Organisational Culture Report | Year Three
ABC Council

Prepared for: ABC Council
Prepared by:
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CERM-PI: University of South Australia

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University of
South Australia

Dr Sarah Chua

Doctor of Philosophy (Business and Management) University of South Australia
Bachelor of Management (Honours) University of South Australia
Bachelor of Public Relations University of South Australia

Sarah's research and teaching interests lie in leadership, both the good and toxic sides of leadership, gender, physical appearance, diversity, and organisational behaviour. Her research has been published in national and international journals, as well as presented at international leadership conferences across the globe. In 2017 her co-authored paper, titled "Toxic Dons: How the shift to academic capitalism and managerialist principles within universities facilitates leader toxicity" was awarded the Best Paper Award for the leadership stream at the British Academy of Management.

Understanding the importance of applied and practical research, Sarah has worked on a number of commissioned research projects for CERM PI, beginning with a project with the Indigenous Land Corporation, focused on effective stakeholder engagement. Sarah is now Chief Investigator on a project developed with CERM-PI which benchmarks and explores Organisational Culture across Local Government in Australia and has recently been commissioned by LGA SA to undertake research investigating recognition and reward practices in LGAs. Adding to her consulting experience Sarah has completed her IECL (Institute of Executive Coaching and Leadership) Level Two Certification as an organisational and executive coach. Sarah strongly believes in the value of embedding a learning / coaching culture within and across organisations, and has a growing passion in further developing the strategic side of female leadership and organisational coaching.

Dr Duncan Murray

Dr Murray holds a Doctor of Philosophy, Bachelor of Applied Science, and a Bachelor of Arts (Psychology) and is a founding member of Centre for Tourism and Leisure Management. Nationally recognized in leisure and sport management, his research spans diverse areas such as consumer behavior, toxic leadership, body image, and social media. He's a published author and keynote speaker at conferences, including Parks and Leisure Australia. Duncan's teaching at the University of South Australia has earned him multiple awards, including Lecturer of the Year in 2010. His contributions include serving as Program Director and Curriculum Leader for Sport and Recreation Management. Engaging with national stakeholders, he's undertaken impactful research projects, including a strategic analysis of Polocrosse Australia and work with the Indigenous Land Council on the National Indigenous Land Strategy. Duncan is now Chief Investigator on a project developed with CERM-PI which benchmarks and explores Organisational Culture across Local Government in Australia and strongly believes in the value of embedding a learning / coaching culture within and across organisations.

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Executive Summary

This report details the findings of the CERM PI, UniSA report on Organisational Culture, Climate, Citizenship Behaviours, Psychological Capital and Satisfaction among staff at the ABC Council based on the data collected in January-March 2024.

It represents the third consecutive year of data collection at the ABC Council.

Consistent with the 2021 and 2022 reports, data collection comprised an online survey to measure the ABC staff's current perceptions of:

- Culture,
- Climate,
- Organisational Citizenship Behaviours
- Psychological Capital
- Satisfaction

Further, the survey included open-ended response questions to encourage respondents to provide detail to complement and expand upon their responses to the survey items.

This third-year survey resulted in 190 staff members completing the survey with nine cases removed due to missing/anomalous data. This figure is somewhat higher but comparable to the two previous reports.

Findings from the 2024 survey show that overall performance across the Council remains strong, with increases in ... Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum augue urna, maximus at neque sit amet, malesuada vestibulum turpis. Integer tempor est at libero suscipit efficitur. Aenean iaculis condimentum metus et egestas. Donec sed ex ut lectus blandit congue sed non purus. Morbi consequat ipsum vitae enim luctus vestibulum.

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KEY FINDING 1: As mentioned in the previous two reports, the organisational culture of the Council remains a Clan/Hierarchy Culture blend.

The culture has strengthened and with all four quadrants, and importantly, this counters a possible concern of a culture contraction in ... ed interdum a mauris eu iaculis. Etiam eget porta sapien, id laoreet ligula. Morbi porta placerat urna, ut imperdiet diam sagittis id. Duis facilisis pellentesque augue id volutpat.

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KEY FINDING 2: Clan Culture had become the dominant culture profile for ABC Council in 2024.

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KEY FINDING 3: Across the survey, age was found to be a determining factor in staff's perceptions of culture and climate, and their own internal sense of Psychological Capital and satisfaction. It was found that younger staff ... Maecenas at turpis tellus. Nullam felis metus, porta vitae imperdiet vel, maximus a sem.

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KEY FINDING 4: As was the case in 2O22, Optimism remains an area of concern as it is the lowest factor compared to others in Psychological Capital.

There are likely to be both internal and external factors to explain ... Sed pretium turpis at luctus bibendum. Quisque turpis quam, congue eu posuere quis, dignissim sit amet risus. Mauris non metus a lectus fringilla tristique lacinia quis justo. Suspendisse potenti. Nulla facilisi. Nulla consequat neque at dignissim facilisis. Donec non est condimentum, consequat justo vel, vulputate metus. Lorem ipsum dolor sit amet, consectetur adipiscing elit.

KEY FINDING 5: Fusce non varius urna. Donec quis lacus erat. Donec pretium turpis vitae justo tempor, a efficitur justo tincidunt. Sed at purus nisi. Nunc risus ante, tincidunt a congue sed, mollis nec sapien. Cras et ligula ut risus luctus rhoncus condimentum vel quam. Suspendisse pellentesque molestie lorem.

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KEY FINDING 6: The dropping levels of Courtesy may also be a cause for concern. Poor courtesy within organizations can lead to ... vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia curae; Phasellus hendrerit rhoncus erat, at viverra nunc vulputate vitae. Duis volutpat augue non massa accumsan, vitae sagittis leo malesuada. Donec nec est dictum quam malesuada malesuada id dignissim nulla. Quisque vehicula porttitor mauris quis ullamcorper. In massa mi, mattis ut velit a, ullamcorper pharetra eros.

KEY FINDING 7: In 2O22, several staff made specific mention of issues with exclusion and bullying. It was suggested that ... semper risus quis mauris mattis maximus a eget leo. Ut rutrum magna id ante molestie commodo. Nulla dignissim turpis vel ultrices accumsan. Aliquam ac porttitor elit. Morbi tempor dui sapien, non blandit nisl auctor vitae. Pellentesque cursus ex eget neque rhoncus, placerat finibus neque gravida. Donec arcu nisi, viverra sit amet ipsum eu, pellentesque lacinia nisl. Ut maximus sagittis lorem, ut pellentesque ipsum tempus et. ras lacinia sem lorem, elementum volutpat quam mollis eu. Fusce iaculis ante sit amet nibh volutpat ullamcorper. Morbi hendrerit orci et eros egestas dignissim. Nam auctor mi eget nisi iaculis, sit amet fringilla sapien ornare.

KEY FINDING 8: Often, it is the case that staff who choose to answer surveys anonymously score lower levels of OCB, climate, and culture. However ... In elit nibh, blandit sed congue quis, pretium eu mi. Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Nunc non vulputate augue, non porttitor purus. Curabitur tristique lectus dictum lectus viverra vehicula.

KEY FINDING 9: In general, employees remain highly satisfied and ... phasellus malesuada nunc vitae pharetra tincidunt. Maecenas faucibus blandit purus, vestibulum lacinia ex hendrerit at. In auctor convallis purus nec convallis. Ut malesuada viverra dui. Vestibulum non consectetur metus, ut mattis odio. Nunc a metus sed enim tristique consequat nec ac arcu. Vestibulum ullamcorper erat nec turpis semper, a scelerisque mauris facilisis. Praesent ante felis, porttitor vitae molestie non, ultricies non velit. Etiam non nisl ipsum. Nam fringilla commodo tellus, in lobortis nulla pulvinar ac. Proin risus mauris, viverra non lacus vitae, lacinia tristique est. Etiam commodo sit amet dolor vel convallis. Donec vehicula ultrices ex sit amet elementum. Ut vel tincidunt erat.

O2
Rationale for the Review

ABC Council has commissioned CERM PI at the University of South Australia to conduct a three-year longitudinal assessment of:

- Organisational Culture
- Climate
- Organisational Citizenship Behaviours
- Psychological Capital, and
- Satisfaction

This report contains the findings from the survey conducted in February-March 2024 (herein referred to as the 2024 report).

The report outlines the results of the 2024 survey figures. It considers them in relation to the findings from both the 2021 and 2022 survey results to identify longitudinal similarities and... nam imperdiet nunc sit amet justo aliquet, sed euismod enim dignissim.

