PHASE 1 OCDA Scale Results:

Psychometric Assessment and Descriptive Statistics for Partner Libraries

Paul J. Hanges, Juliet Aiken, Xiafang Chen & Hali Chambers

University of Maryland

Contact Information:

Paul J. Hanges
Department of Psychology
University of Maryland
College Park, MD 20742
301-405-5930
phanges@umd.edu

Executive Summary

The Phase 1 **O**rganizational **C**limate and **D**iversity **A**ssessment (OCDA) Survey included thirty-one different scales. Each scale was constructed and administered to the five partner library systems (i.e., University of Arizona, University of Connecticut, Texas A&M University, University of Iowa, and University of Kansas).

The majority of the OCDA scales was administered and refined using the 2000 and 2004 OCDA data collection efforts at the University of Maryland (UMD). Thus, one preliminary question that needed to be addressed was whether the scales would be transportable to other institutions (i.e., exhibit the same psychometric properties when administered at non-UMD libraries). This was assessed by examining the factor structure and the internal consistency reliability (i.e., Cronbach's coefficient alpha) for the scales.

This report provides information addressing this question. Specifically, we first provide a short description of each construct being measured by each scale. We then provide the internal consistency reliability in Table 1 for the scales. We next provide the average scale scores for each scale separated by library as well as an overall average for all scales. Finally, we provide "percentage of employees that agree" for each library on each scale (see Table 3). Our previous experience has shown that this percentage agreement information facilitates interpretation of the results more than the actual scale means.

Overall, our results revealed that the scales used at UMD do generalize to other library settings. While we did eliminate some items that were previously used at UMD, a sufficient number of items remained for each scale to produce acceptable scales with impressive reliability. In summary, the Phase 1 data collection has provided clear evidence concerning the generalizability and robustness of the OCDA scales.

PHASE 1 OCDA Scale Results:

Psychometric Assessment and Descriptive Statistics for Partner Libraries

The Phase 1 *O*rganizational *C*limate and *D*iversity *A*ssessment (OCDA) Survey was originally designed to measure concepts hypothesized to be important for healthy organizations. Healthy organizations are ones in which employees feel empowered and believe that the organization values diversity. It is an organization in which the policies, practices, and procedures are administered fairly and employees believe that they are treated fairly. And it is an organization in which the policies, practices, and procedures facilitate the attainment of one or more organizational goals (e.g., productivity, efficiency, safety).different concepts.

The Phase 1 OCDA survey was based on work conducted at the University of Maryland. Thus, the primary research question for the analyses reported in this paper is whether the scales created at Maryland are transportable to other institutions (i.e., exhibit the same psychometric properties when administered at non-UMD libraries). This was assessed by examining the factor structure and the internal consistency reliability (i.e., Cronbach's coefficient alpha) of these scales. The Phase 1 OCDA survey was administered to library employees at the following institutions: University of Connecticut, Texas A&M, University of Iowa, University of Kansas, and University of Arizona.

The results of our analyses are provided in the tables at the end of this report. Information from the 2004 University of Maryland OCDA survey administration is included in these tables when possible. Table 1 displays the internal consistency reliability for each OCDA scale. A maximum likelihood factor analysis was performed to determine if a scale could be separated into sub-themes. Specifically, the Kaiser "eigenvalue greater than 1" rule as used as a preliminary test of the number of sub-themes contained among a set of items. We also relied on

sub-theme interpretability to determine if a sub-theme was retained. In instances where scales were comprised of more than one sub-theme, internal consistency reliability is provided only for the sub-themes, and not for the overall scale.

Table 2 provides the average score for each library on each scale as well as the overall sample average for all of the scales. Table 3 provides the "percentage of employees that agree" on each scale. Previous experience has demonstrated that this percentage agreement information facilitates interpretation of the survey results.

Finally, we have attached a supplement which shows graphs to visually represent the means and percent agreement by library of all the climate scales. Overall, the results of our analyses revealed that the scales are operating appropriately and appear to have generalized to the four library settings.

In summary, the Phase 1 OCDA scales covered various topics that ranged in levels of analysis from an individual focus (e.g., job satisfaction, organizational commitment) to a dyadic focus (e.g., leadership) to more organizational focus (e.g., climate for diversity, climate for continual learning, climate for team work). In the text that follows we define the construct measured by each scale.

OCDA Scales

1. Distributive Justice

Distributive Justice reflects the extent to which the rewards (such as pay, opportunities to advance, etc.) an employee receives accurately reflect the effort and work of that employee. Distributive Justice is measured using five items, including "do your rewards reflect the effort you have put into your work?" None of these items are reverse-coded. This scale's internal consistency is also excellent (Cronbach's alpha = .94).

2. 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). Procedural Justice is measured using five items, including "have those procedures been applied consistently?" This scale does not have any reverse-coded items, and has a good internal consistency (Cronbach's alpha = .93).

3. Interpersonal Justice

Interpersonal justice refers to the extent to which other people in the workplace, such as supervisors, treat an employee fairly. This scale includes four items, such as, in reference to the supervisor, "has he or she treated you with respect?" There are no reverse-coded items in this scale. This scale also has an excellent internal consistency (Cronbach's alpha = .96).

