

ORGANISATIONAL CLIMATE: EMPLOYEE PERSPECTIVE

Lucie Rotenbornová¹, Dana Egerová²

¹ Ing. Lucie Rotenbornová, Fakulta ekonomická, Západočeská univerzita v Plzni, rotenbor@kmp.zcu.cz, 0000-0002-0669-781X,

² doc. PaedDr. Dana Egerová, Ph.D., Fakulta ekonomická, Západočeská univerzita v Plzni, egerova@kpm.zcu.cz, 0000-0003-1824-9288

Abstract: Organizational climate is regarded as a core predictor of employee behaviour and organisational success. The purpose of the study is to explore the most positive and negative dimensions of organisational climate in four banks in the Czech Republic from the point of view of their current and former employees. A quantitative content analysis of individual employee assessments of organisational climate was undertaken. Data were collected between January 2022 and April 2022 and included 796 respondents and 1713 individual references. Among the most frequent positively evaluated dimensions were Benefit and rewards, Teamwork, Training and development and Image of organisation. On the contrary, the most frequent negatively evaluated dimensions were Structure, Salary conditions, Access to subordinates and Employee wellness. Results of the Chi square test of independence indicated that there is a dependence between the evaluated dimension and the respondent bank and the evaluated dimension and employee status, however, this dependence is weak in both cases. The practical implications and limitations of this study are discussed.

Keywords: organisational climate, employee perspective, banks, climate dimensions

JEL Classification: M12, M14

INTRODUCTION

In today's dynamic environment the success and growth of a company depends on its employees. Human resources are one of the crucial factors determining a company's competitiveness and performance. Only loyal and satisfied employees will be more efficient and productive and work to fulfil the requirements of the job. Employee behaviour in organisation results not only from personal characteristics but also the environment in which they work (Berberoglu, 2018). According to Willis et al. (2019) organizational climate is an important predictor of employee behaviour either in a positive or negative manner. Previous research suggests that a positive climate leads to higher levels of commitment, higher worker motivation and job satisfaction (Berberoglu, 2018). Rožman and Štrukelj (2021) argue that organisations which manage their organisational climate are more likely to increase employee engagement in the organisation

Previous research has also shown the critical role organisational climate plays in organisations and its impact on various organisational outcomes (Castro and Martins, 2010). Some authors (Agarwal, 2015, Maulani, & Hamdani, 2019) argue that organizational climate has a positive influence on the sustainability and competitiveness of an organization and is an important predictor of organizational success. Similarly, Dutra, Santos (2020) indicated in their survey the importance of organizational climate as a factor determining organizational results. Thus, one of the main challenges for organisations to remain competitive today is focusing on organisational climate and creating organisational climate where employees are motivated and can perform towards achieving the company's objectives (Altmann, 2000; Rahimic, 2013).

In order to achieve a positive organizational climate, it is important for the management of an organisation to know and understand its organisational climate and its components. One of the ways is to assess organisational climate from the employee's point of view. Measuring organisational climate will allow

managers to gain knowledge about their employees' work-related behaviour and the organisational climate dimensions where the climate can be improved (Dastmalchian et al., 2015; Dutra & Santos, 2020).

Thus, the aim of this study is to assess employees' perception of organisational climate in the banking industry. More specifically, we will explore the most positive and negative dimensions of organisational climate in four banks in the Czech Republic from the point of view of their current and former employees.

1. THEORETICAL BACKGROUND

There is no universal agreement among researchers on the definition of organisational climate (Agarwal, 2015). One of the reasons is the fact that organisational climate is based on the perceptions of employees (Berberoglu, 2018). Researchers have generally proposed two basic approaches to define organisational climate: the objective approach, according to which the climate exists as part of organizational reality, and the subjective approach, which defines climate subjectively according to the individual perception of the organization's members (Rahimic, 2013). Zhang and Begley (2011) stated that organizational climate is a sum of characteristics of an organisation's internal environment developed by its policies and practices. Willis et al. (2019) define organizational climate as a set of organizational processes and activities as they are perceived by members

of an organisation. Organisational climate refers to a perception of the organisation that its members form through interacting with each other and organisational policies, structures and processes (Rožman & Štrukej, 2021). In other words, it refers to the 'feeling of an organisation' (Castro & Martins, 2010).

Furthermore, Davidson et al., (2001) define organizational climate as a multidimensional concept describing the social environment of the workplace. To assess organisational climate, numerous climate dimensions are used (Schulte et al, 2009). For example, Dastmalchian et al. (2015) have identified four dimensions, human relations, internal processes, open system and rational system. Sharma and Gupta (2012) proposed the following four organisational climate dimensions: high standards of work tasks, effective supervision, intrinsic fulfilment and role clarity. Watkin and Hubbard (2003) see the dimensions of organisational climate as flexibility, responsibility, standards, rewards, clarity, and team commitment.