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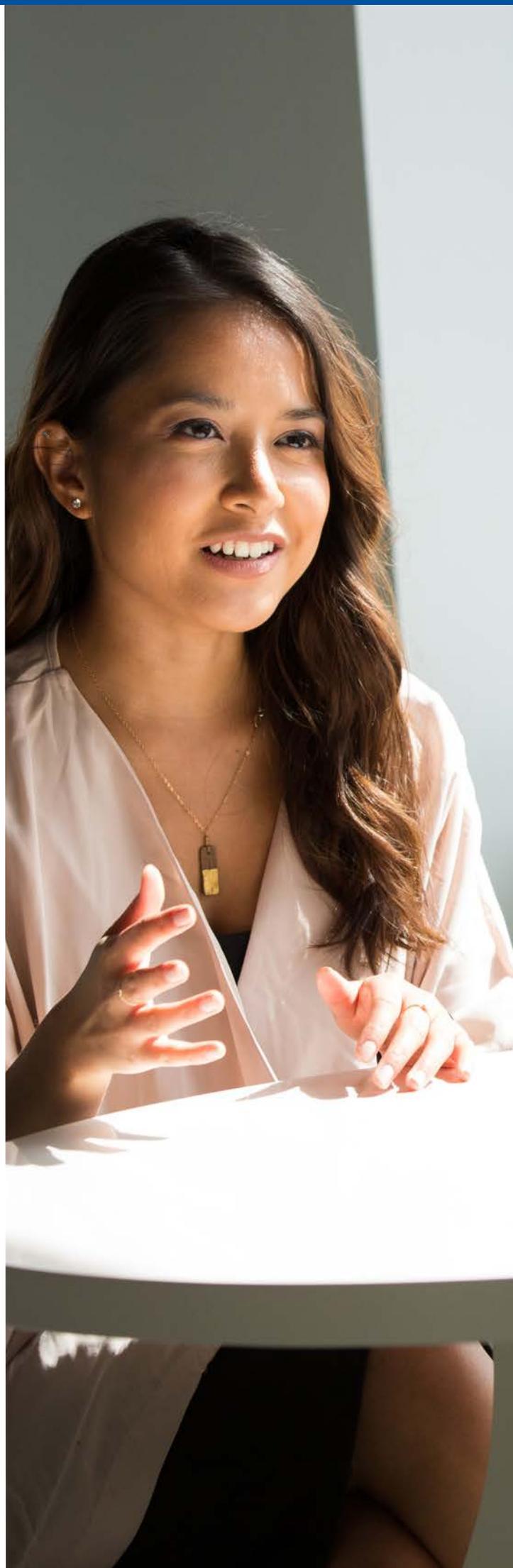
03

Research Design and Methodology

As discussed in the 2021 report, it was determined that the research method to explore ABC Council's organisational culture should be a deductive, single-method design incorporating a quantitative survey of staff.

The survey design included an optional open-ended question, adding valuable and detailed responses from respondents, ... donec erat dui, feugiat eu suscipit ac, elementum sit amet tortor. Proin vel sagittis lacus, vitae vulputate mi. Duis in purus sed neque ultrices molestie eget sit amet dui. Nam id feugiat arcu. Nunc in purus quis libero scelerisque luctus nec sit amet metus.

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04

Profile of Survey Respondents

Respondent Numbers

Survey

For Year 3 of the study, 200 staff members completed the survey. This indicates a slight increase from 185 responses in 2022.

Following data cleaning procedures (i.e., the removal of missing responses, removal of incomplete responses, etc.), the sample size decreased to 190 respondents, with 9 cases removed for missing data or erroneous responses.

This is less cases than 2022 (14 cases) and 2021 (21 cases) which implies that staff have taken this year 3 survey more seriously.

Open-ended Survey Questions

100 respondents out of the 190 participants responded to the open-ended survey question, a 48% response rate (more than the 45% recorded in 2022 and 42% recorded in 2021).

These comments augment and add detailed richness to the survey responses and are employed throughout this report where applicable.

Gender

Figure 1 indicate an unbalanced gender profile, with 32% of staff identifying as male and 68% of staff identifying as female.

This disparity has remained consistent across the three years of study. What has noticeably changed is the ... nam placerat felis neque, at condimentum dolor dapibus nec. Phasellus in mi malesuada, fringilla lectus eu, condimentum libero.
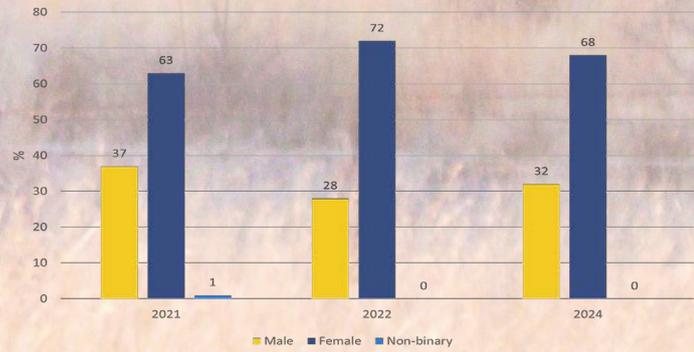

Figure 1: Gender Respondents

Age

The age profile of the sample (Figure 2) was slightly different to that recorded in 2021 and 2022. There has been a trend of 53-62 years of age increasing ... Interdum et malesuada fames ac ante ipsum primis in faucibus. Integer rutrum gravida dolor, pharetra congue dolor. Aliquam ante odio, malesuada vitae sem at, mattis iaculis ligula. Praesent dictum cursus dolor, ut facilisis sapien porttitor eu. Morbi blandit erat vitae rutrum maximus.

Figure 2: Age Respondents

Council Department

Figure 3 indicates that the percentage of respondents from each of the departments have remained relatively consistent in representation through the ... . ulla vulputate, orci sed vestibulum bibendum, ex ex dignissim turpis, nec volutpat leo lectus at lacus. Aenean pulvinar risus eros, eu mollis erat mollis sed.

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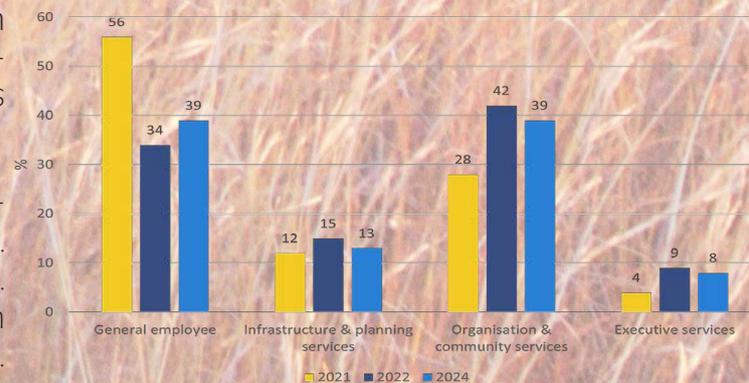

Figure 3: Council Department

Education

Figure 4 outlines the level of education attained by respondents. All levels have remained fairly consistent throughout the three years of study, besides slight decreases for ... in iaculis tellus viverra, euismod lectus vel, dapibus tortor. Integer nec blandit enim. Ut convallis tristique nulla, eu tristique eros malesuada sit amet. Quisque eget sapien purus. Ut auctor fringilla risus a maximus. Ut justo tellus, sagittis sed posuere sed, pulvinar a quam. Suspendisse varius tempor interdum. Sed id laoreet nunc.

Length of Tenure

Figure 5 outlines the length of tenure at ABC Council reported by respondents. Only slight changes in respondents' tenure representation have changed with less than ... Quisque enim sem, lacinia ac nulla quis, varius facilisis metus. Vestibulum viverra massa nec leo commodo facilisis. Fusce luctus eros sit amet orci mollis iaculis. Fusce iaculis, massa ut mattis volutpat, sapien ligula molestie orci, ut egestas odio lectus ut odio.

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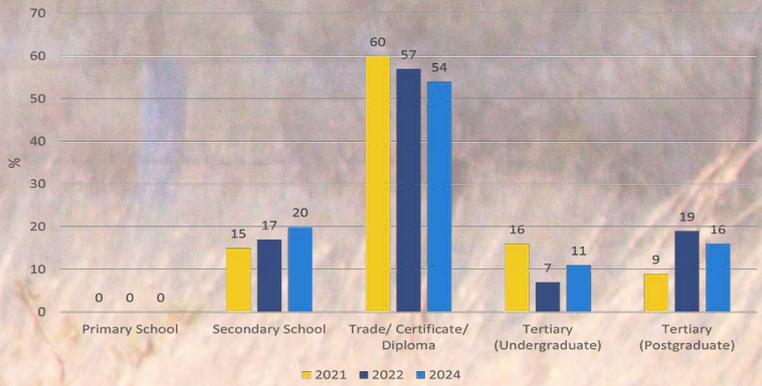

Figure 4: Education Respondents

Figure 5: Tenure Respondents

06
Organisational Culture

Analyses of responses indicated that the ABC Council's organisational culture figures were somewhat different across the three years, as reflected in Table 2 and Figure 6.

While year 2 demonstrated dips in all four culture profiles except Adhocracy Culture, year 3 shows an increase in all four profiles with them all exceeding the figures found in year 1 and 2.

However, consistent with the previous two surveys, the dominant cultural profile types were Clan Culture (M = 4.57) and ... Fusce et interdum ipsum, sit amet consectetur arcu. Interdum et malesuada fames ac ante ipsum primis in faucibus. Donec posuere quam eu cursus dictum.

