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Measuring Organizational Climate at the Abilene-Taylor County Public Health District

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ABSTRACT

The aim of this study was to answer the question, *according to the Competing Values Framework, what is the organizational climate of the Abilene-Taylor County Public Health District (ATCPHD)?* Organizational climate for this study refers to the collective perceptions of employees on their interactions with their peers, management, and the organization. This study surveyed the 64 employees at the ATCPHD with the Organizational Climate Measure (OCM). Forty employees participated in the study. The study determined that the climate of the ATCPHD, according to Competing Values Framework (CVF), was the Human Relations organizational climate with a secondary climate of Relational Goals. Having a Human Relations climate implies that the ATCPHD values the well-being of employees and strives to make employee satisfaction an end goal.

Keywords: Organizational climate, culture, Competing Values Framework, Organizational Climate Measure, Human Relations climate, Rational Goals climate, perceptions of employees, public health, employee well-being, organizational goal setting

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To Austin, for believing in my every step of the way. To my parents who have supported me in everything I have ever attempted.

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CHAPTER I

INTRODUCTION

Overview

The study of organizational climate is important to understanding any organization. Exploring the climate of any organization provides insights on how employees perceive their workplace and ultimately creates a descriptive overview of an organization's perceived characteristics.

The Abilene-Taylor County Public Health District (ATCPHD) has experienced a time of transition, as evidenced by the agency gaining a new health director, opening a specialized clinic, and often experiencing turnover. This is an excellent time for the organizational climate to be assessed in order to get a baseline understanding of the status of the organization for future studies. This study will allow the new director to gain an idea of the overall organizational climate of the ATCPHD so that he can better understand the status of the organization. A study focusing on climate is needed at the ATCHPD because holistic organizational climate research has not yet been conducted on this institution.

Implications from this study could assist the director in knowing how employees at all levels and in different service departments perceive their workplace environment. Few studies have conducted research exploring and determining the climate of public organizations (Jung & Lee, 2016). Most of the studies that explore organizational climate are not American based; they are looking at private companies in other countries (Bernstrøm, Lone, Bjørkli, Ullleberg, & Hoff, 2013; Hannevik, Lone, Bjørklund, Bjørkli,

& Hoff, 2014; Imran, Saeed, Anis-ul-Haq, & Fatima, 2010; Lone et al., 2014; Patterson et al., 2005). Also, not many of these studies approach climate with a holistic mindset. Researchers instead are looking at just one or two aspects of organizational climate and performing quasi-experimental tests on the private companies.

This study is unique as it explores organizational climate in a United States local public health district. This study may potentially have implications adding to the climate literature for small local public health districts. Another implication for this study might include how well the theoretical framework used in this study (the *competing values framework)* functions for local public health districts. Since there is limited literature on climate of local public health districts in the United States, this study will add to the overall *organizational climate* literature.

Research Question

As a result the research question guiding this study is: *"According to the competing values framework, what is the current organizational climate of the Abilene-Taylor County Public Health District?"*

Research Rationale

Organizational climate has an extensive history of research extending as far back as the 1960s; however, the research topic began to get very popular around the 1970s (Schneider, Ehrhart, & Macey, 2013). Early climate literature did not represent a cohesive way of thinking about the subject or a cohesive way to go about measuring or determining climate (Schneider et al., 2013). This prevented organizational climate literature from growing, resulting in stagnant period of climate research during this time,

around the 1980s, and organizational culture became the popular field of study (Schneider et al., 2013).

Climate's past does not reflect cohesive dimensions, theories, or concluding research; it is instead a patchwork of definitions and variables or dimensions (Schneider et al., 2013). Recently, not many studies have focused solely on organizational climate, thereby, limiting the amount of literature found on this topic to older studies. This study will try to unify climate definitions, clarify the difference between climate and culture, and look at the criticisms lobbied against climate. More research on organizational climate should be conducted in order to 1) add to the literature on climate in attempts to consolidate and make sense of the literature that is already present and 2) to validate measures grounded in theory in order to assist organizational climate research in finding common dimensions to test.

Before discussing the research rationale, it is important to discuss some terminology commonly used in this study. The term *construct* will be used in reference to the idea and theory of organizational climate. The definition for organizational climate used in this study is the collective perceptions of employees on their interpersonal interactions with co-workers, supervisors, and administrators and their perceptions of their interactions with the organization's policies, procedures, and structures. *Climate domains* are referred to in this study as the four quadrants of the Competing Values Framework (CVF), the theoretical framework on which this study is based. The domains embody an array of organizational climates and have different *dimension* characteristics that elucidate the *construct* of climate. *Dimension* will be referred to in this study as the characteristics that help create parameters for understanding organizational climate

domains there are multiple dimensions creating structure for each of the four climate domains.

Theoretical Framework

The theoretical framework is an integral part to any study; by explaining the theory behind the study measure, a cohesive idea about the study's purpose is formed. Organizational climates are varied because no two organizations are alike. Each institution has a different set of employees, policies, procedures, and administration impacting the variables of perception and thus, creating very unique organizational climates.

This study is based on the *competing values framework* (CVF) developed by Quinn and Rohrbaugh (1983), a framework designed to organize different organizational climates into similar domains. It was developed in the early 1980s specifically for sorting organizations into quadrants with similarly defined characteristics of organizational climate. Based on observation, most researchers currently use the CVF to sort managers and their managerial styles into the four CVF quadrants. Since this study does not explore managerial styles at the ATCPHD, current models of the CVF will not be used. Instead, the CVF model used in this study is based on the Patterson et al. 2005 model. The Patterson et al. (2005) CVF model does not utilize the *outcomes* (or third) dimension of the CVF. The CVF is important to this study, as it is the conceptual framework from which the survey measure was developed (Patterson et al., 2005). It is the framework into which the organizational climate of the ATCPHD will be identified and mapped; therefore, it is key to answering the study question.

CHAPTER II

LITERATURE REVIEW

Literature Review Research Methods

Studies for this literature review were found specifically on Abilene Christian University's online database. Advanced searches were crafted using boolean search constructions such as "organizational climate" AND "competing values framework" to search through dissertations, Journal Finder®, and OneSearch. Limitations were set on results to show only "full text articles" and "peer reviewed articles." Articles were chosen if they directly related to organizational climate in their primary study. Other articles were selected because they discussed climate through a critical thinking theoretical review. Articles that could not be easily accessed through the Abilene Christian University online database were requested from ACU's librarians. Articles that were older were kept, as they were primary studies in organizational climate literature that had been cited again and again by current research.

Review of *Climate* Definitions

There are many different definitions of organizational climate, making it difficult to summarize the construct in a concise manner (Imran, Saeed, Anis-ul-Haq, & Fatima, 2010; Schneider et al., 2013). The following are compilations of common definitions that show similar and different aspects of organizational climate. Organizational climate is often referred to as the collective perceptions of the work environment; including interactions between individuals (Imran et al., 2010; Zweber, Henning, & Magley, 2016)

and individual's interactions with an organization's policies, practices, and structures (Bernstrøm et al., 2013; Imran et al., 2010; Patterson et al., 2005; Zweber et al., 2016).

Some consider organizational climate to be the variable connecting an organization's environment and the actions of its employees. By observing this variable researchers attempt to understand how employees perceive their workplace environment (Jung & Lee, 2016; Patterson et al., 2005).

Organizational climate can also emerge through thoughts and perceptions when employees *naturally* interact with one another (Glick 1985; Imran et al., 2010; Zweber et al., 2016). While personal interactions between people is an important aspect of climate, other researchers argue for a broader definition: looking at employee's perceptions of the organizational structure. This aspect of climate is seen when an organization's policies and procedures impact an employee's work environment, which in turn impact an individual's perception of the organization ultimately, creating the organizational climate (Bernstrøm et al., 2013). Researchers continue to explain this concept by stating that organizational climate is a *perceived* construct of an organization and can be acknowledged from the way an organization and that organization's subsystems treat their employees and their workplace environment (Hellreigel and Slocum, 1974; Kirsh, 2000).

When observing the different organizational climate definitions, common aspects of the construct seem to repeat. The first is the employee's perception of the collective interactions with other employees and the second similarity is the employee's interactions with organizational policies and structures (Glick, 1985). Another commonality among the collection of *climate definitions* is the agreement that *climate* is primarily a

descriptive field of study as opposed to an evaluative or experimental research field (Glick, 1985; Patterson et al., 2005; Schnieder and Reichers, 1983). Other implications of organizational climate include the idea that employees at all levels of the organization should, in theory, have similar perceptions of the organization's climate (Hellriegel & Slocum, 1974).

Similarities between the many *climate* definitions give a vast array of dimensions or variables thereby providing multiple means with which to measure organizational climate. These dimensions include, but are not limited to, perception of positive supportive relationships between employees, perception of participation in workplace decision-making, perception of effective communication, and perception of trust among the members of the organization and with the organization's structure and policies (Hargie, Tourish, & Wilson, 2002).

In conclusion, there are many different definitions of organizational climate in literature in attempts to unify these definitions, add to climate literature, and to assist in creating a holistic set of climate dimensions. The definition for *organizational climate* used in this study is the collective perceptions of employees on their interpersonal interactions with co-workers, supervisors, and administrators and their perceptions of their interactions with the organization's policies, procedures, and structures. This definition was created by the primary investigator in the current study to bring together important aspects of all past *climate* definitions in order to establish a holistic definition that serves as a foundation for the rest of this study.

In the literature review, facets of organizational climate will be discussed as well as the differences between organizational climate and organizational culture. Criticisms

of *climate* will also be examined along with the prolific dimensions of organizational climate. After that, the climate domains of the CVF used as the study's conceptual framework will be discussed followed by a brief overview of the CVF domain dimensions.

Units of Organizational Climate Theory

Even though a definition of organizational climate has been established, it is important to look at all the different units of the construct. In the past, organizational climate has been studied at different levels; the individual (or psychological) level and the aggregate (or collective) level (Glick, 1985; Schneider et al., 2013). However, early climate research made implication errors resulting in many different conclusions regarding climate (Glick, 1985; Schneider et al., 2013). These mistakes centered around what level organizational climate was being theorized and studied: the psychological level or the collective level.

By defining the differences between these research aspects, this study will avoid these past pitfalls. Psychological climate explained simply is an "*individual's* (emphasis added) perception of their work environment" (Benzer & Horner, 2014, p. 457). In literature, a more in-depth explanation of psychological climate is an individual level of analysis looking specifically at "*how"* [emphasis added], employees evaluate and interpret meaning from their work environments (Patterson et al., 2005, p. 380). In the past, the term *psychological organizational climate* was used to describe certain behavioral influences such as social interactions, dealings with policies of the organization, and situational instances (Patterson et al., 2005). However, other researchers state that psychological climate is only a *particular factor* of organizational

climate, impacting individuals through interactions with the structure of the organization which, in turn, impacts an individual's work environment (Manning, 2010). This argument implies that organizational climate is determined by the organization and not by individuals.

Researchers are confused by whether the topic of climate refers to the characteristics of individuals or of the organization (Hellriegel & Slocum, 1974). This study aims to clarify this confusion. The *individual's* perceptions make up the core of climate research. However, once collective individual responses are aggregated correctly, further implications can be made about the organization as a whole. While the confusion is understandable, there is not much difference between the aggregated perceptions of *collective individuals* and the organizational climate; however, incorrect implications can be made if the *unit of measurement* describing the data is not specified.

Glick (1985) clarifies this idea by explaining that organizational climate has many different levels and when these parts are combined then organizational climate appears. However, Glick (1985) encourages researchers to make distinctions between the levels of organizational climate and argues that confusion in climate research lies in the fact that there are many distinct levels (individual, subunit/subsystem, and organizational) and each may have different research results. In order to prevent confusion and erroneous judgments in climate research, Glick (1985) and other researchers argue that distinctions between the levels of climate (individual, subunit/subsystem, and organizational) should be clearly stated by using appropriate labels; this encourages precise research (Benzer & Horner, 2014).

Accurate research is why Glick's (1985) argument for specified *units of measurement* is so important. Organizational climate could refer to the attributes of the individual or of the organization; however, if specific *units of measurement* are not labeled, this does not encourage good research nor does it build a good foundation for further climate research. One person's perception, or even one department's perception, of climate cannot be aggregated and have completely accurate implications for the organization as a whole because it is not wholly representative of the organization. By specifying what level of climate is being researched, correct implications can be made (Glick, 1983). However, collective units (whether that be individuals as a collective or collective departments), when aggregated can have larger organizational implications. Aggregating data allows assumptions to be drawn from a compilation of *similar* individual data resulting in a higher-level construct (Patterson et al., 2005). Patterson et al. (2005) states

> The rationale behind aggregating individual data to a unit level is the assumption that organizational collectives have their own climate and that these can be identified through the demonstration of significant differences in climate between units and significant agreement in perceptions within units. Perceptual agreement implies a shared assignment of psychological meaning allowing individual perceptions to be aggregated and treated as a higher-level construct (p. 380).

Glick (1985) states that aggregating similar psychological (or individual's) climate data strengthens a holistic approach to organizational climate but cautions against how the data is analyzed in order to keep the *unit of measurement* consistent and to prevent erroneous climate inferences. In conclusion, there is agreement in literature that *units of*

measurement are important when it comes to making organizational climate implications (Benzer & Horner, 2014).

