



Impact Of The Organizational Climate On Company Productivity

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Abstract

A few decades ago, the human resources of organizations were not considered with the accumulation of capabilities that today represent, the machines automated repetitive processes and displaced the human resource to other areas, which today are the brain of the operations of the company. As a result, human beings have gained importance, and most companies consider it the most important resource. Still, the personnel in the organizational system interacts with other resources and is immersed in an environment. Hence, they impact it, and the companies make a great effort to maintain the work environment in levels of trust and respect, not to demotivate and unfavor the performance of the collaborators and thus affect the productivity directly related to the efficiency of its human resource. Therefore, it is necessary to take care of optimal conditions for them, being necessary for the quality of the work environment. Furthermore, connecting the individual interests of each employee with the company is vital to achieving high productivity rates.

Keywords: organizational climate, productivity, work environment, work environment.

Introduction

The organizational climate is an aspect that has been gaining importance in the vision of the organization as an open system that interacts with others; this is closely related to the culture that companies develop within their daily life and that builds their identity. A collaborator develops in his job to the maximum of his potential if certain factors are satisfied from his perception, including the way he feels emotionally within the organization, taking into account the working relationships with the management group and

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colleagues, the exercise of leadership and the ability to grow within it [1]; therefore, if he considers that he is at a higher level, the job performance will be the maximum, while if the opposite occurs, he may show the work as an obligation and develop it for compliance.

Currently, the organizational climate is identified as a vital part of the development of the organization, and there are several studies on how the work climate impacts the performance of employees, but it is necessary to go further to define this relationship, to demonstrate and give a starting point to small, medium and large organizations of the close relationship that the physical and social environment marks the performance of its members [2]; making a bibliographic compilation of these studies, we seek to determine that productivity is directly related to the organizational climate and to know the factors that influence it.

This research is proposed from a qualitative method, which allows gathering probable evidence of the proposed objective, so research articles in different types of organizations and jobs are taken into account; the interest is to corroborate that the work climate is a vital human resources factor for the success of the company; in this aspect, the methods of measurement of organizational climate most used by researchers can be considered, and from there conceptualize the factors that have the greatest impact on productivity.

As background, a study conducted in the hotel zone of Puerto Vallarta, Mexico, by Dominguez, Sanchez and Torres presents a structural equation model for the relationship between organizational climate and productivity and states that the most influential dimensions are structure, communication, leadership and motivation [3]; On the other hand, Giraldo mentions in his article "Motivational activities that favor the increase of business production" that the approach of direct managers to their collaborators favors productivity, likewise, if managers evoke well-being to their workers, these are more efficient [4]. Other studies were found, but they do not have a scientific basis, or are focused on measuring the organizational climate as an impact on performance or job satisfaction, so this documentary compilation goes in the direction of showing literary scientific evidence to the close relationship between productivity and organizational climate, and to mark the importance of measuring the climate to increase productivity.

1. Method

This research was elaborated from a bibliographic investigation of scientific publications updated between 2012 and 2022 to work under a concept of modern organizational climate; the database, Dianelt, Scielo, Google Scholar, Redalyc, and ScienceDirect were taken as consultation, considering research, conference and review articles, as well as theses, books research results and textual books.

The search was carried out using the following keywords: organizational climate, productivity, work climate, work performance, work performance, organizational culture; one or several terms were combined to obtain results more in line with the objective, taking into account the search equations with their codes; after a quick reading of their summary, 50 articles were extracted as the research basis for this study.

The methodology applied for the research contemplated the phases of research detection and consultation, information related to the theoretical basis of organizational climate, its characteristics, measurement methods, which are more applied and what results have been obtained from them were extracted; it was collected to meet the objective of this research [5].

