

Norming the DEOCS Organizational Climate Survey

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Introduction

- Defense Equal Opportunity Management Institute (DEOMI) developed Military Equal Opportunity Climate Survey (MEOCS) in early 1990s
- Concerns about the number of items and phrasing lead to the development of the DEOMI Organizational Climate Survey (DEOCS)



DEOCS

- DEOCS consists of 68 items
 - 13 demographic items
 - 30 equal opportunity items
 - 8 scales
 - 25 organizational effectiveness items
 - 6 scales



DEOCS

- Equal Opportunity (EO)
 - Sexual Harassment and Discrimination
 - Differential Command Behavior
 - Positive EO Behavior
 - Racist Behavior
 - Age Discrimination
 - Religious Discrimination
 - Disability Discrimination
 - Overall EO Climate
- Organizational Effectiveness (OE)
 - Organizational Commitment
 - Trust in the Organization
 - Work Group Effectiveness
 - Work Group Cohesion
 - Leadership Cohesion
 - Job Satisfaction



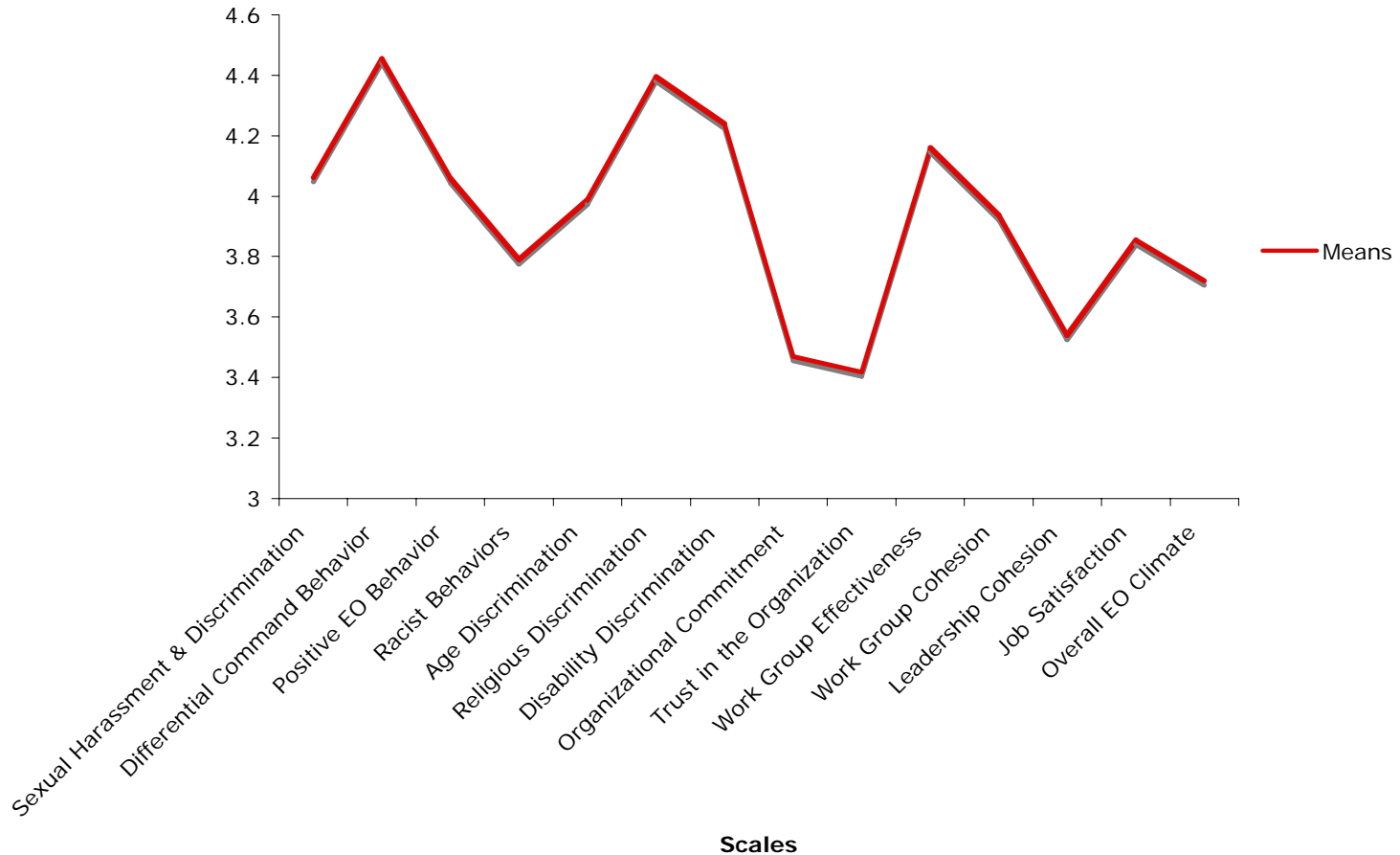
Method

- 477,138 personnel with the U.S. DoD
 - Air Force
 - Army
 - Coast Guard
 - Marines
 - Navy
 - Civilians in DoD
- June 2005 to February 2007

