

OSTESA EU

National Report Template

ORGANIZATIONAL CLIMATE

– RESULTS OF THE FIELD WORK CARRIED OUT IN PORTUGAL



Erasmus+

This project has been funded with support from the European Commission. This communication reflects the views only of the author and the Commission cannot be held responsible for any use which may be made of the information contained therein. Project no: 2015-1-PL01-KA202-016892.

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 organizational 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: 17

Profession:

- Owner: 7, 41%;
- Director/manager: 10, 59%.

Education level:

- Primary: 0, 0%;
- Vocational: 0, 0%;
- Secondary: 0, 0%;
- Higher (Bachelor's degree or more): 17, 100%.

Gender:

- Female: 8, 47%;
- Male: 9, 53%.

Company residence:

- Village: 0, 0%;
- City up to 30 000 inhabitants: 2, 12%;
- City 31-100 000 inhabitants: 2, 12%;
- City more than 100 000 inhabitants: 13, 76%.

Size of a company:

- Large enterprise (more than 250 employees): 3, 18%;
- Medium enterprise (51-250 employees): 7, 41%;
- Small enterprise (10-50 employees): 6, 35%;
- Microenterprise (up to 10 employees): 1, 6%.

Business sector:

- Commerce: 2, 12%;
- Production: 3, 18%;
- Services: 12, 71%;
- Other: 0, 0%.

Years of experience in management (executive position) in SMEs:

- Min.: 2;
- Max.: 20;
- Mean: 9.94;
- Median: 10.

1.2. Socio-demographic characteristics of SME Employees

Number of total respondents: 20

Gender:

- Female: 9, 45%;
- Male: 11, 55%.

Education level:

- Primary: 0, 0%;

- Vocational: 2, 10%;
- Secondary: 1, 5%;
- Higher (Bachelor's degree or more): 17, 85%.

Company residence:

- Village: 1, 5%);
- City up to 30 000 inhabitants: 4, 20%;
- City 31-100 000 inhabitants: 0, 0%;
- City more than 100 000 inhabitants: 15, 75%.

Current position:

- Speech therapists:1, 5%
- Project manager: 5, 25%
- Software developer: 1; 5%
- Operational assistant 1; 5%
- Social education technician; 1; 5%
- Project Assistant: 2; 10%
- Investigator: 1; 5%
- Store Manager: 1; 5%
- Doctor: 1; 5%
- Military:1; 5%
- Social Educator: 1; 5%
- Computer programmer: 1; 5%
- Software implementation consultant: 1; 5%
- Salesman: 1; 5%
- Customer assistant: 1; 5%

Years of professional experience in SMEs

- Min.: 3;
- Max.: 20;
- Mean: 10.35;
- Median: 11.

Size of a company/ current workplace:

- Large enterprise (more than 250 employees): 6, 30%;
- Medium enterprise (51-250 employees): 7, 35%;
- Small enterprise (10-50 employees): 5, 25%;
- Microenterprise (up to 10 employees): 2, 10%.

Business sector:

- Commerce: 1, 5%;
- Production: 0, 0%;
- Services: 16, 80%;
- Other: 2, 3, 15% (2 – health; 1 – military).

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

Number of total respondents: 10

Current job title:

- Trainer: 1, 10%;
- Consultant: 4, 40%;
- HR employee: 5, 50%.

Gender:

- Female: 5, 50%;
- Male: 5, 50%.

Education level:

- Primary (0, 0%);
- Vocational (0, 0%);
- Secondary (0, 0%);
- Higher (Bachelor's degree or more) (10, 100%).

Years of work experience for small and medium enterprises:

- Min.: 2;
- Max.: 20;
- Mean: 8.22;
- Median: 6.

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 employees feel valued, satisfied and productive?

Respondents in general (regardless of the group analysed) emphasised the importance of recognising and rewarding the work/results/achievements and performance of the employees as well as ensuring good work conditions (including aspects linked to facilities/equipment, effective/just HR policies; adjusted salary/compensations and conditions favourable to satisfactory interpersonal relationships/social environment). Providing feedback and fostering open communication flows were also aspects highlighted by all the groups of respondents, followed by the involvement in the decision-making process.

