

## 2016 Staff Climate Survey Results

### Texas A&M University Overall Report

In May 2016, all 5,982 TAMU staff members were invited to participate in a Staff Climate Survey by the TAMU's Human Resources Department. Usable responses were gathered from 1,923 staff, resulting in an overall 32% response rate. Participants included staff from the TAMU main campus (including the Health Science Center, School of Dentistry, and Law School), Galveston, and Qatar. Demographics of the 2016 survey respondents are reported on page 3 of this report. Similar surveys were administered in 2009 and 2013.

Starting on page 4 of this report, descriptive statistics are organized by survey responses (overall, by job category, sex, race, and age), employee engagement, mistreatment, diversity & inclusion (at Texas A&M, in the department, and observed & experienced incivility), and area climate (with supervisor and co-workers) to better enable strategic decision-making. Area reports on pages 4-15 will be provided for each of the areas listed on page 3. If the group is too small, then no report would be provided for that specific group.

Most items in the survey used a 5-point response scale. Scale level scores are the arithmetic mean across the items in the table. Note that negatively worded items relative to the rest of the scale [indicated as (R) next to the item text] were reverse-scored when aggregated together to form a construct score but are reported as they are written for frequency counts (i.e., "strongly disagree" to a negatively worded item is an indicator of something *positive*). "NA/I don't know" responses were coded as missing when creating scale-level scores. Respondents were not required to answer every item. Therefore, the amount of missing data varies across questions. Percentiles can add to more than 100% due to rounding.

Here is a sample table with key components highlighted.

Attribute	TAMU Mean	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	I don't know
<b>Please indicate your experiences for each of the following items:</b>							
I receive timely feedback about how I am doing and my progress.	3.82	3 (2%)	8 (6%)	17 (13%)	70 (53%)	27 (21%)	5 (5%)
I get the organizational information I need to feel part of our larger team.	2.52	6 (5%)	9 (7%)	27 (21%)	61 (47%)	23 (18%)	2 (2%)
I have the freedom to determine the best way to get my work done.	4.50	2 (2%)	9 (7%)	18 (14%)	74 (54%)	26 (20%)	0 (0%)

Helpful Definitions:

**Employee Engagement** – The attitude towards one’s work, comprising feelings towards work; cognitive appraisals of psychological empowerment; and motivation to act in the service of the organization’s goals<sup>5</sup>. Employee engagement includes the relationship with the organization<sup>2</sup>.

**Incivility** – Low intensity deviant behaviors in violation of workplace norms of respect, with ambiguous intent to harm another person (e.g. rude and discourteous behaviors with lack of regard for others)<sup>1</sup>.

**Ostracism** – Being ignored and excluded, often without excessive explanation or explicit negative attention<sup>4</sup>.

**Work Engagement** – An opposing psychological state of burnout that is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption<sup>3</sup>. This is the relationship between the employee and his/her work<sup>2</sup>.

References:

1. Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452-471.
2. Schaufeli, W.B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee Engagement in Theory and Practice*. London: Routledge.
3. Schaufeli, W. B., & Bakker, A. B. (2003). Utrecht work engagement scale: Preliminary manual. *Occupational Health Psychology Unit, Utrecht University, Utrecht*.
4. Williams, K. D. (2007). Ostracism. *Psychology*, 58(1), 425.
5. Witemeyer, H. A. (2013). Employee Engagement Construct and Instrument Validation.

