

Organizational climate issues in Polish scientific literature in the period of 2000-2009

Grzegorz WUDARZEWSKI
WSB Wrocław, Poland

Abstract:

Aim: The aim of the paper is the overview of the research on organizational climate in the Polish scholarly literature over the period of 2000-2009. The paper follows up and builds on the author's earlier interests and publications relating to this topic.

Research method: The overview and systematization of Polish scientific accomplishments within the subject of organizational climate were carried out based on the analysis of scholarly literature available and interviews which the author conducted with selected key researchers of the phenomenon of organizational climate. All this provided the basis for drawing conclusions and making suggestions.

Conclusions: In the Polish scholarly literature of the first decade of the 21st century one may observe clearly a heightened interest in the issues surrounding organizational climate, as compared to the period when the first Polish publications on this subject appeared (by the end of the 1990s). The concept of climate was more precisely defined, making it relatively distinctive from the organizational culture construct, with a greater number of multi-threaded studies focusing on the climate with varying levels of specificity. At the same time problems were discerned in terms of conceptualization of the specific climate types, the importance of multi-level analysis and the lack of clarity regarding the links between such constructs as psychological climate, group climate, organizational climate and job satisfaction.

Originality/value of the paper and its implications: The Polish scientific achievements of the first decade of the 21st century were sorted out and systematized chronologically which will allow subsequent potential researchers of organizational climate to identify relatively quickly and easily the important period marking the exploration of the topic. As the body of literature collected had been scattered, an extensive search was needed, spanning several months, through data bases and libraries located in various parts of the country. Also, the paper includes the presentation of today's important new concepts and variations of organizational climate such as, for example, climate for creativity, safety, knowledge and for innovation.

Research implications: The issues and conclusions indicated preliminary, such as, for example, correlations between the concepts of climate-culture-satisfaction appear to be crucial for the implication and the conducting of further studies on organizational climate. The research directions which may prove to be of interest and yet have so far been relatively poorly identified in the Polish scientific literature could include, for example, parallel investigations of those concepts in order to identify correlations and causal relationships.

Research limitations: The scope of the literature research was narrowed down to the period of 2000-2009 of the first decade of the 21st century on account of the requirements with respect to the size of the publication. The decision was therefore made to carry out a point study, spreading it over a few time periods to be presented in separate publications. The author made all the efforts to reach the largest number possible of Polish publications on organizational climate, while at the same time realizing that other publications than those included in this paper might exist. Moreover, as the conclusions and proposals presented by the author in this paper are open and imaginary in their nature, they require a vast array of empirical studies.

Keywords: organizational climate, organizational culture, climate for safety, measurement of organizational climate, organizational climate questionnaires, organizational climate research, climate for innovation, climate for creativity, organizational climate and mobbing, climate for services

JEL: M12, M50

1. Introduction

In launching proper and in-depth studies one should take the greatest possible account of domestic achievements and findings. This gains a particular importance when referring to categories whose scientific identification has been very limited in our country, which, the author believes, is what characterizes the situation with respect to the issues surrounding organizational climate. The research on climate is universal in its nature, for it pertains to a number of crucial aspects involved in the functioning of the human factor in organizational environment. This finds its reflection in the interests shown for such areas as employee motivation, leadership and management processes, as well as workers' opinions, assessment and feelings as regards the workplace conditions. It is likely that the majority of practitioners and scholars recognize these elements as particularly important for the functioning of today's organizations, yet without realizing that it is precisely this unique set of determinants of the human functioning in an organization that creates the organizational climate construct.

What and how much do we know today in Poland about organizational climate? The nature of this question is rather general and very broad. In one of his earlier papers, the present author demonstrated that the interest for the issues surrounding organizational climate in the Polish scholarly literature and thus related attempts made at its conceptualization or the first studies on this subject came about relatively late compared to the foreign achievements, which was largely due to the limited access to foreign language and information sources during the 1970s and 1980s. Until the end of the 20th century Polish research was more centered on organizational culture, despite the fact that this category was formally conceptualized almost 40 years later in relation to

organizational climate. Some studies and discussions on organizational culture referred in fact to the issues of the already well established and developed category of organizational climate, thereby giving rise to numerous ambiguities and doubts between these two concepts in terms of their relationships, similarities and differences. Until the end of the 1990s the studies concerned with organizational climate were largely point studies in their nature with their underlying reference base being relatively narrow. Moreover, a valid finding from the perspective of the Polish contribution into science appears to be the fact that until the end of the 20th century Polish scientific literature was hardly ever cited in foreign publications. The review of the Polish literature from the period of 2000-2009 shows, on the one hand, a clearly heightened interest in the issues surrounding organizational climate and, on the other, the emergence of problems, which have already been identified by the foreign research. What is also noticeable is the complexity of this issue, as reflected in the various facets of studies on organizational climate (e.g. climate for services, for creativity), methods of measurement and analysis

The aim of this paper is provide a chronological overview of the Polish scientific works concerned with the issues relating to the organizational climate phenomenon over the period of 2000-2009, and to show the conceptualization proposed, definitions accepted, as well as a brief description of the nature of the studies on climate in the context of the specificity of sampling, measurement methods, analysis methods and key findings.

2. An increase in the interest in organizational climate in international literature

In the light of the international achievements, recognized scholars of organizational climate like Schneider, Kuenzi and Schminke, Gonzalez-Roma (Schneider et al. 2013; Kuenzi, Schminke 2009, Gonzalez-Roma and Hernandez 2014) point out that the first decade of the 21st century saw a clearly heightened interest in the issues surrounding organizational climate. The number of monographs and scientific studies concerned with this topic grew substantially compared to the previous decades, as well as the number of new researchers taking interest in organizational climate.

In the international literature of the first decade of the 21st century, the relationships or the distinction between the concepts of culture and climate, or, for that matter, between climate and satisfaction are no longer much disputed. In the context of the two first concepts, Schneider's

handbook from the 1990s (Schneider, Reichers 1990), and then the *Handbook of Organizational Culture and Climate* by Ashkanasy, Wilderom and Peterson (Ashkanasy et al. 2000), or *The International Handbook of Organizational Culture and Climate* by Cooper, Cartwright and Early (Cooper et al. 2001) already demonstrate that the concepts of climate and culture – their evolutions and achievements can be accommodated as two related but separate research areas. However, as Schneider himself emphasizes, one can discern trends where advocates of climate are more willing to accept the cultural concepts and approaches than scholars of culture are when it comes to understanding and thinking along the lines of climate. Moreover, in terms of the climate construction and satisfaction, the scholars argue that: a) the research on correlations and identity between the climate and satisfaction phenomena shows that a specific level and direction of assessment of climate are identical and equivalent to that of satisfaction only with respect to some parts (at best not more than a half); b) some scholars' position is that, with respect to workplace, climate has a more descriptive nature, whereas satisfaction is perceived more in emotional and assessment terms; c) the correlation between climate and satisfaction is dependent on whether the perception and evaluation at the individual level are in agreement – the greater the differences in perception and discrepancies in evaluation, the smaller the probability of the correlation between climate and satisfaction.

Throughout the first decade of the 21st century a greater number of studies emerged concerned with specific aspects of climate or specific directions of climate, although Schneider (Schneider et. al. 2013) stresses that most of the climate approaches encompass such factors as the assessment of: organizational policies, practices, managers' and management staff's activities or events in a working group. Adopting a specific facet of climate (safety, service, implementation, updating or innovation) may be linked to the organization's present situation and needs. Schneider also draws attention to the fact that there are actually quite large correlations between such types and dimensions of climate, leading to less clear boundaries between them. In addition, he suggests that recently there has been an increase in the interest in the organizational strand, yet this has been in terms of significant processes unfolding in organizations (fairness, ethics) or outcomes (safety, service, healthcare), although publications still emerge with discussions on the climate which the American scholar defines as "the climate for well-being". Schneider (2013) predicts that the upcoming research will be orientated towards specifying more thoroughly the profiles of climate

dimensions and indicating those particular profiles which yield specific strategic and process effects.

