

OSTESA EU

National Report Template

ORGANIZATIONAL CLIMATE

– RESULTS OF THE FIELD WORK CARRIED OUT IN THE CZECH REPUBLIC



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 (number 10, 50%); director/manager (number 10, 50%) and description of job title – CTO, chief science officer, managers, directors, project coordinator,

Education level: primary (number 0, 0%); vocational (number 0, 0%); secondary (number 2, 10%); higher (Bachelor's degree or more) (number 18, 90%).

Gender: female (number 4, 20%); male (number 16, 80%).

Company residence: village (number 0, 0%); city up to 30 000 inhabitants (number 1, 5%); city 31-100 000 inhabitants (number 1, 5%); city more than 100 000 inhabitants (number 18, 90%).

Size of a company: large enterprise (more than 250 employees) (number 0, 0%); medium enterprise (51-250 employees) (number 2, 10%); small enterprise (10-50 employees) (number 17, 85%); microenterprise (up to 10 employees) (number 1, 5%).

Business sector: commerce (number 0, 0%); production (number 1, 5%); services (number 19, 95%); other 0(%), number 0, description).

Years of experience in management (executive position) in SMEs (minimum 1, maximum 21, mean 8.35, median 5).

1.2. Socio-demographic characteristics of SME Employees

Number of total respondents: 20

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

Education level: primary (number 0, 0%); vocational (number 1, 5%); secondary (number 4, 20%); higher (Bachelor's degree or more) (number 15, 75%).

Company residence: village (number 0, 0%); city up to 30 000 inhabitants (number 0, 0%); city 31-100 000 inhabitants (number 3, 15%); city more than 100 000 inhabitants (number 17, 85%).

Current position: assistant to general manager (number 1, 5%); project coordinator (number 5, 25%); software developer (number 1, 5%); marketing (number 1, 5%); planning and sourcing supervisor (number 1, 5%); personal consultant (number 1, 5%); administrative (number 3, 15%); assistant (number 1, 5%); IT (number 1, 5%); IT technical support (number 1, 5%); IT development (number 1, 5%); operations manager (number 1, 5%); technical support (number 1, 5%); sale (number 1, 5%).

Years of professional experience in SMEs (minimum 1, maximum 15, mean 5,1; median 5).

Size of a company/ current workplace: large enterprise (more than 250 employees) (number 0, 0%); medium enterprise (51-250 employees) (number 2, 10%);small enterprise (10-50 employees) (number 18, 90%);microenterprise (up to 10 employees) (number 0, 0%).

Business sector: commerce (number 0, 0%); production (number 4, 20%); services (number 16, 80%);other (number 0, 0, description).

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

Number of total respondents: 10

Current job title: trainer (number 3, 30%); consultant (number 3, 30%); HR employee (number 0, 0%); trainer and consultant (number 4, 40%).

Gender: female (number 4, 40%); male (number 6, 60%).

Education level: primary (number 0, 0%); vocational (number 0, 0%); secondary (number 0, 0%); higher (Bachelor's degree or more) (number 10, 100%).

Years of work experience for small and medium enterprises: (minimum 1, maximum 20, mean 9,6; median 9,5).

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?

Category	Description	Frequency
Salary	Financial rewards	24
Feedback		10
Communication	Good, open, clear, friendly	9
Meaningful	Job, work	9
No financial rewards	Non-financial bonuses, rewards	8
Environment	Working - Pleasant, friendly,	7
Atmosphere	Good, positive	6
Team work	Work together	6
Development	Personal –Personal grow,	5
Motivation		5
Clarity	Of tasks, work	4
Information	Sharing	4
Job fit		4
Relationship	good	4
Support	From managers and coworkers	4
Care	To feel that the company or boss care	3
Goals	To have goals, know it	3
Challenges		3
Management	The person of manager, management	3
Praise		3
Approach	Positive, good, guidance	3
Be involved		2
Fairness		2
Flexibility		2
It depends		2
Time together	Spend time together	2
Attractive product	Or services	2
Creative work		1

Image of company		1
Decision	Independent	1
Know each other		1
New things	No routine	1
Positive thinking		1
Recognition	Manager	1
Respect	Manager, co-workers	1
Satisfaction	To feel	1
Success	To feel	1
Workload	Suitable	1
Trust		1
Valuation		1
Work	Quality	1

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?

