

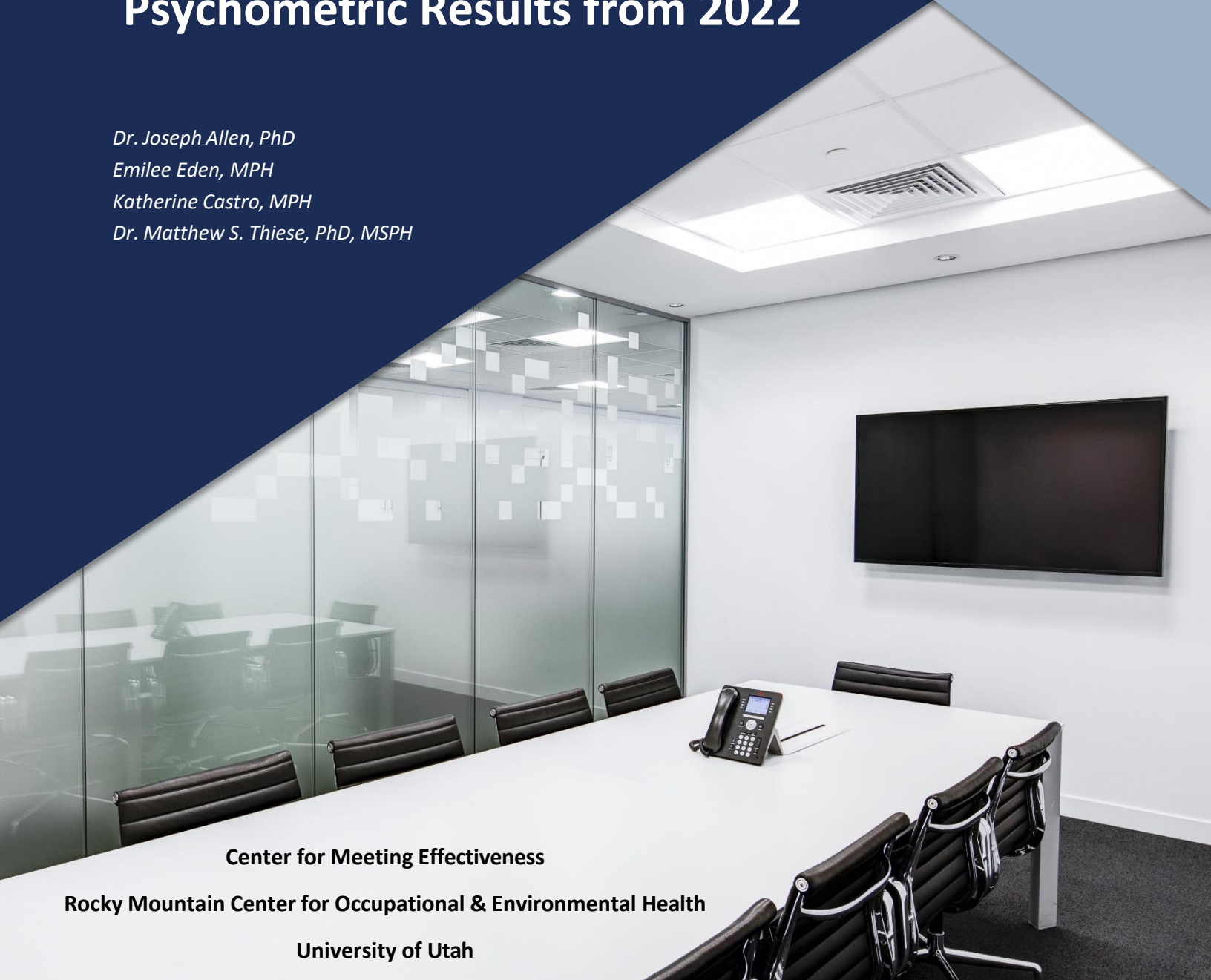
Measuring Meeting Equity: Psychometric Results from 2022

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EXECUTIVE SUMMARY

Equity in the workplace is an important factor in employee well-being. Research shows that many aspects of equity relate to other workplace characteristics such as participation, teamwork, inclusion, and job resources. Although much of this research helps establish equity as an important domain for improving overall employee well-being and effectiveness, none of it has focused on the importance of equity in the core interaction environment within the workplace: the meeting. Thus, we focused on the idea of equity in workplace meetings, as meetings are where employees communicate and collaborate with others.

