

OSTESA EU

National Report Template

ORGANIZATIONAL CLIMATE

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



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 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 (8, 40%); director/manager(11, 55%)and 1 respondent not specified (1, 5%), and description of job title.

Education level: primary (0, 0%); vocational(0, 0%); secondary(0, 0%); higher (Bachelor's degree or more)(19, 95%). 1 not specified

Gender: female(6, 30%);male(13, 65%).1 not specified

Company residence: village(2, 10%);city up to 30 000 inhabitants(2, 10%);city 31-100 000 inhabitants(0, 0%); city more than 100 000 inhabitants(15, 75%).1 not specified

Size of a company: large enterprise (more than 250 employees)(2, 10%);medium enterprise (51-250 employees)(4, 20%);small enterprise (10-50 employees)(7, 35%);microenterprise (up to 10 employees)(7, 35%).

Business sector: commerce(2, 10%); production(1, 5%);services(13, 65%);other (2, 10 %, construction, education). 2 not specified

Years of experience in management (executive position) in SMEs (minimum 0,5, maximum 20, mean 10,275, median 12(one responded did not provide any answer in this field)).

1.2. Socio-demographic characteristics of SME Employees

Number of total respondents: 37

Gender: female(20, 54%);male(17, 46%).

Education level: primary (0, 0%); vocational(0, 0%); secondary(8, 22%); higher (Bachelor's degree or more)(29, 78%).

Company residence: village(2, 5%); city up to 30 000 inhabitants(5, 14%);city 31-100 000 inhabitants(0, 0%); city more than 100 000 inhabitants(29, 78%), one responded did not provide any answer in this field.

Current position: accountant 1, administrative specialist 1,administrative worker 2, adviser 1, blue-collar worker 2, business representative 1, chemist 1, commerce specialist 1,compensation specialist 1, construction engineer 1, customer service employee 1, development specialist 1, director 1, events organizing specialist 1, human resource specialist 3, investigator 1, manager 4, real property specialist 2, receptionist 1, regulator 1, security guard 3, seller 1, specialist 1, technical director 1, telecommunications assistant 1, tour guide 1, web administrator 1).

Years of professional experience in SMEs (minimum 1, maximum 30, 11, median 9).

Size of a company/ current workplace: large enterprise (more than 250 employees)(5, 14%);medium enterprise (51-250 employees)(15, 41%);small

enterprise (10-50 employees)(12, 32%); microenterprise (up to 10 employees)(4, 11%).

One respondent did not provide any answer in this field.

Business sector: commerce(4, 11%); production(5, 14%);services(21, 58%);other 10, 27% (administration 2,construction 3, sanitary 1, culture/tourism1, security services 1, 3 respondents did not provide comment in this field).

4 respondents provided more than one answer.

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

Number of total respondents: 10

Current job title: trainer(7, 70%); consultant(3, 30%);HR employee(0, 0%).

Two respondents provided more than one answer (trainer, consultant).

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: (minimum 7, maximum 25, mean 14, median 14,5).

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?

- positive work environment, good workplace atmosphere (24)
- good motivation & rewards system (17)
- adequate and fair salary (17)
- employment stability and conditions (13)
- effective communication (11)
- clear task and roles division (12)
- career development possibilities, professional development, training (9)
- supervisory and team support (8)
- teamwork and team integration (6)
- positive workplace relations, cooperation (6)
- valuing employee performance, appraisal (6)
- mutual trust (5)
- good organization in a company (5)
- information flow (4)
- clear working rules and procedures (3)
- job satisfaction (3)
- friendliness (2)
- employee welfare (2)
- effective leadership (2)
- boss personality (2)
- task-based working time (2)
- autonomy (2)
- identification with company's goals (2)
- clear goals and expectations (2)
- respect (1)
- staff integration meetings (1)
- achievable goals (1)
- challenges (1)
- sense of mission (1)
- flexibility (1)
- lack of time pressure (1)
- indulgent employer (1)
- lack of time pressure (1)



- self-awareness (1)
- self-realization (1)
- openness (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?