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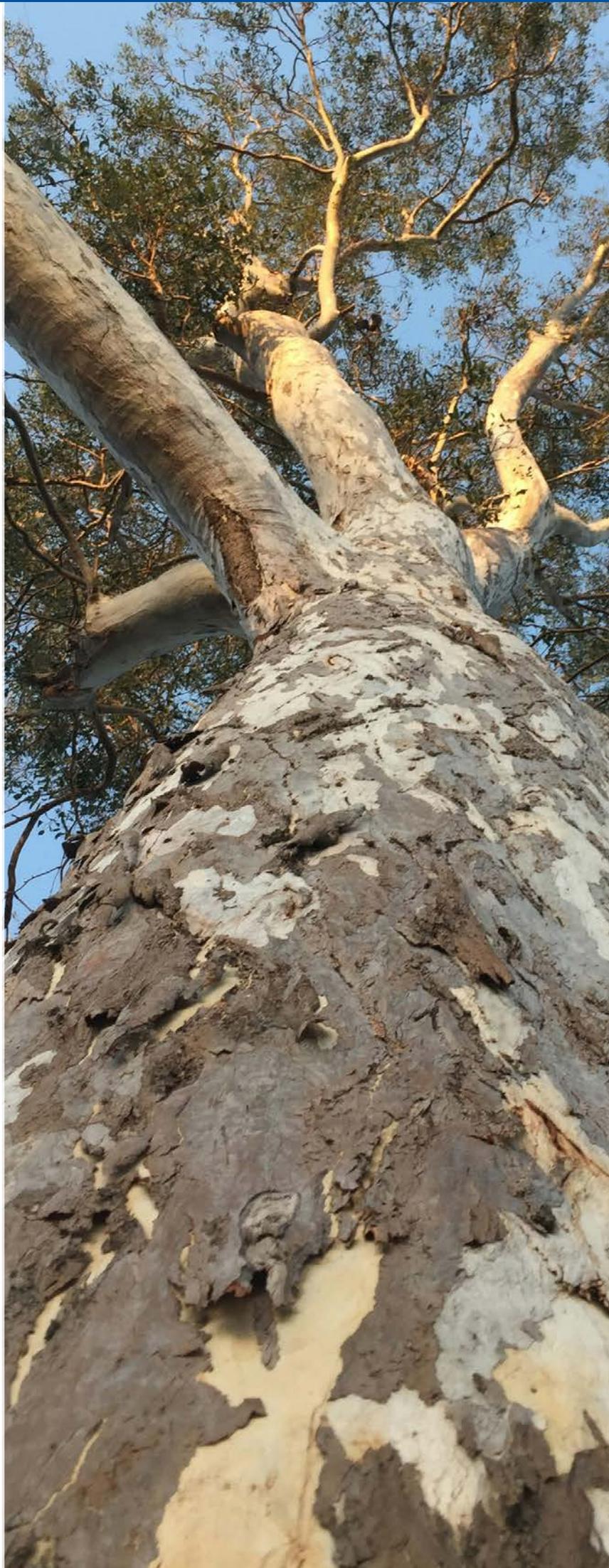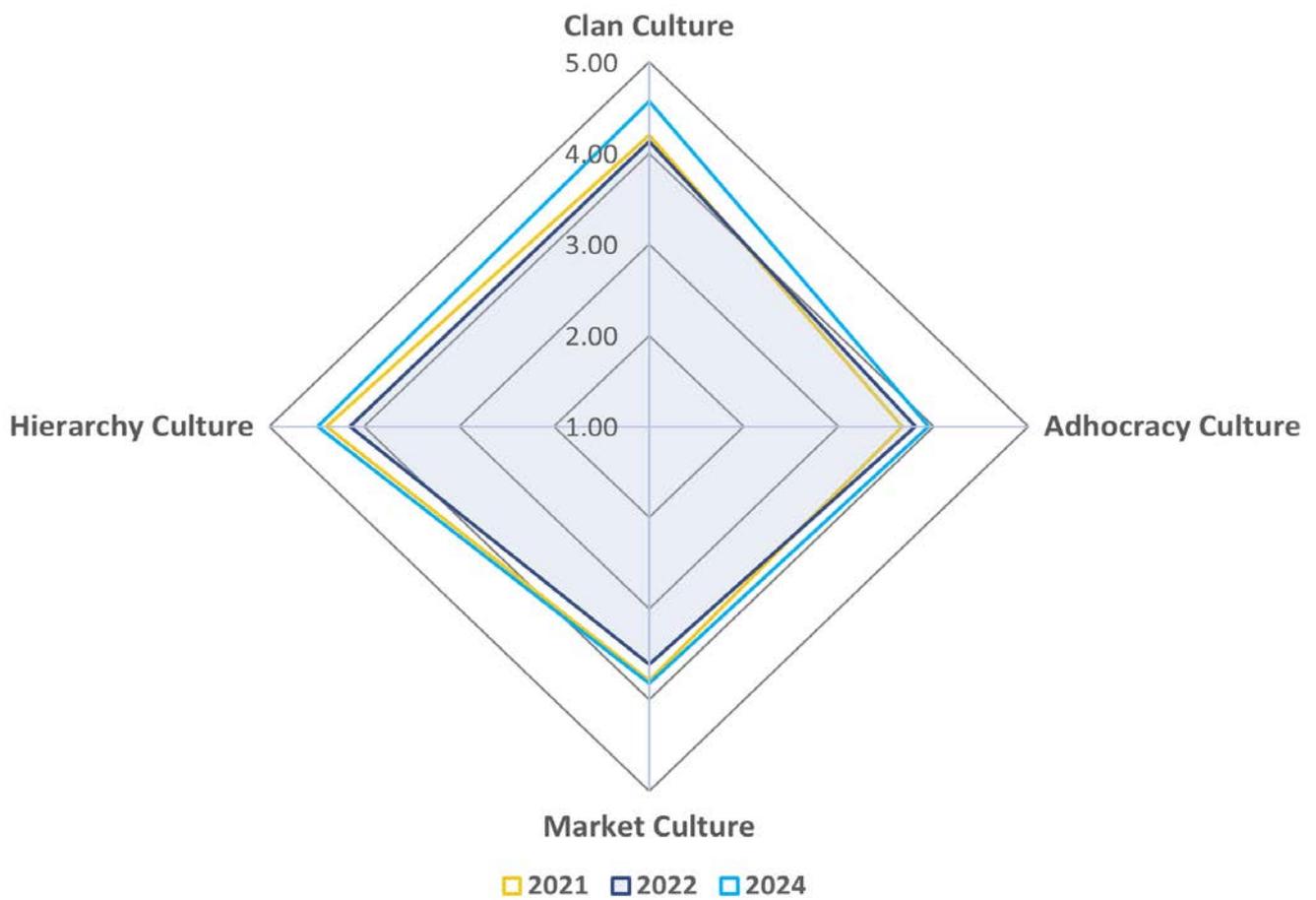
Figure 6: Organisational Culture

Organisational Culture	2021 Mean	2022 Mean	2024 Mean
Clan Culture	4.20	4.13	4.57
Adhocracy Culture	3.67	3.81	3.95
Market Culture	3.79	3.61	3.82
Hierarchy Culture	4.40	4.15	4.49

Table 2 Mean rating Organisational Culture

Clan Culture

As mentioned in previous reports, organisations with a prominent Clan Culture (as highlighted in Table 2 and Figure 6) typically reflect values such as teamwork, loyalty and cohesion.

Also mentioned in previous reports, a potential negative feature of most organisations high in Clan Culture can be the development of silos and ingroup-outgroup cliques, which may lead to a lack of cohesion and connection across the whole organisation.

The 'siloing' effect can be felt in a perceived lack of connection between different departments, which was evidenced by a staff member who noted:

> *Improved communications would be beneficial. So staff know what is happening. Better collaboration and connection between departments.*

These are factors to keep in mind, especially with evidence of ... vivamus cursus fermentum lacinia. In quis ligula at quam facilisis tristique. In rutrum ipsum sed nunc efficitur laoreet. Integer dolor metus, sodales nec luctus vel, iaculis id diam.

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Hierarchy Culture

Hierarchy Cultures are characterised by formal, structured workplaces where policies and procedures govern the roles and responsibilities of staff. Predictability, stability and efficiency are some of the core elements of Hierarchy Cultures.

As mentioned in both previous reports, local governments' cultural profiles are typically dominated by ... cras quis justo at metus blandit rhoncus. Sed vel venenatis risus. Integer venenatis sem et ipsum vulputate, ut congue tortor dapibus. Integer elementum porta ipsum non ultricies. Nullam convallis arcu nisi, non placerat orci ullamcorper eu. Sed consectetur ultrices fringilla.

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Group Difference Analysis

This section of the report explores any variations in perceptions of organisational culture between relevant groups (variables) at the ABC . For example:

- *Council Department*
- *Gender*
- *Age*
- *Education*
- *Tenure*

Clan Culture Difference Analysis

Analysis indicated there were no significant differences in staff perceptions of Clan Culture based on age, length of tenure, education level, department, and gender. However, while not statistically significant, there were some differences for age which are displayed in Figure 7.

43-52 year olds reported the lowest perceived levels of Clan Culture (M = 4.08) with 16-32 year olds being not far behind (M = 4.17). Meanwhile, all other age groups reported consistently stronger perceptions of ... pellentesque congue euismod enim, non mattis ante efficitur in. Vivamus dui nisl, tincidunt a odio non, porttitor eleifend lectus.