4. Informational Justice

Finally, 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. This scale contains seven questions, including, with regards to the supervisor, "were his or her explanations regarding the procedures reasonable?" None of the items in this scale are reverse-coded. The internal consistency for this scale is also excellent (Cronbach's alpha = .95).

5. Job Satisfaction

Our measure of job satisfaction uses one question to assess how satisfied an individual is with their job. This measure, which instructs employees to indicate their satisfaction using a face scale, has been shown to be as accurate as multi-item measures of job satisfaction.

Unfortunately, due to the fact that this is a single item measure, internal consistency for this construct can not be determined.

6. Team Commitment

Team Commitment refers to the extent to which an individual is committed to, and experiences positive emotions towards, his/her team. Eight items were used to measure this construct. Specifically, scale included items such as a.) "I talk up (brag about) this team/work unit to my friends as a great team/work unit to work on" and b.) "I would accept almost any job in order to keep working with this team/work unit" are used to assess team commitment. Of these eight items, none are reverse coded. This scale has an excellent internal consistency (Cronbach's alpha = .92)

7. Organizational Commitment

Organizational Commitment refers to the extent to which an individual employee is dedicated to staying with, and feels positively about, this organization. Fifteen items are used to measure this construct. Six of are items were reverse-coded. Sample items included a.) "I am proud to tell others that I am part of this organization, and b.) " I talk up this organization to my friends as a great organization to work for" are used to assess this concept. This scale has an excellent internal consistency (Cronbach's alpha = .91).

8. 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. A sixteen item scale, including a.) "Adjust your work schedule to accommodate other employees' requests for time off" and b.) "Go out of the way to make newer employees feel welcome in the work

group" is used to assess this concept. This scale does not have any reverse-coded items. Additionally, this scale also has an excellent internal consistency (Cronbach's alpha = .92).

9. Organizational Withdrawal

Organizational Withdrawal refers to the actions that an employee may engage in that distance themselves from the organization and reflect an intent to leave the organization. The OCDA includes two questions, including "How often do you think about quitting your job" to assess this concept. None of the items in this scale are reverse-coded. This scale has an acceptable internal consistency (Cronbach's alpha = .77).

10. Armed Forces Ethnic Inventory

The Armed Forces Ethnic Inventory is a two-part scale. The first part refers to the amount of discrimination employees experience due to their race or gender. This section is measured using fourteen items, including a.) "I was rated lower than I deserved on my last evaluation" and b.) "My last evaluation contained unjustified negative comments". None of the items in this part of the Armed Forces Ethnic Inventory are reverse-coded. This section has a good internal consistency (Cronbach's alpha = .90).

The second part of this scale assesses how often employees who experienced race or gender related discrimination actually report this discrimination. Of the nine questions originally incorporated in the OCDA to assess reporting of discrimination, eight that formed a coherent measure of this concept emerged. The remaining question was dropped from further analysis. None of the eight questions that remain in this measure are reverse-coded. Amongst these items are a.) "confront the individual(s) responsible for the negative outcome" and b.) "report the incident to my immediate supervisor". This part of the scale has an acceptable internal consistency (Cronbach's alpha = .76).

11. Positive Other-Directed Emotions

This fifteen item scale measures the extent to which an individual feels positive emotions towards others. Some of the emotions assessed include "Thankful" and "Grateful". This scale does not have any reverse-coded items. This scale has an excellent internal consistency (Cronbach's alpha = .96)

12. Hope Scale

The hope scale measures the amount of hope an individual has concerning their ability to maneuver their work environment. Six items, including a.) "If I should find myself in a jam at work, I could think of many ways to get out of it" and b.) "At the present time, I am energetically pursuing my goals at my job" are used to assess this concept. None of the items in this scale are reverse-coded. This scale has a good internal consistency (Cronbach's alpha = .87).

13. Optimism Scale

Six questions, including a.) "When things are uncertain at work, I usually expect the best" and b.) "I'm always optimistic about my future in this library" are used to assess the extent to which an individual feels optimistic about their work and work environment. Three of the questions in this scale are reverse-coded. This scale also has a good internal consistency (Cronbach's alpha = .87).

14. Task Engagement

Task engagement refers to the extent to which an employee is interested in and engaged in his/her work. Three items, including "The work I do is very important to me" are used to assess this concept. None of these items is reverse-coded. This scale has an excellent internal consistency (Cronbach's alpha = .95).

15. Psychological Empowerment in the Workplace

Six items were included in the OCDA to assess the degree to which an individual feels capable of completing his/her tasks and contributing to his/her work team. This Psychological Empowerment in the Workplace scale includes six items that correspond to two unique sub-themes. None of these six items are reverse-coded.

The first subtheme, *Individual Empowerment¸* refers to how capable an individual feels of completing his/her work. Three items, such as "I am confident about my ability to do my job" are used to assess this subtheme. *Individual Empowerment* has a good internal consistency (Cronbach's alpha = .89)

The second subtheme, *Team Empowerment*, reflects the extent to which an individual feels they can contribute to their ream. Three items are used to measure this subtheme, including "My impact on what happens in my team/work unit is large." This subtheme has a good internal consistency (Cronbach's alpha = .89).