- Good relations employer-employee, team relations, collaboration (32)
- Clearly defined tasks and responsibilities (19)
- Trust (11)
- Positive work environment (10)
- Effective communication (10)
- Development possibilities for employees, job growth (8)
- Supervisory support and support from team members (8)
- Simple procedures & rules, employment regulations (7)
- Adequate and fair salary (5)
- Motivation and rewards system (5)
- Transparency, lack of ambiguity(4)
- Autonomy (4)
- Valuing employees (4)
- Honesty (3)
- Management style (3)
- Employment conditions, stability (3)
- Engagement, participation in company's proceedings (3)
- Mutual respect (2)
- Interesting tasks, challenges (2)
- Availability of tools (2)
- Efficient information flow (2)
- Organizational identification (2)
- Task-based working time (2)
- Awareness of organizational goals (2)
- Self-realization (2)
- Flexibility (2)
- Responsibility (2)
- Supervisors knowledge on employees- understanding needs, strengths & weaknesses (2)
- Clear goals (2)
- Managerial competencies of executives (2)
- Supervisor assertiveness (1)
- Good financial results (1)
- Compromises (1)

National Report Template

- Regular meetings with employees (1)
- Competent employees (1)
- Performance based compensation (1)
- Personal culture (1)
- Company's mission and vision of its development (1)
- Equal treatment of employees (1)

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

- Collaboration, teamwork and good interpersonal relationships (16)
- Clear salary and reward system, good and fair salary, bonuses, valuing employees(15)
- Clarity of roles and tasks (14)
- Trust (9)
- Communication (8)
- Positive work environment (7)
- Leadership and management (6)
- Supervisory and team support (4)
- Job organization (4)
- Clear goals (4)
- Career development possibilities, employees growth (4)
- Responsibility (3)
- Transparency, clarity(3)
- Flexibility (3)
- Effective flow of information (3)
- Respect (3)
- Standards and values (2)
- Stable employment, sense of security (2)
- Employee potential, competencies (2)
- Solidarity (1)
- Achievements (1)
- Organizational identification (1)
- Tolerance (1)
- Honesty (1)
- Engagement (1)
- Reporting (1)
- Employee welfare (1)
- Equal treatment of employees (1)
- Interesting tasks (1)
- Adaptation to changing conditions (1)
- Decisiveness (1)
- Openness (1)
- Interdisciplinary approach to work (1)
- Task-based working time (1)

2.3. Characterization of leadership styles impact on organizational climate

Analysis of the answers to questions:

How leadership styles affect the organizational climate?

- Effective communication, active listening, understanding (20)
- Fair and clear assignment of roles and tasks (taking into account employees predispositions, strengths and weaknesses) (14)
- Equal and fair treatment of employees at work place (12)
- Personality , sense of humour, personal culture and morals (10)
- Prising and rewarding, valuing employees, performance appraisal (9)
- Employee motivation (7)
- Mutual trust (7)
- Respect towards employees (6)
- Employees welfare (5)
- Adequate salary, performance related pay (5)
- Supervisory support (5)
- Decisiveness (5)
- Comprehensibility (4)
- Consistent (in requirements, demands) (4)
- Investing in employee training (4)
- Openness to ideas from employees (4)
- Reliability and honesty (4)
- Work organization (4)
- Constructive and positive feedback (3)
- Clearly defined and achievable goals (3)
- Cooperation with employees (3)
- Responsibility (3)
- Clarity of action rules, regulations (3)
- Admitting own mistakes and taking responsibility for one's actions (2)
- Authority (2)
- Culture of self-learning (1)
- Employee autonomy (1)

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

- Lack of communication, cooperation and trust (15)
- Lack of employee recognition, appraisal, devaluing employees, no interest in employees (14)
- Overloading employees with tasks, ineffective tasks assignment, unclear tasks, pressure (13)
- Unequal treatment of employees, mobbing, disrespect (13)

- Superiors negative personality traits and behaviours (high self-esteem, not acknowledging one's mistakes, dishonesty, boastfulness, making small business big issues, close-mindedness etc.) (9)
- Lack of organizational clarity and goals, organizational chaos (7)
- Ineffective team management or not knowing how to work with a team (7)
- Ambiguous and conflicting decisions, changing decisions too frequently (6)
- Engaging in and intensifying team conflicts (3)
- Shifting one's responsibilities (2)
- Lack of feedback (2)
- No clear salary reward system, salary not adequate to job performance (2)
- Information hiding (2)
- Lack of flexibility, rigid frameworks, no innovation (2)
- Stealing from a company (1)
- Creating conflicting work priorities (1)

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

- Interpersonal relations (3)
- Communications skills (3)
- Team and change management (3)
- Poor company organization (3)
- Not knowing employees needs and expectations (1)
- Not sharing knowledge (1)
- Soft competencies (1)

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.