Means



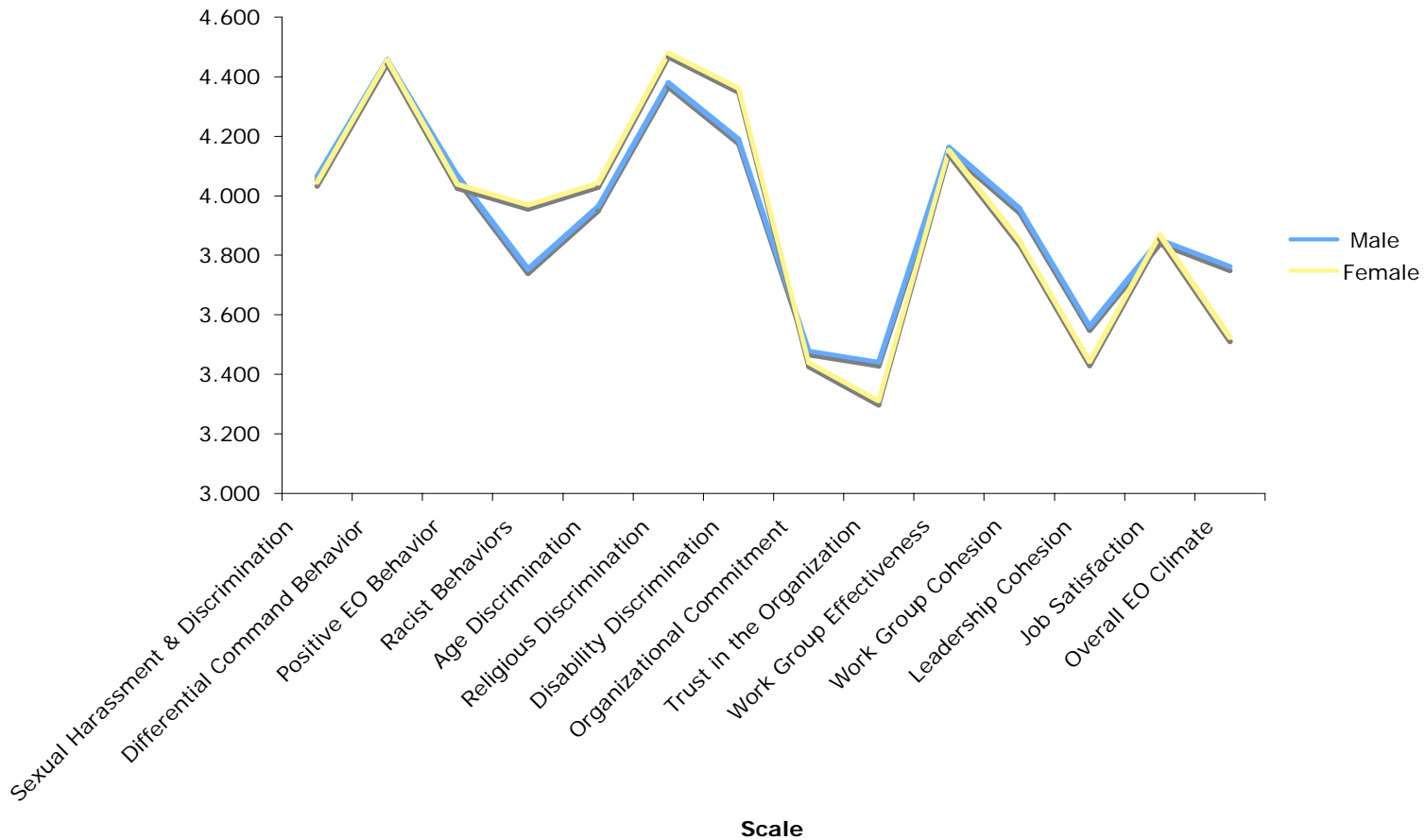
Means on DEOCS Scales



Gender Differences