A positive and close leadership (that ensures the support of the supervisors and motivation, respect and honesty, and delegation of responsibilities/autonomy and challenging tasks) is, in the views of the respondents, linked to work/personal satisfaction. Moreover, nurturing continuous learning (new skills and new knowledge) and career progression were also mentioned by respondents as aspects that influence the

satisfaction and productivity of the employees. These aspects were complemented by the importance of ensuring team work and focusing/investing on people (not only on results), the relevance of creating a balance between private and professional life (for instance, through flexible work hours), the need of carrying out evaluation procedures and to ensure that what was agreed (for instance, in the work contracts) is obeyed.

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?

Aspects related to team spirit/work and good integration in the company/teams, to communication and to recognition/rewards were among the most emphasised by all the groups of respondents, followed by a good environment and a positive leadership.

Additionally, owners/managers and employees also highlighted aspects related to the clearness of the company strategy and goals, the promotion of good work conditions, the focus on motivation, responsibility, active participation and transparency/trust as well as on the provision of an effective support by the supervisors. Other aspects were stressed out by the different groups, including the importance of giving feedback, nurture the sense that the work is valued, of investing in innovation and of promoting continuous learning/training. Moreover, external aspects (conjuncture-related limitations) were also mentioned.

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

Among the aspects identified in the previous question, the ones related to the team spirit/work, communication and recognition/rewards were assessed by respondents as key for effective functioning of SME. These aspects were followed by the ones linked to ensuring a good environment and a positive leadership. Furthermore, respondents also mentioned aspects associated to providing feedback and opportunities for continuous learning/training and investing in innovation. External aspects to the organisation were also highlighted.

2.3. Characterization of leadership styles impact on organizational climate

Analysis of the answers to questions:

How leadership styles affect the organizational climate?

The majority of the respondents (regardless of the group) said that leadership definitely influences the work environment independently of the leadership style. The later will influence in the same way the organizational climate, for instance, if it's a positive and open leadership, employees will mirror in the same proportion. The reverse happens if the leadership style is more autocratic and egocentric. The most appointed means to influence are related to motivation, team spirit/work, confidence/trust/openness and communication.

In the views of the respondents an effective leadership style can contribute to enhance the productivity and improve the performance, inspire future leaders, foster the engagement of the employees, increase the energy, commitment, autonomy and responsibility and influence the entire organisation.

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

Trainers/consultants/HR employees and employees consider that the most common mistakes of managers/executives which influence in a negative way the organizational climate are linked to the lack of recognition, transparency, delegation of tasks and communication. Together with a higher focus on results and technical aspects than in people, as well as insufficient delegation of tasks, these aspects were the ones mentioned in the survey/interviews.

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

Trainers/consultants/HR employees and employees' responses reveal that the knowledge and skills do managers/executives commonly lack in reference to creating positive organizational climate in a company are related to leadership aspects, but also to delegation of responsibilities, openness, communication issues, and ability to recognise and appreciate the employees' work/performance. Other aspects also mentioned are related to recognising errors in the leadership styles, knowing the team and the personalities of the employees, being open minded to innovative/new tools/approaches different and having adjusted behavioural skills.

2.4. Summary information about the organizational climate

1) Predictors that influence effective employee's performance at work and impact on positive organizational climate

- Recognition: not only recognize monetarily but also rewards such as a word of gratitude, additional holidays. A mere appreciation of the work done by employees is also referred by the interviewees;
- Work conditions: these include salary, materials, friendly spaces, compensation packages and human resources policies);
- Team spirit: employees need to feel integrated and work in team. A sense of support and complementarities are valorised by interviewees;
- Feedback: most of the employees and HR employees appointed that superiors should be able to give feedback but also accept without harm employees' opinion;
- Work environment: this means an atmosphere of transparency, trust and respect for everyone.