- Positive work environment (good workplace relations, effective communication, flow of information, mutual trust and respect)
- Clarity of roles and tasks
- Supervisory and teamwork support
- Good motivation & rewards system and adequate salary
- Valuing employees, performance appraisal

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?

Employees

No – 33 employees

Yes – 4 employees:

1. Questionnaire assessment for employees of HR department
2. Questionnaire assessment
3. Questionnaire assessment by external company, survey was e-mailed and voluntary
4. Hard copy, for security employees, time approx. 20 min

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

Employers

No - 16 employers out of 20

Yes – 4 employers out of 20

Trainers, consultants and HR employees

No – 7 respondents out of 10

Yes – 2 respondents out of 10

1 respondent did not provide any answer

Tool	Author	Availability (publication, company)	Scope of assessment
Anonymous surveys	-	-	Organization culture, Job effectiveness
Team meetings	-	-	-
Employee job satisfaction	Stock	Inner	All company departments
Measuring organizational	Korn Ferry	-	-

climate			
Leadership styles	Korn Ferry	-	-
Job satisfaction barometer, organizational climate	Hrmapa.pl	-	-
ESA Employee Satisfaction Assessment	-	-	-

Analysis of the answers to question:

What are the most common mistakes when diagnosing organizational climate?

- No proper information on diagnosis
- Not comprehensive or cursory diagnosis
- No objective criteria
- Lack of objective judgement e.g. in fear of boss
- Diagnosis done by internal expert
- Personal diagnosis which may lead to mistakes and subjectivism
- Subjective evaluation of employees performance and getting results at scale - not always fair
- Lack of feedback analysis with staff
- Wrongly formulated questions which lead to wrong diagnosis

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 – digital or electronic – 47 and % Hard copy – 10 and % and no answer 10
Assessment duration (in minutes):	Frequency (N and %) each duration (in minutes) and mean 9 respondents did not provide any answer (13%) 5 minutes (2 and 3%) 10 minutes (13 and 19%) 11 minutes (1 and 1.5%) 12 minutes (1 and 1.5%) 15 minutes (13 and 19%) 20 minutes (8 and 12%) 25 minutes (2 and 3%)

National Report Template

	<p>30 minutes (14 and 21%) 45 minutes (1 and 1.5%) 60 minutes (3 and 4%)</p>
Maximum number of questions:	<p>Frequency (N and %) each number of questions and mean</p> <p>9 respondents did not provide any answer (13%) 5 questions (1 and 1.5%) 10 questions (12 and 18%) 12 questions (1 and 1.5%) 15 questions (13 and 19%) 20 questions (14 and 21%) 25 questions (1 and 1.5%) 30 questions (10 and 15%) 40 questions (2 and 3%) 50 questions (3 and 4.5%) 100 questions (1 and 1.5%)</p>
Scope of assessment (what and how should be measured?)	<p>Categories (N and %)</p> <p>26 respondents did not provide any answer (39%) Job satisfaction (11 and 16%) Interpersonal relations – employer-employee, employee-employee (14 and 21%) Motivation (7 and 10%) Employment standards & conditions (5 and 7%) Rewards system (4 and 6%) Possibilities of development, training (4 and 6%) Communication (3 and 4%) Division of tasks & responsibilities (5 and 7%) Expectations, changes, suggestions (3 and 4%) Staff meetings and their effectiveness (2 and 3%) Mood at work (2 and 3%)</p> <p>Items with 1 response: Work quality, engagement in problem-solving, employee-company identification, competencies, company's image, information flow, quality, respect, work results</p>
Content of feedback:	<p>Categories (N and %)</p> <p>32 respondents did not provide any answer (48%) Level of employee job satisfaction (4 and 6%) Overall conclusions, summary- graphic form, charts, table, graphs, etc. (11 and 16%) Strengths and weaknesses of an organization and employee and suggestions for improvements (6 and 9%) Stress level (1 and 1.5%) Employee motivation & reward system (1 and 1.5%)</p>

	<p>1 respondent suggested that the assessment should be done periodically (annual or quarterly), 1 respondent that it should take a form of verbal approval upon performance</p> <p>Respondents stressed that the feedback should be to the point and factual, preferably either descriptive or in visual form.</p>
--	---

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.