Category	Description	Frequency
Communication		15
Management	The person of manager, management	12
Relationship		12
Salary	Financial rewards	7
Environment		6
No financial rewards		6
Cooperation		5
Feedback		5
Positive thinking		4
Clarity		4
Approach	Human, positive	3
Atmosphere		3

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Challenges		3
Information	Sharing	3
Support		3
Autonomy		3
Development		2
Fairness		2
Involved in work	To be	2
Meaningful	Tasks, work	2
Motivation		2
Success		2
Team Work	Team working	2
Vision		2
Climate		1
Condition	Working	1
Creative work		1
Evaluation		1
Flexibility		1
Goals		1
Honesty		1
Ideas		1
Life-work balance		1
No pressure		1
Product	Trust in product, services	1
Recognition		1
Respect		1
Self-realisation		1
Take part in leadership		1
Time together	Spend time	1
Trust		1
Work	quality	1
Workspace		1

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

Category	Description	Frequency
Communication	Clear, good, efficient	14
Relationship	With co-workers, managers and customers	8
Management	The person of manager, management	7
Environment	Working - Pleasant	6
Feedback		4
Salary	Financial rewards	4

Team work	Work together	4
Co-workers	Active, keen, helpful	3
No financial rewards	Non-financial bonuses, rewards	3
Goals	To have goals, know it	3
Approach	Fair, human	2
Atmosphere	Friendly, helpful	2
Autonomy		2
Cooperation		2
Decision making		2
Development	Personal	2
Flexibility		2
Responsibility		2
Success		2
Clarity		1
Consistency		1
Fairness		1
Honesty		1
Challenging	Work, task	1
Innovative thinking		1
Knowing each other		1
Meaningful	Job, task	1
Motivation		1
Positive thinking		1
Respect		1
Self-realisation		1
Support		1
Trust		1
Vision	Clear	1

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?

Category	Description	Frequency
Very	A lot, very much, definitely, important, key factor	21
Style	Not too authoritative, liberal, bossy	9
The personality of manager	Behaviour – to be an example People can follow him/her To be readable, openness	8
Climate	He/she can increase, create, affect	6
Open	He/she pace for innovations, involvement, activity	4
Atmosphere	He/she can create, affect	4
Communication	He/she can influence	3
Motivate	He/she motivate	3
Support	He/she	3
Yes, it affects		3
Clarity	He/she set clarity	2
Approach	Friendly and understanding	1
Decision making		1
Encouragement		1
Fairness		1
Feedback		1
Mentoring		1
Praise		1
Reflection	Able to reflect each employee's personality	1
Relationship	Invests in the good relationship	1
Respect	For all team members	1

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

Category	Description	Frequency
Communicate	Do not communicate, lack of, bad	9
Bossy		6
Clarity	Lack of	4
Not time	Too busy	4
Dishonesty	No say truth, not be sincere	3
Goals	Lack of	3
Motivation	Do not motivate	3
Conception	Preconception, lack of	2
Fairness	Lack of	2
Fear	Spread	2
Feedback	Lack of	2
Information	No sharing	2

Know employees	Do not	2
Mood	Bad mood	2
Problem solving	Can not	2
Recognition	Lack of	2
Non financial rewards	Lack of	2
Stress	On workplace	2
Style	Authoritative or liberal, too directive	2
Support	Lack of	2
Development	Lack of (of employees)	1
Diligent	Be to much	1
Encourage	Not	1
Instability	Not feel stability	1
Listening	Not	1
Micromanagement		1
Responsibility	No clear	1
Salary	Unfairness	1
Underestimation	Work tasks, problems	1
Vision	Lack of	1
Workload	Heavy	1

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

Category	Description	Frequency
Development	Employees development	3
Communication	Open	2
To know employees		2
Motivate		2
Delegating		1
Empath		1
Feedback		1
Generosity		1
Goals		1
Leading meetings		1
To be leader	He is just manager, no leader	1
Patience		1
Time management		1
Trust		1

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.

