Library Assistant	4.29	4.89	5.50	1.83	0.30	32
Library Clerk/Technician/Specialist	4.37	5.00	5.63	1.82	0.32	29
Other	2.56	4.10	5.65	2.21	0.77	8
Technical Support/Systems	5.89	6.16	6.43	0.72	0.14	25
No Group Identification	3.98	5.60	7.00	2.17	0.81	7
All Else	4.89	5.78	6.67	1.20	0.45	7

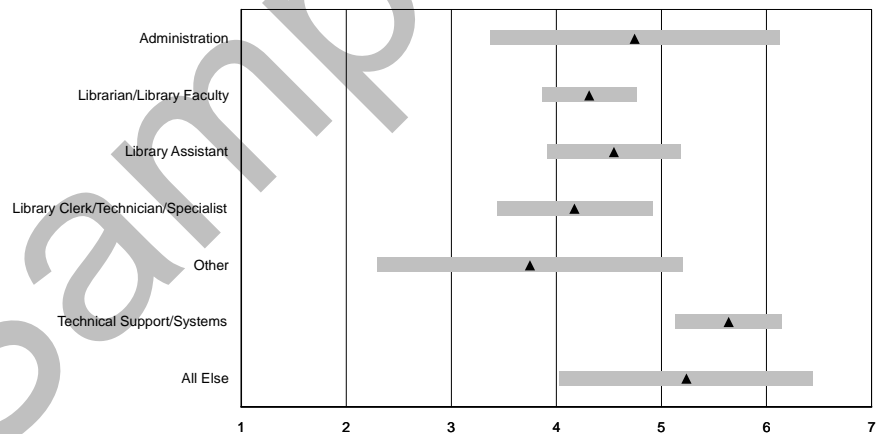
**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.48	5.78	7.00	1.99	0.65	9
Librarian/Library Faculty	5.40	5.74	6.08	1.48	0.17	57
Library Assistant	4.81	5.44	6.06	1.94	0.31	33
Library Clerk/Technician/Specialist	5.27	5.78	6.28	1.49	0.25	30
Other	3.06	4.66	6.25	2.29	0.80	8
Technical Support/Systems	6.38	6.66	6.94	0.73	0.14	25
No Group Identification	4.34	5.86	7.00	2.04	0.76	7
All Else	6.17	6.57	6.97	0.53	0.20	7

**Procedural Justice**

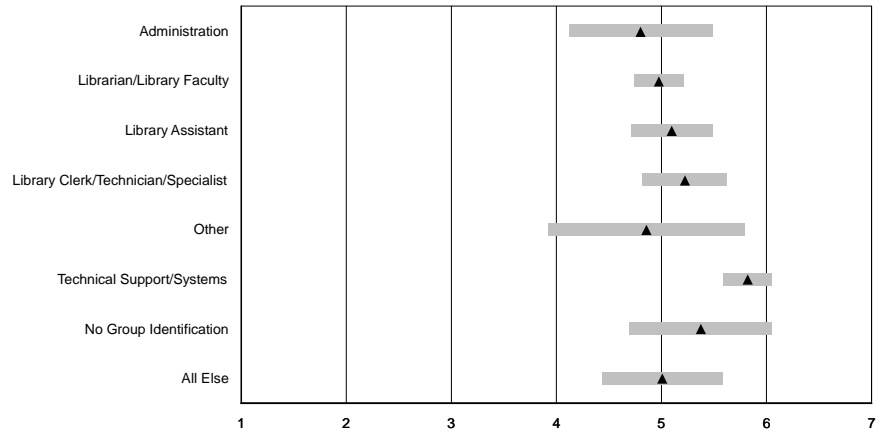


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	3.37	4.75	6.12	1.98	0.69	8
Librarian/Library Faculty	3.86	4.31	4.77	1.67	0.23	44
Library Assistant	3.91	4.55	5.18	1.83	0.32	29
Library Clerk/Technician/Specialist	3.43	4.17	4.91	2.09	0.37	28
Other	2.30	3.75	5.20	2.09	0.73	8
Technical Support/Systems	5.13	5.64	6.15	1.19	0.25	20
All Else	4.03	5.24	6.45	1.62	0.60	7

**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

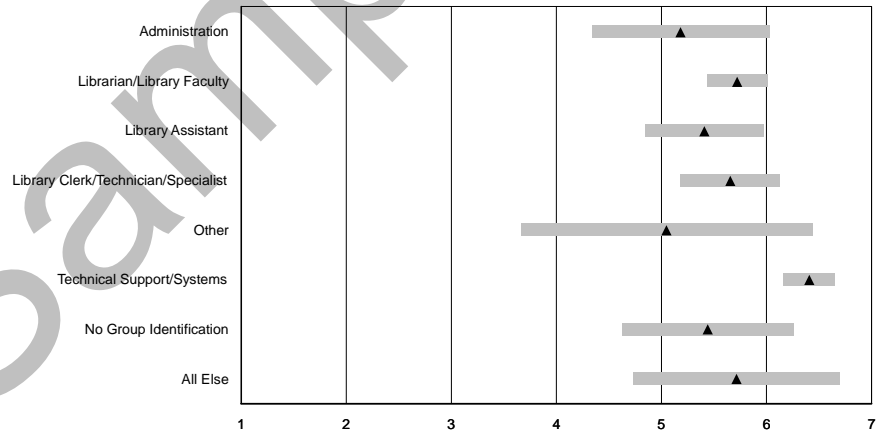
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.12	4.80	5.49	1.16	0.34	11
Librarian/Library Faculty	4.74	4.98	5.21	1.11	0.12	64
Library Assistant	4.71	5.10	5.49	1.21	0.19	33
Library Clerk/Technician/Specialist	4.82	5.22	5.63	1.22	0.20	32
Other	3.92	4.86	5.79	1.43	0.47	9
Technical Support/Systems	5.59	5.82	6.05	0.63	0.12	26
No Group Identification	4.70	5.38	6.05	1.15	0.34	11
All Else	4.43	5.01	5.58	0.83	0.29	8

**Leader-Membership Relationship Quality**

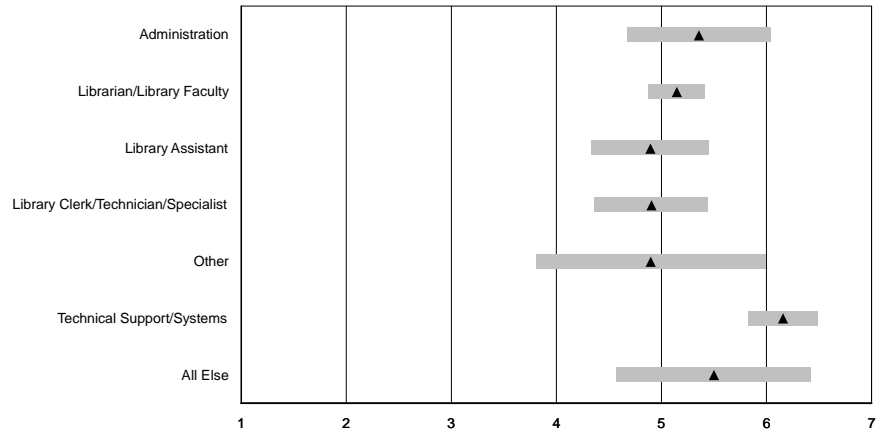


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.34	5.18	6.03	1.43	0.42	11
Librarian/Library Faculty	5.43	5.72	6.01	1.37	0.14	64
Library Assistant	4.84	5.41	5.97	1.75	0.28	33
Library Clerk/Technician/Specialist	5.18	5.66	6.13	1.44	0.24	32
Other	3.66	5.05	6.43	2.12	0.69	9
Technical Support/Systems	6.16	6.41	6.65	0.66	0.12	26
No Group Identification	4.62	5.44	6.26	1.45	0.41	12
All Else	4.73	5.71	6.70	1.41	0.49	8

**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

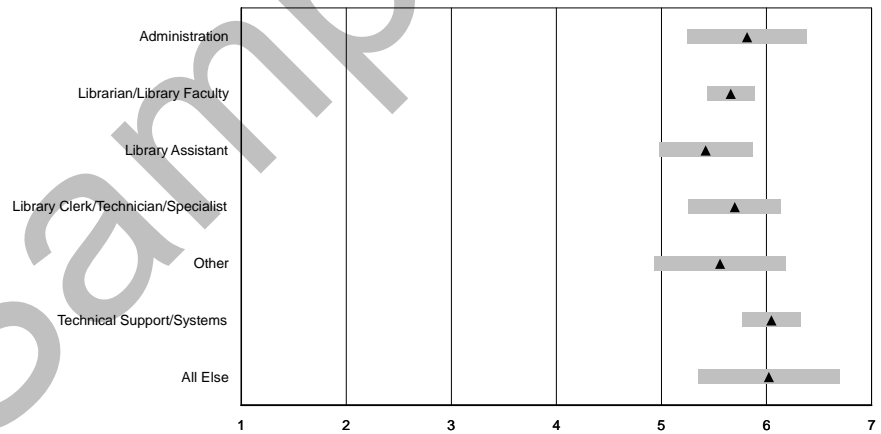
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.67	5.36	6.04	1.32	0.34	14
Librarian/Library Faculty	4.88	5.15	5.42	1.33	0.13	68
Library Assistant	4.34	4.90	5.45	1.82	0.28	36
Library Clerk/Technician/Specialist	4.37	4.91	5.45	1.59	0.27	30
Other	3.80	4.90	5.99	1.67	0.55	9
Technical Support/Systems	5.83	6.16	6.49	0.87	0.16	25
All Else	4.58	5.50	6.42	1.41	0.46	9

**Valuing Diversity**

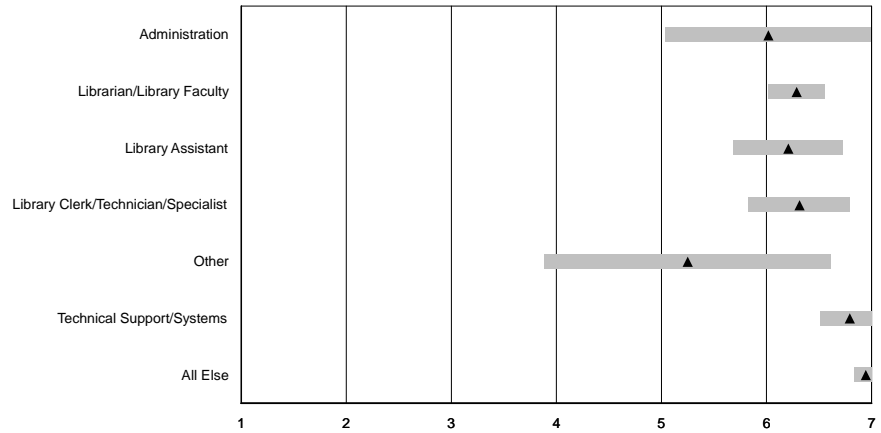


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.25	5.81	6.38	1.10	0.28	14
Librarian/Library Faculty	5.44	5.66	5.88	1.14	0.11	71
Library Assistant	4.98	5.42	5.87	1.45	0.22	36
Library Clerk/Technician/Specialist	5.26	5.70	6.14	1.31	0.22	31
Other	4.93	5.56	6.18	1.01	0.31	10
Technical Support/Systems	5.77	6.05	6.32	0.75	0.14	26
All Else	5.35	6.02	6.69	1.03	0.34	9

**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

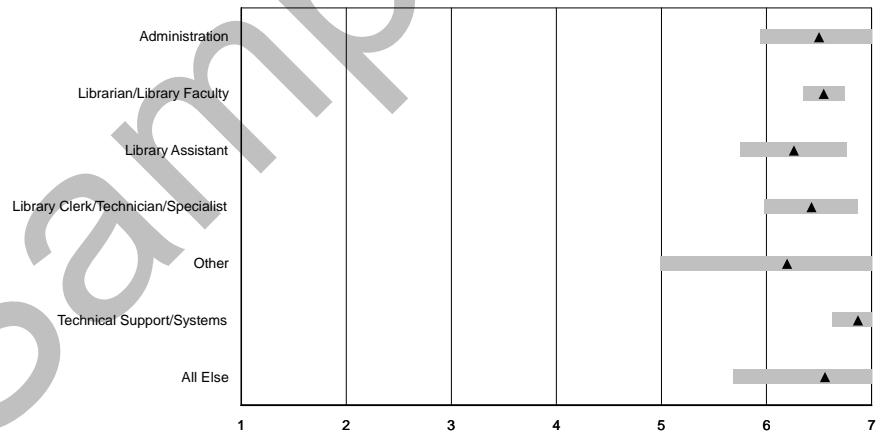
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.04	6.02	6.99	1.88	0.49	14
Librarian/Library Faculty	6.02	6.29	6.55	1.34	0.13	69
Library Assistant	5.68	6.21	6.73	1.68	0.26	35
Library Clerk/Technician/Specialist	5.83	6.31	6.80	1.41	0.24	30
Other	3.89	5.25	6.61	2.20	0.68	10
Technical Support/Systems	6.51	6.79	7.00	0.72	0.14	24
All Else	6.84	6.94	7.00	0.17	0.05	9

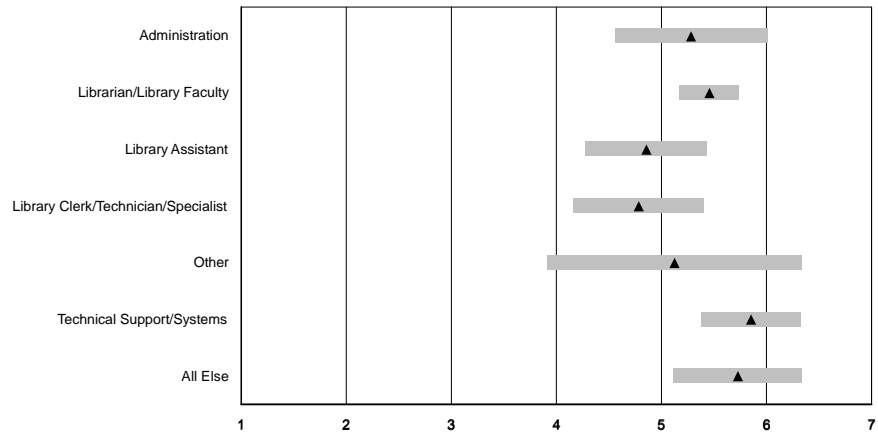
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.93	6.50	7.00	1.09	0.28	14
Librarian/Library Faculty	6.35	6.54	6.74	0.97	0.10	67
Library Assistant	5.75	6.26	6.77	1.57	0.25	33
Library Clerk/Technician/Specialist	5.98	6.43	6.87	1.32	0.22	31
Other	4.98	6.19	7.00	1.85	0.61	9
Technical Support/Systems	6.62	6.87	7.00	0.63	0.12	23
All Else	5.68	6.56	7.00	1.33	0.44	9

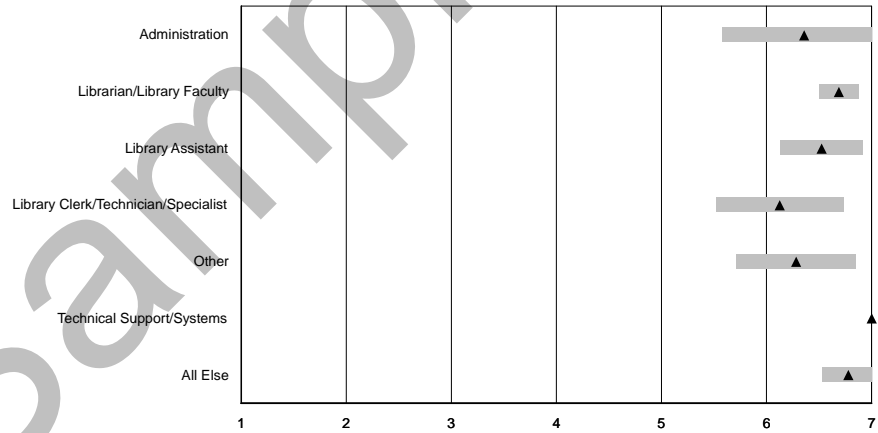
**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.56	5.28	6.01	1.40	0.36	14
Librarian/Library Faculty	5.17	5.46	5.74	1.41	0.14	69
Library Assistant	4.28	4.86	5.43	1.89	0.29	36
Library Clerk/Technician/Specialist	4.17	4.79	5.40	1.89	0.31	32
Other	3.91	5.13	6.34	1.96	0.61	10
Technical Support/Systems	5.38	5.85	6.33	1.20	0.24	23
All Else	5.11	5.73	6.34	0.94	0.31	9

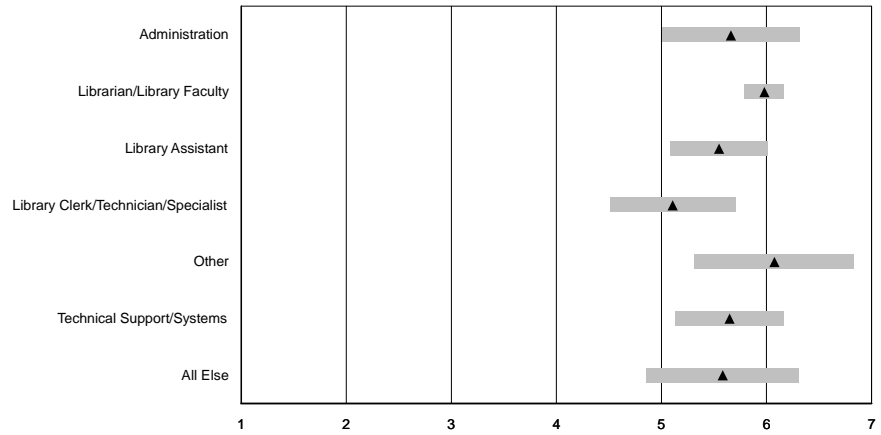
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.58	6.36	7.00	1.50	0.39	14
Librarian/Library Faculty	6.50	6.69	6.88	0.90	0.09	64
Library Assistant	6.13	6.52	6.92	1.18	0.20	31
Library Clerk/Technician/Specialist	5.52	6.13	6.73	1.72	0.30	28
Other	5.71	6.28	6.85	0.82	0.28	8
Technical Support/Systems	7.00	7.00	7.00	0.00	0.00	20
All Else	6.53	6.78	7.00	0.38	0.13	9

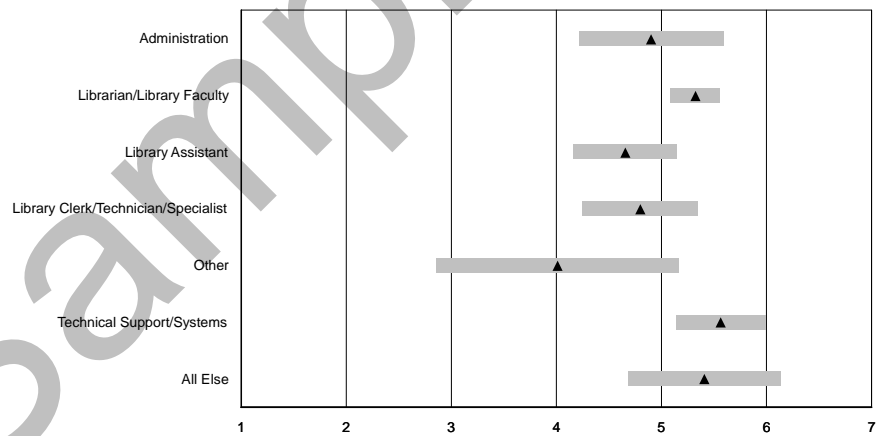
**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.01	5.66	6.32	1.26	0.33	14
Librarian/Library Faculty	5.79	5.98	6.17	0.96	0.10	70
Library Assistant	5.08	5.55	6.01	1.52	0.23	36
Library Clerk/Technician/Specialist	4.51	5.11	5.71	1.79	0.30	31
Other	5.32	6.08	6.83	1.23	0.38	10
Technical Support/Systems	5.13	5.65	6.17	1.43	0.26	27
All Else	4.86	5.58	6.31	1.11	0.36	9

**Climate for Continual Learning**

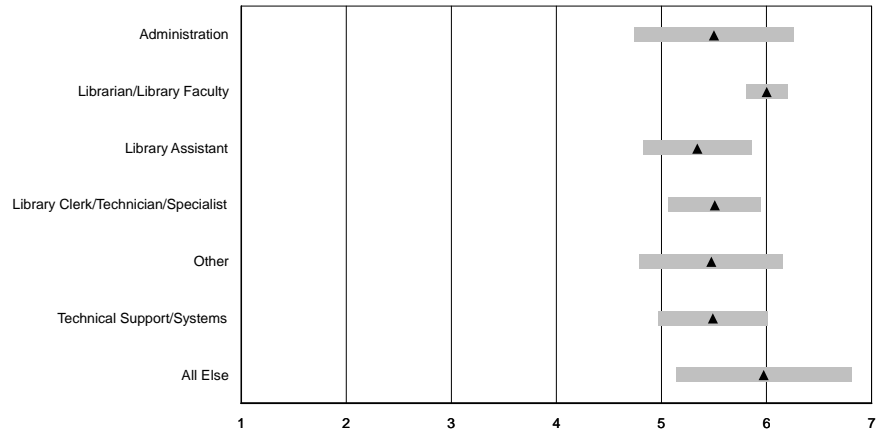


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.21	4.90	5.59	1.33	0.34	14
Librarian/Library Faculty	5.09	5.32	5.56	1.19	0.12	70
Library Assistant	4.16	4.66	5.15	1.61	0.25	36
Library Clerk/Technician/Specialist	4.25	4.80	5.35	1.67	0.27	32
Other	2.86	4.01	5.17	1.87	0.58	10
Technical Support/Systems	5.14	5.56	5.99	1.17	0.21	27
All Else	4.68	5.41	6.13	1.11	0.36	9

**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

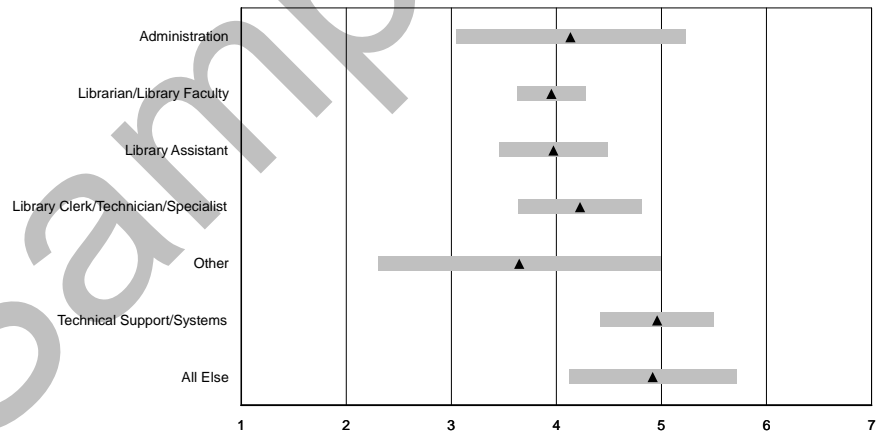
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.74	5.50	6.26	1.41	0.38	13
Librarian/Library Faculty	5.80	6.00	6.20	1.02	0.10	71
Library Assistant	4.82	5.34	5.86	1.61	0.26	33
Library Clerk/Technician/Specialist	5.07	5.51	5.95	1.35	0.22	32
Other	4.79	5.48	6.16	1.10	0.34	10
Technical Support/Systems	4.97	5.49	6.01	1.38	0.26	25
All Else	5.14	5.97	6.81	1.28	0.42	9

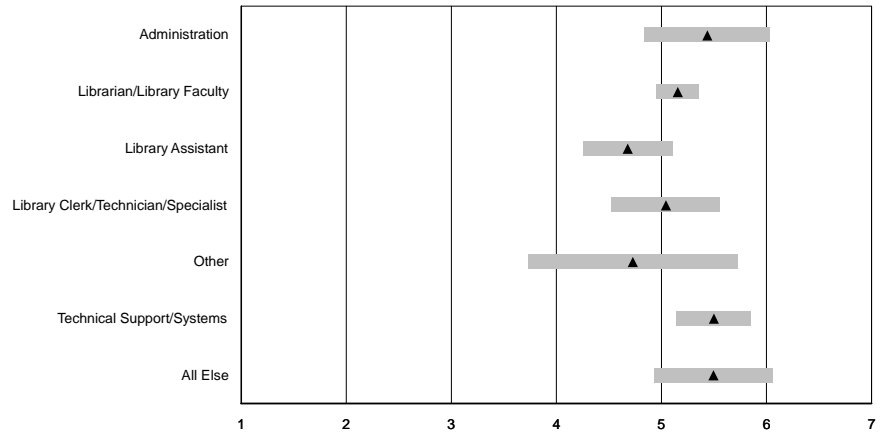
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	3.04	4.13	5.23	2.03	0.55	13
Librarian/Library Faculty	3.63	3.95	4.28	1.61	0.16	68
Library Assistant	3.46	3.97	4.49	1.64	0.26	34
Library Clerk/Technician/Specialist	3.64	4.23	4.81	1.75	0.29	31
Other	2.30	3.65	4.99	2.06	0.67	9
Technical Support/Systems	4.42	4.96	5.50	1.43	0.27	25
All Else	4.12	4.92	5.71	1.22	0.40	9

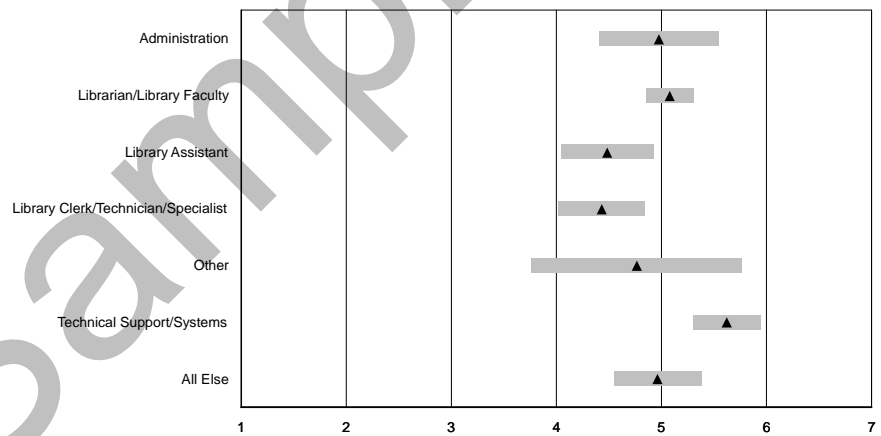
**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.84	5.44	6.04	1.16	0.30	14
Librarian/Library Faculty	4.95	5.16	5.36	1.03	0.10	71
Library Assistant	4.25	4.68	5.11	1.39	0.21	36
Library Clerk/Technician/Specialist	4.53	5.04	5.56	1.55	0.26	31
Other	3.73	4.73	5.73	1.61	0.50	10
Technical Support/Systems	5.15	5.50	5.85	0.97	0.18	27
All Else	4.93	5.49	6.06	0.86	0.28	9

**Climate for Psychological Safety**



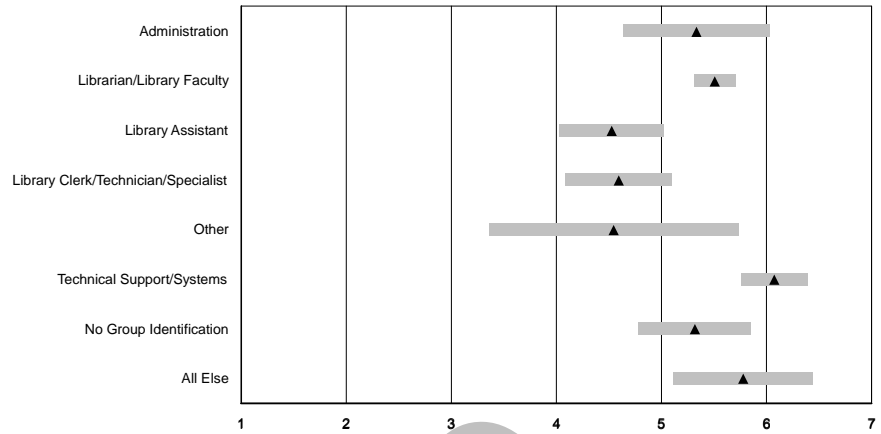
	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.41	4.98	5.54	1.09	0.28	14
Librarian/Library Faculty	4.85	5.08	5.31	1.14	0.11	70
Library Assistant	4.04	4.48	4.92	1.44	0.22	36
Library Clerk/Technician/Specialist	4.02	4.43	4.84	1.23	0.21	31
Other	3.77	4.77	5.77	1.62	0.50	10
Technical Support/Systems	5.30	5.62	5.94	0.83	0.16	24
All Else	4.54	4.96	5.38	0.64	0.21	9

**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

**Table 1.2: Organizational Attitude Scale Means by Position**

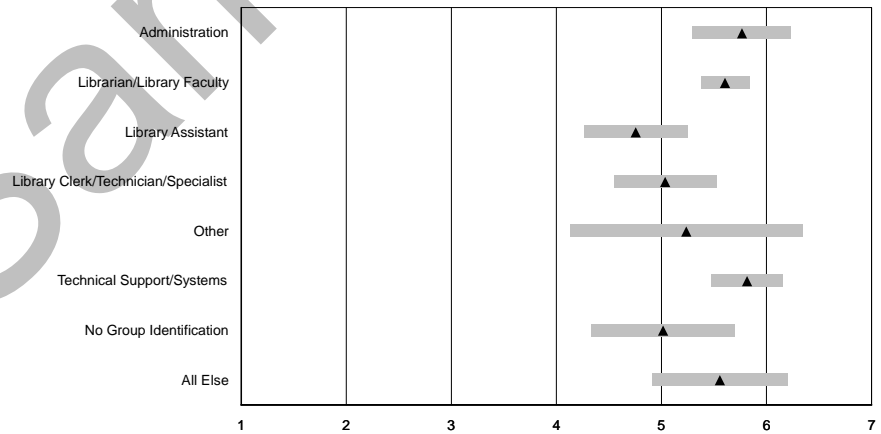
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.63	5.33	6.03	1.40	0.35	15
Librarian/Library Faculty	5.31	5.51	5.71	1.01	0.10	71
Library Assistant	4.03	4.53	5.03	1.63	0.25	36
Library Clerk/Technician/Specialist	4.09	4.59	5.10	1.54	0.25	32
Other	3.36	4.55	5.73	2.02	0.59	11
Technical Support/Systems	5.76	6.07	6.39	0.87	0.16	27
No Group Identification	4.78	5.32	5.86	1.32	0.27	22
All Else	5.11	5.78	6.44	1.02	0.33	9

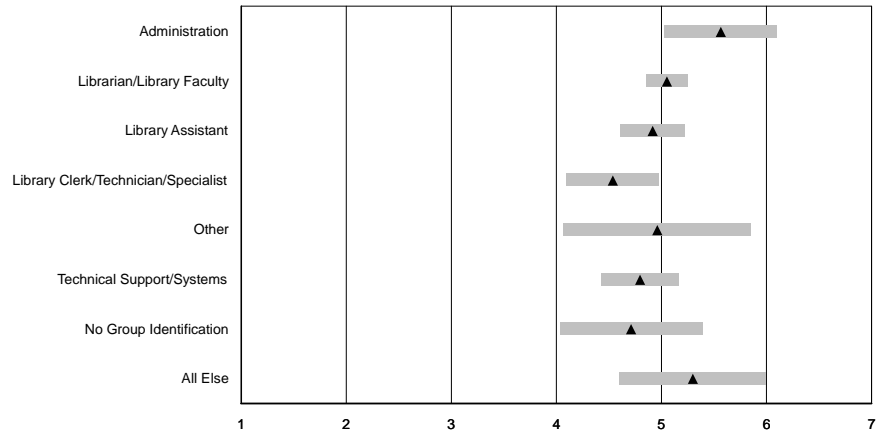
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.30	5.77	6.24	0.94	0.23	15
Librarian/Library Faculty	5.37	5.60	5.84	1.18	0.12	71
Library Assistant	4.26	4.76	5.25	1.59	0.25	35
Library Clerk/Technician/Specialist	4.55	5.04	5.52	1.49	0.24	32
Other	4.13	5.24	6.34	1.88	0.55	11
Technical Support/Systems	5.47	5.81	6.16	0.94	0.17	27
No Group Identification	4.33	5.02	5.70	1.47	0.34	17
All Else	4.91	5.56	6.20	0.98	0.32	9

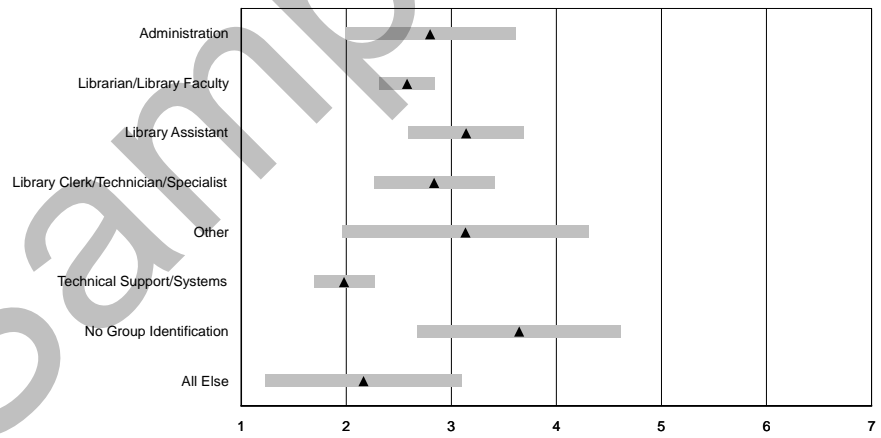
**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

### Organizational Citizenship Behaviors



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.03	5.57	6.10	1.07	0.27	15
Librarian/Library Faculty	4.86	5.05	5.25	1.00	0.10	71
Library Assistant	4.61	4.92	5.23	1.01	0.15	36
Library Clerk/Technician/Specialist	4.10	4.54	4.98	1.34	0.22	32
Other	4.07	4.96	5.86	1.52	0.45	11
Technical Support/Systems	4.43	4.80	5.17	1.02	0.18	27
No Group Identification	4.03	4.71	5.39	1.50	0.34	18
All Else	4.60	5.30	5.99	1.06	0.35	9

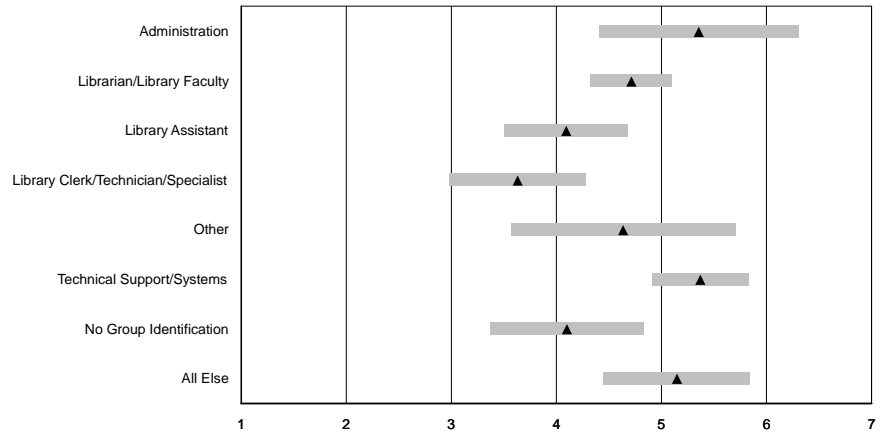
### Organizational Withdrawal\*



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	1.99	2.80	3.61	1.62	0.41	15
Librarian/Library Faculty	2.31	2.58	2.85	1.31	0.13	68
Library Assistant	2.60	3.14	3.69	1.76	0.27	35
Library Clerk/Technician/Specialist	2.26	2.84	3.41	1.72	0.29	31
Other	1.96	3.14	4.31	1.99	0.59	11
Technical Support/Systems	1.70	1.98	2.27	0.79	0.14	27
No Group Identification	2.68	3.65	4.61	2.07	0.48	17
All Else	1.23	2.17	3.10	1.43	0.47	9

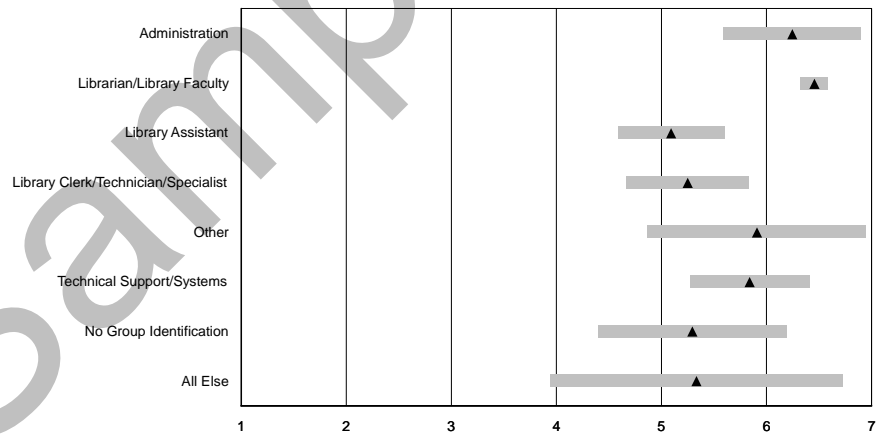
\*These scales are reverse scored. Lower scores are better.

