



EMPLOYMENT RELATIONSHIP QUALITY AND WORKPLACE CLIMATE OF LIBRARIANS

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Article DOI: <https://doi.org/10.36713/epra11732>

DOI No: 10.36713/epra11732

ABSTRACT

The intention of this study was to determine which domain of employment relationship quality best influences workplace climate of librarians. Through non-experimental quantitative research design utilizing descriptive correlational technique and applying the mean, Pearson r, Regression analysis as statistical tools, and 140 librarians were chosen as respondents through the universal sampling technique. The researcher used the employment relationship quality and workplace climate questionnaire. The study revealed a high level of employment relationship quality in terms of fairness and trust. The level of workplace climate was also high in terms of control, support, communications, change, coping, rewards, and resilience. There is an overall significant relationship between employment relationship quality and workplace climate of librarians. Among the indicators of employment relationship quality, trust was the domain which best influences workplace climate.

KEYWORDS: *library and information science, employment relationship quality, workplace climate, correlational design, librarians, Philippines*

INTRODUCTION

It makes it easier for the abusers especially in the higher position to mistreat others when there is low security, unorganized work system, and lack of responsibility [5]. Perceived factors in the library such as innovation, economy, maturing workforce, and changing employment necessities continue to distract the operation in the workplace climate [15]. Thus, a negative workplace climate can prompt low performance outcomes, fulfillment, inspiration and can influence employees' life both inside and outside of work [7]; [24].

On the other hand, a healthy workplace climate will draw in and hold skilled employees which will, thus, help the organization to adjust to change, explore difficulties, and plan progression for more successful operations. In academic libraries which seeks to offer patrons the excellent service, taking care of the employee's workplace climate is a beneficial long haul of venture [15]. Positive working environment atmosphere is one of the elements that can lead into suitable and effective convenience to various manager benefits, be that as it may, including maintenance of talented representatives, decreased retraining costs, expanded laborer and working environment profitability [11]; [25].

Thus, the relationship between managers and employees sets the overall tone of the workplace. On the other hand, having poor relationship between supervisors and

subordinates can deteriorate an organization's progress by decreasing morale, restricting possible profits and possible disorienting working environment. Good employment relationship produced a productive and effective workplace environment [3]. Also, a study revealed a relationship between employment and workplace climate [14]. Further, explaining that the psychosocial condition between work environment and the suitability of each employee is essential in ensuring proper workflow. Generally, many studies show that having a healthy workplace environment can greatly affects the attitudes and behavior of the employees [16].

OBJECTIVES

This study is intended to determine the significant relationship between employment relationship quality and workplace climate of librarians. Additionally, it aims to identify which domain of employment relationship quality best influences workplace climate of the librarians.

METHODOLOGY, SAMPLING, STATISTICAL DESIGN

This study was non-experimental quantitative research design utilizing descriptive correlational technique and applying the mean, Pearson r, Regression analysis as statistical tools, and 140 librarians from Davao City were chosen as respondents through the universal sampling technique.



Table 1 Descriptive Statistics on the Level of Employment Relationship Quality and Workplace Climate of Librarians

Variable	N	SD	Mean	Level
Employment Relationship Quality	140	0.59	4.19	High
Justice		0.64	4.39	Very High
Good faith		0.64	4.25	Very High
Trust		0.68	4.17	High
Fairness		0.76	3.95	High
Workplace Climate	140	0.42	3.59	High
Role		0.54	4.45	Very High
Communications		0.78	4.08	High
Control		0.61	4.06	High
Resilience		0.66	4.01	High
Rewards		0.82	3.80	High
Support		0.80	3.77	High
Coping		0.65	3.55	High
Change		0.90	3.46	High
Demands		0.96	3.12	Moderate
Symptoms/Outcomes		0.88	2.90	Moderate
Relationships		1.06	2.26	Low

Table 2 Correlation of Employment Relationship Quality and Workplace Climate of Librarians

Independent Variable	Workplace Climate		
	r-value	p-value	Interpretation
Employment Relationship Quality	0.512	0.000	Significant
Justice	.346	0.000	Significant
Fairness	.400	0.000	Significant
Good faith	.504	0.000	Significant
Trust	.527	0.000	Significant

Table 3 Significance on the Influence of Employment Relationship Quality on Workplace Climate of Librarians

Employment Relationship Quality	Workplace Climate		
	B	B	Sig.
Justice	-.005	-.008	.933
Fairness	.041	.073	.480
Good faith	.087	.132	.434
Trust	.228	.368	.023
R	.536		
R ²	.287		
F	13.571		
p	.000		

RESULTS AND DISCUSSION

Table 1 shows the result of descriptive statistics. The data exhibit that Employment Relationship Quality has high level (M=4.1; SD=0.59). This high level is due to the results of the following indicators: justice (M=4.39; SD=0.64); good faith (M=4.25; SD=0.64); trust (M=4.17; SD=0.68); and fairness (M=3.95; SD=0.59). Additionally, the high level result of employment relationship quality of librarians is due to the very

high rating given by the respondents on justice and good faith. It was always observed that supervisors follow workplace policies, codes, rules and procedure and treats librarians with respect and honesty. Indeed, justice includes honesty, truth, integrity and fairness [18] and good faith is being decent, act morally and properly that can be used to influence employees in lower position [19]. These practices may result into a good



employment relationship and productive workplace climate, thus, having a better employment relationship sets the overall tone of the workplace that resulted in effective and productive work environment [3].