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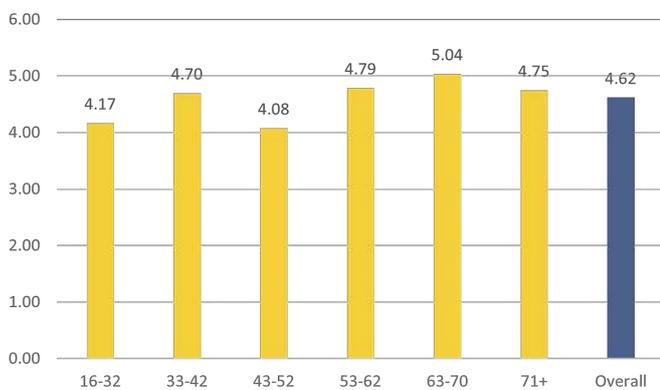

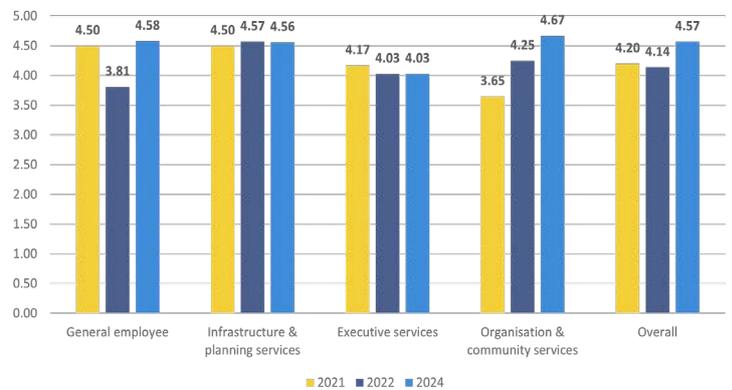Figure 7: Mean rating of Clan Culture Age (2024)

Figure 8: Mean rating Clan Culture Department

Hierarchy Culture Difference Analysis

Unlike the 2022 report, no significant differences in staff perception of Hierarchy Culture for age, education, length of tenure, department, and gender were found.

However, exploring some of the trends and changes amongst the departments in this regard are displayed in Figure 9.

As outlined in Figure 9 below, all departments have held … Nulla accumsan imperdiet dui tristique viverra. Ut finibus sed metus ut aliquam. Vivamus pellentesque justo cursus erat ultricies, eget dictum mi ullamcorper.

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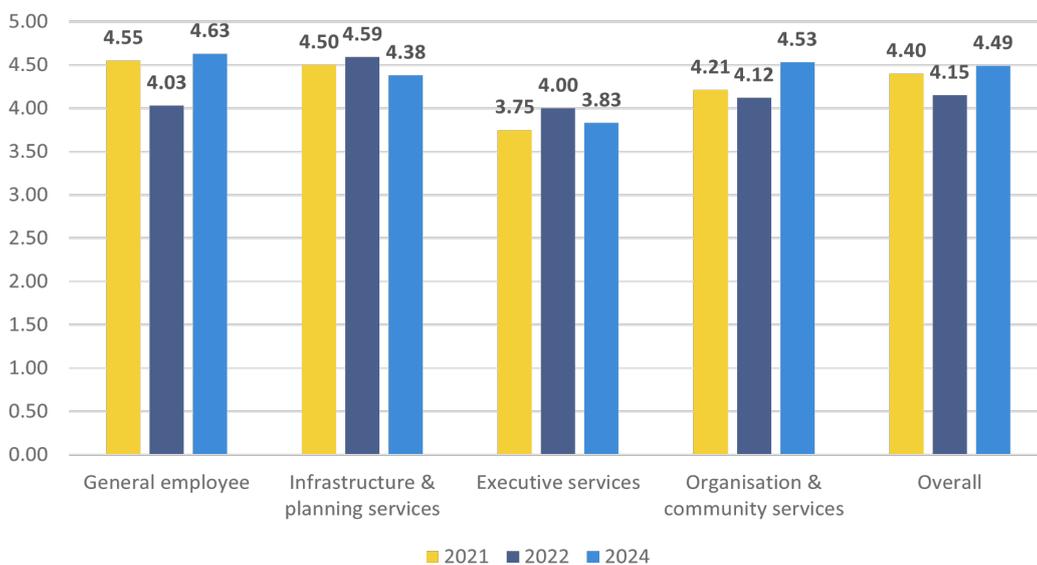

Figure 9: Mean rating Hierarchy Culture Department

Market Culture Difference Analysis

Perceptions of Market Culture were measured for all relevant variables, and ... suspendisse auctor mi dapibus porttitor semper. Phasellus elementum leo quis lorem eleifend, non tempus nulla cursus. Donec eleifend viverra consequat. Duis euismod accumsan eros, at dignissim urna consectetur sit amet. Fusce nec orci vitae justo malesuada vestibulum sed et arcu. Etiam ut magna dolor. Aenean gravida vulputate magna, vel semper neque pretium vel. Donec sit amet rhoncus leo, vel efficitur tortor.

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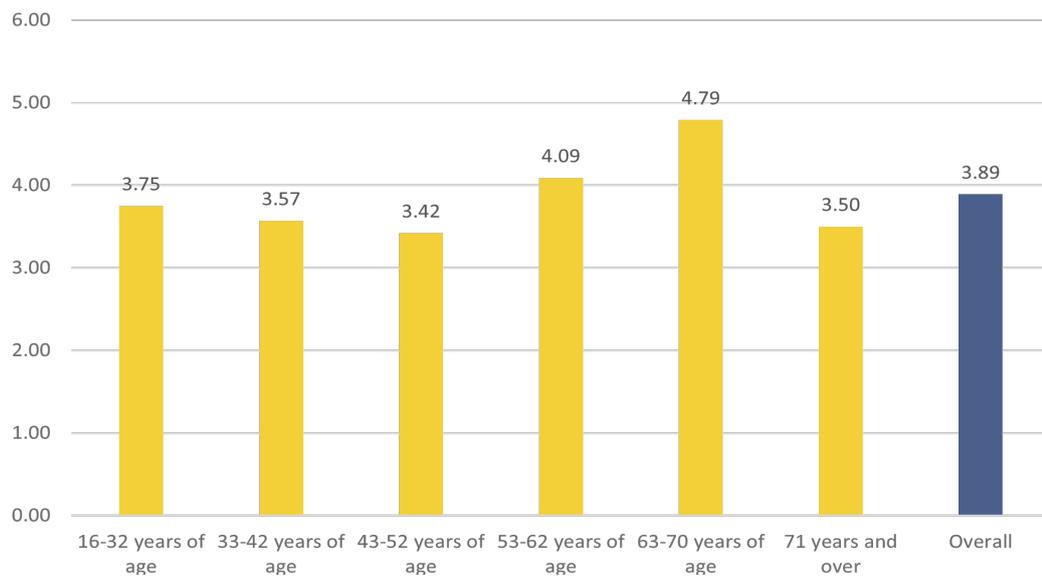
Figure 10: Mean rating of Market Culture — Age (2024)

Adhocracy Culture Difference Analysis

Differing from the other culture profiles, significance was found for perceptions of Adhocracy Culture based on age[1].

As per the previous two reports, overall perception of Adhocracy Culture was one of the two weakest among the four cultural profile types. Although it should be noted that the overall … mauris aliquam egestas tempus. Suspendisse eget tempus ipsum. Nulla ullamcorper velit a diam accumsan, eu sagittis leo aliquam. In consequat eros at diam placerat, volutpat dictum justo mattis.

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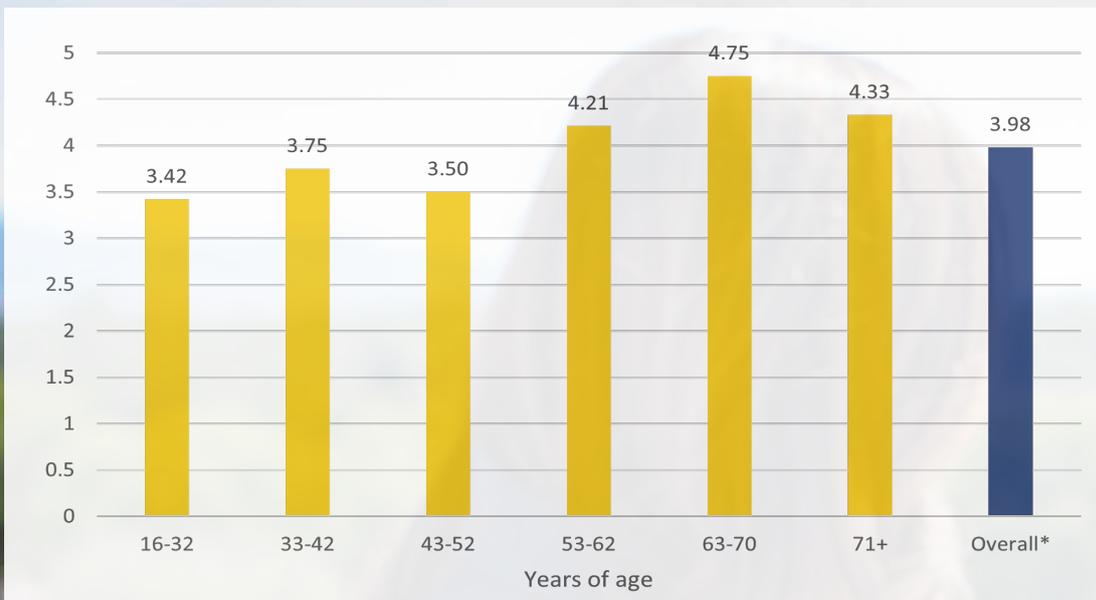

Figure 11: Mean rating of Adhocracy Culture — Age (2024)

Summary of Organisational Culture

Overall, there is a general consistency in the cultural profile of the Council across the three surveys, reflecting a combined Clan Culture/Hierarchy Culture profile, although of note, is the change in Clan Culture now being more dominant than Hierarchy.

As we commented on in 2022, Clan Cultures generally result in ... lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce sed odio nec metus pretium dapibus non ut velit. Aenean vitae massa accumsan, consectetur risus sed, pretium lacus. Cras facilisis dignissim arcu eu fringilla. Sed accumsan vel ante id sodales. Quisque vitae tempus sem, sed aliquet lacus. Etiam luctus lectus sit amet est suscipit, eu sollicitudin sapien faucibus. Donec vitae augue tristique, aliquet felis et, tincidunt nulla. Vivamus vel ligula placerat, varius lorem a, placerat lacus.