In order to clarify and avoid implication errors, this study will clarify the *unit of measurement* to be used. In order to contribute to the empirical research on organizational climate, this study will use an organizational climate measure looking at the perceptions of all the employees at the Abilene-Taylor County Public Health District. The aggregation of many individual perceptions will then reflect the reported perceptions of organizational climate and allow for higher-level construct implications. More detailed information about the unit of measurement used in this study can be found in the *Methodology* (p. 31).

Climate Versus Culture

Climate is a construct that is used to collectively or comprehensively convey an individual's perceptual interpretation of the impact of their workplace environment (Downey et al., 1975). Organizational climate on an aggregated level has been described as a holistic perception, or global impression, of *how* an organization interacts with its members (Ostroff & Schmitt, 1993). Patterson et al. (2005) explained the role of the climate construct in relation to the organizational culture construct saying that climate originates with *patterned* behaviors and perceptions of employees between individuals and their relationships with one another and the organizational structures and policies, "Thus *climate* can be understood as a surface manifestation of culture. . . in contrast [culture] comes to light when employees are asked *why* these *patterns* [emphasis added] exist" (p. 380–381).

It is important to define *organizational culture* before discussing the difference between the organizational culture and organizational climate constructs. Patterson et al. (2005) defines organizational culture as, "a set of shared values and norms held by employees that guide their interactions with peers, management, and clients" (380–381). In this definition Patterson et al. (2005) points to culture as the value compass that guides the interactions and perceptions of employees. Unlike climate, the construct of culture has very specific aspects on which researchers agree and on which research studies are based. Dimensions of culture included in the definition are patterns of values, beliefs, and norms and the deeper explanation of why these structures exist. Rostila et al. (2011) defines *organizational culture* as

> The normative beliefs and shared behavioral expectations in an organization providing the supporting ideologies and justifications for the system's norms. The system level values and expected behaviors are products of interactions among system members designed to collectively develop a set of socially constructed schemas for making sense of the functions of the system (p. 40).

Rostila et al., (2011) agrees with Patterson et al. (2005) differentiation of climate and culture, explaining that climate suggests that certain characteristics are known about an environment whereas culture tries to figure out the shared basic assumptions of the environment. Other researchers attempt to differentiate between climate and culture by comparing and contrasting anthropology and psychology's historical and methodological differences (Thumin & Thumin, 2011). This explanation compares culture to anthropology saying that this methodology is "descriptive and more concerned with an organization's archival materials, stereotypes, jargon, rituals, and symbols and is

characterized by a dearth of empirical research" (Thumin & Thumin, 2011, p. 105). Organizational climate is compared to common psychology methodology, utilizing experimental processes as evidenced by the common use of quantitative measures (e.g., employee surveys and rating scales) (Thumin & Thumin, 2011). Many researchers agree with this methodological differentiation between climate and culture with organizational culture research depending more on qualitative case studies and organizational climate research utilizing quantitative surveys, employing quasi-experimental or cross-sectional studies (Patterson et al., 2005; Rostila et al., 2011; Schneider et al., 2013).

Other studies report that culture norms create climate through the reactions and perceptions of the employees that reside in the culture structure (Patterson et al., 2005; Rostila et al., 2011). Rostila et al. (2011) clarifies this differentiation by describing climate as more of an individual appraisal of the "pre-existing" culture structure that is "independent" of employee's perceptions (p. 40). Culture is a characteristic of an organization at a holistic level while climate is the perceptions of individuals (Kirsh, 2000; Rostila et al., 2011). Mainly, culture and climate are distinctly different constructs but are considered closely related by many who profess that climate cannot exist without a cultural structure. Patterson et al. (2005), sums up this concept by saying that the values and ideologies that make up the organization's culture shape policymaking and administrative or managerial choices in the organization ultimately impacting all levels of the institution and consequently influencing ways individuals perceive their workplace environment.

There are, however, researchers who claim that culture and climate constructs are inherently the same thing, instead of overlapping but distinct ideas (Rostila et al., 2011).

Thumin & Thumin (2011) radically suggest that the term *climate* be dissolved altogether and use *culture* as the holistic term. They support their argument by testifying that most climate researchers feel as though they have been measuring organizational culture through the aggregation of individual's perceptions, and thus have made appropriate estimates of organizational culture (Thumin & Thumin, 2011). While this is a very unusual claim, some researchers empathize with this notion. Kirsh (2000) states that the two constructs (climate and culture) study very similar facets of organization research and both concepts should be considered as "differences in interpretation rather than differences in the phenomenon" (p. 111). Rostila et al., (2011) summarizes this argument stating that both constructs attempt to explain similar aspects of organizations such as behavior or reactions in a certain environments, how the employees understand and interpret their environment and how employees interact with one another in certain environments.

While this argument makes sense, one major criticism posed to this ideology is that the term *climate* is greatly embedded in organizational research and would be difficult to eliminate from literature (Thumin & Thumin, 2011). With much of the organizational climate research coming from the mid 20th century, it would be nearly impossible to extract the *climate* construct and mesh it with organizational culture research moving forward. However, Thumin & Thumin (2011) concede their argument for culture and climate research consolidation by declaring that as organizational climate research moves forward, the construct of climate should be considered the *most* important aspect of the broad concept of organizational culture. Without the aggregated perceptions of the employees (the exploratory research of organizational climate) it would be

impossible to determine organizational culture (Thumin & Thumin, 2011). For example, without first gathering employee's perceptions, it would be impossible to ask *why* the perceptions exist (Thumin & Thumin, 2011). While this is a very convincing argument, one must remember that these claims were created in order to support researchers unique purposes.

The current study will base research on the theory that organizational climate is influenced by organizational culture; but climate can be extracted from the perceptions of employees without having to deduce the culture in which those perceptions originated. This means that the perceptions of employees on their workplace environment will be collected without asking *why* these perceptions exist (Patterson et al., 2005). This research will merely be a cross sectional study of the organizational climate environment, a quantitative and non-experimental exploratory research on the organizational climate of the Abilene-Taylor County Public Health District.

Criticisms on Climate

While some researchers consider climate a vital component of organizational literature, a review of *climate* would be incomplete without addressing some of the criticisms levied against this construct. One of the very obvious criticisms that this study addresses is the abundant and disjointed definitions of climate. Throughout literature, similar but varying definitions can be found on the topic of organizational climate; many of which do not consistently set parameters for measurement or contribute to the growth of the climate construct (Glick, 1985). The excess of definitions leads to disagreements among researchers as to which dimensions should be tested and utilized in research;

resulting in a plethora of climate dimensions that are not consistently measured in empirical studies (Patterson et al., 2005).

In the past, many researchers have used different methods to study climate that is why only a few studies that look at the same dimensions of climate and why many researchers have found it difficult to find a consistent set of dimensions from which to create surveys. This idea is supported by Hannevick, Lone, Bjørkli, & Hoff (2014); they state that "…there is no clear pattern showing that certain climate dimensions are important across sectors. . . one possible explanation could be that studies have used different theoretical foundations or lack clear theoretical foundations for their measures of organizational climate" (p. 688). This realization leads to the second criticism of organizational climate: the multitudes of definitions do not contribute to the establishment of a consistent testable construct; thus, impairing the growth of literature on the subject.

Organizational climate is a broad topic of study with which many researchers have constructed many different variables and attributes (Glick, 1985; Hellriegel & Slocum, 1974). This slow progress manifests itself in the overwhelming number of dimensions that researchers pick and choose to measure. Because there is little to no agreement on which testing dimensions are best used for climate research, there is a need for these dimensions to be identified, narrowed down, and set with clear measurement dimensions. Many argue that because there is a lack of cohesive organizational climate research, the construct has not been sufficiently developed or validated and has resulted in inconsistent conclusions, assessment methods and implications of climate; ultimately leading to more confusing findings concerning which climate dimensions should continue

to be tested (Bernstrøm et al., 2013; Patterson et al., 2005). This slows the progress of organizational climate literature and does not allow for consistent units of measurement, observation, and analysis (Glick, 1985; Patterson et al., 2005). Progress is further slowed when researchers suggest that certain studies should focus on only a few specific dimensions of climate instead of a holistic approach to climate (Hannevick et al., 2014; Hellriegel and Slocum, 1974; Schnake, 1983). While this argument has some merit, the current study declares that this idea is common because cyclical inconclusive climate research does not properly analyze nor contribute to the overabundance of climate dimensions. Patterson et al. (2005) strengthens this contention saying,

> While progress in understanding that dimensions of climate predict outcomes in a variety of studies, knowledge develops haphazardly in this field in a way that appears not to be synergistic or to lead to theory development. This is partly because virtually every study referred to. . . use[s] a different measure of climate, each assessing rather different dimensions. This accruing knowledge is not cumulative…moreover, many instruments are not validated, are poorly designed, and fail to specify the level of analysis (p. 382).

Along these same lines, a third criticism to climate includes researchers' disagreement on what type of measurement (subjective or objective) should be utilized for climate research (Schnake, 1983). Some also question whether or not subjective or objective measurements are evaluating the same unit of measurement—the organization or the individual (Schnake, 1983).

In response to this quandary regarding measurement and climate, one must refer to the common theme in climate definitions—perceptions of employees. Some

researchers contend the legitimacy of subjective or perceptual research measures because, "an individual's affective response influences perceptions of the organizational climate…" (Schnake, 1983, p. 802). This means that some researchers are worried that subjectively worded measures might evoke emotional or attitudinal responses that color the "facts" of the organization allowing opinions, instead of legitimate perceptions, to be gathered (Hellriegel & Slocum, 1974, p. 256). Schnake (1983) vehemently argues that the purpose of climate research is to collect perceptual responses from employees, not attitudinal or feelings towards the organization (Benzer & Horner, 2014).

While this criticism has some logical basis, Thumin & Thumin (2011) rebut saying, "there is an inherent problem in attempting to divorce description from feeling because the two are intimately integrated, inextricably intertwined" (p. 104). The researchers go on to reason that, "one simply cannot describe an organizational attitude without first perceiving it; and once it has been perceived, an arousal of meaning, an interpretation, and an evaluation have already occurred" (Thumin & Thumin, 2011, p. 104). This means that one cannot report a perception without first having an emotional bias attached to it (Schnake, 1983). In order to better circumvent this bias, Schnake (1983) advocates for very specific wording in research measures in order to eliminate emotion-evoking statements; attempting to prevent employees from reporting *feelings* instead of *facts*. Schnake (1983) claims that in doing this climate measures, while still subjective, will contain a more concrete objective or descriptive validity.

In contrast with Schnake (1983) attempting to make climate measures more objective, Hellriegel and Slocum (1974) suggest that perceptual or subjective measures on organizational climate are more desirable since objective characteristics of

organizations do not always directly affect employees' behavior (Schnake, 1983). Hellriegel and Slocum (1974) also argue that since the purpose of climate research is to understand employee's perceptions as exploratory and descriptive data, subjective measures are preferable, even if attitudinal bias is inlayed into the employee responses (Schnake, 1983).

While these arguments for the combining of *climate* and *culture* are persuasive, the current study regards *climate* as a separate construct from *culture.* This study does not aim to understand *why* perceptions exist in the organization; it only seeks to collect employee's perceptions.

Competing Values Framework

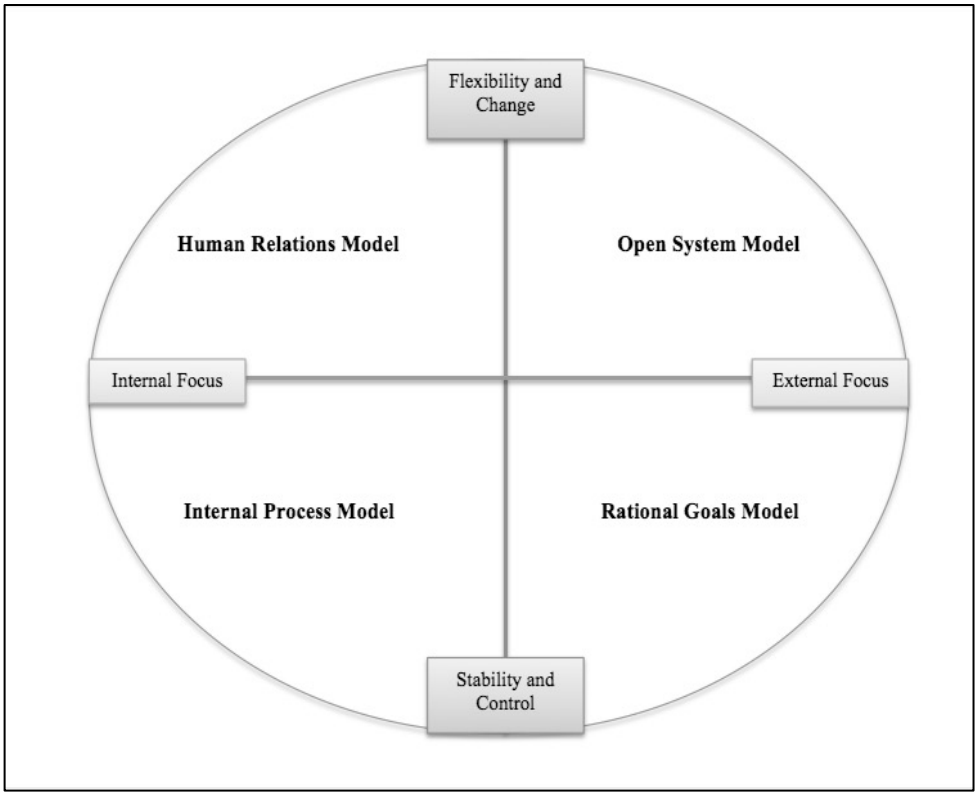

Figure 1. Shows the Competing Values Framework developed by Quinn and Rohrbaugh.