- The majority of respondents is not familiar with the tools for organizational climate assessment, neither has been climate assessed in respondents companies
- The respondents expect the tools to contribute to the improvement of effectiveness of key organizational activities and to allow to take actions based on the feedback
- The tools should help to evaluate the current communication and leadership styles, staff's attitude towards benefits and compensation system, their involvement in the work processes and other important organizational practice

Part 4. Training on Improving Organizational Climate

4.1. Characterization of existing training offers on organizational climate

Analysis of the answers to question:

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

No – 34 respondents out 37 (92%)

Yes – 3 respondents out of 37 (8%):

1. HR management and employee activation. Duration: 6 months. Target group: executives Materials: tests, published materials.
2. One-day training, separate for managers and employees, pros and cons of company, overall summary

1 respondent did not specify any answer

Analysis of the answers to question:

Do you know any training on improving organizational climate?

MANAGERS/OWNERS

No - 19 respondents out of 20

Yes – 1 respondent out of 20

TRAINERS/CONSULTANTS/HR EMPLOYEES

No – 7 out of 10 (70%)

Yes – 2 out of 10 (20%)

1 respondent did not provide any answer (10%)

Training title	Training goal/s	Training programme (content)	Training methods	Training provider	Training duration
3D	development	development of strengths	-	-	2 days
My Orange	-	development of strengths	trainer		1 day
Zarządzanie przez wartości	kompetea.pl	kompetea.pl	-	Kompetea Warsaw	2 days

w procesie kształtowania kultury organizacyjnej					
Diagnosis of satisfaction and organizational climate	Identifying key values, expectations and employee attitudes affecting positive organizational culture	-	traditional	-	60

**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?

Participants:	<input type="checkbox"/> only managers – 1 and 1% <input type="checkbox"/> only employees – 1 and 1% <input type="checkbox"/> mixed group: managers and employees – 32 and 48% <input type="checkbox"/> separate for managers and employees – 32 and 48% 1 respondent did not provide any answer
Type of training:	<input type="checkbox"/> traditional – 49 and 73% <input type="checkbox"/> e-learning – 4 and 6% <input type="checkbox"/> blended learning – 10 and 15% 4 respondents did not provide any answer
Number of training hours:	Frequency (N and %) each number of training hours and mean 13 respondents did not provide any answer 2 hours (2 and 3%) 1 hour (1 and 1.5%) 3 hours (1 and 1.5%) 4 hours (2 and 3%) 6 hours (4 and 6%) 8 hours (14 and 21%) 10 hours (3 and 4%)

National Report Template

	<p>12 hours (1 and 1.5%) 14 hours (1 and 1.5%) 16 hours (11 and 16%) 18 hours (1 and 1.5%) 20 hours (3 and 4%) 24 hours (2 and 3%) 30 hours (2 and 3%) 32 hours (1 and 1.5%) 40 hours (1 and 1.5%) 48 hours (1 and 1.5%)</p>
Number of training participants:	<p>Frequency (N and %) each number of training participants and mean</p> <p>8 respondents did not provide any answer (12%)</p> <p>10 participants (16 and 24%) 20 participants (12 and 18%) 15 participants (5 and 7%) 12 participants (8 and 12%) 8 participants (6 and 9%) 30 participants (3 and 4%) 6 participants (1 and 1.5%) 5 participants (1 and 1.5%) 16 participants (1 and 1.5%)</p> <p>1 respondent stated that whole company should participate</p>
Training goal/s:	<p>Categories (N and %)</p> <p>Building and improving organizational climate (21 and 31%) Interpersonal relations (10 and 15%) Techniques for improving employee motivation and effectiveness (6 and 9%) Improving effectiveness (3 and 4%) Company's big picture, "as a whole" (1 and 1.5%) Monitoring employee job satisfaction (1 and 1.5%)</p>
Training programme (content):	<p>Categories (N and %)</p> <p>40 respondents did not provide any answer (59%)</p> <p>Communication (5 and 7%) Interpersonal relations (4 and 6%) Improving employee motivation and performance (5 and 7%) Improving organization climate (5 and 7%) Problem / conflict solving (4 and 6%) Team and time management (4 and 6%) Performance feedback (2 and 3%)</p> <p>Other: Company's functions, training similar to the Kompetea training, competencies to use organizational climate assessment tools,</p>

