

# Executive Summary

## MJC Employee Climate Survey Analysis: Spring 2023

### Background & Purpose

In recent years, there has been a renewed focus on diversity, equity, and inclusion (DEI) efforts within higher education. While MJC frequently uses a DEI lens when assessing students' academic success, the institution has begun to also consider the impacts of workplace climate on overall campus climate and, ultimately, student success. It is imperative to identify the variety of factors that contribute to creating a positive climate for diversity on campus. Creating a positive campus climate involves providing opportunity for **all** members of the campus community to share their experiences related to DEI and organizational culture as experiences may vary greatly between individuals with different personal or professional characteristics.

The purpose of this survey was to (1) identify organizational climate factors that contribute to voluntary employee turnover at MJC and (2) evaluate the campus climate for diversity using overall perceptions and individual employee experiences. The results from this survey will be used to inform decisions surrounding the attainment of Objective B.1 of the 2023-2028 MJC Strategic Plan and to support the work of the Inclusion, Diversity, Equity, Accessibility, and Anti-Racism (IDEAA) committee on campus.

### Results

- Total Number of Partial/Completed Responses: 449 out of 853 employees (52.6% Response Rate)
- There was a significant positive correlation between how likely an employee is to leave their current position within the next year and how likely they are to leave MJC,  $r(397) = .768, p < .001$ .
- There was a significant negative correlation between an employee's satisfaction with MJC leadership and how likely an employee is to leave their current position within the next year  $r(367) = -.312, p < .001$ , as well as how likely they are to leave MJC,  $r(366) = -.324, p < .001$ .
- There was a significant negative correlation between an employee's satisfaction with their institutional sense of belonging and how likely they are to leave their current position within the next year  $r(354) = -.218, p < .001$ , as well as how likely they are to leave MJC,  $r(353) = -.264, p < .001$ .

Table 1. Employee likelihood of leaving the current position (1-Not at all Likely; 5-Extremely Likely)

Demographic Category	Average Rating (M)	Standard Deviation (SD)
<b>Professional Role</b>		
Classified Professional	2.2	1.4
Faculty	1.9	1.2
Mid-Level Administrators	2.1	1.2
Senior Administrators	2.2	1.4
<b>Gender</b>		
Female	1.9	1.2
Male	2.2	1.4
Non-Binary	1	0
<b>Ethnicity</b>		
African-American	1.6	1.2
American Indian/Alaska Native	2.4	1.3
Asian	2.6	1.3
Filipino	2.7	1.5
Hispanic	2.2	1.4
White	1.9	1.2
Multiple Ethnicities	2.1	1.2

Table 2. Employee likelihood of leaving Modesto Junior College (1-Not at all Likely; 5-Extremely Likely)

Demographic Category	Average Rating (M)	Standard Deviation (SD)
<b>Professional Role</b>		
Classified Professional	1.9	1.3
Faculty	1.8	1.2
Mid-Level Administrators	1.9	1.3
Senior Administrators	1.7	1.2
<b>Gender</b>		
Female	1.8	1.1
Male	2.1	1.3
Non-Binary	2.3	1.5
<b>Ethnicity</b>		
African-American	1.6	1.2
American Indian/Alaska Native	2	1.4
Asian	2.4	1.3
Filipino	2	1.4
Hispanic	1.8	1.2
White	1.7	1.1
Multiple Ethnicities	2.3	1.3

*Table 3. Employee Satisfaction with Campus Atmosphere for Diversity*

Campus Atmosphere Category	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied
Atmosphere for Sexual Orientation Differences	45.7%	44%	10.2%
Atmosphere for Political Differences	33.8%	38.1%	28.1%
Atmosphere for Religious Differences	36.5%	43.9%	19.5%
Atmosphere for Gender Differences	45.7%	45.4%	8.8%
Atmosphere for Racial/Ethnic Differences	47%	36.7%	16.2%
Atmosphere for Individuals with Disabilities	47.9%	36.3%	15.9%

### ***Discussion & Recommendations***

Overall, employee satisfaction with leadership, management, organizational citizenship, interpersonal relationships, and the institution's capacity and values are all significantly correlated with the employee's intention to leave their current position and/or the institution as a whole. Employees who reported that they are likely to leave their current position are also likely to leave the institution within the next year. These relationships map onto findings in previous literature related to organizational climate and voluntary turnover. Future research should further examine these factors to identify opportunities for decreasing voluntary employee turnover at the institution.

As the results indicate, MJC employees are ambivalent toward their immediate supervisor's managerial style and somewhat satisfied with their interpersonal relationships with their coworkers. On the other hand, all employees, including faculty, classified professionals, and administrators, tend to be dissatisfied with the institution's leadership and ambivalent about their sense of institutional belonging as well as the institution's capacity and values. This suggests that although MJC employees feel supported and respected by their managers and coworkers, they are unsure of the directional impact of their role at MJC and whether the institution, as a whole, holds student aspirations and expectations at the center of its priorities, policies, and practices.

The institutional climate for diversity seems to be viewed with a similar theme of ambivalence. Overall, employees had mixed feelings regarding both the racial/ethnic and gender diversity of employees on campus. African-American, Filipino, and Hispanic employees, specifically, were dissatisfied with the racial/ethnic diversity of employees. Although over half of survey respondents felt that the institution does promote the appreciation of cultural differences, most respondents believe the institution does not provide the campus community with opportunities to share feelings about issues of concern, does not encourage employees to have a public voice and share their ideas openly, and does not have effective practices and policies that increase employee diversity. There is also a perception among employees that MJC campus administrators do not regularly speak about the value of diversity. When asked about their personal experiences with discrimination/bias, 59% of survey respondents indicated they have witnessed discrimination at least once on campus, with 17% having personally experienced some form of discrimination/bias based on race/ethnicity, 13% based on gender, 18% based on age, and 29% based on job classification. The combination of these results suggests that although the college promotes an appreciation of diversity, the institution needs to do more in terms of actually embracing employee diversity, discussing the value of a diverse workplace, and fostering a positive work climate for diversity on campus.