From the above text, it is evident that the dimensions of organisational climate are diverse. This survey utilised the following dimensions developed by Castro and Martins (2010): Communication, Employee wellness, Image of the organisation, Job satisfaction, Teamwork, Training and development, and Work environment. Next, organisational climate is context-specific and different dimensions are required for different contexts (Turnipseed, 1990). Thus, the dimensions Access to subordinates, Benefits and rewards, Competences of leaders, Focus of the manager, Possibility of career growth, Salary conditions and structure were developed for those study to fit in with the banking environment.

This study is guided by the following research questions:

RQ1: Which dimensions of organisational climate are most positively evaluated in the financial institutions?

RQ2: Which dimensions of organisational climate are most negatively evaluated in the financial institutions?

RQ3: Is there a relationship between the assessed climate dimensions and the bank in which the employee works?

RQ4: Is there a relationship between the assessed climate dimensions and the actual state of the employee?

2. METHOD

2.1 Procedures

To answer the research questions a quantitative content analysis of individual employee assessments (references) of organisational climate was undertaken. Quantitative content analysis is an approach to analysing documents and texts that seeks to quantify content in terms of predetermined categories in a way that is systematic and replicable (Bryman, 2016). The references were analysed according to predefined

dimensions (mentioned in the text above). The data (references) used in this research were obtained from Atmoscope, an internet database where employees share references about the organization in which they are or were employed.

2.2 Respondents

The study focused on employees of the four largest financial institutions operating in the Czech Republic, namely, Ceska sporitelna, CSOB, Komerčni banka and Moneta. The size of the financial institution is derived from the number of employees and number of clients. Data on individual banks are shown in Table 1.

Tab. 1: The largest banks in the Czech Republic

Institution	Ceska sporitelna	CSOB	Komerčni banka	Moneta
Number of employees	9820	8313	8492	3074
Number of clients in millions	4.493	4.225	2.251	1.4

Source: Own processing according to Justice.cz, 2022

The most respondents, almost 50%, come from Ceska sporitelna (n = 391), which is the largest financial institution included in this study. The second in number of respondents is Komerčni banka (n = 235). Another two banks had a far lower number of respondents. CSOB had 100 respondents and Moneta only 70.

The study includes 516 respondents who are still working in the banks included in the survey and 280 former employees. Most of the respondents come from the Customer services and Store sales departments. Numerous represented departments also include Trade, Finance and accounting, Management and Administration. The least represented departments are Logistics and transport, Quality and quality control, Law and Research and Development. Data about the respondents are shown in Table 2.

Tab. 2: Respondents

Bank	Current		Former		Total	
	N	%	N	%	N	%
Ceska sporitelna	260	32.66	131	16.46	391	49.12
CSOB	60	7.53	40	5.03	100	12.56
Komerčni banka	136	17.09	99	12.44	235	29.52
Moneta	60	7.53	10	1.26	70	8.79
Total	516	64,81	280	35,17	796	100

Source: Own processing

2.3 Data analysis

Data collection took place between January and April 2022. The data from the Atmoscope database were transferred into Microsoft Excel document for content analysis. To achieve reliability, both researchers analysed references and stated dimensions. Content analysis was performed in the NVivo program. This analysis consisted of coding the respondents' references according to the climate dimension to which they belonged and the actual state of the respondent. Consequently, quantification of the data from content analysis using the Statistica Tibco program was carried out.

3. RESULTS

Overall, the research set contained 1713 positive references and 1040 negative references. The respondents were able to give more than one reference. The research included 804 positive evaluations from Ceska sporitelna, 226 positive evaluations from CSOB, 574 from Komerčni banka and 109 from Moneta. Of these, 1213 references were from current employees and 500 from former employees. The majority of negative references came from Ceska sporitelna (n=409). About 13% came from Komerčni banka (n=345) and about 6% from CSOB (n=167).

The least were from Moneta (n=119). Table 2 indicates that about 22% (n=590) of the evaluations came from employees who are still employed in the organization while 16% (n=450) came from former employees. All variables, their frequencies and percentage representation are shown in Table 3.

Tab. 3: Variables and their frequencies

Institution	Current				Former			
	Positive		Negative		Positive		Negative	
	N	%	N	%	N	%	N	%
Ceska sporitelna	576	31.95	224	12.42	228	24.00	185	19.47
CSOB	136	7.54	105	5.82	90	9.47	62	6.53
Komerčni banka	407	22.57	170	9.43	167	17.58	175	18.42
Moneta	94	5.22	91	5.05	15	1.58	28	2.95
Total	1213	67.28	590	32.72	500	52.63	450	47.37

Source: Own processing

Concerning the analysis in NVivo, the climate dimensions most positively evaluated by employees were identified as: (1) Benefits and rewards (about 24%), (2) Teamwork (almost 12%), (3) Training and development (about 10%) and (4) Image of organization (about 9%). The frequency of occurrence of other dimensions can be seen in the Table 4.