## **SUMMARY OF BASIC DEMOGRAPHICS**

### **Area Response Rates**

Office of the President	Office of the Provost and Exec. VP	VP for Research	College of Ag. & Life Sciences	College of Architecture	College of Liberal Arts	College of Science	College of Engineering
15	104	95	36	30	97	67	97

Mays Business School	Law School	Bush School	College of Medicine	College of Dentistry	College of Pharmacy	College of Nursing	School of Public Health
53	34	21	--	--	--	--	--

College of Ed. & Human Devel.	College of Vet. Med. & Biomedical Sci.	University Libraries	Div. of Finance & Admin.	Div. of Marketing & Comm.	Div. of Student Affairs	Div. of Human Resources	College of Geosciences
73	70	58	265	35	175	35	38

Other non-college in Academia	Other non-college in Health Sci.	Texas A&M Univ. Galveston	Athletics	TAMU Qatar	TAMU IT	Other
166	1	63	35	36	10	110

### **Gender**

Men	Women	Transgender	Prefer not to Answer
448 (23%)	917 (48%)	3 (0.2%)	108 (6%)

### **Race**

African American	Asian	Hispanic	Middle Eastern	Native American	Pacific Islander	White	Prefer Not to Answer	Not Listed
47 (2%)	39 (2%)	115 (6%)	6 (0.3%)	8 (0.4%)	2 (0.1%)	1051 (55%)	185 (10%)	19 (1%)

### **Job Title**

Exec./Admin./Mgmt.	Prof. Non-Faculty	Clerical	Service/Maint.	Skilled Craft	Technical/Paraprof.	Other
294 (15%)	667 (35%)	201 (11%)	34 (2%)	32 (2%)	142 (7%)	103 (5%)

## SURVEY OVERALL RESPONSES

Attribute	TAMU Mean (SD)	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	
Overall Job Satisfaction	3.89 (1.09)	484 (25%)	604 (31%)	203 (11%)	129 (7%)	62 (3%)	
Satisfaction with Recognition Opportunities	3.57 (1.16)	332 (17%)	642 (33%)	239 (12%)	235 (12%)	94 (5%)	
Satisfaction with Development Opportunities	3.91 (1.02)	599 (31%)	582 (30%)	221 (12%)	91 (5%)	44 (2%)	
Employee Engagement	3.75 (0.87)	340 (18%)	658 (34%)	352 (18%)	115 (6%)	20 (1%)	
Work Engagement	3.95 (0.70)	356 (19%)	806 (42%)	277 (14%)	52 (3%)	5 (0.3%)	
Perceived Organizational Support	3.72 (0.86)	324 (17%)	674 (35%)	358 (19%)	110 (6%)	17 (1%)	
Turnover Intentions	2.29 (1.04)	35 (2%)	173 (9%)	397 (21%)	458 (24%)	419 (22%)	
Transfer Intentions	2.18 (1.07)	85 (4%)	148 (8%)	587 (31%)	345 (18%)	310 (16%)	
Attribute	TAMU Mean (SD)	Never	< 2 times/month	1-2 times/month	1-2 times/wk	1-2 times/day	Several times a day
Stressful Workload	3.35 (1.58)	218 (11%)	278 (15%)	329 (17%)	324 (17%)	136 (7%)	213 (11%)
Attribute	TAMU Mean (SD)	Not at all stressful	Somewhat stressful	Very Stressful	Extremely Stressful		
Stressful Environment	2.04 (0.88)	417 (22%)	731 (38%)	223 (12%)	130 (7%)		