Another important reflection made by Schneider and other foreign scholars relating to the contemporary scientific achievements on the subject of climate appears to be the greater interest and recognition of those works in which scholars analyze problems at a group or even organization level, since this is the very outcomes achieved by groups or organizations that practitioners of today are interested in. The consequence is that despite the fact of coming up in larger numbers, some authors' publications are not cited often and widely enough, even Furnham's works (Furnham, Goodstein, 2004; Furnham, Drakeley, 1993), which, in Schneider's opinion, tend to be more focused on the individual level¹. In the climate research, unclear definition as to the level may lead to further confusion. For example, the American scholar notes that creativity, which in his view is more of an individual characteristic, has been "dragged" by some scholars onto the group level and called the climate without identifying more fully the problems of data aggregation. Schneider argues, on the other hand, that innovation is largely a group attribute.

Michael West, another climate scholar, suggests that the terms referring to creativity and innovation should not be used interchangeably, as some scholars have been suggesting². The aforementioned author assumes that innovativeness incorporates creativity and implementations, and therefore generating ideas, which one associates with creativity, need not be tantamount to innovation. An additional contemporary problem which Schneider highlights is that literature references are suburban in their nature, as for instance a tendency among American scholars to concentrate mainly on publications from the USA. This is exemplified by the fact that the *International Handbook of Organizational Climate and Culture* is less frequently cited than the *Handbook of Organizational Culture and Climate*. The author believes that the reason is not so much its substantive value as its being published outside the USA.

The aspect that continues to be valid in organizational climate studies are the issues centered around methodology and assessment data methods. Steve Kozlowski in answering the question asked by this paper's author as to the contemporary proposals for data estimation, suggests that the present package known as HLM including Multilevel Random Coefficient Modeling

¹ correspondence and consultation of the author of this article with Benjamin Schneider took place between May 27 and June 3, 2014 (Wudarzewski, 2014)

² correspondence and consultation of the author of this article with Michael West took place in May 30, 2014 (Wudarzewski, 2014)

(MRCM) replaced WABA³. MRCM is applied in various kinds of packages and software, like SPSS, SAS, M-Plus, R and others. According to Kozłowski, RWG and ICC (1) are the most popular tools for entering limits to within-group variance and justification for aggregating data into a composite model. Moreover, ICC (2) is relatively reliable in its estimation of the stability-reliability of data aggregated. A challenge for researchers continues to be the ordering and adequate adjustment of theory to data and specific analyses. In being asked as to the usefulness of the particular models, Kozłowski suggests that composite models limiting within-group variances are suitable for the converging forms of emergent climate, while in the situation characterized by divergent and discontinuous between-level data compilation models prove to be more suitable.

3. An increase in the interest in organizational climate over the period of 2000-2009 in Polish literature

The increased interest in the organizational climate issues during the first decade of the 21st century also found its reflection in the Polish literature which saw the emergence of new climate researchers. The number of foreign works cited in Polish publications on climate grew substantially, which is certainly attributable to the technological and information progress in terms of accessing scientific materials. With the possibility of storing data in an electronic form, common access to the Internet providing greater opportunities for literature research, successive improvement in terms of library conditions and potential, and having the opportunity to use scientific data base, present-day scholars enjoy much greater possibilities as regards scientific work development, not only with respect to organizational climate.

Within the framework of the analysis of the Polish scientific achievements throughout 2000-2009, the author was able to identify three monographs and 25 scientific papers devoted entirely or predominantly to

Table 1. Polish scientific works on organizational climate listed chronologically covering the period of 2000-2009

Year	Monographs on organizational climate or its variations	Scientific papers on organizational climate	Scientific papers on specific types of organizational climate
------	--------------------------------------------------------	---------------------------------------------	---------------------------------------------------------------

³ correspondence and consultation of the author of this article with Steve Kozłowski took place between May 27 -29, 2014 (Wudarzewski, 2014)

2000	<p>WAJSZCZAK Shaping organizational climate in enterprise</p>	<p>MIKUŁA Organizational climate and organizational culture – an attempt to systematize concepts</p>	<p>MILCZAREK Enterprise safety culture – a new perspective on the work safety issues</p>
2001		<p>DOBRZYŃSKI, GRZYWACZ European questionnaire to study organizational culture and climate</p>	<p>MILCZAREK Assessment of safety culture level in enterprise</p>
2002		<p>GRZYWACZ Between organizational culture and climate (a return to the origins or a new research perspective?)</p>	
2003			<p>KARWOWSKI Climate for creativity</p>
2004		<p>MESJASZ Organizational climate and the psychological costs of professional success</p> <p>MESJASZ, ZALESKI Paradoxes of achievement motivation</p>	
2005		<p>MESJASZ Organizational climate during crisis and change</p> <p>WUDARZEWSKI Conceptualization of concepts of organizational culture and climate</p>	

ORGANIZATIONAL CLIMATE ISSUES IN POLISH SCIENTIFIC LITERATURE IN THE PERIOD OF 2000-2009

Year	Monographs on organizational climate or its variations	Scientific papers on organizational climate	Scientific papers on specific types of organizational climate
2006		<p data-bbox="667 254 1034 369">MESJASZ Culture and climate in a transgressive organization</p> <p data-bbox="667 390 1034 569">KUCZKIEWICZ, MOTYL, SIELICKA Better performance through organizational climate improvement</p>	<p data-bbox="1062 254 1403 401">SYPER Modeling innovation climate as the company's key to success</p>
2007	<p data-bbox="305 632 639 873">LIPÍŃSKA-GROBELNY Organizational climate and its consequences for worker functioning in a company</p>	<p data-bbox="667 632 1034 810">WUDARZEWSKI OCEII technology as a tool for organizational climate research in the light of studies in Polish firms</p> <p data-bbox="667 831 1034 1052">WUDARZEWSKI Diagnosis of organizational climate on the example of the company Zakłady elektrotechniki Motoryzacyjnej Z.E.M</p> <p data-bbox="667 1073 1034 1199">WUDARZEWSKI Organizational climate in the light of management function</p> <p data-bbox="667 1220 1034 1451">WUDARZEWSKI A comparative analysis of organizational climate of selected subsystems – Z.E.M. Duszyniki and Bombardier Transportation</p> <p data-bbox="667 1472 1034 1650">DURNIAT Mobbing in Poland against the backdrop of organizational climate</p> <p data-bbox="667 1671 1034 1881">ŚWIĘTOCHOWSKI Organizational climate as a way to manage stress. A comparative study of Polish and German companies</p>	<p data-bbox="1062 632 1403 705">GURYN Climate for knowledge</p>

Year	Monographs on organizational climate or its variations	Scientific papers on organizational climate	Scientific papers on specific types of organizational climate
2008		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> ŚWIĘTOCHOWSKI Organizational climate as a significant quality of work place </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> CZAPIŃSKA, WÓJCIK Climate change </div> <div style="border: 1px solid black; padding: 5px;"> URBAN Organizational climate as a growth factor for service companies </div>	<div style="border: 1px solid black; padding: 5px;"> ZIAJA-GUZY Investigating organizational climate in E. Szczeklik Specialist Hospital in Tarnów </div>
2009	<div style="border: 1px solid black; padding: 5px;"> KARWOWSKI Climate for creativity. Concepts, methods, studies </div>	<div style="border: 1px solid black; padding: 5px;"> GLIŃSKA-NEWES Shaping of organizational climate and organization's success </div>	

Source: self-reported data.

organizational climate issues or its specific variations. Table 1 above presents the overview of the Polish scientific works in its breakdown into monographs and papers on organizational climate and papers on specific variations of this phenomenon.