Tab. 4: Dimensions - positive evaluation

Dimension	N	%
Benefits and rewards	407	23.76
Teamwork	199	11.62
Training and development	165	9.63
Image of organization	158	9.22
Employee wellness	152	8.87
Access to subordinates	133	7.76
Work environment	114	6.66
Salary conditions	110	6.42
Possibility of career growth	89	5.20
Structure	75	4.38
Job satisfaction	49	2.86
Competences of leaders	31	1.81
Focus of the manager	18	1.05
Communication	13	0.76

Source: Own processing

The dimension Benefits and rewards includes satisfaction with the character of the financial and non-financial benefits and rewards, the possibility of obtaining benefits, the regularity of obtaining benefits and rewards and the fairness of benefit distribution, while the dimension Teamwork includes team atmosphere, experience of team members, work commitment of team members and team composition. The dimension Training and development consists of training possibilities in the institution, the training system in the institution and personal development. Image of the organization includes stability and certainty, perspective, reputation and social responsibility. Examples of descriptions of individual dimensions are presented in Appendix 1.

The dimension Structure was rated by respondents the most negatively. There were 269 negative references (about 26%), followed by the dimensions Salary conditions with 135 references (almost 13%) and Access to subordinates with 133 negative references (about 13%). The dimension Employee wellness, with 94 references (about 9%), was significantly negatively evaluated. The evaluation of all the dimensions is given in Table 5.

Tab. 5: Dimensions - negative evaluation

Dimension	N	%
Structure	269	25.87
Salary conditions	135	12.98
Access to subordinates	133	12.79
Employee wellness	94	9.04
Competences of leaders	76	7.31
Focus of the manager	69	6.63
Work environment	60	5.77
Teamwork	52	5.00
Benefits and rewards	41	3.94
Communication	34	3.27
Training and development	31	2.98
Possibility of career growth	16	1.54
Job satisfaction	16	1.54
Image of organization	14	1.35

Source: Own processing

In the dimension Structure, employees most often mentioned in a negative context the ossified corporate structure, unnecessary rotation of superiors, turnover, pointless changes and excessive bureaucracy. Within the dimension Payment conditions, set payment conditions that do not correspond to the demands of the work, unfairness in payment conditions for existing and new employees are most often criticized. For the dimension Access to employees, negative evaluations regarding psychological pressure, the behaviour of superiors towards employees, humiliation of subordinates, unfairness and the impossibility of having one's own opinion prevailed. Examples of descriptions of individual dimensions are presented in Appendix 2.

The use of the Chi-Square Test of Independence supported the claim that there was a relationship between the bank where the respondent works and the dimension being assessed. Strength of dependence was measured by the Phi coefficient, Pearson's coefficient of contingency and Cramer's V. The values of all three coefficients are small, so we can state that the strength of the dependence of the bank and the evaluation of dimensions is weak. Table 6 shows the values of the statistics.

Tab. 6: Dimension x Bank – positive

Statistic	Statistics: Dimension x Bank		
	Chi-square	Df	P
Pearson Chi-square	60.48380	df=39	0.01527
M-L Chi-square	62.16932	df=39	0.01059
Phi	0.1879061		
Contingency coefficient	0.1846741		
Cramer's V	0.1084876		

Source: Own processing

There was also evidence of a relationship between whether the reference came from a current or former employee. The strength of this relationship is weak. Results might be seen in Table 7.

Tab. 7: Dimension x State - positive

Statistic	Statistics: Dimension x State		
	Chi-square	Df	P
Pearson Chi-square	64.600	df=13	0.00000
M-L Chi-square	67.216	df=13	0.00000
Phi	0.1941950		
Contingency coefficient	0.1906337		
Cramer's V	0.1941950		

Source: Own processing

Using the Chi-Square Test of Independence, the relationship between the negatively rated dimension of corporate climate and the bank in which the employees work was also demonstrated. Even in this case, however, the detected dependence is not strong. The results of analysis might be seen in Table 8.

Tab. 8: Dimension x Bank - negative

Statistic	Statistics: Dimension x Bank		
	Chi-square	Df	P
Pearson Chi-square	109.9021	df=39	p=0.0000
M-L Chi-square	118.9889	df=39	p=0.0000
Phi	0.3250770		
Contingency coefficient	0.3091523		
Cramer's V	0.1876833		

Source: Own processing

There is also a relationship between the negatively rated dimension and whether the employee is an active or former employee. Even in this case, however, the Phi coefficient, Contingency coefficient and Cramer's V did not show a strong dependence. For the results, see Table 9.

