

OSTESA EU

National Report

ORGANIZATIONAL CLIMATE

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

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	Nr	%
Owner	3	15
Director/manager	17	85

Education level	Nr	%
Primary	1	5
Vocational	0	-
Secondary	1	5
Higher (Bachelor's degree or more)	18	90
Gender		
Female	10	50
Male	10	50
Company residence		
Village	3	15
City up to 30 000 inhabitants	2	10
City 31-100 000 inhabitants	2	10
City over 100 000 inhabitants	13	65
Size of a company		
Large enterprise (more than 250 employees)	0	-
Medium enterprise (51-250 employees)	7	35
Small enterprise (10-50 employees)	13	65
Microenterprise (up to 10 employees)	0	-
Business sector		
Commerce	2	10
Production	5	25
Services	10	50
Other	3	15

Years of experience in management (executive position) in SMEs

Minimum:	3
Maximum:	30
Mean:	13,85
Median:	14,5

1.2. Socio-demographic characteristics of SME Employees

Number of total respondents: 20

Education level	Nr	%
Primary	0	-
Vocational	3	15
Secondary	5	25
Higher (Bachelor's degree or more)	12	60
Gender		
Female	12	60
Male	8	40
Company residence		
Village	9	45
City up to 30 000 inhabitants	1	5
City 31-100 000 inhabitants	1	5
City over 100 000 inhabitants	9	45
Size of a company		
Large enterprise (more than 250 employees)	0	-
Medium enterprise (51-250 employees)	0	-
Small enterprise (10-50 employees)	20	100
Microenterprise (up to 10 employees)	0	-
Business sector		
Commerce	0	-
Production	0	-
Services	0	-
Other - Tertiary and vocational education	10	50
Other – Research	1	5
Other - Training and job services	1	5
No answer	4	8
Current position		
Communication office	3	15

HR responsible	2	10
Project manager/assistant	6	30
Researcher	2	10
Internship	1	5
No answer	6	30

Years of professional experience in SMEs

Minimum: 2

Maximum: 28

Mean: 20,25

Median: 7

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

Number of total respondents: 20

Education level	Nr	%
Primary	0	-
Vocational	0	-
Secondary	1	5
Higher (Bachelor's degree or more)	19	95
Gender		
Female	11	55
Male	9	45
Current job title		
Trainer	6	30
Consultant	3	15
Trainer and consultant	11	55
HR employee	0	-

Years of work experience for small and medium enterprises:

Minimum: 4

Maximum: 20

Mean: 13,57

Median: 15

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?

Main evidences have been classified and are reported in the matrix below:

- on the columns’ header are reported the main areas to which items quoted in the answers belong (relations, acknowledgment and organizational dimensions)
- on the rows’ headers are reported the most quoted items as positively affecting employees’ performance . Items are listed for frequency (number of times quoted in the answers), from the most frequent to the less frequent

	Relations	Acknowledgment	Organizational dimensions
Peer relations	7		
Feedback	6		
Friendly environment	5		
Support	2		
Guidance	2		
Relations with top	2		
Teamwork	1		
Professional growth		9	
Economic rewards		6	
Professional acknowledgment		5	
Competences development		2	
Responsibility			6
Involvement/engagement			5
Autonomy			5
Trust			5
Sharing of strategies			4
Good organizational climate			4
Membership			4
Respect			3

Listening and understanding of individuals' needs			3
Quality of tasks			2
Flexibility			2
Personal valorisation			2
Training			2
Effective 360 degrees communication			2
Contact/proximity			1
Clarity of organizational processes/tasks			1
Motivation			1
Satisfaction			1
Innovative attitude			1
Tasks sense giving			1

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?

Main evidences have been classified and are reported in the matrix below:

- on the columns' header are reported the main areas to which items quoted in the answers belong (relations, acknowledgment and organizational dimensions)
- on the rows' headers are reported the most quoted items as positively influencing organizational climate in SMEs. Items are listed for frequency (number of times quoted in the answers), from the most frequent to the less frequent

The items reported hereafter reflect the specific features rising from the answers to this question. Hence the differences from the previous chart.