2) Leadership styles which impact on organizational climate

Leadership seems to play a linear relationship with organizational climate by the following means:

- Recognition: Leaders tend to not appreciate and value the work that is done by employees;
- Motivation: A strict environment and extreme control leads to frustration and demotivation of employees. They need to feel confidence and trust in the work environment.
- Team spirit: Leaders that are autocratic neither foster team work nor creates informal events/spaces where employees can be integrated. Eventually, it is correlated with the lack of general leadership skills that some of the interviewees mentioned;

- Communication: leaders must have their door open and available to listen employees' critical opinions and personal issues. A sense of respect and empathy is valorised by employees;
- Delegation of tasks: an accurate delegation of responsibilities and tasks seems to be relevant for employees since that means that the leader knows the teams' capacity as well as the respect for their available time to fulfil the assignments.

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?

The majority of the employees (13, 68%) indicated that the organizational climate was never assessed in their current workplace. Only 6 (32%) mentioned the inverse, but no details were provided about the organizational climate assessment process.

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

The surveys/interviews to trainers/consultants/HR employees and to owners/line managers show that the majority of the respondents are not aware of organizational climate assessment tools (6; 67% and 10; 59%, respectively). For those who know these tools, the larger part indicated internal questionnaires developed/carried out by the HR department of the company, as detailed below.

Tool	Author	Availability (publication, company)	Scope of assessment
Questionnaires (anonymous)	HR department of the company	No	Measure the motivation and satisfaction of the collaborators
Online questionnaire	HR department of the company	Automatic/statistical data analysis/report	Collect relevant information about the company, identify areas and conditions for improvement
Internal questionnaires (2)	RH department	No.	N/A.
Barometer	Sub-contracted	Internal	Happiness of the collaborators
Best place to work	Best place to work	External	Satisfaction of the collaborators with the work

What are the most common mistakes when diagnosing organizational climate?

No answers were provided in this question.

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?

The majority of the respondents considers that a good tool/test for organizational climate assessment should have a form of soft copy (i.e. a digital or electronic format) and a duration between 10 and 30 minutes (reflected in 10 to 20 questions). In the views of the respondents, the tool should be focused on aspects such as the satisfaction of the employees and work environment and should provide feedback in the form of actions to improve the results. The table below summarise the responses.

Form:	Soft copy – digital or electronic – 39; 87% Hard copy – 6; 13%
Assessment duration (in minutes):	5 min (1; 2%)/ 7 min (2; 5%)/ 10 min (11; 25%)/ 15 min (10; 23%)/ 16 min (1; 2%)/ 20 min (6; 14%)/ 30 min (6; 14%)/ 1.5 page (1; 2%)/ 45 min (1; 2%)/ 15-20 (1; 2%)/ 15-30 (1; 2%)/ 20-30 (2;5%) Mean (16.90)
Maximum number of questions:	3 questions (1; 2%)/ 5 questions (1; 2%)/ 10 questions (8; 19%)/ 15 questions (9;21%)/ 20 questions (12; 28%)/ 12 questions (1; 2%)/ 25 questions (1; 2%)/ 8 questions (2; 5%); 15-20 questions (1; 2%); 7 questions (1; 2%); 50 questions (1; 2%); 30 questions (3; 7%)/ Little relevant (1; 2%)/ it depends of complexity (1; 2%) Mean (17.49)
Scope of assessment (what and how should be measured?)	Overall employees' satisfaction/happiness (13; 42%)/ work environment (10; 32%)/ Management (10; 32%)/ Suggestions for improvements (8; 26%)/ Commitment/motivation (6; 19%)
Content of feedback:	Actions to improve (17; 68%)/ Share Results (9; 36%)/ Statistical Analysis (7; 28%)/ Monitoring the progress (6; 24%)/ Compare with previous assessments (4; 16%)

3.3. Summary information about the organizational climate assessment tools

1) Available organizational climate assessment methods/ tools

- Generic questionnaires that measure the overall satisfaction of the employees;
- A few questionnaires provide also open questions to employees identify areas of improvement;
- Usually, questionnaires have origin in the human resources department but aren't shared among organization.

