

OSTESA EU

National Report Template

ORGANIZATIONAL CLIMATE

– RESULTS OF THE FIELD WORK CARRIED OUT IN /*CYPRUS*/



Erasmus+

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Introduction

ORGANIZATIONAL SUCCESS THROUGH EMPLOYEE SATISFACTION – OSTESA EU project is aimed at developing soft skills which can contribute to build and improve a positive organizational climate and therefore to increase employees' and managers' motivation and to enhance SMEs' performance. Through its useful resources, including assessment tool covering different dimensions of organisational climate and several training materials, the project can support companies (managers, HR staff and employees) to become more efficient.

The objectives of the field work (also research work – literature review & desk research) are:

- Research Objective 1:

Characterization of SME's organizational climate and its dimensions.

- Research Objective 2:

Identification of needs of employers and HR managers related to tools and methods to improve the organizational climate.

- Research Objective 3:

Identification of educational and training needs of SME employees and employers to improve the organizational climate.

Three questionnaires - Data Collection Tools were used to support field work action:

- Data Collection Tool 3: Organizational Climate Questionnaires for Line Managers and SME Owners (General Managers)
- Data Collection Tool 4: Organizational Climate Questionnaires for SME Employees
- Data Collection Tool 5: Organizational Climate Questionnaires for Trainers, Consultants, HR Employees.

The questionnaires were addressed to:

- Line Managers and SME Owners (General Managers) */at least 10 line managers and 10 SME owners in every partner country/*
- SME Employees */ at least 20 employees from different sectors in every partner country/*
- Trainers, Consultants, HR Employees */at least 20 representatives in every partner country/.*

Part 1. Socio-demographic characteristics of respondents

1.1. Socio-demographic characteristics of Line Managers and SME Owners (General Managers)

Number of total respondents: 20

Profession: owner (10, 50%); director/manager (10, 50%) most of the respondents were owners/line managers of small business and the rest were very small or medium businesses. All businesses apart from 2 (trading) are in the sector of Services.

Education level: primary (number, %); vocational (number, %); secondary (3, 15%); higher (Bachelor's degree or more) (17, 85%).

Gender: female (10, 50%); male (10, 50%).

Company residence: village (number, %); **city up to 30 000 inhabitants (7, 35%); city 31-100 000 inhabitants (number, %); city more than 100 000 inhabitants (13, 65%).**

Size of a company: large enterprise (more than 250 employees) (number, %); medium enterprise (51-250 employees) (number, %); small enterprise (10-50 employees) (number, %); microenterprise (up to 10 employees) (number, %).

Business sector: commerce (number, %); production (number, %); **services (18, 90%); trading (10%, 2).**

Years of experience in management (executive position) in SMEs: average: 9.4 years.

1.2. Socio-demographic characteristics of SME Employees

Number of total respondents: 20

Gender: female (11, 55%); male (9, 45%).

Education level: primary (number, %); vocational (number, %); **secondary (7, 35%); higher (Bachelor's degree or more) (13, 65%).**

Company residence: village (number, %); city up to 30 000 inhabitants (number, %); **city 31-100 000 inhabitants (8, 40%); city more than 100 000 inhabitants (12, 60%).**

Current position: assistant property estimator, responsible person for streaming in TV channel, secretary in law firm, telephone technician, reservations administrator, shop assistant, financial controller, dentist, secretary.

Years of professional experience in SMEs: average: 6.5 years.

Size of a company/ current workplace: large enterprise (more than 250 employees) (2, 10%); **medium enterprise (51-250 employees) (8, 40%); small enterprise (10-50 employees) (8, 40%); microenterprise (up to 10 employees) (2, 10%).**

Business sector: production (5, 25%); services (11, 55%); Trading 4, 20%.

1.3. Socio-demographic characteristics of Trainers, Consultants, HR Employees

Number of total respondents: 10

Current job title: trainer (6, 60%); consultant (1, 10%); HR employee (3, 30%).