	Relations	Acknowledgment	Organizational dimensions
Relations (general)	12		
Teamwork	5		
Peer relations	4		
Friendly environment	3		
Relations with top	1		
Economic rewards		4	

Professional acknowledgment		3	
Competences development		3	
Involvement/engagement			10
Clarity/transparency of organizational processes/tasks			9
Effective 360 degrees communication			7
Collaboration/cooperation			6
Responsibility			5
Membership			5
Good organizational climate			4
Strategies			3
Sharing			3
Flexibility			3
Respect			3
Quality of tasks			2
Autonomy			2
Trust			2
Satisfaction			2
Listening and understanding of individuals' needs			2
Innovative attitude			2
Work/life balance			2

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

	Relations	Acknowledgment	Organizational dimensions
Relations (general)	4		
Relations with top	3		
Teamwork	3		
Peer relations	2		

Professional acknowledgment		4	
Involvement/engagement			9
Sharing of strategies and goals			8
Clarity/transparency of organizational processes/tasks			7
Effective 360 degrees communication			5
Trust			3
Respect			2
Good organizational climate			2
Listening and understanding of individuals' needs			2
Innovative attitude			2
Training			2
Membership			2
Responsibility			2
Collaboration/cooperation			2

2.3. Characterization of leadership styles impact on organizational climate

Analysis of the answers to questions:

How leadership styles affect the organizational climate?

All the people involved in the research have recognized that leadership styles have relevant impact on the organizational climate.

Hereafter leadership dimensions are reported, clusterized in the main areas to which items quoted in the answers belong (relations, acknowledgment and organizational dimension) and categorized as for having positive or negative impact on the climate.

	Positively impacting	Negatively impacting
Relations	Feedback restitution Informality Smoothing critical situations Collaborative and people-oriented style Participative leadership style Supportive leadership style Servant leadership Inclusive leadership	Oppressive leadership style Generating anxiety Lack of feedback Casualty of listening Authoritative leadership Bossy leadership
Acknowledgment	Career growth promotion Individual potentialities and competences/resources valorisation	Not fair evaluation criteria Limiting expression possibilities
Organizational dimension	Clear goals setting Reduction of uncertainty Collaboration and opened communication Decision-making capacities Assumption of responsibilities Exemplary behaviour (walking the talk) Giving clear vision and direction Creating positive organizational climate Motivating teams Encouraging innovation Sharing tasks Trust and coherent behaviour Transparency and sharing	Complicating the work climate Lack of transparency Lack of mandate Excess of control Power used in a not correct way Privileges (status) Bad communication about goals Lack of planning Lack of motivation Focused on short terms results

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

In the below matrix, the answers to the above question are reported, clusterized in the main areas to which the quoted mistakes belong (relations, acknowledgment and organizational dimension)

	Most common mistakes
Relations	<ul style="list-style-type: none"> Lack of feedback Undermining relations Lack of dialogue Top-down approach
Acknowledgment	<ul style="list-style-type: none"> Lack of trust in their resources Lack of evaluation systems and criteria Disregarding people's ambitions and individual capabilities Not adequate knowledge of employees and their competences Favouring someone over other colleagues Not accomplished promises Lack of evaluation capacities Not proper evaluation of good results/too much emphasis on bad performances Lack of acknowledgment Few opportunities for professional growth Lack of meritocracy Unequal treatment Lack of knowledge of teams and individual skills
Organizational dimension	<ul style="list-style-type: none"> Lack of mandate Lack of motivation capabilities Lack of vision Lack of honest and ethical behaviour Lack of inclination to accept critiques Not adequate sharing of information and priorities Lack of clear strategies Lack of clear direction of the activities Not distinguishing between professional and personal life Bad communication Lack of listening Excess of control Unclear assignment of tasks Lack of responsibility Lack of planning Lack of decisions Disregarding the charge of activities when assigning tasks Excessive workload Wrong decisions Lack of transparency Excess of competition Either too little influence or too much imposition

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

Once again, answers are reported in the below matrix, where lacking skills are clusterized in the main areas to which they belong (relations, acknowledgment and organizational dimension)

	Lacking Skills
Relations	<ul style="list-style-type: none"> Authenticity Social and emotional intelligence Feedback Relational skills Relations management Dialogue Support
Acknowledgment	<ul style="list-style-type: none"> Evaluation and rewarding Evaluation of good results Emphasis on bad performances Acknowledgment Opportunities for professional growth Assessment/evaluation capacities Consideration for individual features
Organizational dimension	<ul style="list-style-type: none"> Clear and opened communication Setting of business goals Mandate Responsibility Listening and motivation Info sharing Involvement capabilities Performance management Distinguishing between familiar and professional dimension Managerial skills Sense giving Team building capabilities Support to innovation

2.4. Summary information about the organizational climate

In the below section information is provided about:

- 1) predictors that influence effective employee's performance at work and impact on positive organizational climate;
- 2) leadership styles which impact on organizational climate.