### Psychological Empowerment in the Workplace



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	4.41	5.36	6.30	1.90	0.47	15
Librarian/Library Faculty	4.33	4.71	5.10	1.95	0.19	70
Library Assistant	3.51	4.10	4.68	1.89	0.29	35
Library Clerk/Technician/Specialist	2.98	3.63	4.28	1.91	0.32	30
Other	3.57	4.64	5.71	1.82	0.54	11
Technical Support/Systems	4.91	5.37	5.83	1.27	0.23	27
No Group Identification	3.37	4.10	4.83	1.61	0.37	18
All Else	4.45	5.15	5.84	1.06	0.35	9

### Task Engagement

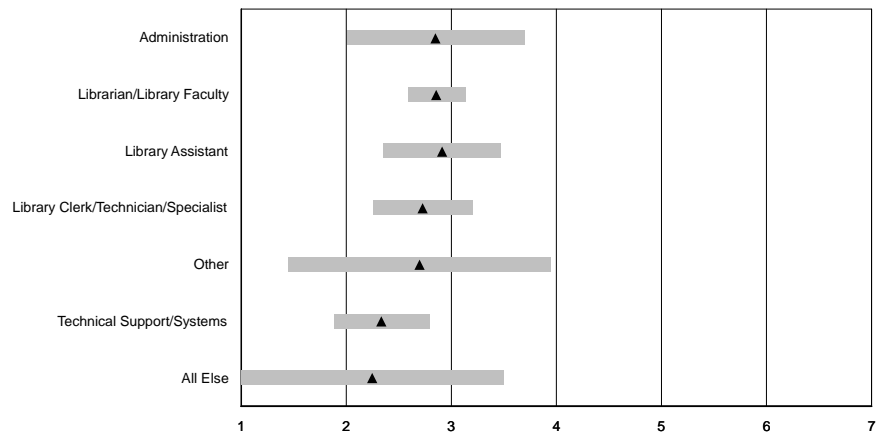


	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	5.59	6.24	6.90	1.31	0.33	15
Librarian/Library Faculty	6.32	6.46	6.59	0.67	0.07	71
Library Assistant	4.59	5.09	5.60	1.65	0.25	36
Library Clerk/Technician/Specialist	4.67	5.25	5.83	1.77	0.29	32
Other	4.87	5.91	6.95	1.76	0.52	11
Technical Support/Systems	5.27	5.84	6.41	1.58	0.28	27
No Group Identification	4.40	5.29	6.19	1.92	0.45	17
All Else	3.94	5.33	6.73	2.13	0.70	9

Section: Table I: Organizational Climate and Attitude Scale Means by Position

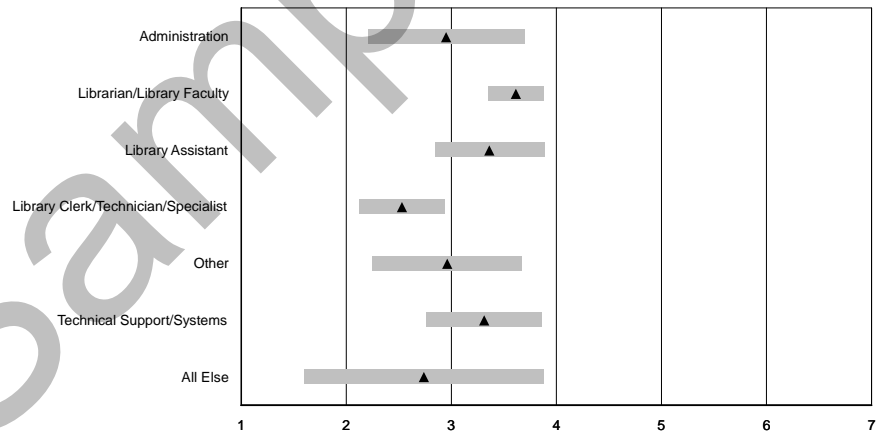
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	2.01	2.85	3.70	1.63	0.42	14
Librarian/Library Faculty	2.59	2.86	3.13	1.36	0.14	69
Library Assistant	2.36	2.91	3.47	1.76	0.28	34
Library Clerk/Technician/Specialist	2.26	2.73	3.20	1.41	0.24	31
Other	1.45	2.70	3.95	2.02	0.63	10
Technical Support/Systems	1.88	2.34	2.79	1.23	0.23	26
All Else	1.00	2.25	3.50	1.91	0.62	9

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Administration	2.21	2.95	3.69	1.43	0.37	14
Librarian/Library Faculty	3.35	3.62	3.88	1.32	0.13	69
Library Assistant	2.84	3.36	3.89	1.62	0.26	33
Library Clerk/Technician/Specialist	2.13	2.53	2.94	1.22	0.20	31
Other	2.25	2.96	3.67	1.09	0.36	9
Technical Support/Systems	2.77	3.31	3.86	1.48	0.27	26
All Else	1.60	2.74	3.88	1.74	0.57	9

*\*These scales are reverse scored. Lower scores are better.*

**Section:** Table I: Organizational Climate and Attitude Scale Means by Position

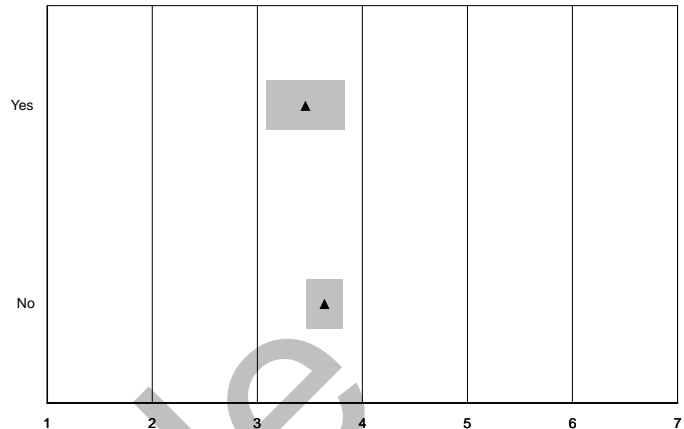
Table J: Organizational Climate and Attitude Scale Means by Manager Position

Table J.1: Organizational Climate Scale Means by Manager Position

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

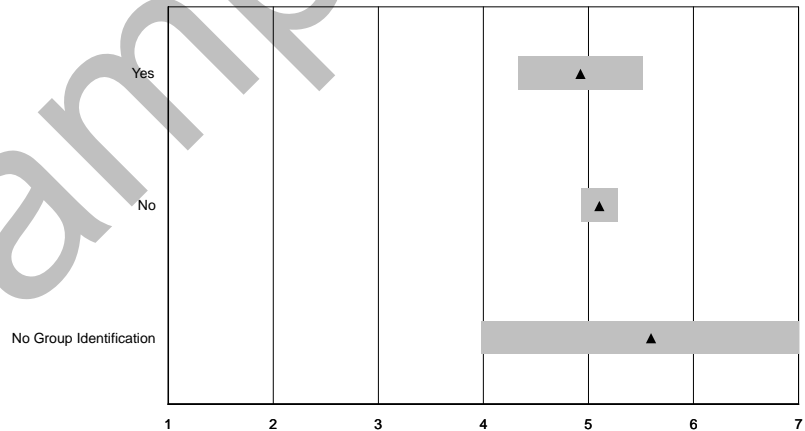
**Climate for Organizational Justice**

**Distributive Justice**



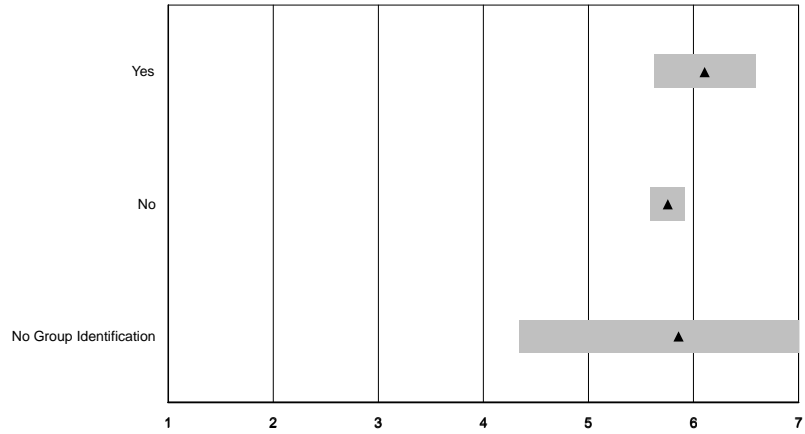
	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	3.09	3.46	3.83	0.98	0.19	25
No	3.47	3.64	3.81	1.62	0.09	137

**Informational Justice**



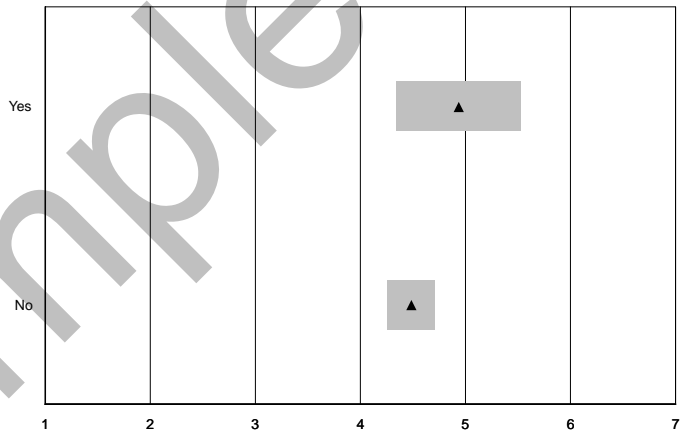
	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.33	4.92	5.52	1.57	0.30	25
No	4.93	5.10	5.28	1.71	0.09	142
No Group Identification	3.98	5.60	7.00	2.17	0.81	7

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.62	6.11	6.59	1.31	0.24	26
No	5.59	5.75	5.92	1.64	0.08	143
No Group Identification	4.34	5.86	7.00	2.04	0.76	7

**Procedural Justice**

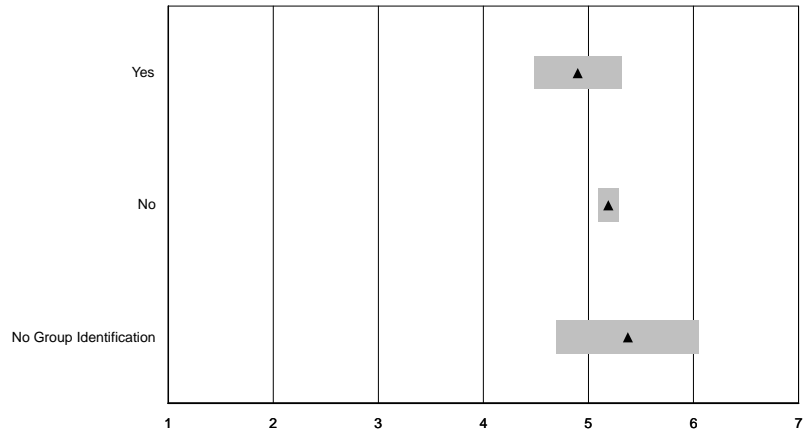


	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.35	4.94	5.53	1.46	0.30	22
No	4.26	4.49	4.71	1.86	0.11	122

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

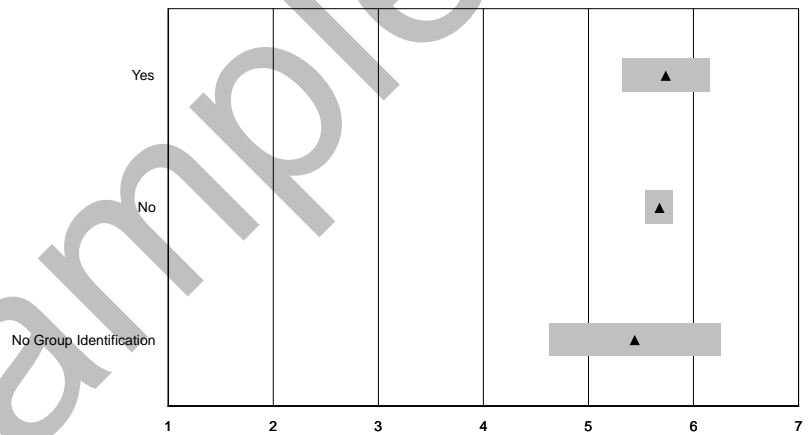
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.48	4.90	5.32	1.16	0.21	27
No	5.09	5.19	5.29	1.12	0.05	156
No Group Identification	4.70	5.38	6.05	1.15	0.34	11

**Leader-Membership Relationship Quality**

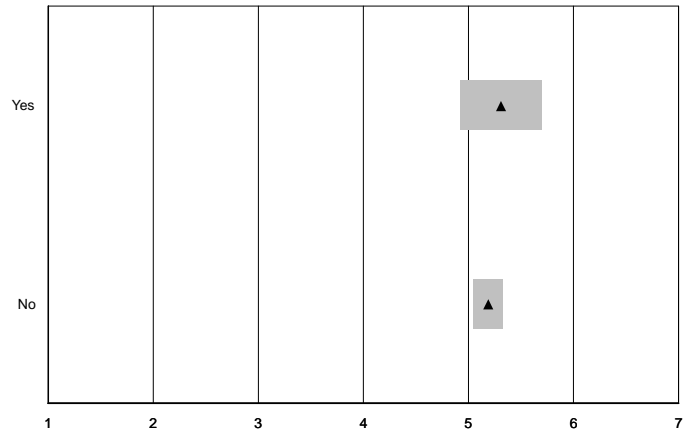


	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.32	5.74	6.15	1.16	0.21	27
No	5.54	5.68	5.81	1.50	0.07	156
No Group Identification	4.62	5.44	6.26	1.45	0.41	12

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

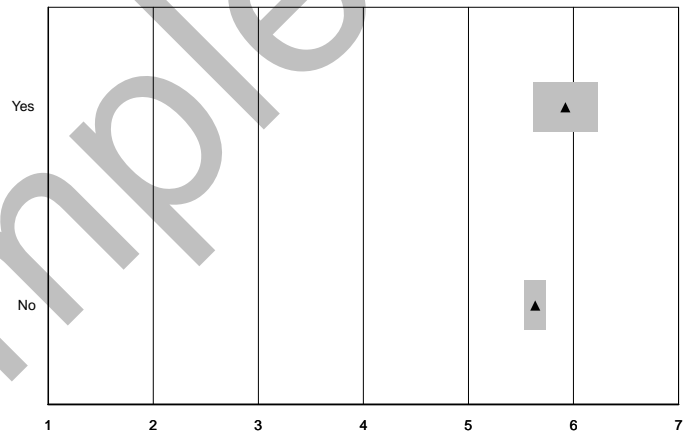
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.92	5.31	5.70	1.36	0.19	40
No	5.05	5.19	5.33	1.52	0.07	151

**Valuing Diversity**

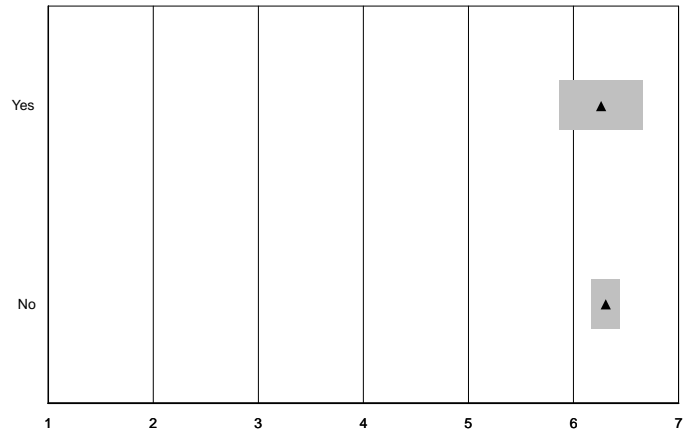


	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.62	5.92	6.23	1.08	0.15	41
No	5.53	5.64	5.74	1.19	0.05	156

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

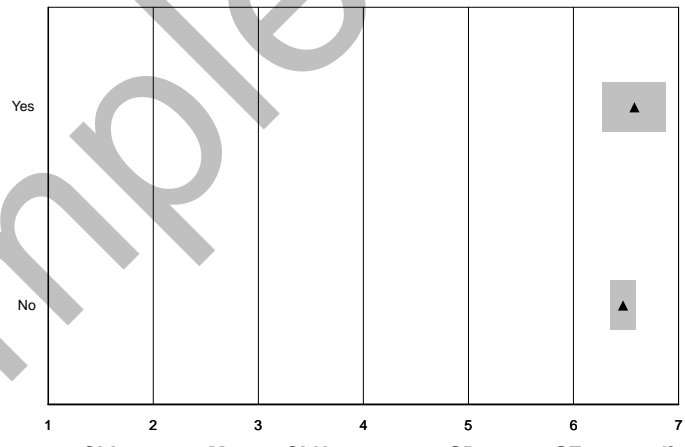
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.86	6.26	6.66	1.41	0.20	41
No	6.17	6.31	6.44	1.46	0.07	150

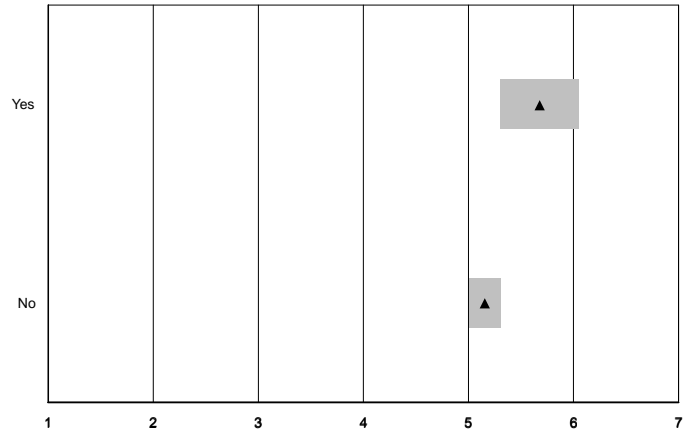
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	6.28	6.58	6.88	1.06	0.15	41
No	6.35	6.47	6.59	1.23	0.06	145

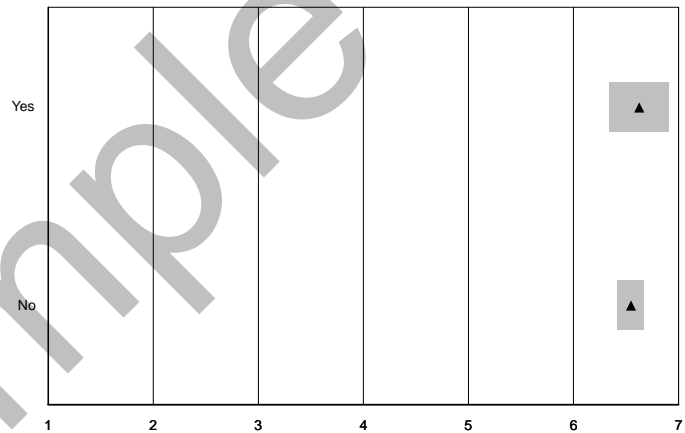
**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

**Rank**



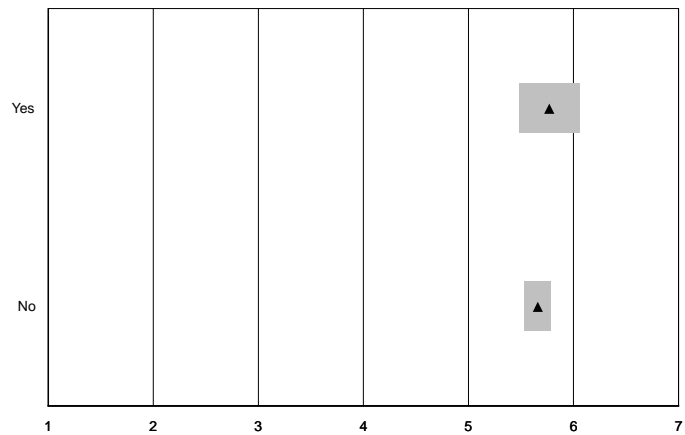
	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.31	5.68	6.05	1.30	0.19	40
No	5.00	5.16	5.31	1.66	0.08	153

**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	6.34	6.63	6.91	0.95	0.14	38
No	6.42	6.55	6.67	1.17	0.06	136

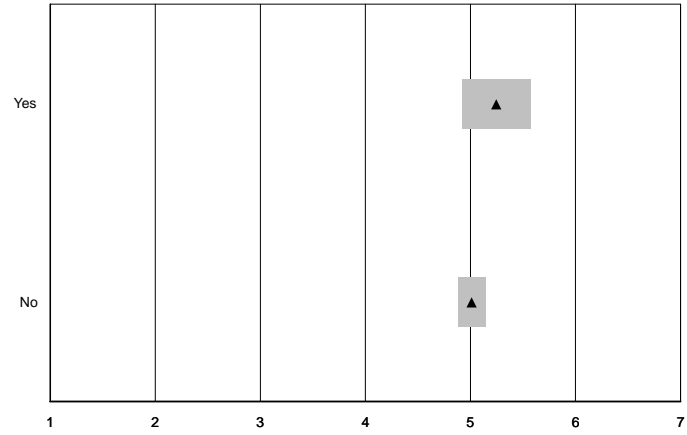
**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.48	5.77	6.06	1.01	0.14	40
No	5.54	5.66	5.78	1.43	0.06	157

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

**Climate for Continual Learning**



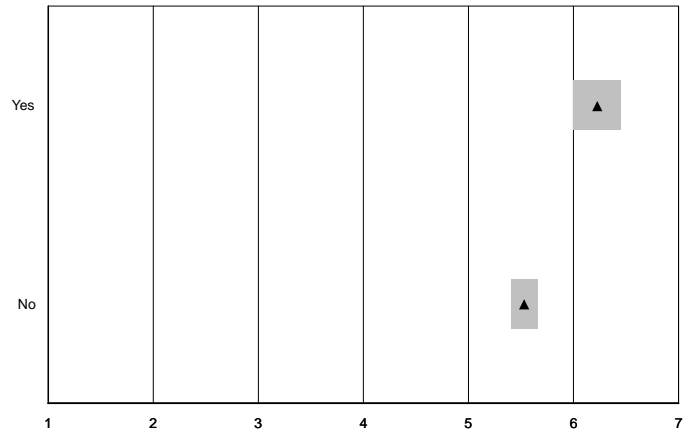
	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.92	5.25	5.57	1.14	0.16	40
No	4.88	5.01	5.14	1.50	0.06	158

Sample

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

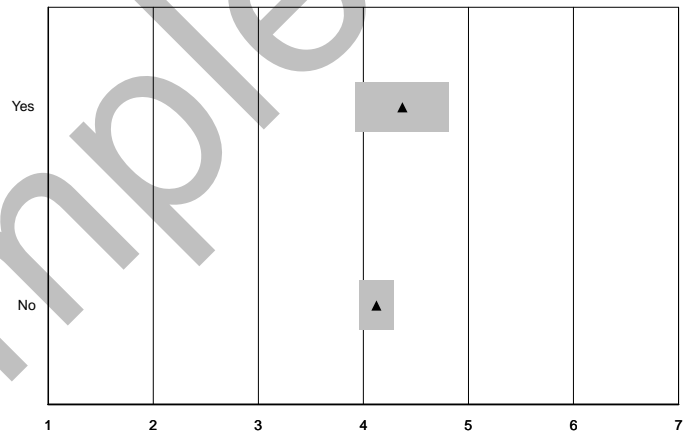
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	6.00	6.23	6.45	0.80	0.11	41
No	5.41	5.53	5.65	1.35	0.06	152

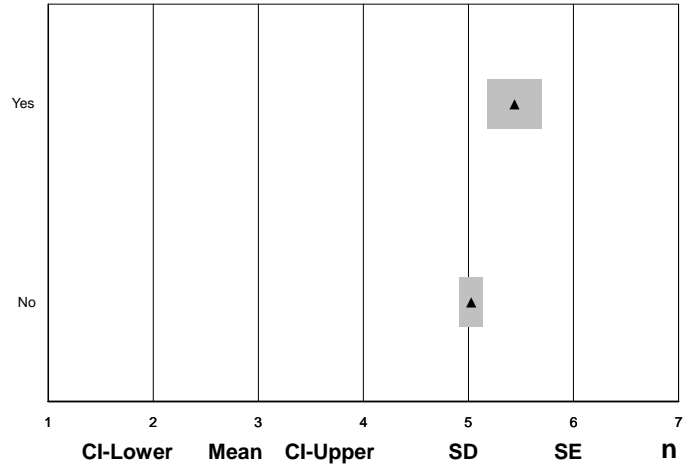
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	3.93	4.37	4.82	1.58	0.22	41
No	3.96	4.13	4.29	1.70	0.08	148

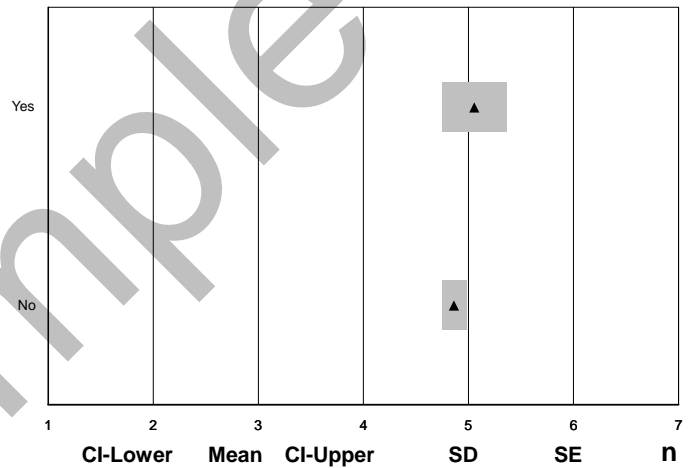
**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

**Climate for Customer Service**



Response	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.18	5.44	5.70	0.92	0.13	41
No	4.91	5.03	5.14	1.29	0.06	157

**Climate for Psychological Safety**



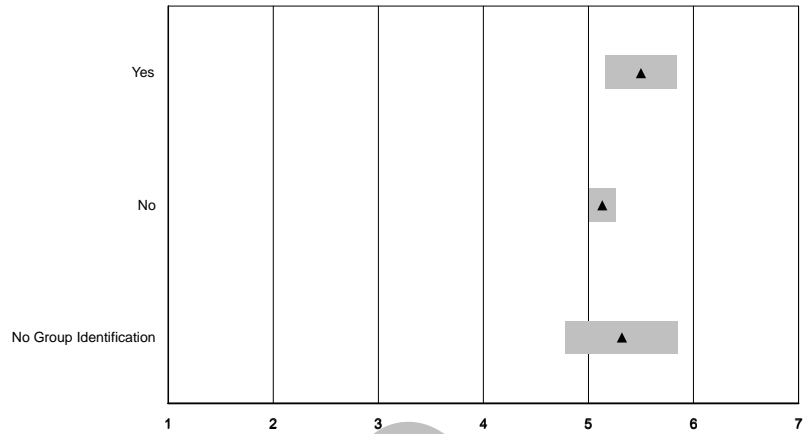
Response	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.75	5.06	5.37	1.09	0.15	41
No	4.75	4.86	4.98	1.27	0.06	153

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

**Table J.2: Organizational Attitude Scale Means by Manager Position**

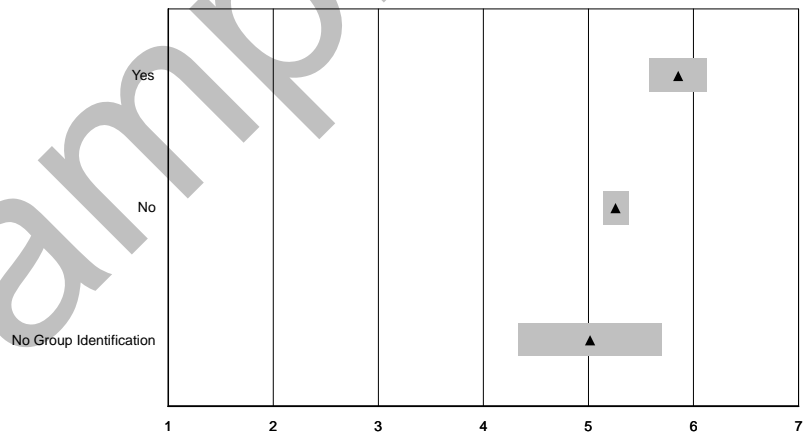
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.16	5.50	5.84	1.21	0.17	42
No	5.01	5.13	5.26	1.45	0.06	159
No Group Identification	4.78	5.32	5.86	1.32	0.27	22

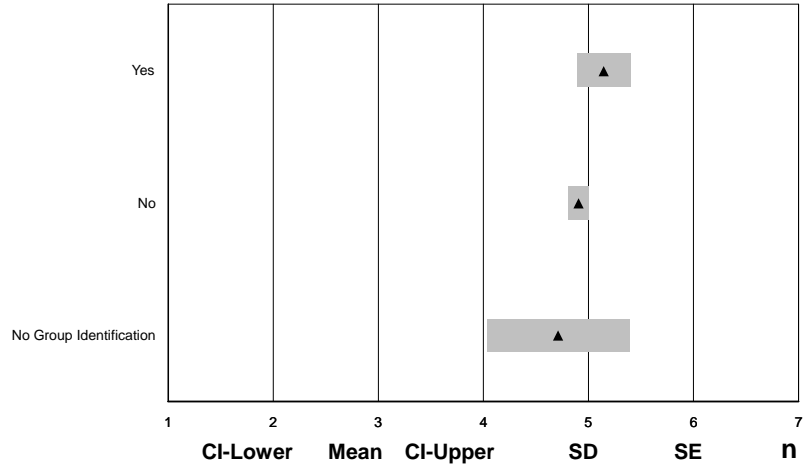
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.58	5.85	6.13	0.99	0.14	42
No	5.14	5.26	5.38	1.40	0.06	158
No Group Identification	4.33	5.02	5.70	1.47	0.34	17

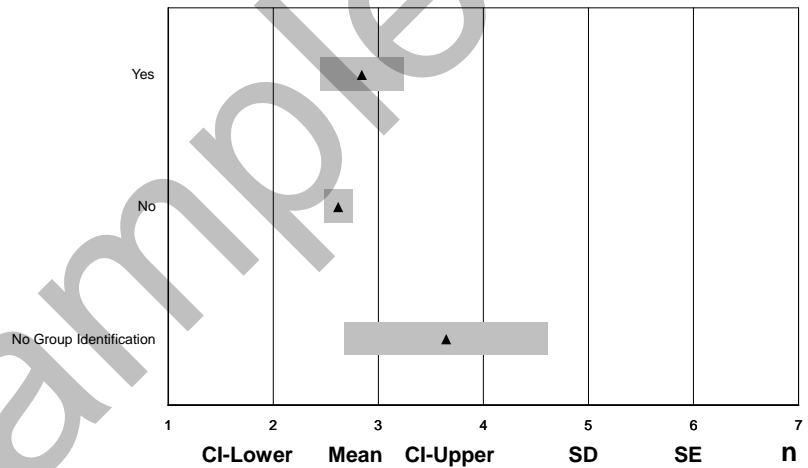
**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

**Organizational Citizenship Behaviors**



Category	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	4.89	5.15	5.40	0.91	0.13	42
No	4.81	4.91	5.01	1.16	0.05	159
No Group Identification	4.03	4.71	5.39	1.50	0.34	18

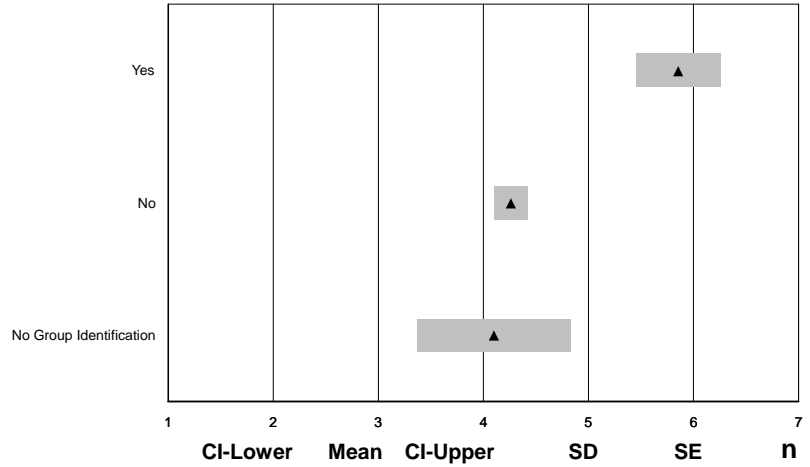
**Organizational Withdrawal\***



Category	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	2.45	2.85	3.24	1.42	0.20	42
No	2.48	2.62	2.76	1.54	0.07	154
No Group Identification	2.68	3.65	4.61	2.07	0.48	17

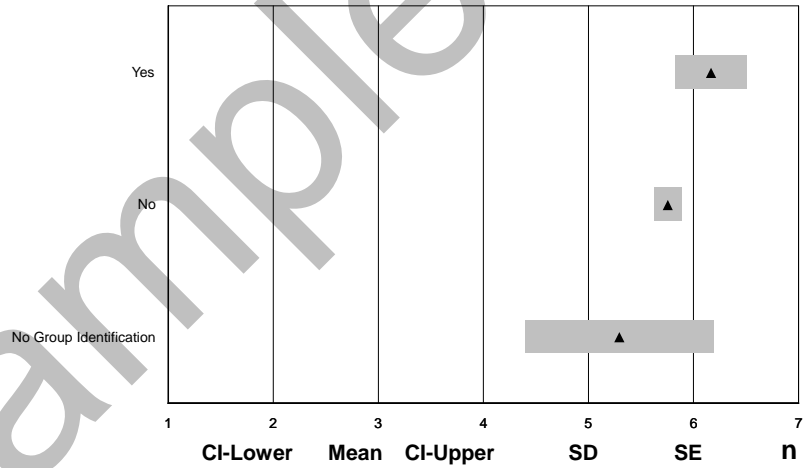
*\*These scales are reverse scored. Lower scores are better.*

**Psychological Empowerment in the Workplace**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.45	5.85	6.26	1.43	0.20	41
No	4.10	4.26	4.42	1.84	0.08	156
No Group Identification	3.37	4.10	4.83	1.61	0.37	18

**Task Engagement**

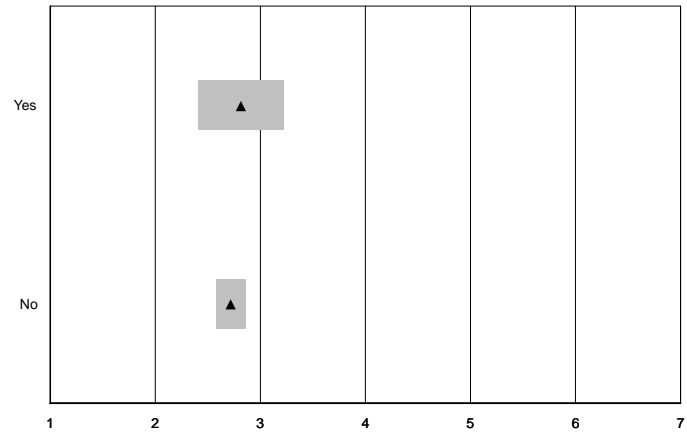


	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	5.83	6.17	6.51	1.22	0.17	42
No	5.62	5.75	5.89	1.53	0.07	159
No Group Identification	4.40	5.29	6.19	1.92	0.45	17

**Section:** Table J: Organizational Climate and Attitude Scale Means by Manager Position

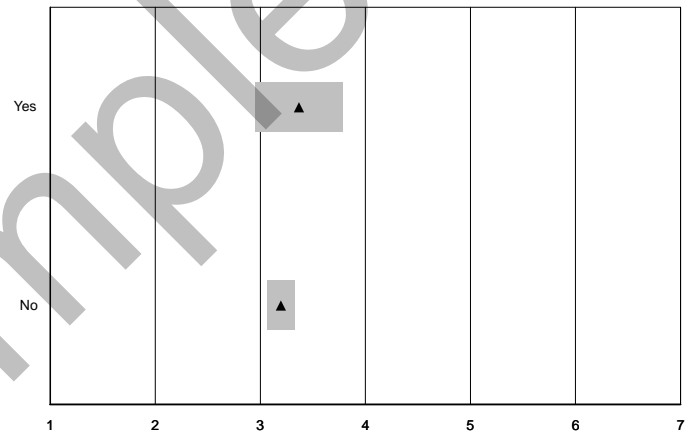
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	2.41	2.82	3.23	1.44	0.20	41
No	2.58	2.72	2.86	1.52	0.07	152

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Yes	2.95	3.37	3.79	1.48	0.21	41
No	3.06	3.20	3.33	1.42	0.07	150

*\*These scales are reverse scored. Lower scores are better.*

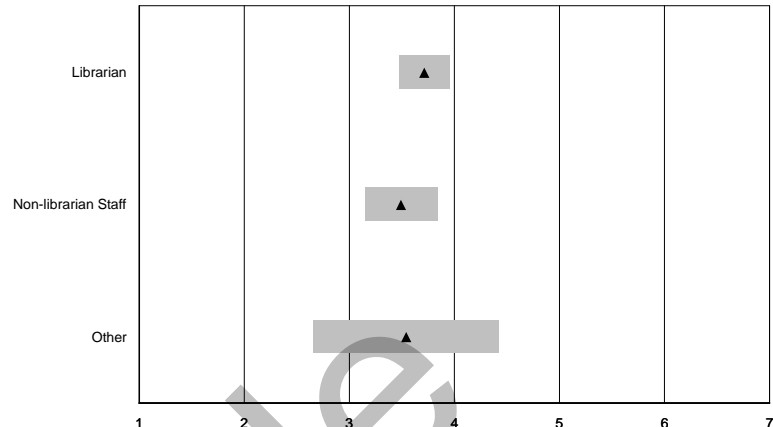
Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