Gender: female (5, 50%); male (5, 50%).

Education level: primary (number, %); vocational (number, %); secondary (number, %); higher (Bachelor's degree or more) (10, 100%).

Years of work experience for small and medium enterprises: average: 7 years.

Part 2. Characterization of organizational climate and related factors (leadership style, organizational culture, predictors that influence effective employee's performance at work)

2.1. Characterization of predictors that influence effective employee's performance at work

Analysis of the answers to question:

What makes your employees feel valued, satisfied and productive?

- Recognition (18)
- Appreciation (12)
- Reward (10)
- Trust (9)
- Allowing them to be creative without constraints (5)
- Praise (5)
- Opportunity to take initiative (4)
- Pleasant working environment (4)
- Social colleagues and manager (4)
- To be treated with respect (4)
- Efficient communication (4)
- Feeling of safety and guidance (3)
- Good cooperation (3)
- Motivation (3)
- Opportunity for advancement (3)
- Feeling of satisfaction (3)
- Treated as humans/individuals and not just workers (2)
- Freedom of expression without concerns (2)
- Clearly defined company goals (1) (SME Owner/Manager)
- Fair and equal treatment of all employees (1) (SME Owner/Manager)

Please categorize the answers, make a list of predictors (from most to least common) and provide their frequency (consider that answer of the respondent may contain more than one category). Do not place literal answers of respondents, instead provide most frequently used words of interest and expressed concepts. If needed, put only key, short fragments of expression (citation) as an example (then indicate the respondent e.g. manager, trainer, employee etc.).

2.2. Characterization of SME's organizational climate

Analysis of the answers to questions:

What factors influence and determine a positive organizational climate in SMEs?

- Efficient communication (23)
- Pleasant, stress-free working environment (15)
- Good teamwork and cooperation (14)
- Social skills of the team (13)
- Trust (10)
- Healthy balance between personal and professional life (5)
- Reasonable time schedule (5)
- Creativity in the workplace (5)
- Approachable manager (5)
- Well-defined goals of company (4)
- Respectable salary (3)
- Fair treatment of employees (3)
- Understanding the employees (2)
- Flexibility (2)
- Personal commitment (2)
- Effective management systems (2)
- Respect (2)
- Sense of belonging in a community (1)
- Reward (1)

Which of the above mentioned factors do you consider as key for effective functioning of small and medium enterprise (SME)?

- Communication (16)
- Pleasant working environment (7)
- Trust (6)
- Cooperation (5)
- Fair treatment (3)
- Social skills (3)
- Creativity (3)
- Reasonable working hours (2)
- Balance between personal and professional like
- Appreciation
- Behaviour of manager
- Flexibility
- Following the rules

- Clearly defined company goals (2)
- Good salary
- Personal commitment

Please categorize the answers (consider that answer of the respondent may contain more than one category), make a list of category for each question separately (from most to least common) and provide their frequency. Do not place literal answers of respondents, instead provide most frequently used words of interest and expressed concepts. If needed, put only key, short fragments of expression (citation) as an example (then indicate the respondent e.g. manager, trainer, employee etc.).

2.3. Characterization of leadership styles impact on organizational climate

Analysis of the answers to questions:

How leadership styles affect the organizational climate?

- **A good leader/manager with her/his behaviour toward their employees increase their productiveness by making them feel satisfied. (18)**
- **General comment: a manager should be a leader, but not bossy; should encourage the team and maintain a good company organization. (12)**
- **A proper leader is communicative, approachable, inspires trust, confidence and respect to her/his employees and maintains a positive organizational climate. (12)**
- **A good leader should excellent emotional, communicative and organizational skills. (2)**

What are the most common mistakes of managers / executives which lead to deterioration of organizational climate?