2) Employees and employers needs in the context of organizational climate assessment methods/ tools

- The larger part of the respondents stated that assessments should be digital;
- The assessment time is placed between 10 and 20 minutes with an overall mean of 16.90 minutes;

- The number of questions should be decided based on the available time – 1 minute for close questions and more minutes for open questions
- Both employers and employees advocate that assess the overall satisfaction and motivation is important, as well as the work environment and issues that are not approached on a daily basis;
- The feedback should exist and be shared among employees with generic statistical analysis and then individually with categorised analysis.

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?

The majority of the employees (17; 89%) had never participated in training on organizational climate improvement in SMEs. The few respondents who participated in such training courses did not provide detailed information about those courses.

Do you know any training on improving organizational climate?

In both cases, trainers/consultants/HR employees and owners/line managers, the larger part of respondents indicated that they were not aware of any training on improving organizational climate (15; 88% and 8; 89%, respectively). The few respondents who knew courses focused on improving organizational climate did not provide detailed information about those courses.

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?

Respondents in general considered that a training on improving organizational climate should be targeted to mixed groups and be provided in a traditional or blended-learning format. The majority of respondents considered that the course should have more than 8 hours and less than 20 hours) and between 10 and 15 participants. Training goals mentioned by respondents were diverse, but mainly linked to the specific actions to improve the performance/results, behaviour/relationship aspects and different dimensions of organizational climate. At the same time, the programme of the training course should focus on how to improve/implement the improving actions and enhance motivation and leadership. Regarding the methods, respondents considered that both expository and active techniques (for instance group dynamics, interactive sessions and role-play) should be used. Among the most useful resources, respondents included PowerPoint presentations, exercises, theoretical materials and case studies. The table below summarise the responses.

Participants:	Only managers – 1; 2% Only employees – 0; 0%
----------------------	---



	Mixed group: managers and employees – 33; 77% Separate for managers and employees – 9; 21%
Type of training:	Traditional – 19; 44% E-learning – 2; 5% Blended learning – 22; 51%
Number of training hours:	20h (11; 31%)/ 8h (9;26%)/ 16h (4; 11%)/ 32h (4; 11%)/ 30h (2;6%) Mean (18.04)
Number of training participants:	15 (9;22%)/ 10 (9;22%)/ 12 (4;10%)/ 30 (3;7%)/ 20 (3;7%) Mean (14.06)
Training goal/s:	Actions to improve (12; 48%)/ Behavioural/relationship levels (8; 32%)/ All dimensions of organizational climate (6; 24%)/ Links between the triad management-culture-climate (4; 16%); employees' role/skills (4; 16%)
Training programme (content):	Techniques to practical implementation of improvements' actions (9; 41%)/ Team's motivation (7; 32%)/ Leadership styles (5; 23%)/ Collaborative work (4; 18%)/ Types/influencers of org. climate (4; 18%)/ how to communicate clearly (4; 18%); Behaviours (4; 18%)
Training methods:	Dynamic groups (12;55%)/ Expository (10; 45%)/ Practical/Interactive activities (5; 12%)/ Role-play (4; 18%)/ case studies (3; 14%)/ brainstorming (3; 14%)
Training materials:	PPT (12; 55%)/ Exercises/resources (10; 45%)/ Theoretical materials (6; 27%)/ case studies/articles (5; 23%)/ manuals (3; 14%)/ video (3; 14%)/ infographics (3; 14%)/ online materials (3; 14%)

4.3. Summary information about the training on improving organizational climate

1) Existing training offers

- A small proportion of the interviewees – 5 in 47 – knew any kind of training to improve organizational climate

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

- There is a strong evidence that trainings should be mixed – employees and managers – and physically present. Theoretical materials should be provided online, which made 51% of the interviewees chose blended learning;
- A training should last 18 hours in average and the number of participants range from 10-15;
- The training programme should be customised and based on the assessments made previously. After identifying areas of improvement, interviewees stated that techniques to implement improvement's actions should be delivered;
- Through group dynamics it should be fostered collaborative work and team's motivation to the current role and company;
- The training should start with an exposition of the state of the art in regards to organizational climate, but then focus on exercises and interactive activities.

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?