Table K.1: Organizational Climate Scale Means by Immediate Supervisor

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

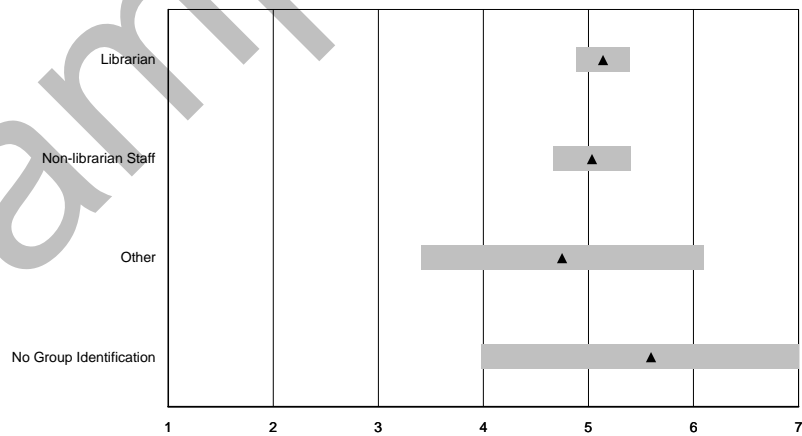
**Climate for Organizational Justice**

**Distributive Justice**



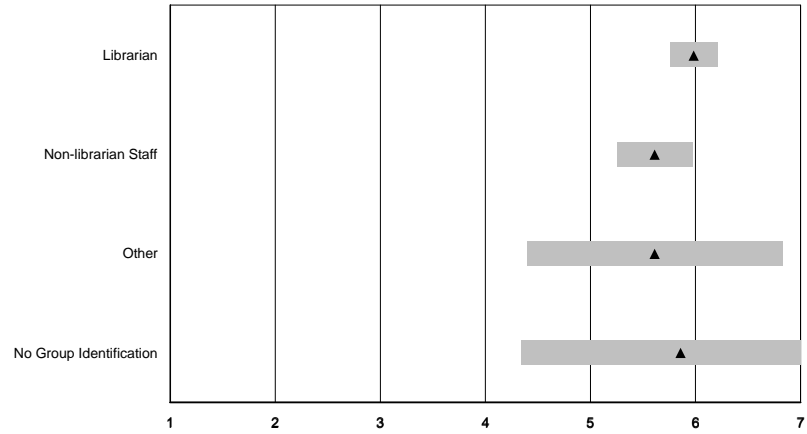
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	3.48	3.72	3.95	1.41	0.12	86
Non-librarian Staff	3.15	3.49	3.84	1.72	0.17	69
Other	2.66	3.54	4.43	1.19	0.44	7

**Informational Justice**



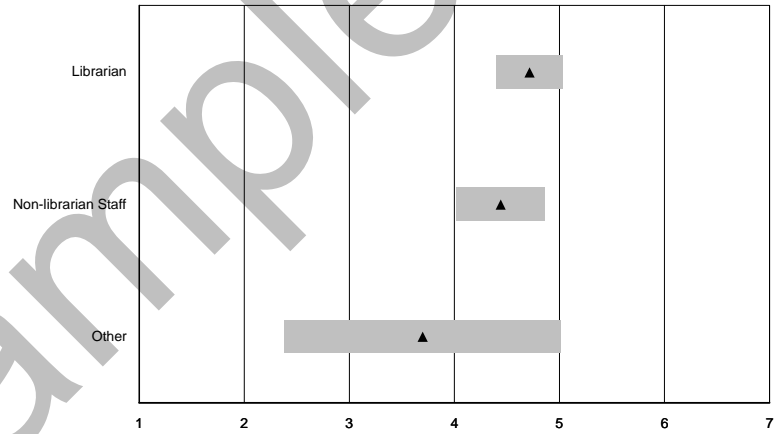
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	4.89	5.14	5.39	1.55	0.13	90
Non-librarian Staff	4.66	5.03	5.40	1.84	0.18	69
Other	3.41	4.75	6.09	1.93	0.67	8
No Group Identification	3.98	5.60	7.00	2.17	0.81	7

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.76	5.98	6.21	1.38	0.11	90
Non-librarian Staff	5.25	5.61	5.97	1.82	0.18	70
Other	4.39	5.61	6.83	1.86	0.61	9
No Group Identification	4.34	5.86	7.00	2.04	0.76	7

**Procedural Justice**

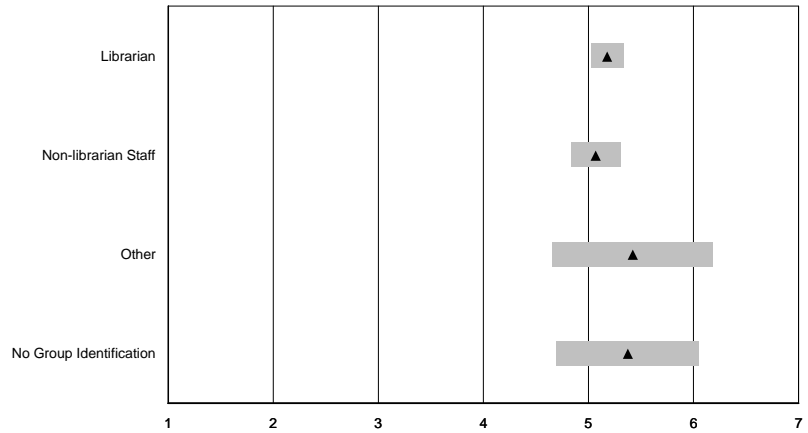


	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	4.40	4.72	5.03	1.69	0.16	76
Non-librarian Staff	4.02	4.44	4.86	1.95	0.21	62
Other	2.38	3.70	5.02	1.63	0.66	6

**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

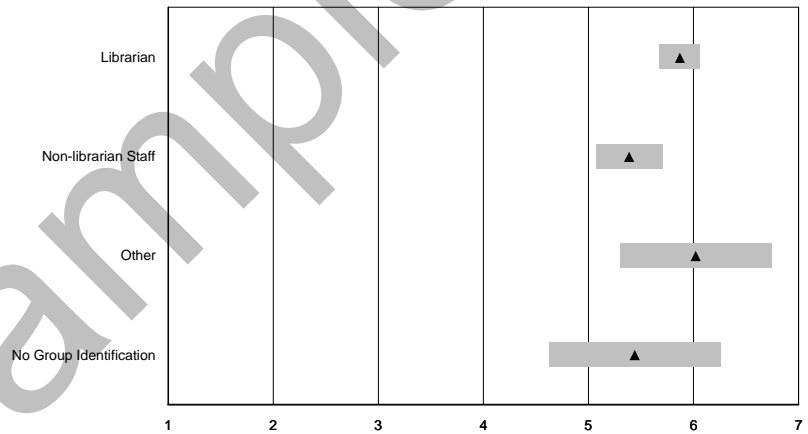
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.02	5.18	5.33	1.05	0.08	101
Non-librarian Staff	4.83	5.07	5.31	1.24	0.12	73
Other	4.66	5.42	6.19	1.17	0.38	9
No Group Identification	4.70	5.38	6.05	1.15	0.34	11

**Leader-Membership Relationship Quality**

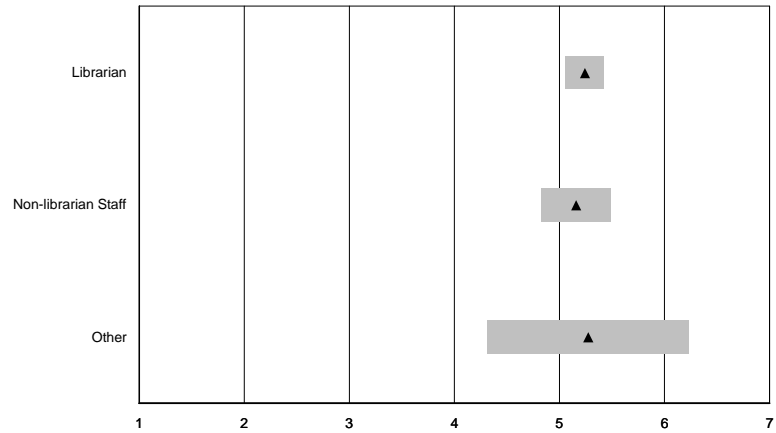


	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.68	5.87	6.06	1.30	0.10	101
Non-librarian Staff	5.07	5.39	5.70	1.64	0.16	73
Other	5.30	6.02	6.74	1.10	0.36	9
No Group Identification	4.62	5.44	6.26	1.45	0.41	12

**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

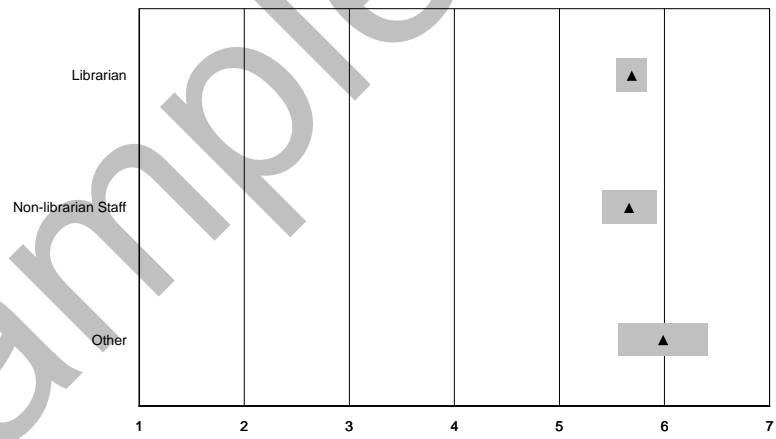
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.06	5.24	5.43	1.35	0.09	111
Non-librarian Staff	4.83	5.16	5.49	1.68	0.17	70
Other	4.31	5.28	6.24	1.55	0.48	10

**Valuing Diversity**

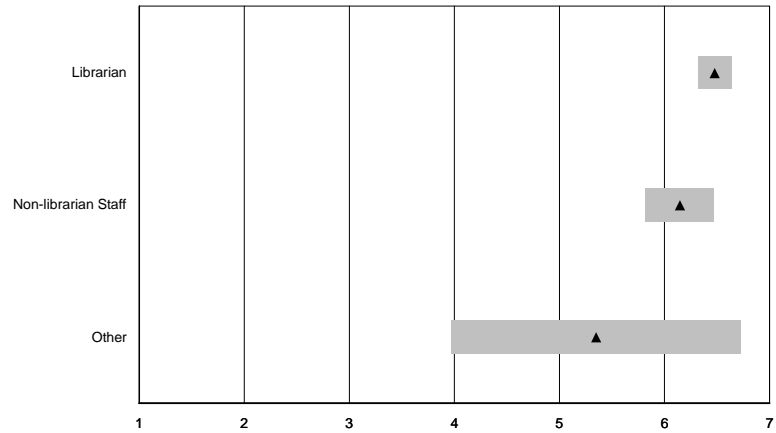


	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.54	5.69	5.83	1.09	0.07	113
Non-librarian Staff	5.40	5.66	5.92	1.35	0.13	73
Other	5.56	5.99	6.41	0.72	0.21	11

**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

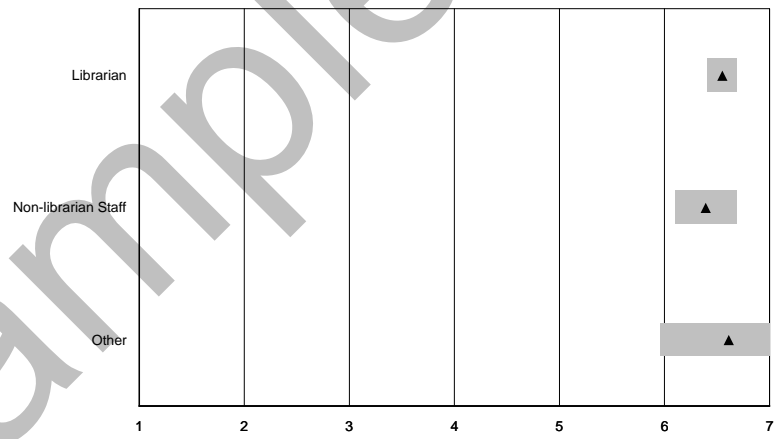
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	6.32	6.48	6.64	1.18	0.08	111
Non-librarian Staff	5.82	6.15	6.47	1.65	0.16	70
Other	3.97	5.35	6.73	2.22	0.69	10

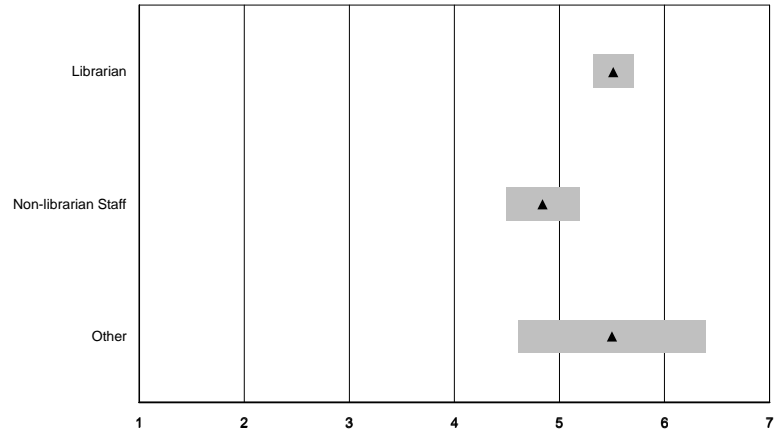
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	6.41	6.55	6.69	1.04	0.07	109
Non-librarian Staff	6.10	6.39	6.68	1.44	0.15	68
Other	5.96	6.61	7.00	0.99	0.32	9

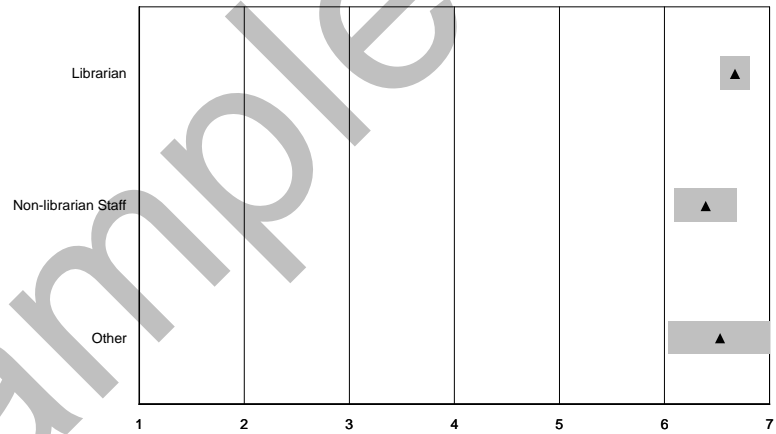
**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.32	5.51	5.71	1.46	0.10	112
Non-librarian Staff	4.49	4.84	5.19	1.77	0.17	71
Other	4.61	5.50	6.39	1.44	0.45	10

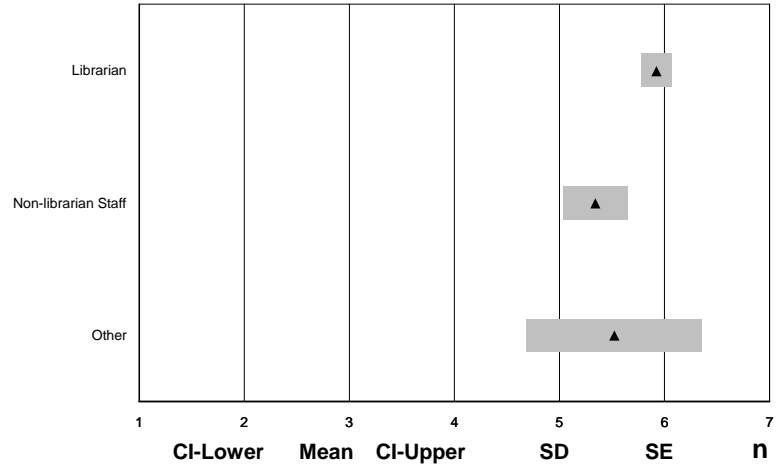
**Sexual Orientation**



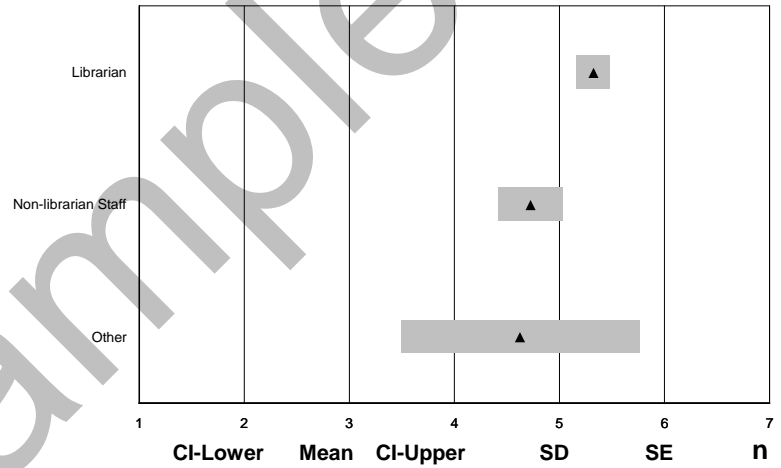
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	6.53	6.67	6.81	0.98	0.07	103
Non-librarian Staff	6.09	6.39	6.69	1.37	0.15	62
Other	6.03	6.53	7.00	0.75	0.25	9

**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

**Climate for Innovation: Co-worker support**



**Climate for Continual Learning**

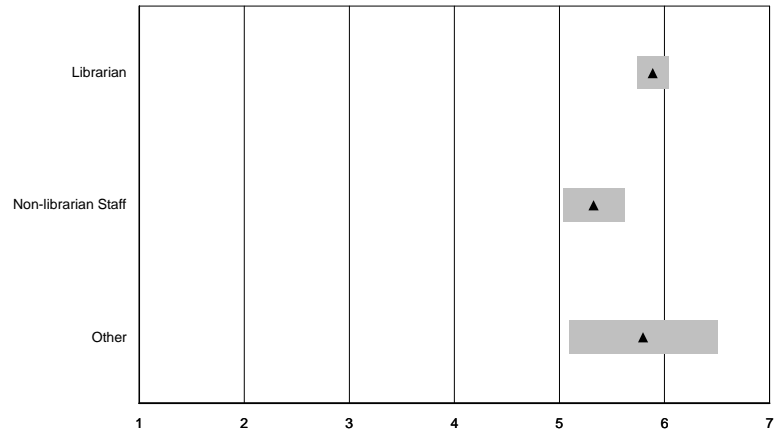


Category	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.17	5.32	5.48	1.18	0.08	112
Non-librarian Staff	4.42	4.73	5.03	1.63	0.15	75
Other	3.49	4.63	5.76	1.92	0.57	11

**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

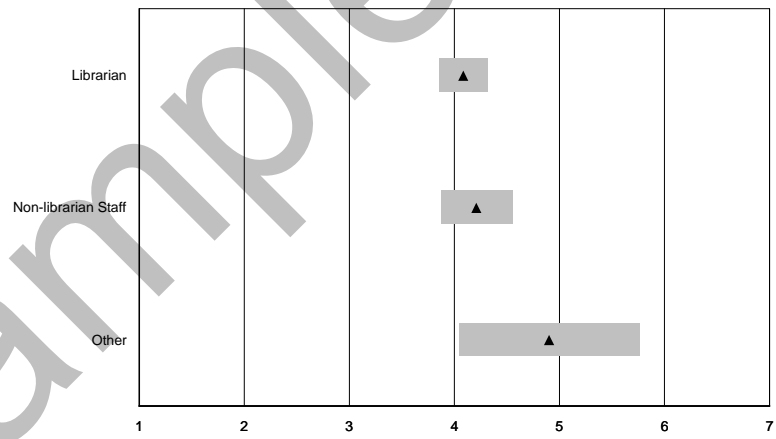
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.74	5.89	6.04	1.12	0.07	112
Non-librarian Staff	5.03	5.33	5.62	1.48	0.15	70
Other	5.09	5.80	6.50	1.20	0.35	11

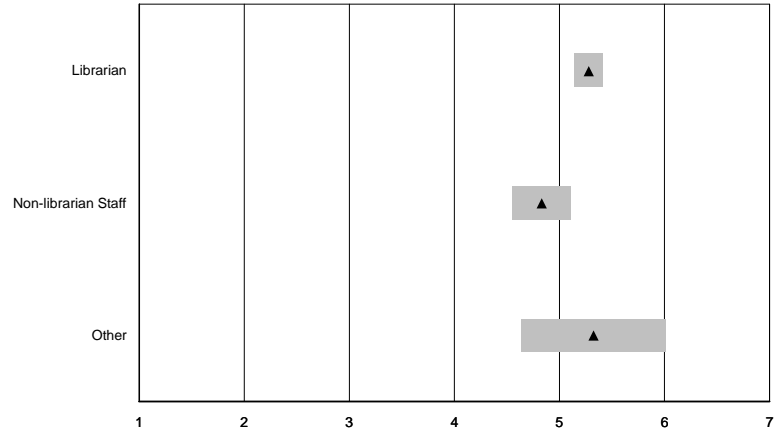
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	3.86	4.09	4.31	1.67	0.11	109
Non-librarian Staff	3.87	4.21	4.55	1.71	0.17	69
Other	4.04	4.90	5.76	1.46	0.43	11

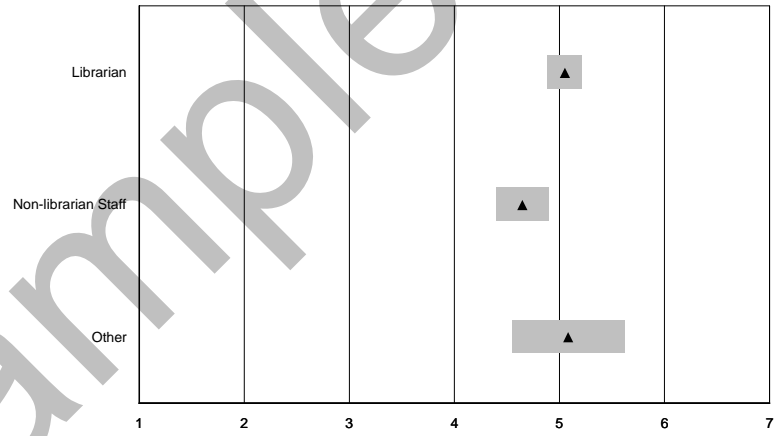
**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.14	5.28	5.42	1.02	0.07	112
Non-librarian Staff	4.55	4.83	5.11	1.48	0.14	75
Other	4.64	5.32	6.01	1.17	0.34	11

**Climate for Psychological Safety**



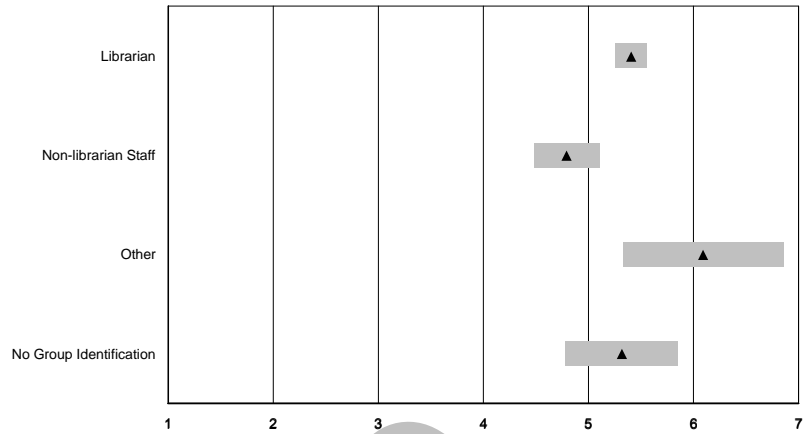
	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	4.89	5.05	5.21	1.21	0.08	112
Non-librarian Staff	4.40	4.65	4.90	1.28	0.12	72
Other	4.55	5.08	5.62	0.87	0.27	10

Section: Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

**Table K.2: Organizational Attitude Scale Means by Immediate Supervisor**

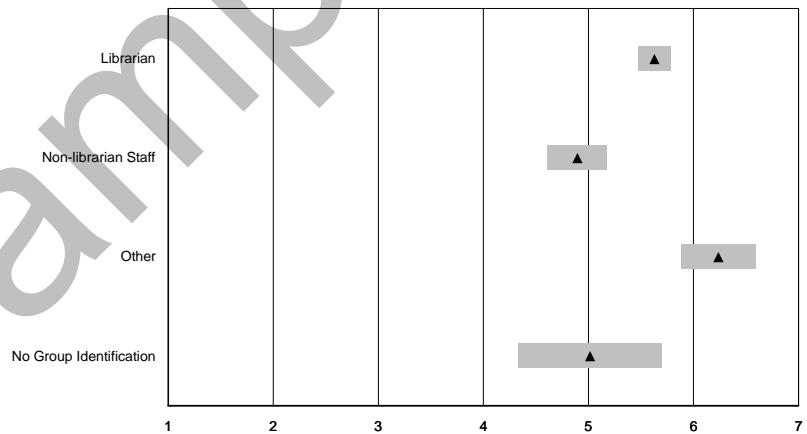
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.26	5.41	5.55	1.12	0.07	113
Non-librarian Staff	4.48	4.79	5.10	1.68	0.16	77
Other	5.32	6.09	6.86	1.30	0.38	11
No Group Identification	4.78	5.32	5.86	1.32	0.27	22

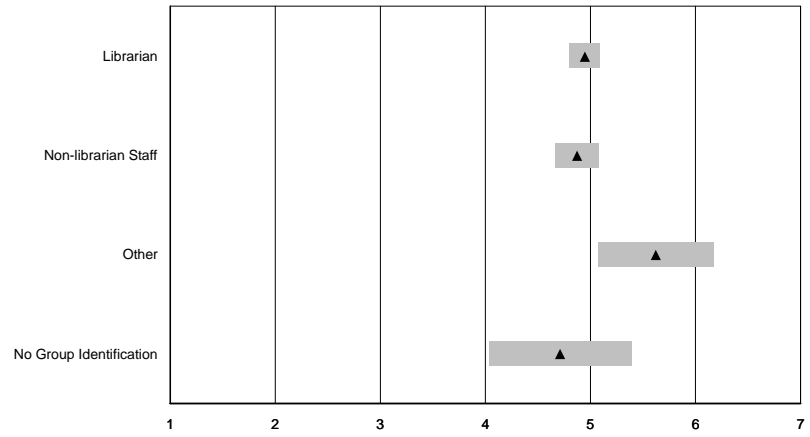
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	5.47	5.63	5.78	1.17	0.08	113
Non-librarian Staff	4.61	4.90	5.18	1.51	0.14	76
Other	5.88	6.24	6.59	0.60	0.18	11
No Group Identification	4.33	5.02	5.70	1.47	0.34	17

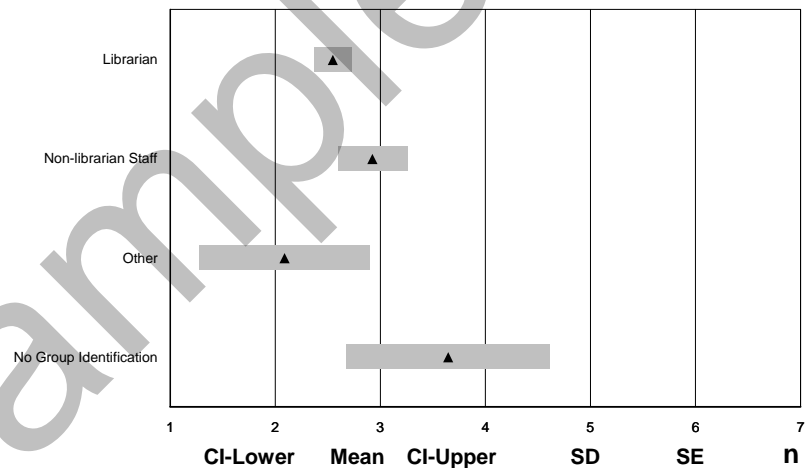
**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

### Organizational Citizenship Behaviors



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	4.80	4.95	5.09	1.11	0.07	113
Non-librarian Staff	4.66	4.87	5.08	1.13	0.10	77
Other	5.07	5.62	6.17	0.94	0.28	11
No Group Identification	4.03	4.71	5.39	1.50	0.34	18

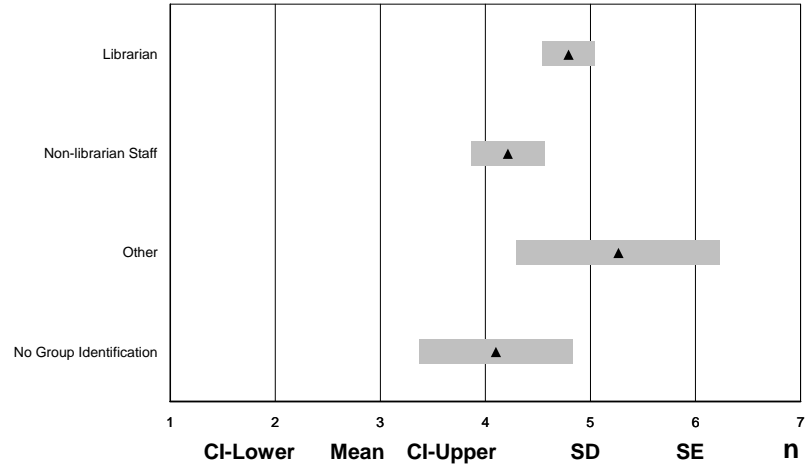
### Organizational Withdrawal\*



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	2.37	2.55	2.73	1.32	0.09	110
Non-librarian Staff	2.60	2.93	3.26	1.75	0.16	75
Other	1.28	2.09	2.90	1.38	0.41	11
No Group Identification	2.68	3.65	4.61	2.07	0.48	17

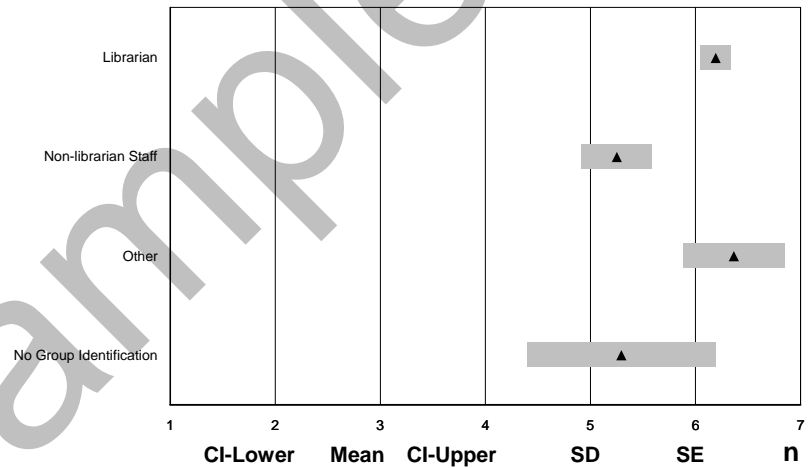
\*These scales are reverse scored. Lower scores are better.

**Psychological Empowerment in the Workplace**



Group	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	4.54	4.79	5.04	1.86	0.13	111
Non-librarian Staff	3.86	4.21	4.57	1.88	0.18	76
Other	4.30	5.27	6.23	1.56	0.48	10
No Group Identification	3.37	4.10	4.83	1.61	0.37	18

**Task Engagement**

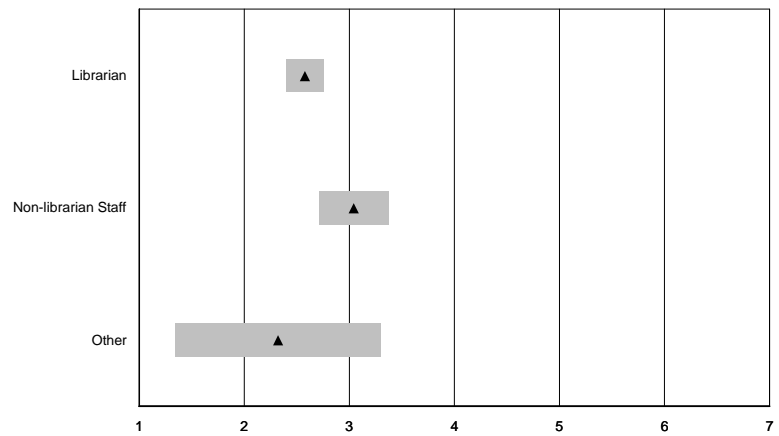


Group	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	6.05	6.19	6.34	1.10	0.07	113
Non-librarian Staff	4.91	5.25	5.59	1.82	0.17	77
Other	5.88	6.36	6.85	0.82	0.24	11
No Group Identification	4.40	5.29	6.19	1.92	0.45	17

**Section:** Table K: Organizational Climate and Attitude Scale Means by Immediate Supervisor

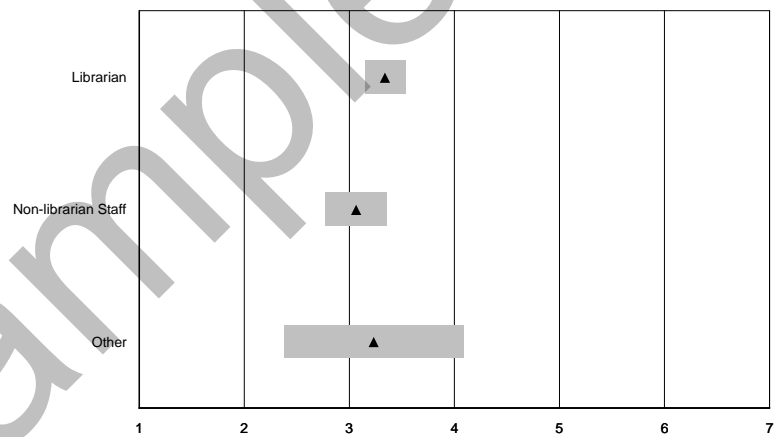
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	2.40	2.58	2.76	1.33	0.09	111
Non-librarian Staff	2.71	3.04	3.37	1.70	0.17	72
Other	1.35	2.33	3.30	1.58	0.49	10

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Librarian	3.15	3.34	3.53	1.42	0.10	111
Non-librarian Staff	2.77	3.07	3.36	1.47	0.15	70
Other	2.38	3.23	4.09	1.38	0.43	10

*\*These scales are reverse scored. Lower scores are better.*

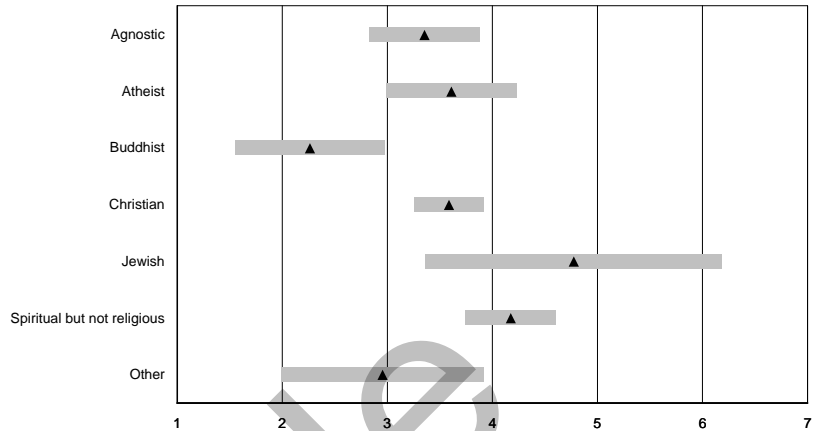
Table L: Organizational Climate and Attitude Scale Means by Religion

Table L.1: Organizational Climate Scale Means by Religion

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

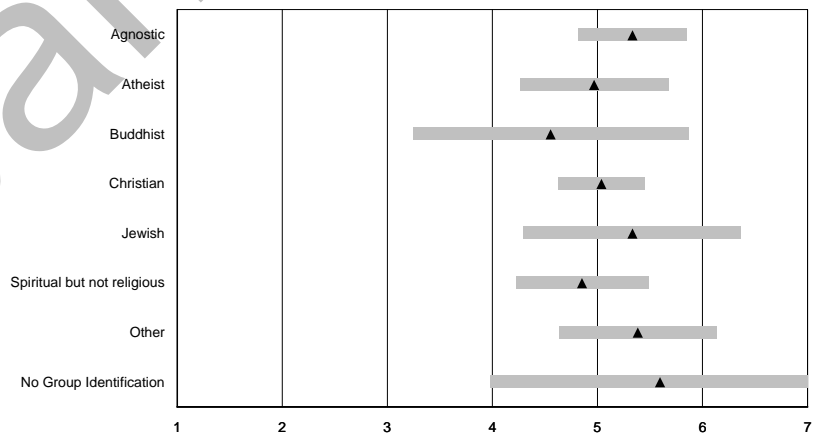
**Climate for Organizational Justice**

**Distributive Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	2.83	3.36	3.88	1.45	0.26	27
Atheist	2.99	3.61	4.23	1.64	0.31	25
Buddhist	1.55	2.27	2.98	0.88	0.36	6
Christian	3.26	3.59	3.92	1.34	0.17	51
Jewish	3.36	4.78	6.19	2.03	0.71	8
Spiritual but not religious	3.74	4.18	4.61	1.27	0.22	30
Other	1.99	2.96	3.92	1.93	0.48	15

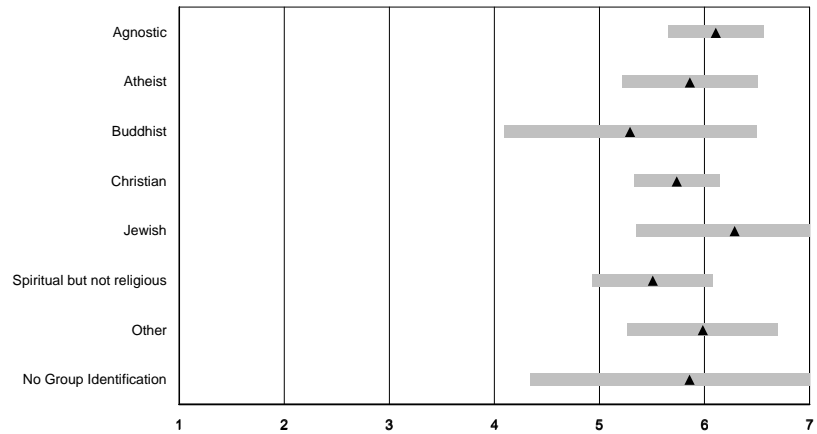
**Informational Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.82	5.33	5.85	1.46	0.26	28
Atheist	4.26	4.97	5.68	1.87	0.35	25
Buddhist	3.25	4.56	5.86	1.62	0.65	6
Christian	4.63	5.04	5.45	1.67	0.21	51
Jewish	4.30	5.33	6.37	1.39	0.52	7
Spiritual but not religious	4.22	4.85	5.49	1.89	0.32	31
Other	4.63	5.38	6.13	1.70	0.37	19
No Group Identification	3.98	5.60	7.00	2.17	0.81	7