Items have been clusterized in the main areas they belong to and are reported in order, from the most quoted to the less quoted

1) Main predictors:

- **Relational sphere:** peer relations, feedback and friendly environment
- **Acknowledgement sphere:** professional growth, economic rewards and professional acknowledgement
- **Organizational sphere:** responsibility, autonomy, trust and good organizational climate

2) Main leadership styles impacting on organizational climate:

- **Relational sphere**
Positively impacting: collaborative, participative and inclusive leadership styles
Negatively impacting: oppressive, authoritative and bossy leadership styles
- **Acknowledgment sphere:**
Positively impacting: leadership styles aimed at the career growth and individual potentialities promotion
Negatively impacting: Leadership styles limiting expression possibilities
- **Organisational sphere:**
Positively impacting: exemplary, motivating, innovative and sharing leadership
Negatively impacting: unfair, control-based and not transparent leadership.

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?

Number of total respondents: 20 (employees)

Number of persons responding “yes” and percentage: 4 (20%)

Number of persons responding “no” and percentage: 16 (80%)

Two persons among whom have answered “yes” have mentioned “questionnaires” as tool which has been used for investigating and analysing the organizational climate.

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

Number of total respondents: 40 (managers, owners, trainers, consultants and HR employees)

Number of persons responding “yes” and percentage: 10 (25%)

Number of persons responding “no” and percentage: 30 (75%)

Tool	Author	Availability (publication, company)	Scope of assessment
		www.ebccconsulting.com/test-feedback-360.html	Offering a 360° evaluation from collaborators and referents
Leadership Styles Assessment Test	Robert Galford	www.yourleadershiplegacy.com/assessment/assessment.php	Leadership styles identification
Personality test	Based on Briggs Meijer profiles		Assessing strength and weak points
Great place to work			Internal climate (big data)
Human capital trends	Deloitte		Monitoring internal climate
Burn out evaluation questionnaire	Christina Maslach	1981, Maslach burnout-selftest - ConnectABILITY	Monitoring stress levels
ISTUD questionnaires	ISTUD	ISTUD Foundation	Monitoring

for climate monitoring	Foundation	2015/16	organizational climate, acknowledgment, individual reward
Self-narration (enterprise autobiography)	ISTUD Foundation	ISTUD Foundation and Bicocca University, Milan	Recognizing details and hidden processes within organizations
Questionnaire	Guidelines INAIL	Shared with the top management	Work-related stress
Employee survey	CIRCOR	CIRCOR	Evaluation of employees' satisfaction
Self-evaluation report	MIUR	Self-evaluation	Self-evaluation, improvement plan, social balance
M_DOQ 10	D'Amato e Mayer	O.S. Giunti	
LE 5	MBMC		Evaluation of relational efficacy
Q12	Gallup		Engagement evaluation
Laboratory and questionnaires	Litwin and Stringer		Climate and leadership styles

Analysis of the answers to question:

What are the most common mistakes when diagnosing organizational climate?

Highlighted mistakes are here reported clusterized in the main areas to which they belong (relations, acknowledgment and organizational dimension) and from the most to least quoted.

	Most common mistakes
Relations	Lack of feedback
Acknowledgment	Disregarding the centrality of people
Organizational dimension	Using just quantitative tools (as questionnaires) Lack/inadequacy of follow-ups Lack of holistic vision Generalization/lack of contextualization Lack of focus on the recommendations for improving the organizational climate

Focus mainly on negative features

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?

Form:	Soft copy: 35 (58,33%) Hard copy: 14(23,33%) No answer: 8 (0,13%) Other (It depends): 3 (0,05%)
Assessment duration (in minutes):	Frequency (N and %) of each duration (in minutes) 5 min.: 1 (1,67%) 10 min.: 9 (15%) 15 min.:10 (16,67%) 20 min.:9 (15%) 30 min.:10 (16,67%) 45 min.:2 (3,33%) 60 min.:6 (10%) 120 min.: 1 (1,67%) 240 min.: 1 (1,67%) 480 min.:1 (1,67%) Others: 4 (6,67%) No answer: 6 (10%) Mean of minutes: 102,5
Maximum number of questions:	Frequency (N and %) of each number of questions 6 quest. 1 (1,67%) 10 quest. 8 (13,33%) 15 quest.: 10 (16,67%) 20 quest.: 17 (28,33%) 25 quest.: 2 (3,33%) 30 quest.: 8 (13,33%) 40 quest.: 4 (6,67%) 50 quest.:1 (1,67%) 70 quest.: 1(1,67%) Others (It depends): 1 (1,67%) No answers: 7 (11,67%) Mean of questions: 29,55
Scope of assessment (what and how should be measured?)	Categories (N and %) Measurement of the Quality of relations: - With the organization (11; 18,3%) - Among people (7; 11,7%)

