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IASET

ORGANIZATIONAL CLIMATE INITIATIVES IN A RENOWNED GOVERNMENT ORGANIZATION IN VISAKHAPATNAM–A CASE STUDY

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ABSTRACT

In 21st century, the employees' psychological connection with their work has gained critical importance in the field of private and government organizations'. Today, the contemporary world thrives for creativity in the work. In the private and Government sector, the organizational climate and employee wellbeing is the interesting and insightful area of study. The success in the government sector depends on the quality of services provided by each establishment. The purpose of the study was to examine the demographic profile of the employees working in the government organisation, and the impact of the organisational climate dimensions, organisational environment, team work, reward &recognition, involvement, management effectiveness, competency, communication and commitment,goal-setting and leadership skills in the organisation climate. Random sampling method was used to collect the information and the respondents were 100 from the government sector firm, but only 81 questionnaires was filled. SPSS 23.0 and AMOS 21 were used to analyse the data. Structured questionnaire relating to Organizational climate is taken for this study. The descriptive analysis, factor loading and regression method was used to analyse the data. The result reveals that goal setting has significant and positive influence in the organisation climate, and where there is leadership skill; there is no significant relation in the organisation climate. While management effectiveness is the least predictor of organisational climate with a beta weight predicted by the regression analysis, so the management team and department leaders within the organization should be able to organize workers to accomplish the company's goals. Skills in motivating and dealing with employees in the organisation should be done properly to increase the management effectiveness.

KEYWORDS: *Organizational Climate, Employees, Government, Organisational Environment, Team Work, Reward Recognition, Involvement, Management Effectiveness, Competency*

INTRODUCTION

Organizations grow with human resources and become best with time, through effective functioning with positive culture and employee wellbeing. Most of the Organizations create benchmarks with emphasis on Organizational Climate, Organizational Culture and Well-being of the employees. Many organizations, finally understood the importance and focusing to transcend with upcoming trends and 'changing organizations'. Though Organization's culture promotes the

effective beliefs and values influencing behaviour, Organizational change focuses on strategies, processes, procedures, technologies, and culture. Organization's Climate mainly focuses on the level of employee satisfaction and dissatisfaction, considering the performance of the employees, which results in major impact on motivation and job satisfaction of individual employees. Organizational climate, therefore affects productivity, motivation and employee behaviour.

Organizational Climate has been defined as the shared meaning as organizational member attached to the events, policies, procedures and practices they experience and their behavior they see being rewarded, supported and expected (Macey et al., 2014). Though the concept was discussed and studied in late 1960's, the researcher empirically started studying the concept of organizational climate.

LITERATURE REVIEW

Yashkova, Elena V. et al.,(2019) Conducted a theoretical study with approaches understanding the organizational climate being a vital factor, as it affects psychological well-being and the effectiveness of the workforce in the organizations. Certain signs like decline in the level of psychological climate in relations with colleagues and the manager, the emergence of difficulty in self-esteem and in personal life, while organization climate improving the efficiency of the employees can be successful with the approaches related to trainings, team building, formal and informal meetings with management, career development.

Dishop et al., (2019) conducted a research study on the concepts of social exchange theory to elucidate the relationships among emotional exhaustion, mental health provider work attitudes, turnover, and the moderating effect of functional psychological climates. Multilevel structural equation modelling was used for a sample of 311 mental health providers from 49 community mental health programs, where the results showed a negative relation with emotional exhaustion to work attitudes, while the relationship was moderated by functional climates characterized by high levels of cooperation, growth and advancement opportunities, and role clarity. Emotional exhaustion and work attitudes showed specific relationship, which was attenuated for providers working in programs with a more functional psychological climate and lower work attitudes significantly predicted higher clinician turnover.

Pecino et al, (2019) conducted a descriptive and cross sectional study on 442 public sector employees to investigate the relationships between organisational climate, role stress, and employee well-being (stress and job satisfaction) using job demands-resources model. The study developed a structural equation model which showed correlation role stress, job satisfaction, and burnout relating to organizational climate, whereas role stress is correlated with burnout and job satisfaction. Results also showed that there is a negative and significant correlation between burnout and job satisfaction. Therefore, the current study claims that positive organisational climate could lead to less stressed and burned-out workers and, at the same time, to more satisfied employees with improved well-being.