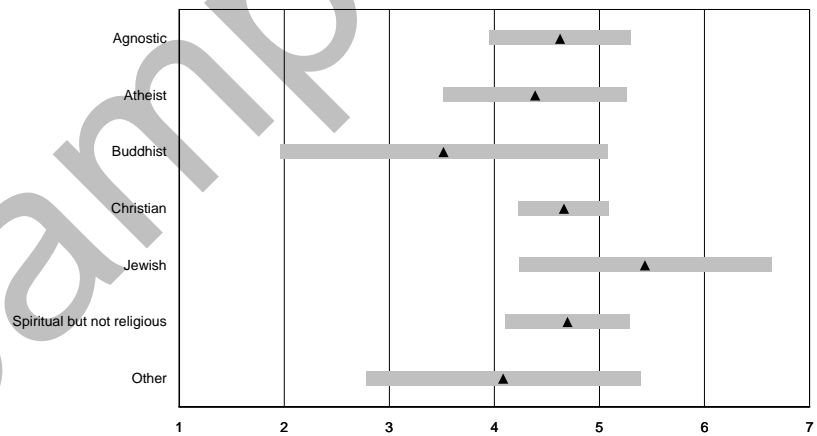
Section: Table L: Organizational Climate and Attitude Scale Means by Religion

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	5.65	6.11	6.56	1.28	0.23	28
Atheist	5.21	5.86	6.51	1.71	0.32	25
Buddhist	4.09	5.29	6.49	1.49	0.60	6
Christian	5.33	5.74	6.14	1.66	0.20	51
Jewish	5.35	6.29	7.00	1.25	0.47	7
Spiritual but not religious	4.93	5.51	6.08	1.75	0.29	32
Other	5.27	5.98	6.70	1.68	0.36	20
No Group Identification	4.34	5.86	7.00	2.04	0.76	7

**Procedural Justice**

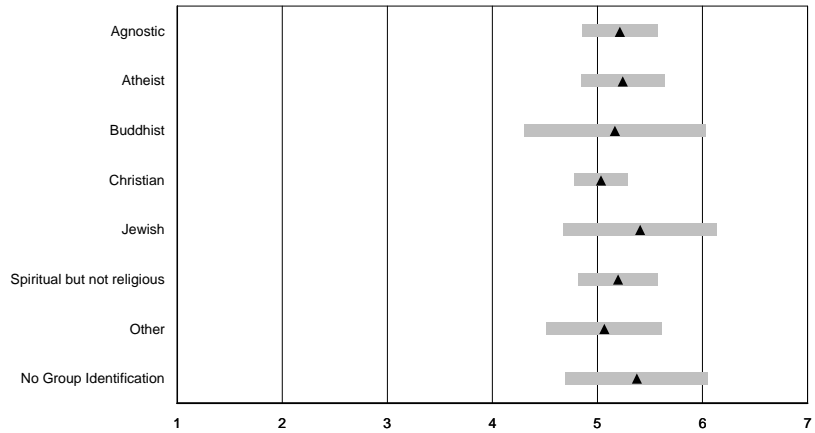


	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	3.95	4.63	5.30	1.75	0.34	24
Atheist	3.52	4.39	5.26	2.09	0.44	21
Buddhist	1.96	3.52	5.08	1.93	0.78	6
Christian	4.23	4.66	5.09	1.63	0.21	46
Jewish	4.23	5.43	6.63	1.49	0.60	6
Spiritual but not religious	4.10	4.70	5.29	1.67	0.30	28
Other	2.78	4.08	5.39	2.42	0.65	13

**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

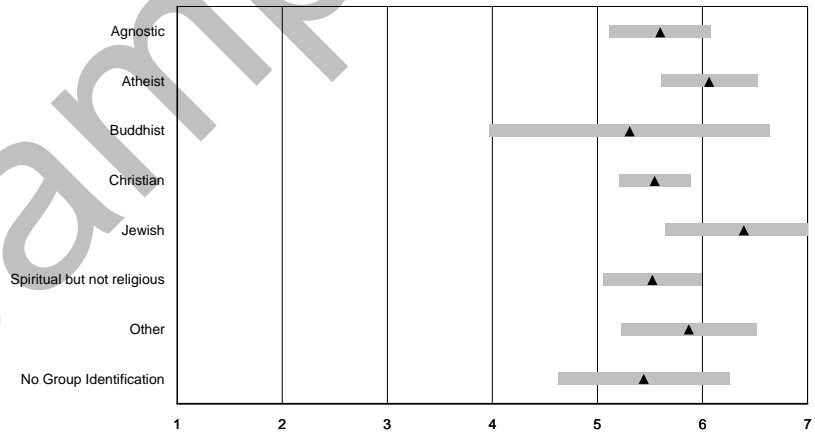
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.86	5.21	5.57	1.03	0.18	29
Atheist	4.84	5.24	5.64	1.06	0.20	25
Buddhist	4.30	5.17	6.03	1.16	0.43	7
Christian	4.78	5.03	5.29	1.14	0.13	59
Jewish	4.67	5.41	6.14	1.05	0.37	8
Spiritual but not religious	4.82	5.20	5.57	1.19	0.19	34
Other	4.51	5.07	5.62	1.33	0.28	21
No Group Identification	4.70	5.38	6.05	1.15	0.34	11

**Leader-Membership Relationship Quality**

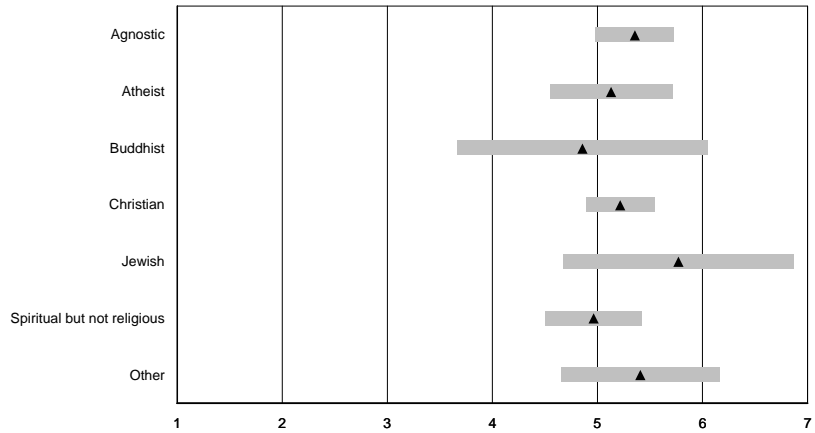


	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	5.12	5.60	6.08	1.39	0.24	29
Atheist	5.60	6.06	6.52	1.22	0.23	25
Buddhist	3.97	5.31	6.64	1.79	0.67	7
Christian	5.20	5.54	5.89	1.53	0.17	59
Jewish	5.64	6.39	7.00	1.08	0.38	8
Spiritual but not religious	5.06	5.52	5.99	1.47	0.23	34
Other	5.23	5.87	6.51	1.55	0.32	21
No Group Identification	4.62	5.44	6.26	1.45	0.41	12

**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

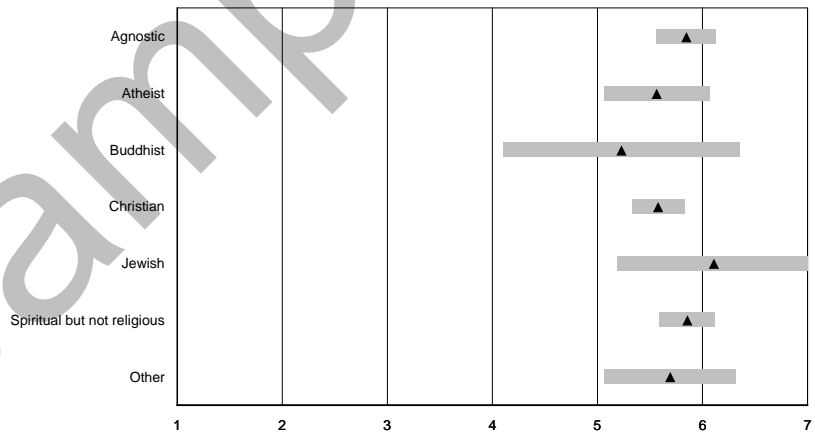
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.98	5.36	5.73	1.17	0.19	33
Atheist	4.55	5.13	5.71	1.54	0.29	25
Buddhist	3.66	4.86	6.05	1.60	0.60	7
Christian	4.89	5.22	5.54	1.50	0.16	62
Jewish	4.68	5.77	6.87	1.57	0.55	8
Spiritual but not religious	4.51	4.96	5.42	1.47	0.23	35
Other	4.65	5.41	6.16	1.81	0.38	21

**Valuing Diversity**

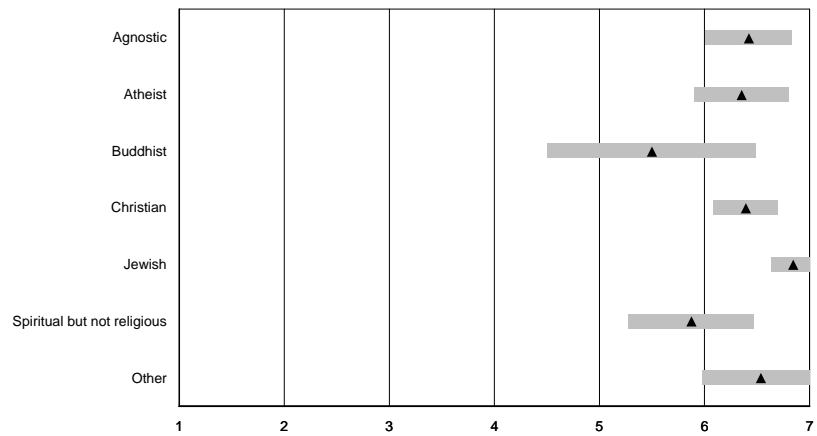


	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	5.56	5.85	6.13	0.88	0.14	33
Atheist	5.06	5.56	6.06	1.35	0.25	26
Buddhist	4.10	5.23	6.35	1.51	0.56	7
Christian	5.33	5.58	5.83	1.17	0.12	63
Jewish	5.18	6.11	7.00	1.33	0.46	8
Spiritual but not religious	5.59	5.86	6.12	0.89	0.13	37
Other	5.07	5.69	6.32	1.58	0.31	23

**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

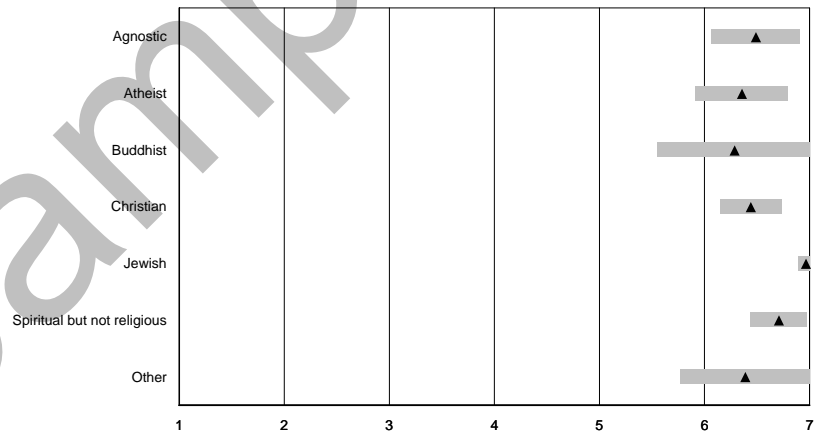
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	6.01	6.42	6.83	1.26	0.21	32
Atheist	5.90	6.35	6.80	1.21	0.22	26
Buddhist	4.51	5.50	6.49	1.33	0.50	7
Christian	6.09	6.39	6.70	1.40	0.15	61
Jewish	6.64	6.84	7.00	0.30	0.10	8
Spiritual but not religious	5.28	5.88	6.47	1.95	0.30	36
Other	5.97	6.54	7.00	1.35	0.28	21

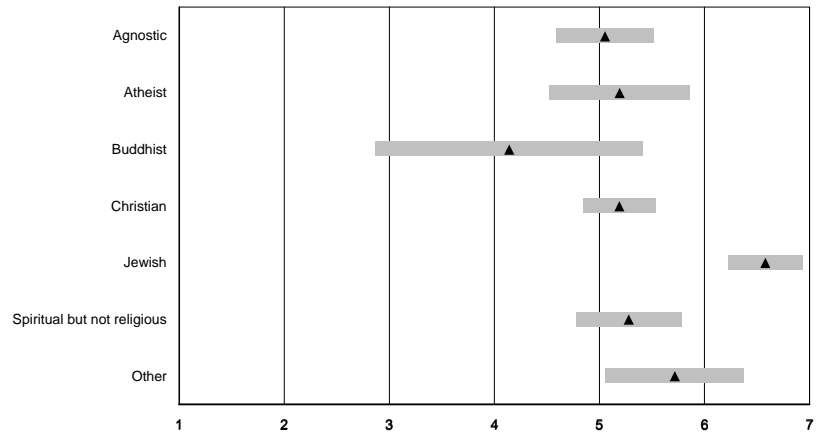
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	6.07	6.49	6.91	1.24	0.21	30
Atheist	5.91	6.36	6.80	1.19	0.22	26
Buddhist	5.55	6.29	7.00	0.98	0.37	7
Christian	6.14	6.44	6.73	1.35	0.15	61
Jewish	6.89	6.96	7.00	0.09	0.04	7
Spiritual but not religious	6.44	6.71	6.97	0.86	0.13	35
Other	5.76	6.39	7.00	1.46	0.31	20

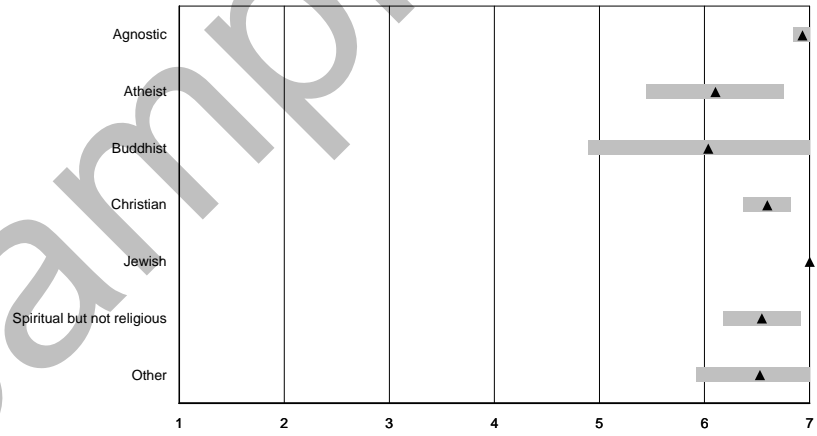
**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.59	5.05	5.52	1.42	0.23	32
Atheist	4.52	5.19	5.86	1.77	0.33	25
Buddhist	2.87	4.14	5.42	1.71	0.64	7
Christian	4.85	5.19	5.53	1.60	0.17	63
Jewish	6.22	6.58	6.93	0.51	0.18	8
Spiritual but not religious	4.78	5.28	5.78	1.63	0.25	36
Other	5.06	5.72	6.38	1.63	0.33	22

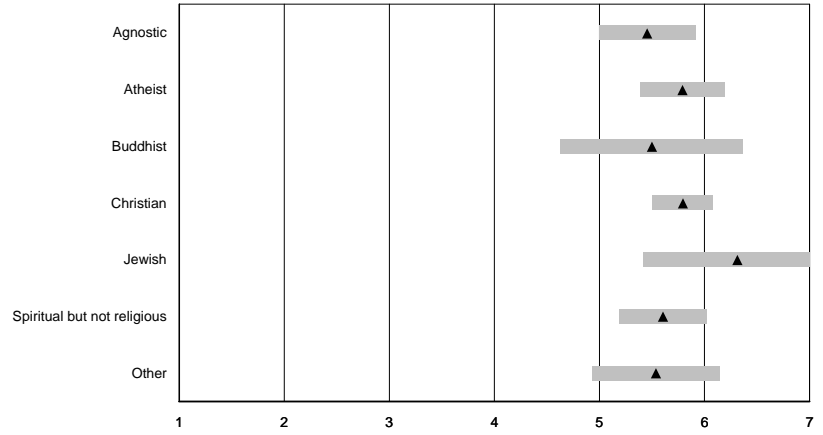
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	6.84	6.93	7.00	0.26	0.04	29
Atheist	5.45	6.10	6.76	1.69	0.33	24
Buddhist	4.89	6.04	7.00	1.53	0.57	7
Christian	6.37	6.60	6.82	0.96	0.11	54
Jewish	7.00	7.00	7.00	0.00	0.00	8
Spiritual but not religious	6.18	6.55	6.92	1.15	0.18	33
Other	5.92	6.53	7.00	1.39	0.31	19

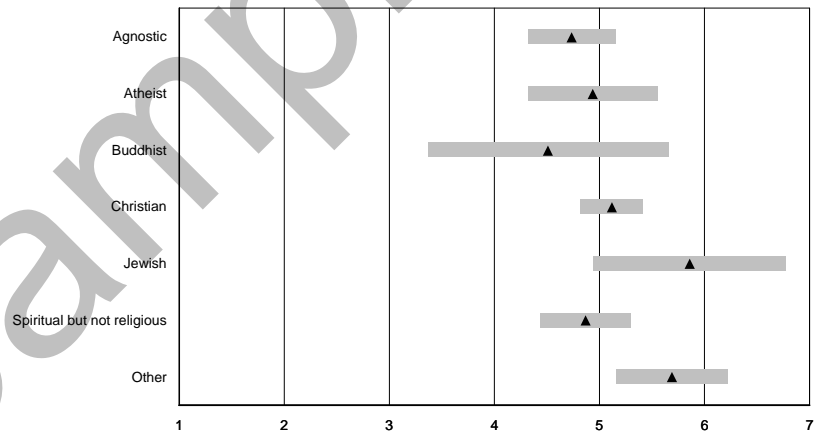
**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	5.00	5.45	5.91	1.43	0.23	33
Atheist	5.39	5.79	6.19	1.06	0.20	25
Buddhist	4.63	5.50	6.37	1.16	0.43	7
Christian	5.50	5.79	6.08	1.37	0.15	64
Jewish	5.42	6.31	7.00	1.29	0.45	8
Spiritual but not religious	5.19	5.61	6.02	1.40	0.21	38
Other	4.93	5.54	6.14	1.49	0.30	22

**Climate for Continual Learning**

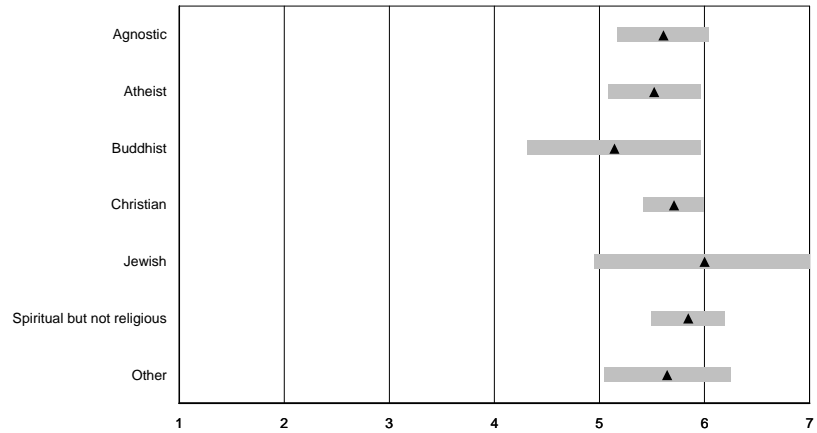


	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.32	4.74	5.15	1.29	0.21	33
Atheist	4.32	4.94	5.55	1.63	0.31	25
Buddhist	3.37	4.51	5.65	1.53	0.57	7
Christian	4.82	5.12	5.41	1.40	0.15	64
Jewish	4.95	5.86	6.77	1.31	0.46	8
Spiritual but not religious	4.44	4.87	5.30	1.46	0.22	38
Other	5.16	5.69	6.22	1.34	0.26	23

**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

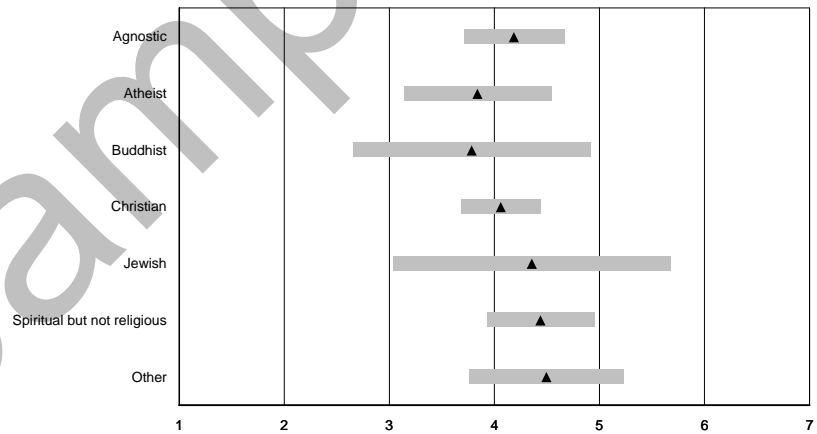
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	5.17	5.61	6.04	1.33	0.22	32
Atheist	5.08	5.52	5.96	1.14	0.22	24
Buddhist	4.32	5.14	5.97	1.11	0.41	7
Christian	5.42	5.71	6.00	1.35	0.14	64
Jewish	4.95	6.00	7.00	1.41	0.52	7
Spiritual but not religious	5.50	5.84	6.19	1.16	0.17	37
Other	5.04	5.64	6.24	1.48	0.30	22

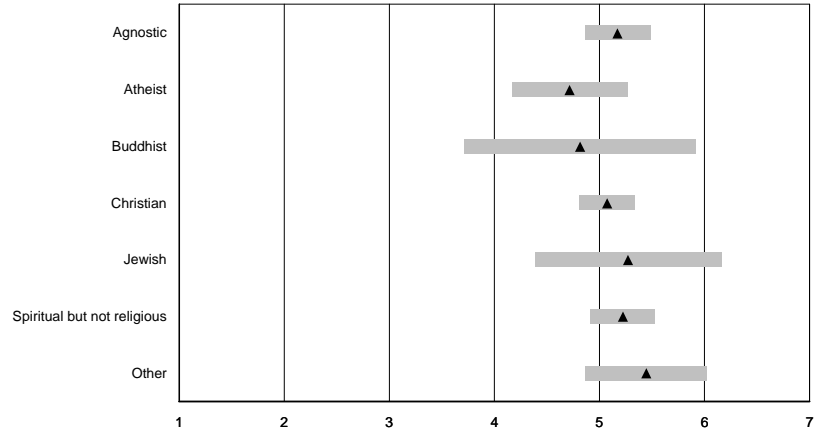
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	3.71	4.19	4.67	1.49	0.24	33
Atheist	3.14	3.84	4.54	1.81	0.35	24
Buddhist	2.65	3.79	4.92	1.52	0.57	7
Christian	3.68	4.06	4.44	1.71	0.19	60
Jewish	3.04	4.36	5.68	1.77	0.66	7
Spiritual but not religious	3.93	4.44	4.95	1.69	0.25	37
Other	3.76	4.50	5.23	1.77	0.37	21

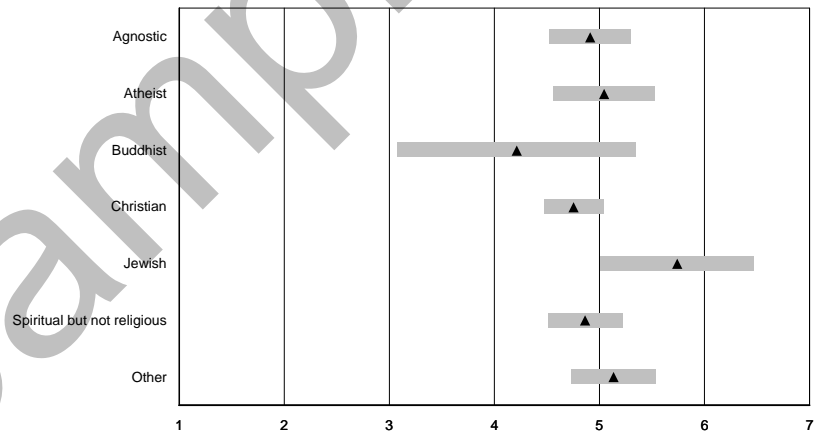
**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.86	5.17	5.49	0.97	0.16	33
Atheist	4.17	4.72	5.27	1.49	0.27	26
Buddhist	3.71	4.82	5.92	1.48	0.55	7
Christian	4.81	5.07	5.34	1.26	0.13	64
Jewish	4.39	5.27	6.16	1.27	0.44	8
Spiritual but not religious	4.92	5.22	5.53	1.04	0.15	38
Other	4.87	5.45	6.02	1.43	0.29	22

**Climate for Psychological Safety**



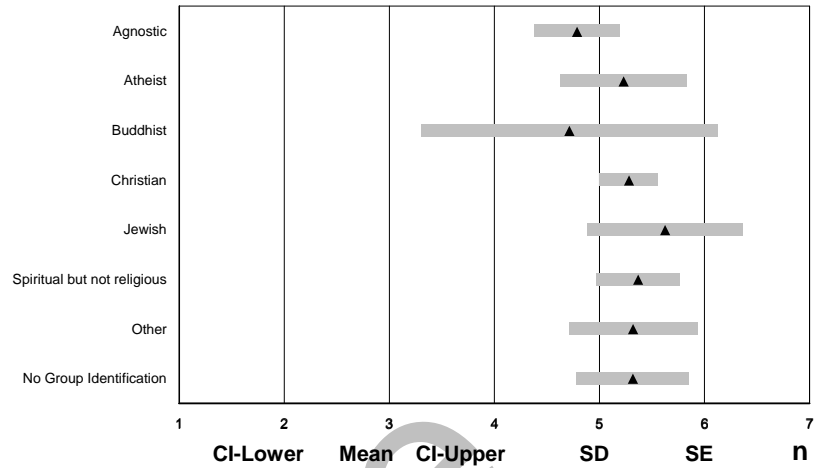
	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.53	4.91	5.30	1.18	0.19	32
Atheist	4.56	5.04	5.53	1.30	0.24	26
Buddhist	3.08	4.21	5.35	1.52	0.57	7
Christian	4.47	4.75	5.04	1.32	0.14	63
Jewish	5.01	5.74	6.47	1.05	0.36	8
Spiritual but not religious	4.51	4.86	5.22	1.15	0.18	36
Other	4.73	5.13	5.54	0.99	0.20	22

**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

**Table L.2: Organizational Attitude Scale Means by Religion**

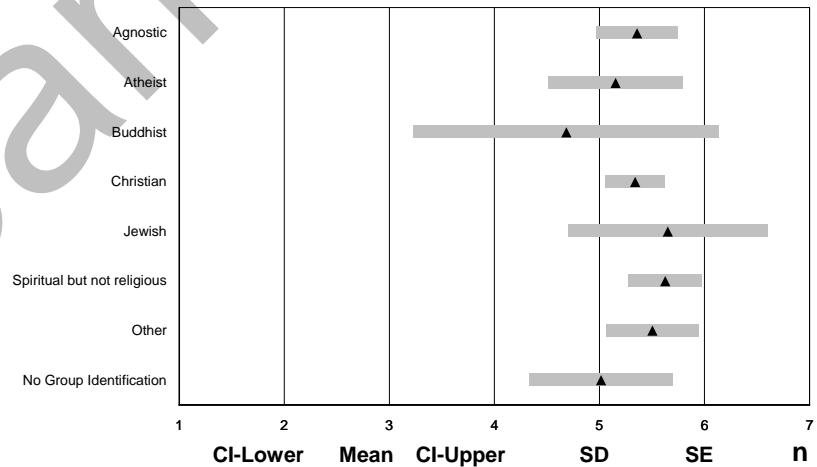
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.38	4.79	5.20	1.27	0.20	33
Atheist	4.63	5.23	5.83	1.63	0.30	26
Buddhist	3.31	4.71	6.12	1.89	0.70	7
Christian	5.00	5.28	5.56	1.31	0.14	64
Jewish	4.89	5.63	6.36	1.06	0.37	8
Spiritual but not religious	4.97	5.37	5.77	1.34	0.20	38
Other	4.71	5.32	5.93	1.63	0.31	25
No Group Identification	4.78	5.32	5.86	1.32	0.27	22

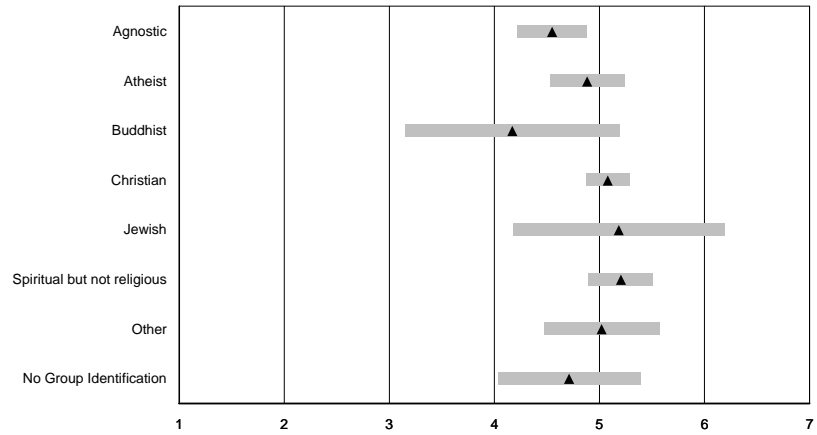
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.97	5.36	5.75	1.19	0.19	32
Atheist	4.52	5.15	5.79	1.73	0.32	26
Buddhist	3.23	4.69	6.14	1.95	0.73	7
Christian	5.06	5.34	5.62	1.33	0.14	64
Jewish	4.70	5.65	6.60	1.36	0.47	8
Spiritual but not religious	5.27	5.63	5.98	1.19	0.18	38
Other	5.06	5.50	5.95	1.17	0.22	25
No Group Identification	4.33	5.02	5.70	1.47	0.34	17

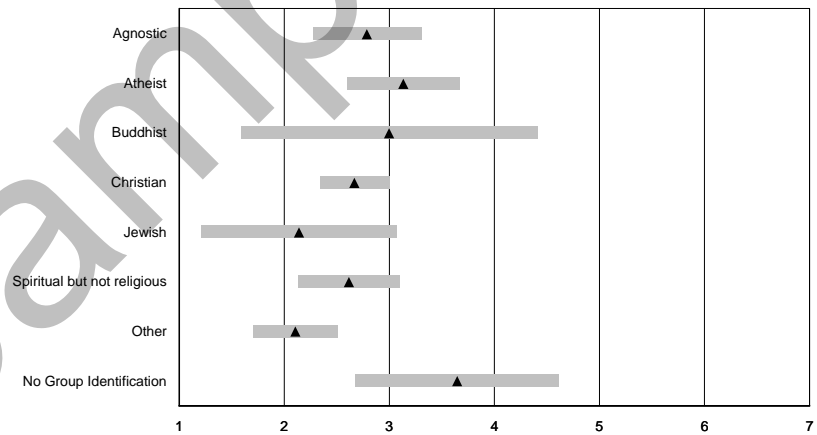
**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

### Organizational Citizenship Behaviors



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.22	4.55	4.88	1.03	0.17	33
Atheist	4.53	4.88	5.24	0.96	0.18	26
Buddhist	3.15	4.17	5.19	1.37	0.51	7
Christian	4.87	5.08	5.29	0.99	0.10	64
Jewish	4.18	5.18	6.19	1.45	0.50	8
Spiritual but not religious	4.90	5.21	5.51	1.04	0.15	38
Other	4.47	5.02	5.57	1.45	0.27	25
No Group Identification	4.03	4.71	5.39	1.50	0.34	18

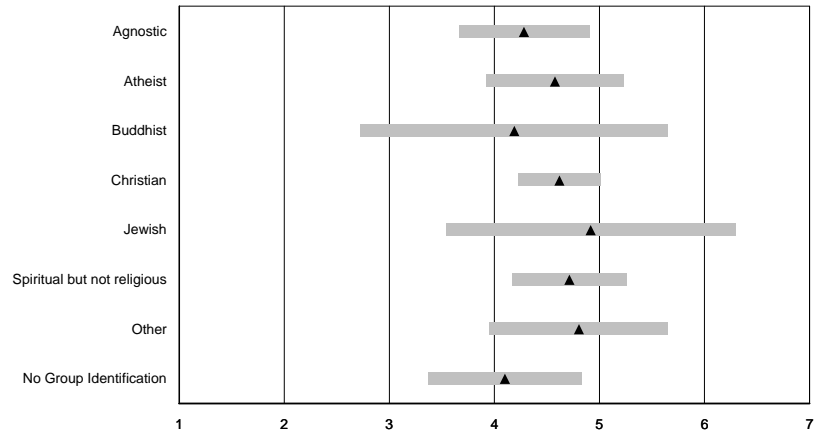
### Organizational Withdrawal\*



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	2.27	2.79	3.30	1.60	0.26	33
Atheist	2.60	3.13	3.67	1.45	0.27	26
Buddhist	1.59	3.00	4.41	1.89	0.71	7
Christian	2.34	2.67	3.00	1.53	0.16	62
Jewish	1.21	2.14	3.07	1.25	0.47	7
Spiritual but not religious	2.14	2.62	3.10	1.63	0.24	38
Other	1.70	2.11	2.51	1.02	0.20	23
No Group Identification	2.68	3.65	4.61	2.07	0.48	17

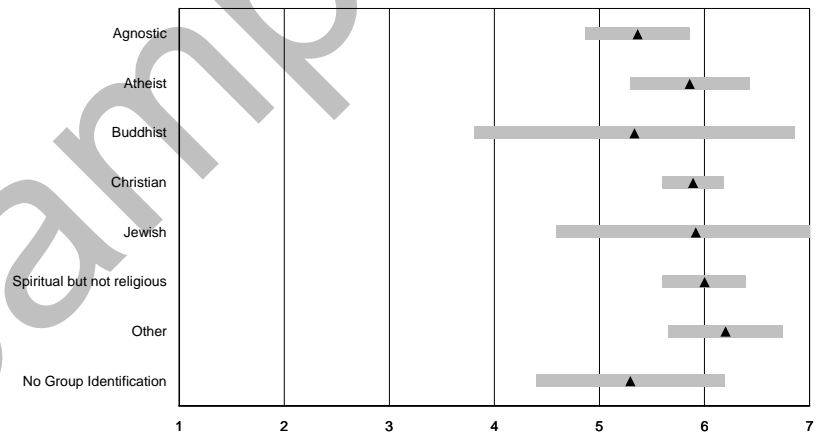
\*These scales are reverse scored. Lower scores are better.