On the other hand, workplace climate acquired a high level ($M=3.59$; $SD=0.42$) due to the results of the following indicators: role ($M=4.45$; $SD=.54$); communications ($M=4.08$; $SD=0.78$); control ($M=4.06$; $SD=0.61$); resilience ($M=4.01$; $SD=0.66$); rewards ($M=3.80$; $SD=0.82$); support ($M=3.77$; $SD=0.80$); coping ($M=3.55$; $SD=0.65$); change ($M=3.46$; $SD=0.90$); demands ($M=3.12$; $SD=0.96$); symptoms/outcomes ($M=0.88$; $SD=2.90$); and relationships ($M=2.26$; $SD=0.42$). The high level result of workplace climate is due to the very high rating given by the respondents on role and high rating on communications and control including resilience and rewards. Also, support and coping including the change has high rating on workplace climate. The librarians believed that any individuals or teams which are responsible for making decisions have appropriate authority to implement them and also believe that formal communication channels are used effectively to pass information up and down the organization. Also, librarians can rely on their supervisors with work problems and feel that their work is appreciated.

It is indeed true that that support from the supervisor is important [10] and effective communication leads to efficient and productive work environment [27]. These practices are expected to increase workplace climate level since a positive workplace climate produces a work environment with greater social acceptance that may outcome into better effects on socialization results [9]. Observed that a standard deviation always accompanies the mean score. A standard deviation estimates the dispersion of values or data around the sample's mean, describing the sample. In this study, both variables reveals that the responses of the librarians are homogenous or almost alike.

Table 2 exhibit the correlation of relationship between employment relationship quality and workplace climate of librarians. The overall test of the relationship between variables reveals significant relationship between employment relationship quality and workplace climate of librarians given that the p-value is 0.000 with an r-value of 0.512. Looking at the specific results, the correlation coefficients indicate moderately high, positive, and significant relationship.

The indicators of employment relationship quality that contributed in the overall positive significant are: justice ($r=0.346$; $p=0.000$); fairness ($r=0.400$; $p=0.000$); good faith ($r=0.504$; $p=0.000$); and trust ($r=0.527$; $p=0.000$). The result shows that creating and maintaining good employment relationship leads into a positive and productive workplace climate. Having a good quality of justice in the organization through following and implementing workplace laws and codes properly, applying proper policies and rules, improves workplace climate. Justice can be viewed to be a vital part in the workplace [6]. Hence, justice became the basis of obedience in policies and rules that shows how an individual reacts properly in the workplace [28].

Meanwhile, fairness helps increase librarians' morale though a meaningful role and an effective means in receiving equal treatment from the supervisors which cultivate positive

workplace climate. Having fairness and equal treatment in the organization makes employee become innovative, produce more ideas and share it with other co-workers and supervisors, and help the organization in achieving organizational goals [2]. Also, when an organization is applying fairness in all aspects, it increases the organizational trust that leads into better work productivity and positive workplace [17].

Conversely, good faith is correlated to the domains of workplace climate. Having good faith is being decent, acting morally and properly in the work environment. Additionally, the presence of good faith and behavior gives an abstract and practical procedure structure for communication that being achieved to improve the trust and to lessen the disagreement between the supervisor and subordinates that resulting to a better workplace [19].

Also, trust amongst the librarians is attributed in maintaining harmonious employment relationship that significantly leads to an improved workplace climate. Trust is important in the workplace since sharing of information and networking are involved with the members of the organizations. It reveals that trust is generally part of individual development, sharing of information, and for the development of relationships to the group members in the organization [1]. Effective employment relationship in the workplace involves high level of trust, respect, and support. Trust as one of the indicators of the employment relationship, is an essential factor in receiving of assigned tasks and information from supervisors. Thus, trusting and understanding in the relationship can make the employee and supervisor more effective and efficient in the workplace [20].

Relationship between managers and employees sets the overall tone of the workplace [3]. On the other hand, having poor relationship between supervisors and subordinates can deteriorate an organization's progress by decreasing morale, restricting possible profits and possible disorienting in working environment. Good employment relationship produced a productive and effective workplace environment. Also, a study revealed a relationship between employment and workplace climate [14]. Further, explaining that the psychosocial condition between work environment and the suitability of each employee is essential in ensuring proper workflow. Generally, many studies show that having a healthy workplace environment can greatly affect the attitudes and behavior of the employees [16].