	<ul style="list-style-type: none"> - With work/job (6; 10%) <p>Measurement of the level of satisfaction towards:</p> <ul style="list-style-type: none"> - Economic and professional rewards (6; 10%) - Personal wellbeing/WorkLife Balance (6; 10%) - Personal Acknowledgement/treatment (5; 8,3%) <p>Evaluation/improvement of:</p> <ul style="list-style-type: none"> - Engagement/Personal Motivation (9; 15%) - Criticalities/stress (8; 13,3%) - Individual competences/performances (5; 8,3%) <p>Others: 5 (8,3%) No answer: 19 (31,7%)</p> <p>*Few answers were given about “how” to measure the object of the assessment. Answers are reported below, only with their frequency and not as percentage on the total of respondents:</p> <p>Qualitative tools:</p> <ul style="list-style-type: none"> - Semi-structured interviews/open questions/Narration 7 - “Sentinel events” analysis 1 <p>Quantitative tools:</p> <ul style="list-style-type: none"> - Questionnaire 5 - Parameters/Index/scales 9 <p>At least 4 of the respondents recommend to combine both quantitative and qualitative tools in order to have a better understanding of what they are investigating</p>
<p>Content of feedback:</p>	<p>Categories (N and %)</p> <p>Over half of the sample did not answer to this question, some declaring they did not understand the question. However, among those that answered, two main type of feedback are emerging:</p> <p>“Observation” feedback (only gives a picture of the organizational climate) 7 (11,7%)</p> <ul style="list-style-type: none"> - Measure of qualitative parameters/levels of satisfaction towards the organization - Measure of quantitative parameters for highlighting critical areas - Comparison of different perceptions of climate from different people/roles inside organization <p>“Pro-active” feedback (links analysis to action-plan) 9 (15%)</p> <ul style="list-style-type: none"> - For improving levels of satisfaction - For managing criticalities - For re-orienting management

	Other: 2 (3,3%) No answer: 42 (67%)
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3.3. Summary information about the organizational climate assessment tools

Here below, key information are reported regarding:

- 1) Available organizational assessment methods/tools: mainly questionnaires for the self/assessment and climate evaluation
- 2) Employees and employers needs in the context of organizational climate assessment methods/ tools:
 - Preferred form: soft copy
 - Average assessment duration: 102 min.
 - Average number of questions: 29,55
 - Dimensions to be assessed (main ones):
 - Measurement of the Quality of relations
 - Measurement of the level of personal satisfaction of employees
 - Individuals Evaluation/improvement
 - Content of feedback (main ones):
 - Quantitative and qualitative parameters (observation)
 - Evidences linked to action plan (change)

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 (employees)?

Yes: 2 (10%)

No: 18 (90%)

Participants having said “yes” gave the following details about contents and methods.

- Team cooking outdoor
- Action learning based on theatre performing and kick-boxing outdoor

Analysis of the answers to question:

Do you know any training on improving organizational climate?

Managers

Yes: 4 (20%)

No: 16 (80%)

Trainers and consultants

Yes: 5 (25%)

No: 15 (75%)

Training title	Training goal/s	Training programme (content)	Training methods	Training provider	Training duration
Teambuilding	Getting a better cooperation	Active learning from sport or survival experiences	Rugby, climbing, tracking	http://teambuilder.it/?gclid=CLWfhZmWicwCFQmNGwodkw0F-w	2/3 days
Engagement course	Motivating and involving people		Traditional and group works	ISTUD Foundation	2 days
Teambuilding and working	Building a good team	Experiences, individual stories/cases	Focus group and individual work	ISTUD Foundation	2/6 days
Yearly training plan	Lifelong improvement	Various	Inductive and	IPRASE/MIUR	Permanent

	t		deductive		
Cooking	Developing creativity	Preparing a challenging dinner for another team	Masterchef		1/2 day
Self management	Working on individuals within the organization	Relational maps, narrations	Cases, self-exploration, group and individual questionnaires	ISTUD Foundation	2/4 days
Mindfulness (Master)	Healing persons inside the organization	Relax techniques		ISTUD Foundation	1/2 years
Enterprise autobiography			Cases writing	Bicocca University, Milan	Summer courses
Organizational wellbeing	Creating the proper conditions for a good quality of job	Self-empowerment, mindfulness, counselling	Interactive	ISTUD Foundation	2/3 days
Change management	Involving the organization in the goals setting			ISTUD Foundation	4 days
Organizational Well-Being	Improving people's wellbeing and organizational climate		Coaching, counselling and analogies	ISTUD Foundation	4 h. for each session
Engagement programme	Engagement development		Online self-learning and	Gallup	3 days including a pre-working

			individual coaching		phase
Developing membership	Stimulating leaders and members to share work directions and managing relations	Functioning of team work and organizations	Consultancy and training	ISTUD Foundation	3-8 days
Team coaching	Improving team performances	Functioning of working groups and organizations	Team coaching	ISTUD Foundation	8 meeting

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?