**Psychological Empowerment in the Workplace**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	3.66	4.28	4.90	1.92	0.31	33
Atheist	3.92	4.58	5.23	1.77	0.33	26
Buddhist	2.73	4.19	5.65	1.96	0.73	7
Christian	4.23	4.62	5.01	1.86	0.20	64
Jewish	3.54	4.92	6.30	1.98	0.69	8
Spiritual but not religious	4.17	4.71	5.26	1.75	0.27	35
Other	3.96	4.81	5.65	2.19	0.42	24
No Group Identification	3.37	4.10	4.83	1.61	0.37	18

**Task Engagement**

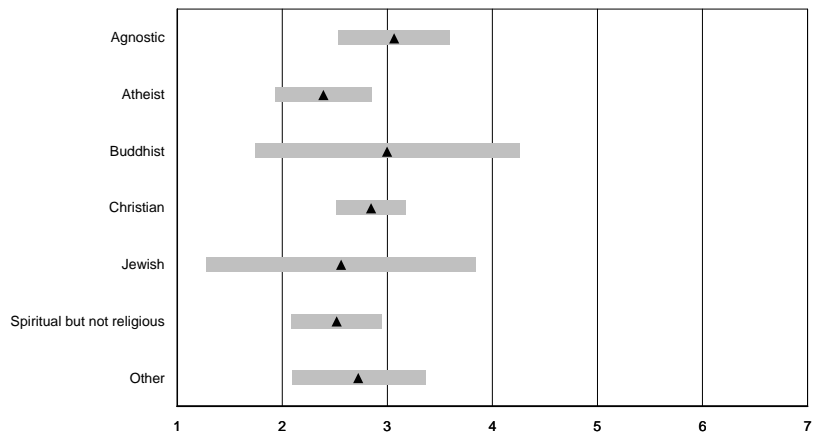


	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	4.87	5.36	5.86	1.54	0.25	33
Atheist	5.29	5.86	6.43	1.54	0.29	26
Buddhist	3.81	5.33	6.86	2.05	0.76	7
Christian	5.60	5.89	6.18	1.39	0.15	64
Jewish	4.59	5.92	7.00	1.91	0.66	8
Spiritual but not religious	5.60	6.00	6.40	1.34	0.20	38
Other	5.65	6.20	6.75	1.44	0.27	25
No Group Identification	4.40	5.29	6.19	1.92	0.45	17

**Section:** Table L: Organizational Climate and Attitude Scale Means by Religion

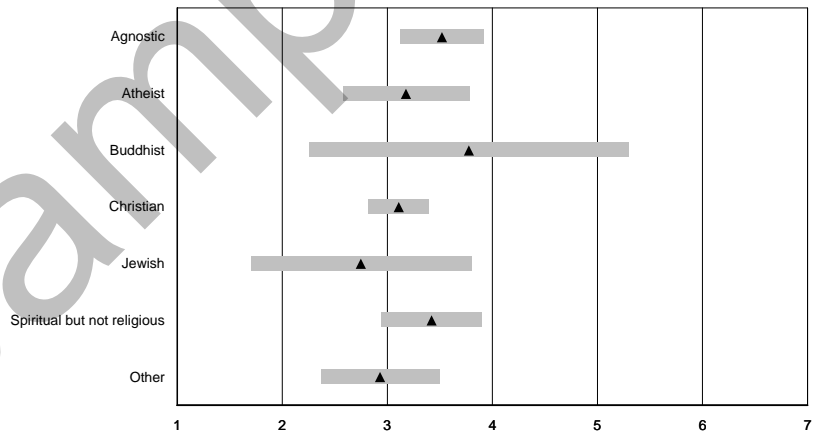
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	2.54	3.07	3.60	1.58	0.26	31
Atheist	1.93	2.39	2.85	1.25	0.23	26
Buddhist	1.74	3.00	4.26	1.69	0.63	7
Christian	2.52	2.85	3.18	1.56	0.16	64
Jewish	1.28	2.56	3.85	1.85	0.64	8
Spiritual but not religious	2.09	2.52	2.95	1.43	0.22	37
Other	2.09	2.73	3.36	1.49	0.32	20

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Agnostic	3.13	3.52	3.92	1.19	0.20	31
Atheist	2.58	3.18	3.78	1.63	0.30	26
Buddhist	2.26	3.78	5.30	1.88	0.76	6
Christian	2.82	3.11	3.40	1.36	0.15	63
Jewish	1.70	2.75	3.80	1.51	0.53	8
Spiritual but not religious	2.94	3.42	3.90	1.59	0.24	37
Other	2.37	2.93	3.50	1.31	0.28	20

*\*These scales are reverse scored. Lower scores are better.*

Section: Table L: Organizational Climate and Attitude Scale Means by Religion

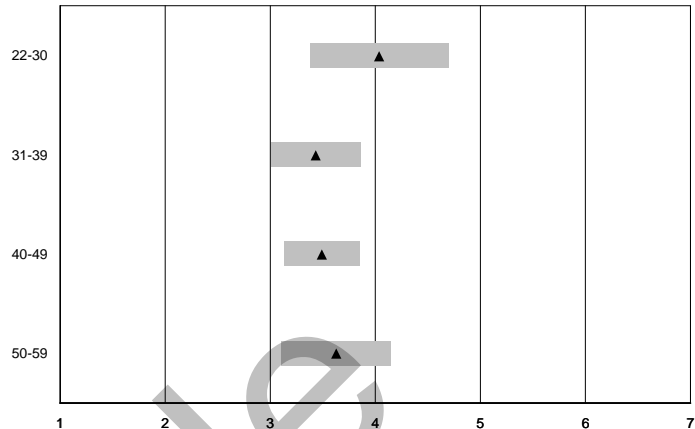
Table M: Organizational Climate and Attitude Scale Means by Age

Table M.1: Organizational Climate Scale Means by Age

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

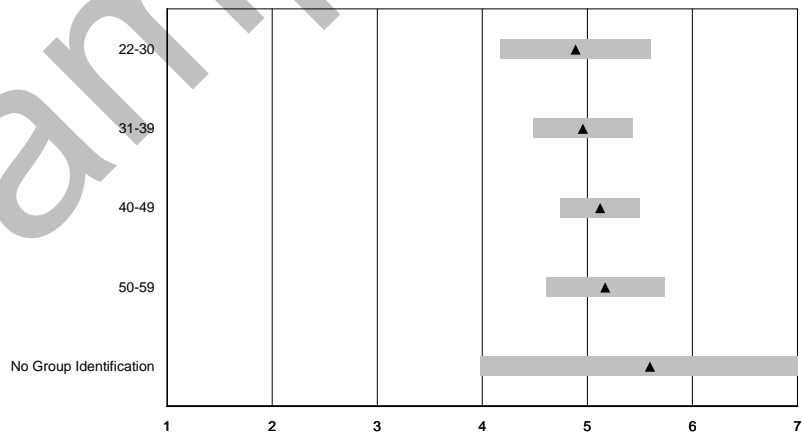
**Climate for Organizational Justice**

**Distributive Justice**



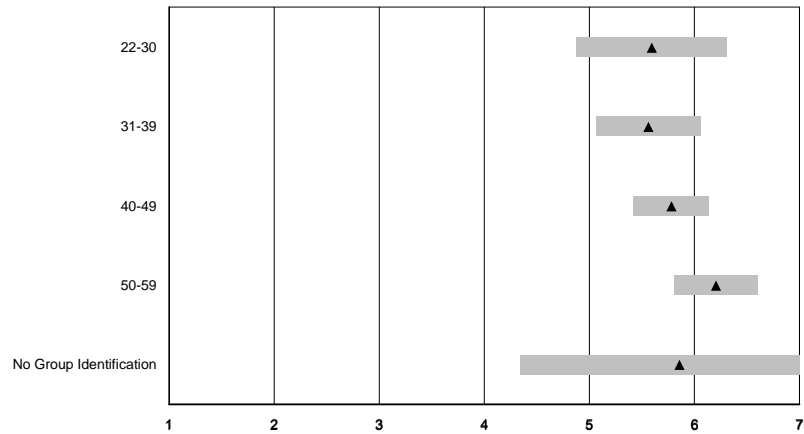
	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	3.38	4.04	4.70	1.75	0.33	25
31-39	3.01	3.43	3.86	1.36	0.21	35
40-49	3.13	3.49	3.85	1.42	0.18	49
50-59	3.11	3.63	4.15	1.68	0.26	35

**Informational Justice**



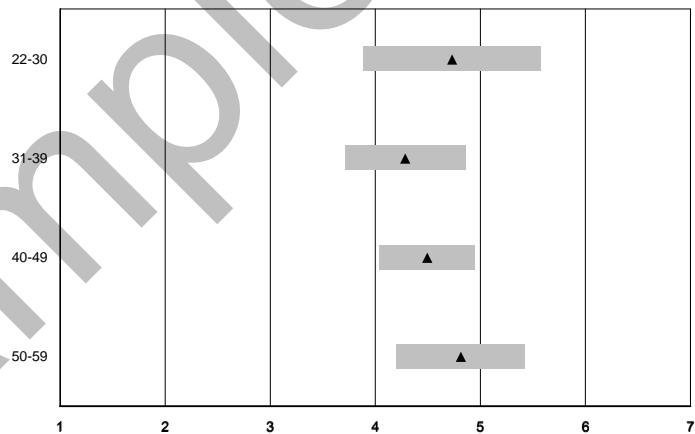
	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.17	4.89	5.61	1.85	0.36	24
31-39	4.48	4.96	5.43	1.57	0.24	37
40-49	4.75	5.12	5.50	1.54	0.19	52
50-59	4.61	5.17	5.73	1.87	0.28	37
No Group Identification	3.98	5.60	7.00	2.17	0.81	7

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.88	5.59	6.31	1.85	0.36	24
31-39	5.06	5.56	6.06	1.63	0.25	36
40-49	5.42	5.78	6.14	1.50	0.18	53
50-59	5.81	6.21	6.60	1.37	0.20	39
No Group Identification	4.34	5.86	7.00	2.04	0.76	7

**Procedural Justice**

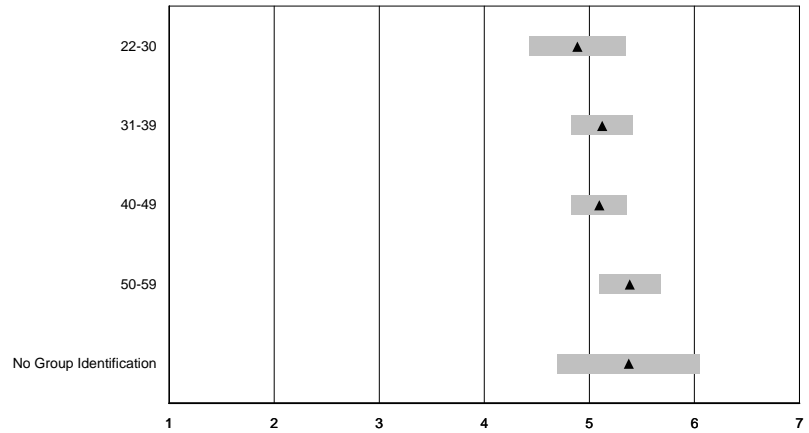


	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	3.89	4.73	5.58	2.08	0.42	22
31-39	3.71	4.29	4.86	1.65	0.29	29
40-49	4.04	4.50	4.95	1.73	0.23	46
50-59	4.20	4.81	5.43	1.84	0.31	31

Section: Table M: Organizational Climate and Attitude Scale Means by Age

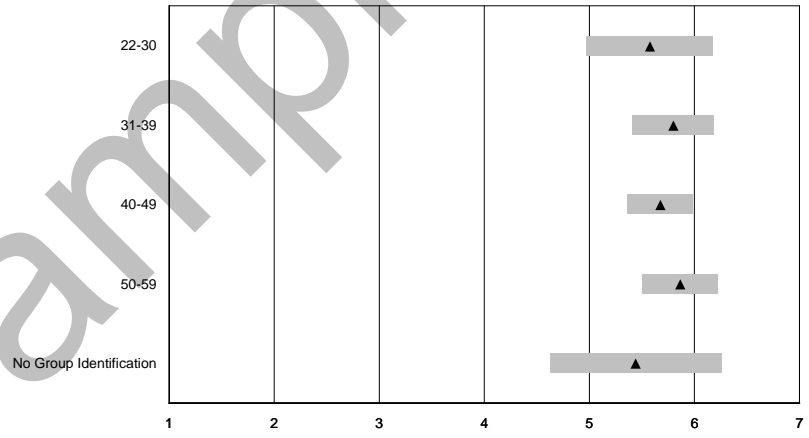
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.43	4.89	5.35	1.27	0.23	27
31-39	4.83	5.12	5.42	1.01	0.15	39
40-49	4.83	5.10	5.36	1.15	0.13	57
50-59	5.09	5.38	5.68	1.03	0.15	40
No Group Identification	4.70	5.38	6.05	1.15	0.34	11

**Leader-Membership Relationship Quality**

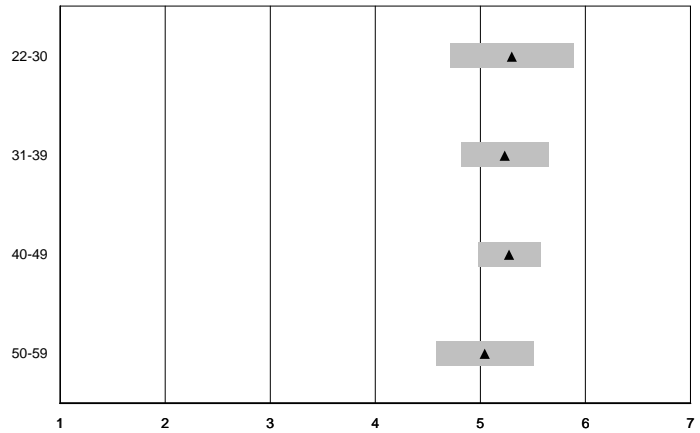


	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.97	5.58	6.18	1.67	0.30	27
31-39	5.41	5.80	6.19	1.32	0.19	39
40-49	5.36	5.68	5.99	1.36	0.16	57
50-59	5.51	5.86	6.22	1.24	0.18	40
No Group Identification	4.62	5.44	6.26	1.45	0.41	12

**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

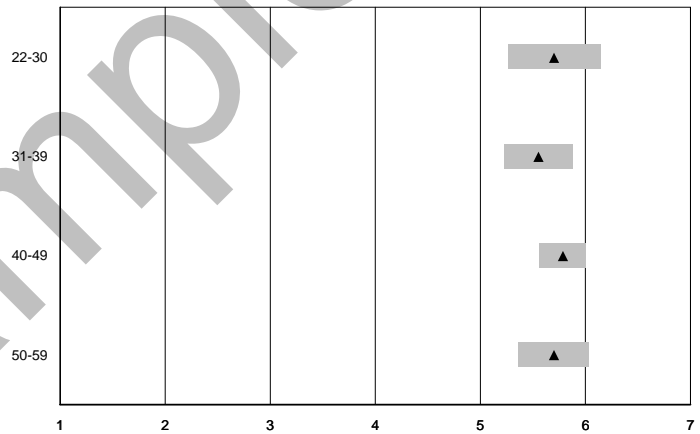
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.71	5.30	5.89	1.63	0.30	27
31-39	4.81	5.23	5.65	1.48	0.21	41
40-49	4.98	5.27	5.57	1.40	0.15	64
50-59	4.58	5.04	5.51	1.57	0.23	38

**Valuing Diversity**

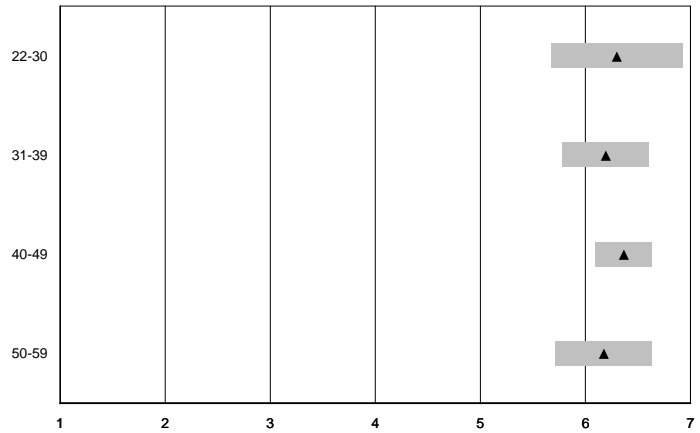


	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	5.26	5.70	6.14	1.24	0.22	28
31-39	5.23	5.55	5.88	1.16	0.16	41
40-49	5.56	5.79	6.01	1.05	0.11	64
50-59	5.36	5.70	6.04	1.23	0.17	43

**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

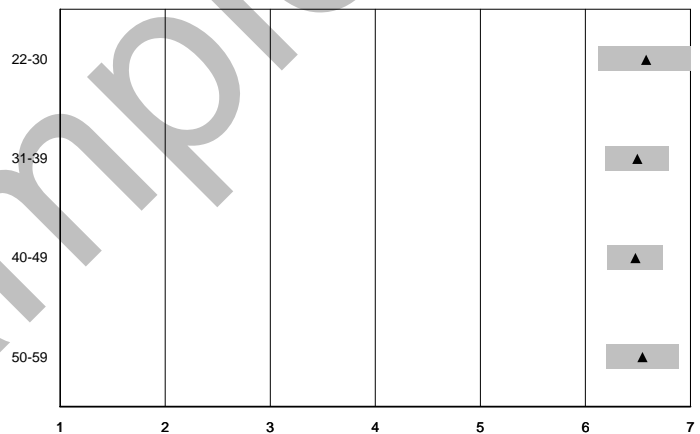
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	5.67	6.30	6.92	1.69	0.31	26
31-39	5.78	6.19	6.61	1.44	0.21	40
40-49	6.10	6.37	6.63	1.25	0.13	63
50-59	5.71	6.17	6.64	1.63	0.23	41

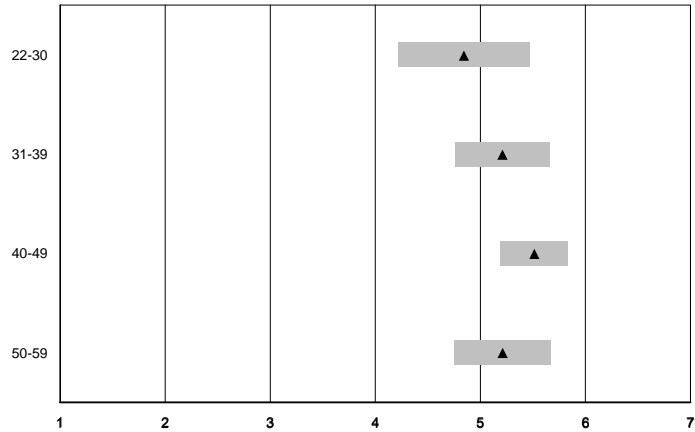
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	6.12	6.58	7.00	1.23	0.23	26
31-39	6.19	6.49	6.80	1.03	0.15	38
40-49	6.21	6.47	6.74	1.23	0.13	63
50-59	6.20	6.54	6.89	1.16	0.17	38

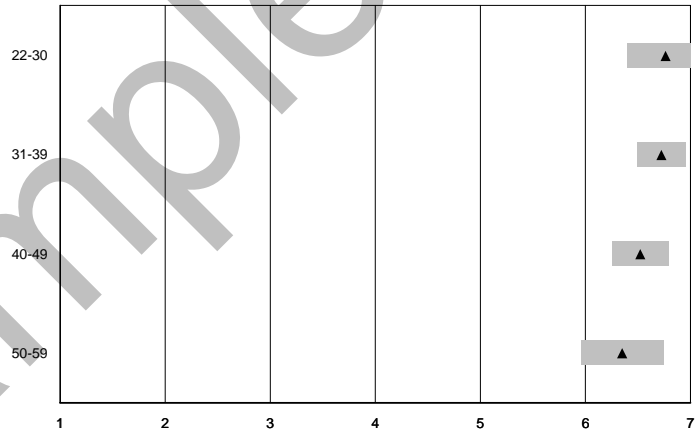
Section: Table M: Organizational Climate and Attitude Scale Means by Age

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.22	4.84	5.47	1.73	0.31	27
31-39	4.76	5.21	5.66	1.53	0.22	39
40-49	5.19	5.51	5.84	1.52	0.16	64
50-59	4.75	5.21	5.67	1.68	0.23	43

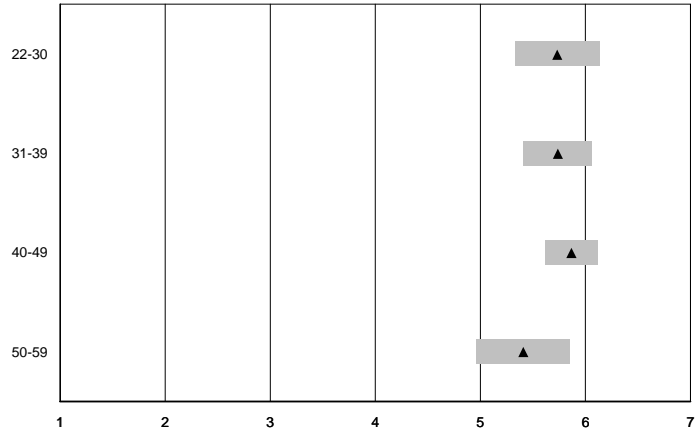
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	6.39	6.76	7.00	0.89	0.19	21
31-39	6.49	6.72	6.95	0.75	0.12	36
40-49	6.25	6.52	6.79	1.18	0.13	58
50-59	5.96	6.35	6.74	1.32	0.20	38

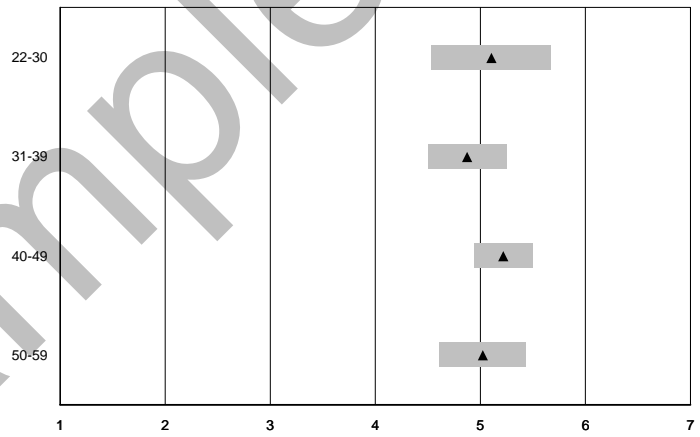
**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	5.33	5.73	6.13	1.11	0.20	27
31-39	5.41	5.74	6.06	1.15	0.16	41
40-49	5.61	5.87	6.12	1.21	0.13	65
50-59	4.96	5.41	5.86	1.63	0.22	43

**Climate for Continual Learning**

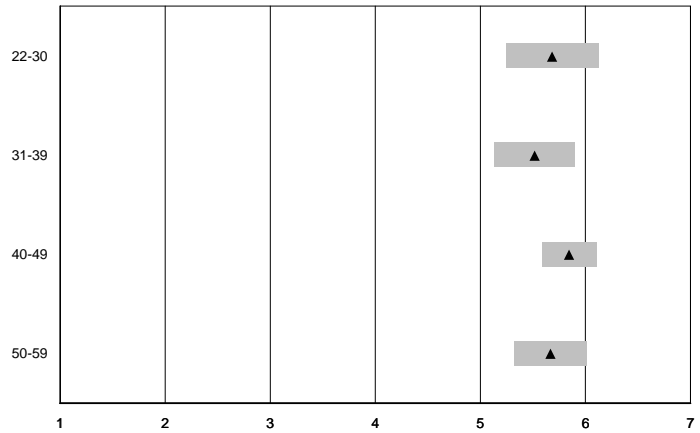


	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.54	5.11	5.67	1.57	0.28	27
31-39	4.50	4.87	5.25	1.32	0.19	41
40-49	4.94	5.22	5.50	1.34	0.14	65
50-59	4.61	5.02	5.44	1.52	0.21	44

**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

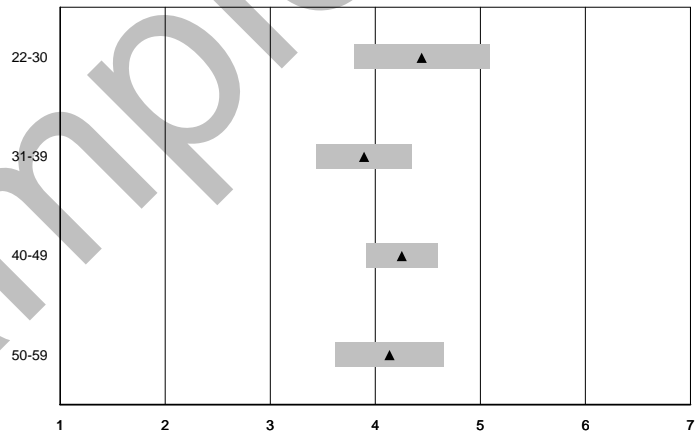
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	5.24	5.68	6.12	1.19	0.22	26
31-39	5.13	5.52	5.90	1.35	0.19	41
40-49	5.58	5.84	6.10	1.23	0.13	64
50-59	5.32	5.67	6.01	1.25	0.17	43

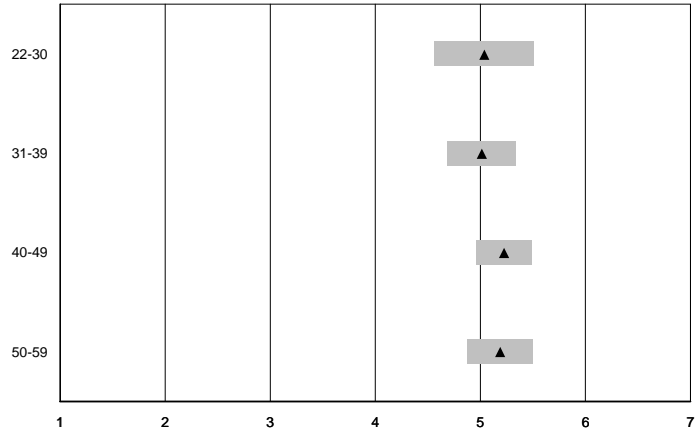
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	3.80	4.44	5.09	1.75	0.32	26
31-39	3.44	3.89	4.35	1.61	0.23	41
40-49	3.91	4.25	4.59	1.59	0.17	63
50-59	3.62	4.14	4.65	1.82	0.26	41

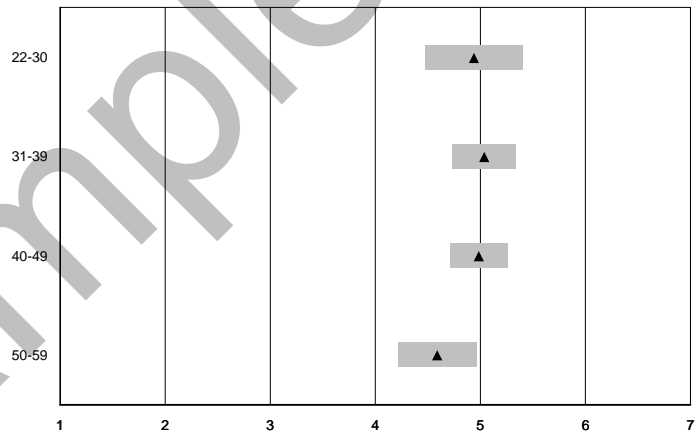
**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.57	5.04	5.51	1.30	0.24	27
31-39	4.69	5.01	5.34	1.15	0.16	41
40-49	4.96	5.23	5.49	1.28	0.13	65
50-59	4.88	5.19	5.50	1.15	0.16	44

**Climate for Psychological Safety**



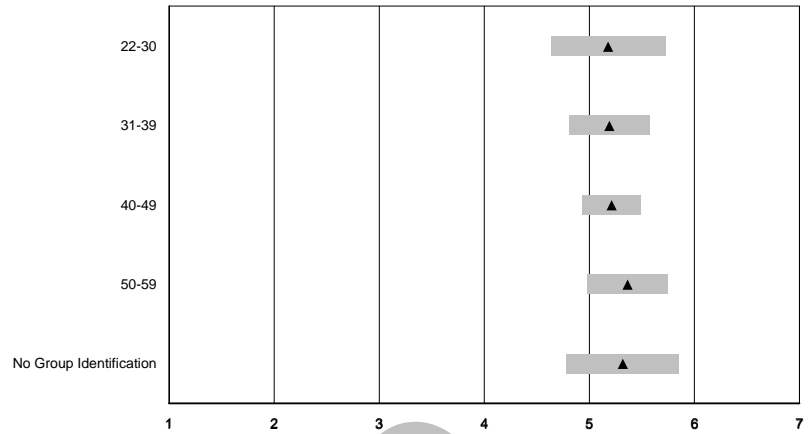
	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.47	4.94	5.40	1.31	0.23	28
31-39	4.74	5.04	5.34	1.04	0.15	40
40-49	4.71	4.99	5.26	1.28	0.14	63
50-59	4.22	4.59	4.96	1.33	0.19	42

**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

**Table M.2: Organizational Attitude Scale Means by Age**

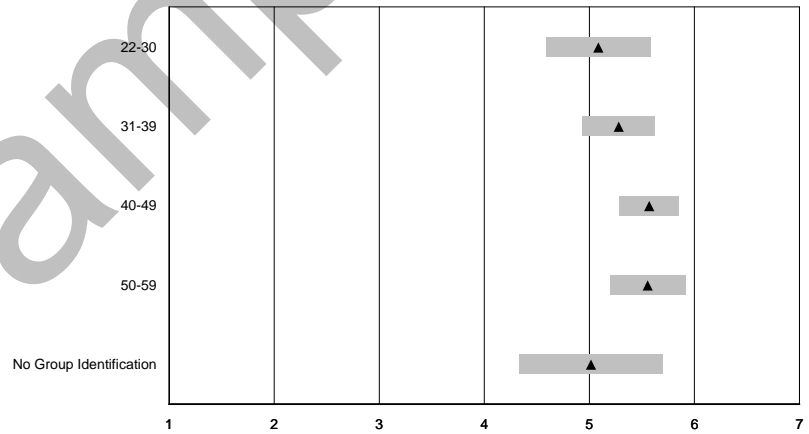
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.63	5.18	5.72	1.54	0.27	28
31-39	4.80	5.19	5.58	1.38	0.19	42
40-49	4.93	5.21	5.49	1.34	0.14	66
50-59	4.98	5.36	5.75	1.42	0.19	44
No Group Identification	4.78	5.32	5.86	1.32	0.27	22

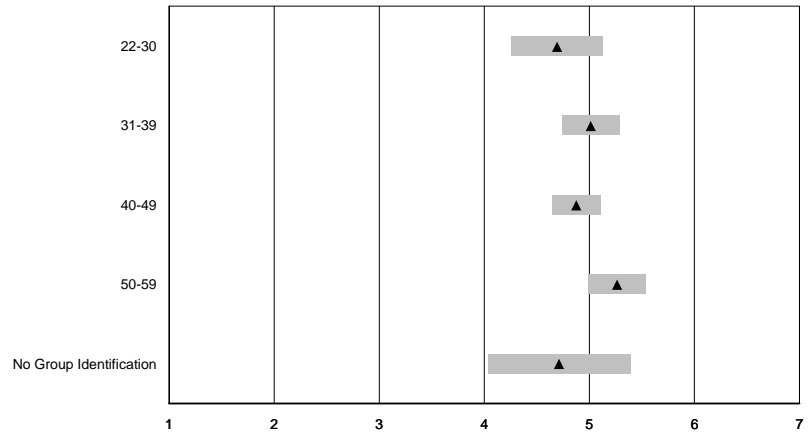
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.59	5.09	5.58	1.41	0.25	28
31-39	4.93	5.28	5.63	1.24	0.17	42
40-49	5.29	5.57	5.85	1.36	0.14	66
50-59	5.20	5.56	5.91	1.32	0.18	44
No Group Identification	4.33	5.02	5.70	1.47	0.34	17

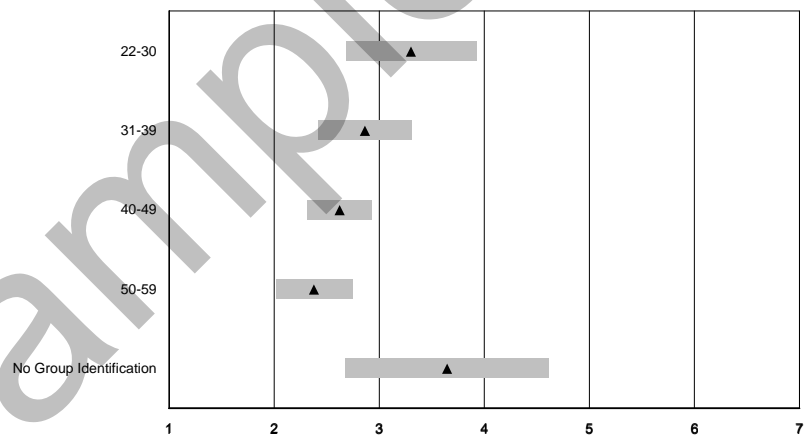
**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

**Organizational Citizenship Behaviors**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.26	4.69	5.13	1.23	0.22	28
31-39	4.74	5.01	5.29	0.98	0.14	42
40-49	4.64	4.88	5.11	1.12	0.12	66
50-59	4.99	5.26	5.54	1.01	0.14	44
No Group Identification	4.03	4.71	5.39	1.50	0.34	18

**Organizational Withdrawal\***

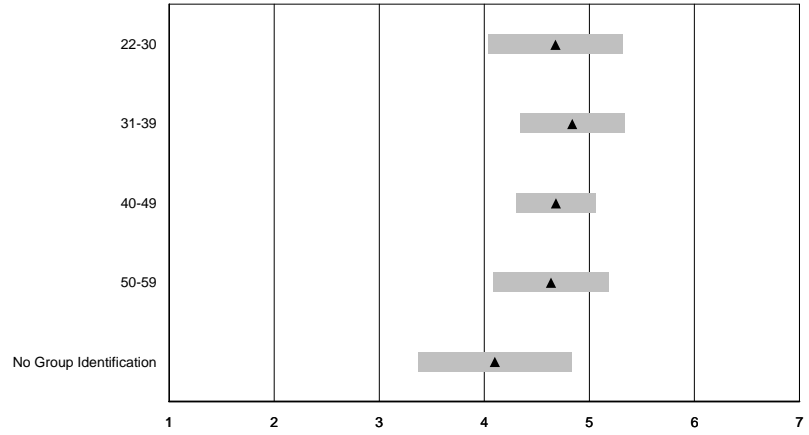


	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	2.68	3.30	3.93	1.76	0.31	28
31-39	2.42	2.87	3.31	1.57	0.22	41
40-49	2.32	2.63	2.93	1.45	0.15	64
50-59	2.02	2.38	2.74	1.31	0.18	42
No Group Identification	2.68	3.65	4.61	2.07	0.48	17

*\*These scales are reverse scored. Lower scores are better.*

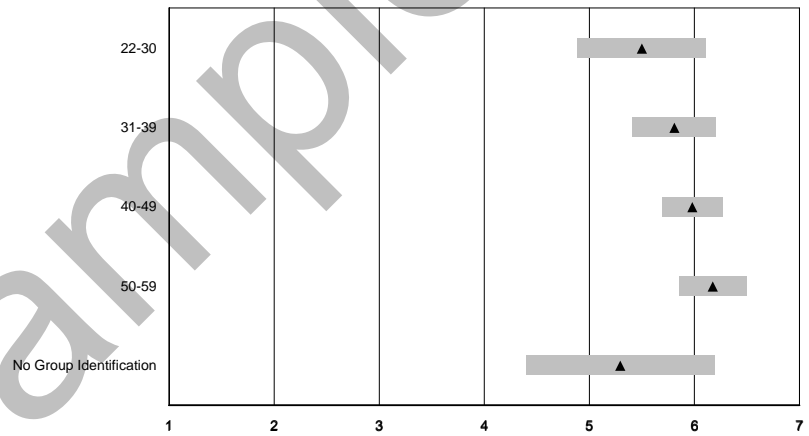
Section: Table M: Organizational Climate and Attitude Scale Means by Age

**Psychological Empowerment in the Workplace**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.04	4.68	5.32	1.81	0.32	28
31-39	4.34	4.84	5.34	1.77	0.25	41
40-49	4.31	4.68	5.06	1.82	0.19	66
50-59	4.08	4.63	5.19	1.98	0.28	42
No Group Identification	3.37	4.10	4.83	1.61	0.37	18

**Task Engagement**

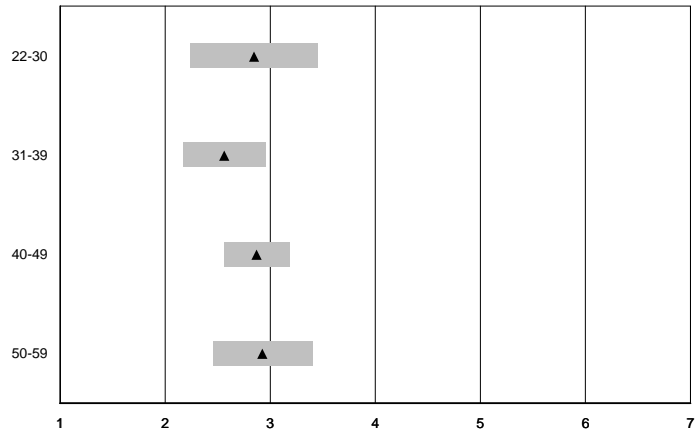


	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	4.89	5.50	6.11	1.73	0.31	28
31-39	5.41	5.81	6.21	1.42	0.20	42
40-49	5.69	5.98	6.27	1.39	0.14	66
50-59	5.85	6.17	6.50	1.19	0.16	44
No Group Identification	4.40	5.29	6.19	1.92	0.45	17

**Section:** Table M: Organizational Climate and Attitude Scale Means by Age

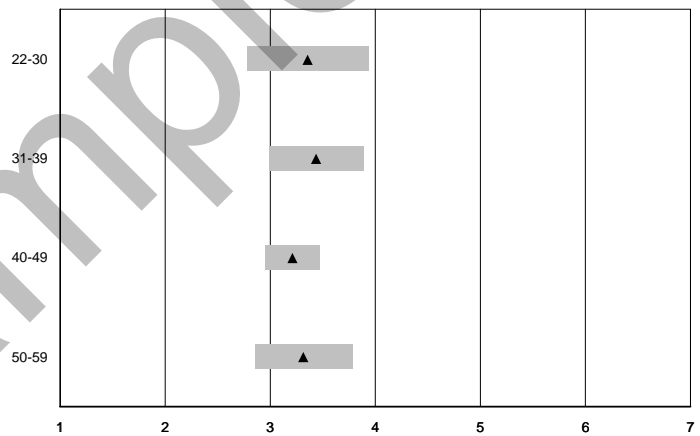
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	2.24	2.85	3.45	1.71	0.30	28
31-39	2.17	2.56	2.96	1.34	0.20	39
40-49	2.56	2.87	3.18	1.50	0.16	65
50-59	2.46	2.93	3.40	1.67	0.24	41

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
22-30	2.78	3.36	3.94	1.64	0.29	28
31-39	2.99	3.44	3.89	1.51	0.22	38
40-49	2.95	3.21	3.47	1.22	0.13	64
50-59	2.85	3.32	3.78	1.61	0.23	40

*\*These scales are reverse scored. Lower scores are better.*

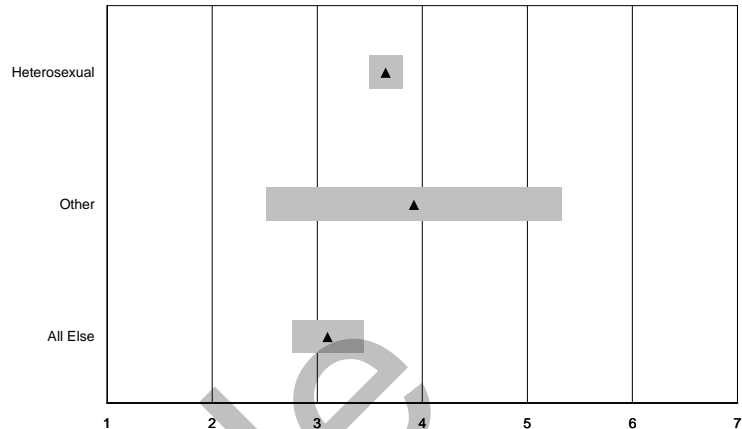
Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