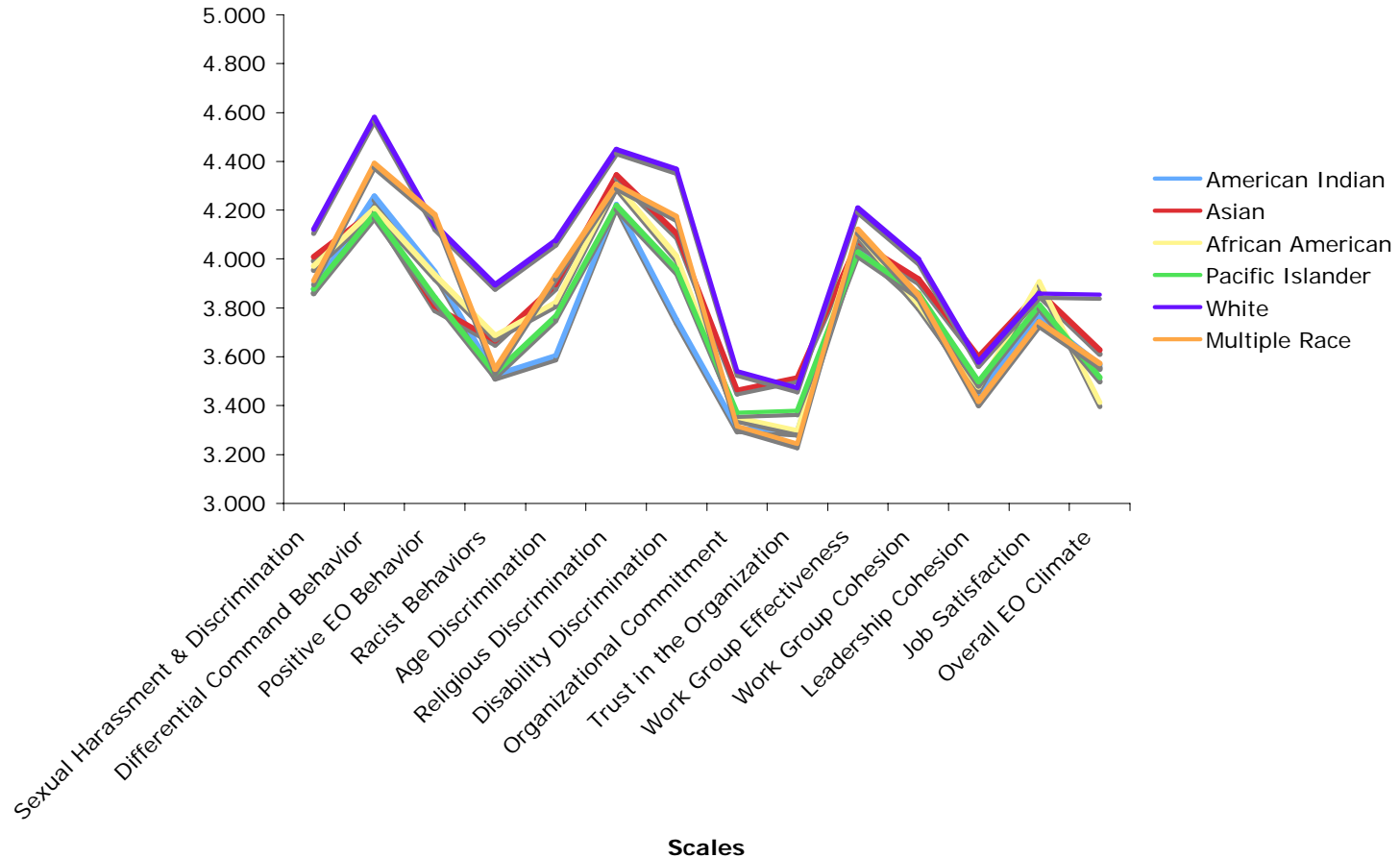
DEOCS Scales Scores by Gender