- Financial rewards, feedback, communication, management, relationship
- Not too authoritative, liberal, bossy; important is communication

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?

Yes (5, 26%); No (14, 74%);

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

Yes (16, 57%); No (12, 43%).

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*:

Tool	Author	Availability (publication, company)	Scope of assessment
HR Solution	DAP Seviles	company	Individual, group
CA method	DAP Services, Jiří Šimonek	DAP Services, www.camethod.com	Behaviours, atmosphere of the relationships
Enterprisecall.com			
Investors in people	UKCES	www.investorsinpeople.com	
ISO 9001	government	various level	company wide
Profile of team	DAP Services		overall climate
Miniaudit	RPIC-VIP s.r.o.	RPIC-VIP s.r.o., online	General factors of economic performance and satisfaction of employees: skills, motivation, environment

Gallup questions			
Sociomapping			
MBTI	OPP ltd.		

**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?

Category	Description	Frequency
Anonymity	Employees do not feel	1
Evaluation by leader	Do not invite specialist, spend money	1
Protecting company	Try too much protect company	1
It is compulsory	Employees have to participate	1
Not truth	Respondent do not answer the truth	1
Underestimation	Underestimation of the testimony	1

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 – 41 and 93% Hard copy – 3 and 7%;
Assessment duration (in minutes):	Frequency 5 (1 and 2%), 10 (5 and 11%), 15 (10 and 23%), 20 (14 and 32%), 30 (8 and 18%), 45 (2 and 5%), 60 (4 and 9%); mean 24.
Maximum number of questions:	Frequency 3 (1 and 3%), 5 (3 and 9%), 8 (1 and 3%), 10 (14 and 41%), 15 (8 and 24%), 20 (7 and 21%), 30 (1 and 3%), 40 (1 and 3%), 45 (1 and 3%), 50 (4 and 12%), 80 (1 and 3%), 100 (2 and 6%); mean 27.
Scope of assessment (what and how should be measured?)	Relationship (6, 10,5%), Improvement (4, 7%), the person of leader, manager (3, 5,2%), climate (3, 5,2%), feeling -

	<p>organisation (3, 5,2%), financial rewards – satisfaction (3, 5,2%), satisfaction of job (3, 5,2%), atmosphere (2, 3,5%), disadvantages (2, 3,5%), performance of tasks (2, 3,5%), questionnaire yes (2, 3,5%), questionnaire no (2, 3,5%), simply scope (2, 3,5%), trainings (2, 3,5%), 360 degree (1, 1,75%), according to needs (1, 1,75%), advantages (1, 1,75%), communication (1, 1,75%), compared with (1, 1,75%), consultation (included) (1, 1,75%), fairness (1, 1,75%), freedom (1, 1,75%), goals (1, 1,75%), individual parameters (1, 1,75%), information flow (1, 1,75%), motivation (1, 1,75%), responsibility (1, 1,75%), self-reflection (1, 1,75%), stress (1, 1,75%), structure in company (1, 1,75%), team work (1, 1,75%), treatment of employees (1, 1,75%)</p>
<p>Content of feedback:</p>	<p>Yes (7; 28%), Recommendation (2; 8%) Voluntarily (2; 8%) Signal (1; 4%), Result (5; 20%), Face to face (1; 4%), Improvements (5; 20%), Recommendation (2; 8%), Presentation of results (1; 4%), Free feedback (1; 4%), Group dynamics (1; 4%), Future needs (1; 4%), Training requirements (1; 4%), Group feedback (1; 4%), Comments (1; 4%), Differences between perception (1; 4%), Brief comment about results (1; 4%), Compare relations (1; 4%), Situation in firm (1; 4%)</p>

**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.

- Tools: CA method, Miniaudit
- Softcopy; take 20 minutes; maximum 10 number of questions, measure relationships and content feedback.