Table N.1: Organizational Climate Scale Means by Sexual Orientation

To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

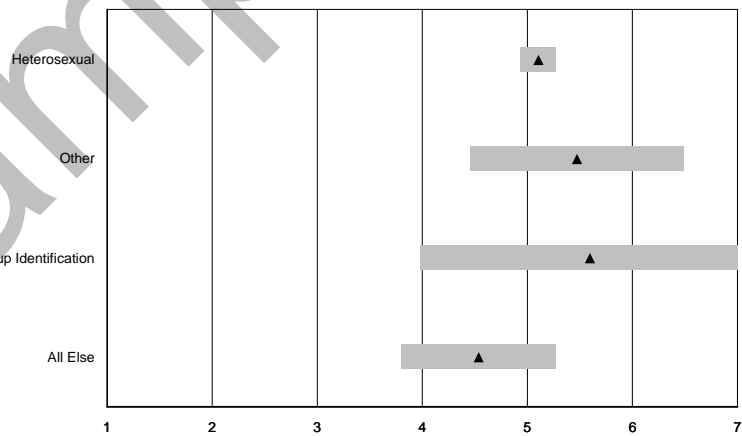
**Climate for Organizational Justice**

**Distributive Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Heterosexual	3.49	3.65	3.81	1.52	0.08	137
Other	2.52	3.92	5.33	2.15	0.70	9
All Else	2.76	3.10	3.44	0.71	0.17	16

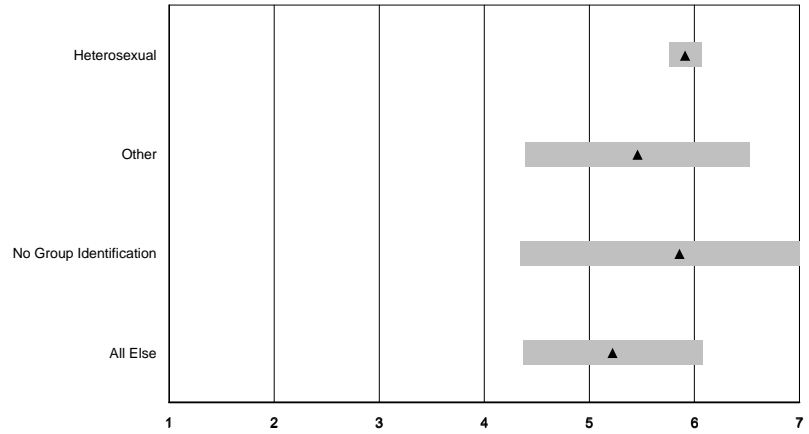
**Informational Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Heterosexual	4.94	5.11	5.27	1.62	0.08	139
Other	4.45	5.47	6.49	1.81	0.51	12
No Group Identification	3.98	5.60	7.00	2.17	0.81	7
All Else	3.80	4.54	5.27	1.53	0.37	16

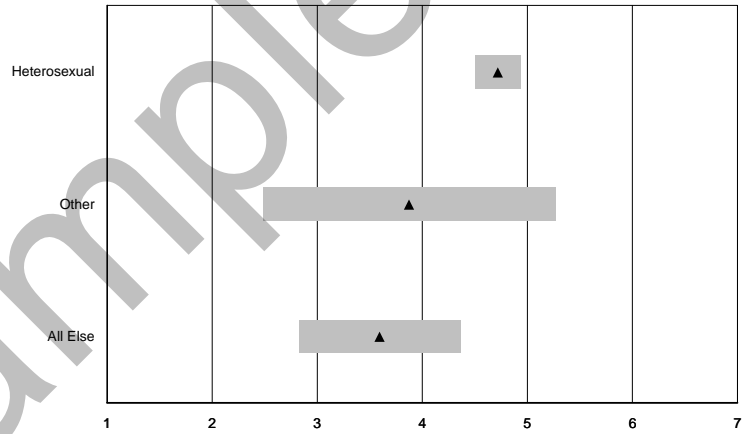
**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Heterosexual	5.75	5.91	6.07	1.51	0.08	140
Other	4.39	5.46	6.53	1.90	0.53	12
No Group Identification	4.34	5.86	7.00	2.04	0.76	7
All Else	4.36	5.22	6.08	1.83	0.43	17

**Procedural Justice**

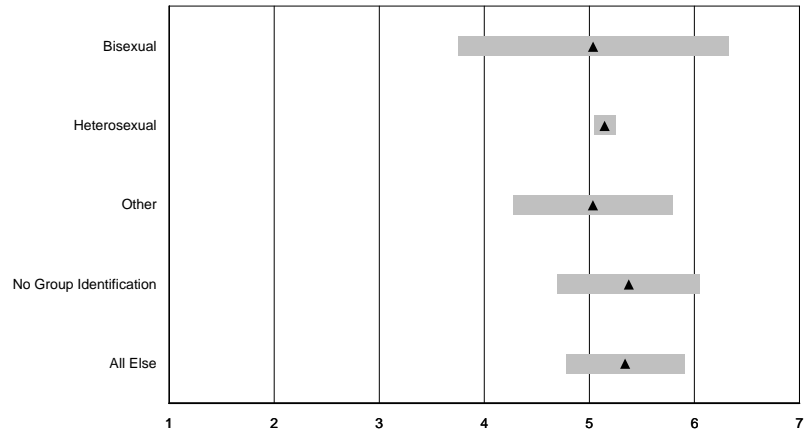


	CI-Lower	Mean	CI-Upper	SD	SE	n
Heterosexual	4.50	4.72	4.94	1.76	0.11	121
Other	2.48	3.88	5.27	2.00	0.70	8
All Else	2.83	3.59	4.36	1.53	0.38	15

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

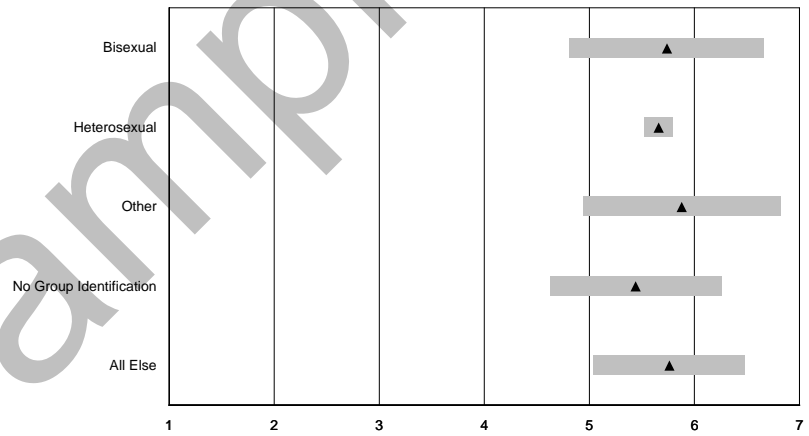
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.75	5.04	6.32	1.59	0.64	6
Heterosexual	5.04	5.14	5.25	1.10	0.05	152
Other	4.27	5.03	5.80	1.41	0.38	13
No Group Identification	4.70	5.38	6.05	1.15	0.34	11
All Else	4.78	5.34	5.91	1.00	0.28	12

**Leader-Membership Relationship Quality**

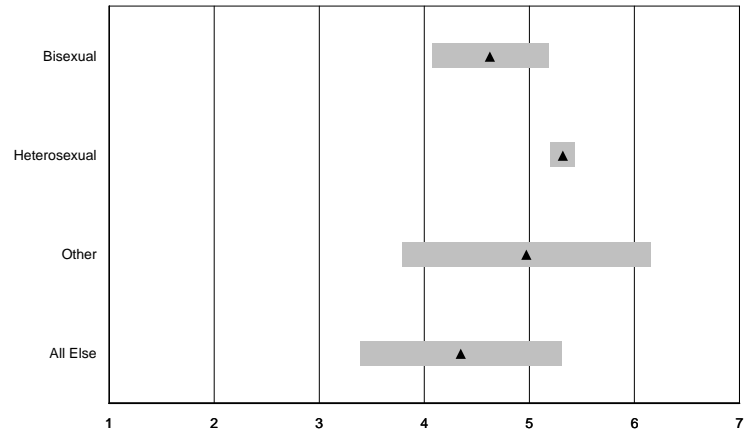


	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.81	5.74	6.66	1.14	0.46	6
Heterosexual	5.53	5.66	5.79	1.45	0.07	152
Other	4.94	5.88	6.82	1.74	0.47	13
No Group Identification	4.62	5.44	6.26	1.45	0.41	12
All Else	5.04	5.76	6.48	1.28	0.36	12

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

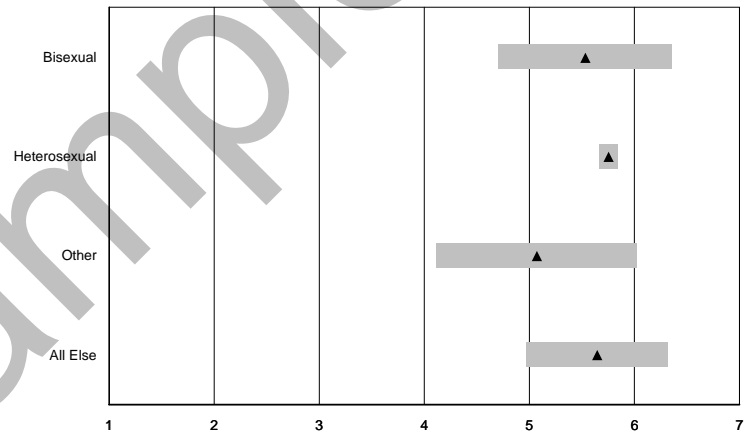
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.07	4.63	5.18	0.68	0.28	6
Heterosexual	5.20	5.32	5.44	1.42	0.06	161
Other	3.79	4.97	6.15	2.10	0.59	12
All Else	3.39	4.35	5.31	1.71	0.48	12

**Valuing Diversity**

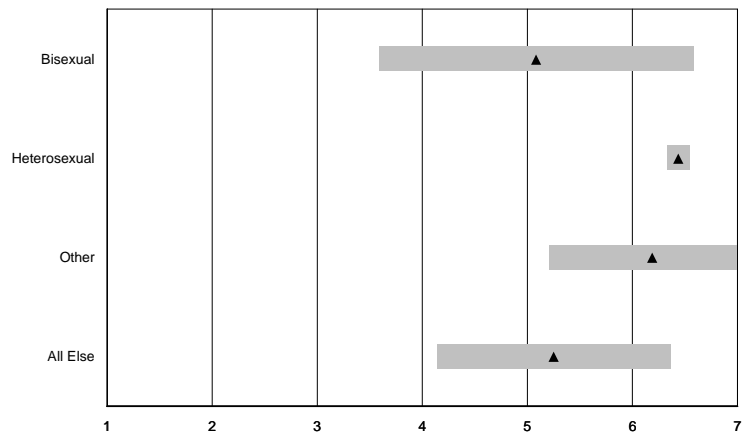


	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.71	5.53	6.36	1.03	0.41	6
Heterosexual	5.67	5.75	5.84	1.11	0.04	165
Other	4.12	5.07	6.03	1.77	0.48	13
All Else	4.97	5.65	6.32	1.25	0.34	13

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

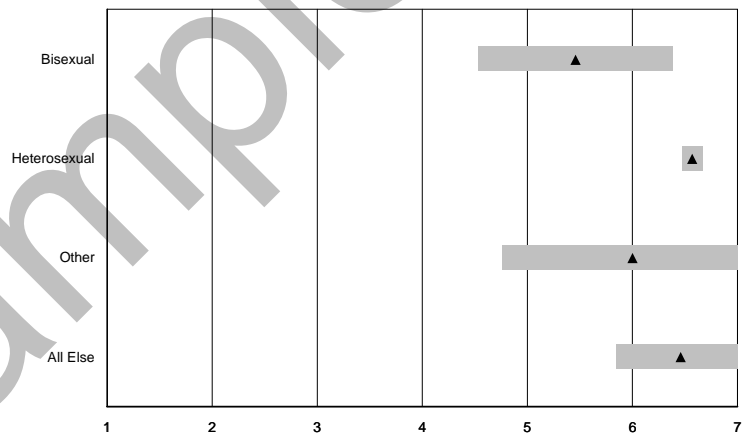
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.59	5.08	6.58	1.86	0.75	6
Heterosexual	6.33	6.44	6.54	1.28	0.05	160
Other	5.21	6.19	7.00	1.74	0.49	12
All Else	4.14	5.25	6.36	2.06	0.56	13

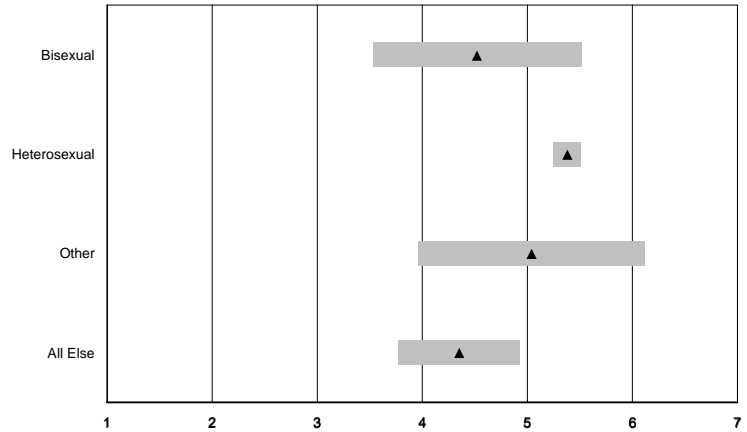
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.53	5.46	6.38	1.14	0.46	6
Heterosexual	6.47	6.57	6.66	1.12	0.05	158
Other	4.76	6.00	7.00	2.00	0.62	10
All Else	5.85	6.46	7.00	1.08	0.31	12

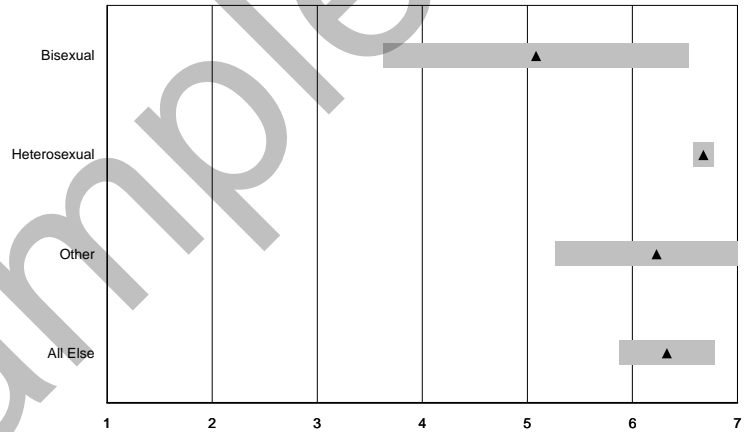
**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.53	4.52	5.51	1.23	0.50	6
Heterosexual	5.25	5.38	5.51	1.59	0.07	162
Other	3.96	5.04	6.12	1.92	0.54	12
All Else	3.78	4.35	4.93	1.07	0.29	13

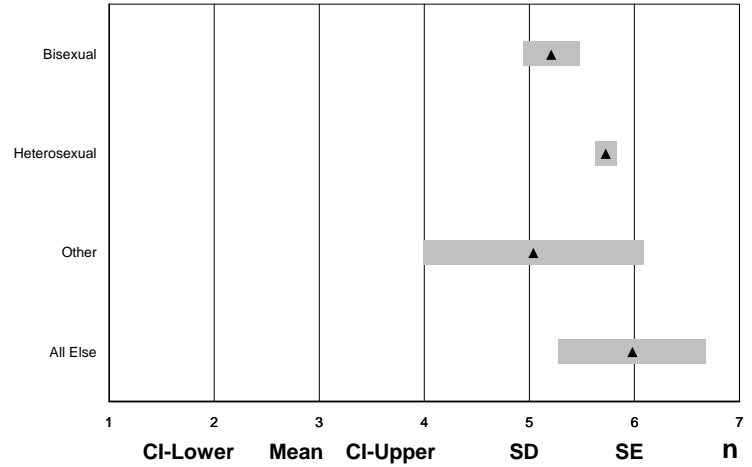
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.63	5.08	6.54	1.80	0.73	6
Heterosexual	6.58	6.67	6.77	0.98	0.05	143
Other	5.26	6.23	7.00	1.72	0.48	12
All Else	5.87	6.33	6.78	0.84	0.23	13

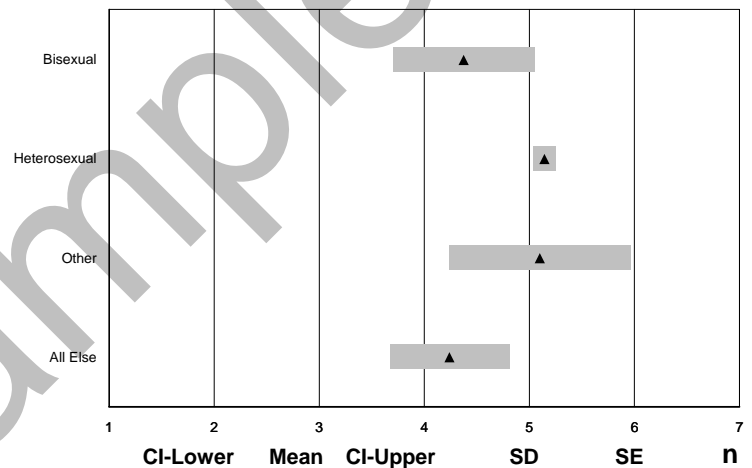
**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.94	5.21	5.48	0.33	0.13	6
Heterosexual	5.62	5.73	5.83	1.31	0.05	165
Other	3.99	5.04	6.09	1.95	0.53	13
All Else	5.28	5.98	6.68	1.30	0.35	13

**Climate for Continual Learning**

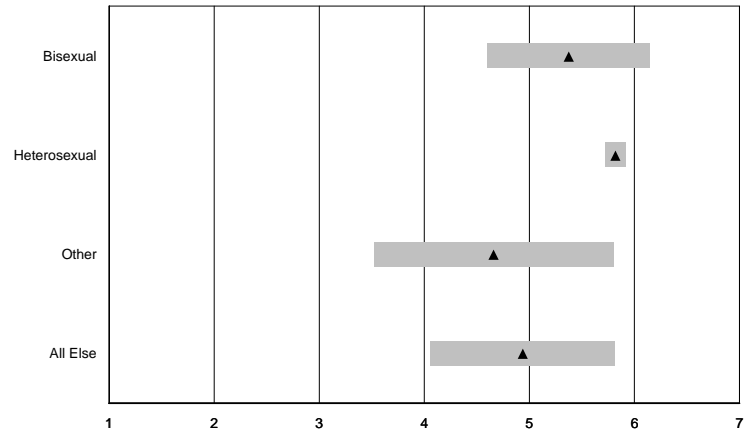


	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.70	4.38	5.05	0.83	0.34	6
Heterosexual	5.04	5.14	5.25	1.39	0.05	166
Other	4.24	5.10	5.96	1.60	0.43	13
All Else	3.67	4.24	4.81	1.06	0.29	13

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

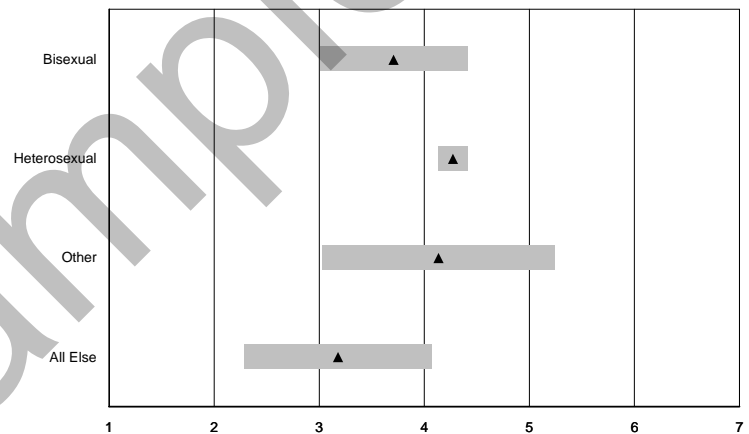
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.60	5.38	6.15	0.96	0.39	6
Heterosexual	5.72	5.82	5.91	1.18	0.05	163
Other	3.52	4.66	5.80	2.02	0.57	12
All Else	4.06	4.94	5.82	1.56	0.44	12

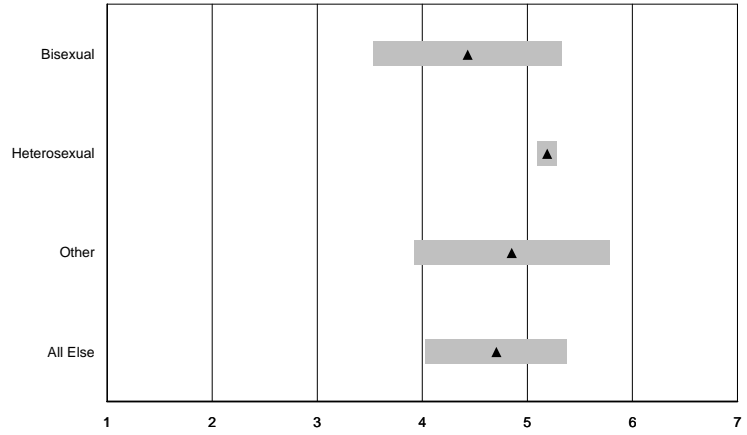
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.00	3.71	4.41	0.87	0.35	6
Heterosexual	4.13	4.27	4.41	1.67	0.07	160
Other	3.03	4.14	5.24	1.88	0.55	11
All Else	2.29	3.18	4.07	1.59	0.45	12

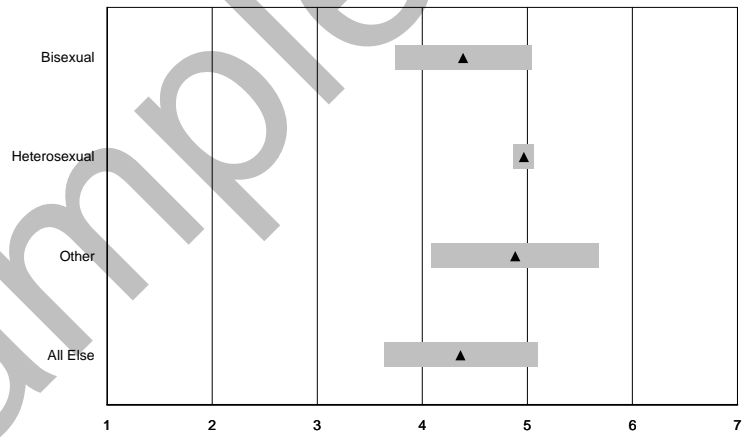
**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.53	4.43	5.33	1.11	0.45	6
Heterosexual	5.10	5.19	5.28	1.18	0.05	166
Other	3.92	4.85	5.78	1.73	0.47	13
All Else	4.03	4.71	5.38	1.25	0.34	13

**Climate for Psychological Safety**



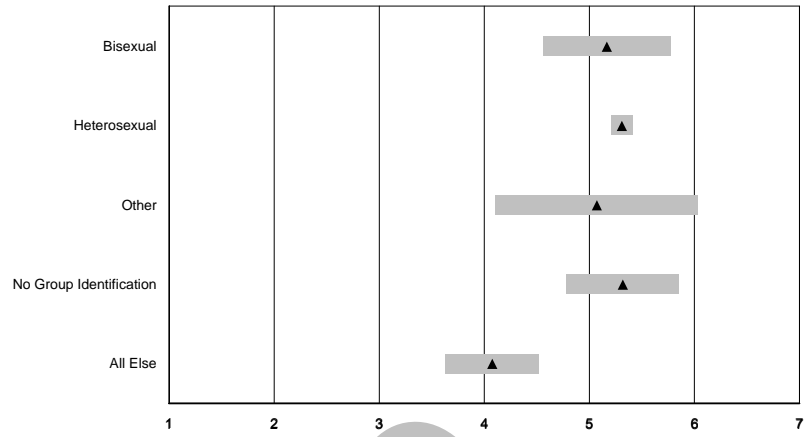
	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.74	4.39	5.04	0.81	0.33	6
Heterosexual	4.87	4.97	5.07	1.22	0.05	163
Other	4.08	4.88	5.68	1.42	0.40	12
All Else	3.63	4.36	5.10	1.36	0.37	13

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

**Table N.2: Organizational Attitude Scale Means by Sexual Orientation**

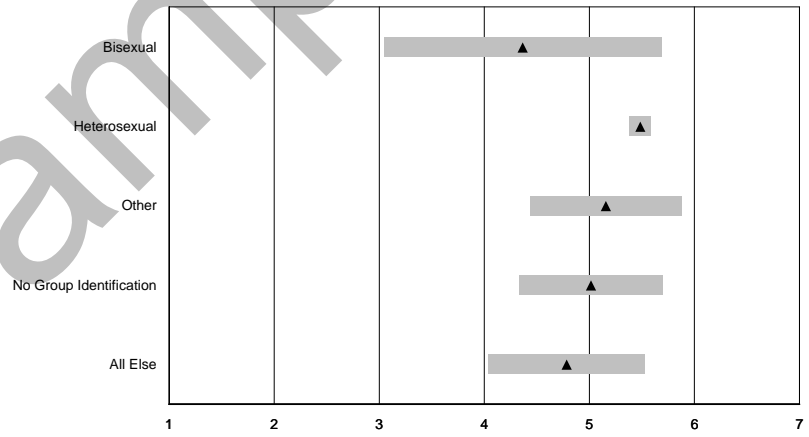
To protect confidentiality, teams with fewer than six cases are combined to form 'All else'. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	4.56	5.17	5.77	0.75	0.30	6
Heterosexual	5.21	5.31	5.41	1.35	0.05	168
Other	4.11	5.07	6.04	1.86	0.48	14
No Group Identification	4.78	5.32	5.86	1.32	0.27	22
All Else	3.63	4.08	4.52	0.82	0.22	13

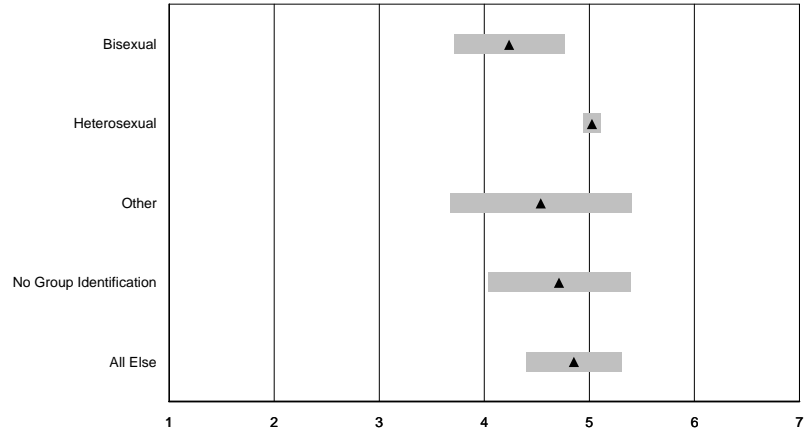
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.05	4.37	5.69	1.64	0.66	6
Heterosexual	5.38	5.49	5.59	1.30	0.05	167
Other	4.43	5.16	5.88	1.40	0.36	14
No Group Identification	4.33	5.02	5.70	1.47	0.34	17
All Else	4.04	4.78	5.53	1.38	0.37	13

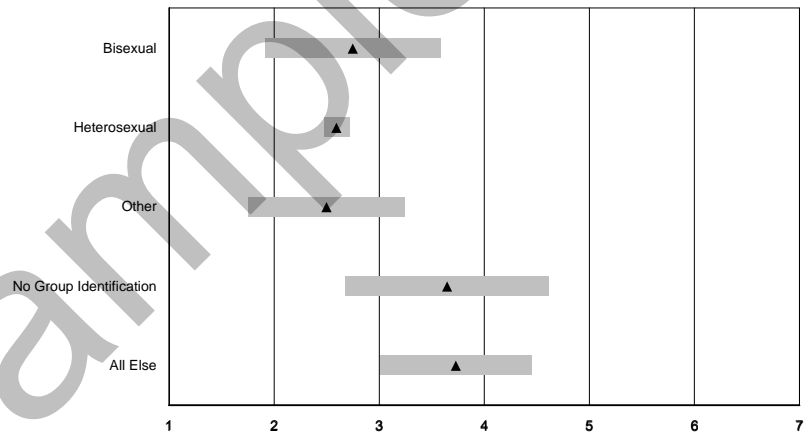
**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

**Organizational Citizenship Behaviors**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.71	4.24	4.76	0.65	0.26	6
Heterosexual	4.94	5.02	5.11	1.08	0.04	168
Other	3.67	4.54	5.40	1.67	0.43	14
No Group Identification	4.03	4.71	5.39	1.50	0.34	18
All Else	4.40	4.85	5.31	0.85	0.23	13

**Organizational Withdrawal\***

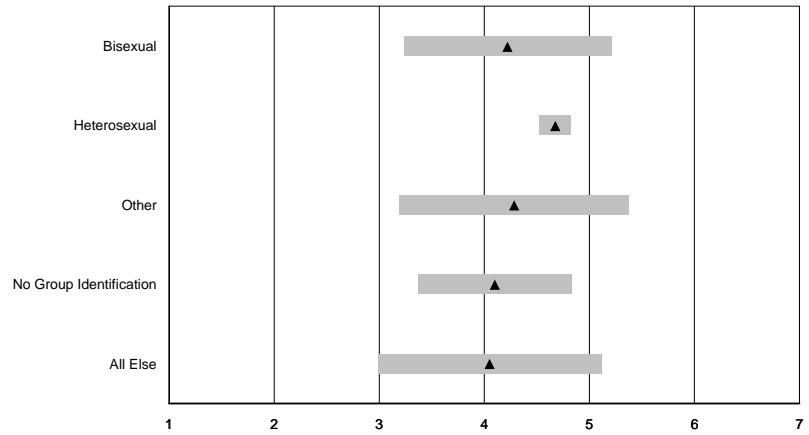


	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	1.91	2.75	3.59	1.04	0.42	6
Heterosexual	2.47	2.59	2.72	1.51	0.06	164
Other	1.75	2.50	3.25	1.38	0.37	13
No Group Identification	2.68	3.65	4.61	2.07	0.48	17
All Else	3.01	3.73	4.45	1.34	0.36	13

\*These scales are reverse scored. Lower scores are better.

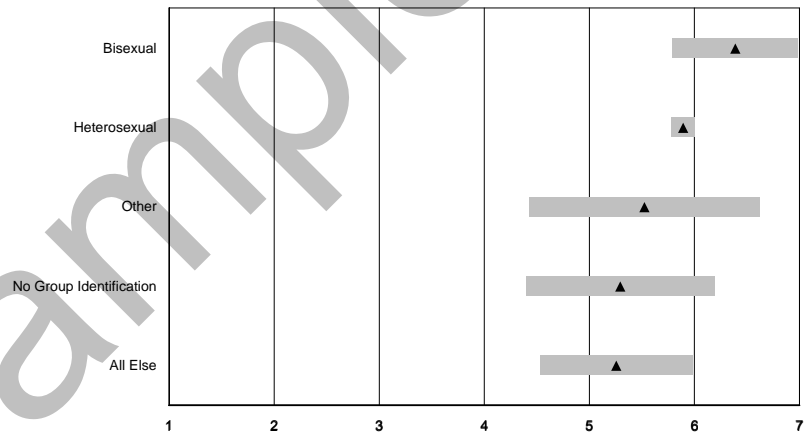
**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

### Psychological Empowerment in the Workplace



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	3.23	4.22	5.21	1.22	0.49	6
Heterosexual	4.53	4.68	4.83	1.87	0.08	164
Other	3.19	4.29	5.38	2.11	0.55	14
No Group Identification	3.37	4.10	4.83	1.61	0.37	18
All Else	2.99	4.05	5.12	1.97	0.53	13

### Task Engagement

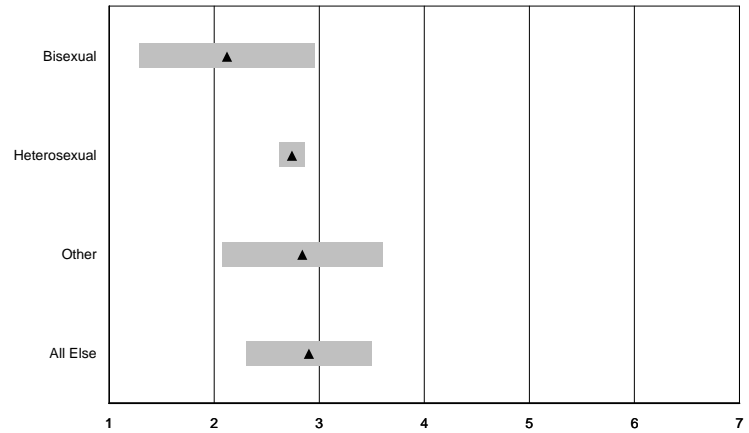


	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	5.79	6.39	6.99	0.74	0.30	6
Heterosexual	5.78	5.89	6.00	1.44	0.06	168
Other	4.43	5.52	6.62	2.12	0.55	14
No Group Identification	4.40	5.29	6.19	1.92	0.45	17
All Else	4.53	5.26	5.98	1.34	0.36	13

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

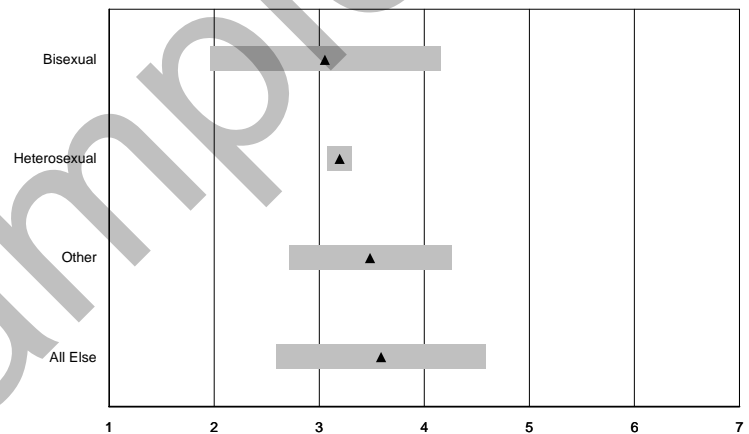
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	1.29	2.13	2.96	1.03	0.42	6
Heterosexual	2.62	2.74	2.87	1.52	0.06	163
Other	2.07	2.84	3.61	1.30	0.38	11
All Else	2.31	2.90	3.50	1.11	0.30	13

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Bisexual	1.96	3.06	4.15	1.36	0.55	6
Heterosexual	3.08	3.20	3.31	1.43	0.06	161
Other	2.71	3.48	4.26	1.31	0.39	11
All Else	2.59	3.59	4.59	1.85	0.50	13

*\*These scales are reverse scored. Lower scores are better.*

**Section:** Table N: Organizational Climate and Attitude Scale Means by Sexual Orientation

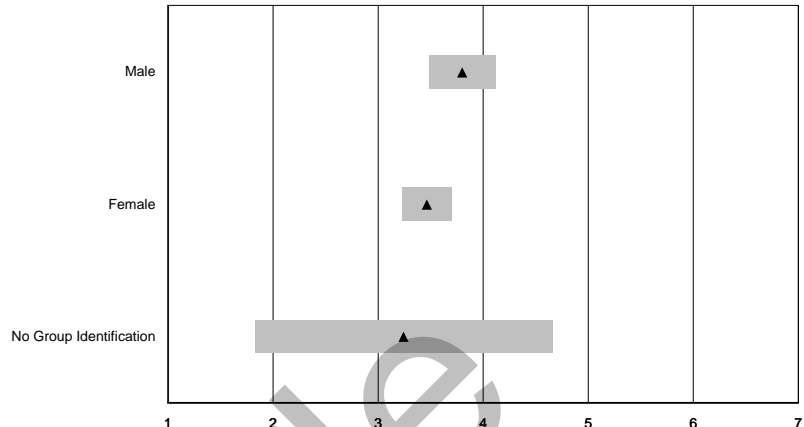
Table O: Organizational Climate and Attitude Scale Means by Sex

Table O.1: Organizational Climate Scale Means by Sex

**Perfer not to say** is combined with **Male** or **Female** to form **All else**, allowing inclusions of all cases while maintaining anonymity. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

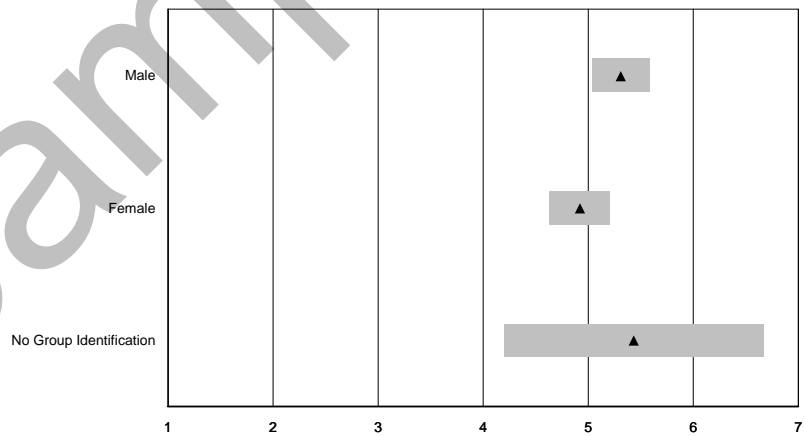
**Climate for Organizational Justice**

**Distributive Justice**



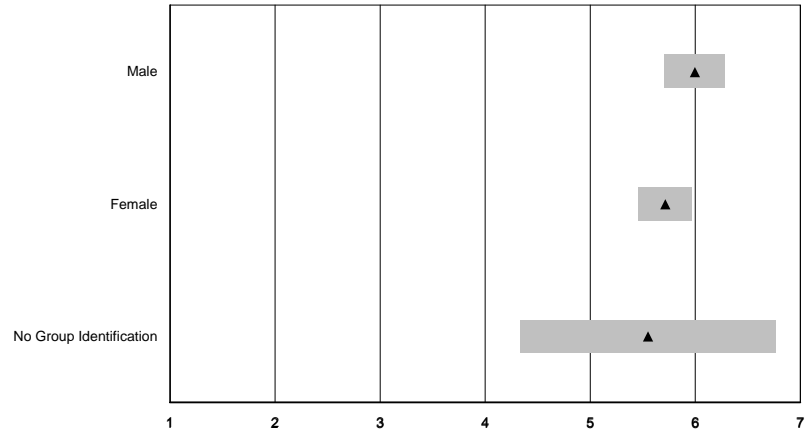
	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	3.49	3.80	4.12	1.46	0.16	62
Female	3.23	3.47	3.70	1.55	0.12	97
No Group Identification	1.83	3.24	4.66	2.03	0.71	8