16. Multi-group Ethnic Identity Measure

The multi-group ethnic identity scale measures ethnic identity based on the elements of ethnic identity that are common across groups, so that it can be used with all ethnic groups. Fifteen items were included in the OCDA to address this issue. Of these fifteen items, ten emerged that seemed to compose the Multi-group Ethnic Identity Measure. Sample items include a.) "I have a clear sense of my ethnic background and what it means for me" and b.) "To what extent do you identify with your ethnic or racial background?" The other five items were dropped from further analyses. None of these items are reverse-coded. The multi-group ethnic identity scale has an excellent internal consistency (Cronbach's alpha = .91).

17. Gender Self-Esteem Scale

The Gender Self-Esteem Scale reflects how positively an individual feels about his/her gender. Sixteen items are included in the OCDA to address this issue. These items clearly reflect three sub-themes. Seven of these items are reverse-coded.

The first subtheme, *Individual Valuing of Gender*, reflects how much an individual values his or her own gender and his/her place in that gender. Seven items are used to assess this subtheme, such as a.) "I am a worthy member of my gender" and b.) "In general, I'm glad to be a member of my gender." Four of these items are reverse-coded. This subtheme has a good internal consistency (Cronbach's alpha = .86).

The second subtheme addresses *Gender as Self-Image* and reflects the extent to which an individual's gender is paramount to their self-image. Five items, including a.) "The gender I belong to is an important reflection of who I am" and b.) "I am a cooperative participant in the activities of my gender" are used to assess this subtheme. Two of these items are reverse-coded. This subtheme has an acceptable internal consistency (Cronbach's alpha = .74).

The third subtheme, *Employee Impression of Others' Perception of Gender*, reflects how an individual feels others perceive his/her gender. Four items are used to assess this subtheme, such as a.) "Overall, my gender group is considered good by others" and b.) "Most people consider my gender, on the average, to be more ineffective than other genders". Only one of these items is reverse-coded. This subtheme also has an acceptable internal consistency (Cronbach's alpha = .76).

18. Sexual Orientation Identity

Twelve items were initially used to assess the extent to which an individual identifies with their sexual orientation, or their Sexual Orientation Identity. Of those twelve items, ten

clearly reflected three sub-themes. The remaining two items were dropped from further analysis.

None of the remaining 10 items used to assess Sexual Orientation Identity are reverse-coded.

The first subtheme, *Sense of Belonging*, indicates the extent to which an individual

identifies as a member of their sexual orientation. Four items, including a.) "I have a clear sense

of my sexual orientation and what it means for me" and b.) "I am happy that I am a member of

the sexual orientation group I belong to" are used to assess this subtheme. *Sense of Belonging*

has a good internal consistency (Cronbach's alpha = .88).

The second subtheme, *Sexual Orientation as Self-Image*, reflects the extent to which an

individual sees his/her sexual orientation as a significant part of his/her identity. Three items,

such as "I have a lot of pride in my sexual orientation group" are used to assess this subtheme.

This subtheme has a good internal consistency (Cronbach's alpha = .83).

The third subtheme, deemed *Learning about Sexual Orientation*, assesses how active an

individual is in learning about his/her sexual orientation. Three items are used to assess this

subtheme, including "I have spent time reading about the history of others with my sexual

orientation." This subtheme has an acceptable internal consistency (Cronbach's alpha = .73).

19. Trust in Leadership Scale

Trust in Leadership reflects the extent to which an individual feels he/she can trust his/her

leader. Nine items, such as a.) "If I shared any problems with my supervisor, I know he/she

would keep my confidence" and b.) "My coworkers who interact with my supervisor consider

him/her to be trustworthy" are used to assess this concept. Of the six items in this scale, three

are reverse-coded. This measure has excellent internal consistency (Cronbach's alpha = .94)

20. Leader Member Exchange

Leader Member Exchange (LMX) refers to the quality of an individual's relationship with their immediate supervisor. Seven items are included to assess this concept, such as a.) "I usually know how satisfied my immediate supervisor is with what I do" and b.) "I feel that my immediate supervisor understands my problems and needs."   None of the items in this scale are reverse-coded. This scale has an excellent internal consistency (Cronbach's alpha = .96).

21. Manager's Passion for Service

When a manager consistently enacts policies, practices, and procedures dedicated to improving service, he/she is said to have a "passion" for service. Four items are used to measure a manager's passion for service, including "My immediate supervisor is very committed to improving the quality of our area's work and service". This scale does not have any reverse-coded items. This scale has an excellent internal consistency (Cronbach's alpha = .91).

22. 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. Seven items are included in the OCDA to assess this construct. Of the seven items, six emerged that formed a coherent measure of Authentic Transformational Leadership. The seventh item was disregarded for further analyses. Of the six items that formed the Authentic Transformational Leadership scale, one is reverse coded. Sample items include a.) "My supervisor's behavior is consistent with his/her values" and b.) "My supervisor is convincing when communicating his/her vision." This scale has an excellent internal consistency (Cronbach's alpha = .90).