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?
Yes (0, 0%), No (20, 100%).

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?

- 1) Managers, owners: Yes (5, 28%); No (13, 72%)
- 2) Trainers, consultants and HR employees: Yes (3, 33%); No (6, 67%)

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*:

Training title	Training goal/s	Training programme (content)	Training methods	Training provider	Training duration
Outdoor individual softSkillsers					
Learningpool			elearning	learningpool.com	various
Specific training according to needs, usually managerial trainings			Active learning	RPIC-VIP	depending on needs
Mgmt change	Accept changes	phase changes	case study and own study	private company	1-2 days

Teambuildings					
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**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)*:

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

Participants:	<input type="checkbox"/> only managers – 1 and 2,3% <input type="checkbox"/> only employees – 0 and 0% <input type="checkbox"/> mixed group: managers and employees – 26 and 60,5% <input type="checkbox"/> separate for managers and employees – 16 and 37,2%
Type of training:	<input type="checkbox"/> traditional – 22 and 54% <input type="checkbox"/> e-learning – 1 and 2 % <input type="checkbox"/> blended learning – 18 and 44%
Number of training hours:	Frequency 4 (2 and 5%), 5 (3 and 8%), 6 (5 and 14%), 8 (11 and 30%), 10 (3 and 8%), 12 (1 and 3%), 14 (1 and 3%), 15 (1 and 3%), 16 (3 and 8%), 18 (3 and 8%), 20 (1 and 3%), 24 (1 and 3%), 25 (1 and 3%), 50 (1 and 3%), 90 (1 and 3%); mean 14
Number of training participants:	Frequency 5 (4 and 10%), 6 (4 and 10%), 8 (5 and 13%), 10 (13 and 33%), 12 (8 and 21%), 15 (2 and 5%), 18 (1 and 3%), 20 (2 and 5%); mean 10
Training goal/s:	Understand myself and others (1; 3,45%), Improve climate (7; 24,14%), Improvement (2; 6,9%), Depends on company/needs (2; 6,9%), Improve team work (1; 3,45%), Solving problems (1; 3,45%), Achieve results (1; 3,45%), Increase skills (1; 3,45%), Increase productivity (1; 3,45%), See the limits group (1; 3,45%), Build something new (1; 3,45%) Improvement relationships (1; 3,45%), Motivate employees (2; 6,9%), To improve attitudes (1; 3,45%), Effective use of time (1; 3,45%), Accept an advice and criticism (1; 3,45%), Communication (4; 13,79%), To know better each other in the group (1; 3,45%),