3.1. Overview of selected Polish monographs on organizational climate and its variations over the period of 2000-2009

Eugeniusz Wajszczak was the first in Poland to present a book (Wajszczak 2000) devoted entirely to the issues of organizational climate, incorporating the term “organizational climate” in the book’s title. In his work, the researcher outlines a variety of approaches, definitions and concepts of organizational climate, including: structural, perceptual, interactive concept of climate and the cultural one. The definition adopted by Wajszczak emerged based on Moran’s and Volkwein’s (Moran, Volkwein, 1992) proposal within which organizational climate was a relatively permanent characteristic of an organization, making it distinguished from others and

encompassing: collective perception of organization and its specific dimensions (autonomy, providing support, cohesiveness, innovation, fairness, trustworthiness); interactions between the organization's participants, various sources applied for interpreting organizational situations; the reflection of valuation standards and attitudes existing in culture; also, the source of influence on modeling behavior. In the further section of his publication, Wajszczak presented the characteristics and results of the research carried out on samples comprising managers, specialists and inspectors while employing the following tools: Enterprise Diagnostic Questionnaire (KPD) consisting of 15 scales, and the author's own Organizational Climate Diagnosis Questionnaire (KLIO) made up of 39 items and four dimensions (task importance, safety, managerial assistance, social relationships and team build-up). Organizational climate was analyzed as a variable dependent on the employees' perception of the organization's features.

The second Polish monograph (Lipińska-Grobelny 2007) focusing on organizational climate with the term "climate" in its title presents an array of works by Agnieszka Lipińska-Grobelny, Edyta Łoboda-Świątczak, Mariola Wolan-Nowakowska and Anna Stopa. The concept of the handbook adopted by the editor considered this phenomenon to be a component of organizational culture which was not identical to it, easier to observe and measure. Drawing on the works of Kolb and Paluchowski (Lipińska-Grobelny, 2007, pp. 20-22), organizational climate was defined as a set of qualities perceived subjectively, them being the relatively permanent consequences of the functioning of organizations, shaping the motivations of their behaviors. A further section of the monograph showed the role of climate as a determinant of the style of exercising power in a superior-subordinate system, the involvement of climate in choosing the style of exercising power (corporate, informal pressure, formal pressure), as well as identification of potential differences between the climate in public and private enterprises (Łoboda-Świątczak, 2007). The studies cited here were conducted on a sample of 207 low and mid-level managers of public and private organizations. Another section of the monograph presents the results obtained based on the survey of a group of 200 sales representatives of the production and service sectors aimed at identifying interdependencies between organizational climate (its type) and communication styles (expressive, directorial, analytical and amicable). The section of the publication by Wolan-Nowakowska covers the exploration of the links between climate and workers' attitudes toward change based on a sample of 265 employees from the city of Łódź (Wolan-Nowakowska, 2007). The last section of the monograph outlined the research on the

correlations between organizational climate, perception of the job-related stress and employees' professional development, with the being study carried out on a sample of 121 persons.

Maciej Karwowski is the author of the third Polish comprehensive monograph (Karwowski 2009) which concentrates on one of the specific facets of climate – climate for creativity. He depicted the climate issue as a metaphor of an atmosphere existing in a group of people, the perception of participants of a particular organization (school by students, firms by employees) with respect to the conditions of their functioning in a specific system of: relations with other participants of the organization, relationships with superiors, mutual trust and openness, as well as the level of conflicts and ways of solving them. The climate for creativity was, on the other hand, defined as an atmosphere conducive to creativity, with the atmosphere being shaped by family, school, organization and work, either stimulating or inhibiting creative activity. According to Karwowski, the nature of these characteristics need not be objective, for they are subject to subjective assessment conducted by an individual in terms of creativity. The researcher also indicates the problems related to the conceptualization of the climate construct, such as, for example a) objective/subjective nature of climate, b) seeing climate as a dependent/independent variable. The discussion of climate for creativity takes into account the accomplishments of such international researchers like Ekvall, Isaksen, Amabile and West. With attempts to further specify the number and character of the potential dimensions of climate for creativity, Karwowski, in the subsequent section of the book, eventually indicates 11 dimensions: a positive peer group; positive relations with superiors; resources, challenges, mission clarity; autonomy; positive interpersonal exchange; intellectual stimulation, management staff assistance; reward orientation; flexibility and risk taking; product focus; participation; organizational integration. Another section contains an overview of the existing tools devised for analyzing creativity climate, as well as the development of two original tools – KKKS and KKKP – to measure the phenomenon discussed.

Throughout the period of 2000-2009, the issues of organizational climate were also discussed in other Polish monographs, yet given the lack of the term “climate” in their titles, or a secondary and marginal attitude toward this issue, they are not included in Table 1.

In one of them, Waldemar Kozłowski (2009) presents the issues surrounding employee motivation management indicating, among its numerous aspects, the relevance of organizational climate. Here the concept is described as all interpersonal relationships, the surface of organizational culture and its manifestation that is easily sensed and observable, comprising morale

and employee satisfaction/dissatisfaction, as well as the factor either fostering or hampering the meeting of employees' needs and triggering off the indirect process of worker motivation. Among the distinctive qualities of organizational climate, Kozłowski mentions: subjective and psychological nature of this phenomenon; dynamics and changeability; being dependent on the way employees perceive their roles, organization's possibilities and actions; and an indirect impact of climate on employees' personality determinants. Kozłowski notes that organizational climate generates a specific, either favorable or unfavorable, atmosphere in workplace which is additionally influenced by task-related structures to be realized, demands faced by employees, human relationships, assessments of management staff and subordinates, the use of employees' abilities, independence at work, being able to contribute to work, work control and employees' attitudes towards the enterprise. In the further part of his work, the author suggests that the research on organizational climate should include three areas: organizational climate assessment; group atmosphere analysis; and communication level assessment in organization. For each of the areas indicated, Kozłowski presents and outlines his own proposal of the questionnaire containing the aforementioned dimensions.

In another monograph by Barbara Kożusznik (2007) centered around the issues of organizational behaviors, the researcher defines organizational climate as an effect of the influence exerted by a set of various properties of organizational culture which determine the possibilities as regards the behaviors of individuals and teams, its surface and easily observable manifestation. The climate phenomenon is presented as a metaphorical vision of meeting employees' needs, the nature and content of the needs satisfied, thereby creating an atmosphere that is directly perceived by people.

Among the most important collective research results and achievements outlined in the Polish monographs over the years 2000-2009, covering the issues of organizational climate and its variations, one may indicate the following:

- a positive correlation between the „corporate” style of exercising control and the climate scales „good relations between superior-subordinate”; “tolerance of risk and conflicts in the firm”, “identification with the team”, “good access to information”, and “positive attitude toward the firm”.

- a negative correlation between the climate scales and hard power styles – “informal pressure” and “formal pressure”.
- a substantial impact of the ownership form on the climate scale “attitudes toward the firm” and “rivalry level”.
- to be observed in private enterprises, a lower level of structure bureaucracy, a higher level in terms of comprehensibility and clarity of goals, competitive attitude and rivalry among managers.
- high importance attached to such climate elements as: information, superior-subordinate relationships, and those among employees.
- differentiated level of organizational climate assessment with respect to the climate types: supportive climate, indirect climate, autocratic climate, Kolb’s tools.
- a positive correlation between Kolb’s climate type “supportive climate” and the scales of “amicable” and “expressive” communication styles.
- a positive correlation between Kolb’s climate type “autocratic climate” and “analytical” and “directorial” communication styles.
- correlation between employees’ attitudes toward changes and organizational climate: perceiving climate as “autocratic” (Kolb’s tool) linked to employees’ conservative attitude; employees with “wait-and-see” attitude assessed the climate as “supportive” (Kolb’s tool); innovative attitude was affected by such climate elements as: setting goals clearly, setting high requirements allowing individual growth and well-defined responsibility for tasks appointed.
- a positive correlation between “supportive” climate and a lower stress level.
- a positive correlation between “supportive” climate and a lower level of the internal role-personality conflict and negative correlation for “autocratic” climate in the same system.
- negative correlation between the climate scales: management assessment, a sense of cordiality and feeling supported, orderliness, rewards and the level of occupational role stress.
- the highest importance of the climate scale “responsibility” in relation to occupational role stress.
- methodical and psychometric material reliably devised to measure climate for creativity.