Participants:	<p>Only managers 3 (5%) Only employees 1 (2%) Mixed group: managers and employees 40 (67%) Separate for managers and employees 9 (15%) Others 2 (3%) No answer 5 (8%)</p>								
Type of training:	<p>Traditional 23 (38%) E-learning 1 (2%) Blended learning 25 (42%) Others (interactive, action-learning, outdoor) 5 (8%) No answer 6 (10%)</p>								
Number of training hours:	<p>Frequency (N and %) of each number of training hours and mean</p> <table> <tr> <td>8h: 12</td> <td>20%</td> </tr> <tr> <td>3h: 1</td> <td>2%</td> </tr> <tr> <td>4H: 1</td> <td>2%</td> </tr> <tr> <td>6h: 2</td> <td>3%</td> </tr> </table>	8h: 12	20%	3h: 1	2%	4H: 1	2%	6h: 2	3%
8h: 12	20%								
3h: 1	2%								
4H: 1	2%								
6h: 2	3%								

	<p>30 h: 2 3%</p> <p>24 h: 3 5%</p> <p>32 h.: 2 3%</p> <p>16 h: 5 8%</p> <p>10-15 h: 1 2%</p> <p>10 h: 1 2%</p> <p>12 h: 2 3%</p> <p>8-16 h: 2 3%</p> <p>16-32 h: 1 2%</p> <p>15-20h: 2 3%</p> <p>8-12h: 2 3%</p> <p>14 h: 1 2%</p> <p>16h. 1 2%</p> <p>36h: 1 2%</p> <p>40 h: 1 2%</p> <p>It depends: 3 5%</p> <p>No answer: 14 23%</p>
	<p>Mean of training hours: 17,21</p>
Number of training participants:	<p>Frequency (N and %) each number of training participants and mean</p> <p>5 part.: 1 (2%)</p> <p>5/6 part.: 1 (2%)</p> <p>5/10 part.: 1 (2%)</p> <p>8 part.: 1 (2%)</p> <p>8/10 part.: 5 (8%)</p> <p>8/15 part.: 1 (2%)</p> <p>10 part.: 15 (25%)</p> <p>10/12 part.: 3 (5%)</p> <p>10/15 part.: 2 (3%)</p> <p>10/20 part.: 2 (3%)</p> <p>12 part.: 3 (5%)</p> <p>12/15 part.: 1 (2%)</p> <p>15 part.: 6 (10%)</p> <p>Up to 15 part.: 1 (2%)</p> <p>20 part.: 3 (5%)</p> <p>No answer: 14 (22%)</p> <p>Mean of participants: 11,10</p>
Training goal/s:	<p>Categories (N and %)</p> <p>Improvement of climate: 9 (15%)</p> <p>Strategies and goals sharing: 8 (13%)</p>

	<p>Relations with top management and peers: 7 (12%) Involvement, engagement & participation: 4 (7%) Communication improvement: 4 (7%) Climate monitoring: 3 (5%) Improving the sense of membership: 2 (3%) Undertake actions: 2 (3%)</p> <p>No answer: 21 (35%)</p>
<p>Training programme (content):</p>	<p>Categories (N and %)</p> <p>Effective communication/promotion of team work and good relations: 12 (20%) Analysis of organizational context and climate: 7 (12%)</p> <p>Other (support, engagement, general management...): 7 (12%) No answer: 35 (59%)</p>
<p>Training methods:</p>	<p>Categories (N and %)</p> <p>Interactive/focus groups: 13 (21%) Traditional/active (action learning, brainstorming): 7 (12%) Analogical/action learning/team building: 4 (7%) Group work: 4 (7%) Team coaching: 3 (5%) Active: 3 (5%)</p> <p>Others (innovative, brainstorming, case-histories...): 4 (7%) No answer: 22 (36%)</p>
<p>Training materials:</p>	<p>Categories (N and %)</p> <p>Slides: 9 (15%) Slides and paper/articles: 5 (8%) Videos and digital: 4 (7%) Role play: 3 (5%) Case studies: 2 (3%)</p> <p>Others (mixed, traditional, inductive, deductive): 8 (13%) No answer: 29 (49%)</p>

4.3. Summary information about the training on improving organizational climate

Key information are reported below, regarding:

1) Existing training offer in the context of organizational climate:

Most of the respondents have declared to have never attended a specific training concerning the improvement of organizational climate (80%, without great differences among managers, trainers and employees). Existing training offers, according to the reported statements, are mainly based on action learning dynamics for the development and improvement of team work (especially by means of outdoor sessions as cooking, theatre performing and sport activities in general).