23. Perceived Organizational Support

The amount of Perceived Organizational Support an employee reports reflects the extent to which he/she feels that his/her organization is supportive of him/her. This scale contains eight items, including a.) "My organization strongly considers my goals and values" and b.) "Help is available from my organization when I have a problem." Two of these items are reverse-coded. The Perceived Organizational Support scale has an excellent internal consistency (Cronbach's alpha = .95).

24. Work Unit Conflict

Conflict in a work unit reflects the amount of disagreements amongst team members. Of the eight questions initially included in the measure of conflict, seven questions addressing two unique sub-themes emerged. The remaining question was dropped from further analysis. None of the questions in this scale are reverse-coded.

The first subtheme, *Interpersonal Conflict*, refers to the amount of personal or emotional conflict amongst a work unit. Four questions, including a.) "How often do people get angry while working in your unit?" and b.) "How much jealousy or rivalry is there among members of your unit?" are used to assess this concept. This subtheme has an acceptable internal consistency (Cronbach's alpha = .79).

The second subtheme, *Task Conflict*, refers to the disagreements coworkers have over how to complete their tasks. Three items, including "How often do the members of your unit disagree about how things should be done?" are used to assess this subtheme. This subtheme has an excellent internal consistency (Cronbach's alpha = .93).

25. Climate for Interpersonal Treatment

An organization with a Climate for Interpersonal Treatment emphasizes positive treatment of employees, both from the top of the organization down and also amongst employees

themselves. Thirteen items were included in the OCDA to assess a Climate for Interpersonal treatment. Of those thirteen items, twelve emerged into two distinct sub-themes. The thirteenth item that did not emerge into one of the sub-themes was disregarded from further analyses. Of the twelve items, five are negatively-worded.

One of the sub-themes is *Managers Interpersonal Treatment of Employees*. This subtheme includes nine items that address managements' treatment of employees, including a.) "Employees are treated as children" and b.) "Employees are treated with respect." Three of these items are negatively-worded. The internal consistency of this scale is good (Cronbach's alpha = .91).

The second subtheme is *Team-Level Interpersonal Treatment*, which refers to the amount of respect and fair interpersonal treatment amongst team members. Three items are used to assess this subtheme, including "Coworkers argue with each other". Two of these three items are negatively-worded. This subtheme has an excellent internal consistency (Cronbach's alpha = .9).

26. Climate for Diversity

Climate for diversity refers to an environment, fostered through consistent policies, practices, and procedures, in which minorities and majorities are valued equally. Our goal in measuring climate for diversity was not simply to address diversity that can be easily observed— such as gender or ethnicity—but also to assess the climate for diversity of ideas, values, and experiences. Initially, 27 items were used to assess climate for diversity. Of these items, 20 items emerged that seemed to encapsulate four sub-themes. The seven questions that did not emerge into one of the four sub-themes were disregarded from further analysis. Of the 20 items

that currently make up the Climate for Diversity scale, 11 are oppositely worded (that is, reverse-coded) items.

The first subtheme is deemed *Non-discriminatory Practices*, as it reflects the extent to which the organization participates in discriminatory or non-discriminatory practices. Eight items are used to assess this subtheme. All of these items are reverse-coded. Example items include a.) "It is difficult for minorities to be hired by this organization" and b.) "Discrimination is a problem in this organization." The internal consistency for this subtheme is excellent (Cronbach's alpha = .91).

The second subtheme is called *Standardization of Procedures Across Groups*, and it refers to the consistency of application of procedures to minority and majority groups. This subtheme is measured using four items, such as a.) "In this organization, tasks/assignments are assigned fairly to all individuals." and b.) "In this organization, the performance evaluation process is conducted fairly." None of these items are reverse-coded. The internal consistency for this subtheme is also very high (Cronbach's alpha = .91).

A third subtheme, *Valuing Diversity*, reflects the extent to which the organization values diversity and diversity-related initiatives. Five items, such as a.) "This organization values diversity" and b.) "Upper management is committed to promoting diversity", are used to assess this subtheme. None of these items are reverse-coded. Overall, *Valuing Diversity* has an excellent internal consistency (Cronbach's alpha = .94).

Finally, the last subtheme, evaluated using three questions, is called *Employee Support for Diversity-Related Policies and Procedures* and reflects the degree to which individuals support their organization's diversity initiatives. Sample items include a.) "All this talk about diversity is just reverse discrimination" and b.) "A focus on diversity issues distracts from the

real priority of getting work done". All three of these items are reverse-coded. This subscale has an acceptable internal consistency (Cronbach's alpha = .85).

27. Team Climate for Diversity

A Team Climate for Diversity reflects the extent to which an individual team supports diversity in its policies, practices and procedures. Initially, 40 items are included to assess this concept. Of these 40 items, 32 emerged into four distinct sub-themes. The eight questions that did not emerge into one of these sub-themes were dropped from further analysis. Of the 32 questions remaining in this scale, 8 are reverse-coded.