- **The managers too often act too bossy and make their employees feel inferior; lack of balance between "lead" and "cooperate". (8)**
- **Lack of interest and trust of managers toward their employees; ignorance and indifference; not caring a lot for their employees. (10)**
- **Lack of communication because the manager is never available and always busy (3).**

What knowledge and skills do managers / executives commonly lack in reference to creating positive organizational climate in a company?

- Emotional intelligence skills (5)
- Leadership (2)
- Motivation (2)
- Communication skills (2)
- Teamwork skills
- Organizational skills

What are the most common mistakes of managers / executives which lead to deterioration of organizational climate?

- Indifference and ignorance (4)
- Adherence to traditional ways of working instead of moving forward and not allowing innovation (3)
- Workaholicism
- Lack of constant knowledge/training to update skills
- Lack of motivation and creativity

Please categorize the answers (consider that answer of the respondent may contain more than one category), make a list of category for each question separately (from most to least common) and provide their frequency. Do not place literal answers of respondents, instead provide most frequently used words of interest and expressed concepts. If needed, put only key, short fragments of expression (citation) as an example (then indicate the respondent e.g. manager, trainer, employee etc.).

2.4. Summary information about the organizational climate

Please provide (using bullet points) key information regarding the following aspects: 1) predictors that influence effective employee's performance at work and impact on positive organizational climate; 2) leadership styles which impact on organizational climate.

- Efficient communication
- Pleasant and stress-free working environment
- Sociable colleagues and approachable manager
- Trust and respect in the company
- Praise, reward and recognition for a job well done
- Efficient leader leaves the employees satisfied and, consequently, more productive
- The biggest mistake that managers tend to do is being too authoritarian, bossy and "strict" with their employees

Part 3. Organizational Climate Assessment Tools

3.1. Characterization of available organizational climate assessment methods/ tools

Analysis of the answers to questions:

Has ever organizational climate been assessed in your current workplace?

No (16)

Yes (4):

- a. Through an online platform - questionnaire with 4-5 questions regarding the feelings of the employees.
- b. Through a website which once a week it sent an email to employees to answer a very short questionnaire with some questions such as, how do you feel today at work? Why?, etc. The replies received by the HR Manager and they identify any problems.
- c. About once a year the manager arranges a personal meeting with the employee during which they analyze the results of the work of the previous months, what they liked and what they would like to change.

Do you know any Organizational Climate Assessment Tools (e.g. tests, questionnaires)?

- No (26)
- Yes (4) – one respondent did not provide any further information.

Please provide number and percentage of yes / no responses for each question separately.

If there is answer “yes” from employee (question: *Has ever organizational climate been assessed in your current workplace?*) please analyse it and put provided details on organizational climate assessment.

If there is answer “yes” from managers, owners, trainers, consultants and HR employees (question: *Do you know any Organizational Climate Assessment Tools (e.g. tests, questionnaires)?*) please put all information in the table*:

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Tool	Author	Availability (publication, company)	Scope of assessment
Employee Climate Survey		Online	Depends on the company's needs
So Go Survey.com		Online	Employee job satisfaction, employee engagement
OfficeVibe.com			It measures employee satisfaction in real-time with pulse surveys and tips to improve based on the results.

**If respondents indicate the same tool, please summarize information and put it in one table line.*

Analysis of the answers to question:

What are the most common mistakes when diagnosing organizational climate?

- The employees do not give honest answers
- The feedback is too generic
- Unwillingness on the part of the administration to change some things
- The main problems cannot be detected specifically

Please categorize the answers, make a list of mistakes (from most to least common) and provide their frequency. Do not place literal answers of respondents. If needed, put only key, short fragments of expression (citation) like in the example above.



3.2. Identification of employees and employers needs in the context of organizational climate assessment methods/ tools

Analysis of the answers to question:

What should a good tool (test) for organizational climate assessment look like?