**Informational Justice**



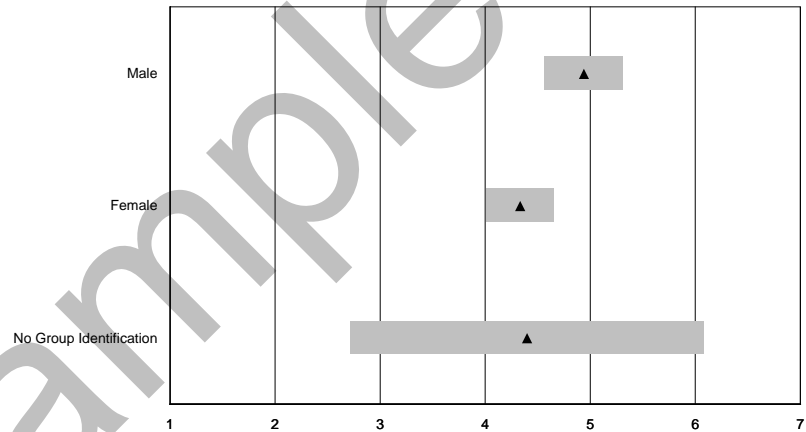
	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.03	5.31	5.58	1.33	0.14	66
Female	4.64	4.92	5.21	1.89	0.14	98
No Group Identification	4.20	5.43	6.67	1.99	0.62	10

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.71	6.00	6.29	1.40	0.15	66
Female	5.46	5.71	5.97	1.71	0.13	100
No Group Identification	4.34	5.55	6.76	1.96	0.61	10

**Procedural Justice**

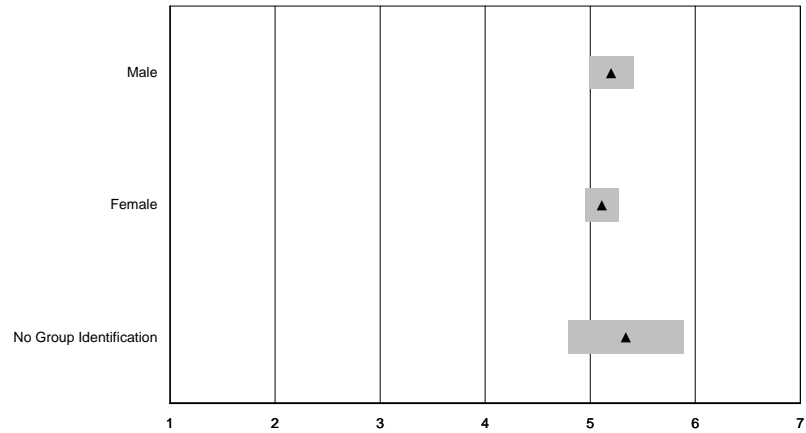


	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	4.57	4.94	5.31	1.58	0.19	55
Female	4.01	4.33	4.65	1.91	0.16	87
No Group Identification	2.72	4.40	6.08	2.08	0.84	6

**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

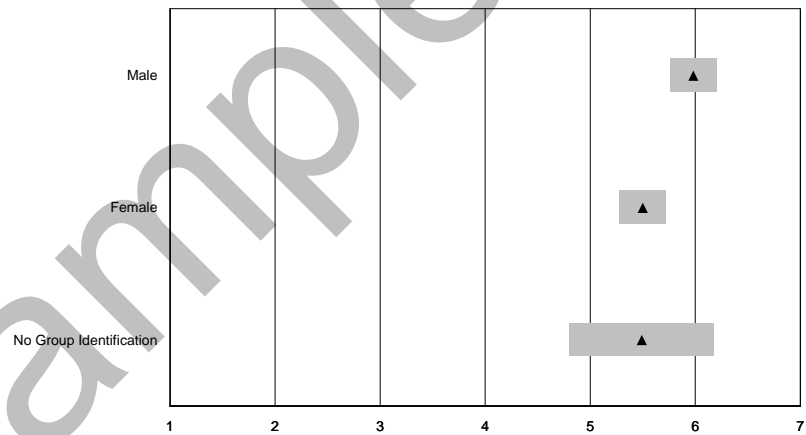
**Leadership Climate**

**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	4.99	5.20	5.41	1.05	0.11	69
Female	4.95	5.11	5.27	1.18	0.08	110
No Group Identification	4.79	5.34	5.89	1.10	0.28	15

**Leader-Membership Relationship Quality**

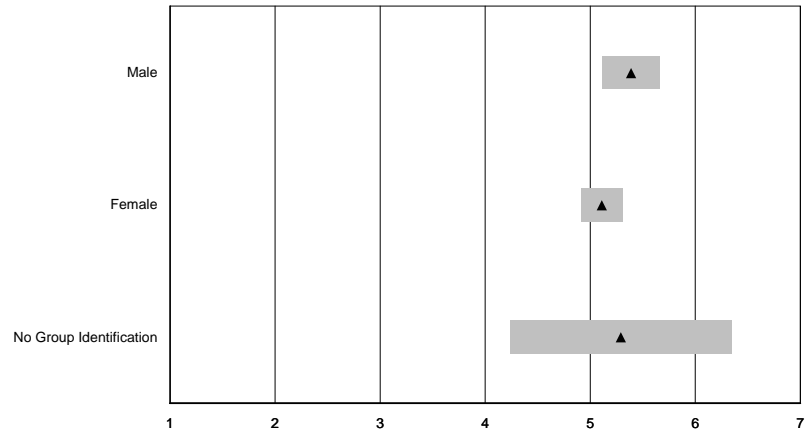


	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.76	5.98	6.20	1.10	0.11	69
Female	5.28	5.50	5.72	1.61	0.11	110
No Group Identification	4.81	5.49	6.18	1.42	0.34	16

**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

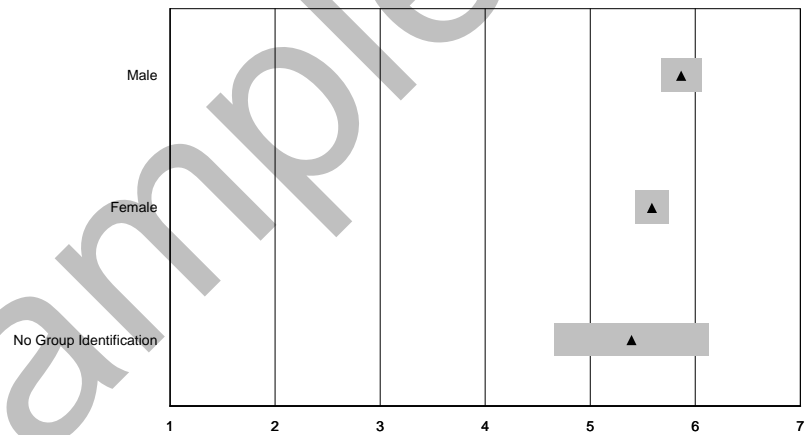
**Climate for Deep Diversity**

**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.11	5.39	5.66	1.47	0.14	76
Female	4.91	5.11	5.31	1.47	0.10	112
No Group Identification	4.24	5.29	6.35	1.51	0.53	8

**Valuing Diversity**

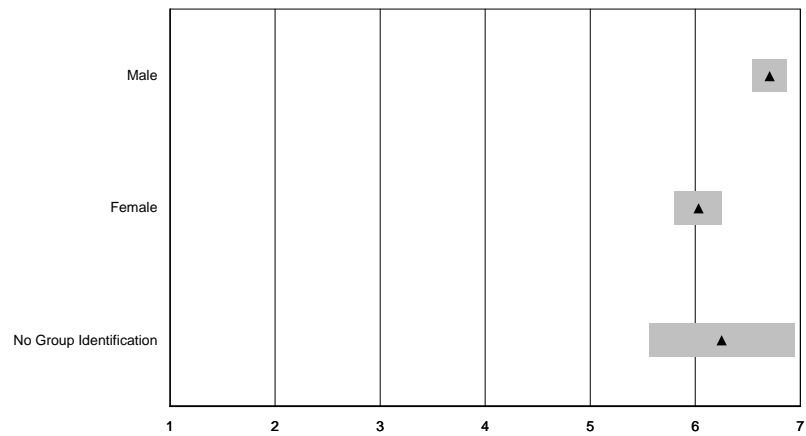


	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.67	5.86	6.06	1.04	0.10	77
Female	5.43	5.59	5.75	1.25	0.08	116
No Group Identification	4.66	5.39	6.13	1.12	0.37	9

**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

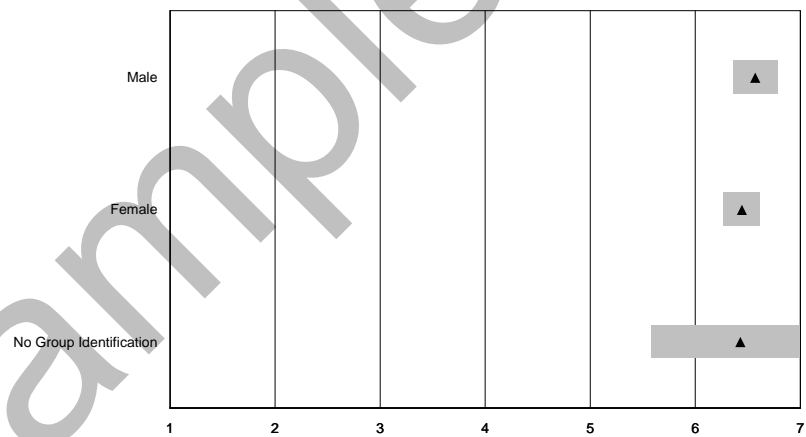
**Climate for Demographic Diversity**

**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	6.54	6.71	6.87	0.88	0.08	75
Female	5.80	6.03	6.26	1.70	0.11	112
No Group Identification	5.56	6.25	6.94	1.06	0.35	9

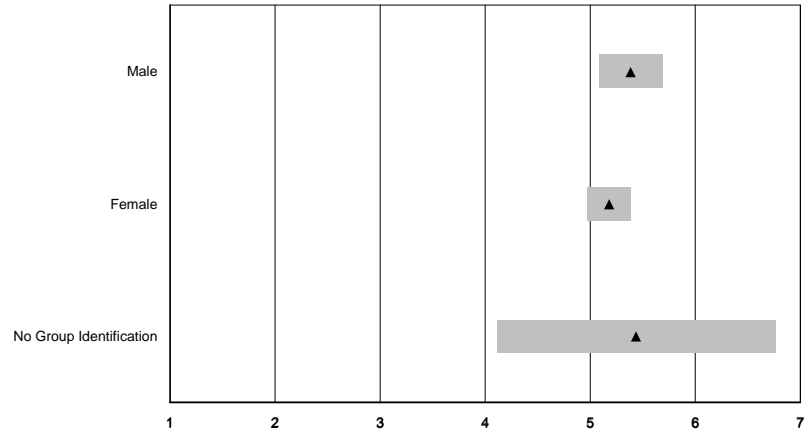
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	6.36	6.57	6.78	1.13	0.11	75
Female	6.27	6.44	6.61	1.25	0.09	109
No Group Identification	5.58	6.43	7.00	1.13	0.42	7

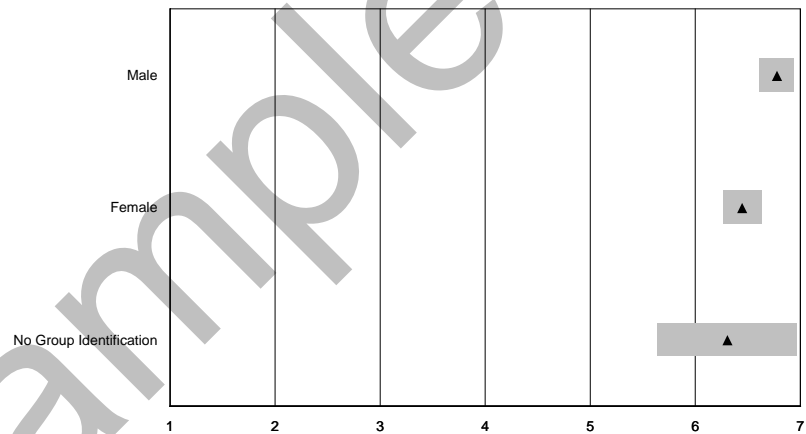
**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

**Rank**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.08	5.38	5.69	1.59	0.15	74
Female	4.97	5.18	5.39	1.59	0.10	115
No Group Identification	4.11	5.44	6.76	2.02	0.66	9

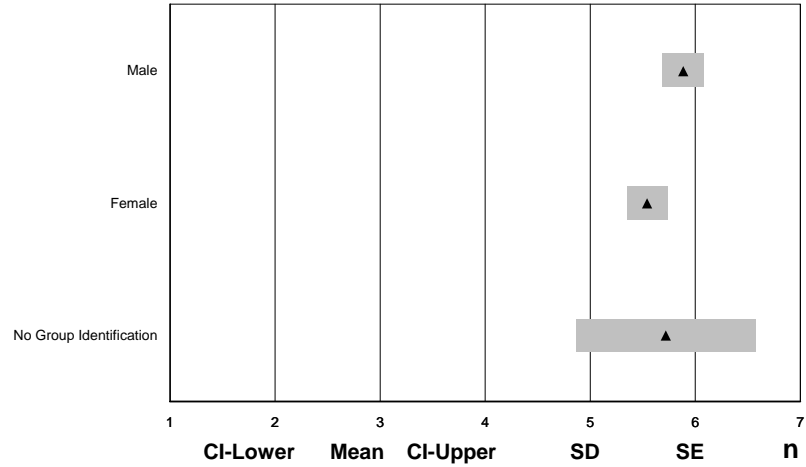
**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	6.61	6.78	6.94	0.78	0.08	65
Female	6.26	6.45	6.63	1.30	0.09	105
No Group Identification	5.64	6.31	6.97	1.01	0.33	9

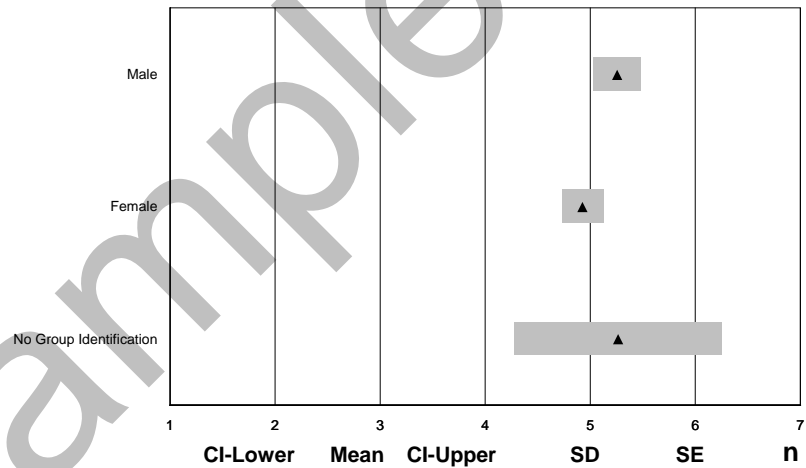
Section: Table O: Organizational Climate and Attitude Scale Means by Sex

**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.69	5.89	6.08	1.07	0.10	77
Female	5.35	5.54	5.73	1.50	0.10	116
No Group Identification	4.86	5.72	6.57	1.23	0.43	8

**Climate for Continual Learning**

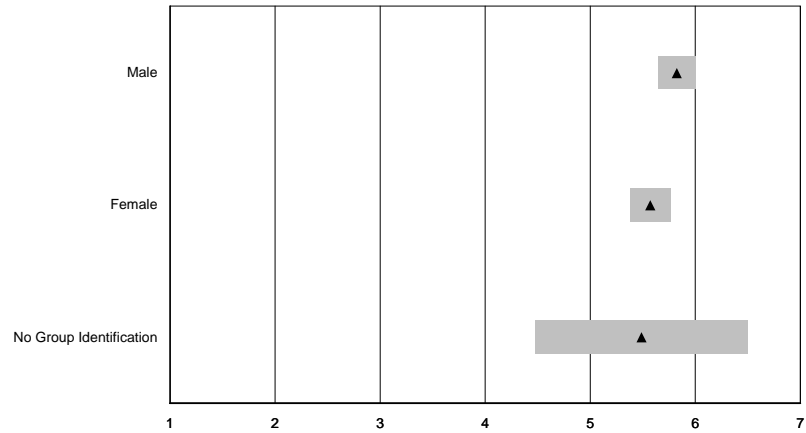


	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.03	5.26	5.48	1.23	0.11	77
Female	4.73	4.93	5.13	1.56	0.10	117
No Group Identification	4.28	5.27	6.25	1.42	0.49	8

**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

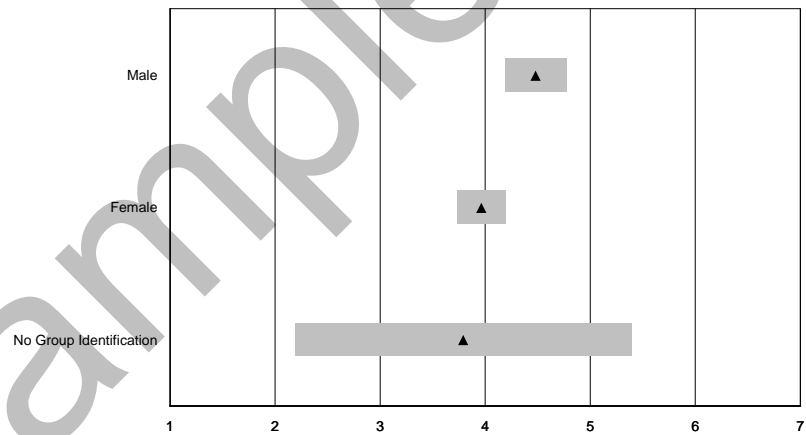
**Climate for Teamwork**

**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.64	5.82	6.00	0.95	0.09	75
Female	5.38	5.57	5.77	1.47	0.10	114
No Group Identification	4.47	5.49	6.50	1.36	0.51	7

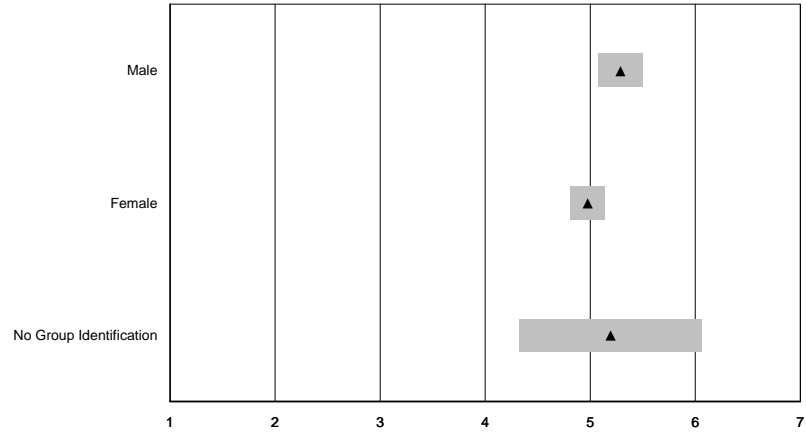
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	4.19	4.48	4.77	1.51	0.15	72
Female	3.74	3.96	4.19	1.74	0.11	114
No Group Identification	2.19	3.79	5.39	1.98	0.80	6

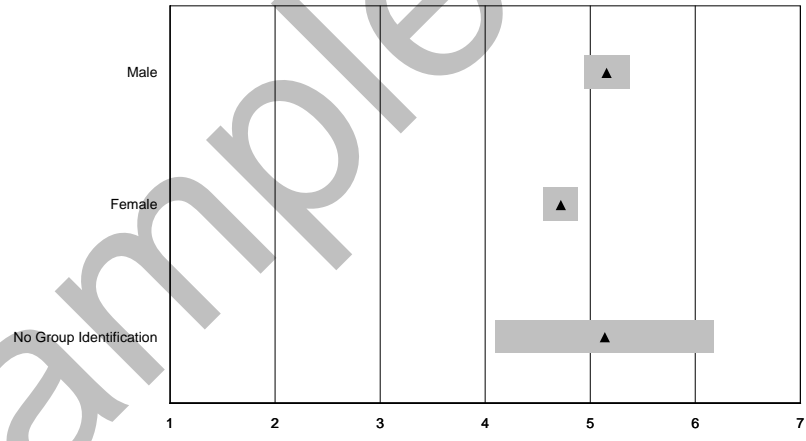
**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.07	5.29	5.50	1.16	0.11	77
Female	4.81	4.98	5.14	1.27	0.08	117
No Group Identification	4.32	5.19	6.06	1.17	0.44	7

**Climate for Psychological Safety**



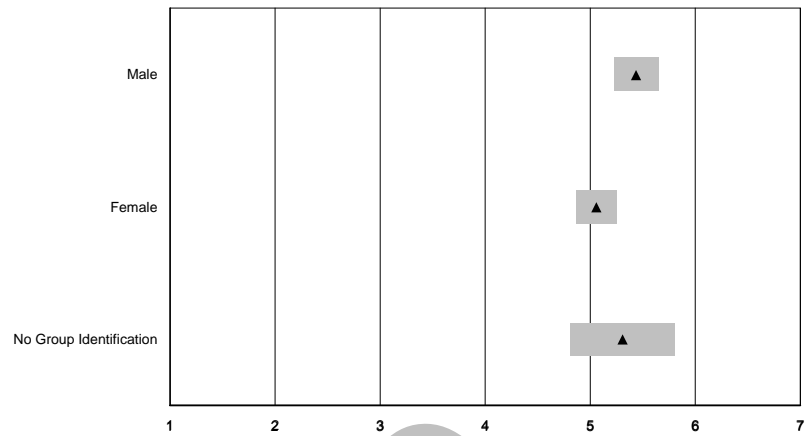
	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	4.94	5.16	5.37	1.16	0.11	76
Female	4.56	4.72	4.88	1.25	0.08	114
No Group Identification	4.10	5.14	6.18	1.29	0.52	6

**Section:** Table O: Organizational Climate and Attitude Scale Means by Sex

**Table O.2: Organizational Attitude Scale Means by Sex**

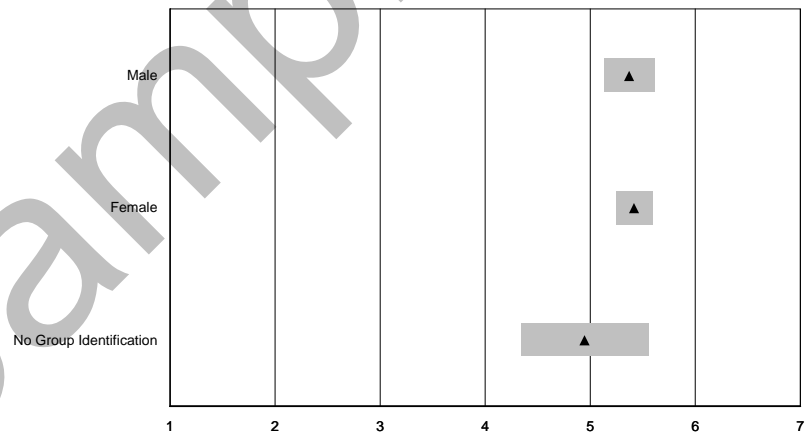
**Perfer not to say** is combined with **Male** or **Female** to form **All else**, allowing inclusions of all cases while maintaining anonymity. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



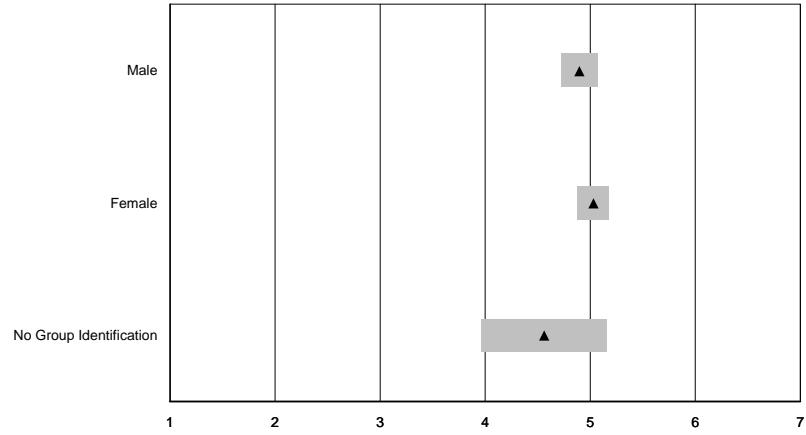
	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.22	5.44	5.65	1.16	0.11	78
Female	4.87	5.06	5.25	1.54	0.10	119
No Group Identification	4.81	5.31	5.81	1.35	0.25	26

**Organizational Commitment**



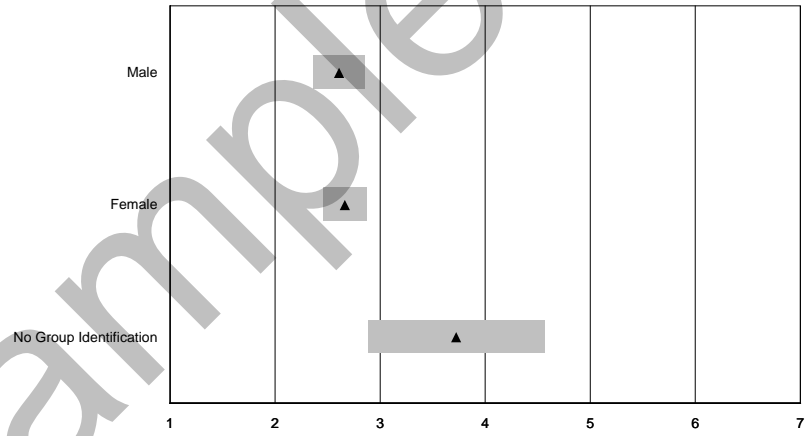
	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.13	5.37	5.61	1.30	0.12	78
Female	5.24	5.42	5.59	1.37	0.09	118
No Group Identification	4.34	4.95	5.55	1.45	0.30	21

**Organizational Citizenship Behaviors**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	4.72	4.90	5.07	0.96	0.09	78
Female	4.88	5.03	5.18	1.19	0.07	119
No Group Identification	3.96	4.56	5.16	1.48	0.30	22

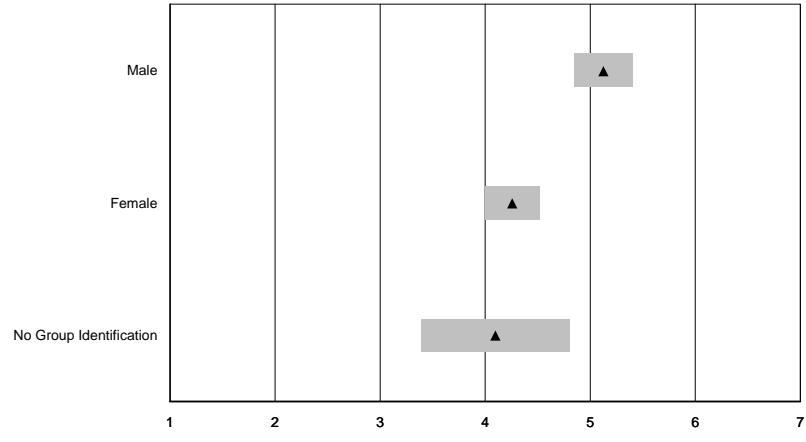
**Organizational Withdrawal\***



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	2.37	2.61	2.86	1.32	0.12	76
Female	2.46	2.67	2.87	1.62	0.10	117
No Group Identification	2.89	3.73	4.56	1.96	0.42	20

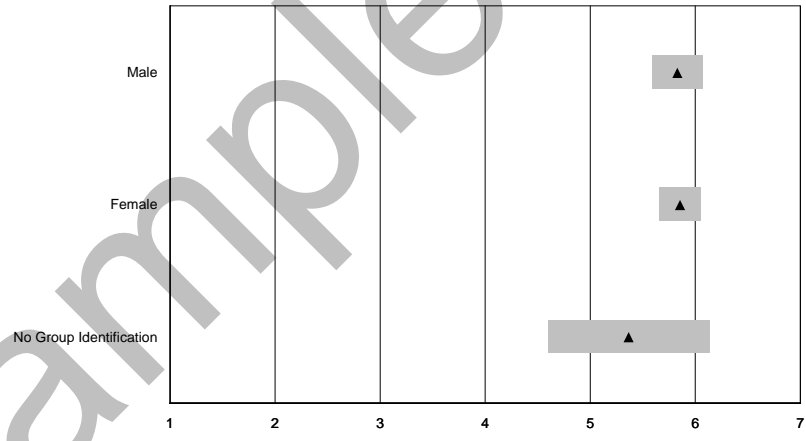
\*These scales are reverse scored. Lower scores are better.

**Psychological Empowerment in the Workplace**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	4.85	5.13	5.40	1.51	0.14	77
Female	4.00	4.26	4.52	2.00	0.13	116
No Group Identification	3.39	4.10	4.81	1.74	0.35	22

**Task Engagement**

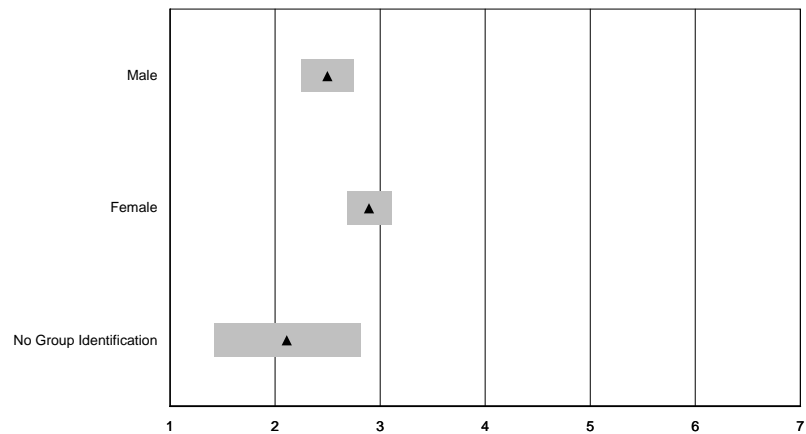


	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	5.59	5.83	6.07	1.31	0.12	78
Female	5.66	5.85	6.05	1.59	0.10	119
No Group Identification	4.60	5.37	6.14	1.85	0.39	21

Section: Table O: Organizational Climate and Attitude Scale Means by Sex

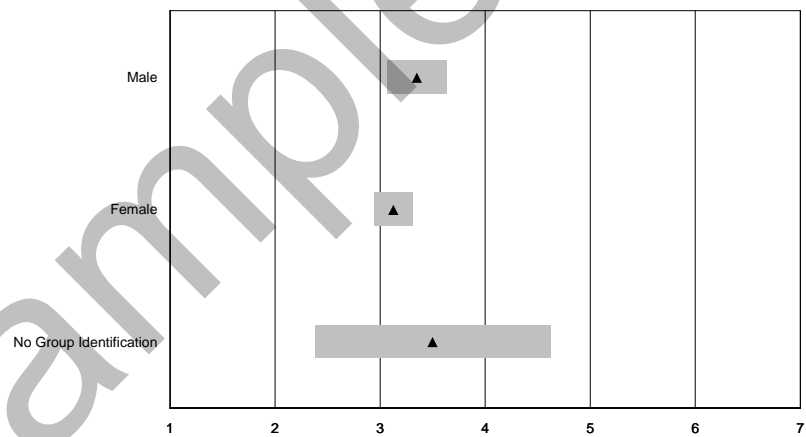
**Work Unit Conflict\***

**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	2.25	2.50	2.75	1.36	0.13	77
Female	2.69	2.90	3.11	1.59	0.11	113
No Group Identification	1.42	2.11	2.81	1.00	0.35	8

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
Male	3.07	3.35	3.63	1.53	0.14	77
Female	2.94	3.13	3.31	1.37	0.09	111
No Group Identification	2.38	3.50	4.62	1.61	0.56	8

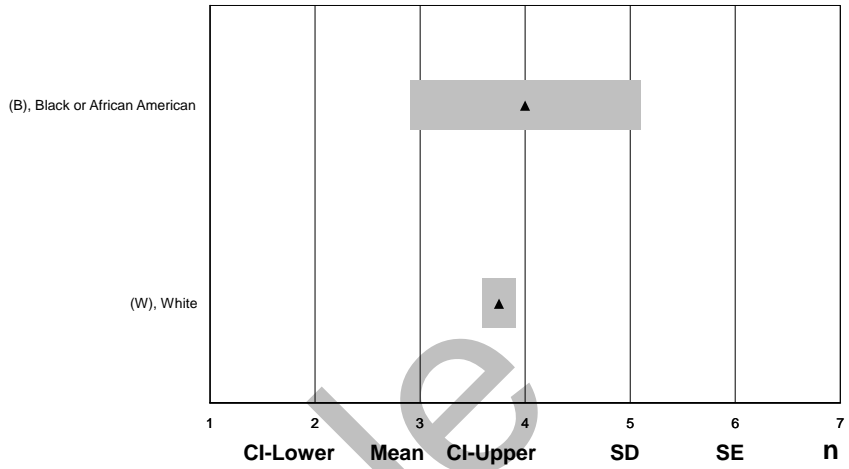
*\*These scales are reverse scored. Lower scores are better.*

Table P: Organizational Climate and Attitude Scale Means by Ethnicity

Table P.1: Organizational Climate Scale Means by Ethnicity

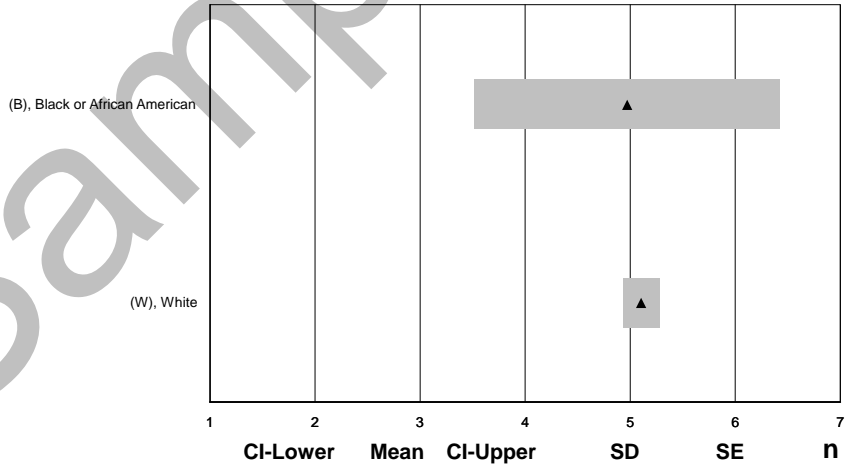
Other ethnicities are combined to form **All else**, allowing inclusions of all cases while maintaining anonymity. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Climate for Organizational Justice**  
**Distributive Justice**



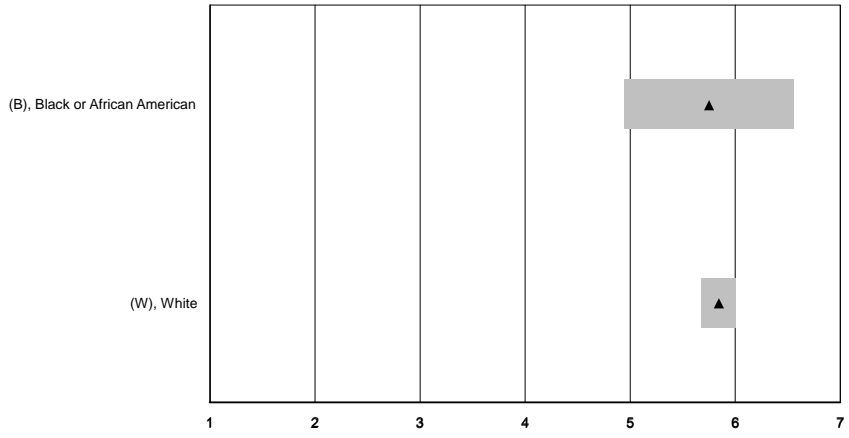
Ethnicity	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	2.90	4.00	5.10	1.36	0.55	6
(W), White	3.59	3.75	3.91	1.48	0.08	136

**Informational Justice**



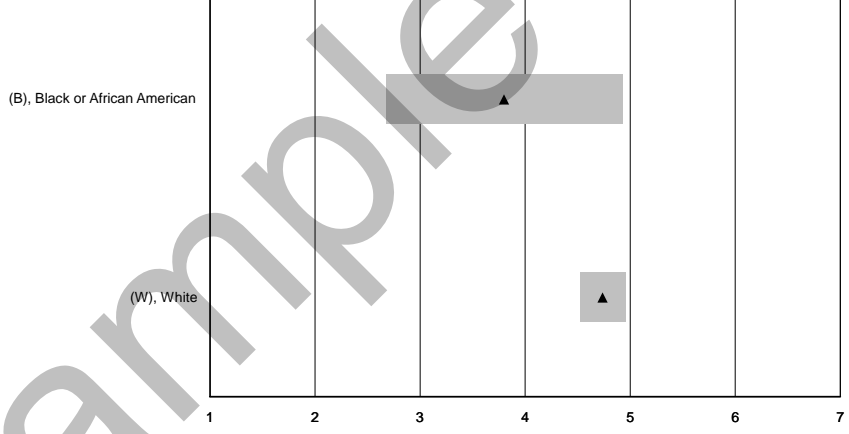
Ethnicity	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	3.52	4.97	6.42	1.80	0.73	6
(W), White	4.93	5.10	5.28	1.65	0.09	138