Racial Differences



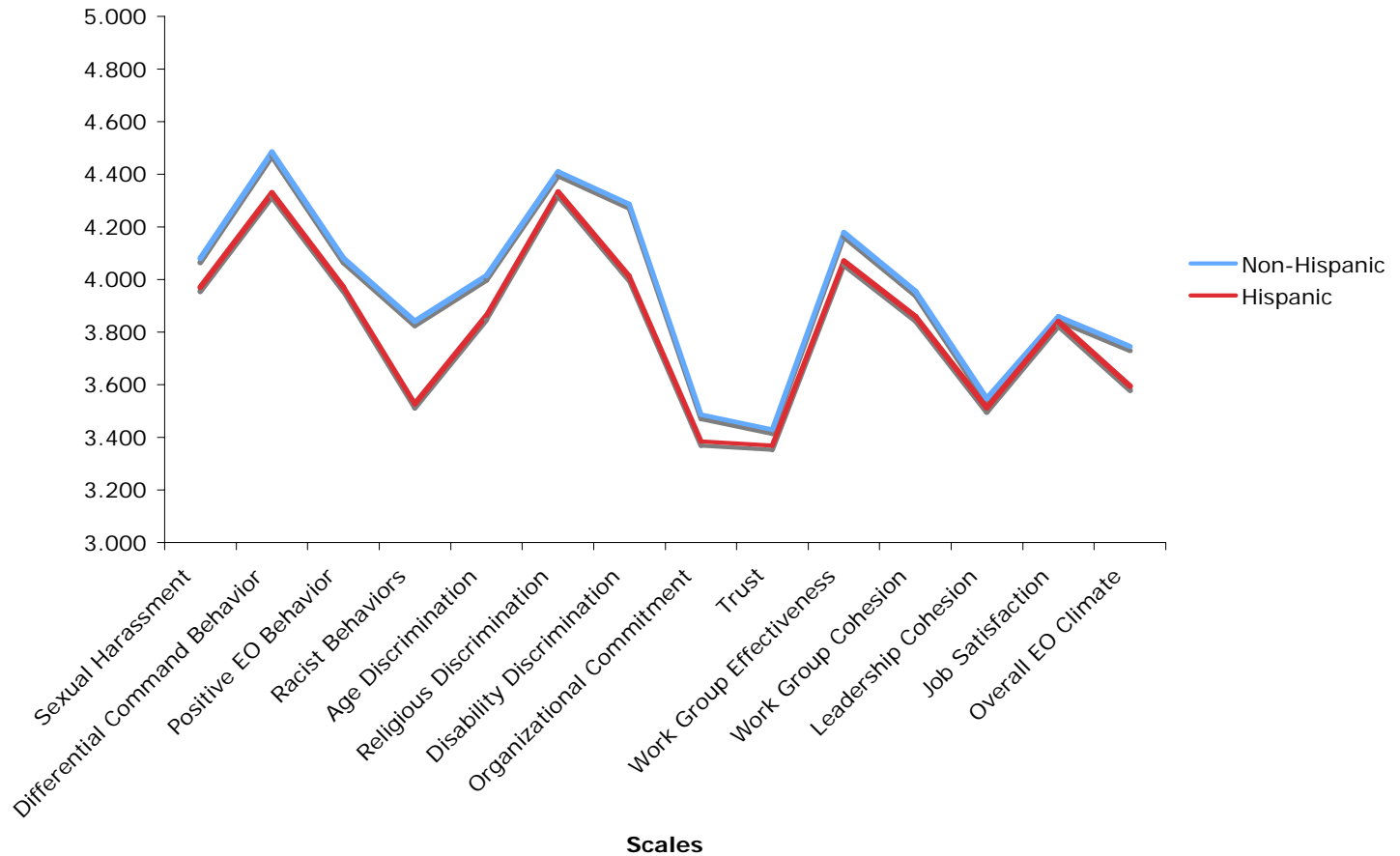
DEOCS Scales by Race



Hispanics