Meeting equity is not yet defined in the scientific literature. However, based on interviews with workers and leaders, and in review of the existing literature on equity in general, we developed a working definition of meeting equity. Meeting equity is the degree to which meeting leaders and attendees are able to connect and engage with each other in a manner that is inclusive of all participants.

Meeting equity involves the use of interpersonal behavioral tools for enabling full participation among all meeting attendees and the leader, as well as the technological tools necessary to ensure everyone is seen and heard. Therefore, meeting equity includes aspects of connection, psychological safety, participation, technology, and inclusion.

In an effort to explore this concept, we surveyed 1,041 US workers via Amazon Mechanical Turk. The purpose of this survey was to collect information about workplace meeting outcomes as well as workers' perceptions of how equitable their meetings were in general. In order to evaluate meeting equity, we created a new 46-item measure with five subscales capturing various factors: connection, psychological safety, participation, technology, and inclusion. After exploratory and confirmatory factor analyses, the final multi-faceted measure contains 30 items. We also created a shortened measure containing eight items that represent the five subscales (See Appendix A for complete measures).

Data analyses included calculating demographic information as well as computing average meeting equity scores using the 30- and eight-item measures. We also computed the subscale scores using the 30-item measure and provided percent agreement estimates. Afterwards we performed a group comparison on a number of meeting-related outcomes and processes between respondents reporting low meeting equity versus high meeting equity.

From these data analyses, we identified the following:

- The eight-item measure had nearly the same average score as the 30-item measure as well as each of the five subscales
- Those who reported higher meeting equity had greater scores in all meeting outcome measures (effectiveness, satisfaction, participation, recovery, and voice)
- Counterproductive meeting behavior scores were similar between high and low meeting equity groups

These results provide many opportunities for the future. First, we now have a psychometrically built and validated scale for meeting equity. Second, we can use this scale to look at how meeting equity matters in terms of other workplace outcomes, such as employee engagement and commitment. Third, we can explore antecedents to meeting equity -- that is, what makes a meeting more equitable, why does it make it more equitable, and how do we enact such efforts across an enterprise organizations. We look forward to exploring these and other next steps in the near future.

RESULTS

The survey was created via Qualtrics. Each survey took approximately 20 minutes to complete. We surveyed 1,093 US workers. After we excluded incomplete survey responses, the final sample included 1,041 workers, 37% of whom were female. The mean age of participants was 34.7 years (standard deviation [SD] = 10.69). A majority of the sample was Caucasian (65.5%) and reported not being of Hispanic, Latino, or Spanish origin (64.7%).

Respondents' average tenure in their current job was 7.03 years (SD = 7.02), and their average tenure in their current organization was 6.08 years (SD = 5.66). The average number of hours worked in a week was 36.55 hours (SD = 15.67). Workers reported attending an average of 5.22 meetings (SD = 7.49) per week and spending an average of 7.67 hours (SD = 12.16) in those meetings per week.

On a 5-point scale (higher values mean more of the measured thing), workers reported an average meeting equity score of 3.84 (SD = 0.46) using the 30-item scale and 3.85 (SD = 0.53) using the eight-item scale. The average score of each of the five meeting equity subscales using the eight-item measure ranged between 3.81-3.86 (SD = 0.46-0.62). Workers who reported high meeting equity were compared to those who reported low meeting equity. These groups included those who reported a meeting equity score of either above or below 1 SD from the mean eight-item meeting equity overall score. There were 127 participants in the high group and 203 in the low group. Those in the high meeting equity group reported higher meeting outcome scores compared to the low group, with the highest difference being between meeting voice and meeting participation.