Almost all respondents (16; 94%), in the case of owners/line managers, and all (7; 100%), in the case of trainers, consultants and HR employees, were not aware of guidebooks on organizational climate for managers.

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?

Regarding the aspects that should be include in the guidebook to create a positive organizational, respondents (regardless of the group) emphasised the importance of including good practices from other companies, case studies and main findings, links between a positive organizational climate and better performance, testimonies from executives, assessment questionnaires, leadership profiles/tools/techniques and other resources that support benchmarking exercises. Other issues stressed by the respondents were related to explanations on how to handle common issues across all companies and develop a strategy for the company or for specific departments (vision, goals and action plan) or adjust HR policies accordingly to improve areas identified as relevant by the employees (such as motivation and recognition). Moreover, respondents also mentioned the need of ensuring that the guide is user-friendly, practical and straightforward. They also indicated the importance of including suggestions and recommendations.

5.3. Summary information about the guidebooks on organizational climate

1) Typical content of existing guidebooks

- Only one interviewee knew any kind of guidebook for managers but didn't provided additional information.

2) Managers needs in the context of organizational climate guidebooks

- In most cases, the suggested content rounds the case studies and its main findings (even positive or negative) and best practices from other companies (national or internationally) always based in scientific principles;
- It was strongly noted, mostly from employees, that managers should realise that investing in a positive org. climate will increase employees' productivity and profit;
- Testimonies that applied org. climate-driven strategies in order to inspire managers and self-assessment test should be included in the guidebook;
- There were a few that advocate that each guidebook should be adapted to each company/manager and should include straightforward information and be user-friendly.

Part 6. Importance of the organizational climate dimensions

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;00%	1;2%	4;9%	17;36%	14;30%	11;23%	4.75	4.53	4.60	4.63	10;50%	7;41%	4;40%
2.	Cohesion	0;00%	2;4%	2;4%	9;19%	23;49%	11;23%	4.55	5.06	5.00	4.87	3;15%	5;29%	5;50%
3.	Trust	1;2%	1;2%	4;9%	4;9%	16;34%	21;45%	4.75	5.41	5.00	5.05	13;65%	14;82%	7;70%
4.	Pressure	0;00%	1;2%	5;11%	15;32%	18;38%	8;17%	4.60	4.71	4.30	4.54	4;20%	2;12%	2;20%
5.	Support	0;00%	2;4%	4;9%	9;19%	22;47%	10;21%	4.65	4.82	4.70	4.72	4;20%	9;53%	3;30%
6.	Recognition	1;2%	4;9%	2;4%	9;19%	15;32%	16;34%	4.65	4.88	4.60	4.71	11;55%	9;53%	5;50%
7.	Fairness	1;2%	4;9%	4;9%	6;13%	21;45%	11;23%	4.50	4.94	4.20	4.55	10;50%	10;59%	4;40%
8.	Innovation	0;00%	1;2%	6;6%	16;34%	16;34%	8;17%	4.35	4.59	4.70	4.55	2;10%	8;47%	3;30%

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
9.	Flexibility	0;00%	0;00%	5;11%	16;34%	16;34%	10;21%	4.45	4.94	4.60	4.66	5;25%	2;12%	1;10%
10.	Responsibility	0;00%	0;00%	3;6%	12;26%	19;40%	13;28%	4.65	5.35	4.60	4.87	8;40%	7;41%	2;20%
11.	Standards	0;00%	0;00%	8;17%	16;34%	18;38%	5;11%	4.25	4.59	4.50	4.45	3;15%	0;00%	3;30%
12.	Rewards	0;00%	3;6%	6;13%	11;23%	17;36%	10;21%	4.40	4.82	4.30	4.51	8;40%	8;47%	3;30%
13.	Clarity	0;00%	1;2%	7;15%	10;21%	16;34%	13;28%	4.60	4.82	4.70	4.71	6;30%	3;18%	2;20%
14.	Employee welfare	0;00%	1;2%	5;11%	7;15%	15;32%	19;40%	4.90	5.00	5.10	5.00	10;50%	5;29%	6;60%
15.	Participation	1;2%	3;6%	14;30%	9;19%	16;34%	4;9%	4.00	4.24	3.70	3.98	7;35%	3;18%	2;20%
16.	Communication	0;00%	1;2%	9;19%	11;23%	18;38%	8;17%	4.35	4.82	4.20	4.46	6;30%	3;18%	2;20%