Figure 1. Types of documents collected

Research articles	43
Conference papers	3
Thesis	1
Research books	1
Textual books	1
Letters to the Editor	1

2. Results

The concept of organizational climate traced its beginnings around the 40s when Lewin, Lippitt and White introduced the concept of "social atmosphere" which is framed in six dimensions: conformity, responsibility, norms, reward, warmth and support and organizational clarity [6], making clear the relationship between the individual and the environment, then a case study in a bank, conducted by Argyris is evidenced how determinant are interpersonal relationships in the work climate [7], this concept is reinforced by Linkert with his study stating that a supportive climate will result in higher performance of workers [8], later Litwin and stringer conclude that the institutional structure and context influence the work environment [9]; this concept has been on the rise and the bases stipulated by the authors above are still being used to measure according to variables that show the employee's perception of different aspects within the organization.

The organizational climate is not a static factor in the system of companies. On the contrary, it is changing and dynamic due to its interaction with those involved [10]; Therefore, it is framed in two trends, the traditional one, being very structural, considers the systematic work environment, and its analysis falls on organizational elements, alignment, knowledge of objectives and team integration, and the second trend is subjective, taking into account the human being as an individual with values and needs, considering the climate is unique in each organization according to the type of people who make it up [11], that is, to analyze the concept of organizational climate the two trends should be considered to cover all dimensions comprehensively.

The work climate is focused on understanding the internal environment variables that impact the behavior of individuals in a company, but the approach to them is based on the perception of people in this regard, these variables can be: physical, structural, social and personal environment [12]; this means, that the organizational climate depends on the behavior that an individual assumes as a result of the perception of the variables above. Hence it is considered not only the interaction between organizational but also personal characteristics; that is why, companies must assume the constant measurement of organizational climate, to build a continuous improvement of the work environment and thus improve working conditions and quality of life of its members, achieving in this direction the business success by increasing job satisfaction of its collaborators [13].

There are two factors that influence the work climate and affect productivity, which may not be considered in the dimensions of the measurement scale, which are internal communication, today being so important for efficient performance in organizations, as it has influence to maintain empathy and solidarity spirit between the different areas of the company and improve results to impact the external customer [14]; Therefore, it is important to draw up an internal communication plan, where it is analyzed

what works, how to develop meetings, avoid unproductive sessions, facilitate access to information by different means and measure the results, in order to achieve greater efficiency in internal communication [15]; The second factor is motivation, which is derived from a good working environment and the leadership exercised by senior management, for this reason the managerial function is to promote intrinsic motivation in human resources to generate confidence and ensure that they always work connected with the mission objectives of the organization, so it is vital to recognize the value of motivational factors [16].

Organizational climate is an issue that has been gaining importance in its measurement since it encompasses key factors that influence performance, satisfaction and labor productivity [17]; that is, if employees perceive a low work climate, it affects their work performance, and the opposite happens if this perception is of high impact.

Over the years, different models or methods have been proposed to measure organizational climate [18], not all are validated, and other authors have modified some according to the need for study or the type of organization.

Figure 2. Organizational climate dimensions by authors

<p>Gavin, 1975 (29) Estructura organizacional Obstáculo Recompensa Espíritu de trabajo Confianza y consideración de Parte de los administradores Riesgos y desafíos</p>	<p>Campbell et al., 1970 (30) Autonomía individual Estructura 3. Orientación de la recompensa 4. Consideración 5. Calidez 6. Apoyo</p>	<p>Jones y James, 1979 (31) Categoría: Características de trabajo y rol Categoría: Característica de liderazgo Categoría: Característica de grupo de trabajo Categoría: Característica de la organización</p>
<p>Pritchard y Karasick, 1973 (32) Autonomía Conflicto contra cooperación Relaciones sociales Estructura organizacional Recompensa Relación entre rendimiento y remuneración Niveles de ambición de la empresa Estatus Flexibilidad e innovación Centralización Apoyo</p>	<p>Newman, 1977 (33) Estilo de supervisión Característica de la tarea Relación desempeño-recompensa Motivación laboral Equipo y distribución de personas y materiales Entrenamiento Políticas sobre toma de decisiones Espacio de trabajo Presión para producir Responsabilidad e importancia del trabajo</p>	<p>Steers, 1977 (34) Estructura organizacional Refuerzo Centralización del poder 4. Posibilidad de cumplimiento Formación y desarrollo Seguridad contra riesgo Apertura contra rigidez Estatus y moral 9. Reconocimiento y retroalimentación 10. Competencia 11. Flexibilidad organizacional</p>
<p>Likert, 1976 (1) 1. Métodos de mando 2. Naturaleza de las fuerzas de motivación 3. Naturaleza de los procesos de comunicación 4. Naturaleza de los procesos de influencia y de interacción 5. Toma de decisiones 6. Fijación de los objetivos y de las directrices 7. Proceso de control 8. Objetivos de resultados y de perfeccionamiento</p>	<p>Payne et al., 1971 (35) Tipo de organización Control</p>	<p>Lawler et al., 1974 (36) 1. Competencia, eficacia 2. Responsabilidad 3. Nivel práctico concreto 4. Riesgo 5. Impulsividad</p>