The CVF seeks to create a visual and theoretical framework classifying all possible organizational climates found in past organizational literature (Patterson et al., 2005). Patterson et al. (2005) describes the CVF as, "[an] inclusive, robust and theoretically based approach to the measurement of climate" (p. 382). The CVF provides a comprehensive way to sort organizational climates into four *domains*, each one representing a unique approach to organizational climate. (Hannevik et al., 2014; Patterson et al., 2005; Quinn & Rohrbaugh, 1983). Each domain has defining characteristics called *dimensions*. These *dimensions* portray aspects of the different organizations and show what organizations values as far as producing desired organizational outcomes based on employee's perceptions (Imran et al., 2010; Patterson et al., 2005; Quinn & Rohrbaugh, 1983). See Appendix C.

The CVF is made up of two perpendicular axis representing organizational characteristics (Ostroff & Schmitt, 1993). Each axis is composed of ends that are opposing values of a particular organizational characteristic (Imran et al., 2010; Quinn & Rohrbaugh, 1983). The x-axis represents a sliding scale of organizational focus; from left to right the axis is labeled as an *internal person-oriented focus* to an *external organizational-oriented* emphasis respectively (Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983). The y-axis represents a sliding scale of organizational structure. From bottom to top the *structure* axis shows a contrast between *stability and control* and *flexibility and change* (Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983). These axes intersect, creating the four *domains* into which organizations can then be organized.

There is a third part of the CVF; and while it is not vital to this study nor portrayed in this study's model, it is important to discuss all features of the framework.

The third part takes into account organizational *means and ends,* or the actions that organizations perform in order to bring about desired outcomes. *Means* are the methods and processes that organizations used in order to achieve their desired organizational goals or outcomes (ends) (Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983). This third part is represented by written measurable goals and outcomes unique to each organization and shared in certain CVF quadrants or domains (Quinn & Rohrbaugh, 1983).

Based on observation, the third part of the CVF is difficult to portray in a simple model and takes extensive research and a thorough measure to adequately understand whether or not an organization's climate allows for effective and efficient means and ends. Therefore, this study will not include the third part, as the dimension relates specifically to *outcomes*. This research focuses on capturing an accurate and exploratory snapshot of the climate at the ATCPHD. The study's purpose is not to find out if the organizational climate is effective and directly impacting desired outcomes. This study will have descriptive implications, but is not specifically looking to test outcomes of the organization.

Important Notes About the CVF

It is important to note that the creators of the CVF, Quinn and Rohrbaugh (1983), state that the opposing values on the y-axis (order/control and innovation/change) produce effective organizations when these values are in balance with one another. It is also important to note that a single organization can simultaneously embody aspects of the four different domains (Quinn, Hildebrant, Rogers, & Thompson, 1991). This inherent "paradox" in the CVF creates the need to assign organizations to one *main*

quadrant while simultaneously needing organizations to have some balance in complementary quadrants and along different axis in order fully to obtain desired outcomes (Ostroff & Schmitt, 1993).

For example, even though each end of the axis is labeled with an opposing value, this does not mean that the values are inherent opposites or "mutually exclusive" (Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983). In fact, organizations may share traits along an axis even though the domain characteristics may seem to contradict one another; therefore, an organization may best be represented by a certain domain but possesses some attributes from abutting or complementary domains (Ostroff & Schmitt, 1993). This implies that when an organization is to be mapped onto the framework, that the organization may have varying degrees of the four domains. No two people are going to perceive the organizational climate in the exact same manner so, by taking these variations into account; a flexible and comprehensive view of organizational climate may be better understood (Imran et al., 2010; Patterson et al., 2005). Plotting data points in a scatter plot acknowledges an organization's employees to have a wide variety of perceptions allowing for flexibility (Imran et al., 2010).

Thus, an organization as a whole might be perceived as *flexible* and *controlled* or focused on *internal* factors while concurrently focusing on *external* factors. Not restricting the organization to a single domain but allowing organizations to have varying degrees of strengths between the domains, is a unique characteristic of the CVF, as it allows comprehensive variations in views and perspectives in organizations and allows organizations to be completely different from one another (Patterson et al., 2005; Quinn & Rohrbaugh, 1983).

Now that the CVF's purpose and functions have been elucidated, the CVF's domains and their corresponding dimensions will be explained.

Human Relations

The *human relations approach* "emphasizes internal focus and flexibility in relationship to the environment" (Patterson et al., 2005, p. 384), placing this approach in the top left quadrant. This approach to organizational climate favors "well-being, growth and commitment of the community of workers within an organization" (Patterson et al., 2005, p. 384). The human relation model emphasizes the well-being of their employees and encourages teamwork as the means for human resource development and participant satisfaction as ends (Hannevik et al., 2014; Imran et al., 2010; Ostroff & Schmitt, 1993; Patterson et al., 2005; Quinn & Rohrbaugh, 1983).

Internal Process

The *internal process approach* values stability and exhibits formalization and internal control for efficient use of resources; bureaucracy and strict hierarchical roles are emphasized (Patterson et al., 2005; Imran et al., 2010); placing this approach in the lower left quadrant. Internal information management and control of communication processes are means to an end for stability and control (Hannevik et al., 2014; Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983).

Open Systems

The *open systems approach* emphasizes external focus and flexible relationships with the environment; this approach seeks to adapt the organization to the surrounding environment, and managers seek innovative resources in response to market demands (Patterson et al., 2005); placing this approach in the top right quadrant. Values include

flexibility, adaptability, and innovativeness as means for ends such as growth resource acquisition, and external support (Hannevik et al., 2014; Imran et al., 2010; Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983).

Rational Goals

The final quadrant represents the *rational goal approach*. This approach has an external focus but has tight control within the organization (Patterson et al., 2005); placing this approach in the lower right quadrant. The means emphasized are goal planning and goal setting specifically to reach the ends of productivity, efficiency, and goal achievement (Hannevik et al., 2014; Imran et al., 2010; Ostroff & Schmitt, 1993; Quinn & Rohrbaugh, 1983).

Domain Dimensions

In attempts to better define these organizational climate domains, dimensions have been acknowledged and defined by Patterson et al. (2005). This team of researchers scoured past climate literature and identified dimensions most often used. Then Patterson et al. (2005), narrowed down the prolific number of climate dimensions and selected those that easily fit the CVF. For the domains that had no past dimensions tested in climate research "appropriate" constructs were identified (Patterson et al., 2005, p. 385). An uneven number for each domain reflects the complexity of the corresponding domains (Patterson et al., 2005). Through many meetings, conceptual analysis, and psychometric analysis, the dimensions to each domain were carefully chosen resulting in nineteen key climate dimensions (Patterson et al., 2005). The dimensions that define the *human relations model* include employee welfare, autonomy, participation, communication,

emphasis on training, integration, and supervisory support (Hannevik et al., 2014; Imran et al., 2010; Patterson et al., 2005).

- ***Employee welfare.*** Employee welfare is the extent to which the organization values and care for the employee (Patterson et al., 2005; Gillet, Colombat, Michinov, Pronost, & Fouquereau, 2013; Guest, 1998; Robinson and Rousseau, 1994).
- ***Autonomy***. Autonomy is the act of designing jobs in ways that give employees wide scope to enact work and creates an atmosphere encouraging individual responsibility and personal growth (Patterson et al., 2005; Gillet et al., 2013).
- ***Participation.*** Participation is employees have considerable influence over decision-making (Forde, Slater, and Spencer, 2006; Hollander and Offerman, 1990; Patterson et al., 2005).
- ***Communication.*** Communication is the free sharing of information throughout the organization (Patterson et al., 2005).
- ***Emphasis on training.*** Emphasis on training is a concern with developing employee skills (Morrow, Jarret, & Rupinski, 1997; Patterson et al., 2005; Russell, Terborg, & Powers, 1985).
- ***Integration.*** Integration is the extent of interdepartmental trust, cooperation, and problem solving (Nauta and Sanders, 2000; Patterson et al., 2005).
- ***Supervisory support.*** Supervisory support is the extent to which employees experience support and understanding from their immediate supervisor and

typically has certain empirical relationships with autonomy (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013; Patterson et al., 2005; Russell et al., 1985).

The dimensions that define the *internal process model* include formalization and tradition (Hannevik et al., 2014; Imran et al., 2010; Patterson et al., 2005).

- ***Formalization.*** Formalization is a concern with formal rules and procedures (Hannevik et al., 2014; Patterson et al., 2005).
- ***Tradition.*** Tradition is the extent to which established ways of doing things are valued (Patterson et al., 2005).

The dimensions that define the *open systems model* include flexibility, innovation, outward focus, and reflexivity (Hannevik et al., 2014; Imran et al., 2010; Patterson et al., 2005).

- ***Flexibility.*** Flexibility is an orientation towards change (Kuenzi and Schminke, 2009; Patterson et al., 2005).
- ***Innovation.*** The extent of encouragement and support for new ideas and innovative approaches (Imran et al., 2010; Kuenzi and Schminke, 2009; Patterson et al., 2005).
- ***Outward focus.*** Outward focus is the extent to which the organization is responsive to the needs of the customer and the marketplace in general (Kiesler and Sproull, 1982; Patterson et al., 2005).
- ***Reflexivity.*** Reflexivity is a concern with reviewing and reflecting upon objectives, strategies, and work processes, in order to adapt to the wider environment (Patterson et al., 2005; Schippers, West, Dawson, 2015).

The dimensions that define the *rational goal model* include clarity of organizational goals, effort, efficiency, quality, pressure to produce, and performance feedback (Hannevik et al., 2014; Imran et al., 2010; Patterson et al., 2005).

- ***Clarity of organizational goals.*** Clarity of organizational goals is a concern with clearly defining the goals of the organization (Patterson et al., 2005).
- ***Effort.*** Effort is how hard people in organizations work towards achieving goals (Eisele, 2012; Patterson et al., 2005).
- ***Efficiency.*** Efficiency is the degree of importance placed on employee efficiency and productivity at work (Ostroff & Schmitt, 1993; Patterson et al., 2005).
- ***Quality.*** Quality is the emphasis given to quality procedures (Patterson et al., 2005).
- ***Pressure to produce.*** The extent of pressure for employees to meet targets (Patterson et al., 2005).
- ***Performance feedback.*** Performance feedback is the measurement and feedback of job performance (Ben-Oz & Greve, 2012; Patterson et al., 2005).

Climate Measures

There are many different measures created to determine *organizational climate.* However, very few use the exact same pre-determined dimensions to test (Pena-Suarez, Muniz, Campillo-Alvarez, Fonseca-Pedrero, & Garcia-Cueto, 2013) making it very problematic for researchers to use and validate the same *climate* measures or surveys. All *organizational climate* measures study dimensions that relate to climate; some measure only one or two dimensions while others measure up to 19 different dimensions. The plethora of surveys include:

- ***Organizational Citizenship Behavior (OCB)*** (Randhawa & Kuldeep, 2015)
- ***Survey of Organizational Research Climate (SoORC)*** (Martinson, Thrush, & Crain, 2013)
- ***Organizational Health Inventory (OHI)*** (Alqarni, 2016)
- ***Organizational Climate Description Questionnaire (OCDQ)*** (Pozveh & Karimi, 2016).
- ***Organizational Climate Index (OCI)*** (Ghavifekr & Pillai, 2016)

This is only a short list of surveys created and validated to measure *climate.* All of these measures test certain dimensions relating to *organizational climate.* There is a great need to consolidate these measures and dimensions and further empirical literature on one measure. This study utilized the *Organizational Climate Measure (OCM)*, a survey created and validated by Patterson et al. (2005). The OCM was chosen as it consolidates climate dimensions while simultaneously creating a holistic approach to capturing organizational climate and is well suited for exploratory studies determining climate. The measure was also chosen based on its availability to the public and its foundation of a theoretical framework.

Climate studies. Not many studies have been conducted on organizational climate solely utilizing the entire OCM on a public health district in the United States. Typically studies of organizational climate utilize multiple measures on large organizations most often based in European countries. Many studies utilize the OCM in tandem with another organizational climate measures in order to find correlations between the measures used. This is to make sure the measures are actually measuring the desired construct adequately. Also, hypotheses may be created on the combination of

different measures to find significant correlations between the measures and/or constructs (Hannevik et al., 2013; Hartmann & Rutherford, 2015; Imran et al., 2010; Lone et al., 2014). Usually, the OCM is only used on its own when attempting to further validate the measure.

Hannevik et al. (2014) interviewed 18 employees of a Norwegian offshore oil and gas company. The researchers used the OCM based on the CVF, another climate measure, and included a qualitative interview component in order to find similarities between the two climate measures. Hannevik et al. (2013) found that all the domains of the CVF had relevance to the company's overall climate but the Open System model and the Human Relations model were perceived as the most prevalent climates. These findings support the conclusion that project based organizations function well when flexibility within the organization and flexibility interacting with external organizational environments is balanced (Hannevik et al., 2014).