- viewing organizational constructs of climate and culture as separate, partially dependent.

3.2. Overview of selected Polish scientific papers on organizational climate over the period of 2000-2009

Throughout the years 2000-2009 two scientific papers were published devoted entirely to the links between the constructs of organizational climate and organizational culture. Among the key differences between these phenomena Bogusz Mikuła (2000) indicates the following: different source domains, level of reference and analysis, persistence and dynamic, uniformity and diversity. Moreover, the elements that Wudarzewski indicates with respect to the differences between culture and climate include: the subjective nature of climate and objective of culture; a greater dynamic, changeability and controllability of climate in relation to culture; a more abstract construct of culture compared to that of climate; potential discrepancies between subjective climate assessment and substance-based assessments of the norm and values declared; a greater flexibility of the research on climate compared to that on culture; climate research is less capital-intensive and less time-consuming compared to the that on culture.

Other scientific papers from the period in question on organizational climate using a traditional approach refer predominantly to research, methodological and empirical aspects.

In a study from 2001 Marian Dobrzyński together with Waldemar Grzywacz (Dobrzyński, Grzywacz 2001) presents the outcome of works on organizational climate and culture conducted by the international team FOCUS, which devised FOCUS 93 questionnaire subject to translation and testing procedures. In the preliminary phase of their investigation, the researchers underlined the distinctiveness of culture and climate. The questionnaire was tested over the timeframe of 1995-2000 on a sample of 266 persons from 10 organizations. The climate and culture dimensions analyzed in the context of examining descriptive and evaluative items (40 descriptive and 35 evaluative) included: support-sociocracy; rules-bureaucracy; innovation- technocracy; goal (efficiency – autocracy). Eventually, 71 items out of 75 achieved a high diagnostic value.

An array of scientific studies in the form of papers was written by Joanna Mesjasz, who adopted Rosenstiel's proposal in her research, with Rosenstiel being a proponent of Lewin's theory (2004, 2005, 2006). Within this approach, what underlies the construction of climate is the interactions between objective characteristics of an organization and employees' needs,

aspirations, abilities and expectations of the organization's participants. Mesjasz argues that one should not equate the climate construction with momentary moods or objective organizational phenomena. In her works, the researcher uses a tool devised in 1992 by Rosenstiel and Bögel (Rosenstiel, Bögel 1992) for climate diagnosis, translated into Polish, and consisting of seven scales (general scale, coworkers, superiors, organization, information and communication, representation of employees' interests and creation of opportunities in organization). In the context of the correlation between climate and culture, Mesjasz puts emphasis on a distinctive character of climate arguing that climate is a manifestation of culture, with the application of personality metaphor being more suitable to climate than culture, considering that mood factors are more allied with the elements involved in reception and perception of the functioning of an organization and the organizational culture forming it. Table 2 below presents the studies conducted by Mesjasz within the scope of organizational climate, with the most important findings, them being the outcome of the studies, outlined in the further section of this paper.

Table 2. Summary of organizational climate research conducted by J. Mesjasz over the period of 2000-2009

Year	Title	Character and scope of research
2004	Organizational climate and psychological costs of professional success	Diagnosis of 110 employees from Poland, the Czech Republic and Germany. Investigating the correlations between organizational climate and psychological costs of professional success.
2004	Paradoxes of achievement motivation	Diagnosis of 96 managers in 2001; diagnosis of 243 managers from 2003-2004. Examining the correlations between organizational climate and employees' perceived safety, risk proneness and achievement motivation.
2005	Organizational climate during crisis and change	Diagnosis of 210 employees of a medium-sized service firm. Investigating the correlations between organizational climate and organizational preparedness for crisis and change
2006	Culture and climate in a transgressive organization	Diagnosis of 273 employees. Investigation of the correlations between organizational climate and organizational culture in organizations evincing transgressive qualities.

Source: self-reported data.

In her role as a consultant-psychologist, Mesjasz also contributed to linguistic rephrasing of some of the phrases contained in the original German tool developed by Rosenstiel and Bögel, thus being one of the first persons to test its practical usability for research.

Later on, detailed validation of this questionnaire was conducted by another Polish scholar of organizational climate – Katarzyna Durniat, who specializes, among other things, in the topic

of mobbing. The mentioned author demonstrated the links between this phenomenon and the construct of organizational climate in a publication (Durniat 2007) which employed Rosenstiel and Bögel questionnaire as well as SDM modified tools for analyzing mobbing (overtly humiliating and ridiculing behavior, isolating an employee combined with denigrating his/her worth, intimidating behavior, behaviors hindering others in their performance of occupational tasks).

Another instrument (OCS)⁴ devised for measuring organizational climate, together with empirical findings of the study conducted while employing this instrument, which consists of six scales (clarity, standards, flexibility, responsibility and team involvement), is presented by Mik Kuczkiewicz, Paweł Motyl and Monika Sielicka (2006), consultants associated with Hay Group. The authors discuss the importance of organizational climate and its impact on the firms' performance, suggesting that material gratification alone and a pay rise may not be sufficient to increase employee engagement or even to retain workers in the firm. The element playing a particular role is organizational climate, which, according to the concept of Hay Group, implies the perception and feelings generated among employees as to "how it is to work in their work environment", meaning not as much the entire organization as their specific work team. The concept clearly highlights the leader's role in shaping and improving organizational climate. With respect to the differences between organizational culture and climate, the following aspects were indicated: temporariness of the climate phenomenon in comparison to culture; a local nature of climate for a particular group or team compared with the cultural context encompassing the entire organization; when set beside culture, considerably greater range of possibilities to be employed quickly by managers to influence climate.

The further section of the publication refers to the findings of the study conducted by Hay Group on 16 large insurance companies in the 1990s. The companies were ultimately divided into two groups, with the first one encompassing those organizations where the climate assessment was high, while the latter was comprised of companies with low climate scores. Over the period of four years, performance grew by 63% in companies with a high level of climate in relation to those with the low level, where it grew by only 24%. Kuczkiewicz, Motyl and Sielicka (2006) emphasize that what demonstrated the unfavorable climate was not only low scores received with respect to individual items but also crucial were the differences between the current state of those dimensions and employees' expectations. The negative consequences of such "gaps" were outlined in detail.

⁴ OCS tool is a complete omprehensive version of Hay Group firm, while OCE is its abbreviated version.

In addition, the authors presented the findings of the study concerned with the correlations between the climate scales and leadership styles.

At a later stage, further studies using the Hay Group methodology are presented in the paper by Marta Czapińska and Marta Wójcik (Czapińska, Wójcik 2008), who recall the results of international organizations from 2007 (diagnosis of 3141 leaders) in which it was suggested that 56% of leaders failed to create an involving work environment, with only 26% of them creating a motivating organizational climate contributing to an increased worker productivity.

Over the period of 2000-2009 an array of papers was presented by the present author. Apart from the already cited study on the differences between organizational climate and culture, the subsequent publications present the OCE tool for measuring organizational climate, the issues surrounding the relationships between organizational climate and the essential aspects of management and its functions, as well as the results obtained based on comparative research carried out in the companies Z.E.M Duszniaki and Bombardier Transportation Poland. The present author's cooperation with Z.E.M Duszniaki continued over subsequent years, covering research on climate conducted periodically.⁵ Another paper by the present author presents a comparative analysis of the climate scores for the units of production, technology and quality in Z.E.M Duszniaki and Bombardier Transportation Poland. The author's other publication from the time in question outlines the discussion on the relationship between organizational climate and management functions – planning, organizing, motivating and controlling. The author draws attention to the fact that the climate construction refers to a varying degree, indirectly or directly, to each of the function enumerated, although potentially the most extensive relationship refers to the motivation function. Table 3 below shows the research conducted by the author with respect to organizational climate, which is then followed by the most valid conclusions representing the research finding.