Litwin y Stringer, 1968 (3) 1. Estructura 2. Responsabilidad 3. Recompensa 4. Riesgo 5. Calidez 6. Apoyo 7. Normas 8. Conflicto 9. Identidad	Schneider y Bartlett, 1968 (37) 1. Apoyo proveniente de la dirección 2. Interés por los nuevos empleados 3. Conflicto 4. Independencia de los agentes 5. Satisfacción 6. Estructura organizacional	Meyer, 1968 (38) Conformidad Responsabilidad Normas Recompensa Claridad organizacional Espíritu de trabajo
Halpin y Crofts, 1963 (2) Cohesión entre el cuerpo docente Grado de compromiso del cuerpo docente Moral de grupo Apertura de espíritu Consideración Nivel afectivo de las relaciones con la dirección Importancia de la producción	Forehand y Gilmer, 1964 (39) 1. Tamaño de la organización 2. Estructura organizacional 3. Complejidad sistemática de la organización 4. Estilo de liderazgo 5. Orientación de fines	Friedlander y Margulies, 1969 (40) Empeño Obstáculos o trabas Intimidación Espíritu de trabajo Actitud 6. Acento puesto sobre la producción Confianza Consideración

Note: this image was taken from the article Creation of an organizational climate questionnaire for high complexity hospitals, Chile [20].

As can be seen, the 15 authors propose between 2 and 11 dimensions, with a total of 105, which together define the conceptual visions of each of the postulates; the most popular of these models is the one proposed by Litwin and Stringer, which bases its concept on nine dimensions, ranging from organizational structure to human variables; it is a classic study, so it has been the basis of other models and applied in different work environments [19]. Among the most relevant dimensions used in questionnaires for measuring organizational climate are decision-making, organizational clarity, leadership, social interaction, institutional motivation, reward and incentive system, organizational openness, and supervision [20].

The measurement methods are not standardized as a rigid methodology applied to all sectors or situations of organizations; on the contrary, they propose a multidimensional aspect, which offers flexibility and adaptation to each circumstance, such is the case that infinite models can be designed, proposed and validated from others [21]; in the case of the most popular models applied in Spanish, there is the ECO IV Scale and the Work Environment Scale (WES) with acceptable reliability indexes [22].

It is important to measure the organizational climate, not only to know how to enhance human resources but also how to increase the productivity of organizations [23], since aspects such as absenteeism and presenteeism represent a problem in companies with an economic or productive impact.

Productivity is related to the optimization of resources within an organization, i.e., a company is productive when it increases its operations without spending more, or what translates as doing more with less without affecting the quality of the product or service [24]; in this equation, to increase productivity there are different administrative models, but none considers the skills and aptitudes of human capital, since this is the most valuable resource for the organization and on which the other resources depend [25].

From the human factor, productivity has been a subject of study because the human being is a complex resource to understand, which requires organizations to enhance individual factors (motivation, competence, job satisfaction, commitment), group factors (participation, cohesion and conflict management) and organizational factors (culture, climate and leadership) [26].

According to the documentary collection, organizational climate is often measured in relation to job satisfaction or job performance. These two concepts have similarities with productivity but do not indicate the same results; this means that a satisfied employee is not necessarily highly productive [27].