Imran et al. (2010) surveyed managers of a project-based organization that moves goods throughout the country of Pakistan. Two sub-measures of the OCM (the Open Systems model and the Rational Goal model) were used to survey the climate of this company. The aim of this study was to discover if any significant correlations between the selected two CVF dimensions and innovative work behavior. Imran et al. (2010) found that both the Open System model and the Rational Goal model correlated significantly with each other and with innovative work behavior. This study supports the idea created by Patterson et al. (2005) when developing the OCM that organizations should not be forced into one climate quadrant but maintain the flexibility to have strengths in each quadrant, showing the full range of climates in an organization.

Lone et al. (2014) used the Norwegian version of the OCM on a knowledge-based organization. Multiple climate measures were utilized in order to see to what extent these measures captured work-environment characteristics in a higher education organization. Researchers held qualitative interviews with employees. These qualitative statements were then matched to the corresponding dimension measures on the OCM and other climate measures. Lone et al. (2014) found that the OCM could be utilized as a situation-specific measure of the work environment in knowledge intensive organization such as higher education because it is easily adapted to capture context-specific dimensions of a work environment. Since more than one measure was used to capture the organizational climate, the results show no decided climate for this Norwegian organization based on the CVF.

Testing Variables

Before laying out plans to implement the survey measure, it is important to consider the terms labeling what levels of climate are to be tested (Glick, 1985). Climate can be measured on the micro, mezzo, or macro level. The testing dimension on which this study will focus is the *global approach.* The OCM was created to look at climate holistically, this allows the OCM to measure organizational climate with a *global approach.* This approach differs from past climate research which looks at climate according to certain aspects or dimensions of organizational climate such as *ethical climates* or *climates of innovation* or *organizational service climate* (Dawson, Gonzales-Roma, Davis, & West, 2008; Hannevik et al., 2014; Patterson et al., 2005).

The OCM is special as it combines all of these climate dimensions into one measure thus creating a global approach to climate. This approach to climate research

aims to explore a cross sectional snapshot of the perceptions of all employees at each level in the organization (Bernstrøm et al., 2013; Dawson et al., 2008; Patterson et al., 2005). The OCM was created with the advantage to be given to all levels of employees and elicit similar responses on every employee level as a result of its straightforward and comprehensible wording. Since organizational climate is the measure of perception of an organization as a whole, it is only right that the same measure be given to employees and managers alike. Patterson et al. (2005) states, "…the measure is designed to be theoretically grounded, to explicitly and consistently specify the appropriate frame of reference, and to be applicable across a range of work settings and to target all employee levels" (p. 383–393).

CHAPTER III

METHODOLOGY

The current study collected the perceptions of employees at the Abilene-Taylor County Public Health District (ATCPHD) in order to determine the organizational climate. It was a pre-experimental exploratory study utilizing a quantitative survey to collect perceptions. This researcher was not interested in obtaining or meeting specific outcomes; it was a cross-sectional study of the overall organizational climate of the ATCPHD. This research aims to help the new health director better understand the perception of the employees and the status of the organization's climate. Climate research is needed at the ATCPHD since a study on organizational climate has not yet been conducted on a holistic level.

Participants

The eligible participants for the study were all of the employees at the ATCPHD, from interns to directors and from new to seasoned employees. There are about 64 employees who work for the ATCPHD and all received the same survey measure via email. An email list was collected from an administrator in early September 2016 with a compilation of all employees' emails at the ATCPHD (i.e., nursing/immunizations, administration, PHEP, MERCY, WIC, epidemiology).

Data Collection Procedures

The researcher sent an application to the Abilene Christian University International Review Board for an expedited review. Once the IRB approved the study

(see Appendix A), a presentation was made at the ATCPHD's staff meeting on the September 13th, 2016 about the purpose of the study, what data the survey intended to collect, and the length of the survey. A drawing with two gift cards of $50 was used as incentive was also discussed in order to encourage participation. After the presentation, the primary investigator received permission by the health district's director (see Appendix B) to send the survey via email to all employees at the ATCPHD. The email contained a brief explanation of the purpose of the study, how long the survey would take to complete, and confidentiality and consent statements. The email also included a link to the online survey measure and a proposed deadline on which to complete it. After one week, another email was sent with identical material informing those who did not complete the survey to please do so before the desired deadline.

Information collected about the employees was handled in a confidential manner in accordance with the law. Some identifiable data may have to be shared with individuals outside of the study team. Aside from these required disclosures, the confidentiality of the employees was protected by not collecting identifying information or linking identifying information with survey responses. The email insertion option at the end of the survey went to a separate and distinct document for the purpose of the drawing only; the option to give an email was voluntary. A drawing took place during January 2017 at the ATCPHD staff meeting where two winners were each awarded a $50 gift card for participating in the survey. Employees were only eligible to win if they completed the survey *and* entered their email address in the corresponding field at the end of the survey. If they did not give their email address at the end of the survey, but still completed the survey, they remain ineligible for the drawing.

Instrumentation

The measure used was a quantitative survey developed by Patterson et al. (2005) and is known as the Organization Climate Measure (OCM). The OCM was found in a public domain and permission to use this measure was requested in May of 2016 (see Appendix E). Since then, no response has been given. However, since the measure was in a public domain one can assume that it is available for public use. The measure has 17 subscales measuring the 19 dimensions of the four domains of the CVF. "The OCM is a research-based and validated model of global climate found to be relevant in different sectors. . . [and] recent findings support the relevance of the OCM in other contexts including the health sector" (Dawson et al., 2008; Hannevik et al., 2014, p. 689). Patterson et al. (2005) developed the OCM by identifying dimensions of climate found in past literature that fit with the four domains of the CVF. After the dimensions for each domain were narrowed down and chosen, 10 items were generated for the climate dimensions (Patterson et al., 2005).

During the pilot study, each dimension set was reduced and revised so that only the items that yielded strong responses were left (Patterson et al., 2005). Then, after some further examination for "inter-item correlations and semantic context," the items were assigned a 4-point Likert scale: 1) definitely false 2) mostly false 3) mostly true and 4) definitely true. The dimension questions were then refined by consolidating similar factors resulting in 17 distinct scales measuring all 19 climate domain dimensions (Patterson et al., 2005, p. 387, 389).

Using the OCM also builds a foundation for further research to be performed on specific and interesting climate facet findings (Bernstrøm et al., 2013; Patterson et al.,

2005). Thus, the reasons for using the OCM as the study's survey are three-fold. First, the OCM is a macro or global measure of organizational climate allowing organizational climate to be aggregated as a higher-level construct (Bernstrøm et al., 2013) ensuring the desired *global approach* to answer the study question, *what is the organizational climate of the ATCPHD?* Secondly, since no holistic organizational climate research has ever been conducted on the ATCPHD, using the *global approach* in order to capture a cross-sectional view of the organization's climate was needed. Since, a foundation for climate research has been created at the ATCPHD, further climate research can be administered on either the multidimensional or area specific testing domains. Finally, by using the OCM to the fullest extent, this research will add to the literature surrounding the measure, thereby increasing the empirical research associated with it.

Patterson et al. (2005) reports that the OCM has a mean alpha score of .811 with the subscales alpha's ranging from .67–.91. This shows that the measure has adequate internal consistency (reliability) with each scale measuring the constructs of relevance (Patterson et al., 2005).

The measurement(s) included in the study were the organizational climate measure (OCM) (see Appendix D) and a simple demographic questionnaire. The OCM measured the four quadrants of climate (according to the CVF) via 82 questions that comprise the 17 subscales. These questions were not randomly arranged, as seen in Patterson et al. (2005), so the subscales were kept grouped together.

The demographic measure was four questions long and surveyed employees to see 1) how long they have worked for the ATCPHD, 2) their department, 3) their age, and 4) their gender. The demographic survey was posed as multiple-choice questions at

the end of the survey with an *other* option for participants to fill-in-the-blank with more specific answers if they wished. These demographics were chosen for this survey because they are not so specific that identifying information could be gathered from the responses, but they were specific enough to run cross-sectional analysis on the survey responses to see how different groups in the ATCPHD respond and perceive the organization in which they work.

Analysis

Statistical Package for the Social Sciences (SPSS) was used for all statistical analysis. Some charts, tables, and graphs were created in Microsoft Excel. First, the demographic information was analyzed for frequencies within the responses. Means tests were utilized to compare groups by demographics and their corresponding mean scores. This cross-sectional examination of the results revealed whether the employee's of the ATCPHD have similar perceptions of the organization's climate.

The scoring process for the survey was simple. The higher the numerical response to the scales the more likely employees perceive that specific climate at the ATCPHD. The lower the numerical response meant that employees do not perceive that particular climate at the ATCPHD. The responses are plotted on a graph encompassing all four domains of the CVF (see Graph 1.0 and Appendix C). The highest mean shows the perceived organizational climate at the ATCPHD.

CHAPTER IV

FINDINGS/RESULTS

The findings included in this section are purely exploratory. The tests run on the data were specifically chosen to answer the study question, *"According to the competing values framework, what is the current organizational climate of the Abilene-Taylor County Public Health District?"* These tests also aim to explore demographic cross-sectional snapshots of the employees' perceptions about their workplace environment. First the demographic findings will be stated, followed by the study findings and other interesting findings, respectively.

Demographic Findings

There are 64 employees at the ATCPHD and all 64 employees were invited to participate in the study. There were 45 responses with an initial response rate of 70%. However, only 40 responses were valid making the final response rate of 62.5%. The five responses that were not used in the study were invalid because participants did not complete the survey. In order to find the demographic results, a frequency test was run on SPSS. The majority of participants working at the ATCPHD for 1–3 years had a population percent of 40%. Employees working for 10 or more years at the ATCPHD made up 30% of participants. While employees working less than a year and employees working 5–10 years trailed behind with participant percentages of 17.5% and 12.5%, respectively. See Figure 2.

The majority of employees who participated in the study work in the Immunizations/Nursing department of the ATCPHD and had a valid participation percent of 32.5%. The Women Infants and Children (WIC) department at the ATCPHD made up 25% of the participants. The administration department at the ATCPHD made up 22.5% of the participants. The MERCY Clinic and PHEP/Epidemiology followed with 12.5% and 7.5% of participants, respectively. See Figure 3.

The ages of employees were surveyed in the study. Results show a very even spread of ages among employees who participated with the age groups of 36–50 and 51–70 each making up 35% of the participant population. The 20–35 age group followed with 30% of the participant population. See Figure 4.

80% of the participant population for this study were female with the remaining 20% being male. See Figure 5.

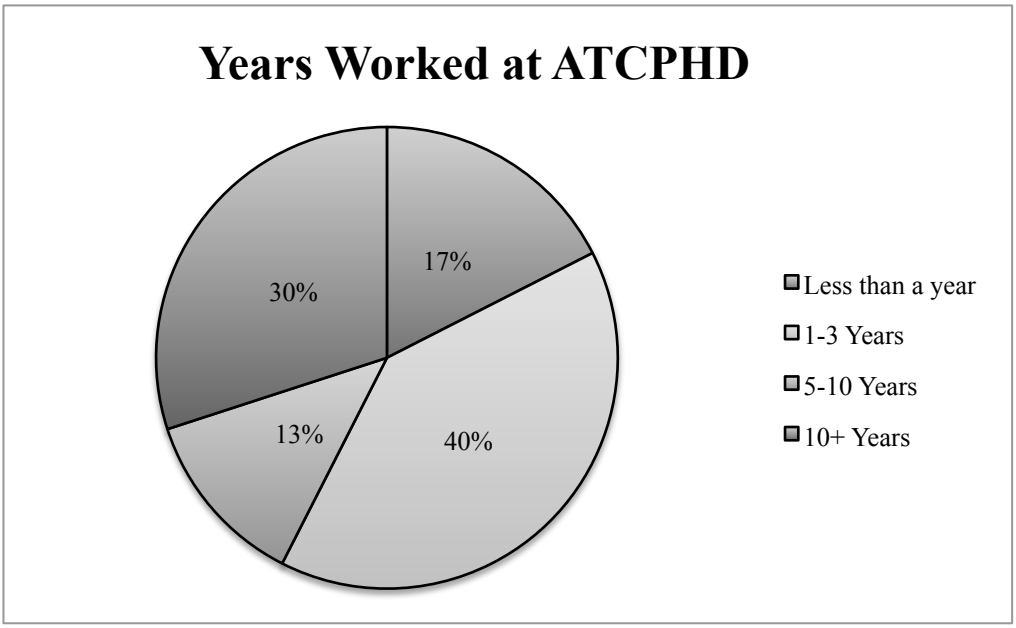

Figure 2. Shows the years worked at the ATCPHD.