The first subtheme, *Team Climate for Diversity: Race*, refers to the extent to which an individual team supports racial diversity. Eight items, such as a.) "The race of a team/work unit member does NOT affect how much attention is paid to their opinion" and b.) "On this team/work unit, people from different racial backgrounds work well together" are used to assess this subtheme. Two of the items in this scale are reverse-coded. This subtheme has an excellent internal consistency (Cronbach's alpha = .92).

The second subtheme, *Team Climate for Diversity: Gender*, reflects the extent to which an individual team supports diversity of genders. The OCDA includes eight items, such as a.) "The gender of a team/work unit member does NOT affect how much attention is paid to their opinions" and b.) "On this team/work unit, people of different genders work well together" to measure this subtheme. Two of the items in this scale are reverse-coded. This subtheme also has an excellent internal consistency (Cronbach's alpha = .92).

A third subtheme is deemed *Team Climate for Diversity: Rank*. This subtheme addresses the support of an individual team for diversity of persons of different ranks. There are eight items used to assess this subtheme, including a.) "The rank of a team/work unit member does

NOT affect how much attention is paid to their opinions" and b.) "On this team/work unit, people from different ranks work well together". Two of the items in this scale are reverse-coded. This subtheme has an excellent internal consistency (Cronbach's alpha = .92).

The fourth subtheme, *Team Climate for Diversity: Sexual Orientation*, assesses the extent to which an individual team supports sexual-orientation related diversity. Eight items, including a.) "The sexual orientation of a team/work unit member does NOT affect how much attention is paid to their opinions" and b.) "On this team/work unit, people of different sexual orientations work well together" are used to assess this subtheme. Two of the items in this scale are reverse-coded. This subtheme also has an excellent internal consistency (Cronbach's alpha = .94).

28. Climate for Innovation

A Climate for Innovation refers to the degree to which an organization encourages independent, creative thinking on the part of its employees. Initially, eight items were used to assess Climate for Innovation. Of these eight items, seven emerged into two distinct sub-themes. The eighth item that did not emerge into one of these two sub-themes was left out of further analyses. Of the seven items that remain in the scale, none are reverse-coded.

The first subtheme, *Climate for Innovation: Supervisory*, refers to the actions that supervisors engage in, including assigning jobs, that reflect a concern for innovation. Four items are used to assess this subtheme, including a.) "job assignments consistently expose managers to new technical information" and b.) "independent and innovative thinking are encouraged by supervisors". Overall, this subtheme has an acceptable internal consistency of (Cronbach's alpha = .71).

The second subtheme, *Climate for Innovation: Co-workers*, refers to the extent to which co-workers encourage each other to share and come up with innovative solutions. Three items

are used to assess this subtheme, including a.) "coworkers consistently suggest new approaches to solving problems based on their own experiences", and b.) "coworkers tell each other about other new information that can be used to increase job performance". This subtheme has a good internal consistency (Cronbach's alpha = .82).

29. Climate for Continual Learning

An organization with a Climate for Continual Learning has policies, practices, and procedures that emphasize continued employee education. This concept is assessed using eight items, such as a.) "there is excellent on-the-job training" and b.) "supervisors ask for ideas about how to solve work-related problems". None of these items are reverse-coded. This scale has an excellent internal consistency (Cronbach's alpha = .91).

30. Individual Team Climate

An organizational with an Individual Team Climate enacts policies, practices, and procedures that emphasize the importance and usefulness of teamwork. Of nineteen items included in the OCDA, seventeen emerged into four distinct sub-themes regarding Individual Team Climate. The two items that did not emerge into one of the four sub-themes were disregarded from further analyses. Of the seventeen items used in the Individual Team Climate scale, none are reverse-coded.

The first subtheme, *Employee Belief in Benefits of Teamwork*, is measured using five items. This subtheme addresses the opinions of an employee as to the usefulness and importance of teamwork. Questions addresses issues such as a.) "Teamwork facilities good interpersonal relationships in this organization" and b.) "Teamwork improves the quality of work done in the Library." Overall, this subtheme has excellent internal consistency (Cronbach's alpha = .92).

The second subtheme was deemed *Organizational value of teamwork* and reflects how much the organization as a whole values and appreciates teamwork. Four items, including a.) "This organization values teamwork" and b.) "This organization prefers employees to work as a team" are included to assess this construct. This subtheme has a good internal consistency (Cronbach's alpha = .88)

A third subtheme, *Structural Facilitation of Teamwork,* refers to the degree to which the organization's structure and policies facilitate and encourage teamwork. Four items are used to assess this subtheme, such as a.) "This organization provides a clear understanding of the purpose of teams" and b.) "The structure of this organization helps facilitate teamwork." This subtheme has an excellent internal consistency (Cronbach's alpha = .90).

The fourth subtheme, deemed *Informational Facilitation of Teamwork*, assesses the extent to which employees feel they have access to their supervisors and the necessary information they need from their supervisors to complete their work. Four items, including a.) "I have a clear idea of who needs to approve projects and proposals" and b.) "I get a clear understanding of what is expected of me from my superiors" are used to assess this subtheme. This subtheme has a good internal consistency (Cronbach's alpha = .89).