The relationship between organizational climate and work performance is supported by extensive scientific research in different economic sectors; in educational institutions, a positive influence on work performance is shown by the dimensions of organizational involvement and self-fulfillment, followed by communication and labor relations [28]; the educational sector has been the subject of study on this topic because teachers are affected by the organizational climate, which has an impact on the teaching-learning process [29].

In state entities, a tense environment develops due to the fulfillment of objectives as they are public agencies, and customer service is also essential for their effectiveness in service, and workers are impacted by this climate, according to studies that have a direct impact on job performance [30]; the dimensions of the organizational climate that negatively affect the job performance of employees of state entities are the level of trust in the organization, economic benefits and benefits, poor remuneration and job stability [31].

The sector with the largest number of studies related to organizational climate and work performance or productivity is the health sector, and one of the dimensions most closely related is motivation, interpersonal communication and autonomy in decision-making [32]; another study mentions that the perception of organizational climate varies according to sex in the case of health entities, and the dimension of working conditions and supervision gains importance concerning the impact on work performance [33]. Therefore, the study of the work climate and its effects is relevant to improve the efficiency and quality of the services provided because it directly influences the health of patients, which is why health personnel should become aware of the importance of developing a good organizational climate [34].

Another sector where the work environment is directly perceived by the external customer is tourism and therefore influences the work performance and productivity of organizations [35]; and the dimensions that are most closely related to work performance are employee motivation, communication between employees and managers, and decision-making tools [36].

In the case of the footwear sector, the dimensions that can affect productivity are resistance to change, teamwork, autonomy in decision-making, communication, and recognition [37]; as for the construction sector, the factors influencing productivity can be very extensive, but the most relevant are incentives to employees, leadership and labor supervision [38]. On the other hand, in project management, productivity is also related to motivation and organizational climate and they consider that the most important factors are achievement, recognition and rewards, interesting work, participation in decision-making, and adequate training and development [39].

Figure 3. Table of dimensions of organizational climate related to work performance

Author	Year	Dimensions	Sector
Edward Torres, Soledad Zegarra	2015	Work involvement, Self-fulfilment, Supervision, communication, working conditions	Education
Roberto paco, José maría Matas	2015	Relationships, self-realization, stability	Education

Sinthia Urbano	2018	Compensation, Technology, Communication, Recognition, Fairness, Justice	State
Edman Silva, Gretel Silva and Jhon Bautista	2017	Remuneration, benefits, job stability, trust and confidence	State
Eulalia pino-loza, Andrea Granja-pino, Yanexi Niño Arguelles	2021	Motivation, Interpersonal Communication, Autonomy, Decision Making	Health
Dayni Palacios	2019	Self-fulfilment, Work involvement, Supervision, Communication, Working conditions	Health
Daniela Carlucci, Giovanni Schiuma	2014	Communication, organizational involvement, rewards, leadership	Health
Diego Carrillo, José Cortés, Katherine Palma, Marcela Sánchez	2018	Interpersonal Relationships, Organizational Involvement, Communication	Tourism
Nelly Sanchez, Maria Elena Betancur, Maria Caridad Falcón	2012	Structure, Responsibility, Responsibility, Reward, Challenge, Relationships, standards	Tourism
Carlos Burgos, Patricia Villacrés, Mario Cabrera, Wilfrido Salazar, Carlos Burgos, Patricia Villacrés, Mario Cabrera, Wilfrido Salazar	2022	Resistance to change, teamwork, decision making, communication, Recognition	Footwear
Rabia Al-mamlook, Mohamed Bzizi, Maha Al-kbisbeh, Tgarid Ali, EkbalAlmajiri	2022	Work incentive Leadership Labor supervision	Construction
Mohammed Hamza Momade, Mohd Rosli Hainin	2019	Achievement Recognition Reward Training participation decision making	Project management

Note: This table is based on the compilation of articles that mention the organizational climate factors that have an impact on work performance.