Please analyse and categorize the answers and put all information in the table (consider that answer of the respondent may contain more than one category)*:

Form:	Soft copy – digital or electronic – 34 and 68% Hard copy – 16 and 32%
Assessment duration (in minutes):	Frequency (N and %) each duration (in minutes) and mean 60 minutes (2) 30 minutes (13) 20 minutes (13) 45 minutes (1) 10 minutes (11) 15 minutes (7) 25 minutes (2)
Maximum number of questions:	Frequency (N and %) each number of questions and mean 20 questions (9) 15 questions (12) 10 questions (16) 5 questions (9) 8 questions (2)
Scope of assessment (what and how should be measured?)	Categories (N and %) Level of satisfaction (25) Efficiency of employees (26) Skills/performance (20) Staff needs (6) Organization of the company (10)
Content of feedback:	Categories (N and %) What can be improved for the betterment of the company (15) General assessment of managers and employees (18) Communication and organization (10) Employee satisfaction (19) Productivity (4)

**Please, do not place literal answers of respondents in the table.*

3.3. Summary information about the organizational climate assessment tools

Please provide (using bullet points) key information regarding the following aspects: 1) available organizational climate assessment methods/ tools; 2) employees and employers needs in the context of organizational climate assessment methods/ tools.

- We have identified three organizational climate assessment methods/ tools in total through the surveys; this is a relatively small number and it indicates that the respondents have little or no knowledge regarding these tools and we can therefore detect the relevant need.
- On average, the majority of the participants prefer electronic form, with duration 20-30 minutes and on average, 10 questions. This tool should test the level of employees' satisfaction, their efficiency and their performance.

Part 4. Training on Improving Organizational Climate

4.1. Characterization of existing training offers on organizational climate

Analysis of the answers to question:

Have you ever participated in training on organizational climate improvement in SMEs?

NO RESPONDENT ANSWERED POSITIVELY TO THIS QUESTION.

Please provide number and percentage of yes / no responses. If there is answer “yes” please analyse it and put provided details on training (duration, content, materials, participants, etc.):

Analysis of the answers to question:

Do you know any training on improving organizational climate?

Please provide number and percentage of yes / no responses separately 1) managers, owners; 2) trainers, consultants and HR employees. If there is answer “yes” please put all information in the table*:

Managers/owners: NO (19), YES (1)

Trainers, consultants and HR employees: NO (8), YES (2)

Training title	Training goal/s	Training programme (content)	Training methods	Training provider	Training duration
Increased productivity through proper organization and performance incentives	management organization and employees, improving organizational climate, productivity growth	n/a	Traditional and digital learning	n/a	2 days

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Strategies for Improving Productivity	How to set productivity goals, how to develop a performance management system that operationalises productivity goals across production, delivery and promotion, and how to manage through a performance management system.	n/a	n/a	Cyprus International Institute of Management	4 hours in-class training and a half-day private company consultation.
Time management	Good organization and time management skills	How to understand your tasks based on schedules and how to organize priority	Examples, statistical data	Knowledge Training and Consulting	14 HOURS

**If respondents indicate the same training (the same title, provider etc.), please summarize information and put it in one table line.*



4.2. Characterization of educational and training needs of employees and employers in the context of organizational climate

Analysis of the answers to question:

What training on improving organization climate should look like?

Please analyse and categorize the answers and put all information in the table (consider that answer of the respondent may contain more than one category)*:

Participants:	<input type="checkbox"/> only managers – N and % <input type="checkbox"/> only employees – N and % <input type="checkbox"/> mixed group: managers and employees – 41 and 52% <input type="checkbox"/> separate for managers and employees – 9 and 8%
Type of training:	<input type="checkbox"/> traditional – 8 and 16% <input type="checkbox"/> e-learning – 6 and 12% <input type="checkbox"/> blended learning – 36 and 72%
Number of training hours:	Frequency (N and %) each number of training hours and mean 20h (4) 10h (10) 8h (3) 14h (11) 12h (5) 15h (3) 5h (4) 6h (4) 8h (3) 7h (1) 2 days (1) 1 day (1)
Number of training participants:	Frequency (N and %) each number of training participants and mean Average: 16.68 participants (range 15-20) SME OWNERS Average: 16.25 (range 15-20) SME EMPLOYEES Average: 18.2 (range 15-20) HR CONSULTANTS/TRAINERS
Training goal/s:	Categories (N and %) Increase of productivity and efficiency (24) Time management skills (17) Organization skills (13) Communication skills (10) Improvement of company (20) Commitment (9) Emotional skills (6)