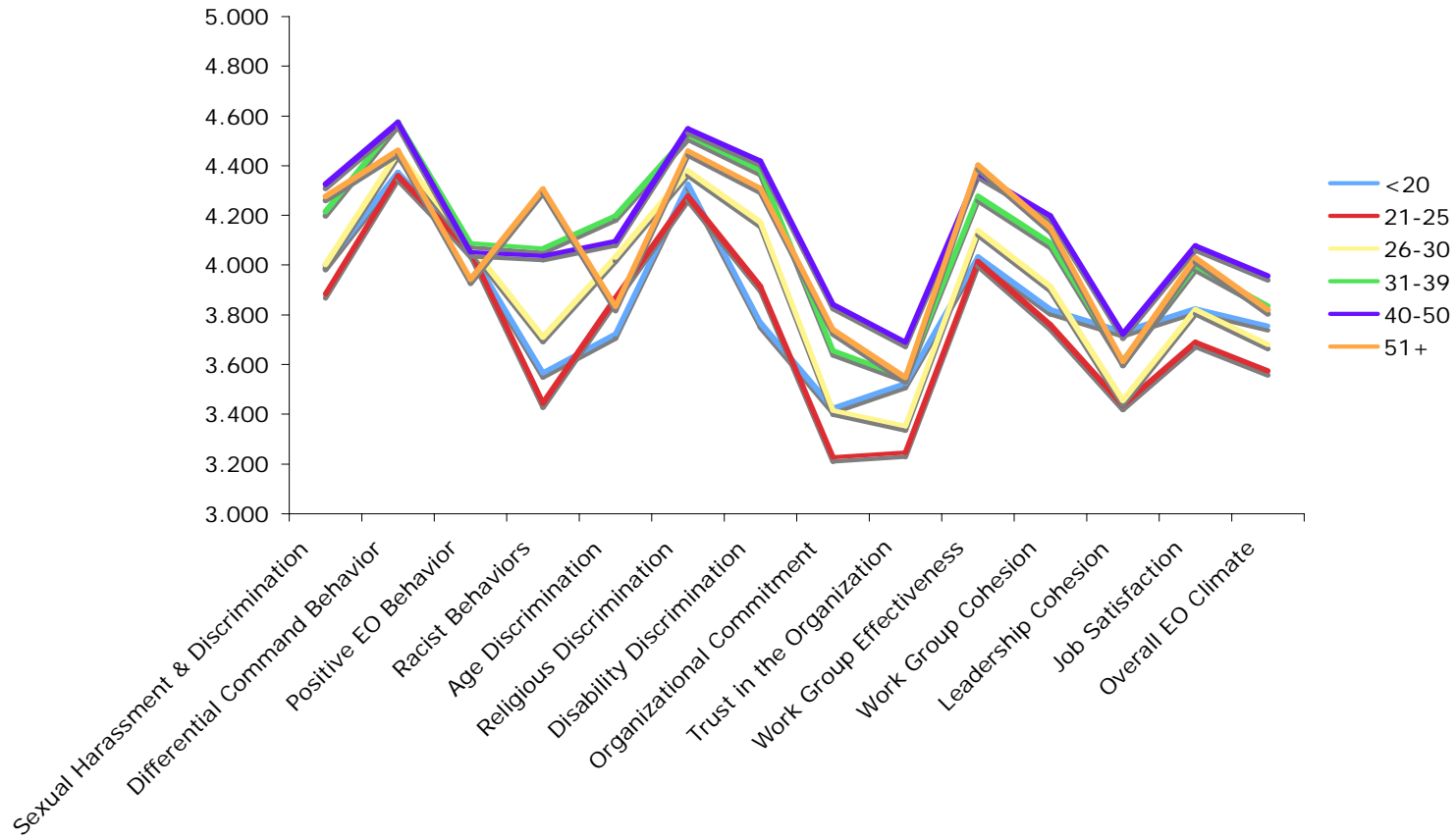
DEOCS Scales for Hispanics and Non-Hispanics