In the investigation of the dimensions of organizational climate that affect work performance, the most common, regardless of the economic sector, are communication, participation in decision making and labor involvement by managers, which indicates that it is important to find spaces where the heads of organizations socialize with employees and achieve a feedback, in addition to making them feel that their work is important for the growth of the company [40].

3. Discussion

The relationship that exists between the productivity of the company with the organizational climate is evident, although it does not depend one hundred percent on it, because it is very subjective because it focuses on the perception or feeling of each collaborator, it is quite influential in the results [41]; according to what was evidenced with the research, there are many authors who affirm the importance of measuring the work climate, because if the problems that occur between the company and its collaborators are known, improvement strategies can be established in favor of the organization but for the benefit of its workers [42]; It is logical that if an employee feels part of the company he/she will work towards the objectives, if that same person thinks that he/she has a reasonable remuneration, he/she will deliver efficient service time because he/she does not need to be distracted by other tasks, on the other hand, if the employee feels that his/her needs are listened to and understood, the commitment to deliver will be even greater.

One of the factors that are not directly evaluated within the organizational climate is leadership, which is related to productivity and affects the work environment; according to this, the leader is the main actor in the generation of a good work climate because he can influence employee perceptions by creating opportunities to transform the context [43]; this aspect together with another such as motivation gain relevance in increasing the organizational climate.

Another aspect that was found relevant in the investigation is that of job opportunities; the fact that the employer offers job growth within the organization is motivating for the employee and makes him/her assume an organizational commitment because he/she can aspire to great challenges and not feel professionally stagnant [44].

Nowadays, jobs need innovative collaborators with entrepreneurial behaviors, who need to be autonomous and proponents from their position, so that they are not resistant to change and that they themselves transform the processes to efficiency and it is the organizational climate that favors this competence from the dimension of organizational recognition and the support they receive structurally and this allows them to feel identified with the company and to be more competitive and strategic [45].

It was also observed that there are many models to measure the organizational climate and there are a variety of proposals aimed at the relationship with work performance, but asserting a model applicable to all organizations is complex because it depends on the organizational culture itself to determine the dimensions or variables that interfere more strongly in it [46]; therefore, all the proposed models serve to give an approach, to raise a base but do not behave as a standard.

Some of the strategies proposed in the literature are to study the human being's personality, what they want, what they like and how, i.e., if a person who does not teamwork will hardly perceive a good organizational climate if forced into that situation, or someone who is more operational than strategic in a complex way will propose from his/her job, so the idea is that they achieve their maximum potential from their personal expectations [47].

Most of the literature collected focuses on giving priority to the benefits of the company from the point of view of the employee's organizational perceptions, but few focus on the emotional factor, and it is the intelligence that companies have overvalued for other competencies and it should be recognized that human capital is an accumulation of emotions and feelings, so it would be important to include this aspect in the evaluation of the organizational climate [48].

In this order of ideas, the constant search of companies is organizational happiness, which translates into an optimal level of organizational climate. Therefore, not only are measured and corrective actions taken but institutional policies are established that dimension happiness as a gear of business development [49].

4. Conclusions

By way of conclusion, through the research, the close relationship between organizational climate and productivity was evidenced, which means that the ranking of the companies where people work best indicates that they are the most productive companies; the dimensions that are most related to labor performance regardless of the type of organization are communication, motivation, labor involvement and participation in decision making, this does not indicate that the others do not interfere, such is the case of remuneration and rewards, which also have an average relationship.

The different models that have emerged over the years to measure the organizational climate serve as a theoretical basis for developing specific proposals to organizations since the measurement of the environment depends on the culture that has been established in the particular company, which no method can be extrapolated in a standardized way to any company because its study is very subjective and tied to the particular conditions [50].

As a resolution to the problem proposed in this research, it is established that to improve productivity in organizations, it is necessary to measure the organizational climate and, based on these results, establish policies that allow maintaining the climate constantly.

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Makalenin Türkçe başlığı buraya yazılır....

Özet

Türkçe özet.

Anahtar sözcükler: anahtar sözcükler1; anahtar sözcükler2; anahtar sözcükler3

AUTHOR BIODATA

Insert here author biodata.