Table 3. Comparison of organizational climate studies performed by G. Wudarzewski over the period of 2000-2009

Year	Paper title	Nature and scope of research
2004	Conceptualization of organizational culture and organizational climate	Analysis of correlations between the constructs of organizational climate and organizational culture

⁵ The author conducted diagnostics studies for Z.E.M between 2004 and 2013, mostly on a periodical basis, taking into account the possibly highest number of employees. The value of the sample – periodic results of the research on organizational climate over a 10-year interval and for employees of the same firm attracted attention of organizational climate researches - Schneider and Vincente Gonzales-Roma during correspondence, and are considered to provide a starting point for the future scientific cooperation.

2007	OCE II technique as an instrument for examining organizational climate in the light of Polish firms	Presentation and description of the OCE instrument, analysis and identification of its potential modification trends
2007	Diagnosis of organizational climate on the example of Zakłady Elektrotechniki Motoryzacyjnej Z.E.M Duszyni LLC	Diagnosis of 175 employees of the entire ZEM company (approximately 92% of all employees) in the following units: Production (assembly and production department, galvanizing department, tool shop); Maintenance, Logistics, Quality Control; Administration
2007	Organizational climate in the light of the management function	Analysis of correlations between the organizational climate construct and management and its functions (planning, organizing, motivating, controlling)
2007	Comparative analysis of organizational climate of selected subsystems of Z.E.M. Duszyni and Bombardier Transportation	Diagnosis of 149 employees of Bombardier Transportation Poland in the following job positions: production workers, technology workers, quality control workers, Management Diagnosis of 136 Z.E.M Duszyni employees employed in the following job positions: production workers, technology workers, quality control workers

Source: self-reported data.

In his paper, Waldemar Świętochowski (2007), another Polish researcher of organizational climate, presented discussion on the possibilities of combating stress through organizational climate. The studies included in his publication contained a comparison of organizational climate between Polish and German companies, an analysis of correlations between the strategies adopted by those companies, and climate components, as well as identification of ways of combating stress in Polish and German companies. 60 employees were included in the study (30 Polish and 30 German) working in the telecommunication, production and trade industries. Kolb's organizational climate questionnaire was used in the analyses. The concept of climate was explained by the researcher as a social and interpersonal atmosphere prevalent in the workplace of the person concerned, with the atmosphere being created by his or her coworkers, as well as a set of interpersonal relations representing a derivative of organizational culture. Świętochowski (2007) drew attention to the fact that some scholars applied the terms of organizational climate and organizational culture interchangeably, or that it was also possible to encounter the term: group climate (small groups) instead of organizational climate. In his subsequent paper Świętochowski (2008) investigated correlations between climate and occupational burnout also using Kolb's questionnaire. The research demonstrated that if superiors created a climate perceived as negative, it could lead to attitudes showing animosity towards others and dislike of job responsibilities; favorable climate, on the other hand, decreased the risk of occupational burnout among employees.

Moreover, Renata Ziaja-Guzy (2008) showed her findings obtained while studying organizational climate on a group of 534 employees of E. Szczeklik Specialist Hospital in Tarnów. The author emphasized that the research objective was to analyze the level of satisfaction among employees and their readiness for the changes planned. Organizational climate is defined as a unique work atmosphere, providing employees with the sense of job satisfaction, while at the same time making them aware of their responsibility in terms of the effects of tasks they performed. In the further section of the paper, the term organizational climate was replaced by content / job satisfaction. Within the climate thus understood, Ziaja-Guza explored the following dimensions: job satisfaction, stress level and its impact on work, motivation tools, interpersonal relationships, internal communication and satisfaction with particular aspects of hospital work. Among the most important findings one ought to indicate the following: for the majority of cases the assessment as regards job satisfaction was at an average level; most of respondents saw their hospital work as stressful; considerable importance of the superior-subordinate relationship in motivation systems; a high score for the cooperation between individual groups; low score for the communication system; high score for the contacts with other employees and superiors, and low score for adequate earnings.

Among the Polish papers on organizational climate from the period of 2000-2009 one could cite the publication by Aldona Glińska-Neweś (2009). The paper was devoted to the issues surrounding the development of organizational climate in the context of organization's success. Organizational climate the researcher defined as the reflection of employees' subjective perceptions as regards the quality of their job and workplace atmosphere, employee assessment of the quality of work environment, a set of opinions pertaining to the degree to which expectations are fulfilled, as well as the factor largely dependent on leaders' impact and reaction. Glińska-Neweś noted that despite the similarities of the climate and culture categories, it was still possible to indicate key differences between them: the subjective nature of climate in comparison to the objective one of culture; greater dynamics and temporariness of climate; more extensive awareness of the climate existence and its nature in relation to culture. A positive organizational climate, according to the author cited, was characterized by its capability to inspire employees to positive behaviors and feeling positive emotions in connection with their workplace. In the further section of the publication, the Polish researcher presented findings of the studies carried out during the first phase (stationary session of experts) of the project "Positive potential of organizations as the

key factor in the growth of today's enterprises", with the studies focusing on determining the strength of impact of such climate dimensions as: clarity, rewards, standards, flexibility, team responsibility and engagement on encouraging positive behaviors.

The most important findings of the research and achievements presented in the Polish scientific papers over the period of 2000-2009 concerned with the issues surrounding organizational climate can be outlined as follows:

- organizational climate is not the same as the construct of organizational culture. Differences may emerge as to the assessment of culture and climate in the same institution or even in the same team.
- organizational climate and culture can be measured and examined concurrently; however the measure of climate should, to a larger extent, take into account the quantitative aspect, while with respect to culture it should be the qualitative aspect.
- employees surveyed assessed their organizational climate as "bad" or "rather bad".
- the assessment level of organizational climate varies, but in the majority of papers the low score dominates.
- a higher score of organizational climate translates into employees' greater sense of security, decreased propensity for risk and expansion.
- higher achievement motivation entailed higher psychological costs.
- in Polish enterprises, organizational preparedness for crisis situations and changes is not sufficient.
- the analysis of the correlations between mobbing and climate showed, in the following order, a negative correlations between mobbing: communication and information; perception of superiors; work organization, representing employees' interest, development and rewards, and finally, perception.
- a higher score for organizational climate can be translated into organizations' improved performance with respect to various aspects.
- the largest disparities between the existent and expected level of climate were recorded for such climate scales as: reward, flexibility and clarity.

- 56% of leaders fail to create involving work environment, with only 26% of them developing motivational organizational climate capable of increasing employee effectiveness.
- in two organizations located in the same province, and in the same units one can encounter substantially different assessments of organizational climate which can be the result, among other things, of: localization of the organization in a larger agglomeration, involvement of management staff in shaping organizational climate, the level of employees' participation in shaping the climate, demographic factors of employees, workforce size, the extent of the existence of technocratic coordination mechanisms, as well as the strength of trade union's impact.
- the organizational climate construct corresponds, although to a varying degree, to each management function (planning, organizing, motivating, controlling). Potentially the highest level of relationships pertains to motivation. There is a potential bi-direction of influence between climate and the functions: e.g. paying attention to climate and seeking its improvement may affect the elements of planning, as well as the way, nature and focus of planning may affect how climate is assessed.
- there may be situations of internal contradiction between the optimal implementation of the function and ensuring a positive organizational climate.
- German employees give organizational climate higher scores (seen as supportive), while the assessments of Polish employees suggest that it is of indirect nature, characterized by higher sense of insecurity, or even fear.
- in stressful and threatening situations, German employees concentrate on tasks, while the Polish ones focus on emotional reactions (they look for social support outside their workplace; among family, colleagues and friends).
- for Germans, an important quality of an organization is leadership, while for Poles – being organized.
- there is a positive correlation between „autocratic” climate and maintaining distance, objectifying relationships and an attitude showing dislike towards people and job responsibilities.