**MEAN SURVEY RESPONSES BY JOB CATEGORY**

<b>Attribute</b>	<b>Exec./ Admin./ Mgmt.</b>	<b>Prof. Non- Faculty</b>	<b>Clerical</b>	<b>Service/ Maint.</b>	<b>Skilled Craft</b>	<b>Technical/ Paraprof.</b>	<b>Other</b>
Overall Job Satisfaction	4.06 (1.06)	3.95 (1.04)	3.79 (1.16)	3.65 (1.10)	3.78 (0.91)	3.65 (1.17)	3.72 (1.17)
Satisfaction with Recognition Opportunities	3.71 (1.12)	3.62 (1.18)	3.61 (1.19)	3.59 (0.89)	3.16 (1.11)	3.44 (1.13)	3.17 (1.25)
Satisfaction with Development Opportunities	4.05 (0.98)	3.98 (0.98)	3.82 (1.08)	3.75 (0.84)	3.59 (1.01)	3.71 (1.09)	3.65 (1.10)
Employee Engagement	3.92 (0.87)	3.79 (0.84)	3.77 (0.90)	3.58 (0.71)	3.38 (0.73)	3.51 (0.90)	3.50 (0.90)
Work Engagement	4.10 (0.65)	3.98 (0.68)	3.88 (0.78)	3.81 (0.66)	3.78 (0.63)	3.79 (0.76)	3.80 (0.71)
Perceived Organizational Support	3.87 (0.85)	3.75 (0.83)	3.74 (0.92)	3.48 (0.78)	3.45 (0.70)	3.53 (0.84)	3.48 (0.90)
Turnover Intentions	2.10 (1.01)	2.32 (1.05)	2.19 (1.06)	2.27 (0.92)	2.46 (0.99)	2.46 (1.02)	2.48 (1.04)
Transfer Intentions	2.25 (1.10)	2.27 (1.09)	1.75 (0.95)	2.32 (1.12)	2.55 (1.06)	2.20 (0.96)	2.05 (0.92)
Stressful Environment	2.20 (0.86)	1.98 (0.86)	1.97 (0.92)	2.03 (0.87)	2.22 (0.83)	2.07 (0.90)	2.02 (0.93)
Stressful Workload	4.04 (1.53)	3.36 (1.54)	2.89 (1.57)	2.29 (1.47)	3.09 (1.17)	3.18 (1.60)	2.96 (1.45)

**MEAN SURVEY RESPONSES BY DEMOGRAPHIC GROUP: SEX**

\* “Transgender” and “I prefer not to answer” were collapsed into “Other” to preserve anonymity

<b>Attribute</b>	<b>Male</b>	<b>Female</b>	<b>Other</b>
Overall Job Satisfaction	3.93 (1.05)	3.96 (1.06)	3.21 (1.21)
Satisfaction with Recognition Opportunities	3.64 (1.14)	3.62 (1.16)	2.96 (1.21)
Satisfaction with Development Opportunities	3.97 (0.98)	3.96 (1.01)	3.26 (1.10)
Employee Engagement	3.82 (0.80)	3.80 (0.86)	3.09 (0.92)
Work Engagement	3.96 (0.66)	3.99 (0.70)	3.60 (0.79)
Perceived Organizational Support	3.79 (0.79)	3.75 (0.85)	3.12 (0.92)
Turnover Intentions	2.32 (1.03)	2.20 (1.04)	2.82 (0.93)
Transfer Intentions	2.34 (1.07)	2.07 (1.07)	2.44 (0.83)
Stressful Environment	1.97 (0.82)	2.02 (0.88)	2.48 (0.97)
Stressful Workload	3.31 (1.55)	3.36 (1.60)	3.45 (1.60)

**MEAN SURVEY RESPONSES BY DEMOGRAPHIC GROUP: RACE**

<b>Attribute</b>	<b>White</b>	<b>African American</b>	<b>Hispanic</b>	<b>Asian</b>	<b>Other</b>
Overall Job Satisfaction	3.93 (1.06)	4.13 (0.97)	4.04 (1.05)	4.18 (1.05)	3.54 (1.15)
Satisfaction with Recognition Opportunities	3.61 (1.14)	3.66 (1.19)	3.64 (1.20)	4.03 (1.11)	3.29 (1.25)
Satisfaction with Development Opportunities	3.96 (0.99)	4.11 (0.91)	4.00 (1.00)	4.09 (1.06)	3.57 (1.12)
Employee Engagement	3.79 (0.83)	3.93 (0.78)	3.86 (0.94)	3.96 (0.79)	3.43 (0.95)
Work Engagement	3.96 (0.69)	4.06 (0.79)	4.05 (0.69)	4.27 (0.48)	3.78 (0.73)
Perceived Organizational Support	3.76 (0.82)	3.83 (0.75)	3.78 (0.93)	3.92 (0.79)	3.41 (0.94)
Turnover Intentions	2.23 (1.04)	2.30 (1.08)	2.26 (1.08)	2.42 (0.92)	2.51 (1.02)
Transfer Intentions	2.16 (1.08)	2.51 (1.24)	2.08 (1.12)	2.38 (0.71)	2.23 (0.99)
Stressful Environment	2.03 (0.85)	1.83 (0.76)	1.86 (0.83)	1.77 (0.78)	2.29 (1.00)
Stressful Workload	3.34 (1.59)	3.17 (1.65)	3.11 (1.50)	3.18 (1.55)	3.63 (1.57)