Meeting Equity Analyses: Overall Scores

	Mean (SD)
Meeting Equity Score (30 items)	3.84 (0.46)
Meeting Equity Score (8 items)	3.85 (0.53)
Meeting Equity Score – Connection Subscale	3.84 (0.59)
Meeting Equity Score – Psychological Safety Subscale	3.81 (0.52)
Meeting Equity Score – Participation Subscale	3.86 (0.62)
Meeting Equity Score – Technology Subscale	3.85 (0.51)
Meeting Equity Score – Inclusion Subscale	3.83 (0.50)

*N = 1041

Meeting Equity Analyses: Percent Agreement

Item	% Agreement
Connection	
I feel like my meetings at work allow me to connect with colleagues.	68.62
I feel like my meetings at work allow me to connect with management.	67.56
I feel like I was supported by the meeting leader during my work meetings.	70.03
*I feel like I am heard by other meeting attendees during my work meetings.	67.62
Psychological Safety	
*I feel like I can share my work concerns during my meetings.	70.27
*I feel like I can express concerns about management practices during my meetings.	67.72
Meeting leaders tried to reduce fears about bringing up concerns during my work meetings.	65.06
I feel like I can be honest in my work meetings.	67.46

*I feel like I was able to bring up concerns without feeling like I would be penalized during my work meetings.	64.69
I feel like if something is wrong, I can speak up about it during my work meetings.	66.10
I feel comfortable asking questions during my work meetings.	70.39
Participation	
*Work meetings allow equal opportunity for all attendees to contribute.	70.0
There is good communication between the meeting leader and meeting attendees during my work meetings.	69.86
I feel like it is easy to collaborate in my work meetings.	68.54
All meeting participants can easily access work meetings.	67.96
Technology	
All meeting participants have access to a high-definition camera connected to their computer.	67.03
All meeting participants have essential audio equipment so they can be heard.	68.82
All meeting participants have essential audio equipment so they can hear others.	69.44
*I feel like meeting leaders ensure all attendees have the appropriate meeting technology.	69.44
I feel like meeting attendees can communicate effectively using the meeting technology.	68.25
Inclusion	
*My workplace meetings are fair.	68.19
I feel like meeting attendees are treated differently in my work meetings.	61.13
Every meeting attendee is treated fairly in my work meetings.	70.21
I feel like meeting leaders do not play favorites during my work meetings.	63.53
Meeting leader fosters meeting equity in my work meetings.	67.50
I feel like I belong in my work meetings.	70.54
I feel included during my work meetings.	69.56
Inclusion of everyone in the meeting is a priority during my work meetings.	66.04
Meeting attendees are often excluded during my work meetings.	68.36
Different/diverse ideas are encouraged during our meetings.	68.38