2) Educational and training needs of employees and employers in the context of organizational climate:

Emerging needs highlight a clear preference for training sessions involving all the organizational functions and levels. The largely preferred training is based on a blended approach mixing traditional and digital resources and involving an average number of 11 participants for an overall length of about 17 hours. To be mentioned among training goals are:

- Improvement of the organizational climate
- Sharing of strategies and goals
- Improvement of relations

On the methodological side, a clear preference is bestowed to interactive approaches, mainly based on focus-groups and work-groups, while the most frequently mentioned materials are slides, often combined with paper, articles or case studies.

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?

Managers

Yes: 4 (20%)

No: 16 (80%)

Trainers and consultant

Yes: 1 (5%)

No: 19 (95%)

Title	Author	Content (table of contents)
For your improvement -guide for development and coaching	Michael M. Lombardo & Robert Eichinger	Understanding and managing competencies
Viral change	Ileandro Herrero	
The pleasure of working	Giorgio Piccinino	Transational analysis at workplace
Sector publishing	IPRASE/MIUR	
Small data: the tiny clues that uncover huge trends	Martin Lingstrom	
Climate and motivation	Giampiero Quaglino	

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?

	Contents/tips to be included in the guidebook
Relations	Orientation towards collaborators How to create good and fair relations Psychological training to understand human reactions
Acknowledgment	People evaluation and feedback restitution
Organizational dimension	Definition and factors influencing and improving the organizational climate Engagement Effective leadership models Coherence between a good climate and good business performances Training with case studies and simulation

5.3. Summary information about the guidebooks on organizational climate

Key information are reported below regarding:

- 1) Typical content of existing guidebooks
Most of the respondents do not know any specific guidebook for managers for the improvement of organizational climate. Among the few ones which have been reported, the main topics are climate improvement and evaluation/development of competences
- 2) Managers needs in the context of organizational climate guidebooks
The most frequently reported needs in terms of contents/suggestions to be included in the guidebook range from the definition and factors influencing the organizational climate to psychological tools for better understanding the dynamics of human reactions and creating positive relations within the organizational boundaries.

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%	2; 3,39%	6; 10,17%	17; 28,81%	19; 32,2%	15; 25,42%	4,55	4,75	4,68	4,66	2; 10%	3; 15%	1; 5,26%
2.	Cohesion	0; 0%	0; 0%	1; 1,69%	12; 20,34%	21; 35,59%	25; 42,37%	5,00	5,35	5,21	5,19	4; 20%	6; 30%	4; 20%
3.	Trust	0; 0%	2; 3,39%	1; 1,69%	5; 8,47%	25; 42,37%	26; 44,07%	4,80	5,45	5,42	5,22	4; 20%	7; 35%	4; 20%
4.	Pressure	1; 1,69%	5; 8,47%	17; 28,81%	17; 28,81%	5; 8,47%	14; 23,73%	4,25	3,80	4,11	4,05	0; 0%	1; 5%	0; 0%
5.	Support	0; 0%	0; 0%	4; 6,78%	11; 18,03%	30; 49,35%	14; 22,84%	4,65	4,75	5,37	4,92	3; 15%	5; 25%	3; 15%

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
					18,64%	50,85%	23,73%							
6.	Recognition	1; 1,69%	0; 0%	1; 1,69%	4; 6,78%	16; 27,12%	37; 62,71%	5,05	5,55	5,79	5,46	2; 10%	8; 40%	6; 30%
7.	Fairness	0; 0%	1; 1,69%	4; 6,78%	8; 13,56%	26; 44,07%	20; 33,9%	4,65	5,15	5,26	5,02	3; 15%	5; 25%	2; 10%
8.	Innovation	0; 0%	1; 1,69%	8; 13,56%	23; 38,98%	19; 32,2%	8; 13,56%	4,15	4,70	4,42	4,42	2; 10%	3; 15%	1; 5%
9.	Flexibility	0; 0%	6; 10,17%	5; 8,47%	15; 25,42%	28; 47,46%	5; 8,47%	4,35	4,25	4,47	4,36	2; 10%	3; 15%	2; 10%
10.	Responsibility	0; 0%	2; 3,39%	5; 8,47%	11; 18,64%	23; 38,98%	18; 30,51%	4,65	5,00	4,89	4,85	2; 10%	5; 25%	2; 10%
11.	Standards	0; 0%	6; 10,17%	9; 15,25%	22; 37,29%	16; 27,12%	6; 10,17%	4,10	3,90	4,37	4,12	1; 5%	3; 15%	0; 0%
12.	Rewards	1; 1,69%	1; 1,69%	4; 6,78%	12; 20,34%	21; 35,59%	20; 33,9%	4,60	4,95	5,11	4,88	0; 0%	4; 20%	2; 10%
13.	Clarity	0; 0%	0; 0%	2; 3,39%	11; 18,64%	17; 28,81%	28; 47,46%	5,35	4,70	5,37	5,14	2; 10%	5; 25%	5; 25%