- “supportive” climate decreases the risk of occupational burnout, whose implications may be as follows: lacking motivation, decreased effectiveness, and for the organization: potential decrease in economic indicators and “wasting” human resources.
- among the major problems located between organizational climate and job satisfaction in the Hospital the following may be indicated: perceiving work as stressful, considerable importance of the superior-subordinate relationship in the motivation systems, a high score with respect to cooperation and contacts among individual groups, low score for the communication system and low score for adequacy of earnings.
- for organizational climate construct the following scales are of significance: clarity, rewards, standards, flexibility, responsibility and team involvement. These scales have a relatively high influence on encouraging positive behaviors.
- the most stimulating climate elements in the context of positive behaviors are in the following order: clarity, reward, self-actualizations and development, standards, access to superiors, flexibility, being able to influence events, acceptance of justified risk and self-esteem in the organization, responsibility, and being proud to belong to the organization.
- over the period of 2000-2009, other tools for measuring organizational climate were presented in the Polish scientific papers – Rosenstiel and Bögel, as well as OCE questionnaire.
- over the period of 2000-2009, an array of empirical studies was conducted using the climate measurement tools presented in the previous decade (Kolb’s questionnaire that was validated and the questionnaire devised by Paluchowski (Paluchowski, 1998)).

3.3. Overview of Polish scientific papers concerned with specific variations of organizational climate over the period of 2000-2009

At the start of the new decade of the 21st century Małgorzata Milczarek, while outlining the issues surrounding the safety culture in two of her papers (Milczarek 2000, 2001), referred to Zohar’s achievements (Zohar, 1980) and the concept of safety climate which she illustrated as an atmosphere existing in a facility related to safety and health at work, constituting the manifestation of safety culture. Monitoring thus approached climate is conducive to the shaping and sustaining of a high level of safety culture, while representing one of the methods for diagnosing culture and its hidden manifestations. The range of benefits indicated by Milczarek and attributable to the

interest taken in climate seems to refer to a larger extent to the advantages of climate in general than specifically to the climate for safety. Apart from a brief outline of Zohar's research on safety climate, the researcher showed other measurement methods for this type of climate – the questionnaire developed by Cheyne, Cox, Oliver, Tomas; the questionnaire devised by Williamson, Feuer and Cairn, as well as the questionnaire developed by Psychology of Work Workshop, CIOP.

In the paper written by Marzena Syper (2006) the subject of innovation climate was discussed as an alternative for the creation of organizational success. Organizational climate was characterized as a background for the setting where human actions unfold in the company, a tangible layer of organizational culture, the extent to which employees accept culture. The author believes that climate as a component of culture is responsible for building and sustaining the staff's sense of identity, while determining the scope and dynamics of informal ties in the workplace. In referring to the approaches evinced by Ekval and Ryhammar, Handy and Wiernek, Syper defined innovation climate as a form for organization's adaptation to market demands and orientation towards growth stimulation, as well as inspiring and encouraging employees to use their creative potential.

Halina Guryn, another Polish researcher, presented the determinants of climate for knowledge (Guryn 2007), with them being the author's reflection following the encounter with Tom Boydell, who participated in the Spring conference of the Congress Staff organized by Management Observatory Foundation and Modern Firm. The construction of climate for knowledge was characterized as a set of certain specific determinants and proposals, such as a positive internal atmosphere, clear mission and vision, a well-defined system of values and principles, team work, continuous improvement of processes implemented in the firm, employees improving their competences independently and learning from their own experiences which a learning organization should consider if it wants to increase its value, achieve better quality of products and services, ability to perform tasks jointly, and ultimately increase its productivity and advantage on the competitive market. The terms internal organizational culture and internal organizational climate are viewed as the same in the paper. Moreover, the phenomenon of internal climate was presented as a factor exerting influence on employees' satisfaction and thus indirectly on that of customers.

Wiesław Urban is one of the first Polish researchers to refer to Schneider's work and service climate (climate for services). In his publication (Urban 2008), the researcher characterized the concept of organizational culture and organizational climate by representing them as interlinked and yet with the possibility of distinguishing categories. Among the key aspects differentiating these two issues, the researcher cites Denison's arguments (Denison, 1996): nomothetic nature of climate research set beside idiographic cultural research; an important role of the researcher in terms of defining climate more precisely in comparison to the general and national interpretation of cultural issues; the quantitative nature of climate research compared to qualitative nature of culture; a short historical distance (snapshot) of the analysis area for climate and a broad historical overview for culture; reference made chiefly to artifacts in the case of climate, and values and beliefs in the case of culture; the focus of climate on psychological areas, with culture on the sociological ones. In the further section of his publication, Urban identifies the construction of organizational climate with Schneider's proposal – climate for services conceived by the researcher as the influence of the habits of conduct and procedures in the shape of the services rendered and their assessment by clients. Among the potential tools designed to diagnose service climate, the author cites the proposals by Schneider and Bowen, (Schneider, Bowen, 1993) Walker's questionnaire (Walker, 2007) and Serv*Or method (Lytle et al., 1998).

The most important findings and the research and accomplishments presented in the Polish papers over the years 2000-2009 relating to specific variations of organizational climate can be summarized as follows:

- innovation climate requires that the organization follows such recommendations as: setting goals which represent challenges, ensuring that employees feel free while doing their task, management staff encouraging employees to submit their ideas about products, services and the work itself, higher tolerance for risk, free information flow.
- climate for knowledge requires stage-like procedure: in the first place, it is to educate employees on the subject of doing work properly-well, with the requirements for this process being as follows: well-defined processes and procedure of operation, regular recruitment, identification of job requirements, performance level control; in the second place, educating employees in terms of the possibilities to improve (better than before and better than just good) the method employed in work performance; the third stage should include educating employees in terms of doing their shared work better – the organization's

management should define more thoroughly the following: the ways of engaging all employees, methods designed to incorporate employees in the learning process, methods of goal verification aimed at identifying the most important ones and rejecting those of lesser significance, methods of identifying the most reliable sources of knowledge, the present ways in which formal and informal power functions, with the analysis of their potential differences, analysis of potential differences between the official and actual view of the organization.

- the average climate score was above the average. The highest scores received the vision of services and approach to customers, with the lowest score (average level) received by delegation of powers.
- the analysis between the level of climate for services and characteristics of the enterprise showed the highest correlation between the level of this climate type and the quality level of services provided, and relatively the smallest link between the level of climate for service and the change in the market share.

4. Conclusions and reflections on scientific inquiries into organizational climate over the period analyzed

As regards the Polish publications, it is worth noting that greater interest is shown for organizational climate, as evidenced, among others, by more numerous publications devoted to the issues surrounding climate (more scientific papers, three books published on climate). The literature cited by the present author suggests that in their majority, Polish researchers do not view climate as being the same as culture, seeing them as a distinctive, although related category. The international interest shown for the specific types of climate is also present in the Polish scientific literature – such directions were indicated and outlined as climate for creativity, for innovation, knowledge, services, safety, etc. These publications also have a higher number of research results, with the research, however, conducted on a smaller scale and their incomparably smaller number against foreign scientific achievements. Moreover, drawing on the Polish achievements in the field of organizational climate from the period of 2000-2009, the author believes the following issues should be completed, developed and more precisely defined:

1. A more complete conceptualization of organizational climate, as well as of the definitions of individual types and directions of climate. What can be noticed is that at times

researchers, in their introduction, present organizational climate, refer to its various definitions and then move on to a specific type of climate (e.g. climate for creativity or innovative-participative climate) without, however, providing its definition, or using the term “organizational climate” for a specific climate type. The present author’s view is that one of the challenges facing researchers of today is to well-define the organizational climate construct, the characteristics of individual types of climate, while indicating similarities and differences between them.