	To explain (2; 6,9%), Accept and use changes (1; 3,45%), Feedback (2; 6,9%), Trust amongst employees (1; 3,45%), Better management (1; 3,45%)
Training programme (content):	Depends on needs (3; 25%), Various (2; 16,67%), Ice breakers (1; 8,33%), Org. climate (1; 8,33%), Discussion about climate (1; 8,33%), Improving climate (1; 8,33%), Conclusion and feedback (1; 8,33%), Theoretical part (1; 8,33%), Practical part with team tasks (1; 8,33%), Have fun (1; 8,33%), Company culture (1; 8,33%), Communication (1; 8,33%), Flow or information (1; 8,33%), Practical tools (1; 8,33%), How to lead (1; 8,33%), How to manage (1; 8,33%)
Training methods:	Discussion (3; 13,04%), Various (1; 4,35%), Depends on needs (1; 4,35%), Theoretical (1; 4,35%), Practical (2; 8,70%), Interactive (3; 13,04%), Face to face (1; 4,35%), eLearning (1; 4,35%), Workshop (3; 13,04%), Role plays (8; 34,78%), Teambuilding (4; 17,39%), CA method + training (1; 4,35%), Informal learning (1; 4,35%), Games (4; 17,39%), Sport activities (1; 4,35%), Communication (1; 4,35%), Indoor activities (1; 4,35%), Outdoor activities (1; 4,35%), New trends (1; 4,35%), New instruments (1; 4,35%), Presentations (1; 4,35%), Case study (1; 4,35%), Coaching (1; 4,35%), Consultation (1; 4,35%), Focus on weak points (1; 4,35%), Cooperation (1; 4,35%), Improving or creating pos. climate (1; 4,35%)
Training materials:	Pdf (1; 5,56%), Various (1; 5,56%), Depends on needs (1; 5,56%), Yes (2; 11,11%), Whatever is needed (1; 5,56%), Online tutorials (1; 5,56%) Online videos (2; 11,11%), Handouts (2; 11,11%), Course workbooks (1; 5,56%), eLearning programmes (1; 5,56%), Presentation (3; 16,67%), Printed papers (2; 11,11%), Written material (1; 5,56%), Exercises (1; 5,56%), Other helpful questionnaires (1; 5,56%), Helpful materials (1; 5,56%), Electronical (2; 11,11%), Guidebooks (4; 22,22%), Feedback (1; 5,56%), Setting goals (1; 5,56%)

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.

- Outdoor individual, Soft Skillers, Specific trainings, Mgnt change, Teambuildings

- Mixed group; traditional; 8 hours; 10 participants; training goal – improve climate; training content - various; training methods – teambuilding and games; training materials - guidebook

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?

- 1) Managers, owners: Yes (2 and 11%); No (17 and 89%)
- 2) Trainers, consultants and HR employees: Yes (5 and 56%); No (4 and 44%)

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*:

Title	Author	Content (table of contents)
Change mgmt		

**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:

Category	Description	Frequency
Leadership		9
Communication		8
Motivate	How to	8
Tips		7
Examples	Practical	6
Problem solving	How do	4
Case studies		3

Evaluation		2
Feedback	How do	2
Team working		2
Culture organizational	About	1
Goals	How to set	1
Development		1
Customer engagement		1
Human oriented		1
Individuality of employees	About	1
Information	How share	1
Involve employees		1
Playing roles		1
Positive approach		1
How to use own way		1

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

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.

- Change mgmt
- Leadership, communication, motivation

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	(0;0%)	(1;2%)	(3;6%)	(9;18%)	(27;54%)	(10;20%)	4,7	4,95	4,9	4,84	(3;15%)	(2;10%)	(2;20%)
2.	Cohesion	(0;0%)	(0;0%)	(3;6%)	(7;14%)	(21;42%)	(19;38%)	5,2	5,2	4,8	5,12	(8;40%)	(8;40%)	(3;30%)
3.	Trust	(0;0%)	(0;0%)	(0;0%)	(6;12%)	(14;28%)	(30;60%)	5,26	5,7	5,5	5,49	(11;55%)	(15;75%)	(6;60%)
4.	Pressure	(1;2%)	(4;8%)	(9;18%)	(18;36%)	(16;32%)	(2;4%)	3,9	4,2	3,8	4	(0;0%)	(0;0%)	(0;0%)
5.	Support	(0;0%)	(1;2%)	(2;4%)	(5;10%)	(16;32%)	(26;52%)	5,2	5,35	5,3	5,28	(11;55%)	(12;60%)	(3;10%)
6.	Recognition	(0;0%)	(1;2%)	(3;6%)	(12;24%)	(14;28%)	(20;40%)	5	5,1	4,7	4,98	(6;30%)	(6;30%)	(4;40%)