**Interpersonal Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.94	5.75	6.56	1.00	0.40	6
(W), White	5.68	5.84	6.01	1.59	0.08	139

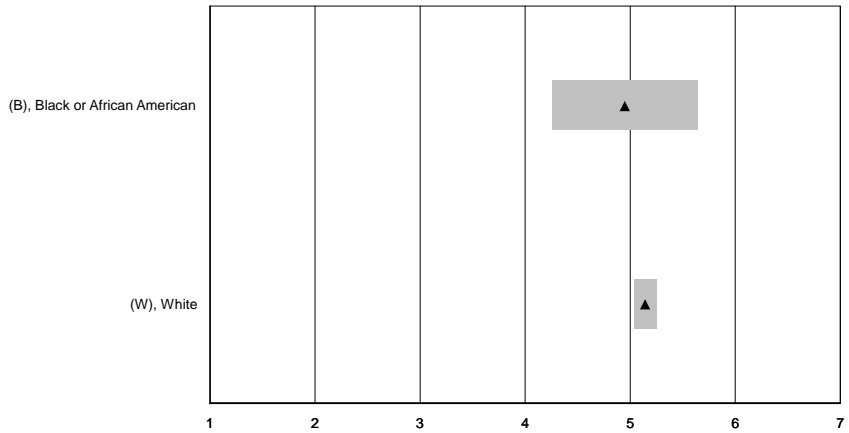
**Procedural Justice**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	2.67	3.80	4.93	1.51	0.56	7
(W), White	4.52	4.74	4.95	1.71	0.11	118

**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Leadership Climate**  
**Authentic Transformational Leadership**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.26	4.95	5.64	1.00	0.35	8
(W), White	5.04	5.14	5.25	1.11	0.05	149

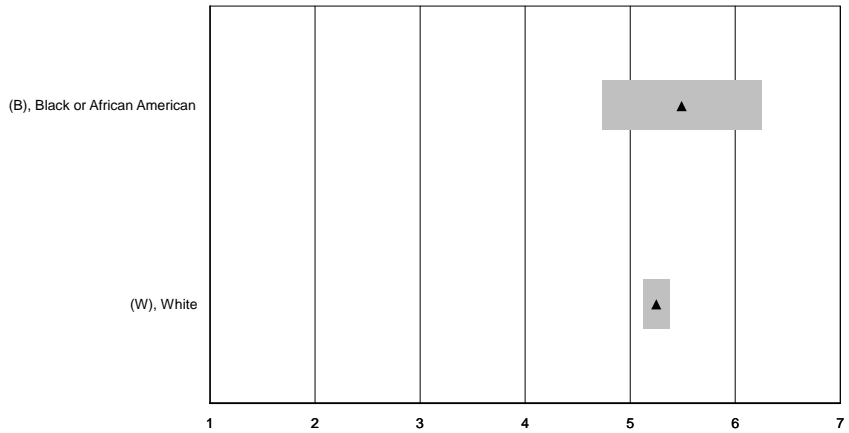
**Leader-Membership Relationship Quality**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.98	5.68	6.37	1.00	0.35	8
(W), White	5.55	5.68	5.82	1.44	0.07	149

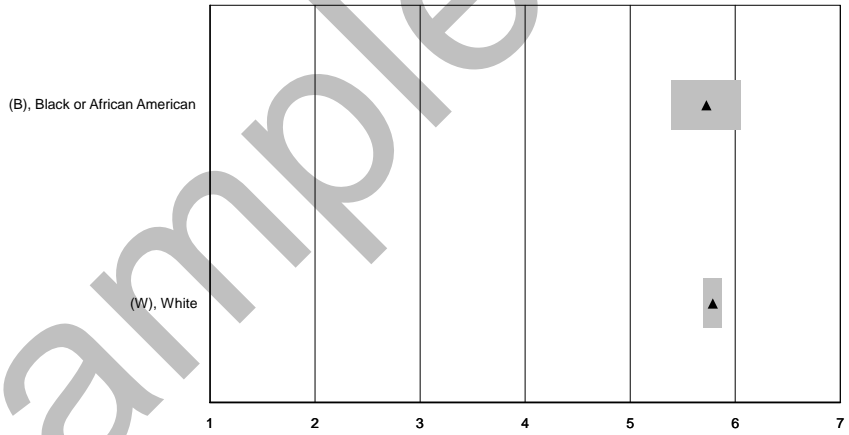
**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Climate for Deep Diversity**  
**Standardized Procedures**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.73	5.49	6.25	1.09	0.38	8
(W), White	5.12	5.25	5.37	1.46	0.06	157

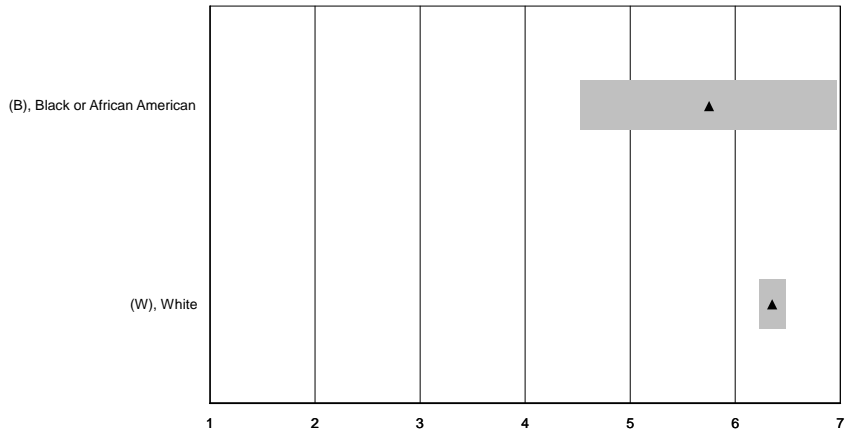
**Valuing Diversity**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	5.39	5.73	6.06	0.48	0.17	8
(W), White	5.70	5.79	5.87	1.08	0.04	162

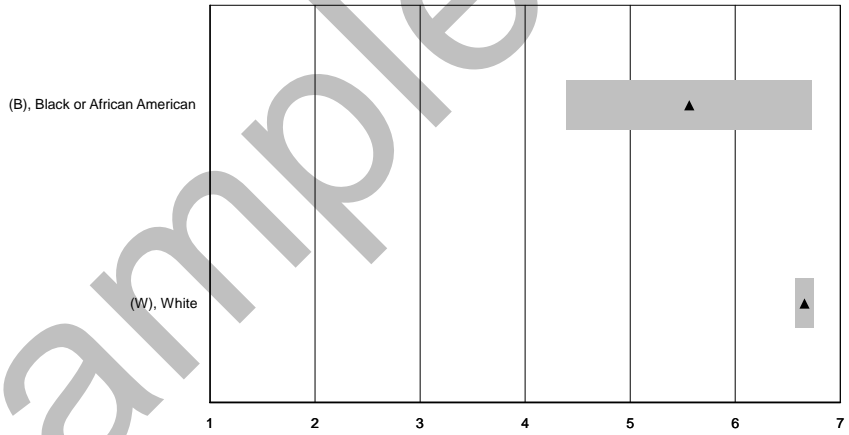
**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Climate for Demographic Diversity**  
**Gender**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.53	5.75	6.97	1.75	0.61	8
(W), White	6.23	6.35	6.47	1.41	0.06	156

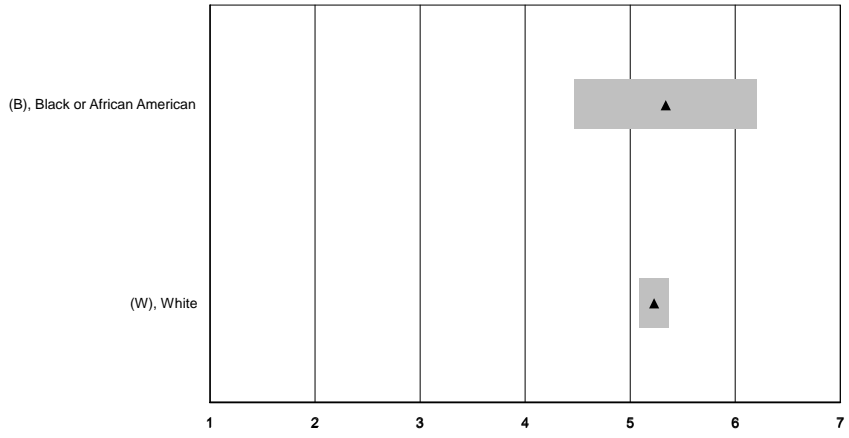
**Race**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.39	5.56	6.73	1.68	0.58	8
(W), White	6.57	6.66	6.75	0.94	0.04	151

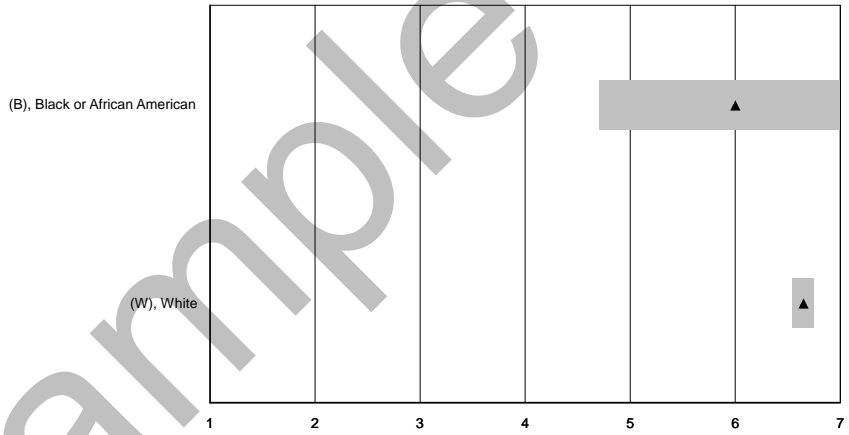
**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Rank**



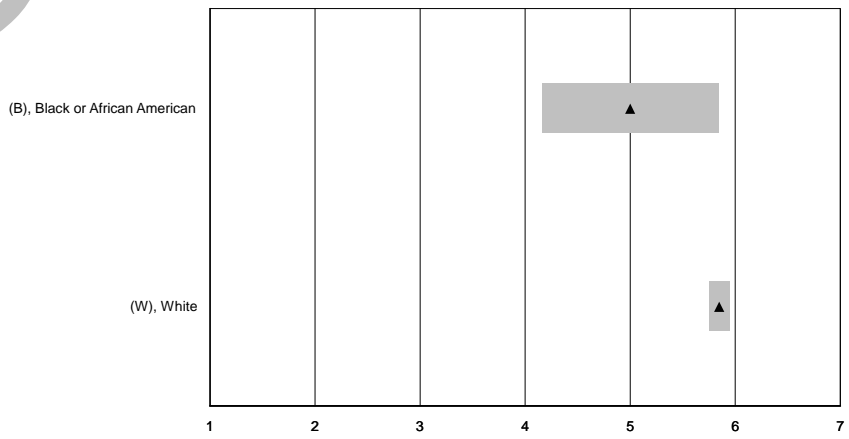
	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.47	5.34	6.21	1.25	0.43	8
(W), White	5.09	5.23	5.37	1.61	0.07	157

**Sexual Orientation**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.71	6.00	7.00	1.73	0.65	7
(W), White	6.55	6.65	6.75	1.00	0.05	143

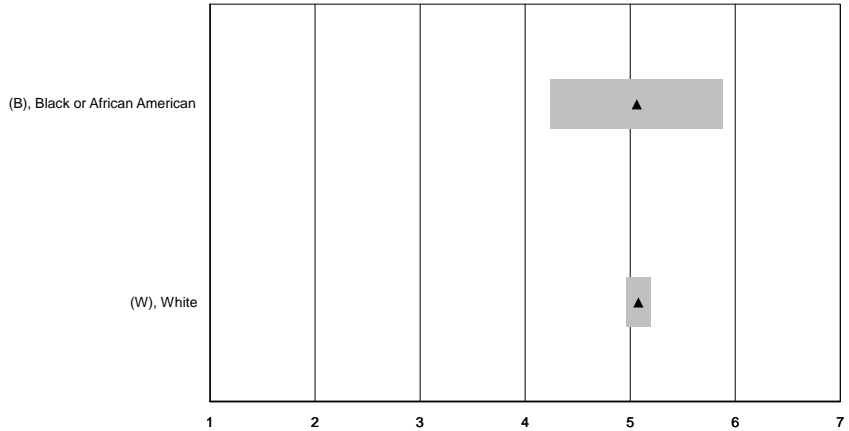
**Climate for Innovation: Co-worker support**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.16	5.00	5.84	1.21	0.42	8
(W), White	5.75	5.85	5.94	1.18	0.05	162

Section: Table P: Organizational Climate and Attitude Scale Means by Ethnicity

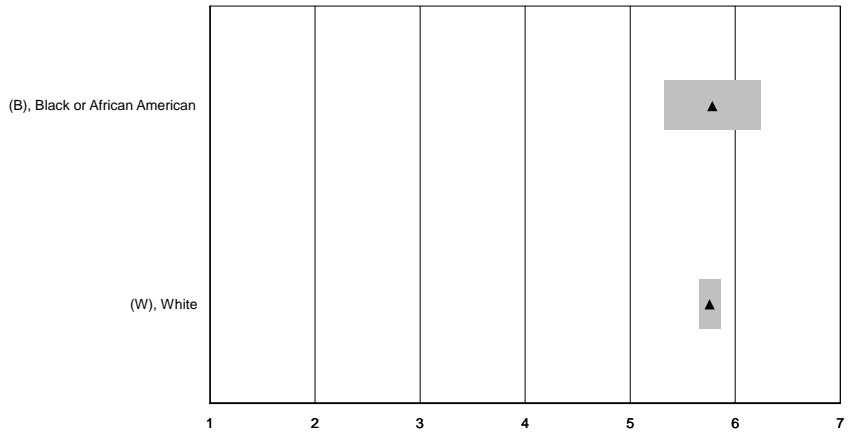
**Climate for Continual Learning**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.24	5.06	5.88	1.18	0.41	8
(W), White	4.96	5.08	5.20	1.43	0.06	162

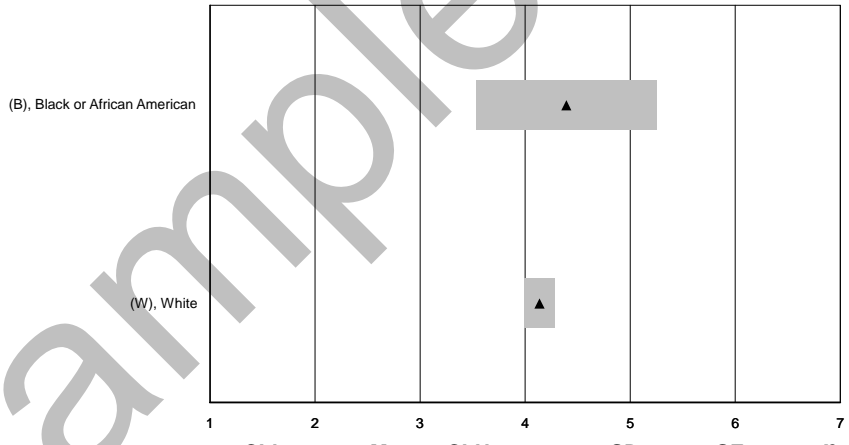
Sample

**Climate for Teamwork**  
**Benefits of Teams**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	5.32	5.78	6.24	0.66	0.23	8
(W), White	5.65	5.76	5.86	1.20	0.05	157

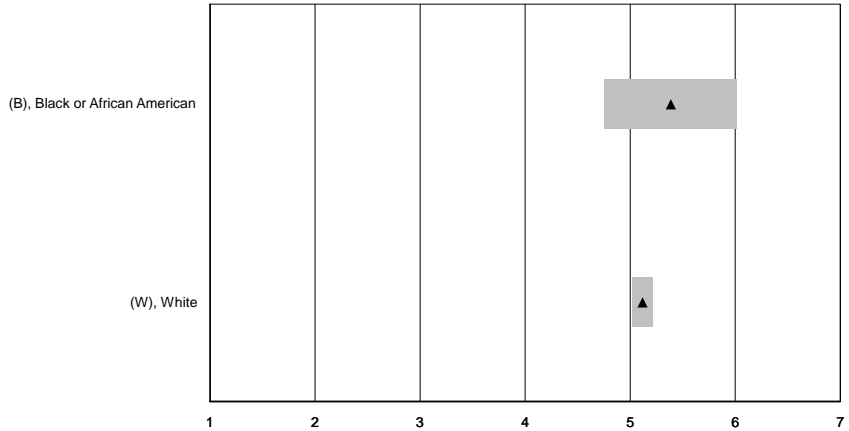
**Structural Facilitation of Teamwork**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	3.53	4.39	5.25	1.15	0.43	7
(W), White	3.99	4.14	4.29	1.67	0.07	156

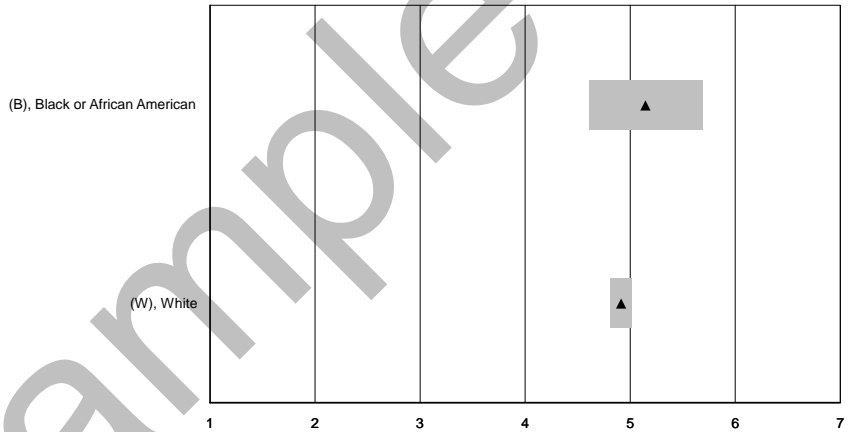
**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Climate for Customer Service**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.75	5.39	6.02	0.91	0.32	8
(W), White	5.02	5.12	5.22	1.19	0.05	162

**Climate for Psychological Safety**



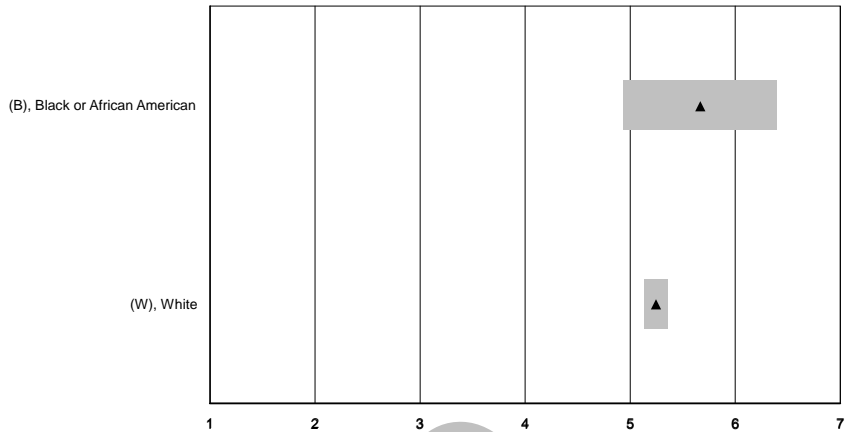
	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.61	5.15	5.68	0.77	0.27	8
(W), White	4.81	4.91	5.02	1.24	0.05	161

**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Table P.2: Organizational Attitude Scale Means by Ethnicity**

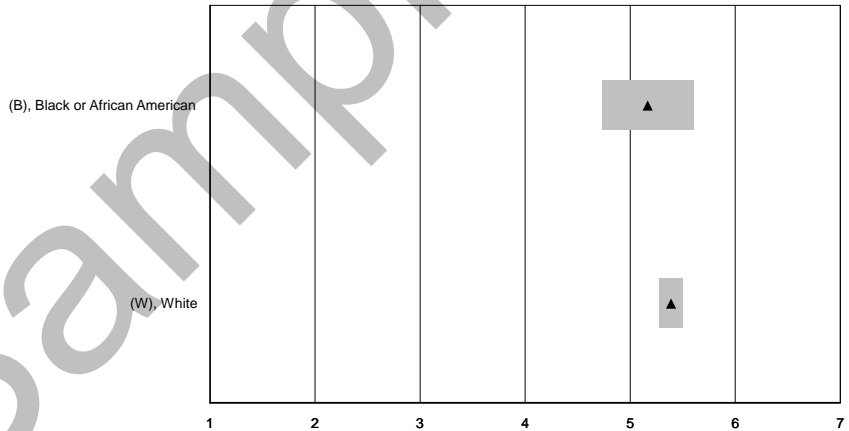
Other ethnicities are combined to form **All else**, allowing inclusions of all cases while maintaining anonymity. If this still results in fewer than six cases, then these responses are not showing on the table. Bars represent upper and lower bounds of the 95% confidence intervals (CI) for each team (NOT minimum and maximum scores).

**Job Satisfaction**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.93	5.67	6.40	1.12	0.37	9
(W), White	5.13	5.25	5.36	1.36	0.06	163

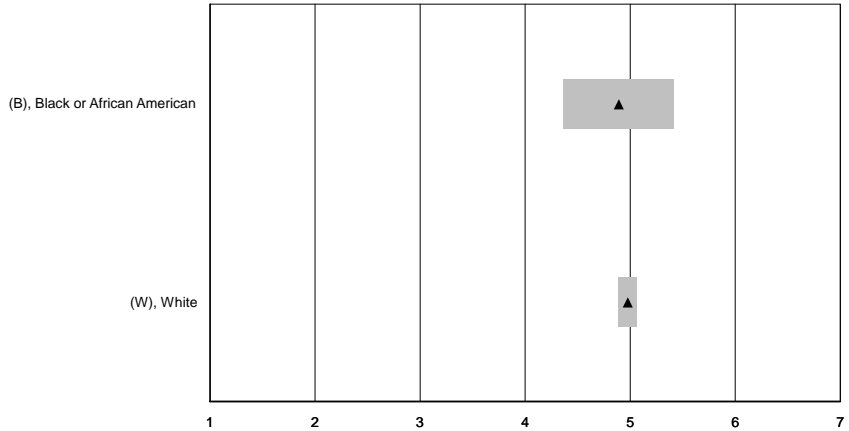
**Organizational Commitment**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.73	5.17	5.60	0.67	0.22	9
(W), White	5.28	5.39	5.50	1.38	0.06	162

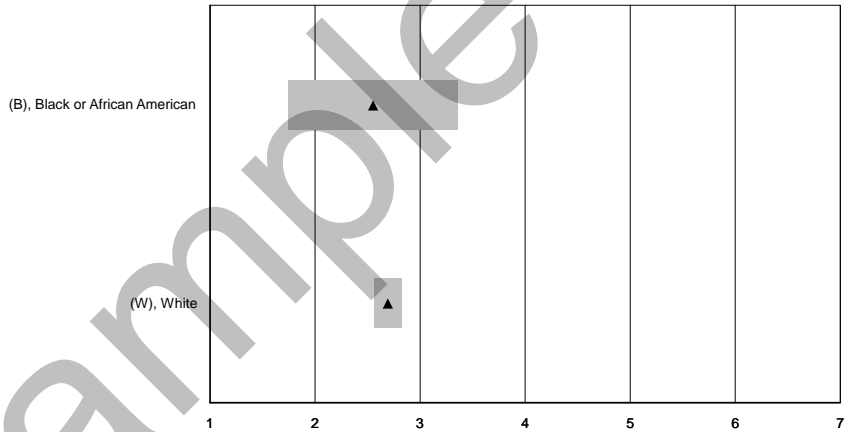
**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Organizational Citizenship Behaviors**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	4.36	4.89	5.42	0.81	0.26	9
(W), White	4.89	4.98	5.07	1.08	0.04	163

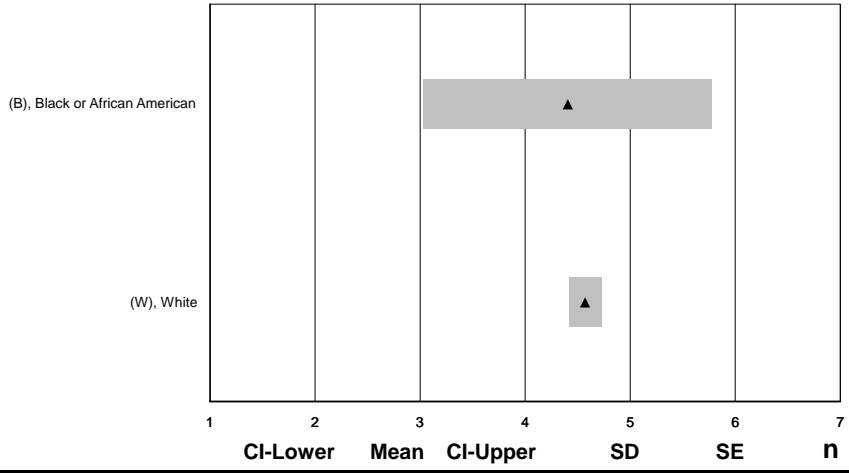
**Organizational Withdrawal\***



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	1.75	2.56	3.36	1.24	0.40	9
(W), White	2.57	2.70	2.82	1.55	0.06	161

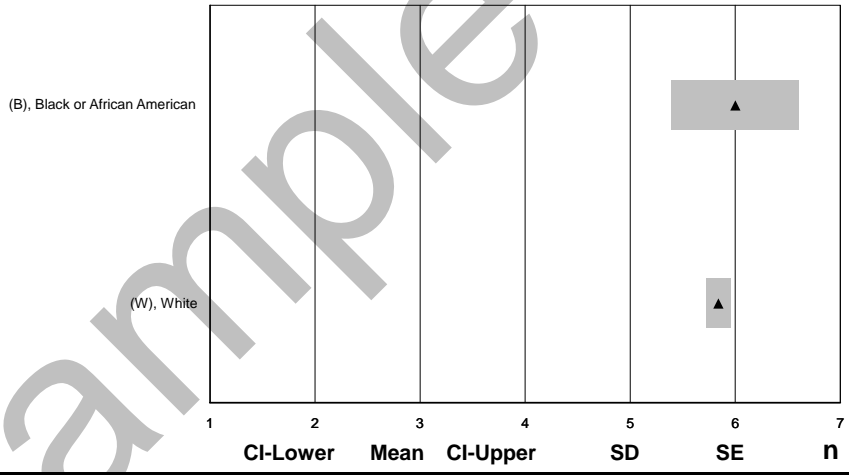
*\*These scales are reverse scored. Lower scores are better.*

**Psychological Empowerment in the Workplace**



Group	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	3.03	4.41	5.78	2.10	0.69	9
(W), White	4.42	4.57	4.72	1.82	0.08	160

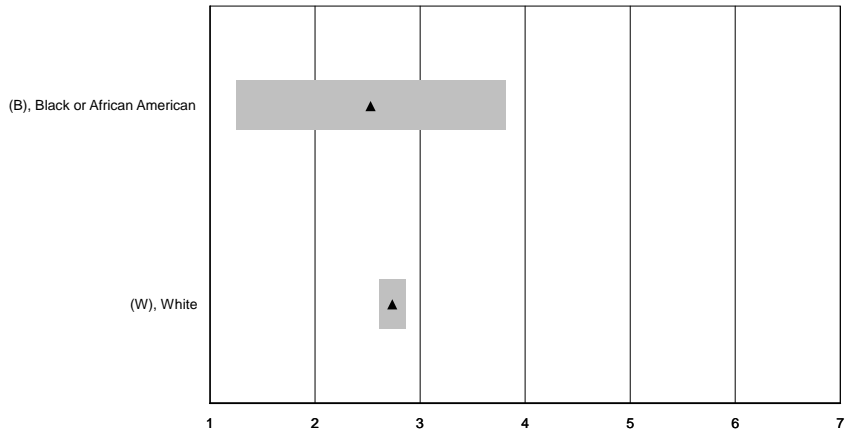
**Task Engagement**



Group	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	5.39	6.00	6.61	0.93	0.30	9
(W), White	5.72	5.84	5.96	1.44	0.06	163

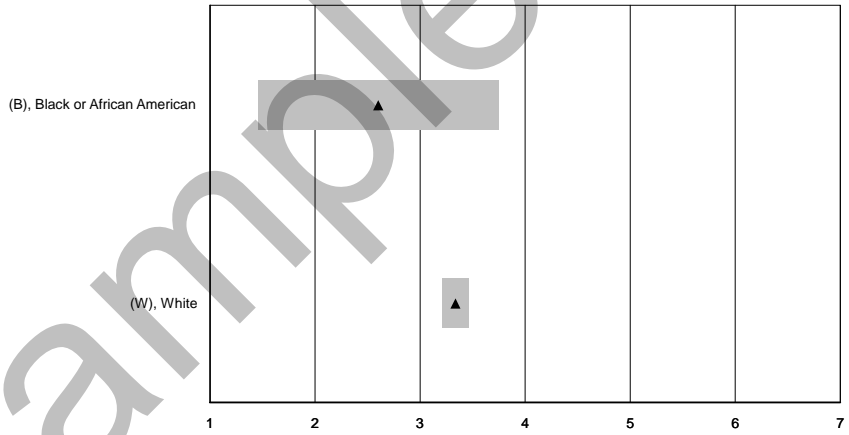
**Section:** Table P: Organizational Climate and Attitude Scale Means by Ethnicity

**Work Unit Conflict\***  
**Interpersonal**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	1.25	2.53	3.81	1.84	0.64	8
(W), White	2.61	2.74	2.86	1.48	0.06	159

**Task**



	CI-Lower	Mean	CI-Upper	SD	SE	n
(B), Black or African American	1.46	2.60	3.75	1.64	0.57	8
(W), White	3.21	3.34	3.46	1.45	0.06	158

*\*These scales are reverse scored. Lower scores are better.*

## Staff Comments

Sample

Record #	Comments
1	This is a sample comment.
2	This is a sample comment.
3	This is a sample comment.
4	This is a sample comment.
5	This is a sample comment.
6	This is a sample comment.
7	This is a sample comment.
8	This is a sample comment.
9	This is a sample comment.
10	This is a sample comment.
11	This is a sample comment.
12	This is a sample comment.
13	This is a sample comment.
14	This is a sample comment.
15	This is a sample comment.
16	This is a sample comment.
17	This is a sample comment.
18	This is a sample comment.
19	This is a sample comment.

Section: Staff Comments

Record #	Comments
20	This is a sample comment.
21	This is a sample comment.
22	This is a sample comment.
23	This is a sample comment.
24	This is a sample comment.
25	This is a sample comment.
26	This is a sample comment.
27	This is a sample comment.
28	This is a sample comment.
29	This is a sample comment.
30	This is a sample comment.
31	This is a sample comment.
32	This is a sample comment.
33	This is a sample comment.
34	This is a sample comment.
35	This is a sample comment.
36	This is a sample comment.
37	This is a sample comment.
38	This is a sample comment.

Section: Staff Comments

Record #	Comments
39	This is a sample comment.
40	This is a sample comment.
41	This is a sample comment.
42	This is a sample comment.
43	This is a sample comment.
44	This is a sample comment.
45	This is a sample comment.
46	This is a sample comment.
47	This is a sample comment.
48	This is a sample comment.
49	This is a sample comment.
50	This is a sample comment.
51	This is a sample comment.
52	This is a sample comment.
53	This is a sample comment.
54	This is a sample comment.
55	This is a sample comment.
56	This is a sample comment.
57	This is a sample comment.

Section: Staff Comments

Record #	Comments
58	This is a sample comment.
59	This is a sample comment.
60	This is a sample comment.
61	This is a sample comment.
62	This is a sample comment.
63	This is a sample comment.
64	This is a sample comment.

Sample

Section: Staff Comments

# Appendix: Definitions of Organizational Climate and Attitude Scales

Sample

The ClimateQUAL®: OCDA survey measures the following organizational climates:

### ***ORGANIZATIONAL CLIMATE***

Organizational climate refers to the interpretative frameworks shared by employees regarding the priorities of their organization and it helps them understand what behavior is rewarded, supported, and expected in the organization (Schneider, 1990). Employees develop these organizational perceptions as a result of their attempts to make “sense” of the policies, practices, and procedures endorsed and enacted in an organization. There are nine ClimateQUAL®: OCDA organizational climate scales.

#### *1. Organizational Climate for Justice*

This construct **reflects the degree to which the organization has policies, practices, and procedures that treat employees fairly and justly. Research has shown that Organizational Climate for Justice can be separated into four dimensions. Specifically, Distributive Justice** - the degree to which staff perceives that rewards are fairly distributed based upon performance. **Procedural Justice** - the degree to which staff perceives the procedures that determine the distribution of rewards are uniformly applied. **Interpersonal Justice** - the degree to which staff perceives there is fairness and respectfulness between employees and supervisors. **Informational Justice** - the degree to which staff perceives the explanation for distribution of procedures and rewards are provided.

- *Distributive Justice.* Distributive Justice reflects the employees’ perceptions regarding the extent to which the rewards that they receive (e.g., pay, opportunities to advance, etc.) is adequate given their level of effort and work. A sample question is “do the rewards in your division reflect the effort that division members put into their work.”
- *Procedural Justice.* While Distributive Justice addresses the fairness of outcomes, Procedural Justice addresses the fairness of the procedures used to come to those outcomes (i.e. performance evaluations, amongst others). A sample question is “have the procedures used to determine rewards been applied consistently.”
- *Interpersonal Justice.* Interpersonal justice refers to the extent to which other people in the workplace, such as supervisors, treat an employee fairly. A sample question is “has the authority figure who determines rewards treated division members in a polite manner.”
- *Informational Justice.* Informational justice refers to whether or not an employee has access to the information he/she needs. This type of justice indicates that transparency-that is, supervisors being honest and open with employees-is imperative to an employee’s sense of justice in the workplace. A sample question is “has the authority figure who determines rewards for your division explained procedures thoroughly.”

#### *2. Climate for Leadership*

This construct assesses the nature of organizational leadership. It assesses whether leaders have good working relationships with employees as well as the extent to which leaders are trusted by employees. Also, it measures the extent to which leaders are seen as authentic and perceived to be truly passionate about customer service. There were two dimensions to this construct. In each of these dimensions, the term “leader” is used to denote employees’ immediate supervisor(s).

- *Leader Member Relationship Quality.* Leader Member Relationship Quality refers to the quality of an individual’s relationship with their immediate supervisor. A sample question is “I can count on my immediate supervisor to support me even when I’m in a tough situation at work.”
- *Authentic Transformational Leadership.* An authentic transformational leader is ethical, honest, and inspiring. Employees of authentic transformational leaders report these leaders as being highly transparent-that is, that the transformational leader is consistent in their actions, and that the leader truly believes what he/she claims he believes. A sample question is “My immediate supervisor is convincing when communicating his/her vision.”

### 3. *Climate for Deep Diversity*

Climate for deep diversity refers to the extent that the organization has policies, practices, and procedures that encourage diversity of ideas, values, and experiences. Two dimensions were measured.

- *Standardization of Procedures Across Groups*, refers to the consistency of application of procedures across subgroups. A sample question is “Performance reviews are based on objective criteria that minimize personal biases and prejudices.”
- *Valuing Diversity*, reflects the extent to which the organization values diversity and diversity-related initiatives. A sample question is “This organization values the different perspectives that employees bring to the workplace.”

### 4. *Climate for Demographic Diversity*

The Climate for Demographic Diversity reflects the extent to which the library has policies, practices and procedures that support diversity among minority and majority employees. Four dimensions were assessed.

- *Climate for Demographic Diversity: Race*, refers to the extent to which the library supports racial diversity. A sample question is “The race of a team/work unit member does **NOT** affect how they are valued on this team/work unit.”
- *Climate for Demographic Diversity: Gender*, reflects the extent to which an individual team supports diversity of genders. A sample question is “The gender of a team/work unit member does **NOT** affect how they are valued on this team/work unit.”
- *Climate for Demographic Diversity: Rank*, reflects whether the library has a climate that supports diversity among employees of different rank. A sample question is “The rank of a team/work unit member does **NOT** affect how they are valued on this team/work unit.”
- *Climate for Demographic Diversity: Sexual Orientation*, assesses the extent to which the library has a climate supportive of sexual-orientation related diversity. A sample question is “The sexual orientation of a team/work unit member does **NOT** affect how they are valued on this team/work unit.”

### 5. *Climate for Innovation: Co-Workers*

A Climate for Innovation refers to the extent to which co-workers encourage each other to share and come up with innovative solutions. A sample question is “coworkers tell each other about other new information that can be used to increase job performance.”

### 6. *Climate for Continual Learning*

An organization with a Climate for Continual Learning has policies, practices, and procedures that emphasize continued employee education. A sample question is “there is excellent on-the-job training.”

### 7. *Climate for Teamwork*

An organization with a Climate for Teamwork enacts policies, practices, and procedures that emphasize the importance and usefulness of teamwork. Two dimensions were measured regarding this climate.

- *Employee Belief in Benefits of Teamwork*, concerns employees’ opinions of the usefulness and importance of teamwork. A sample question is “Teamwork is important to completing work in this organization.”
- *Structural Facilitation of Teamwork*, refers to the degree to which the organization’s structure and policies facilitate and encourage teamwork. A sample question is “The structure of this organization helps facilitate teamwork.”

### 8. *Climate for Customer Service*

An organization with a Climate for Customer Service enacts policies, practices, and procedures that clearly indicate the importance and value of customer service. Seven items were used to measure this concept. A sample question is “Library employees have the job knowledge and skills required to deliver superior quality work and service.”

### 9. *Climate for Psychological Safety*

A Climate for Psychological Safety refers to the degree to which an organization or teams therein encourage

employees to freely share opinions with each other and with management. An organization with a climate for psychological safety provides a safe environment for self-expression. A sample question is “As an employee in this library one is able to bring up problems and tough issues.”

### ***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 anyone’s job, most organizations cannot work as efficiently as they do without employees doing some OCBs. 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.”