S.RAJA, et.al (2019) paper examines the influence of the organization's overall organizational climate on worker performance. It's a detailed study on preparing the organizational climate to compete and reach its future goal in the stability of the business surroundings. The relationship between organizational climate and worker performance was analysed. The total sample of 423 respondents was selected on the basis of using Multi-stage sampling technique. Surveying methodology has been employed in order to gather knowledge. Finally, the results and suggestions associated with the analysis discovered that various factors of organizational climate influences employee performance and conjointly motivates them. The analysis found that orientation, social relations, managing downside, managing conflict, reward

management, risk-taking, management of amendment variables influences the performance of workers and the variables management, managing mistakes, communication, deciding, and trust doesn't impact the performance of workers towards organizational climates.

Berberoglu (2018), aim of this study was to evaluate health care employees' perceptions of organizational climate and test the hypothesized impact of organizational climate on organizational commitment and perceived organizational performance. The study adopted a quantitative approach; by grouping knowledge from the health care employees, presently used public hospitals in North Cyprus, utilizing a self-administered form. Collected knowledge were analysed with the assistance of statistical Package for Social Sciences, and analysis of variance and regression toward the mean analyses were used to test the hypothesis. Results discovered that the organizational climate is highly correlative with organizational commitment and perceived organizational performance. Straightforward linear regression outcomes indicated that structure climate is critical in predicting organizational commitment and perceived organizational performance.

Veld et al, (2017) conducted an exploratory research study to check the impact of HRM positively and negatively on climate, partially mediating and influencing the commitment and well-being of the employee. For this study, 415 employees from 52 wards have been included from Long-Term Care organization. Results support a more optimistic perspective on HRM; Focus for organizations relating to the critical pathway, in order to enhance employee well-being demands a need for future research and implementation for effective and successful organizations.

Dr. Wilson et al, (2004) researched on the health-work organization on initial test and fit model on 29 first order constructs with underlying the six higher order domains of the model, through a questionnaire on 1,130 employees of a national retailer were examined by AMOS structural equation modeling procedures. Results showed that Employees' perceptions of their organization affect their perception of the climate, thereby it impacts the way people relate to their job and see their future in the organization, therefore it also impacts their work adjustment, health and well being, where all the variable constructs showed significant relation overall posing implications for further research and practice.

Albrecht (2012) Conducted a cross-sectional study to examine the Job Demands Resources model of work engagement to check the level of impact on organizational, team and job level factors, which interrelate to influence engagement and well being, and downstream the outcome variables such as affective commitment and extra role behaviour. Survey data is taken from 3,437 employees of a large multi national mining company was used to test the important direct and indirect influence of culture of fairness and support as organizational focused resources, team focused resources mainly team climate and career development, autonomy, supervisor support, and role clarity on employee well being, engagement, extra role behavior and organizational commitment being categorized under job level resources. Results obtained from Structural equations modeling shows variance in engagement/wellbeing (66 percent), extra role behavior (52 percent) and commitment (69 percent). Motivational framework should be infused in Job Demands and Resources Model with respect to employees should be developed in future research.

Greenhaus H et al. (1987), a cross sectional study was conducted on 336 accountants to examine the correlation between job performance and work experience, where personal and family well-being are categorized as (marital adjustment, work-family conflict, and quality of life). Results presented that non-supportive and inequitable work environment perceptions, role conflict, and extensive time commitment to work were each related to one or more indicators of well-being. The relationship between job performance and well-being varied as a function of gender, time commitment to work, and the degree of role conflict experienced.

OBJECTIVES OF THE STUDY

- To study the demographic profile of employees from the government organisation
- To measure factors/dimensions influencing the Organisational Climate of employees in the government organisation
- To measure the extent to which, organisational climate variables impact the organisation climate.

RESEARCH METHODOLOGY

The item of Organisational climate were measured by using a 7-point Likert type scale (1=strongly disagree, 7= strongly agree). Example of items are listening and suggesting solution, spreading good will about the organisation. The study was totally based on Primary data and the data was collected by selecting 100 employees, but only 81 questionnaires were filled properly. This is pilot study, where the Organisational climate based on Likert's seven point rating scale was distributed among the sample. The random sampling technique was used for choosing the respondents. To analyse the data, SPSS 23.0 and AMOS 21 was used. The descriptive Analysis, Factor analysis and regression analysis were applied to analyse the data. The demographic variable is an Independent variable and Organisational climate is a dependent variable. Regression analysis was done to analyse the impact of organisational climate variables like organisational environment, team work, reward recognition, involvement, management effectiveness, competency, communication, commitment, Goalsetting and leadership skills.