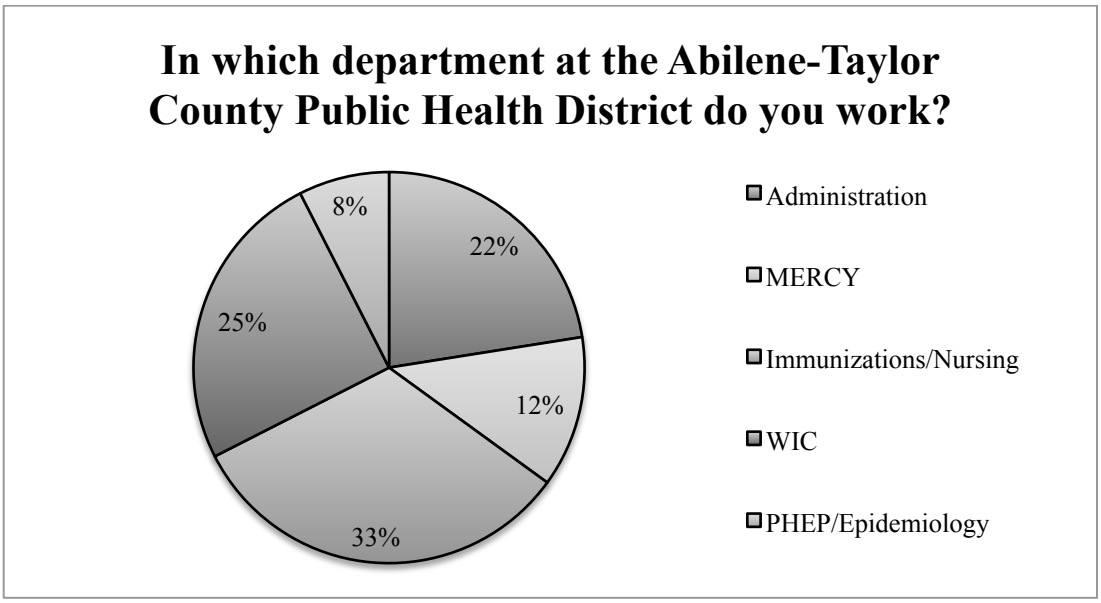

Figure 3. Answers the demographic question, "In which department at the Abilene–Taylor County Public Health District do you work?"

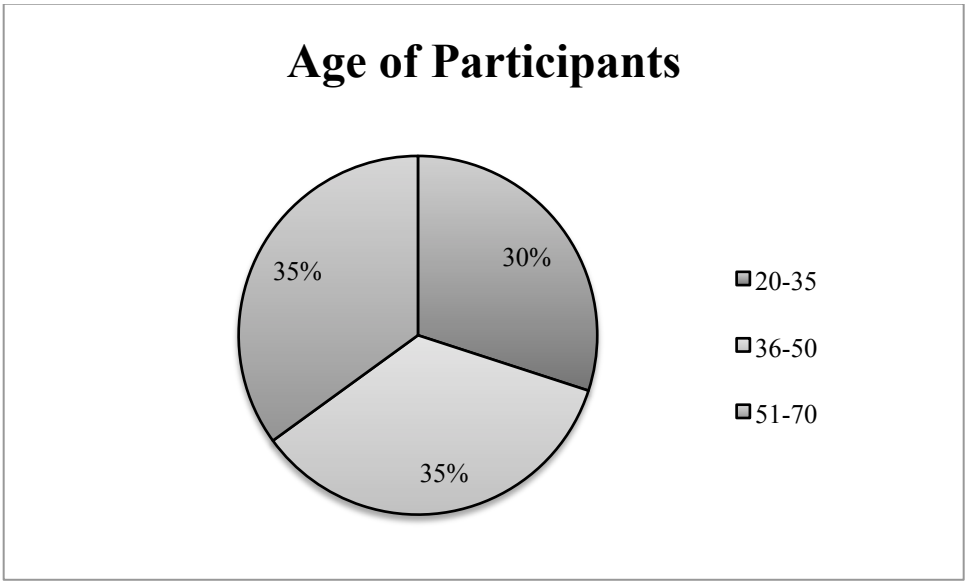

Figure 4. Shows the reported age of employees who participated in the study.

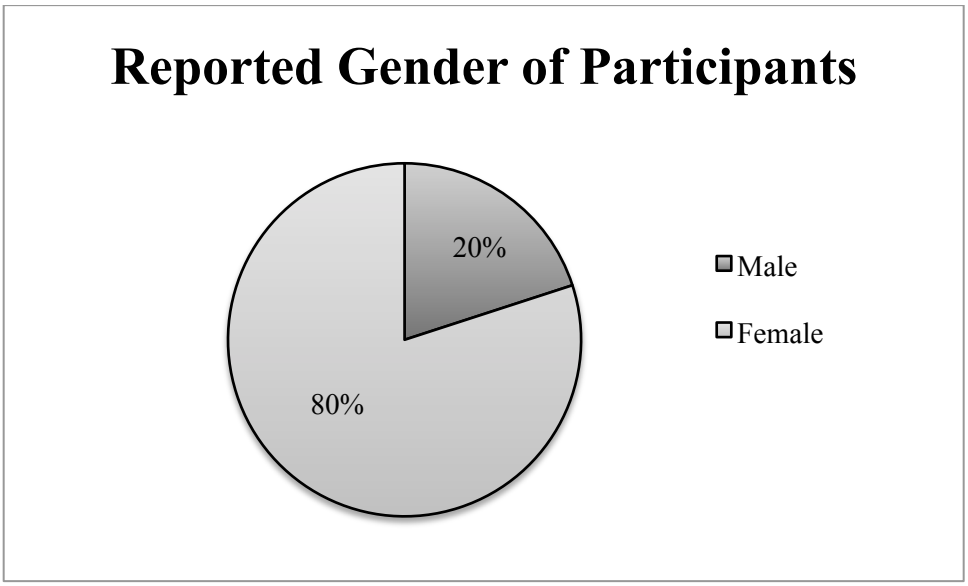

Figure 5. Shows the reported gender of employees who participated in the study.

Study Findings

In order to answer the study question, "According to the competing values framework, what is the climate of the Abilene–Taylor County Public Health District?" descriptives were run on SPSS. Results show that the climate of the Abilene–Taylor County Public Health District was mainly a Human Relations climate with a mean of 79.225. The Rational Goal Model climate was the second highest reported climate with a mean of 72.350. The figure below depicts the means of the four climate domains at the ATCPHD. The climate means are graphed onto the CVF domains; these are the numbers in the four corners of the graph. The circles surrounding the intersecting axes represent the standard deviations of all four climate means; these circles are labeled along the y-axis. This graph is used as a representation of the mean perceptions of employees at the ATCPHD. This gives a visual of the various degrees of the four climates at the ATCPHD. See Figure 6 below and in Appendix C.

A t-test was administered on SPSS to see if the Human Relations climate model mean and the Rational Goal climate model mean were significantly different from one another. Findings show that the numbers are statistically different. See Table 1.

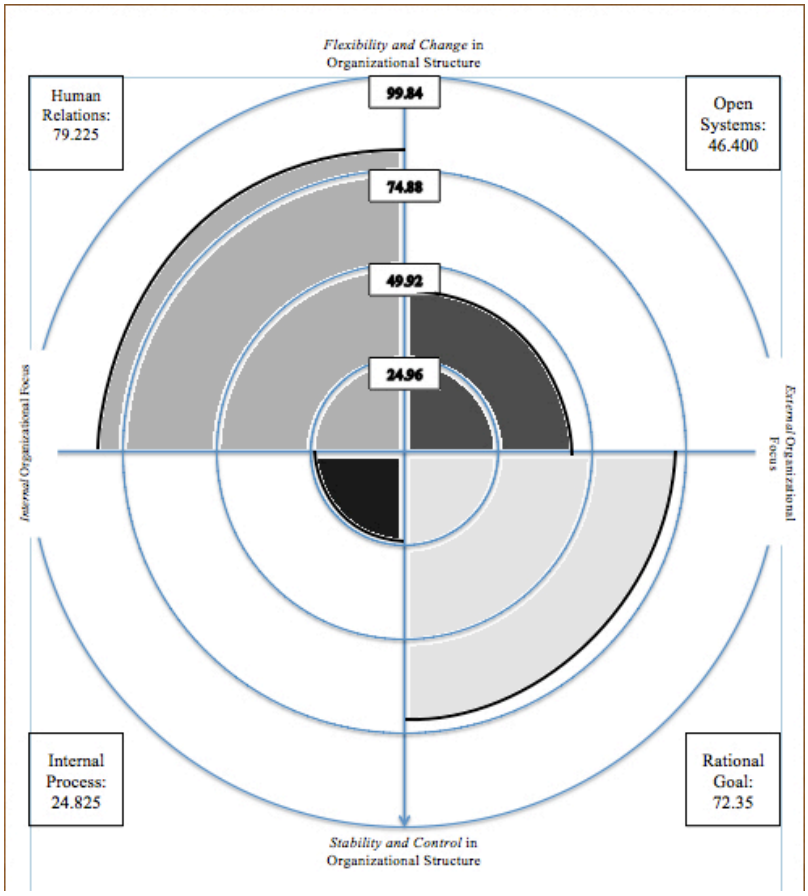

Figure 6. Answers the study question, "What is the climate of the ATCPHD?"

Table 1

Shows descriptive statistics of the Human Relations and Rational Goal climates and shows that the means are significantly different from one another.

	Mean	Std. Deviation	N
Human Relations	79.2250	12.46634	40
Internal Process	24.8250	3.59407	40
Open Systems	46.4000	9.49170	40
Rational Goal	72.3500	10.54307	40

Other Findings

A reliability test was administered in SPSS to find the internal consistency of the OCM. Results showed that the OCM has an internal consistency of 96.6%. See Table 2.

Table 2

Shows the reliability statistics for internal consistency of OCM.

Cronbach's Alpha	N of Items
.966	82

More reliability tests were administered to find internal consistency of all 17 scales. The results are shown in Table 3. All the scales show good internal consistency.

Table 3

Reflects the internal consistency of all OCM Scales.

Internal Consistency for all OCM Scales			
Scale	Cronbach's Alpha	Scale	Cronbach's Alpha
OCM	0.966		
Autonomy	0.759	Human Relations	0.940
Integration	0.760		
Involvement	0.772		
Supervisory Support	0.825		
Training	0.835		
Welfare	0.933		
Formalization	0.872	Internal Process	0.648
Tradition	0.825		
Innovation and Flexibility	0.919	Open Systems	0.946
Outward Focus	0.848		
Reflexivity	0.901		
Clarity of Organizational Goals	0.914	Rational Goal	0.917
Efficiency	0.900		
Effort	0.903		
Performance Feedback	0.865		
Pressure to Produce	0.790		
Quality	0.822		

An ANOVA test was run comparing all four climate domains with one another. The test resulted in significant correlations between the Human Relations, Rational Goals, and Open Systems climates. These correlations between Human Relations, Open Systems, and Rational Goals climate were all moderately significant. However, Internal Process was not significantly correlated with the other climates. See Table 8.

Table 4

Shows the correlations between the perceived climates at the ATCPHD.

Correlations					
		Human Relations	Internal Process	Open Systems	Rational Goal
Human Relations	Pearson Correlation	1	.095	.806**	.755**
	Sig. (2–tailed)		.558	.000	.000
Internal Process	Pearson Correlation	.095	1	.031	.220
	Sig. (2–tailed)	.558		.847	.173
Open Systems	Pearson Correlation	.806**	.031	1	.776**
	Sig. (2–tailed)	.000	.847		.000
Rational Goal	Pearson Correlation	.755**	.220	.776**	1
	Sig. (2–tailed)	.000	.173	.000	

**. Correlation is significant at the 0.01 level (2–tailed).

Reported Climate by Demographic

Separate means tests were administered for each demographic to determine the primary organizational climate for each demographic group. The primary climates are represented by the highest mean. All of the demographics reflect agreement for the Human Relations climate as the majority climate at the ATCPHD. Each demographic also shows agreement in the secondary climate of the Rational Goal model. When the

demographics analyzed cross-sectionally, the PHEP/Epidemiology department reported the Rational Goal model climate as the majority climate with a mean of 87.33 with the secondary organizational climate of Human Relations with a mean of 86.33. See Tables 5, 6, 7, and 8.

Table 5

Shows primary perceived organizational climate by years worked at the ATCPHD.

How long have you worked for the Abilene-Taylor County Public Health District?		Human Relations	Internal Process	Open Systems	Rational Goal
Less than a year	Mean	83.8571	26.0000	50.8571	78.5714
	N	7	7	7	7
1–3 years	Mean	76.4375	25.1875	44.0000	68.8750
	N	16	16	16	16
5–10 years	Mean	84.4000	25.0000	47.6000	74.0000
	N	5	5	5	5
10+ years	Mean	78.0833	23.5833	46.5000	72.6667
	N	12	12	12	12
Total	Mean	79.2250	24.8250	46.4000	72.3500
	N	40	40	40	40

Table 6

Shows primary perceived organizational climate by department at ATCPHD.

In which department at the Abilene-Taylor County Public Health District do you work?		Human Relations	Internal Process	Open Systems	Rational Goal
Administration	Mean	81.5556	24.7778	49.5556	71.8889
	N	9	9	9	9
MERCY Clinic	Mean	77.0000	27.4000	42.2000	69.8000
	N	5	5	5	5
Immunizations/ Nursing	Mean	74.4615	24.3846	42.4615	67.8462
	N	13	13	13	13
WIC	Mean	82.3000	23.6000	48.2000	75.4000
	N	10	10	10	10
PHEP/ Epidemiology	Mean	86.3333	26.6667	55.0000	87.3333
	N	3	3	3	3
Total	Mean	79.2250	24.8250	46.4000	72.3500
	N	40	40	40	40

Table 7

Shows primary perceived organizational climate by age at the ATCPHD.