**MEAN SURVEY RESPONSES BY DEMOGRAPHIC GROUP: AGE**

<b>Attribute</b>	<b>&lt;40</b>	<b>&gt;40</b>
Overall Job Satisfaction	3.92 (1.05)	3.98 (1.10)
Satisfaction with Recognition Opportunities	3.62 (1.14)	3.62 (1.19)
Satisfaction with Development Opportunities	3.97 (0.96)	3.91 (1.08)
Employee Engagement	3.78 (0.83)	3.84 (0.90)
Work Engagement	3.95 (0.69)	4.03 (0.68)
Perceived Organizational Support	3.74 (0.81)	3.80 (0.91)
Turnover Intentions	2.35 (1.04)	1.97 (1.01)
Transfer Intentions	2.18 (1.07)	2.09 (1.04)
Stressful Environment	2.00 (0.86)	2.05 (0.86)
Stressful Workload	3.34 (1.55)	3.35 (1.69)



## EMPLOYEE ENGAGEMENT

Attribute	TAMU Mean (SD)	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
<b>Please indicate your experiences for each of the following items:</b>						
I receive timely feedback about how I am doing and my progress.	3.58 (1.15)	336 (18%)	615 (32%)	284 (15%)	213 (11%)	93 (5%)
I have the freedom to determine the best way to get my work done.	4.06 (1.03)	590 (31%)	662 (34%)	138 (7%)	87 (5%)	63 (3%)
I am included in making decisions that affect me.	3.37 (1.22)	265 (14%)	601 (31%)	256 (13%)	281 (15%)	137 (7%)
I understand the vision and direction for my department.	3.62 (1.11)	325 (17%)	664 (35%)	278 (15%)	187 (10%)	86 (5%)
My manager/supervisor encourages communication.	3.92 (1.10)	537 (28%)	605 (32%)	211 (11%)	112 (6%)	77 (4%)
My manager/supervisor welcomes ideas about how to improve the work process.	3.91 (1.13)	549 (29%)	600 (31%)	182 (10%)	128 (7%)	82 (4%)
Working in my department has strengthened my personal commitment to Texas A&M University.	3.81 (1.13)	503 (26%)	525 (27%)	307 (16%)	131 (7%)	75 (4%)
I feel the department's mission statement is being carried out.	3.69 (0.97)	282 (15%)	693 (36%)	363 (19%)	116 (6%)	50 (3%)
My manager inspires me.	3.58 (1.22)	391 (20%)	519 (27%)	294 (15%)	174 (9%)	126 (7%)
The days I DO want to come to work outnumber the days I DON'T want to come to work.	3.80 (1.20)	515 (27%)	527 (27%)	203 (11%)	162 (8%)	96 (5%)
I understand how my role contributes to achieving the mission of Texas A&M University, my department.	4.01 (0.91)	450 (23%)	766 (40%)	168 (9%)	89 (5%)	31 (2%)
I trust the information I receive.	3.66 (1.06)	303 (16%)	691 (36%)	273 (14%)	169 (9%)	67 (4%)