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<p>Training programme (content):</p>	<p>Categories (N and %)</p> <p>Improvement of different sets of skills: organization, communication, time management, emotional (11)</p> <p>Cooperation (7)</p> <p>Techniques and tools for proper and efficient communication between manager and employees, time management (8)</p>
<p>Training methods:</p>	<p>Categories (N and %)</p> <p>Workshops (18)</p> <p>Simulation games (11)</p> <p>Seminars (13)</p> <p>Groupwork (5)</p> <p>Informal learning (7)</p> <p>Discussions (9)</p> <p>One-to-one meetings (4)</p> <p>Training of employees (1)</p>
<p>Training materials:</p>	<p>Categories (N and %)</p> <p>Leaflets (7)</p> <p>Videos (5)</p> <p>Presentations (10)</p> <p>Discussions (9)</p> <p>Case studies (9)</p> <p>Questionnaires (6)</p>

**Please, do not place literal answers of respondents in the table.*



4.3. Summary information about the training on improving organizational climate

Please provide (using bullets points) key information regarding the following aspects: 1) existing training offers; 2) educational and training needs of employees and employers in the context of organizational climate.

- From the answers of the respondents, we have received in total three examples of training on improving organizational climate, which is a low number compared to the number of participants and indicates the relevant need for more information about possible trainings on improving organizational climate.
- The majority of participants prefer mixed groups in the training (82%) and through blended learning (72%).

Part 5. Guidebooks on organizational climate for managers

5.1. Identification of guidebooks for managers who want to improve organizational climate

Analysis of the answers to question:

Do you know any guidebooks on organizational climate for managers?

Please provide number and percentage of yes / no responses separately for 1) managers, owners; 2) trainers, consultants and HR employees. If there is answer “yes” please put all information in the table*:

Trainers, consultants and HR employees: NO (10)

Managers, owners: NO (20)

Title	Author	Content (table of contents)

**If respondents indicate the same guidebook, please summarize information and put it in one table line.*

5.2. Identification of managers needs in the context of organizational climate guidebooks

Analysis of the answers to question:

What should be included in the guidebook for managers/ executives (content, tips, instructions) to create a positive organizational climate?

Guidance on how to **manage their employees better**, ways to become more understanding and approachable and humane towards their employees, take into consideration the staff needs. (16)

How to build a healthy working environment through **trust, communication and teamwork and to build a positive community in the company** (9)

Development of leadership, **teamwork** and **communication** skills (9)

Successful **case studies** of efficient leaders/Good examples of effective leadership practices (7)

Ways to allow their employees to take initiative, be **creative** and allow room for **innovation** (3)

Methods on improving **emotional** intelligence skills (3)

Please categorize the answers (consider that answer of the respondent may contain more than one category), make a list of guidebooks contents (from most to least common) and provide their frequency. Do not place literal answers of respondents, instead provide most frequently used words of interest and expressed concepts. If needed, put only key, short fragments of expression (citation) as an example (then indicate the respondent e.g. manager, trainer, employee etc.).

5.3. Summary information about the guidebooks on organizational climate

Please provide (using bullets points) key information regarding the following aspects: 1) typical content of existing guidebooks; 2) managers needs in the context of organizational climate guidebooks.

- No guidebooks on organizational climate were identified in the surveys, which means there is a huge need for them to become more known.
- The respondents have identified some key points in tips for managers to create a positive organizational climate, such as proper management of employees, improvement of certain sets of skills (organization, leadership, communication, emotional intelligence) as well as maintaining healthy relations through all members of the company.