Age Differences



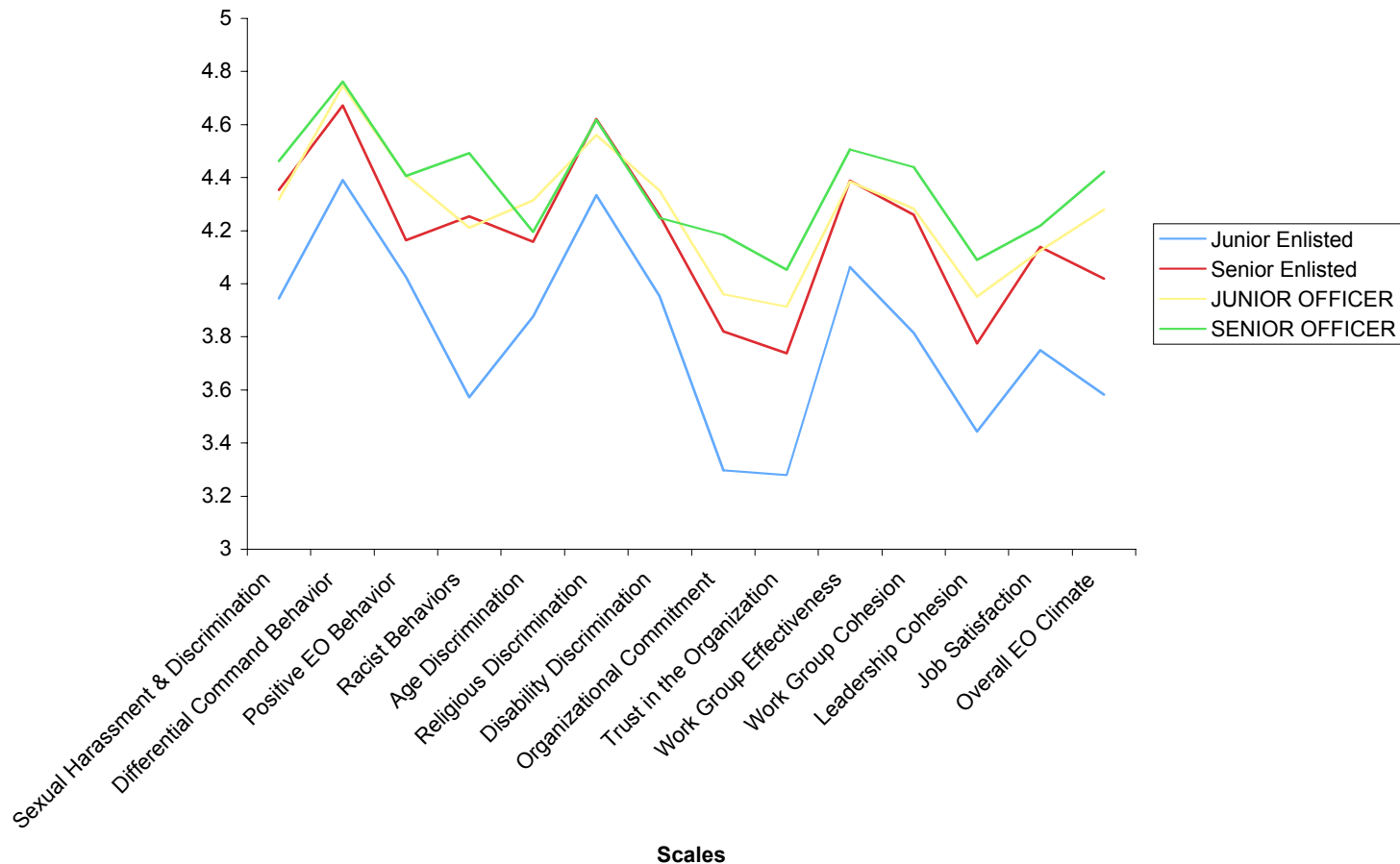
DEOCS Scores by Age



Military Status



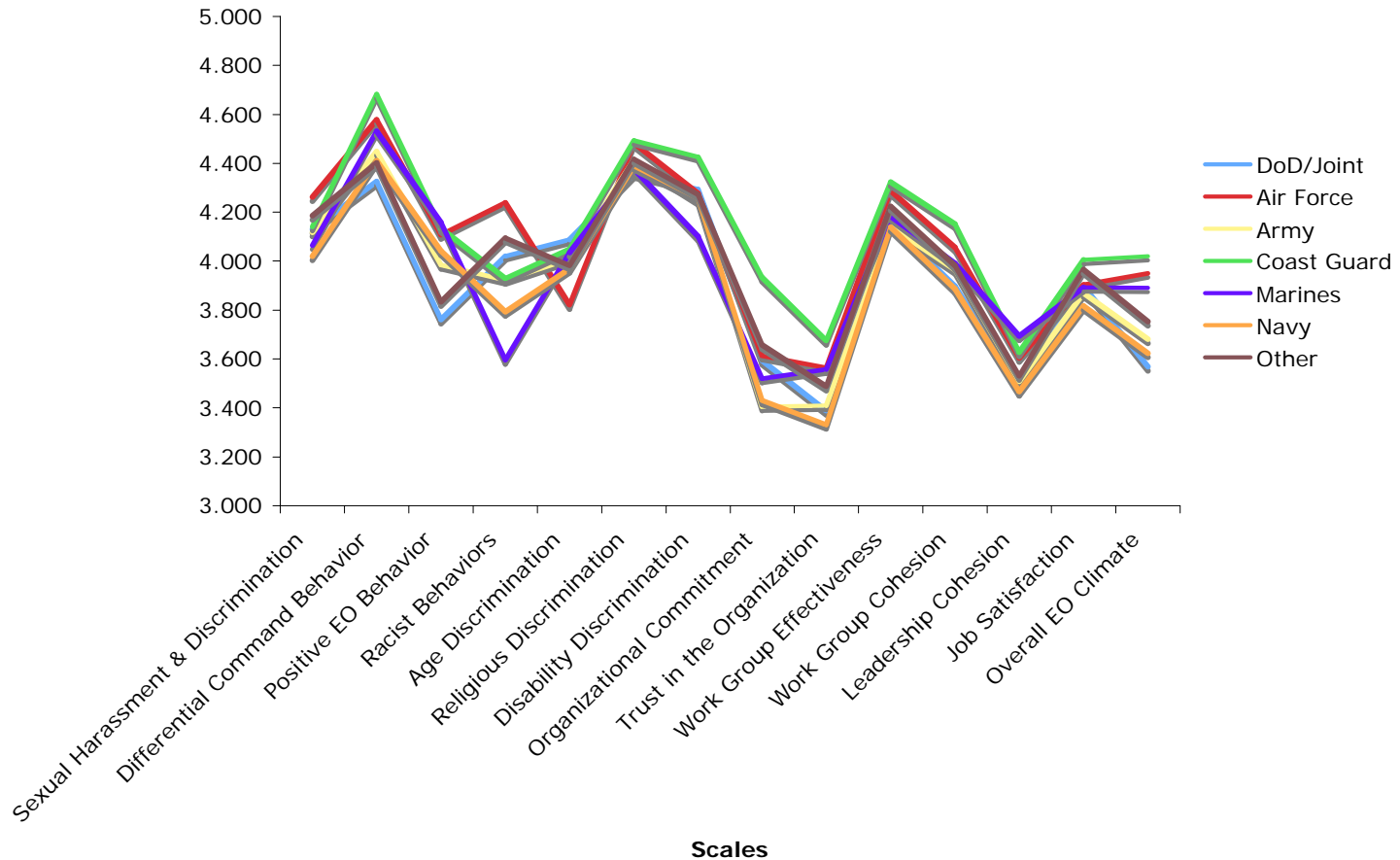
DEOCS Scales by Military Status



Branch Differences



DEOCS Scales by Military Branch



Correlations Between DEOCS Scales



Scale	Sexual Harassment & Discrimination	Differential Command Behavior	Positive EO Behavior	Racist Behaviors	Age Discrimination	Religious Discrimination	Disability Discrimination	Organizational Commitment	Trust in the Organization	Work Group Effectiveness	Work Group Cohesion	Leadership Cohesion	Job Satisfaction	Overall EO Climate
Sexual Harassment & Discrimination	(.830)													
Differential Command Behavior	.606	(.817)												
Positive EO Behavior	.059	.222	(.872)											
Racist Behaviors	.748	.500	-.004	(.844)										
Age Discrimination	.571	.581	.112	.435	(.904)									
Religious Discrimination	.711	.655	.133	.580	.622	(.817)								
Disability Discrimination	.623	.637	.138	.506	.735	.681	(.877)							
Organizational Commitment	.400	.355	.199	.383	.386	.332	.354	(.819)						
Trust in the Organization	.346	.301	.185	.324	.290	.278	.226	.682	(.834)					
Work Group Effectiveness	.269	.281	.251	.234	.215	.266	.264	.367	.400	(.876)				
Work Group Cohesion	.333	.316	.233	.304	.265	.296	.269	.456	.492	.700	(.906)			
Leadership Cohesion	.351	.300	.178	.309	.291	.285	.219	.583	.657	.444	.563	(.936)		
Job Satisfaction	.322	.290	.207	.291	.293	.298	.273	.590	.570	.529	.566	.573	(.830)	
Overall EO Climate	.426	.425	.258	.388	.382	.354	.334	.569	.587	.391	.487	.563	.501	(.933)