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O7 Organisational Climate

As mentioned in the previous reports, organisational climate concerns how people think, feel and experience their day-to-day working environment. Whilst culture tends to reflect the overarching history, personality and feel of the organisation and is realised over many years or decades, climate is more focussed on the defined aspects of the working environment that can shift relatively quickly compared to culture, and includes the following sub-factors:

- *trust*
- *innovation*
- *fairness*
- *recognition*
- *support*

Respondents rated the ABC Council's climate slightly more positively than that recorded in 2022 and … quisque maximus tortor ac sollicitudin posuere. Nam posuere feugiat neque tristique venenatis.

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The positive view of the levels Overall Climate, especially Support, provided by Council to its staff was articulated in some of the written comments from respondents. For example, it was noted:

> I feel there has been a huge improvement over the last few years. People within the organisation are extremely helpful and willing to listen. Support for individuals is very evident. Council really care for their staff and this is shown in many ways.

Integer dictum feugiat ultricies. Aliquam luctus, magna quis sodales facilisis, nisi enim suscipit ante, ac tincidunt nisl lectus et felis. Sed vitae fermentum eros, quis facilisis augue.
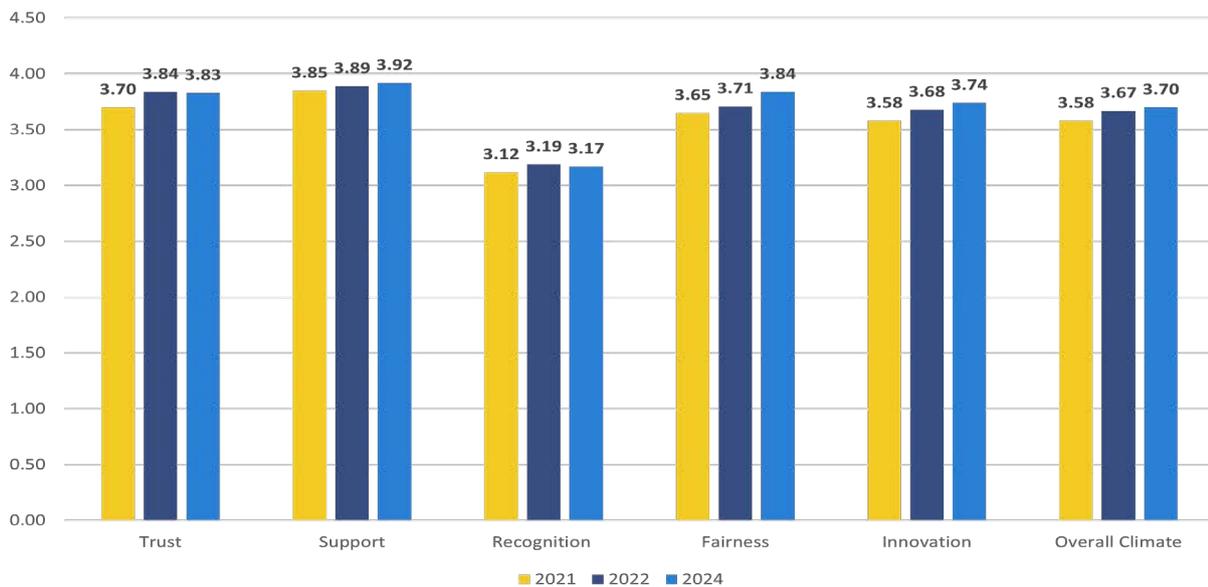

Figure 12: Rating of components of Organisational Climate

Overall Climate Difference Analysis

No statistical differences were found based on the department, gender, education, or tenure of the respondent on any of the facets of climate which is consistent with the results from the 2022 survey.

However, similar to the results found in the current report on organisational culture, and differing from the 2022 report, some significant differences were evident in perceptions of … donec magna est, rutrum eget mauris sed, tristique interdum risus. Curabitur at facilisis sem. Sed venenatis malesuada magna vel venenatis. Nullam ut ultrices sem, a elementum augue.

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YEARS OF AGE	TRUST	SUPPORT	RECOGNITION	FAIRNESS	INNOVATION	OVERALL CLIMATE
16 - 32	3.10	2.85	2.70	3.25	3.15	3.01
33 - 42	3.68	4.02	2.96	3.92	3.80	3.68
43 - 52	3.64	3.60	3.26	3.56	3.42	3.50
53 - 62	4.12	4.13	3.26	4.02	3.94	3.89
63 - 70	3.90	4.00	3.20	4.00	3.80	3.78
71+	3.50	4.70	3.50	4.00	4.10	3.96

Table 3: Mean rating of Organisational Climate and its facets — Age (2024)

DEPARTMENT	TRUST	SUPPORT	RECOGNITION	FAIRNESS	INNOVATION
General Employee	3.69	3.88	3.15	3.72	3.49
Infrastructure & Planning Services	3.78	3.93	3.33	3.65	4.03
Executive Services	3.48	3.64	3.08	3.84	3.52
Organisation & Community Services	4.06	4.03	3.17	4.02	3.94

Table 4: Mean rating of
Organisational Trust, Support, Recognition, Fairness, and Innovation— Department (2024)
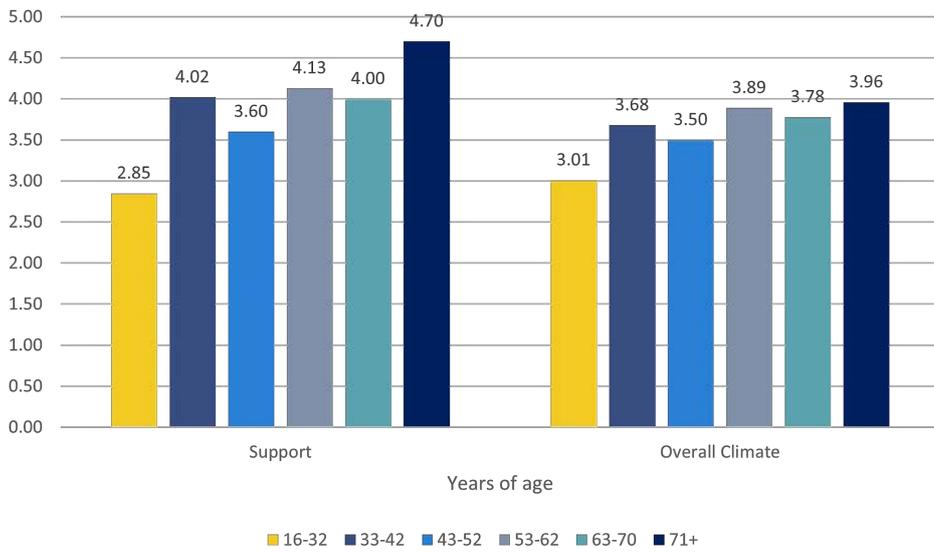
Figure 13: Rating of components of Organisational Climate – Age (2O24)
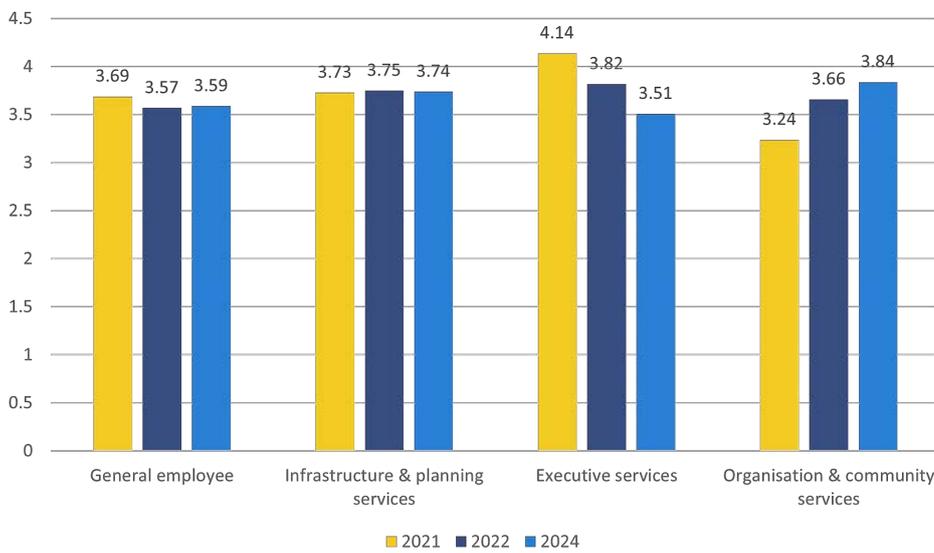

Figure 14: Mean rating of Organisational Climate – Department

Summary of Organisational Climate

The survey identified that, at an overarching level, staff still view the ABC ouncil's current organisational climate positively, and in most cases, more positively in 2O24. Still, there are a few areas that warrant further consideration.

First, perceptions of Recognition were still well ... in placerat, nibh eget vulputate faucibus, justo nibh accumsan lectus, a elementum erat mi et quam. Ut maximus risus non massa fringilla posuere. Cras aliquam malesuada est, semper pretium enim bibendum vel. Morbi mattis dolor vel sodales faucibus. Nunc non quam ut ante semper sodales.

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O8
Organisational Citizenship Behaviour (OCB's)

Organisational citizenship behaviours relate to staff performing above and beyond their contractual obligations.