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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
7.	Fairness	(0;0%)	(0,0%)	(0;0%)	(6;12%)	(21;42%)	(23;46%)	5,25	5,5	5,2	5,34	(7;35%)	(13;65%)	(4;40%)
8.	Innovation	(0;0%)	(1;2%)	(5;10%)	(19;38%)	(17;34%)	(8;16%)	4,25	4,6	4,9	4,52	(1;5%)	(4;20%)	(2;20%)
9.	Flexibility	(0;0%)	(1;2%)	(3;6%)	(12;24%)	(23;46%)	(11;22%)	4,95	4,9	4,3	4,8	(3;15%)	(6;30%)	(0;0%)
10.	Responsibility	(0;0%)	(2;4%)	(3;6%)	(10;20%)	(17;34%)	(18;36%)	4,8	4,95	5,1	4,92	(5;25%)	(11;20%)	(3;30%)
11.	Standards	(0;0%)	(1;2%)	(7;14%)	(12;24%)	(20;40%)	(10;20%)	4,4	4,75	4,8	4,62	(0;0%)	(4;20%)	(2;20%)
12.	Rewards	(0;0%)	(0;0%)	(1;2%)	(7;14%)	(19;38%)	(23;46%)	5,55	4,95	5,4	5,28	(10;50%)	(4;20%)	(6;60%)
13.	Clarity	(0;0%)	(0;0%)	(4;8%)	(8;16%)	(22;44%)	(16;32%)	4,85	5,1	5,1	5	(13;65%)	(10;50%)	(8;80%)
14.	Employee welfare	(0;0%)	(1;2%)	(2;4%)	(20;40%)	(13;26%)	(14;28%)	4,8	4,85	4,4	4,74	(7;35%)	(5;25%)	(1;10%)
15.	Participation	(0;0%)	(1;2%)	(6;12%)	(20;40%)	(16;32%)	(7;14%)	4,4	4,6	4,2	4,44	(1;5%)	(3;15%)	(2;20%)
16.	Communication	(0;0%)	(0;0%)	(3;6%)	(5;10%)	(13;26%)	(29;58%)	5	5,6	5,6	5,36	(6;30%)	(15;75%)	(9;90%)

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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
17.	Emphasis on training	(0,0%)	(3;6%)	(9;18%)	(14;28%)	(18;36%)	(6;12%)	4,5	4,15	4,2	4,3	(1;5%)	(3;15%)	(0;0%)
18.	Integration	(0,0%)	(4;8%)	(3;6%)	(15;30%)	(17;34%)	(11;22%)	4,55	4,55	4,6	4,56	(4;20%)	(4;20%)	(3;30%)
19.	Supervisory support	(0,0%)	(0,0%)	(5;10%)	(15;30%)	(14;28%)	(16;32%)	5,1	4,4	5,1	4,82	(6;30%)	(3;15%)	(3;30%)
20.	Tradition	(1;2%)	(8;16%)	(13;26%)	(16;32%)	(10;20%)	(2;4%)	3,9	3,4	3,6	3,64	(0;0%)	(0;0%)	(0;0%)
21.	Formalization	(2;4%)	(11;22%)	(14;28%)	(14;28)	(5;10%)	(4;8%)	3,35	3,5	3,4	3,42	(1;5%)	(1;5%)	(0;0%)
22.	Flexibility	(0;0%)	(1;2%)	(5;10%)	(18;36%)	(20;40%)	(6;12%)	4,15	4,9	4,4	4,5	(2;10%)	(6;30%)	(0;0%)
23.	Innovation	(0;0%)	(1;2%)	(2;4%)	(14;28%)	(25;50%)	(8;16%)	4,65	4,85	4,7	4,74	(3;15%)	(0;0%)	(0;0%)
24.	Outward focus	(0,0%)	(3;6%)	(1;2%)	(11,22%)	(17;34%)	(18;36%)	4,75	4,95	5,2	4,92	(6;30%)	(5;25%)	(3;30%)
25.	Reflexivity	(0;0%)	(2;4%)	(6;12%)	(13;26%)	(17;34%)	(12;24%)	4,5	4,65	4,8	4,62	(3;15%)	(2;10%)	(3;30%)