Table 1: Demographic Profile of the Respondents

Dimensions	Frequency	Percent	Valid Percent
Gender	Male	65	80.2
	Female	16	19.8
Age	20-30	19	23.5
	30-40	22	27.2
	40-50	19	23.5
	50-60	21	25.9
Year of Experience	0-5	8	9.9
	5-10	47	58.0
	10-15	23	28.4
	15-20	3	3.7
Department	Finance	16	19.8
	HR	12	14.8
	Material	9	11.1
	Operation	16	19.8
	Technical	11	13.6
	Project	6	7.4
	Marketing	5	6.2
	Information Technology	6	7.4
Designation	Assistant	8	9.9
	Assistant Manager	22	27.2
	Deputy General Manager	2	2.5
	Deputy Manager	8	9.9
	General Manager	1	1.2
	Joint General Manager	3	3.7
	Joint Manager	15	18.5
	Junior Officer	9	11.1
	Manager	4	4.9
	Senior Assistant	3	3.7
	Senior Officer	3	3.7
	Superintendent	1	1.2
	Technical Assistant	2	2.5

Illustration

Table 1 indicates the demographic profile of the respondents, the male respondents are 65, whereas female are 16, showing the percentage of male respondents were more as compared to female respondents. In the age group of 20–30, there were only19 respondents, similarly in the age group of 30–40, there were only 22 respondents. The age range from 40-50 consisted of 19 respondents, and there were 21 respondents in the age group of 50–60 years. We can find that there were more respondents in the age group of 30–40 years.

The range of years of experience 0–5 consisted of 8 respondents, whereas 5–10 years of experience consisted of 47 respondents. 10–15 years of experience had 23 respondents, while the latter 15–20 years of experience had only 3 respondents. We can find from the above table that 5–10 years' experience had the highest number of respondents, whereas 15–20 years had fewer respondents.

There were 8 major departments in the current organization namely, Finance with 16 employees, HR with 12 employees, Materials 9 employees, operations 16 employees, Technical 11 employees, Project 6 employees, Marketing 5 employees and Information Technology 6 employees.

We have considered some of the main designations from their organizational structure, here the respondents from assistant cadre are 8, assistant manager have 22 respondents, Deputy general manager cadre consisted of 2 respondents, General Manager with one respondent, Joint General Manager with 3 respondents, whereas Joint manager with 15, Junior officer with 9 employees. We have 4 managers, senior assistant 3, senior officer 3, superintendent with 1 and technical assistant 2 employees.

Table 2: Descriptive Analyses of Organizational Climate Variables

Descriptive Statistics			
	Mean	**Std. Deviation**	**N**
Organizational Environment	18.28	2.731	81
Team Work	19.00	3.058	81
Management Effectiveness	18.72	2.698	81
Involvement	18.91	2.992	81
Reward recognition	19.04	2.835	81
Competency	18.32	3.020	81
Commitment	18.22	3.399	81
Communication	18.78	3.004	81
Goal setting	18.69	2.969	81
Leadership skills	18.95	2.979	81

Illustration

Table 2 indicates the descriptive statistics of the demographic profile of the respondents and the dimensions of organisation climate. Reward recognition is having the higher mean value 19.04 followed by team work with the mean value 19.00. The leadership skills with mean value 18.95, involvement with the mean value 18.91, communication with mean value 18.78 and management effectiveness with 18.72, goal-setting with the mean value 18.69, competency with 18.32 followed by organisational environment 18.28 and commitment with mean value 18.22. This data indicates that respondent feels that reward & recognition is followed by the organisation to keep them motivated towards their job, but it is seen that the commitment from the respondents was very less with organizational expectations.

Data Analysis and Finding

The construct reliability test is conducted to ensure that the scale consistently yielding the same response. The cronbach's alpha is determined as construct reliability and the minimum value recommended for Cronbach's alpha coefficient is 0.7. The cronbach's alpha value of responses on OC is determined as.980(Figure 1).Also, in order to estimate the sampling adequacy and suitability of the data for factor analysis, KMO test and Bartlett's Test of Sphericity test was conducted using SPSS 23.00 (Figure 2), which provide with the value of 0.815 that is higher than the needed 0.5 and can be classified as middling (Kaiser, 1974). The chi-square value is 4144.163, and it is highly significant (p=0.000), with 435 as a degree of freedom.