	negotiations, psychology, SWOT analysis, assertiveness
Training methods:	<p>Categories (N and %)</p> <p>31 respondents did not provide any answer (46%)</p> <p>Case studies (4 and 6%) Interactive, practical activities (16 and 24%) Seminars, lectures, workshops (12 and 18%) Discussion (11 and 16%) Role play (6 and 9%) Multimedia, presentations (4 and 6%) Group work (5 and 7%) Webinar (1) ELearning (1)</p>
Training materials:	<p>Categories (N and %)</p> <p>36 respondents did not provide any answer (54%)</p> <p>Hard copy – manuals, handbooks, scripts (21 and 31%) Soft copy (7 and 10%) Multimedia – video, power point presentations, you tube case studies, films, audiobooks (15 and 22%) Best practices, testimonies (2 and 3%)</p>

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

4.3. Summary information about the training on improving organizational climate

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

- The vast majority of the respondents is not familiar with training offers on improving organizational climate
- The respondents indicated traditional training or separate training for managers and employees as the most adequate, 8 to 16 hours preferable training time for a group of 8 to 16 participants
- Main points of interest for the purpose of training are: building and improving organizational climate and employee motivation with performance-based pay
- Preferable training materials are hard copies. In addition soft copies, multimedia, variety of case studies and best practices in international context should be used to help trainees to learn and retain information

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/OWNERS

No – 19 out of 20 (90%)

Yes – 1 out of 20 (10%)

TRAINERS/CONSULTANTS/HR EMPLOYEES

No – 8 out of 10 (80%)

Yes – 2 out of 10 (20%)

Title	Author	Content (table of contents)
Coaching of executive staff	Stuart McAdam	Practical tips for executives and employees
Jerks at Work: How to Deal with People Problems and Problem People	Ken Lloyd	Tips on what to do when your boss is a bully
Who switched off my brain	Caroline Leaf	Controlling Toxic Thoughts and Emotions
How to Be an Even Better Manager	Michael Armstrong	-
Organizacja przedsiębiorstwa. Metodologia zmian organizacyjnych (eng. Enterprise organization. Organizational Change Management methodology)	Małgorzata Czerska	-
Management	James A.F. Stoner	-
Zarządzanie zasobami ludzkimi dla menadżerów	Jędrych Elżbieta	-

średniego szczebla (eng. Human resource management for middle-level managers)		
Szkolenia pracowników a rozwój organizacji (eng. Employee training and organizational development)	M. Kossowska, I. Sołtysińska	Training and developing staff as key to business growth; learning process, group process, training step by step

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

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

Analysis of the answers to question:

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

- Effective communication: how to speak with an employee and to a supervisor, communicating bad news, individual conversations, active listening, what to do when communication fails (17)
- Team management techniques, employee selection criteria, task division, goal setting, setting expectations towards employees (14)
- Problem and conflict solving: Description of 'real problems' which might occur in the workplace and possible solutions/reaction to them, common employer mistakes, best practices, case studies, conflict resolutions strategies (14)
- Techniques for increasing employee motivation, performance management, valuing employee performance, reprimands (13)
- Strategies for improving collaboration and cooperation in a company; interpersonal relations (10)
- Self-management: physical appearance, image, mental state (1)
- Other concepts: stress management, assertiveness, ethical issues: legal and moral responsibility, admitting mistakes and taking responsibility for failures, business strategies, leadership styles, diversity and change management, tips on working on one's weaknesses, collaboration, competition and support

The tips should be useful for job position and organization type. The respondents noticed that the guidebook should present the issues addressed in organizational climate

assessment and contain elements of psychology. Many case studies, international examples are in demand.

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.

- The main areas of interest of the above-mentioned guidebook are management methodology, self-management, employee training, interpersonal relations and coaching
- Effective communication, collaboration, interpersonal relations, team management, problem solving, employee motivation and effective performance are critical to any organization according to the respondents
- The respondents need the guidebook to be practical and adjusted to one's position and company specifics
- Variety of case studies, examples is needed

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	1	1	3	20	24	15	4,7	4,8	4,5	4,6	3 (8,1 %)	0 (0%)	0 (0%)
2.	Cohesion	0	1	6	11	20	26	4,9	5,3	4,8	5	6 (16,2 %)	2 (5,4 %)	2 (5,4 %)