2. Interchangeable use of such concepts as psychological climate, group climate and organizational climate – the existing foreign literature defines relatively precisely the differences between those phenomena.
3. The issue of the climate levels – individual, group and organizational –is marginalized or used interchangeably. The issue of the determinants and the rules governing a proper selection of the level for analysis in the studies on climate has also been relatively extensively outlined by foreign researchers. It was exactly the methodological solution developed within this scope that re-established the importance and rationale for the rekindled interest in the construction of organizational climate.
4. A more complete definition of interrelationships between organizational climate and job satisfaction. The existing Polish scientific works explain relatively clearly the distinction between the concept of culture and climate; however, not much room has been afforded to the correlations between climate and satisfaction, which may be problematical for potential readers, especially given that foreign researchers have noted more considerable difficulties in terms of distinguishing these two concepts than in the case of climate and culture.

5. Conclusion

The paper outlines Polish scientific achievements in the field of the development of organizational climate and its variations over the period of 2000-2009. The overview conducted by the author was comprised of the introduction and brief characterization of the major Polish publications and their authors, as well as such aspects included in those papers as climate conceptualization, the links between the constructs of organizational culture and climate, methods and the way of climate measurement and identification, as well as brief characteristics of specific

directions of scientific inquiries into climate such as. e.g. climate for safety or climate for creativity. Among the most important Polish researchers who distinguished themselves on organizational climate the author indicates, for example, Wajszczak, Lipińska-Grobelan, Karwowski, Mesjasz or himself. In the final section of the paper, the most valid findings were presented such as Polish researchers' increased interest in the issues surrounding organizational climate; making a relative distinction between this phenomenon and the organizational culture construct; an increase in the number of studies conducted in Poland on organizational climate. Moreover, the author believes that there are noticeable deficiencies and gaps in terms of methodological experience and solutions within climate measurement in relation to the foreign scientific achievements, as for example, data aggregation and multi-level research.

Bibliography

- Ashkanasy N.M., Wilderom C.P.M, Peterson M.F. (2000), *Handbook of organizational culture & climate*, Sage Publications, London.
- Cooper C., Cartwright S., Earley C. (2001), *The international handbook of organizational culture and climate*, John Wiley and Sons, Chichester, UK.
- Czapińska M., Wójcik M. (2008), *Zmiany klimatu (Climate change)*, „Personel i Zarządzanie”, no. 12, pp. 43-46.
- Denison D. (1996), *What is the Difference between Organizational Culture and Organizational Climate? A native's Point of View on a Decade of Paradigm Wars*, *Academy of Management Review*, Vol. 21, No. 3., pp. 619-654
- Dobrzyński M., Grzywacz W. (2001), *Europejski kwestionariusz do badania kultury i klimatu organizacji (European Questionnaire for Organization Culture and Climate Research)*, in: *Sukces w zarządzaniu. Problemy organizacyjno-zarządcze i psychospołeczne*, Listwan T., Witkowski S.A. (ed.), „Prace Naukowe Akademii Ekonomicznej im. Oskara Langego we Wrocławiu”, no. 900, pp. 125-133.
- Durniat K. (2007), *Mobbing w Polsce na tle klimatu organizacyjnego (Mobbing in Poland against the backdrop of organizational climate)*, in: *Socjologiczne i psychologiczne problemy organizacji i zarządzania*, Banaszak S., Doktor K. (ed.), *Wydawnictwo Wyższej Szkoły Komunikacji i Zarządzania w Poznaniu*, Poznań, pp. 377-391
- Furnham A., Goodstein L.D. (2004), *Organizational Climate Questionnaire*, in: *Gordon J.(ed.), Pfeiffer's Classic Inventories, Questionnaires and Surveys for Training and Development*, San Francisco, John Wiley & Sons, pp. 369-385
- Furnham A., Drakeley R.J. (1993), *Work Locus of Control and Perceived Organizational Climate*, *European Work and Organizational Psychologist*, Vol. 3., pp. 1-9
- Glińska-Noweś A. (2009), *Kształtowanie klimatu organizacji a jej sukces (Shaping of organizational climate and organization's success)*, „Prace i Materiały Wydziału Zarządzania Uniwersytetu Gdańskiego”, no. 2-3, pp. 1124-1131.

- González-Romá, V., Hernández, A. (2014). Climate uniformity: Its influence on team communication quality, task conflict, and team performance. *Journal of Applied Psychology*, 99, pp. 1042-1058.
- Grzywacz W. (2002), Pomiędzy kulturą a klimatem organizacyjnym (powrót do źródeł czy nowa perspektywa badawcza?) (Between organizational culture and climate. A return to the origins or a new research perspective?), „Zarządzanie Zasobami Ludzkimi”, no. 3-4, pp. 119-127.
- Guryn H. (2007), Klimat dla wiedzy (Climate for knowledge), „Personel”, no. 7, pp. 4-6.
- Karwowski M. (2003), Klimat dla kreatywności (Climate for creativity), in: *Dydaktyka twórczości. Koncepcje – problemy – rozwiązania* (Didactics of creativity. Concepts, problems, solutions), Schmidt K.J. (ed.), Impuls, Kraków, pp. 230-232
- Karwowski M. (2009), Klimat dla kreatywności. Koncepcje, metody, badania (Climate for creativity. Concepts, methods, studies), Centrum Doradztwa i Informacji, Wydawnictwo Diffin, Warszawa.
- Kozłowski W. (2009), Zarządzanie motywacją pracowników, Wydawnictwo CeDeWu, Warszawa.
- Kozusznik B. (2007), Zachowania człowieka w organizacjach, Państwowe Wydawnictwo Ekonomiczne, Warszawa.
- Kuczkievicz M., Motyl P., Sielicka M. (2006), Lepsze wyniki poprzez poprawę klimatu organizacyjnego (Better performance through organizational climate improvement), „Harvard Business Review”, vol. 1 no. 11, pp. 56-77.
- Kuenzi M., Schminke M. (2009), Assembling fragments into a lens. A review, critique and proposed research agenda for the organizational climate literature, „Journal of Management”, vol. 35, no. 3, pp. 634-717.
- Lipińska-Grobelny A. (ed.) (2007), Klimat organizacyjny i jego konsekwencje dla funkcjonowania pracowników (Organizational climate and its consequences for worker functioning in a company), Wydawnictwo Uniwersytetu Łódzkiego, Łódź.
- Lipińska-Grobelny A., Stopa A. (2007), Postrzeganie stresu roli zawodowej w kontekście klimatu organizacyjnego i rozwoju zawodowego pracownika, in: Lipińska-Grobelny A.(ed.), Klimat organizacyjny i jego konsekwencje dla funkcjonowania pracowników, Wydawnictwo Uniwersytetu Łódzkiego, Łódź, pp. 13
- Lytle R.S., Hom P.W., Mokwa M.P. (1998), Serv*Or: A Managerial Measure of Organizational Service-Orientedness, *Journal of Retailing*, vol 74, Issue 4, pp. 455-489
- Łoboda-Świąteczak E. (2007), Klimat organizacyjny jako wyznacznik stylu sprawowania władzy w układzie przełożony-podwładny, in: Lipińska-Grobelny A.(ed.), Klimat organizacyjny i jego konsekwencje dla funkcjonowania pracowników, Wydawnictwo Uniwersytetu Łódzkiego, Łódź, pp. 78
- Mesjasz J. (2004), Klimat organizacyjny a psychologiczne koszty sukcesu zawodowego (Organizational climate and the psychological costs of professional success), in: *Stres i jego modelowanie* (Stress and modelling of stress), Szopa J., Harciarek M. (ed.), Sekcja Wydawnicza Wydziału Zarządzania Politechniki Częstochowskiej, Częstochowa, pp. 219-227
- Mesjasz J. (2005), Klimat organizacyjny w sytuacji kryzysu i zmiany (Organizational climate during crisis and change), in: *Oblicza współczesnego zarządzania organizacją* (Facets of contemporary organization management), Stankiewicz J. (ed.), Oficyna Wydawnicza Uniwersytetu Zielonogórskiego, Zielona Góra, pp. 231-239.