**MISTREATMENT**

Attribute	TAMU Mean (SD)	Never	Rarely	Occasionally	Often	Very Often
<b>Incivility</b>	2.02 (0.91)					
<b>During the past year, have you been in a situation in your department where someone...</b>						
Put you down or was condescending to you?		621 (32%)	358 (19%)	338 (18%)	117 (6%)	51 (3%)
Paid little attention to your statement or showed little interest in your opinion?		456 (24%)	434 (23%)	348 (18%)	176 (9%)	66 (3%)
Made demeaning or derogatory remarks about you?		966 (50%)	252 (13%)	165 (9%)	55 (3%)	39 (2%)
Doubted your judgment on a matter over which you have responsibility?		538 (28%)	406 (21%)	341 (18%)	126 (7%)	70 (4%)
Made jokes at your expense?		1015 (53%)	252 (13%)	149 (8%)	39 (2%)	22 (1%)
Interrupted or spoke over you?		488 (25%)	382 (20%)	350 (18%)	162 (8%)	96 (5%)
Talked about you behind your back?		623 (32%)	326 (17%)	281 (15%)	119 (6%)	94 (5%)

**MISTREATMENT (CONT.)**

Attribute	TAMU Mean (SD)	Never	Rarely	Occasionally	Often	Very Often
<b>Ostracism</b>	2.13 (0.79)					
<b>Others in my department...</b>						
Include me. (R)		29 (2%)	113 (6%)	324 (17%)	642 (33%)	373 (19%)
Keep me out-of-the-loop on information that is important.		311 (16%)	512 (27%)	361 (19%)	200 (10%)	99 (5%)
Respect my ideas. (R)		39 (2%)	104 (5%)	332 (17%)	659 (34%)	344 (18%)
Ignore me		634 (33%)	500 (26%)	237 (12%)	79 (4%)	32 (2%)
Treat me as if I am invisible.		818 (43%)	328 (17%)	200 (10%)	88 (5%)	44 (2%)
Engage me during conversation. (R)		32 (2%)	115 (6%)	329 (17%)	626 (33%)	378 (20%)

**DIVERSITY & INCLUSION**

Attribute	TAMU Mean (SD)	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	I don't know
<b>At Texas A&amp;M...</b>							
Top leaders are committed to diversity.	4.15 (0.98)	556 (29%)	659 (34%)	204 (11%)	88 (5%)	22 (1%)	67 (4%)
Diverse perspectives are valued.	3.92 (1.07)	424 (22%)	682 (36%)	232 (12%)	165 (9%)	35 (2%)	54 (3%)
People from different backgrounds get along well.	3.99 (0.92)	415 (22%)	757 (39%)	265 (14%)	104 (5%)	11 (1%)	34 (2%)
People are valued at Texas A&M regardless of their backgrounds.	3.77 (1.10)	400 (21%)	645 (34%)	275 (14%)	195 (10%)	53 (3%)	25 (1%)
Top Texas A&M leaders prefer people who are similar to them. (R)	2.55 (1.11)	295 (15%)	372 (19%)	424 (22%)	243 (13%)	49 (3%)	212 (11%)
Texas A&M is committed to enhancing the climate for faculty, student, and staff diversity.	3.97 (0.98)	433 (23%)	750 (39%)	243 (13%)	122 (6%)	26 (1%)	41 (2%)
At Texas A&M, I feel the need to minimize various characteristics of my culture (e.g., language, dress) to fit in. (R)	3.36 (1.18)	127 (7%)	280 (15%)	351 (18%)	572 (30%)	264 (14%)	21 (1%)
I believe in the value of diversity for Texas A&M.	4.33 (0.82)	777 (40%)	617 (32%)	160 (8%)	35 (2%)	13 (1%)	15 (1%)
I feel a sense of duty to support diversity at Texas A&M.	4.24 (0.86)	705 (37%)	616 (32%)	217 (11%)	41 (2%)	16 (1%)	16 (1%)
I believe there is campus-wide respect for the expression of diverse beliefs and experiences.	3.59 (1.13)	259 (14%)	686 (36%)	291 (15%)	284 (15%)	50 (3%)	46 (2%)