Multitrait- Multimethod Matrix

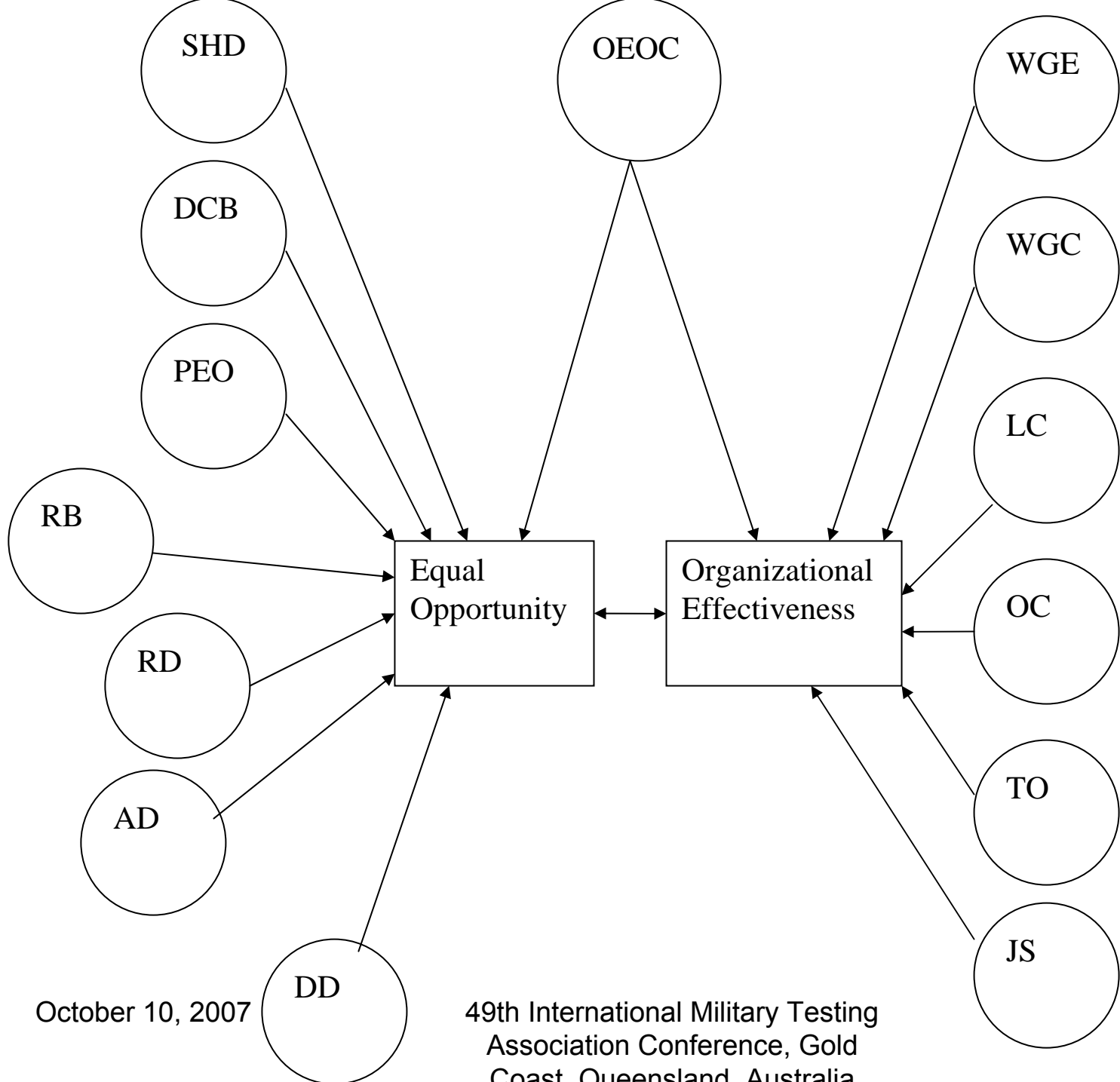


- ☺ Coefficients in the reliability diagonal should consistently be the highest in the matrix.
- ☺ Coefficients in the validity diagonals should be significantly different from zero and high enough to warrant further investigation.
- ? A validity coefficient should be higher than values lying in its column and row in the same heteromethod block.
- * A validity coefficient should be higher than all coefficients in the heterotrait-monomethod triangles.
- ■ The same pattern of trait interrelationship should be seen in all triangles.

Conclusions



- MTMM suggests reliability and validity
- Racial and age-related differences also offer support
- Possible problems with Differential Command Behavior, Religious Discrimination, and Disability Discrimination scales



Future Research



- Test model with structural equation modeling
- Item response theory analyses of scales and items
- Unit level analysis