Please specify your age		Human Relations	Internal Process	Open Systems	Rational Goal
20–35	Mean	83.5833	24.5000	48.9167	72.8333
	N	12	12	12	12
36–50	Mean	77.0000	25.5714	44.7143	72.3571
	N	14	14	14	14
51–70	Mean	77.7143	24.3571	45.9286	71.9286
	N	14	14	14	14
Total	Mean	79.2250	24.8250	46.4000	72.3500
	N	40	40	40	40

Table 8

Shows primary perceived organizational climate by gender at the ATCPHD.

Please specify your gender		Human Relations	Internal Process	Open Systems	Rational Goal
Male	Mean	85.5000	25.0000	52.8750	80.7500
	N	8	8	8	8
Female	Mean	77.6563	24.7813	44.7813	70.2500
	N	32	32	32	32
Total	Mean	79.2250	24.8250	46.4000	72.3500
	N	40	40	40	40

CHAPTER V

DISSCUSSION/FINDINGS

Discussion of Findings

In order to understand what the findings imply for the ATCPHD, a clear understanding of the four cardinal points of the CVF is imperative. The x-axis, from left to right, represents a continuum of *organizational focus* from *internal person-oriented focus* to an *external organizational-oriented focus,* respectively. The Y-axis, from north to south, represents a continuum of *organizational structure*. This means that the top and bottom of the axis shows contrasting organizational focuses between *flexibility and change* and *stability and control,* respectively. These labeled axes represent different perceived organizational traits. The intersecting lines create four quadrants, which represent the four major organizational climates. Please see Appendix C.

The Human Relations quadrant or domain of the CVF has dimensions relating to employees' perceptions of how well their supervisors and the organization as a whole cares for them individually, how much independence they have in making decisions and completing tasks, and how well departments interact. The Rational Goal model quadrant has dimensions relating directly to the quality and efficiency of services at the agency. It also has dimensions determining whether or not employees clearly understand organizational goals and gives feedback on employee's effort and quality of services provided. The Open Systems model has dimensions focusing on how well the organization responds to changing external environments. This includes a level of

innovation of services to the public. The Internal Process model has dimensions pertaining mainly to formal rules and regulations, tradition, and communication within the organizational hierarchy.

Human relations climate was the primary perceived climate by the employees at the ATCPHD as evidenced by the highest mean out of all four quadrants of 79.225. The responses show that employees scored the human relations approach consistently higher than the other quadrants when completing the OCM. The average response to the questions regarding the human relations climate was significantly higher than the responses regarding the remaining climates when demographics were analyzed cross-sectionally.

This data answers the exploratory study question undoubtedly; the primary perceived climate at the ATCPHD is the Human Relations approach. This implies that employees at the ATCPHD perceive that the organization cares about their personal wellbeing and focuses much of the organization's energies on encouraging teamwork and achieving human resource development as end goals (Ostroff & Schmitt, 1993; Patterson et al., 2005; Quinn and Rohrbaugh, 1983) within the organization. This also suggests that the ATCPHD has very flexible internal structures and rules concerning the wellness of their employees.

A potential reason for why employees perceive Human Relations climate more highly than the other climates, could possibly be contributed to the fact that the majority of the participants in the study (57% of participants) had only been working at the ATCPHD for less than a year (17% of participants) and one to three years (40% of

participants). This perceived well being by the organization could be a lingering effect of the organization's attempts to retain employees.

A high perception of Human Relations climate in the more seasoned employees could potentially imply that a climate valuing employee welfare could potentially be successful for retaining employees and creating employee satisfaction.

The Rational Goals model was also highly perceived in comparison to the remaining climates at the ATCPHD with a mean of 72.350. This implies that the Rational Goal model climate is also widely perceived at the ATCPHD, second only to the Human Relations model. The Rational Goals climate focuses on setting goals in order to be more productive (Quinn & Rohrbaugh, 1983). The organizational structure is typically very stable and controlled, and the organizational focus is externally oriented. This implies that the ATCPHD values setting goals and focusing the organization on providing efficient services to external environments. Having a high perception of the Rational Goals climate also suggests that employees clearly understand the goals of the overall organization and put forth enough effort to complete their job tasks efficiently. It also indicates an organizational desire to produce efficient services as an end goal.

The ATCPHD scored Open Systems climate moderately with a mean of 46.400. Open Systems climate values a very flexible organizational structure and an external organizational focus (Hannevik et al., 2014; Quinn & Rohrbaugh, 1983). This climate focuses on innovating services to the external changing environment. A highly perceived Open Systems climate suggests that an organization is very responsive or reflective to the changes happening around the organization and tailors their services to fit the changing external demands. The Open Systems was only moderately perceived at the ATCPHD,

which indicates that employees do not always perceive that the ATCPHD values innovation. Nor do the employees perceive that the organization adequately adapts services to surrounding environmental demands.

The health district is a public organization, therefore, its fundamental purpose is to focus on the surrounding community. This fact could potentially be a huge impact on the reasons employees at the ATCPHD report strong perceptions towards the Rational Goal Model. Furthermore, these findings could also imply that the organization is true to its core values of making goals in order to follow rules and regulations set down by funders. This conclusion could also give meaning to the reasons the ATCPHD perceives that there is little innovation in relation to its environment. As with most government-funded agencies, there are rules and stipulations on the use of grant money potentially impacting innovation at the ATCPHD.

The Internal Process model was the lowest scored climate at the ATCPHD with a mean of 24.825. The Internal Process climate has a very internal organizational focus with a very stable and controlled organizational structure; valuing hierarchical roles and controlled communication (Hannevik et al., 2014; Quinn & Rohrbaugh, 1983). An organization scoring high in this quadrant would perceive the climate to have very controlled communication throughout the organizational hierarchy. Since the ATCPHD did not perceive this climate dominant, this implies that the communication at the ATCPHD is not used as a means to an end. Communication could potentially take place most often informally, frequently bypassing hierarchical, or formal channels. This is a trend seen in organizations with more freedom in the organizational structure (as reflected in the Human Relations climate model); administration does not function as

often through formal channels (Hellriegel & Slocum, 1974). Scoring this climate low could also suggest that the employees at the ATCPHD perceive that tradition is not valued and changes frequently and that communication is not used as a means to achieve organizational outcomes.

One might think that Internal Process climate might be perceived less at the ATCPHD due to the fact that there are so many new employees at the ATCPHD that tradition might not be valued as much. However, participants who had been working for the health district for shorter periods of time rated Internal Process climate higher than seasoned employees. Another reason for Internal Process to be perceived lower than other climates could be due to the fact that there was not a health director for a few months before this study was conducted. This lack of hierarchical control and internal disruption could explain why the organization as a whole, especially more seasoned employees, perceived Internal Process climate lower than other organizational climates.

In summary, based on the findings in this study the ATCPHD perceives that the organization cares for their wellbeing as individual employees but considers communication within the organization to be informal. Employees also perceive that there is not much innovation when it comes to providing services to clients, but perceive that the organization strives to set and maintain goals.

Interesting Findings

It is interesting that means testing for all climate domains by the demographics showed that all demographics reported similar perceived climates. This indicates that in general, all the ATCPHD has a strong organizational climate since the employees were in

agreement on the perceived climate (Patterson et al., 2005; Schneider et al., 2013). Not one demographic had a highly skewed perception of the organizational climate.

A possible explanation for a strong organizational climate consensus could be the result of changes happening at the health district. If disruption of the workplace environment was not taking place, employees might be more secluded in their own departments and not interacting with each other as often resulting in many different perceptions of climate. Also, seasoned employees might show a very different perspective of the organization compared to newer employees if there was no disruption happening in the workplace. In conclusion, change might be the key factor for why the whole organization, in every demographic, has a strong perceptual agreement of the organizational climate.

In contrast, since the health district is a small organization, the perceptions of climate could be in strong agreement due to the fact that employees interact with all levels of the organization on a daily basis and the departments are small and thus less diverse, a strong sense of climate is very typical (Dawson et al., 2008; Schneider et al., 2013). Dawson et al. (2008) argues that when employees all perceive climate similarly it does not always contribute to effective organizations. This argument could imply that the ATCPHD mainly employs people with very similar personal views and opinions (Dawson et al., 2008). In this way, having a strong organizational climate could discourage peripheral perspectives or ideas, ultimately deterring innovation (Dawson et al., 2008). In order to limit saturated opinions and encourage new ideas, a balance must be struck between strong organizational climate perceptions and weak organizational climate perceptions. This will ultimately allow for an array of different ideas to

encourage innovation in services but retain an adequate of amount of similar perceptions among employees in order for the work to be accomplished (Dawson et al., 2008).

However, some studies show that more unified and consistent perceived organizational climate relates to organizational performance and could potentially increase the likelihood of achieving organizational outcomes (Hellriegel & Slocum, 1974; Schneider et al., 2013). According to this ideology, the ATCPHD has a high likelihood of achieving organizational goals (Schneider et al., 2013).

Other interesting findings include how the different departments perceive the organizational climates. Departments who mostly work independently from the main services of the ATPHCD such as the MERCY clinic and the Epidemiology and PHEP departments scored the Internal Process climate slightly higher than the other departments. This is very interesting considering that these departments typically function separately from the main workforce at the ATCPHD, one might assume they would perceive hierarchical roles of the whole organization less than that of other departments. Furthermore, MERCY clinic is a relatively new department at the ATCPHD and the PHEP/Epidemiology department has a multiple new members, this might impact the perception of organizational tradition negatively.

On the other hand, potential reasons for why these departments scored Internal Process climate higher than other climates could include the fact that these departments function separately from the main body of the health district and could result in these departments perceiving a higher formal hierarchy within their own departments rather than in the whole organization. Also, since these departments are new or have multiple

new members and function separately from the main health district, distinct departmental tradition could be forming separately from the whole organization.

The reliability and internal consistency of the scales of the OCM used in this study was .966 and is comparable to the high reliability that Patterson et al. (2005) found, which was .811. Since there is no concrete rule about preferred correlations between measures, this study assumes a high reliability and internal consistency within scales is preferable, as it reflects that the scales testing a construct will generate similar results (Dawson et al., 2008; Thumin & Thumin, 2011). The high reliability of scales found in this study shows that the scales are highly homogeneous, and therefore it is assumed that it will measure the construct consistently (Abu-Bader, 2011).

Other interesting findings for this study include the ANOVA test results of the four climates showing correlations between the Human Relations, Rational Goals, and Open Systems climates. These correlations between Human Relations, Open Systems, and Rational Goals climate were all significant, meaning that there is a moderate predictable relationship between these climates at the ATCPHD. When one climate goes up, the significant correlations imply that predictions involving the other two climates might be moderately accurate. This might be important when measuring only one climate whilst making implications for the other significantly related climates. However, Internal Process climate was not significantly correlated with the other climates meaning that there is no relationship between this climate and the other three climates. This ultimately does not support knowledgeable predictions for this climate if research focuses on other climates.

Consistent with Literature

The results reflect the generalizability of the OCM to all levels of employees (Patterson et al., 2005). The responses given in this study, when viewed cross-sectionally by department, revealed similar results within all employee levels at the ATCPHD. This is how the OCM was created to function; by using the OCM on all levels in this study, results validate the use of the OCM at all employee levels in an organization.

This study aimed to help validate the OCM using a comprehensive framework and to consolidate the climate dimensions tested in literature. This is exactly what Schneider et al. (2013) suggested in order to further the empirical research on climate. This study helped validate a comprehensive climate measure grounded in a theoretical framework looking at climate from a global approach as suggested by Schneider et al. (2013) and Patterson et al. (2005).

The study's results are consistent with the ways the CVF was created to function because there is great variability within the climates (Imran et al., 2010; Patterson et al., 2005; Quinn & Rohrbaugh, 1983). For example, past studies suggest that the CVF allows organizations to have varying degrees of the four climates' traits (Imran et al., 2010; Patterson et al., 2005). This is definitely seen in this study where the Human Relations, Rational Goals, and Open Systems climate all have significant correlations with one another. Because there are so many significant correlations across the quadrants, this implies that the ATCPHD has a somewhat balanced organizational climate potentially contributing to organizational effectiveness (Patterson et al., 2005).

This study is different from many past climate studies as it does not utilize multiple climate measures to measure construct similarities. The current study utilizes

only one climate measure in order to explore an organization's climate, not to test hypotheses (Hannevik et al., 2013; Hartmann & Rutherford, 2015; Imran et al., 2010; Lone et al., 2014). Also, this research looks at a small public organization in the United States, an undertaking not often seen in climate research (Dawson et al., 2008). The novel structure of this study fills literature gaps on exploring organizational climates of United States Public Health Districts.

Strengths

This study reflects empirically grounded theory as it follows suggestions to fill literature gaps from leaders in the organizational climate field such as consolidating climate definitions (Schneider et al., 2013) and dimensions (Patterson et al., 2005; Schneider et al., 2013) while helping validate the OCM's reliability. This study also had a high response rate and was able to answer the study question clearly.

Limitations

Four questions on the 82-question measure (4.8% of questions) were erroneously repeated during the survey. This affects the internal consistency and reliability, making it a little more skewed than Patterson et al. (2005). Also, since the measure items were not randomly arranged the reliability of the dimensions could potentially be inflated. Typically, when similar questions are grouped together respondents tend to use the same reasoning when answering the questions thus linking the questions to similar circumstances and potentially inflating correlations between constructs (Bernstrøm et al., 2013; Goodhue & Loiacono, 2002). However, other research does not support that conclusion with findings supporting the ideas that there are some psychometric advantages to finding characteristics of work environments when item measures are

grouped together or little to no impact on correlation inflation (Bernstrøm et al., 2013; Schell & Oswald, 2013). Even with the repeated questions and the grouped item measures, the validity and internal consistency numbers (.966) are very comparable to Patterson et al. (2005) (.811). The measure still produced legitimate and significant answers to the study question.