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
3.	Trust	0	1	1	6	12	44	5,4	5,8	5,4	5,53	14 (37,8 %)	7 (18,9 %)	2 (5,4 %)
4.	Pressure	0	0	7	20	19	18	4,6	5,4	4,1	4,7	1 (2,7 %)	4 (10,8 %)	1 (2,7 %)
5.	Support	0	1	5	8	24	26	5,2	4,8	5,2	5,07	15 (40,5 %)	4 (10,8 %)	4 (10,8 %)
6.	Recognition	0	0	5	7	17	35	5,3	5,5	4,9	5,23	14 (37,8 %)	4 (10,8 %)	3 (8,1 %)

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
7.	Fairness	0	0	4	9	21	30	5,2	5,4	5,1	5,23	13 (27,6 %)	5 (13,5 %)	4 (10,8 %)
8.	Innovation	0	1	8	12	28	15	4,8	4,8	4,6	4,73	5 (13,5 %)	2 (5,4 %)	1 (2,7 %)
9.	Flexibility	1	0	8	18	19	18	4,6	4,8	4,8	4,73	4 (10,8 %)	4 (10,8 %)	2 (5,4 %)
10.	Responsibility	0	1	3	9	25	26	5	5,4	5,1	5,17	10 (27%)	6 (16,2 %)	2 (5,4 %)

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
11.	Standards	0	2	12	12	23	15	4,6	4,6	4,2	4,47	6 (16,2 %)	6 (16,2 %)	2 (5,4 %)
12.	Rewards	1	2	4	9	20	28	5	5,3	4,6	4,97	17 (45,9 %)	7 (18,9 %)	4 (10,8 %)
13.	Clarity	1	3	4	6	16	34	5,1	5,3	4,9	5,1	13 (25,1 %)	7 (18,9 %)	5 (13,5 %)
14.	Employee welfare	2	0	5	8	23	26	5,1	5,0	4,6	4,9	9 (24,3 %)	3 (8,1 %)	2 (5,4 %)

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
15.	Participation	2	1	6	18	23	14	4,6	4,5	4,5	4,53	5 (13,5%)	3 (8,1%)	0 (0%)
16.	Communication	0	2	3	9	18	32	4,9	5,4	5,7	5,33	12 (32,4%)	1 (2,7%)	5 (13,5%)
17.	Emphasis on training	2	3	7	18	19	15	4,5	4,6	4,1	4,4	4 (10,8%)	4 (10,8%)	0 (0%)
18.	Integration	0	4	4	13	24	19	4,7	5,2	4,3	4,73	7 (18,9%)	4 (10,8%)	2 (5,4%)

National Report Template

Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
19.	Supervisory support	2	0	3	12	23	24	4,9	5,1	5	5	10 (27%)	4 (10,8%)	2 (5,4%)
20.	Tradition	5	2	22	15	15	5	3,7	4,0	3,3	3,67	2 (5,4%)	0 (0%)	0 (0%)
21.	Formalization	5	3	24	15	10	7	3,6	3,8	3,6	3,67	0 (0%)	1 (2,7%)	0 (0%)
22.	Flexibility	2	3	9	11	25	14	4,4	4,6	4,7	4,57	2 (5,4%)	2 (5,4%)	2 (5,4%)

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
23.	Innovation	3	0	9	12	25	15	4,5	4,8	4,7	4,67	2 (5,4%)	3 (8,1%)	1 (2,7%)
24.	Outward focus	1	0	7	8	29	19.	4,8	5,0	5,1	4,97	3 (8,1%)	2 (5,4%)	0 (0%)
25.	Reflexivity	1	7	7	22	19	8	4,2	4,4	3,6	4,07	3 (8,1%)	0 (0%)	0 (0%)
26.	Clarity of organizational goals	0	3	3	9	22	27	5	5,2	5	5,07	4 (10,8%)	6 (16,2%)	1 (2,7%)

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
27.	Effort	0	0	4	11	29	20	4,9	5,2	5	5,03	2 (5,4 %)	44 (10,8 %)	2 (5,4 %)
28.	Efficiency	1	1	2	9	31	20	5,1	5,1	4,6	4,93	6 (16,2 %)	4 (10,8 %)	2 (5,4 %)
29.	Quality	4	1	2	10	22	25	4,8	5,2	4,6	4,87	3 (8,1 %)	1 (2,7 %)	1 (2,7 %)
30.	Pressure to produce	1	4	5	16	25	13	4,6	4,5	4,5	4,53	0 (0 %)	2 (5,4 %)	1 (2,7 %)