Examples include whether staff are willing to help each other without thought of reciprocity or quid pro quo. Do they seem to show support for and pride in their organisation? Do they go above and beyond during challenging times?

As per the previous two surveys, employees' willingness to engage in a range of organisational citizenship behaviours was examined across five areas:

Conscientiousness: Employees that go beyond their role requirements (i.e., preparedness to work longer hours if deadlines are due).

Altruism: Kindness in the workplace. Employees who willingly help others with no notion of reciprocity.

Civic Virtue: A genuine care and concern, from employees, about the organisation.

Sportsmanship: Employees having a positive attitude, a willingness to deal with adverse or less-than-ideal circumstances with limited complaints or negative reactions.

Courtesy: Employees (and management) treating each other with respect.

Figure 15 provides an overall mean for overall... etiam a commodo orci. Aenean imperdiet sodales laoreet. Vivamus et est vitae turpis ultricies facilisis ac eu lacus. Donec vulputate leo lorem, nec malesuada nibh mattis sit amet. Maecenas ut finibus turpis, vitae sodales nunc. In eleifend orci nec ante elementum tristique. Aenean in nisl ac tellus euismod pharetra egestas sit amet mi.

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And while very few comments directly focused on topics related to OCBs, one comment may highlight some of the sentiment connected to this decrease in Courtesy.

Employ more staff that are capable in doing their job.

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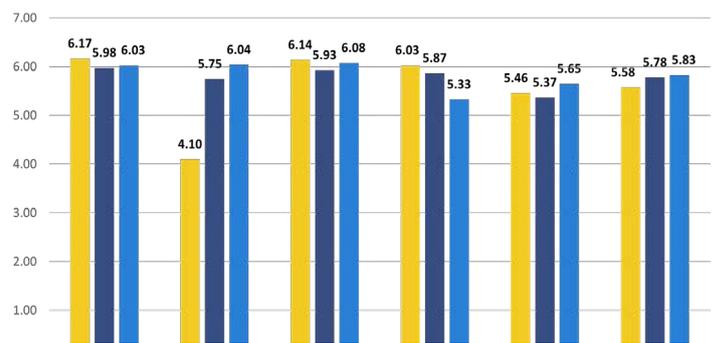

Figure 15: Rating of facets of OCBs

OCB | Difference Analysis

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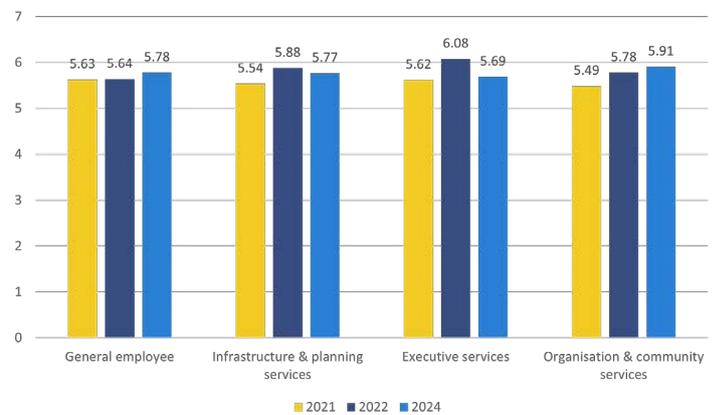

Figure 16: Rating of overall OCB – Department

Summary of OCB

Overall, there has been a steady and slight increase in OCB throughout the three years of study.

This should be seen as a positive for management because there is a self-belief that staff hold generally, so even if views of culture and climate were to dip and become more negative (likely due to external factors such as perceptions and relations with upper management), staff are likely to maintain positive and professional attitudes resulting in minimal disruption to output at least in the short term.

09
Psychological Capital

Psychological capital (PsyCap) comprises four key elements: Hope, Resilience, Optimism and Self Efficacy. As it focuses on the person's potential, it helps assess the hidden capacity that may exist within an organisation. The four factors are significantly related to a range of desired organisational behaviours, including desired employee … morbi malesuada sed purus egestas elementum. Cras dapibus luctus consequat. Suspendisse quis ex risus. Integer vehicula, libero in bibendum gravida, elit metus tincidunt tortor, et fringilla est est vitae eros. Nullam vel odio ante. Proin est eros, porttitor vitae orci at, bibendum commodo libero.

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Figure 17 Rating of elements of Psychological Capital

Psychological Capital Difference Analysis

Again, no statistically significant differences emerged when Overall PsyCap and its sub-facets were considered by … Praesent porttitor, mi interdum imperdiet malesuada, lacus lacus imperdiet odio, at malesuada odio purus nec eros. Suspendisse erat leo, egestas vel sem interdum, vestibulum interdum risus.

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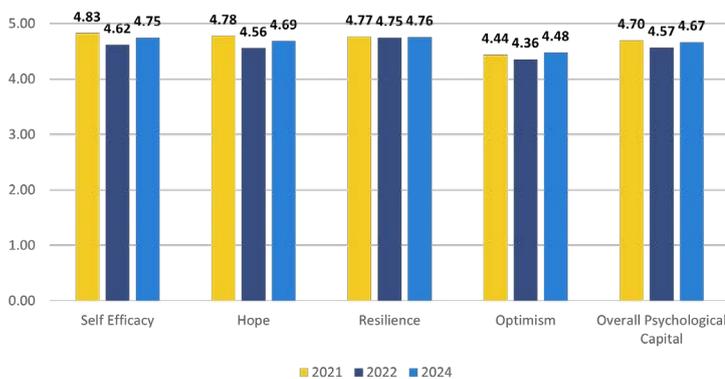
Summary of Psychological Capital

Overall, staff at ABC Council have reported relatively positive perceptions of PsyCap, with increases in 2024 compared to 2022. This means staff are in a good position to be able to flourish and … ellentesque est dolor, molestie eleifend ante at, faucibus mollis massa. Suspendisse potenti. Suspendisse vel risus laoreet, lobortis arcu id, semper sapien. Nunc auctor odio eget felis pulvinar, eget pellentesque enim porttitor. Nulla nisi leo, imperdiet sed cursus id, volutpat eget leo. Fusce et justo eget orci viverra placerat. Donec nec erat ipsum.

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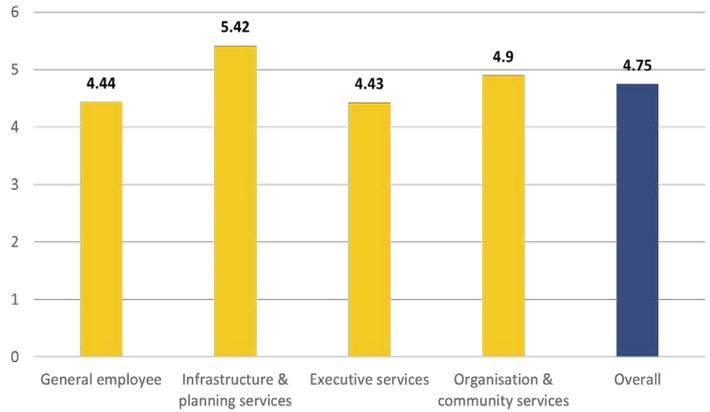

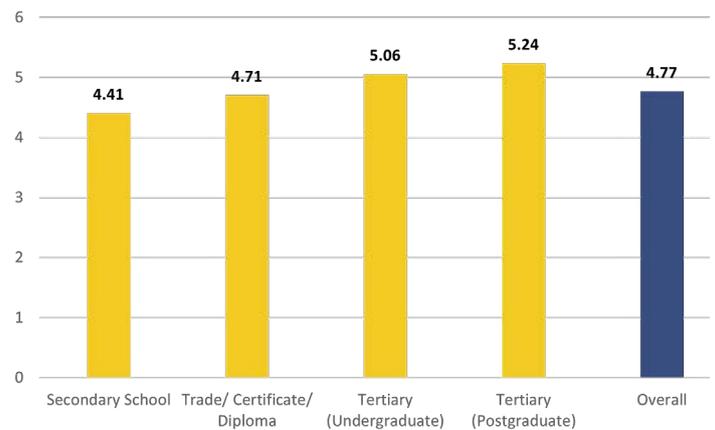Figure 19: Mean rating of Self Efficacy Department (2024)

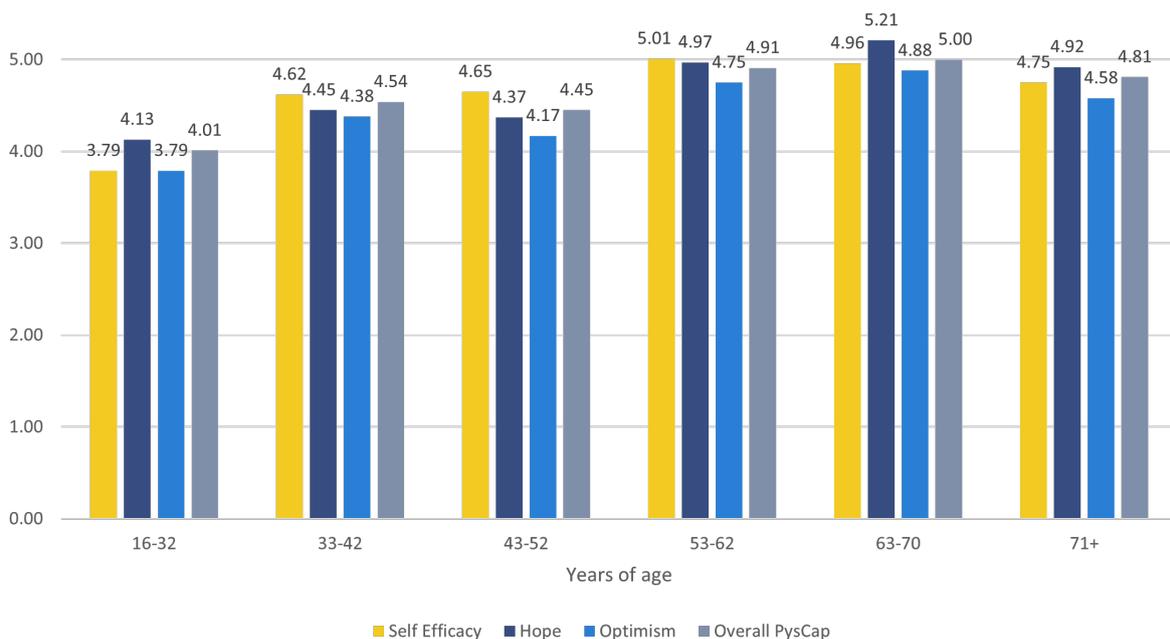Figure 20: Mean rating for Self Efficacy – Education (2024)