One impactful limitation to this study is the fact that the results show such a global picture of organization climate, this results vaguely reasoned implications. Collecting such an enormous snapshot of organizational climate without running statistical analysis on specific climate dimensions creates a disadvantage when attempting to describe useful implications for the organization, policy, and further research.

In the demographic questionnaire included in the survey, the question pertaining to years worked at the ATCPHD did not give an option for participants to state they had worked there for four years. The rate of participants who worked at the ATCPHD for four years is unknown.

Other limitations comprise other sources of possible bias. This includes the fact that the principle investigator in this research worked for a year at the ATCPHD as a student intern. This could have had an impact on how participants responded to the survey. It could have also impacted who decided to participate in the study. The principle investigator in the study worked at the main campus of the health district with many of the administrators, the PHEP/Epidemiologist department, and the nursing/immunizations department. That personal interaction might explain why a higher percentage of these departments participated in the study. This possible source of bias was not controlled for in the study.

CHAPTER VI

IMPLICATIONS AND CONCLUSION

The purpose of this study does not aim to put a label, *positive* or *negative*, on organizational climate, its primary purpose is to determine the climate of the ATCPHD; meaning that any implications given in this study are merely suggestions on how to improve the weaker perceived organizational climates if the organization so desires. However, by improving the weaker perceived climates, a balanced could be found in the organization thus potentially achieving organizational efficiency and effectiveness (Ostroff & Schmitt, 1993).

Organization Implications and Research

Based on the findings, the ATCPHD cares very strongly for its employees and values the creation of organizational goals. However, the ATCPHD perceives innovation of services to be weak and communication to be informal within the organization. If the ATCPHD desires to strengthen their formal communication, an indicator of a successful project-based organization (Hannevik et al., 2014) they could potentially draw on their strengths of caring for their employees and goal setting. Since they are adept at setting goals, new organizational policies could be implemented at the ATCPHD to better establish formal communication.

Formal communication could be instituted by creating communication channels through which lower level employees must first talk to their supervisor before going to administration with a problem or question. This would require supervisors to be more

hands on with ideas and problems from their associates; ultimately this could establish hierarchical communication channels. It would reduce the amount of every day trivial matters that administration becomes involved in, ultimately slowing work. Enforcing formal communication administration could focus on strategic planning and perhaps even give more time to innovative services. New policies like this could potentially succeed because the employees perceive that the ATCPHD cares for them. Communication channels could easily be utilized by employees since they perceive that their supervisors and the organization as a whole, supports them and values their input.

If the ATCPHD wishes for better innovation in their services, employees and administration at the ATCPHD could apply their goal setting strengths by consistently identifying new and changing clientele needs. A program evaluation of the health district services could be very beneficial. This evaluation would not only be a SWOT analysis but could also integrate focus groups of the health district clients in order to determine if they are receiving services that meet the needs of the community. After ascertaining the needs in the community and potential gaps in services, less effective programs could be adapted or restructured to provide needed services to clients in the Abilene-Taylor county area.

However, since government grant money does not always allow for creative uses, other innovative actions could include proactive approaches to collaboration with other local health organizations. These collaborations could share ideas and data in order to track health trends and continually innovate services to fill the gaps in health services in the Abilene-Taylor County area.

Further Research

Additional research on the OCM and CVF should be conducted to determine if the trend of most commonly perceived organizational climate relates directly to the amount of questions for each quadrant. For example, the most perceived organizational climate at the ATCPHD, the Human Relations climate, was the climate that had the most associated questions. This trend continued for the remaining three climates, Rational Goals climate had the second highest number of questions, then Open Systems climate, then Internal Process climate. By researching this interesting find, the OCM could be confidently employed as a holistic and stand-alone measure well suited for exploratory studies on organizational climate.

More research needs to be conducted at the ATCPHD in order to determine whether or not the current climate is the best fit to reach the desired outcomes of the organization. This research would center around the outputs or outcomes of the ATCPHD looking specifically at the means that are utilized to reach organizational goals or ends. From this research implications could be drawn about the fit of the climate to the desired outputs of the organization. If the means and ends of the organization do not match with their desired goals, then perhaps some changes should be made within the organization's climate in order to better reach those goals. Finding the means and ends of organizations would be done by testing one climate domain of the CVF (using the OCM) at a time, looking specifically at the reliability between the dimensions of the corresponding climate domain.

Other research that could potentially inform the ATCPHD on specific climate implications would be to study the dimensions of the climates further. This research

would look, not only at the climates perceived at the ATCPHD, but which corresponding dimensions are perceived the most. This could assist the health district in discovering strengths and weaknesses relating to climate. It would be interesting to see the differences between perceived dimensions among the different demographics at the health district. While the overall climate followed the same perception trend throughout the tested demographics, it would be interesting to see if demographics have significant differences in their perceptions of the climate dimensions.

By performing statistical analysis on the dimensions associated with each climate, correlations might be found among the dimensions that could give a more detailed description about the climate at the ATCPHD.

Further research that the ATCPHD could perform, in relation to organizational climate, could potentially be to research the perceptions of *clients* on the climate at the health district. This research could provide interesting insights for the innovation of services and if organizational goals are being thoroughly met. This research could utilize client satisfaction surveys to inform better organizational outcomes and could potentially increase organizational innovation.

More research could potentially be conducted on organizational climate, focusing mainly on whether an organization would run more efficiently if a balance of all climates were perceived by an organization. Another suggestion for further climate research, relating to balanced climates, is the unexplored area on multiple organizational climates and the impacts of that on organizations (Schneider et al., 2013).

It would also be interesting to see variance of organizational climates between other governmental agencies. There is not much holistic organizational climate research

conducted on United States governmental organizational climates, particularly public health. It would be interesting to see if the pattern of climates is similar across governmental agencies in the United States.

Overall, more research on organizational climate should be conducted including a qualitative interview component. This research element could add depth and understanding to organizational climate and determine if quantitative climate measures accurately reflect employees' perceptions of their work environment.

Conclusion

In conclusion this study aimed to determine the organizational climate of the Abilene-Taylor County Public Health District according to the Competing Values Framework. By utilizing the Organizational Climate Measure, accurate global perceptions were gathered from the ATCPHD. The study found that the primary perceived organizational climate at the ATCPHD was the Human Relations climate followed moderately by the Rational Goals model climate. High perceptions in these climates indicate that the ATCPHD values the wellbeing of its employees and setting goals. It also implies that the ATCPHD desires to achieve employee satisfaction and productivity and efficiency. Implications from these findings include, strengthening weaker perceived organizational climates in order to achieve full organizational potential. In order to achieve full potential, the organization should increase the value of structured communication and continue to find innovative ways to provide services to the community.

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APPENDIX A

IRB Approval

ABILENE CHRISTIAN UNIVERSITY
Educating Students for Christian Service and Leadership Throughout the World

Office of Research and Sponsored Programs
320 Hardin Administration Building, ACU Box 29103, Abilene, Texas 79699-9103
325-674-2885

September 7, 2016

Ms. Sarah Floyd
School of Social Work
ACU Box 27866
Abilene Christian University

Dear Ms. Floyd,

On behalf of the Institutional Review Board, I am pleased to inform you that your project titled Measuring Organizational Climate at the Abilene-Taylor County Public Health District

was approved by expedited review (46.110(b)(1) category 7) on 9/7/2016 for a period of one year (IRB # 16-069). The expiration date for this study is 9/7/2017 . If you intend to continue the study beyond this date, please submit the Continuing Review Form at least 30 days, but no more than 45 days, prior to the expiration date. Upon completion of this study, please submit the Inactivation Request Form within 30 days of study completion.

If you wish to make **any** changes to this study, including but not limited to changes in study personnel, number of participants recruited, changes to the consent form or process, and/or changes in overall methodology, please complete the Study Amendment Request Form.

If any problems develop with the study, including any unanticipated events that may change the risk profile of your study or if there were any unapproved changes in your protocol, please inform the Office of Research and Sponsored Programs and the IRB promptly using the Unanticipated Events/Noncompliance Form.

I wish you well with your work.

Sincerely,

Megan Roth

Megan Roth, Ph.D.
Director of Research and Sponsored Programs

Our Promise: ACU is a vibrant, innovative, Christ-centered community that engages students in authentic spiritual and intellectual growth, equipping them to make a real difference in the world.

APPENDIX B

ATCPHD letter of approval

Good morning Sarah,

On behalf of the Abilene-Taylor County Public Health District, I authorize the collection of data from our employees to provide needed information for the completion of your thesis. Let me know if you need anything else.

Have a great week and good luck!

Annette Lerma
Health Program Manager
Abilene-Taylor County Public Health District
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850 N 6th St / 79601
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APPENDIX C

The Figures below depict the Competing Values Framework, both as a blank figure (Figure 6) and a figure graphing the climate of the ATCPHD (Figure 5).

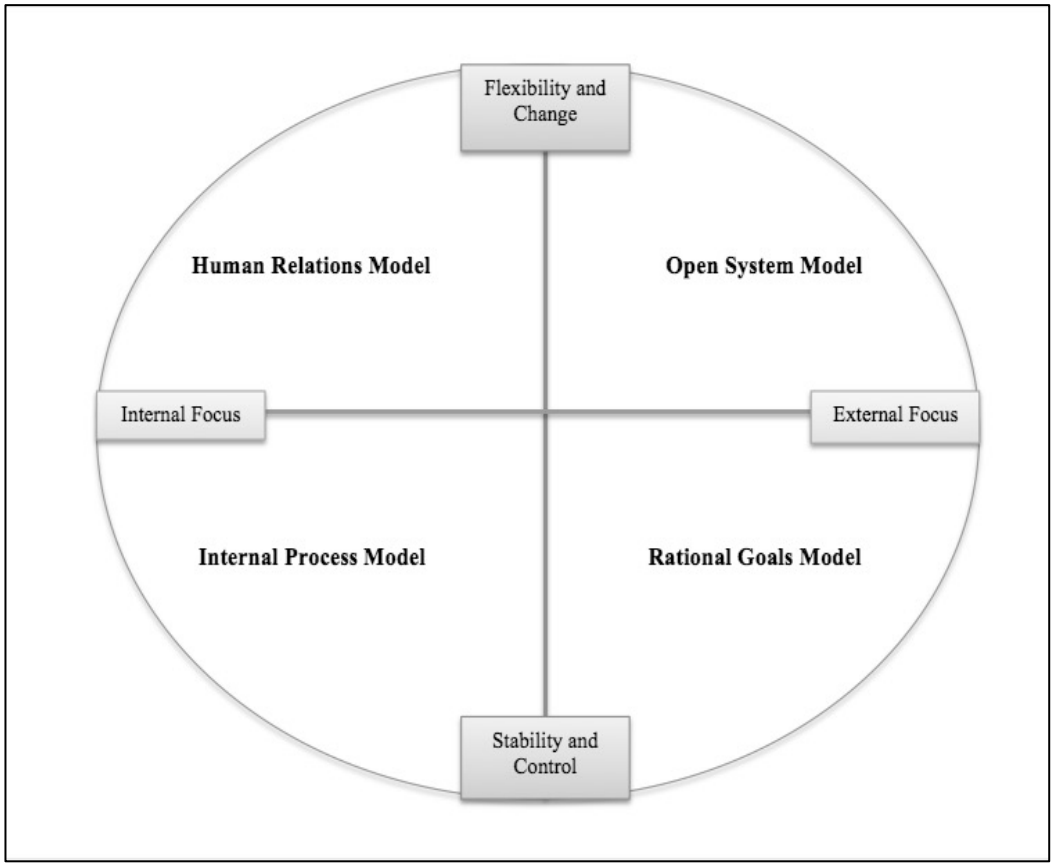


Figure 1. Shows the Competing Values Framework developed by Quinn and Rohrbaugh (1983).