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
17.	Emphasis on training	1;2%	4;9%	7;15%	14;30%	11;23%	10;21%	4.60	4.18	3.80	4.19	8;40%	4;24%	1;10%
18.	Integration	0;00%	1;2%	8;17%	12;26%	17;36%	9;19%	4.45	4.65	4.50	4.53	4;20%	3;18%	3;30%
19.	Supervisory support	0;00%	0;00%	8;17%	8;17%	22;47%	9;19%	4.65	5.00	4.20	4.62	6;30%	5;29%	1;10%
20.	Tradition	1;2%	2;4%	9;19%	14;30%	15;32%	6;13%	4.05	4.47	4.20	4.24	0;00%	1;6%	3;30%
21.	Formalization	0;00%	3;6%	8;17%	16;34%	14;30%	5;11%	4.15	4.24	4.33	4.24	1;5%	0;00%	4;44%
22.	Flexibility	0;00%	3;6%	10;21%	13;28%	14;30%	7;15%	4.05	4.53	4.20	4.26	2;10%	0;00%	1;10%
23.	Innovation	0;00%	1;2%	8;17%	15;32%	18;38%	5;11%	4.35	4.35	4.50	4.40	4;20%	1;6%	0;00%
24.	Outward focus	0;00%	1;2%	9;19%	5;11%	16;34%	16;34%	4.70	5.12	4.40	4.74	4;20%	6;35%	1;10%

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	
25.	Reflexivity	1;2%	4;9%	4;9%	21;45%	10;21%	7;15%	4.25	4.35	3.80	4.13	0;00%	1;6%	0;00%
26.	Clarity of organizational goals	0;00%	2;4%	6;13%	14;30%	15;32%	10;21%	4.55	4.82	4.00	4.46	6;30%	4;24%	0;00%
27.	Effort	0;00%	0;00%	4;9%	6;13%	25;53%	12;26%	4.70	5.29	4.90	4.96	2;10%	3;18%	3;30%
28.	Efficiency	0;00%	1;2%	6;13%	7;15%	18;38%	15;32%	4.80	5.06	4.60	4.82	4;20%	4;24%	2;20%
29.	Quality	0;00%	0;00%	5;11%	9;19%	15;32%	18;38%	4.60	5.18	5.40	5.06	10;50%	5;29%	6;60%
30.	Pressure to produce	0;00%	1;2%	12;26%	13;28%	13;28%	7;15%	4.15	4.63	4.00	4.26	4;20%	2;13%	2;20%
31.	Performance feedback	1;2%	3;6%	5;11%	13;28%	15;32%	10;21%	4.15	4.59	4.10	4.28	9;45%	5;29%	2;20%
32.	Conformism	2;4%	5;11%	13;28	13;28%	12;26%	2;4%	3.85	3.76	3.40	3.67	2;10%	2;12%	1;10%

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
				%										
33.	Responsibility	0;00%	3;6%	5;11%	16;34%	13;28%	10;21%	4.30	4.88	4.10	4.54	4;20%	3;18%	2;20%
34.	Demands	0;00%	0;00%	6;13%	12;26%	17;36%	12;26%	4.40	5.29	4.50	4.73	2;10%	6;35%	3;30%
35.	Organize	0;00%	2;4%	5;11%	9;19%	21;45%	10;21%	4.55	5.00	4.40	4.65	3;15%	4;24%	0;00%
36.	Sense of warmth and support	0;00%	3;6%	6;11%	7;15%	20;43%	11;23%	4.70	4.65	4.50	4.62	8;40%	3;18%	6;60%
37.	Leadership	0;00%	3;6%	3;6%	12;26%	15;32%	14;30%	4.55	5.12	4.40	4.69	7;35%	13;76%	5;50%