31. 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. A seven item scale, including a.) "Library employees have the job knowledge and skills required to deliver superior quality work and service" and b.) "The library expends effort to measure and track its quality of work and service" measures this concept. There are no reverse-coded items in this scale. This scale has a good internal consistency (Cronbach's alpha = .88).

Table 1. Internal Consistency Reliabilities for Scales and Sub-themes

Construct	Cronbach's Alpha
1. Distributive Justice	0.94
2. Procedural Justice	0.93
3. Interpersonal Justice	0.96
4. Informational Justice	0.95
5. Job Satisfaction	N/A
6. Team Commitment	0.92
7. Organizational Commitment	0.91
8. Organizational Citizenship Behaviors	0.93
9. Organizational Withdrawal	0.76
10a. Armed Forces Ethnic Inventory - Experiencing	0.91
10b. Armed Forces Ethnic Inventory - Reporting	0.81
11. Positive Other-Directed Emotions	0.96
12. Hope Scale	0.87
13. Optimism Scale	0.87
14. Task Engagement	0.94
15. Psychological Empowerment in the Workplace	
15a. PEW: Individual empowerment	0.88
15b. PEW: Team empowerment	0.89
16. Multi-group Ethnic Identity Measure	0.91
17. Gender Self-Esteem Scale	
17a. GSES: Individual Valuing of Gender	0.88
17b. GSES: Gender as Self-Image	0.73
17c. GSES: Employee Impression of Others' Perception of Gender	0.77
18. Sexual Orientation Identity	
18a. SOI: Sense of belonging	0.88
18b. SOI: Sexual orientation as self-image	0.80
18c. SOI: Learning about sexual orientation	0.75
19. Trust in Leadership Scale	0.94
20. Leader-Member Exchange	0.96
21. Manager's Passion for Service	0.91
22. Authentic Transformational Leadership	0.89
23. Perceived Organizational Support	0.89

Table 1, cont.: Reliabilities of Scales and Sub-themes

Construct	Internal Consistency
24. Conflict	
24a. Conflict: Interpersonal	0.80
24b. Conflict: Task	0.94
25. Climate for Interpersonal Treatment	
25a. CIT: Team-Level Interpersonal Treatment	0.75
25b. CIT: Managers Interpersonal Treatment of Employees	0.94
26. Climate for Diversity	
26a. CFD: Non-discriminatory practices	0.86
26b. CFD: Standardized Procedures	0.89
26c. CFD: Valuing diversity	0.93
26d. CFD: Support for Diversity Policies/Procedures	0.84
27. Team Climate for Diversity	
27a. TCD: Race	0.92
27b. TCD: Gender	0.93
27c. TCD: Rank	0.92
27d. TCD: Sexual Orientation	0.93
28. Climate for Innovation	
28a. CI: Supervisory	0.72
28b. CI: Co-workers	0.87
29. Climate for Continual Learning	0.90
30. Individual Team Climate	
30a. ITC: Benefits of Teams	0.88
30b. ITC: Organizational value of teamwork	0.89
30c. ITC: Structural facilitation of teamwork	0.92
30d. ITC: Informational Facilitation of Teamwork	0.87
31. Climate for Customer Service	0.89

Table 2: Mean Comparisons between Libraries

Construct	Library 1	Library 2	Library 3	Library 4	Library 5	Library 6	Overall
1. Distributive Justice	2.69	2.92	2.79	3.17	2.86	2.57	2.83
2. Procedural Justice	3.00	3.00	2.95	2.98	3.12	2.85	2.98
3. Interpersonal Justice	4.08	4.35	4.16	4.10	4.03	4.15	4.15
4. Informational Justice	3.42	3.83	3.57	3.60	3.53	3.58	3.59
5. Job Satisfaction	3.49	3.70	3.61	3.53	3.60	3.56	3.58
6. Team Commitment	3.51	3.56	3.61	3.60	3.74	3.63	3.61
7. Organizational Commitment	4.80	4.94	4.85	4.66	5.15	4.70	4.85
8. Organizational Citizenship Behaviors	4.95	4.80	5.33	5.22	5.47	4.94	5.12
9. Organizational Withdrawal	3.42	3.26	3.32	3.48	3.16	2.62	3.21
10a. Armed Forces Ethnic Inventory - Experiencing	1.17	1.13	1.24	1.19	1.22	1.20	1.19
10b. Armed Forces Ethnic Inventory - Reporting	1.91	1.73	2.07	1.91	2.15	2.18	1.99
11. Positive Other-Directed Emotions	3.70	3.65	3.70	3.56	3.67	N/A	3.66
12. Hope Scale	4.72	4.78	4.75	4.75	5.03	N/A	4.81
13. Optimism Scale	3.69	3.69	3.71	3.65	3.90	N/A	3.73
14. Task Engagement	4.24	4.20	4.31	4.35	4.39	4.19	4.28
15. Psychological Empowerment in the Workplace	3.99	3.96	3.91	3.93	4.05	3.95	3.97
15a. PEW: Individual empowerment	4.44	4.45	4.39	4.40	4.51	4.33	4.42
15b. PEW: Team empowerment	3.55	3.48	3.43	3.42	3.59	3.57	3.51
16. Multi-group Ethnic Identity Measure	3.32	3.09	3.50	3.22	3.34	3.47	3.32
17. Gender Self-Esteem Scale	5.50	5.29	5.49	5.37	5.57	5.29	5.42
17a. GSES: Individual Valuing of Gender	6.17	5.91	6.11	5.91	6.20	5.91	6.04
17b. GSES: Gender as Self-Image	4.70	4.42	4.69	4.71	4.72	4.53	4.63
17c. GSES: Employee Impression of Others' Perception of Gender	5.15	5.18	5.22	5.03	5.28	4.92	5.13
18. Sexual Orientation Identity	4.82	4.79	4.94	4.78	4.96	N/A	4.86
18a. SOI: Sense of belonging	5.99	5.97	6.17	5.88	6.23	N/A	6.05
18b. SOI: Sexual orientation as self-image	4.65	4.46	5.10	4.76	4.93	N/A	4.78
18c. SOI: Learning about sexual orientation	3.48	3.68	3.24	3.38	3.36	N/A	3.43
19. Trust in Leadership Scale	3.86	4.00	3.88	3.83	3.95	N/A	3.90
20. Leader-Member Exchange	5.19	5.66	5.53	5.63	5.31	5.34	5.44
21. Manager's Passion for Service	3.71	3.85	3.97	3.91	3.78	3.56	3.80
22. Authentic Transformational Leadership	2.89	2.97	3.06	2.89	3.07	2.55	2.90
23. Perceived Organizational Support	4.54	4.75	4.74	4.34	5.19	4.54	4.68