**DIVERSITY & INCLUSION (CONT.)**

Attribute	TAMU Mean (SD)	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
<b>In my Department...</b>						
Open communication on diversity is encouraged.	3.64 (0.95)	238 (12%)	777 (40%)	371 (19%)	154 (8%)	44 (2%)
Diversity principles are publicized.	3.68 (0.95)	280 (15%)	743 (39%)	354 (18%)	176 (9%)	26 (1%)
Perspectives of people like me are respected.	3.51 (1.02)	212 (11%)	725 (38%)	362 (19%)	208 (11%)	69 (4%)
A diversity-friendly work environment is maintained.	3.76 (0.91)	270 (14%)	853 (44%)	296 (15%)	121 (6%)	38 (2%)
Training to manage diverse populations and offices is offered.	3.66 (0.99)	289 (15%)	730 (38%)	352 (18%)	165 (9%)	46 (2%)
Recruitment comes from diverse sources.	3.52 (0.98)	231 (12%)	634 (33%)	492 (26%)	176 (9%)	50 (3%)
Equal access to DIVERSITY training is offered.	3.81 (0.94)	357 (19%)	743 (39%)	336 (18%)	108 (6%)	37 (2%)
Equal access to training is offered.	3.91 (0.92)	390 (20%)	836 (44%)	218 (11%)	104 (5%)	36 (2%)

**DIVERSITY & INCLUSION (CONT.)**

Attribute	TAMU Frequency
<b>In the last year, I have <u>OBSERVED</u> inappropriate behaviors and/or comments at work regarding...</b>	
Gender	299 (16%)
Gender Identity/Orientation	202 (11%)
Race	307 (16%)
Sexual Orientation	205 (11%)
Religion	235 (12%)
Political Beliefs	334 (17%)
Disability	116 (6%)
Age	196 (10%)
Nationality	152 (8%)
Citizenship	105 (7%)
Social Class	153 (8%)
Weight	231 (12%)

Attribute	TAMU Frequency
<b>In the last year, I have <u>EXPERIENCED</u> inappropriate behaviors and/or comments at work regarding...</b>	
Gender	159 (8%)
Gender Identity/Orientation	42 (2%)
Race	93 (5%)
Sexual Orientation	39 (2%)
Religion	113 (6%)
Political Beliefs	160 (8%)
Disability	46 (2%)
Age	158 (8%)
Nationality	41 (2%)
Citizenship	28 (2%)
Social Class	81 (4%)
Weight	104 (5%)

**OVERALL AREA CLIMATE**

Attribute	TAMU Mean (SD)	Never	Rarely	Occasionally	Often	Very Often
<b>My Supervisor...</b>						
Yells at employees (R)	4.72 (0.69)	1227 (83%)	152 (8%)	73 (4%)	24 (1%)	10 (1%)
Trusts employees	4.08 (1.09)	63 (3%)	90 (5%)	171 (9%)	495 (26%)	662 (34%)
Threatens to fire or lay off employees. (R)	4.81 (0.61)	1314 (68%)	96 (5%)	41 (2%)	22 (1%)	9 (1%)
Treats employees fairly	4.22 (1.01)	36 (2%)	84 (4%)	160 (8%)	444 (23%)	758 (39%)
Treats employees like children (R)	4.37 (1.08)	993 (52%)	228 (12%)	118 (6%)	86 (5%)	51 (3%)
Treats employees with respect	4.33 (0.94)	23 (1%)	65 (3%)	155 (8%)	397 (21%)	843 (44%)

Attribute	TAMU Mean (SD)	Never	Rarely	Occasionally	Often	Very Often
<b>My Co-workers...</b>						
Help each other out	4.16 (0.90)	13 (1%)	70 (4%)	213 (11%)	561 (29%)	624 (32%)
Argue with each other (R)	3.90 (0.94)	437 (23%)	585 (30%)	353 (18%)	78 (4%)	25 (1%)
Put each other down (R)	4.22 (0.94)	733 (38%)	444 (23%)	215 (11%)	70 (4%)	17 (1%)
Treat each other with respect	4.21 (0.85)	10 (1%)	60 (3%)	179 (9%)	598 (31%)	635 (33%)