Part 6. Importance of the organizational climate dimensions

Please fill in the following table for each dimension of organization climate. Consider that for some columns you need to filter respondents by group (i.e. employees, managers/owners, trainers/consultants/HR employees) and provide data accordingly.

Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
1.	Autonomy					9	41	4.6	5	4.9	4.83	0	6	0
2.	Cohesion					2	48	4.9	5	5	4.96	0	1	0
3.	Trust					8	42	4.7	4.9	5	4.86	20	16	9

National Report Template

Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
4.	Pressure				1	19	30	4.5	4.7	4.6	4.6	0	2	10
5.	Support					3	47	4.9	5	5	4.96	0	16	1
6.	Recognition					4	46	4.9	5	4.9	4.93	20	20	10
7.	Fairness					5	45	4.8	5	4.9	4.9	0	13	0
8.	Innovation					15	35	4.8	4.6	4.7	4.7	0	11	0
9.	Flexibility				1	17	32	4.5	4.7	4.7	4.63	0	6	0
10.	Responsibility					9	41	4.7	5	4.9	4.86	0	2	1
11.	Standards					19	31	4.5	4.7	4.8	4.66	0	3	0

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Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
12.	Rewards					3	47	5	4.9	5	4.96	20	17	10
13.	Clarity					8	42	4.9	4.8	4.8	4.83	0	6	1
14.	Employee welfare					6	44	4.9	4.7	5	4.86	20	18	8
15.	Participation					16	34	4.6	4.6	5	4.73	0	6	0
16.	Communication						50	5	5	5	5	20	16	10
17.	Emphasis on training				1	31	18	4.5	4.2	4.7	4.56	0	2	1
18.	Integration				4	18	28	4.4	4.4	4.9	4.56	0	9	0

National Report Template

Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
19.	Supervisory support				7	17	26	4.2	4.4	4.8	4.46	0	3	0
20.	Tradition			5	11	9	25	3.6	4.3	4.8	4.4	0	3	1
21.	Formalization			1	11	9	29	3.9	4.6	5	4.5	0	0	0
22.	Flexibility					6	44	4.9	4.9	4.8	4.86	0	3	0
23.	Innovation					4	46	5	4.8	5	4.93	0	11	1
24.	Outward focus				1	15	34	4.5	4.4	4.9	4.6	0	2	0
25.	Reflexivity					16	34	4.9	5	4.8	4.9	0	1	0

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Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
26.	Clarity of organizational goals					5	45	4.8	5	4.9	4.9	0	6	0
27.	Effort					4	46	4.9	5	4.9	4.93	20	15	2
28.	Efficiency					5	45	4.9	5	4.9	4.93	0	17	10
29.	Quality				4	4	42	4.5	5	5	4.83	0	11	4
30.	Pressure to produce				7	14	29	4	4.7	4.9	4.53	0	0	1
31.	Performance feedback					15	35	4.7	4.7	4.7	4.7	0	1	0
32.	Conformism					23	27	4.6	4.3	5	4.63	0	1	0

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Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
33.	Responsibility					10	40	4.6	5	4.9	4.83	0	8	0
34.	Demands				4	12	34	4.3	4.8	4.9	4.66	0	7	0
35.	Organize					12	38	4.7	4.8	4.8	4.93	0	15	1
36.	Sense of warmth and support					5	45	4.8	5	5	4.93	12	18	10
37.	Leadership					11	39	4.7	5	4.7	4.8	20	19	10

6.1. Summary information about the organizational climate dimensions

Please provide (using bullet points) information regarding the key dimensions of organizational climate.

- We can detect some dimensions that the majority of respondents from all categories have indicated, such as communication (50), sense of warmth and support, responsibility, effort, efficiency, innovation and reward.
- These are important to look into as these are the factors that determine the organizational climate in the companies, from the employees' point of view, the managers' point of view and the trainers' point of view.