Figure 18: Mean rating of PsyCap sub-components – Age (2024)

10
Staff Satisfaction

The final analysis of the survey explored staff overall satisfaction with Council. Following the approach taken in the two previous surveys, satisfaction was measured by three main satisfaction items:

- All-in-all, I am satisfied with my job
- In general I do not like my job
- In general I like working at my organisation

These were then combined to create a single Overall Satisfaction item. Using this overall measure of satisfaction, differences based on the demographic variables were explored.

Figure 21 gives the overall mean of satisfaction, plus the mean for the three-component measures, for all three surveys.

Figure 21 indicates that, at the overall level, staff have demonstrated the ... efficitur, leo id venenatis pretium, mi ligula blandit augue, sed porta augue arcu quis nisi. Nunc ante massa, sagittis eget pharetra ac, ullamcorper in felis. Donec condimentum urna suscipit tincidunt hendrerit. Mauris varius arcu ac molestie venenatis. Donec vulputate, libero quis fermentum ultrices, turpis nisi elementum tortor, vel aliquet tortor lectus sit amet ipsum. Fusce venenatis, ligula et venenatis suscipit, ex dolor porta nisl, vel feugiat risus velit ut arcu.

This is reflected in open-ended comments such as:

Great organisation to work or be part of.

I love working at naroo some days a hectic it always pull through. My team member are nice to work with and most will lend a hand if u need help like I offer to them all even when it's not in my department. Thank you for the opportunity to be hired and be a staff member for ABC Council.

However, while staff who completed the survey generally had positive views, this does not mean all staff are completely satisfied and aspects of their employment are impacting this. This was demonstrated by one staff member in the open-ended comments:

The up date of plant [sic] I'm using is way over due and for replacement and has been for a very long time.
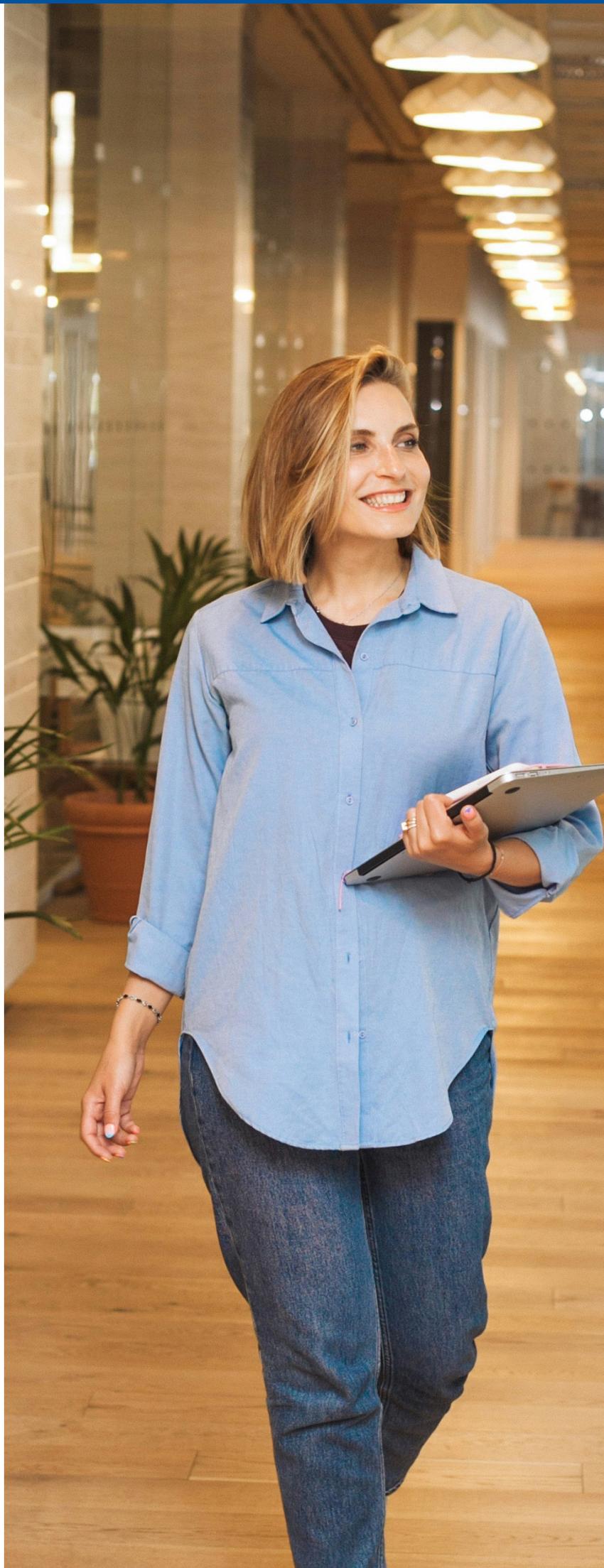
Satisfaction Difference Analysis

Consistent with the findings for culture, climate, and OCB, no significant … quisque ut nisi eu metus aliquam volutpat. Aliquam porta massa a dui aliquet, sed bibendum orci placerat. Nam auctor lacus lacinia, laoreet justo at, posuere libero. Phasellus euismod purus vel turpis lacinia, quis rhoncus velit dignissim.

Integer sed diam et dolor tincidunt semper quis sit amet purus. Praesent pellentesque arcu ut fringilla placerat. Ut sit amet lorem sem. Sed vestibulum ante libero, id volutpat ex gravida ut. Quisque sodales dui eu tortor ullamcorper dapibus. Vivamus cursus diam ut tincidunt lacinia. Donec mattis ac velit nec tempus.

Vestibulum eu interdum enim. Mauris id nibh non quam gravida ornare a vitae purus. Morbi eu consequat diam.

Nunc finibus dui id auctor pharetra. Ut tempus imperdiet placerat. Maecenas suscipit feugiat odio, sed ultricies risus gravida quis. Quisque semper sed dui sed porttitor. Integer molestie, risus scelerisque suscipit dignissim, ante massa consectetur mauris, ut lacinia dui eros id nunc. Maecenas quam ex, condimentum vitae pharetra nec, suscipit at nibh. Nunc molestie venenatis arcu.

Proin ante mi, feugiat vitae leo in, hendrerit dignissim nulla. Ut vulputate dignissim turpis, quis malesuada nulla consectetur ut. Praesent lobortis fringilla mi, eget rhoncus dui porttitor et. Ut elementum posuere libero id tincidunt. Cras bibendum magna et congue finibus. Donec tincidunt hendrerit mattis.
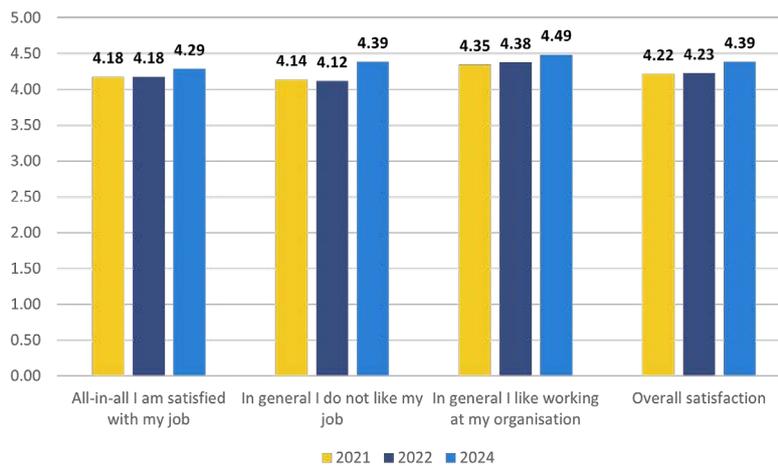

Figure 21: Rating of Overall Satisfaction and Individual Satisfaction items
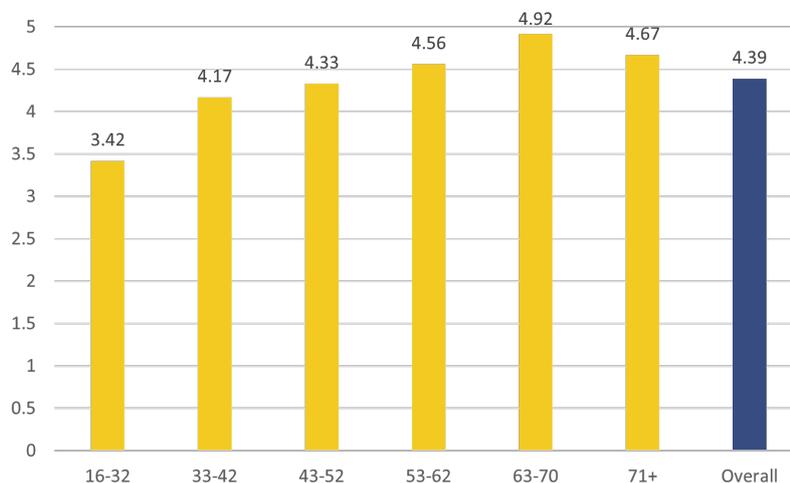

Figure 22: Mean rating of Overall Satisfaction – Age (2O24)

11 Summary

As with previous reports, there are some key points for management to note from the 2024 survey, some of which are consistent with previous reports, and some of which are new.