Reliability Analysis of Organizational Climate

Table 3: ReliabilityStatistics

Cronbach's Alpha	N of Items
.980	30

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.815
Bartlett's Test of Sphericity	Approx. Chi-Square	4144.163
	df	435
	Sig.	.000

Table 5: Factor Loading of Organizational Climate Dimensions

Communalities		
	Initial	**Extraction**
My work area is a safe and well organized	1.000	.767
Working conditions in my environment are Continually improving	1.000	.582
I have the resources I need to perform my job effectively	1.000	.761
All levels in my department or staff work together as a team	1.000	.722
I have confidence in my co-workers at my company	1.000	.865
Resources are freely shared throughout the company	1.000	.776
Management takes employee suggestions into consideration	1.000	.793
Management has a good understanding of what goes on in my department	1.000	.867
My supervisor does a good job of Team building in his/her group	1.000	.833
My company is sensitive to my individual needs	1.000	.854
My company relies upon me to perform confidential work	1.000	.825
My company, management seeks the involvement of employees when	1.000	.896
My company acknowledges me for my contribution when company	1.000	.873
n my area, people get rewarded by how well they do their jobs	1.000	.798
The benefits offered me at my company are satisfactory	1.000	.790
I receive training to stay current in the skills that I need to be effective in my job	1.000	.837
My job makes good use of my abilities	1.000	.645
My company helps me to develop myself and my career	1.000	.761
I am willing to put in extra effort when necessary to get the job done	1.000	.873
I work beyond the expectations of my company	1.000	.667
I am satisfied with my job	1.000	.773

Table 5 Contd.,		
There is a free and open flow of work information upward from me to high level	1.000	.763
The information I get arrives in time to help me to do my job well	1.000	.793
Sufficient effort is made by higher management to get the opinions of those who work here	1.000	.884
Goals are clearly explained to everyone in my organization.	1.000	.860
Goals set in my organization are challenging	1.000	.833
Goals set in my organization are achievable	1.000	.832
I can make decisions that support the needs of team members	1.000	.903
I have tendency to accept my mistakes	1.000	.852
I will react constructively to disappointments and setbacks.	1.000	.812
Extraction Method: Principal Component Analysis.		

Illustration

Table 5 shows the factor loading communalities of each statement affecting the levels of organizational climate. As we see, the statement "I can make decisions that support the needs of team members" with the factor loading 0.903 is the highest and signifies effective team work in the organisation and employees coordination and effectiveness in decision making. "My company, management seeks the involvement of employees when it is needed" is the second highest with factor loading 0.896, which results with encouraging employees to be cooperative, proactive, innovative and enthusiastic in contributing towards team and organisational excellence. "I work beyond the expectations of my company" with factor loading 0.667 is the lowest among all the other factors signifying that, commitment of the employees lack towards achieving their performance towards organizational objectives. "My job makes good use of my abilities", with factor loading 0.645 signifies that the creative and innovative side of the employees is not effectively tapped, but mostly influenced with the direction and procedural guidelines from their superiors and management.

Table 6: Regression Analysis of Organisation Climate

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	1.000[a]	.999	.999	.726
a. Predictors: (Constant), Goal setting, Organizational Environment, Competency, Team Work, Communication, Commitment, Reward recognition, Management Effectiveness, Involvement				

Table 7: ANOVA[b]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58678.937	9	6519.882	12358.052	.000[a]
	Residual	37.458	71	.528		
	Total	58716.395	80			
a. Predictors: (Constant), Goal setting, Organizational Environment, Competency, Team Work, Communication, Commitment, Reward recognition, Management Effectiveness, Involvement						
b. Dependent Variable: ORGANISATION CLIMATE						