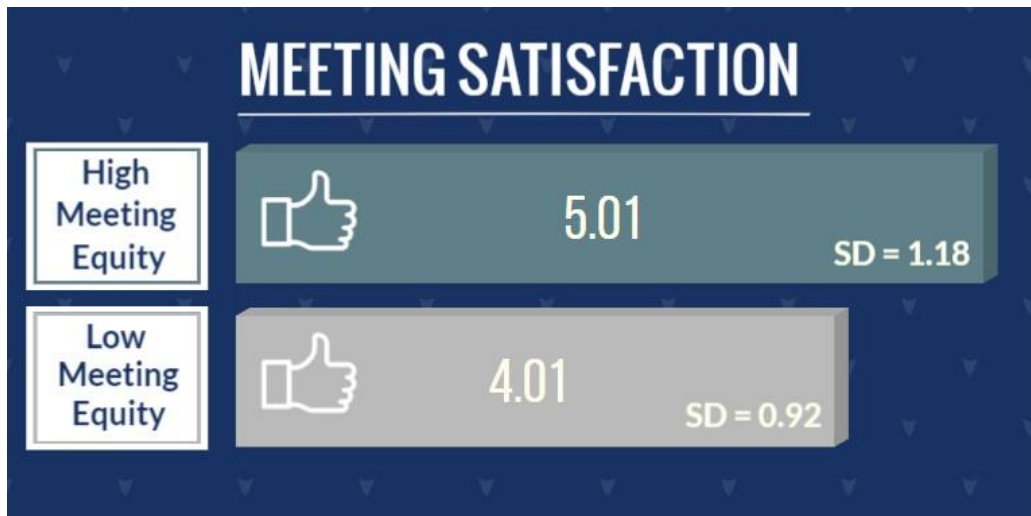
*N = 1041

Meeting Equity Analyses: High versus Low Comparisons*

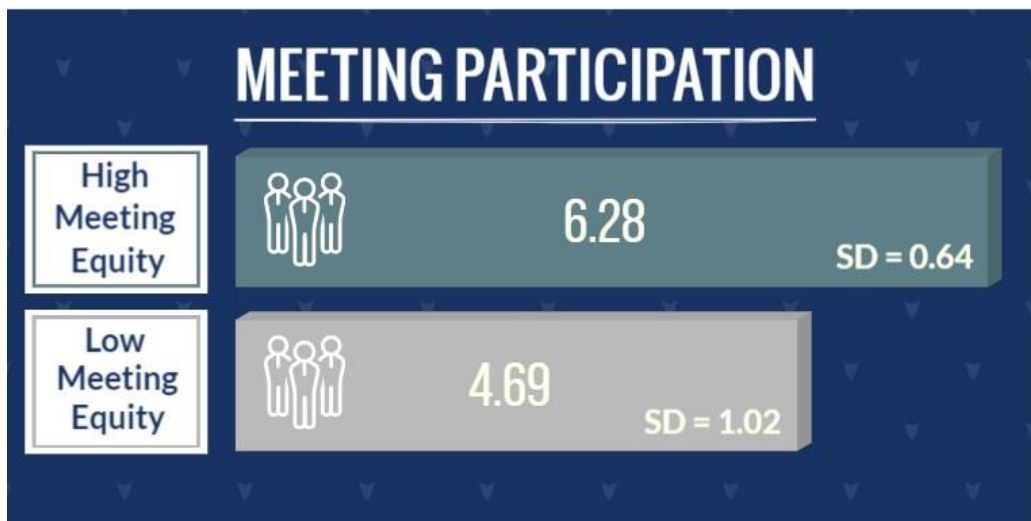
*High Meeting Equity Group, n=127; Low Meeting Equity Group, n=203



↑ 34%



↑ 25%



↑ 34%



Appendix A – Meeting Equity Measurement

Meeting Equity Measure:

Think about your workplace meetings in general. Please indicate your level of agreement with the following statements (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

8-Item Measure

1. I feel like I am heard by other meeting attendees during my work meetings.
2. I feel like I can share my work concerns during my meetings.
3. I feel like I can express concerns about management practices during my meetings.
4. I feel like I was able to bring up concerns without feeling like I would be penalized during my work meetings.
5. I feel comfortable asking questions during my work meetings.
6. Work meetings allow equal opportunity for all attendees to contribute.
7. I feel like meeting leaders ensure all attendees have the appropriate meeting technology.
8. My workplace meetings are fair.

30-Item Measure with Subscales

Connection

1. I feel like my meetings at work allow me to connect with colleagues.
2. I feel like my meetings at work allow me to connect with management.
3. I feel like I was supported by the meeting leader during my work meetings.
4. I feel like I am heard by other meeting attendees during my work meetings.

Psychological Safety

1. I feel like I can share my work concerns during my meetings.
2. I feel like I can express concerns about management practices during my meetings.
3. Meeting leaders tried to reduce fears about bringing up concerns during my work meetings.
4. I feel like I can be honest in my work meetings.
5. I feel like I was able to bring up concerns without feeling like I would be penalized during my work meetings.
6. I feel like if something is wrong, I can speak up about it during my work meetings.
7. I feel comfortable asking questions during my work meetings.

Participation

1. Work meetings allow equal opportunity for all attendees to contribute.
2. There is good communication between the meeting leader and meeting attendees during my work meetings.
3. I feel like it is easy to collaborate in my work meetings.
4. All meeting participants can easily access work meetings.

Technology

1. All meeting participants have access to a high-definition camera connected to their computer.
2. All meeting participants have essential audio equipment so they can be heard.
3. All meeting participants have essential audio equipment so they can hear others.
4. I feel like meeting leaders ensure all attendees have the appropriate meeting technology.
5. I feel like meeting attendees can communicate effectively using the meeting technology.

Inclusion

1. My workplace meetings are fair.

2. I feel like meeting attendees are treated differently in my work meetings.
3. Every meeting attendee is treated fairly in my work meetings.
4. I feel like meeting leaders do not play favorites during my work meetings.
5. Meeting leader fosters meeting equity in my work meetings.
6. I feel like I belong in my work meetings.
7. I feel included during my work meetings.
8. Inclusion of everyone in the meeting is a priority during my work meetings.
9. Meeting attendees are often excluded during my work meetings.
10. Different/diverse ideas are encouraged during our meetings.