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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	(0;0%)	(0;0%)	(4;8%)	(8;16%)	(22;44%)	(16;32%)	4,85	5,1	5,1	5	(4;20%)	(5;25%)	(5;50%)
27.	Effort	(0;0%)	(0;0%)	(6;12%)	(11;22%)	(22;44%)	(11;22%)	4,6	4,9	4,8	4,76	(5;25%)	(2;10%)	(2;20%)
28.	Efficiency	(0;0%)	(0;0%)	(1;2%)	(11;22%)	(16;32%)	(22;44%)	5,3	5,1	5,1	5,1	(10;50%)	(5;25%)	(3;30%)
29.	Quality	(0;0%)	(0;0%)	(3;6%)	(6;12%)	(17;34%)	(24;48%)	5,3	5,1	5,4	5,24	(10;50%)	(7;35%)	(4;40%)
30.	Pressure to produce	(0;0%)	(6;12%)	(8;16%)	(13;26%)	(17;34%)	(6;12%)	3,95	4,35	4,3	4,18	(2;10%)	(0;0%)	(2;20%)
31.	Performance feedback	(0;0%)	(2;4%)	(1;2%)	(12;24%)	(17;34%)	(18;36%)	4,95	5,05	4,8	4,96	(4;20%)	(7;35%)	(2;20%)
32.	Conformism	(2;4%)	(12;24%)	(15;30%)	(12;24%)	(7;14%)	(2;4%)	3,4	3,25	3,3	3,32	(1;5%)	(0;0%)	(0;0%)
33.	Responsibility	(0;0)	(0;0%)	(0;0%)	(13;26%)	(20;40%)	(17;34%)	5,1	5,1	5	5,08	(4;20%)	(7;35%)	(3;30%)

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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
34.	Demands	(0;0%)	(1;2%)	(2;4%)	(17;34%)	(21;42%)	(9;18%)	4,55	4,85	4,7	4,7	(2;10%)	(5;25%)	(1;10%)
35.	Organize	(0;0%)	(0;0%)	(3;6%)	(8;16%)	(20;40%)	(19;38%)	5,25	4,9	5,2	5,1	(6;30%)	(4;20%)	(2;20%)
36.	Sense of warmth and support	(0;0%)	(0;0%)	(2;4%)	(2;4%)	(19;38%)	(27;54%)	5,7	5,05	5,6	5,42	(13;65%)	(3;15%)	(5;25%)
37.	Leadership	(0;0%)	(0;0%)	(1;2%)	(3;6%)	(19;38%)	(27;54%)	5,45	5,35	5,6	5,44	(10;50%)	(11;55%)	(5;50%)

6.1. Summary information about the organizational climate dimensions

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

- Employees – clarity and sense of warmth and support
- Managers and owners – trust and communication
- Trainers - communication
- The most important category – trust

Part 7. Recommendations

Please provide (using bullet points) recommendations for our future work in the project, regarding:

1. Climate assessment tool
 - Assessment of organizational climate is not common.
 - Recommended tool should be a softcopy.
 - Assessment should take about 20 minutes with and measure relationships and improvement.
 - It should content feedback.
 - To use: CA method or Miniaudit
2. Programme training
 - Respondents do not know about any – 72%, so to create one is necessary.
 - Nobody of respondents participated in any training.
 - How training should look like: some traditional one with mixed groups, should take 8 hours and about 10 participants
 - Training goals – improve climate and communication.
 - Recommended content and methods - Various, teambuilding and games;
 - Training materials - guidebook
3. Guidebook
 - Respondents do not know about any – 89%, so to create one is necessary.
 - Recommended content - Leadership, communication, motivation, some practical examples and tips.