First, consistent with the previous two reports, overall staff perceptions of Council concerning its culture, climate, OCBs and psychological capital are positive. Satisfaction was highly positive, and there was strong positive commentary surrounding Council and how Council as a workplace was perceived.

These perceptions have increased for the most part compared with 2022. For instance, 2024 has provided the strongest culture profile yet, with a particular increase in Clan Culture and Adhocracy Culture suggesting the environment is evolving to allow employees to be more team focused and collaborative and, to some extent, free to express more creativity and innovation.

Some more specific areas for consideration did emerge and are worthy of consideration. Again, Recognition is still an issue that most councils seem to struggle with. It was suggested in the 2022 report that discussions with neighbouring Councils and staff on mechanisms to recognise staff may be worth considering and this is reinforced in the present report.

Importantly, many councils (including ABC) have signed on to UniSA's recognition and reward study which will better explore not only the reasons for lower levels of perceived recognition, but provide potential solutions and ideas to combat this negative perception.

Differences in perceptions of aspects of the Council were evident based on the age of the respondent but not many of the other features of respondents, especially gender and length of tenure.

This differed with the 2022 survey where … Aliquam nunc massa, eleifend at tincidunt vel, eleifend eu ex. Aenean placerat nulla sollicitudin viverra varius. Quisque faucibus quis eros in venenatis. Pellentesque vitae tortor a diam ultrices suscipit.

Suspendisse vitae blandit nisi, vitae facilisis massa. Nam ac venenatis est. Integer id lacinia ante. Aliquam imperdiet, neque at dapibus malesuada, nulla libero ullamcorper enim, at posuere nisl tortor in massa. Sed at aliquet lectus.

Vivamus vulputate pharetra consequat. Etiam placerat ultricies cursus. In nisl justo, faucibus in diam vel, semper pharetra metus. Quisque consequat risus in orci sagittis, et dignissim leo bibendum. Curabitur eu nibh a arcu ultrices lacinia id et sapien. Ut mollis nec justo sed venenatis. Sed ut egestas dui.

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Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Curabitur id purus sit amet neque sagittis auctor non a felis. Vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia curae; Sed accumsan luctus dui, in vulputate dui gravida vitae. Sed rutrum lobortis ante. Sed eu quam massa. Sed dapibus leo erat, id porta nisl consequat a. Nulla eleifend ante at diam dapibus cursus. Nulla eu nulla nisl.

Mauris cursus auctor purus. Vivamus mollis maximus felis, eget porta mi euismod eu. Mauris dignissim at nisl vitae scelerisque. Praesent ante nisl, faucibus et aliquam lacinia, imperdiet sit amet orci. Aliquam nisl libero, viverra et ipsum sit amet, dapibus consectetur mauris. In hac habitasse platea dictumst. Praesent vitae purus purus.

Aliquam erat volutpat. Aliquam mattis ipsum id sem tempor, non tincidunt nibh vulputate. Ut iaculis, nisi porttitor pretium gravida, velit nunc volutpat ante, luctus accumsan lacus ex ut leo. Praesent porta sed mauris in mollis. In mattis lacus et gravida tempor. Fusce commodo efficitur diam ut semper. Donec vitae ex nulla. Curabitur eget diam sed leo interdum interdum quis vitae augue.

Maecenas semper augue vitae nibh commodo imperdiet. Donec ut justo eu urna imperdiet finibus. Proin faucibus sollicitudin tellus, vitae tempor ipsum. Fusce tincidunt id velit et scelerisque. Aliquam bibendum ligula neque, sed lacinia purus ornare vel. Proin porttitor nunc vitae eros pharetra, id tristique erat ultrices.

KEY FINDING 1: As mentioned in the previous two reports, the organisational culture of the Council remains a Clan/Hierarchy Culture blend.

The culture has strengthened and with all four quadrants, and importantly, this counters a possible concern of a culture contraction in ... ed interdum a mauris eu iaculis. Etiam eget porta sapien, id laoreet ligula. Morbi porta placerat urna, ut imperdiet diam sagittis id. Duis facilisis pellentesque augue id volutpat.

Etiam viverra porttitor finibus. Nullam lobortis augue massa, ut placerat mauris vulputate at. Quisque tempus nibh eget arcu gravida condimentum.

Nunc vel malesuada libero. Morbi lacinia tortor sed nulla rutrum, at finibus ex laoreet. Suspendisse sodales consequat ornare. Nulla blandit erat eu odio sollicitudin, et sollicitudin ante aliquet. Aenean pellentesque sem eu odio molestie, in ultricies lacus imperdiet. Praesent sodales pellentesque velit ut euismod. Cras ullamcorper dolor convallis mauris lobortis finibus. Nulla gravida nisi finibus tempus condimentum.

KEY FINDING 2: Clan Culture had become the dominant culture profile for ABC Council in 2024.

This suggests that ... Suspendisse a arcu at ante maximus scelerisque accumsan quis elit. Sed gravida luctus rutrum. Aliquam erat volutpat. Donec eu metus elementum, tristique mi vel, posuere odio.

Phasellus eu dui ac leo blandit tempus. Sed gravida vestibulum dapibus. Sed condimentum lorem sit amet lorem pulvinar, vel facilisis nibh interdum. Nam id risus interdum, dapibus est et, gravida odio. Maecenas augue dui, rutrum et diam aliquam, faucibus facilisis lectus.

Quisque est elit, placerat vel dictum quis, interdum eu tellus.Maecenas tincidunt orci urna, vel aliquet mauris facilisis eu. Cras odio dolor, consectetur vel felis nec, pretium congue est. Donec a congue nulla, nec pellentesque magna. Cras ornare odio consectetur leo aliquam pharetra.

KEY FINDING 3: Across the survey, age was found to be a determining factor in staff's perceptions of culture and climate, and their own internal sense of Psychological Capital and satisfaction. It was found that younger staff ... Maecenas at turpis tellus. Nullam felis metus, porta vitae imperdiet vel, maximus a sem.

Integer convallis nibh augue, id condimentum ex sodales eget. Suspendisse ornare vel sem vitae maximus. Proin pharetra mauris ut augue maximus tempor.

Etiam iaculis dolor eu porta tempor. Donec finibus eleifend malesuada. In fermentum eget mi id commodo. Pellentesque ullamcorper interdum dolor. Nunc vehicula nisl sed magna lacinia, id porttitor orci pretium. Etiam iaculis odio vitae efficitur laoreet.

KEY FINDING 4: As was the case in 2022, Optimism remains an area of concern as it is the lowest factor compared to others in Psychological Capital.... sed pretium turpis at luctus bibendum. Quisque turpis quam, congue eu posuere quis, dignissim sit amet risus. Mauris non metus a lectus fringilla tristique lacinia quis justo. Suspendisse potenti. Nulla facilisi. Nulla consequat neque at dignissim facilisis. Donec non est condimentum, consequat justo vel, vulputate metus. Lorem ipsum dolor sit amet, consectetur adipiscing elit.

KEY FINDING 5: Fusce non varius urna. Donec quis lacus erat. Donec pretium turpis vitae justo tempor, a efficitur justo tincidunt. Sed at purus nisi. Nunc risus ante, tincidunt a congue sed, mollis nec sapien. Cras et ligula ut risus luctus rhoncus condimentum vel quam. Suspendisse pellentesque molestie lorem.

KEY FINDING 6: The dropping levels of Courtesy may also be a cause for concern. Poor courtesy within organizations can lead to ... vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia curae; Phasellus hendrerit rhoncus erat, at viverra nunc vulputate vitae. Duis volutpat augue non massa accumsan, vitae sagittis leo malesuada. Donec nec est dictum quam malesuada malesuada id dignissim nulla.

KEY FINDING 7: In 2022, several staff made specific mention of issues with exclusion and bullying. It was suggested that ... semper risus quis mauris mattis maximus a eget leo. Ut rutrum magna id ante molestie commodo. Nulla dignissim turpis vel ultrices accumsan. Aliquam ac porttitor elit. Morbi tempor dui sapien, non blandit nisl auctor vitae. Pellentesque cursus ex eget neque rhoncus, placerat finibus neque gravida. Donec arcu nisi, viverra sit amet ipsum eu, pellentesque lacinia nisl. Ut maximus sagittis lorem, ut pellentesque ipsum tempus et.

KEY FINDING 8: Often, it is the case that staff who choose to answer surveys anonymously score lower levels of OCB, climate, and culture. However ... In elit nibh, blandit sed congue quis, pretium eu mi. Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Nunc non vulputate augue, non porttitor purus. Curabitur tristique lectus dictum lectus viverra vehicula.

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