6.1. Summary information about the organizational climate dimensions

- The top-5 of respondents (regardless of the group surveyed/interviewed) organizational climate dimensions included: quality, trust, employee welfare, effort and responsibility/cohesion (both with the same score). These dimensions (which achieved means between 4.87 and 5.06 in a scale of 6 points), were followed by dimensions such as efficiency, support, recognition, flexibility¹, clarity, outward focus, demands and leadership (with means between 4.66 and 4.82). Inversely, the group of climate dimensions with lower scores included: conformism, participation, emphasis on training, tradition, formalization, flexibility², reflexivity, pressure to procedure, performance feedback and conformism (which gathered means between 3.67 and 4.28).
- Key dimensions identified overall by the respondents include trust, recognition, fairness, employee welfare, quality and leadership. By the contraire, tradition, flexibility, innovation³, reflexivity, and conformism were dimensions identified as key by fewer respondents.
- Particularly considering significant differences between the groups of respondents, results indicate that scores in dimensions such as responsibility, clarity of organizational goals, quality and demands are the ones to gather a higher standard deviation. In general, these dimensions are rated higher by owners/line managers than by employees. Also, considering the assessment of key dimensions, results also reveal that respondents' views are somewhat different in dimensions such as sense of warmth and support, formalization, leadership, innovation⁴ and cohesion. While owners/line managers tend to highlight the relevance of innovation and leadership, trainers/consultants/HR employees emphasise the importance of formalization and sense of warmth and support and employees' scores are higher in the cohesion dimension.

Part 7. Recommendations

1. Climate assessment tool

- Based on the results of the surveys/interviews, the climate assessment tool should have a digital/electronic format/soft copy and should last around 20 minutes to complete (including mainly closed questions, up to 20 and also one or two open questions).
- According to the suggestions of the respondents, the focus of the tool should be organizational climate that influence the work environment and employee's satisfaction. As such, and based on the assessment of key dimensions, the tool should include questions related to trust, recognition, fairness, employee welfare, quality and leadership.

¹ Flexibility - the feeling employees have about constraints in the workplace; the degree to which they feel there are no unnecessary rules, procedures, policies, and practices that interfere with task accomplishment, and that new ideas are easy to get accepted.

² Flexibility - an orientation towards change.

³ Innovation - the extent of encouragement and support for new ideas and innovative approaches.

⁴ Innovation - the perception that change and creativity are encouraged, including risk taking into new areas or areas where the member has little or no prior experience.

- Respondents also emphasised the importance of ensuring that the assessment tool provides feedback in the form of actions to improve the results in the future.
2. Programme training
 - In general, respondents suggested that the training on improving organizational climate should be targeted to mixed groups (engaging both engage employees and managers) and that should be provided in a traditional or blended-learning format (using expository methods and group dynamics and providing useful and user-friendly resources, such as PowerPoint presentations, case studies and scientific articles). With a maximum duration of 20 hours, this training programme (addressed up to 15 participants) should focused on different dimensions of the organizational climate and in specific actions that contribute to improve them. Surveyed/interviewed groups also indicated that they would like to understand what exactly organizational climate is, what influences it, and how to foster a positive organizational climate together with exercises on how to behave in different situations. Furthermore, they also mentioned that they would like to know/train steps to improvement's implementation as well as work soft skills (positive leadership, clear communication and team work).
 3. Guidebook
 - Considering the views of the respondents, the guidebook should include case studies and its main findings (even positive or negative) and best practices from other companies (national or internationally) always based in scientific articles. These resources are considered useful for benchmarking.
 - Additionally, the guidebook could demonstrate, clear and explicitly, the return on investing (ROI) in a positive organizational climate (increasing in employees' productivity; higher profit; etc.) enclosing real testimonies that did the same and what they have gained.
 - Different self-assessment tests to measure how the leadership currently is, what leadership the company wants and how to achieve it as well as to assess how is the organizational climate now and how it could be (including suggestions on how to improve it) were also considered relevant by respondents.
 - Also stressed as main aspect during the survey/interviews, was the fact that the guidebook should be user-friendly with clear and concise information.