Table 2, cont.: Mean Comparisons between Libraries

Construct	Library 1	Library 2	Library 3	Library 4	Library 5	Library 6	Overall
24. Conflict	2.57	2.42	2.44	2.70	2.72	2.25	2.52
24a. Conflict: Interpersonal	2.44	2.27	2.32	2.55	2.64	2.09	2.38
24b. Conflict: Task	2.71	2.52	2.56	2.75	2.83	2.43	2.63
25. Climate for Interpersonal Treatment	2.40	2.37	2.40	2.25	2.34	2.51	2.38
25a. CIT: Team-Level Interpersonal Treatment	2.52	2.43	2.45	2.13	2.19	2.62	2.39
25b. CIT: Managers Interpersonal Treatment of Employees	2.36	2.35	2.38	2.29	2.38	2.47	2.37
26. Climate for Diversity	4.66	4.75	4.49	4.25	4.67	4.11	4.49
26a. CFD: Non-discriminatory practices	5.05	4.90	4.62	4.54	4.79	4.70	4.77
26b. CFD: Standardized Procedures	4.14	4.18	4.03	3.96	4.18	3.94	4.07
26c. CFD: Valuing diversity	4.53	4.95	4.65	3.63	4.97	4.20	4.49
26d. CFD: Support for Diversity Policies/Procedures	4.69	4.70	4.52	4.81	4.63	4.40	4.63
27. Team Climate for Diversity	4.20	4.32	4.11	4.29	4.28	4.19	4.23
27a. TCD: Race	4.47	4.54	4.30	4.58	4.39	4.31	4.43
27b. TCD: Gender	4.40	4.44	4.32	4.39	4.40	4.32	4.38
27c. TCD: Rank	3.74	3.85	3.65	3.62	3.95	3.93	3.79
27d. TCD: Sexual Orientation	4.42	4.46	4.21	4.45	4.47	N/A	4.40
28. Climate for Innovation	3.29	3.41	3.51	3.38	3.52	3.54	3.44
28a. CI: Supervisory	3.09	3.20	3.36	3.14	3.28	3.25	3.22
28b. CI: Co-workers	3.44	3.57	3.60	3.57	3.69	3.75	3.60
29. Climate for Continual Learning	3.23	3.36	3.55	3.35	3.53	3.45	3.41
30. Individual Team Climate	4.85	4.75	4.99	5.07	5.45	4.86	4.99
30a. ITC: Benefits of Teams	5.18	4.94	5.45	5.50	5.28	4.61	5.16
30b. ITC: Organizational value of teamwork	3.90	3.83	4.12	4.57	4.89	4.10	4.23
30c. ITC: Structural facilitation of teamwork	4.81	4.59	5.04	5.52	5.97	5.21	5.19
30d. ITC: Informational Facilitation of Teamwork	5.36	5.62	5.31	4.75	5.74	5.54	5.39
31. Climate for Customer Service	3.88	3.58	3.75	3.77	4.05	N/A	3.81