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
14.	Employee welfare	1; 1,69%	1; 1,69%	5; 8,47%	17; 28,81%	22; 37,29%	13; 22,03%	4,65	4,50	4,79	4,64	3; 15%	2; 10%	0; 0%
15.	Participation	1; 1,69%	0; 0%	4; 6,78%	21; 35,59%	21; 35,59%	12; 20,34%	4,20	5,00	4,74	4,64	2; 10%	3; 15%	0; 0%
16.	Communication	0; 0%	2; 3,39%	2; 3,39%	10; 16,95%	23; 38,98%	21; 35,59%	4,65	5,25	4,89	4,93	2; 10%	3; 15%	2; 10%
17.	Emphasis on training	1; 1,69%	1; 1,69%	14; 23,73%	20; 33,9%	20; 33,9%	3; 5,08%	4,10	3,90	4,37	4,12	0; 0%	0; 0%	2; 10%
18.	Integration	0; 0%	2; 3,39%	6; 10,17%	19; 32,2%	19; 32,2%	13; 22,03%	4,60	4,65	4,53	4,59	0; 0%	2; 10%	0; 0%
19.	Supervisory support	1; 1,69%	1; 1,69%	5; 8,47%	14; 23,73%	24; 40,68%	14; 23,73%	4,50	4,55	5,11	4,71	1; 5%	0; 0%	1; 5%
20.	Tradition	9; 15,25%	15; 25,42%	20; 33,9%	13; 22,03%	1; 1,69%	1; 1,69%	3,00	2,35	2,89	2,75	0; 0%	0; 0%	0; 0%
21.	Formalization	4; 6,78%	12; 20,34%	22; 37,29%	9; 15,25%	7; 11,86%	4; 6,78%	3,45	2,80	3,37	3,20	0; 0%	0; 0%	0; 0%

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
22.	Flexibility	1; 1,69%	0; 0%	7; 11,86%	15; 25,42%	27; 45,76%	9; 15,25%	4,25	4,85	4,68	4,59	2; 10%	5; 25%	1; 5%
23.	Innovation	0; 0%	1; 1,69%	6; 10,17%	19; 32,2%	24; 40,68%	9; 15,25%	4,50	4,55	4,68	4,58	2; 10%	4; 20%	2; 10%
24.	Outward focus	2; 3,39%	3; 5,08%	11; 18,64%	13; 22,03%	18; 30,51%	11; 18,64%	4,25	4,50	3,89	4,22	0; 0%	1; 5%	1; 5%
25.	Reflexivity	1; 1,69%	3; 5,08%	8; 13,56%	21; 35,59%	15; 25,42%	11; 18,64%	4,10	4,40	4,53	4,34	1; 5%	2; 10%	0; 0%
26.	Clarity of organizational goals	0; 0%	1; 1,69%	1; 1,69%	7; 11,86%	21; 35,59%	29; 49,15%	5,35	5,10	5,42	5,29	2; 10%	6; 30%	2; 10%
27.	Effort	0; 0%	6; 10,17%	8; 13,56%	17; 28,81%	20; 33,9%	8; 13,56%	4,50	3,95	4,37	4,27	1; 5%	0; 0%	0; 0%
28.	Efficiency	1; 1,69%	3; 5,08%	10; 16,95%	19; 32,2%	16; 27,12%	8; 13,56%	4,15	4,30	3,79	4,08	0; 0%	0; 0%	0; 0%
29.	Quality	3; 5,08%	11; 18,64%	9; 15,25%	16; 27,12%	13; 22,03%	7; 11,86%	3,95	4,10	3,26	3,78	0; 0%	1; 5%	0; 0%