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.406	.611		-.665	.508
	Organizational Environment	1.073	.056	.108	19.057	.000
	Team Work	.950	.065	.107	14.584	.000
	Management Effectiveness	.655	.096	.065	6.838	.000
	Involvement	1.108	.102	.122	10.884	.000
	Reward recognition	1.678	.074	.176	22.662	.000
	Competency	.984	.061	.110	16.133	.000
	Commitment	.915	.056	.115	16.265	.000
	Communication	1.482	.080	.164	18.622	.000
	Goal setting	1.175	.094	.129	12.497	.000
a. Dependent Variable: ORGANISATION CLIMATE						

Illustration

The table 6 to 8 indicate the result of the Regression Analysis and reveals that reward recognition is the best predictor of organisation climate with a beta weight of 0.176(17.6%). Next to this, is communication with a beta weights of 0.164 (16.4%), goal setting with a beta weights of 0.129 (12.9%) and involvement 0.122 (12 %), respectively. Commitment is with the beta weight 0.115(11.5%), competency with a beta weight of 0.110(11.0%), organisation environment with beta weight 0.108(11%), team work with beta value 0.107(10.7%). Management effectiveness is the least predictor of organisation climate with a beta weight of 0.065(6.5%).

The value of R square was 0.999 this suggests that the elements of organisation climate contributed 99 per cent modification in organisation climate, whereas the remaining 1 % variations in job satisfaction were because of alternative variables outside the regression model.The following regression equation can be derived from the model.

Where,

Y = organisation climate

X1 = Organisation Environment

X2 = Team Work

X3 = Management Effectiveness

X4 = Involvement

X5 = Reward

X6 = Competency

X7 = Commitment

X8 = Communication

X9 = Goal Setting

B1 (1:1-10) = Regression Weights Coefficients

A (Constant) = -0.406

Thus, from the table, the multiple regression analysis of organisation climate and components of organisation climate are shown in this form.

$Y = -(0.406 + 1.073X_1 + 0.950X_2 + 0.655X_3 + 1.108X_4 + 1.678X_5 + 0.984X_6 +$

$0.915X_7 + 1.482X_8 + 1.175X_9)$

The above shows the result of step wise regression. The model reveals that the most important predictor of organisation climate among the components reward is beta weight of 0.176. The calculated F value (22.662) is significant at 0.05 levels.
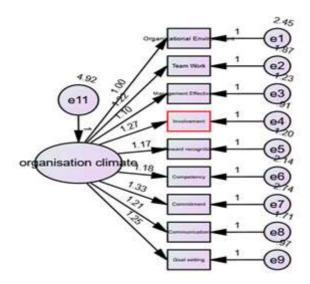

Figure 1: Path diagram of Organisation Climate

CONCLUSIONS

The analysis found orientation, organizational environment, teamwork, reward recognition, involvement, management effectiveness, competency, communication, commitment. Goal setting includes an important and positive influence within the organization climate, and wherever leadership skills, there are no significant relationships in the organization climate. Based on the findings of this present study, some of the suggestions were given. This was to enhance the ability of the organizational climate factors such as management effectiveness, competency, organization atmosphere and cooperation to reinforce the intrinsic motivation of workers. As the stereotype goes by, government organizations function with more adherence to strict policies, procedures with directive approach and where the information process through levels of hierarchy, especially top-bottom. There is a need for government sectors to encourage lateral communication, as it helps the employees to be actively take part in daily issues, contributing ideas through brainstorming, cultivate problem solving techniques and be proactive in approach, instead of being engaged with what is assigned to be done towards how can we work togetherin getting things done and grow with the organisations with effective performance, positive culture reaching

towards organisation goals. This can only happen, if the organization seeks to provide vital importance towards innovation so as to extend employee performance within the future. It is also suggested that effective managerial policies is must for strengthening and maintaining the better cordial relationshipsamong all employees in the organisation, and the top management should provide its extensive support in spite of not only giving orders to the staff but lessen the power-distance approach and be driven to providing a best work environment, which creates a good organizational climate with progressive employees/human capitals who can become more effective assets to organizations.Autonomy helps the employees' strength and gauge over decision making, which helps them to be accountable and important, being hold of the work and encourages the risk taking behaviour, which would help in future roles while he ascends the ladder. This study was helpful in providing us a place to begin, to gain a deeper insight into organizational climate factors, where we could understand what factors led the employees to perform, grow and be overall satisfied with their current organization. Thus, the emphasis on changes and initiatives on these activities can set a benchmark and also cater employees to be engaged, focusedand unified in diversity, creating a strong culture, committed towards organizations goals.

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