Table 3: Percentage Agreement between Libraries

Construct	Library 1	Library 2	Library 3	Library 4	Library 5	Library 6	Overall
1. Distributive Justice	19%	35%	27%	36%	28%	22%	28%
2. Procedural Justice	34%	36%	30%	29%	35%	29%	33%
3. Interpersonal Justice	76%	85%	79%	76%	76%	80%	79%
4. Informational Justice	50%	65%	60%	56%	55%	59%	58%
5. Job Satisfaction	58%	63%	60%	56%	62%	60%	60%
6. Team Commitment	55%	61%	61%	57%	66%	61%	60%
7. Organizational Commitment	60%	67%	63%	55%	70%	60%	64%
8. Organizational Citizenship Behaviors	71%	64%	84%	79%	82%	66%	76%
9. Organizational Withdrawal	26%	25%	24%	25%	20%	19%	24%
10a. Armed Forces Ethnic Inventory - Experiencing	0%	0%	2%	0%	2%	0%	1%
10b. Armed Forces Ethnic Inventory - Reporting	0%	0%	5%	0%	0%	5%	2%
11. Positive Other-Directed Emotions	54%	60%	63%	59%	65%	N/A	61%
12. Hope Scale	86%	88%	85%	87%	93%	N/A	87%
13. Optimism Scale	68%	72%	62%	57%	72%	N/A	66%
14. Task Engagement	86%	83%	86%	84%	91%	85%	86%
15. Psychological Empowerment in the Workplace	80%	79%	74%	75%	84%	81%	78%
15a. PEW: Individual empowerment	97%	94%	89%	91%	94%	92%	93%
15b. PEW: Team empowerment	53%	53%	52%	51%	57%	53%	53%
16. Multi-group Ethnic Identity Measure	43%	29%	48%	39%	43%	51%	41%
17. Gender Self-Esteem Scale	84%	78%	88%	79%	88%	83%	84%
17a. GSES: Individual Valuing of Gender	90%	91%	91%	83%	93%	87%	90%
17b. GSES: Gender as Self-Image	59%	44%	58%	54%	56%	51%	54%
17c. GSES: Employee Impression of Others' Perception of Gender	66%	71%	71%	65%	72%	64%	69%
18. Sexual Orientation Identity	61%	54%	69%	59%	71%	N/A	63%
18a. SOI: Sense of belonging	86%	89%	92%	83%	92%	N/A	89%
18b. SOI: Sexual orientation as self-image	51%	43%	62%	51%	58%	N/A	53%
18c. SOI: Learning about sexual orientation	26%	25%	18%	12%	20%	N/A	21%
19. Trust in Leadership Scale	67%	74%	68%	64%	73%	N/A	69%
20. Leader-Member Exchange	71%	82%	76%	79%	75%	75%	77%
21. Manager's Passion for Service	69%	75%	74%	73%	71%	60%	73%
22. Authentic Transformational Leadership	18%	17%	29%	27%	33%	4%	25%
23. Perceived Organizational Support	57%	64%	61%	53%	72%	58%	62%

Table 3, cont.: Percentage Agreement between Libraries

Construct	Library 1	Library 2	Library 3	Library 4	Library 5	Library 6	Overall
24. Conflict	19%	11%	11%	20%	24%	9%	16%
24a. Conflict: Interpersonal	19%	13%	16%	23%	23%	10%	18%
24b. Conflict: Task	17%	9%	14%	15%	17%	11%	14%
25. Climate for Interpersonal Treatment	54%	57%	54%	46%	51%	68%	53%
25a. CIT: Team-Level Interpersonal Treatment	57%	52%	54%	35%	37%	68%	49%
25b. CIT: Managers Interpersonal Treatment of Employees	50%	52%	55%	47%	56%	62%	53%
26. Climate for Diversity	82%	88%	78%	76%	85%	62%	82%
26a. CFD: Non-discriminatory practices	89%	91%	79%	89%	86%	75%	86%
26b. CFD: Standardized Procedures	64%	67%	61%	55%	65%	59%	63%
26c. CFD: Valuing diversity	80%	93%	83%	27%	91%	69%	79%
26d. CFD: Support for Diversity Policies/Procedures	79%	78%	74%	84%	79%	72%	78%
27. Team Climate for Diversity	86%	93%	81%	88%	86%	82%	86%
27a. TCD: Race	92%	94%	88%	92%	88%	85%	90%
27b. TCD: Gender	89%	93%	87%	89%	90%	87%	90%
27c. TCD: Rank	62%	66%	61%	60%	75%	71%	64%
27d. TCD: Sexual Orientation	91%	94%	83%	90%	94%	N/A	90%
28. Climate for Innovation	41%	49%	53%	46%	51%	54%	48%
28a. CI: Supervisory	32%	37%	42%	33%	40%	43%	37%
28b. CI: Co-workers	59%	66%	67%	65%	72%	76%	66%
29. Climate for Continual Learning	43%	88%	91%	80%	57%	57%	53%
30. Individual Team Climate	61%	59%	71%	69%	82%	68%	68%
30a. ITC: Benefits of Teams	76%	65%	81%	85%	80%	58%	77%
30b. ITC: Organizational value of teamwork	38%	26%	43%	55%	66%	46%	44%
30c. ITC: Structural facilitation of teamwork	67%	61%	71%	83%	91%	81%	73%
30d. ITC: Informational Facilitation of Teamwork	78%	85%	79%	64%	89%	88%	80%
31. Climate for Customer Service	76%	60%	66%	70%	78%	N/A	69%