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
30.	Pressure to produce	5; 8,47%	10; 16,95%	17; 28,81%	11; 18,64%	14; 23,73%	2; 3,39%	3,65	2,85	3,79	3,42	0; 0%	0; 0%	0; 0%
31.	Performance feedback	1; 1,69%	1; 1,69%	1; 1,69%	9; 15,25%	26; 44,07%	21; 35,59%	4,85	4,85	5,47	5,05	0; 0%	3; 15%	4; 20%
32.	Conformism	6; 10,17%	17; 28,81%	14; 23,73%	11; 18,64%	6; 10,17%	2; 3,39%	3,10	2,85	2,58	2,85	0; 0%	0; 0%	1; 5%
33.	Responsibility	1; 1,69%	1; 1,69%	6; 10,17%	17; 28,81%	19; 32,2%	15; 25,42%	4,25	4,80	4,89	4,64	3; 15%	4; 20%	3; 15%
34.	Demands	1; 1,69%	1; 1,69%	10; 16,95%	20; 33,9%	35,59%	5; 8,47%	3,90	4,25	4,47	4,20	0; 0%	2; 10%	1; 5%
35.	Organize	1; 1,69%	0; 0%	8; 13,56%	7; 11,86%	25; 42,37%	18; 30,51%	4,50	4,75	5,32	4,85	1; 5%	5; 25%	1; 5%
36.	Sense of warmth and support	2; 3,39%	2; 3,39%	7; 11,86%	7; 11,86%	26; 44,07%	15; 25,42%	4,65	4,55	4,79	4,66	3; 15%	4; 20%	3; 15%

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
37.	Leadership	1; 1,69%	0; 0%	5; 8,47%	15; 25,42%	17; 28,81%	21; 35,59%	4,50	5,05	5,05	4,86	0; 0%	2; 10%	3; 15%

6.1. Summary information about the organizational climate dimensions

Here below, information are reported regarding the key dimensions of organizational climate.

Some preliminary key points need to be highlighted:

- The number of respondents to question n. 11 is: 20 employees, 19 trainers/consultants/HR employees, 20 managers/owners for a total of 59.
- Only 5 employees, 6 trainers/consultants/HR employees and 9 managers/owners flagged the key dimensions and not all of them chose the requested 10 (some of them indicated more and some less than 10).
- Reading the statistics (%) please note that given values are calculated out of the whole number of respondents per group. Attention should be paid to the significance of percentages.

Key dimensions of organizational climate:

- Among the respondent who flagged the key dimensions, **Cohesion** and **Trust** have been indicated as most relevant by employees, whereas **Recognition** has been chosen by trainers/consultants/HR and managers/owner.
- The highest jointly mean is related to **recognition** (5,46). The same results for the group of trainers/consultants/HR and the one of managers/owners with 5,79 and 5,55 respectively. **Clarity** and **clarity of organizational goals** are the most important for employees (mean: 5,35 both).
- Taking into consideration items scoring 5 and 6 jointly, over than 80% of respondents chose:
 - 1) **recognition** (90%)
 - 2) **trust** (86%)
 - 3) **clarity of organizational goals** (85%)
 - 4) **performance feedback** (80%)
- On the other side, the less relevant dimensions seem to be **Tradition**, for employees (mean 3) and managers/owners (mean 2,35), as it is for the whole population (2,75), and **Conformism** for trainers/consultants/HR (mean 2,58).
- None of the mentioned dimensions was considered significantly less important. Score 1 or 2 have been attributed to dimensions only by less than 50% of the respondents.

Part 7. Recommendations

Here below are reported some recommendations for our future work in the project, regarding:

1. Climate assessment tool

In the light of our analysis, a proper and effective assessment tool should not disregard the following elements which can be regarded as mandatory in order to really create the conditions for improving the organizational climate:

- Communication: a clear and opened communication strategy should be fostered before the assessment submission (to share the reasons and goals of the initiative in coherence with the organizational strategy and goals) and after its completion (to share the results and action to be undertaken following the analysis)
- Feedback: rising evidences should be returned to all the participants providing detailed feedbacks (at three different levels: plenary, for function and one-to-one).
- Action plan: following the feedback restitution, coherent and operative actions should be undertaken in order to create the viable conditions for improving the organizational climate.
- Indicators: quantitative metric tools (usually prevailing) should be flanked by qualitative indicators, since major relational and emotional dimensions cannot be deeply investigated otherwise.
- The tool should be conceived in order to avoid generalizations
- The tool should look in a neutral way to the main climate dimensions, avoiding a prevailing emphasis on negative traits which could influence the participants' perception. A balanced tool, which could highlight critical areas, but also strong points should be preferred, allowing to build up the action plan by giving value to strengths in order to improve weak areas.

2. Training Programme

Programme training depends largely on the rising evidences and should be focused on the weak points standing out from the assessment phase. A specific attention should be equally paid to the organizational dimension and internal structure, as well as to the business context. Crucial is finally the capacity to shape the training sessions distinguishing between technical and relational/organizational dimensions which require a different and specific approach.

3. Guidebook

An operative and effective guidebook should regard the following points as crucial:

- Factors and variables marking out the organizational climate
- Process, timing and tools for the assessment
- Relational and psychological dimensions of the organizational climate (especially from a managerial point of view)
- Feedback restitution and communication
- Connections and relations between a good organizational climate and the improvement of business performances