



EQUAL4EUROPE
GENDER EQUALITY PLANS

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Table: Resources for research on organisational cultures and organisational outcomes

Academic construct	Construct items	Measurement scale	Source
Measures of organisational cultures – applicable to AHSSMBL institutions			
Climate for inclusion	<ul style="list-style-type: none">- My institution has a fair promotion process- The performance review process in my institution is fair- My institution invests in the development of all its employees- Employees in my institution receive “equal pay for equal work”- My institution provides safe ways for employees to voice their grievances	<p>How much do you agree with the following statements?</p> <p><i>(Likert scale Disagree-Agree)</i></p>	<p>Nishii, L.H., 2013. <i>The benefits of climate for inclusion for gender-diverse groups. Academy of Management Journal</i>, 56(6), pp.1754-1774.</p>

	<ul style="list-style-type: none"> - My institution is characterized by a non-threatening environment in which people can reveal their “true” selves - My institution values work-life balance - My institution commits resources to ensuring that employees are able to resolve conflicts effectively - Employees of my institution are valued for who they are as people, not just for the jobs that they fill - In my institution, people often share and learn about one another as people - My institution has a culture in which employees appreciate the differences that people bring to the workplace - In my institution, employee input is actively sought - In my institution, everyone’s ideas for how to do things better are given serious consideration - In my institution, employees’ insights are used to rethink or redefine work practices - Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered 		
Masculinity Contest Culture	<p><u>Show no weakness factor:</u> Admitting you don’t know the answer looks weak.</p>	How much do you agree with the following statements?	Glick, P., Berdahl, J.L. and Alonso, N.M. (2018), <i>Development and Validation of the Masculinity Contest Culture Scale</i> . <i>Journal of Social Issues</i> , 74: 449-476. https://doi.org/10.1111/josi.12280

	<p>Expressing any emotion other than anger or pride is seen as weak.</p> <p>Seeking other's advice is seen as weak.</p> <p>The most respected people don't show emotions.</p> <p>People who show doubt lose respect.</p> <p><u>Strength and stamina factor:</u></p> <p>It's important to be in good physical shape to be respected.</p> <p>People who are physically smaller have to work harder to get respect.</p> <p>Physically imposing people have more influence.</p> <p>Physical stamina is admired.</p> <p>Athletic people are especially admired.</p> <p><u>Put work first factor:</u></p> <p>To succeed you can't let family interfere with work.</p> <p>Taking days off is frowned upon.</p> <p>To get ahead you need to be able to work long hours.</p> <p>Leadership expects employees to put work first.</p>	<p><i>(Likert scale Disagree-Agree)</i></p>	
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	<p>People with significant demands outside of work don't make it very far.</p> <p><u>Dog eat dog factor:</u></p> <p>You're either "in" or you're "out," and once you're out, you're out.</p> <p>If you don't stand up for yourself people will step on you.</p> <p>You can't be too trusting.</p> <p>You've got to watch your back.</p> <p>One person's loss is another person's gain</p>		
Individual outcomes in the organisation			
Workplace Belonging	<p>I feel like a real part of this organisation.</p> <p>People here notice when I'm good at something.</p> <p>It is hard for people like me to be accepted here.</p> <p>Other people in this organisation take my opinions seriously.</p> <p>Most managers/supervisors in this organisation are interested in me.</p> <p>Sometimes I don't feel as if I belong here.</p> <p>There's at least one supervisor/manager in this organisation I can talk to if I have a problem.</p>	<p>How much do you agree with the following statements?</p> <p><i>(Likert scale Disagree-Agree)</i></p>	<p>Meyer, John P., Natalie J. Allen, and Catherine A. Smith. <i>Commitment to organizations and occupations: Extension and test of a three-component conceptualization</i>. Journal of applied psychology 78.4 (1993): 538.</p>

	<p>People in this organisation are friendly to me. Managers/supervisors here are not interested in people like me.</p> <p>I am included in lots of activities at this organisation.</p> <p>I am treated with as much respect as other employees.</p> <p>I feel very different from most other employees here.</p> <p>I can really be myself in this organisation.</p> <p>The managers/supervisors here respect me.</p> <p>People here know I can do good work.</p> <p>I wish I were in a different organisation.</p> <p>I feel proud to belong to this organisation.</p> <p>Other employees here like me the way I am.</p>		
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Eudaimonic workplace well-being	<p><u>Interpersonal dimension</u></p> <p>Among the people I work with, I feel there is a sense of brotherhood/sisterhood. I feel close to the people in my work environment. I feel connected to others within the work environment. I consider the people I work with to be my friends.</p> <p><u>Intrapersonal dimension</u></p> <p>I am emotionally energized at work. I feel that I have a purpose at my work. My work is very important to me. I feel I am able to continually develop as a person in my job.</p>	<p>How much do you agree with the following statements?</p> <p><i>(Likert scale Disagree-Agree)</i></p>	<p>Bartels, A.L., Peterson, S.J. and Reina, C.S., 2019. <i>Understanding well-being at work: Development and validation of the eudaimonic workplace well-being scale. PloS one, 14(4), p.e0215957.</i></p>
Turnover intention	<p>I am likely to accept another job at the same compensation level should it be offered to me.</p> <p>During the past year, I have often considered leaving my job.</p> <p>During the past year, I was often frustrated when not given the opportunity at work to achieve my personal work-related goals.</p>	<p>How much do you agree with the following statements?</p> <p><i>(Likert scale Disagree-Agree)</i></p>	<p>Bothma, C.F. and Roodt, G., 2013. <i>The validation of the turnover intention scale. SA journal of human resource management, 11(1), p.12.</i></p>

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