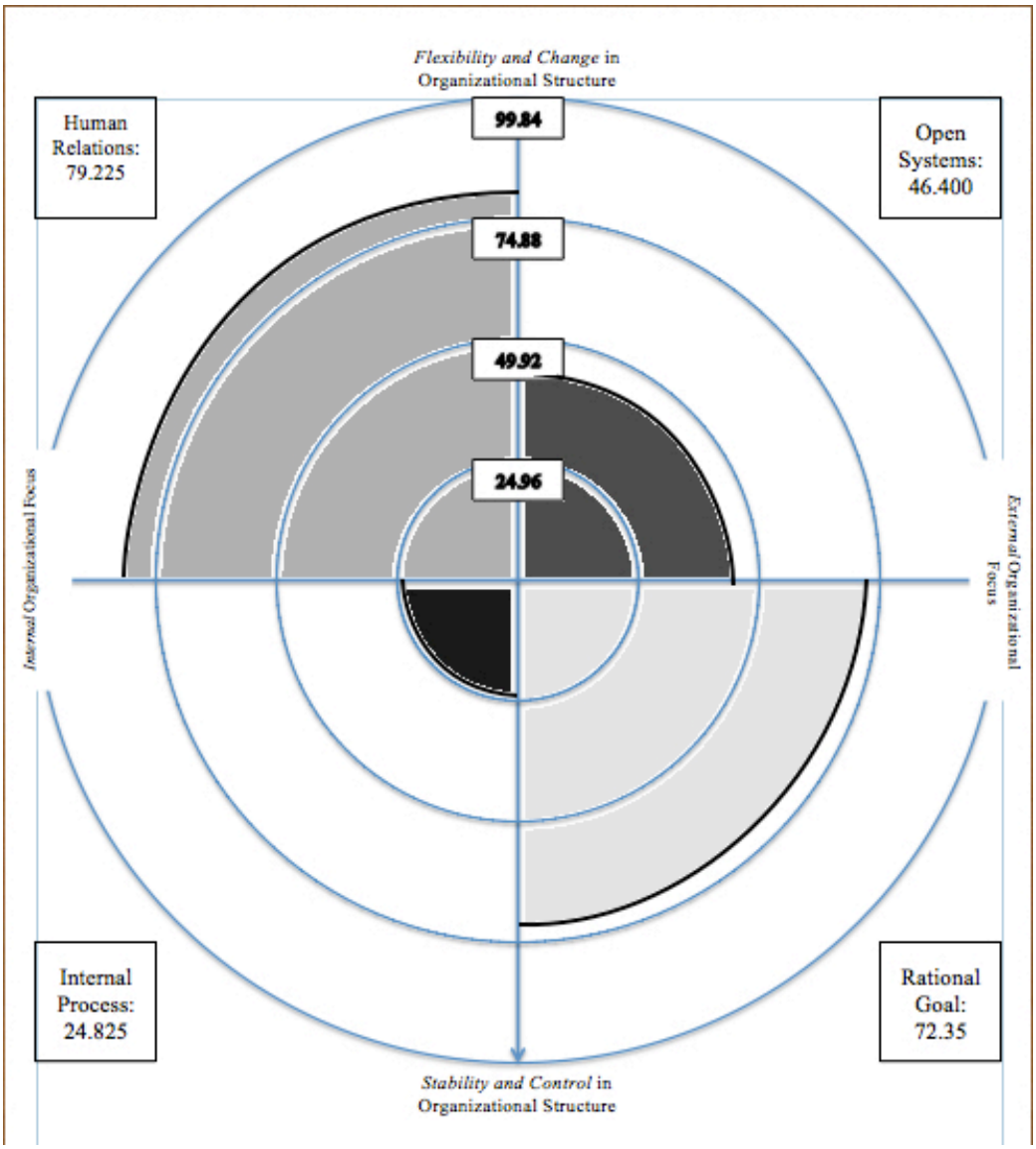
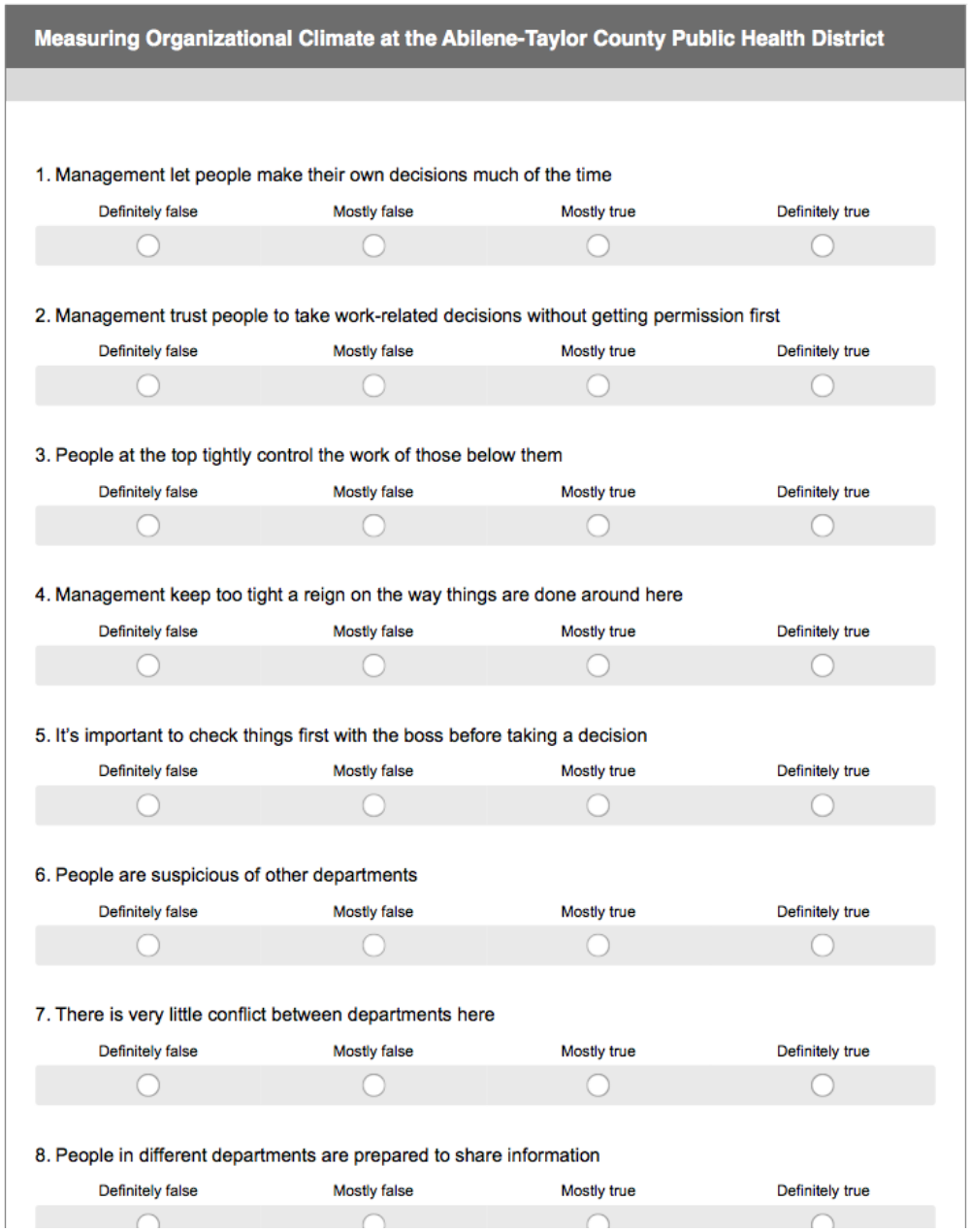


Figure 6. Depicts the climate of the ATCPHD graphed onto the Competing Values Framework.

APPENDIX D

This is a sample of the survey measure given to the employee participants at the ATCPHD via an email link.



Measuring Organizational Climate at the Abilene-Taylor County Public Health District

1. Management let people make their own decisions much of the time

Definitely false | Mostly false | Mostly true | Definitely true

2. Management trust people to take work-related decisions without getting permission first

Definitely false | Mostly false | Mostly true | Definitely true

3. People at the top tightly control the work of those below them

Definitely false | Mostly false | Mostly true | Definitely true

4. Management keep too tight a reign on the way things are done around here

Definitely false | Mostly false | Mostly true | Definitely true

5. It's important to check things first with the boss before taking a decision

Definitely false | Mostly false | Mostly true | Definitely true

6. People are suspicious of other departments

Definitely false | Mostly false | Mostly true | Definitely true

7. There is very little conflict between departments here

Definitely false | Mostly false | Mostly true | Definitely true

8. People in different departments are prepared to share information

Definitely false | Mostly false | Mostly true | Definitely true

9. People in different departments are prepared to share information

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

10. There is very little respect between some of the departments here

Definitely false	Mostly false	Mostly true	Definitely false
○	○	○	○

11. Management involve people when decisions are made that affect them

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

12. Changes are made without talking to the people involved in them

Definitely false	Mostly false	Mostly true	Mostly true
○	○	○	○

13. People don't have any say in decisions which affect their work

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

14. People feel decisions are frequently made over their heads

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

15. Information is widely shared

Definitely false	Mostly false	Mostly true	Definitely false
○	○	○	○

16. There are often breakdowns in communication here

Definitely false	Mostly false	Mostly true	Definitely false
○	○	○	○

17. Supervisors here are really good at understanding peoples' problems

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

18. Supervisors show that they have confidence in those they manage

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

19. Supervisors here are friendly and easy to approach

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

20. Supervisors can be relied upon to give good guidance to people

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

21. Supervisors show an understanding of the people who work for them

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

22. People are not properly trained when there is a new machine or bit of equipment

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

23. People receive enough training when it comes to using new equipment

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

24. The company only gives people the minimum amount of training they need to do their job

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

25. People are strongly encouraged to develop their skills

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

26. This company pays little attention to the interests of employees

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

27. This company tries to look after its employees

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

28. This company cares about its employees

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

29. This company tries to be fair in its actions towards employees

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

30. It is considered extremely important here to follow the rules

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

31. People can ignore formal procedures and rules if it helps get the job done

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

32. Everything has to be done by the book

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

33. Its not necessary to follow procedures to the letter around here

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

34. Its not necessary to follow procedures to the letter around here

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

35. Senior management like to keep to established, traditional ways of doing things

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

36. The way this organization does things has never changed very much

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

37. Management are not interested in trying out new ideas

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

38. Changes in the way things are done here happen very slowly

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

39. New ideas are readily accepted here

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

40. This company is quick to respond when changes need to be made

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

41. Management here are quick to spot the need to do things differently

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

42. This organization is very flexible; it can quickly change procedures to meet new conditions and solve problems as they arise

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

43. Assistance in developing new ideas is readily available

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

44. People in this organization are always searching for new ways of looking at problems

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

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45. This organization is quite inward looking; it does not concern itself with what is happening in the market place

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

46. Ways of improving service to the customer are not given much thought

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

47. Customer needs are not considered top priority here

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

48. This company is slow to respond to the needs of the customer

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

49. This organization is continually looking for new opportunities in the market place

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

50. In this organization, the way people work together is readily changed in order to improve performance

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

51. The methods used by this organization to get the job done are often discussed

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

52. There are regular discussions as to whether people in the organization are working effectively together

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

53. In this organization, objectives are modified in light of changing circumstances

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

54. In this organization, time is taken to review organizational objectives

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

55. In this organization, time is taken to review organizational objectives

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

56. The future direction of the company is clearly communicated to everyone

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

57. People aren't clear about the aims of the company

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

58. Everyone who works here is well aware of the long-term plans and direction of this company

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

59. There is a strong sense of where the company is going

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

60. Time and money could be saved if work were better organized

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

61. Things could be done much more efficiently, if people stopped to think

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

62. Poor scheduling and planning often result in targets not being met

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

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63. Poor scheduling and planning often result in targets not being met

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

64. People here always want to perform to the best of their ability

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

65. People are enthusiastic about their work

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

66. People here get by with doing as little as possible

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

67. People are prepared to make a special effort to do a good job

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

68. People here don't put more effort into their work than they have to

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

69. People usually receive feedback on the quality of work they have done

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

70. People don't have any idea how well they are doing their job

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

71. In general, it is hard for someone to measure the quality of their performance

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

72. People's performance is measured on a regular basis

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

73. The way people do their jobs is rarely assessed

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

74. People are expected to do too much in a day

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

75. In general, peoples' workloads are not particularly demanding

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

76. Management require people to work extremely hard

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

77. People here are under pressure to meet targets

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

78. The pace of work here is pretty relaxed

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

79. This company is always looking to achieve the highest standards of quality

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

80. Quality is taken very seriously here

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

81. People believe the company's success depends on high-quality work

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

82. This company does not have much of a reputation for top-quality products

Definitely false	Mostly false	Mostly true	Definitely true
○	○	○	○

* 83. How long have you worked for the Abilene-Taylor County Public Health District?

- ○ Less than a year
- ○ 1-3 years
- ○ 5-10 years
- ○ 10+ years

* 84. In which department at the Abilene-Taylor County Public Health District do you work?

- ○ Administration
- ○ WIC
- ○ MERCY
- ○ Immunizations/Nursing
- ○ PHEP/Epidemiology
- ○ Dental

Other (please specify)

* 85. Please specify your age

- ○ 20-35
- ○ 36-50
- ○ 51-70
- ○ 71+

* 86. Please specify your gender

- Male
- Female

Other (please specify)

* 87. If you would like to be entered into a drawing for completing this survey, please enter your email address in the box below

- I do *not* want to give my email address
- I would like to give my email address

Other (please specify)

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APPENDIX E

Email solicitation sent to m.a.west@aston.ac.uk for permission to use the Organizational Climate Measure (OCM) for this study. Sent, Friday May 20th, 2016 at 11:54 AM.

To whom it may concern,

Hello, my name is Sarah Floyd and I am a graduate social work student at Abilene Christian University in Abilene, TX, USA. I am writing my graduate thesis over organizational climate at the local Public Health District where I am interning. I was wondering if it was permissible to use the Organizational Climate Measure cited in

Patterson, M.G., West, M.A., Shackleton, V.J., Dawson, J.F., Lawthom, R., Maitlis, S., Robinson, D.L., & Wallace, A.M. (2005). Validating the organizational climate measure: Links to managerial practices, productivity and innovation. Journal of Organizational Behavior, 26, 379–408. doi: 10.1002/job.312

for my survey measure.

Thank you for your time,

Sarah Floyd