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
31.	Performance feedback	2	0	3	13	30	16	4,7	5,2	4,8	4,9	1 (2,7%)	3 (8,1%)	3 (8,1%)
32.	Conformism	4	6	15	24	12	3	3,8	3,6	3,3	3,57	0 (0%)	0 (0%)	0 (0%)
33.	Responsibility	0	3	7	25	20	9	4,3	4,5	4,5	4,43	2 (5,4%)	2 (5,4%)	1 (2,7%)
34.	Demands	0	1	6	15	31	11	4,6	4,9	4,7	4,73	2 (5,4%)	4 (10,8%)	0 (0%)

National Report Template

Lp.	Dimensions of organizational climate:	Jointly for employees; managers, owners; trainers, consultants and HR employees. Write down (N, %) for each response category						Mean				Number (N) and percent (%) of indications of key organizational climate dimensions		
		1-Not at all important	2	3	4	5	6- Very important	employees	managers, owners	trainers, consultants and HR employees	Jointly for three types of respondents	employees	managers, owners	trainers, consultants and HR employees
35.	Organize	0	2	3	10	17	32	5,1	5,4	5,1	5,2	8 (21,6%)	5 (13,5%)	2 (5,4%)
36.	Sense of warmth and support	0	2	2	2	24	34	5,3	5,6	5,2	5,37	6 (16,2%)	5 (13,5%)	3 (8,1%)
37.	Leadership	0	2	5	11	26	20	4,6	5,3	5,3	5,07	6 (16,2%)	4 (10,8%)	1 (2,7%)

6.1. Summary information about the organizational climate dimensions

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

- Key dimensions of organization climate for all the groups of respondents, score >5
 - Trust (5,53)
 - Sense of warmth and support (5,37)
 - Communication (5,33)
 - Recognition (5,23)
 - Fairness (5,23)
 - Organize (5,2)
 - Responsibility (5,17)
 - Clarity (5,1)
 - Leadership (5,07)
 - Support (5,07)
 - Clarity of organization goals (5,07)
 - Effort (5,03)
 - Supervisory support (5)
 - Cohesion (5)

- Dimensions with the highest mean for employees >5:
 - Trust (5,4)
 - Sense of warmth and support (5,3)
 - Recognition (5,3)
 - Fairness (5,2)
 - Support (5,2)
 - Clarity (5,1)
 - Employee welfare (5,1)
 - Efficiency (5,1)
 - Organize (5,1)
 - Clarity of organizational goals (5)
 - Rewards (5)
 - Responsibility (5)

- Dimensions with the highest mean for employers >5:
 - Trust (5,8)
 - Sense of warmth and support (5,6)
 - Recognition (5,5)
 - Organize (5,4)
 - Pressure (5,4)
 - Communication (5,4)
 - Responsibility (5,4)



- Fairness (5,4)
 - Cohesion (5,3)
 - Clarity (5,3)
 - Rewards (5,3)
 - Leadership (5,3)
 - Clarity of organizational goals (5,2)
 - Integration (5,2)
 - Performance feedback (5,2)
 - Quality (5,2)
 - Effort (5,2)
 - Efficiency (5,1)
 - Supervisory support (5,1)
 - Outward focus (5)
- Dimensions with the highest mean for trainers, consultants >5:
 - Communication (5,7)
 - Trust (5,4)
 - Leadership (5,3)
 - Sense of warmth and support (5,2)
 - Support (5,2)
 - Organize (5,1)
 - Outward focus (5,1)
 - Responsibility (5,1)
 - Fairness (5,1)
 - Effort (5)
 - Clarity of organizational goals (5)
 - Supervisory support (5)
- The least important key dimensions of organization climate according to all of the groups of respondents, score <4
 - Tradition (3,67)
 - Formalization (3,67)
 - Conformism (3,57)
- Key organizational climate dimensions according to employees:
 - Rewards (45,9%)
 - Support (40,5%)
 - Trust (37,8%)
 - Recognition (37,8)
- Key organizational climate dimensions according to managers, owners:
 - Trust (18,9%)
 - Rewards (18,9%)
 - Clarity (18,9%)
- Key organizational climate dimensions according to trainers, consultants:
 - Communication (13,5%)
 - Clarity (13,5%)

- Support (10,8%)
- Fairness (10,8%)
- Rewards (10,8%)