- Mesjasz J. (2006), Kultura i klimat w organizacji transgresywnej (Culture and climate in a transgressive organization), in: *Koncepcje i narzędzia zarządzania strategicznego (Concepts and tools for strategic management)*, Romanowska M., Wachowiak P. (ed.), Szkoła Główna Handlowa w Warszawie, Warszawa., pp. 635-646
- Mesjasz J., Zaleski Z. (2004), Paradoksy motywacji osiągnięć (Paradoxes of achievement motivation), in: *Sukces w zarządzaniu kadrami. Perspektywa globalna i lokalna (Success in human resources management. Global and local perspective)*, Listwan T. (ed.), „Prace naukowe Akademii Ekonomicznej im. Oskara Langego we Wrocławiu”, no. 1032, Wrocław, pp. 214-223
- Mikuła B. (2000), Klimat organizacyjny a kultura organizacyjna – próba systematyzacji pojęć (Organizational climate and organizational culture – an attempt to systematize concepts), „Zeszyty Naukowe Wyższej Szkoły Ekonomicznej w Tarnowie”, no. 3, pp. 33-40.
- Milczarek M. (2000), Kultura bezpieczeństwa w przedsiębiorstwie – nowe spojrzenie na zagadnienia bezpieczeństwa pracy (Enterprise safety culture – a new perspective on the work safety issues), „Bezpieczeństwo Pracy”, no. 10, pp. 17-20.
- Milczarek M. (2001), Ocena poziomu kultury bezpieczeństwa w przedsiębiorstwie (Assessment of safety culture level in enterprise), „Bezpieczeństwo Pracy”, no. 5, pp. 17-19.
- Moran E.T., Volkwein J.F. (1992), The Cultural Approach to the Formation of Organizational Climate, *Human Relation*, 45/1, pp. 20
- Paluchowski W.J. (1998), Klimat organizacyjny i jego pomiar, [in: Witkowski S. (ed.), *Psychologiczne wyznaczniki sukcesu w zarządzaniu, Prace Psychologiczne Uniwersytetu Wrocławskiego, XLVTT, Tom IV*, pp. 166-168
- Rosenstiel L. Bögel R. (1992), Betriebsklima geht jeden an. Bayerischer Staatsministerium für Arbeit, Familie und Sozialordnung, München, pp. 17-22
- Schneider B., Ehrhart M.G., Macey W.H. (2013), Organizational climate and culture, „*Annual Review Psychology*”, vol. 64, pp. 361-388.
- Schneider B., Bowen D.E., *The Service Organization: Human Resources Management Is Crucial, Organizational Dynamics*, vol 21, Issue 4, pp. 39-52
- Schneider B., Reichers A.E. (1990), Climate and culture. An evolution of constructs, in: *Organizational climate and culture*, Schneider B. (ed.), Jossey-Bass, San Francisco, pp. 5-39.
- Syper M. (2006), Modelowanie klimatu innowacyjnego w firmie jako klucz do sukcesu (Modeling a climate of innovation in the company as a key to success), „*Zarządzanie Zasobami Ludzkimi*”, no. 1, pp. 29-41.
- Świętochowski W. (2007), Klimat organizacyjny jako jeden ze sposobów w procesie radzenia sobie ze stresem – badania porównawcze pracowników polskich i niemieckich firm (Organizational climate as a way to manage stress. A comparative study of Polish and German companies), „*Acta Universitatis Lodziensis. Folia Psychologica*”, vol. 11, pp. 147-160.
- Świętochowski W. (2008), Klimat organizacyjny jako istotna właściwość miejsca pracy (Organizational climate as a significant quality of work place), in: *Polskie doradztwo dla młodzieży – idea czy rzeczywistość*, Skłodowski H. (ed.), *Spółeczna Wyższa Szkoła Przedsiębiorczości i Zarządzania w Łodzi, Łódź*, pp.121-130.

- Urban W. (2008), Klimat organizacyjny jako czynnik rozwoju przedsiębiorstw usługowych (Organizational climate as a growth factor for service companies), „Przegląd Organizacji”, no. 7-8, pp. 19-22.
- Wajszczak E. (2000), Kształtowanie klimatu organizacyjnego w przedsiębiorstwie (Shaping organizational climate in enterprise), Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego, Bydgoszcz.
- Walker J. (2007), Service climate in New Zealand English language centres, *Journal of Educational Administration*, vol 45, no. 3, pp. 315-338
- Wolan-Nowakowska M. (2007), Klimat organizacyjny a postawy pracowników wobec zmian, in: Lipińska-Grobelny A.(ed.), Klimat organizacyjny i jego konsekwencje dla funkcjonowania pracowników, Wydawnictwo Uniwersytetu Łódzkiego, Łódź, pp. 119
- Wudarczewski G. (2005), Konceptualizacja pojęć kultura organizacyjna i klimat organizacyjny (Conceptualization of concepts of organizational culture and climate), „Zeszyty Naukowe Wyższej Szkoły Bankowej we Wrocławiu”, vol. 5 no. 5, pp. 343-353.
- Wudarczewski G. (2007a), Analiza porównawcza klimatu organizacyjnego wybranych podsystemów Z.E.M. Duszniaki i Bombardier Transportation (Comparative analysis of organizational climates in ZEM Duszniaki and Bombardier Transportation), „Zeszyty Naukowe Wyższej Szkoły Bankowej we Wrocławiu”, vol. 9 no. 9, pp. 259-267.
- Wudarczewski G. (2007b), Diagnoza klimatu organizacyjnego na przykładzie Zakładów Elektrotechniki Motoryzacyjnej Z.E.M. Duszniaki Sp. z o.o. (Diagnosis of organizational climate on the example of the company Zakłady Elektrotechniki Motoryzacyjnej Z.E.M), „Zeszyty Naukowe Wyższej Szkoły Bankowej we Wrocławiu”, vol. 7, no. 1, pp. 257-271.
- Wudarczewski G. (2007c), Klimat organizacyjny w świetle funkcji zarządzania, „Zeszyty Naukowe Wyższej Szkoły Bankowej”, vol. 9 no. 9, pp. 269-278.
- Wudarczewski G. (2007d), Technika OCE II jako narzędzie badania klimatu organizacyjnego w świetle badań w firmach polskich (OCEII technology as a tool for organizational climate research in the light of studies in Polish firms), „Zeszyty Naukowe Wyższej Szkoły Bankowej we Wrocławiu”, vol. 7 no. 7, pp. 245-256.
- Wudarczewski G. (2014), Metodyka badania klimatu organizacyjnego w przedsiębiorstwie. Adaptacja i wykorzystanie, niepublikowana praca doktorska, Uniwersytet Ekonomiczny we Wrocławiu.
- Wudarczewski G. (2016), Początki zainteresowań problematyką klimatu organizacyjnego w polskiej literaturze naukowej (The beginnings of interest in organizational climate issues in Polish scientific literature), „Zeszyty Naukowe Wyższej Szkoły Bankowej we Wrocławiu”, vol. 16 no. 1, pp. 55-71.
- Ziaja-Guzy R. (2008), Badanie klimatu organizacyjnego w Specjalistycznym Szpitalu im. E. Szczeklika w Tarnowie (Investigating organizational climate in E. Szczekliki Specialist Hospital in Tarnów), „Zarządzanie Zasobami Ludzkimi”, no. 2, pp. 59-72.
- Zohar D. (1998), Safety climate in industrial organizations: theoretical and applied implications, *Journal of Applied Psychology*, vol 65, no 1, pp. 166-168