Table 3 presents the significance on the influence of employment relationship quality on workplace climate of librarians. Showed in Table 4 are the regression analyses on the employment relationship quality and workplace climate of librarians. The regression model with four indicators namely: justice, fairness, good faith, and trust sharing yielded and $F = 13.571$ and $R^2 = 0.287$ with $p < 0.05$ significance level.

The R^2 value of 0.287 implies that 28.7% of employment relationship quality influenced by workplace climate of librarians. The difference is 71.3% is characterized by other components that does not reflect in the study. Moreover, it can also be stated that employment relationship quality significantly influenced the workplace climate of librarians. Also, the data shows that among the parameters of employment relationship quality, trust has the unstandardized coefficient of



.368 with t-value of 2.929 and with a $p < 0.05$ significance level which is significant. Hence, only trust among the indicators of employment relationship quality influences workplace climate of librarians.

The study demonstrate that employment relationship quality significantly influences workplace climates as cited in the correlation portion of this study. The predictors of employment relationship quality are justice, fairness, good faith, and trust. Among the predictors of employment relationship quality, only trust has significantly influenced workplace climates among librarians. Trust is important in the workplace since sharing of information and networking are involved with the members of the organizations. It reveals that trust is generally part of individual development, sharing of information, and for the development of relationships to the group members in the organization [1]. Also, effective employment relationship in the workplace involves high level of trust, respect, and support. Trust as one of the indicators of the employment relationship, is an essential factor in receiving of assigned tasks and information from supervisors. Thus, trusting and understanding in the relationship can make the employee and supervisor more effective and efficient in the workplace [20].

In fact, trust is a vital element for librarians and the management in achieving productive workplace climate and organizational goals. Librarians are likely to trust supervisors that are willing to share information including the negative ones [13]. Librarians are likely vulnerable when trust is given to the supervisors. As a result, librarians are particularly concerned with supervisor's behavior and attitudes such as being caring, helpful, friendly and generous also being a supervisor with integrity, sincere, consistent and credible [29].

Moreover, trust is a significant factor that influence in the effective communication and work productivity in the workplace. From the relationship-based approach that is according to the philosophy of social exchange and reciprocity, employees that trust the supervisors perceived a high level of employment relationship and committed to support the supervisors including its organizational goals [4]; [8]. Some authors agree that trust has become an essential element in every organization and became the foundations in workplace relationship [22]. Indeed, having trust for both supervisors and co-workers is significant especially in sustaining workplace climate and cooperation [12].

Hence, the finding of the study manifest significant influence between the domains of employment relationship quality and domains of workplace climates as mentioned in the significance of the relationship among variables of this study. It enhances the proposition that there is relationship between employment relationship and workplace climate. [3].

SUGGESTIONS/RECOMMENDATIONS

In light of the specific findings and conclusions of the study, the following recommendations are suggested:

The study discovered that the overall level of employment relationship quality of librarians was high level. Hence, to maintain the level of employment relationship quality, the top management may conduct training and seminars that may enhance the employment relationship quality in the

organization. Also, the organization may sustain the sense of trust and fairness among the librarians in the workplace that may result into good communication and better productivity.

The study also discovered that the overall level of workplace climate of librarians was high level. Thus, to keep abreast of the level of the workplace climate, the employer or top management may formulate and implement programs that strengthen the relationship and connections between librarians and co-workers. Also, the administrators may promote activities and workshops to enhance time and task management of work demands to prevent stress and burnout of the librarians that may result to high level of turnover.

The result shows that there is a significant relationship between employment relationship quality and workplace climate of librarians. The administrators may maintain effective employment relationship quality to sustain productive workplace climate of librarians. In addition, supervisors need to regularly assess and evaluate the librarians to be updated of their needs and climate in the workplace. Also, the result suggested that the organizations may conduct seminars that will enhance the librarian's relationships in the workplace.

More importantly, effective employment relationship and positive workplace climate are characterized by high level of trust. Therefore, in order to maintain trust in the organization, the top management may value the librarians, involve them in decision making, and establish a positive corporate culture. These are essentials in promoting and building good employment relationship quality and productive workplace climate.

CONCLUSION

This section presents the conclusions of the study. The data gathered and analyzed established correlation of employment relationship quality and workplace climate of librarians. The respondents demonstrate a high level of employment relationship quality likewise exhibits a high level of workplace climate. It showed significant relationship between employment relationship and workplace climate of librarians. Further, trust, as one of the indicators of employment relationship quality, significantly influences workplace climate of librarians if considered separately without combining all indicators.

The discoveries of the study confirmed the proposition that relationship between managers and employees sets the overall tone of the workplace [3]. Further, it is also strengthens the proposition that employment relationship is one of the significant elements that is retained in the workplace [21]. Also, the importance of assessing the employment relationship and workplace climate is one of the factors that influence the respondents in making future decisions [23]. Indeed, this study found some evidences of a significant and positive employment relationship and work climate. Employment relationship as one of the factors of work climate has significantly affected the performance, work responsibilities, skills, enthusiasm, and innovation of employees in the work [26].



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