Tab. 9: Dimension x State - negative

Statistic	Statistics: Dimension x State		
	Chi-square	Df	P
Pearson Chi-square	33.03199	df=13	p=0.00169

M-L Chi-square	33.20168	df=13	p=0.00159
Phi	0.17822		
Contingency coefficient	0.17545		
Cramer's V	0.17822		

Source: Own processing

4. DISCUSSION

This study was focused on assessing organisational climate in the four largest banks in the Czech Republic from the point of view of employees. Four research questions were investigated.

Research question 1: Which dimensions of organisational climate are most positively evaluated in the financial institutions? The study showed that in their positive evaluations employees most often mentioned the climate dimension related to Benefits and rewards, where they most often appreciated the nature and variety of the benefits themselves. Employee satisfaction is among the indicators used to measure the performance of an organization, and reward systems are used precisely to increase satisfaction and motivate employees to better performance (Selvam et al, 2016, Eziokwu, & Onuoha, 2021). Due to the positive impact of bonuses and the reward system on financial performance, it is desirable for firms to maintain them at a high level (San et al., 2012). On the other hand, in the case of this dimension, the negative evaluations mainly mentioned unfairness in the distribution of bonuses among employees and the low availability of bonuses. Bonuses and rewards are also feedback for employees regarding their performance (Watkin, & Hubbard, 2003). Other positively rated climate dimensions were Teamwork, Training and development, and Organizational image. Personal development has a direct effect on individual satisfaction in an organization (Castro, & Martins, 2010). Nijssen and Paauwe (2012) consider training and development important for achieving agility, especially in times of economic instability. Teamwork enables skills to be expanded through the exchange of positive opinions, feedback and experiences between team members (Sanyal, & Hisam, 2018), and can be defined as a group of individuals who work together to achieve a goal (Mulika, 2010). This cooperation and job enrichment is also associated with employee satisfaction (Griffin et al., 2001). Training and development also positively affects employees' intention to stay with the organization, with this relationship mediated by job satisfaction, employee engagement, and change anxiety (Fletcher et al., 2018). The image of the organization has an indirect effect on the job satisfaction of workers (Castro, & Martins, 2010). In the current study, employees often appreciate the security that a stable organization gives them.

Research question 2: Which dimensions of organisational climate are most negatively evaluated in the financial institutions? In the case of negative evaluations, most of the answers related to the dimension Structure. The references mainly included too rigid a corporate structure and stress load. Furthermore, the dimension Salary conditions was negatively evaluated, where respondents most often mentioned salaries that did not correspond to the job description. The dimensions Employee Wellness and Access to subordinates were also mentioned with great frequency in the negative responses. The dimension Employee Wellness mainly contained answers regarding the impossibility of combining work and private life, while Access to subordinates saw mentions of psychological pressure, arrogance and the unfair attitude of superiors. According to Castro and Martins (2010), employee wellness is a dimension that directly influences an individual's satisfaction with work in the organization. In the case of the dimension Salary conditions, the references differed. Although some of the employees evaluated the salary conditions positively, which mainly included timely and regular pay, the size of the salary was not considered adequate by employees due to the demanding nature of the work.

Research question 3: Is there a relationship between the assessed climate dimensions and the bank in which the employee works? The study showed that the existence of a dependency between the evaluated dimensions and the bank where the employee works cannot be ruled out, both in the case of positively

evaluated dimensions and in the case of negatively evaluated dimensions. However, the strength of this dependence is weak. In all banks included in the survey, the dimension Benefits and rewards was primarily evaluated positively, but there were differences in the other dimensions. Significant differences were revealed, for example, in the dimension Job satisfaction, where Česká spořitelna and Komerční banka received a relatively large number of positive reactions; on the contrary, CSOB received a much worse result and Moneta did not even receive one single positive reaction. The same was seen in the case of the dimension Employee wellness, where Moneta again received only a few positive reactions compared to the other evaluated banks. The negative evaluation mainly included the dimension Structure, however, the most negatively evaluated bank is Česká spořitelna, followed by CSOB. There were also different evaluations in the dimension Communication, where Česká spořitelna and Komerční banka belong to those rated more negatively, while CSOB and Moneta have much fewer negative ratings, and in the Training and development dimension.

Research question 4: Is there a relationship between the assessed climate dimensions and the actual state of the employee? In the current study, the existence of a dependence between the assessed dimensions and the state of the employee cannot be ruled out, but the detected dependence is not strong. While in the evaluation of current employees the number of positive reactions prevailed over negative ones, in the case of former employees the number of positive and negative reactions was more balanced. The most significant difference between current and former employees in the case of positive evaluations was in the dimension Access to subordinates, which current employees evaluated mostly positively compared to evaluations from former employees. A difference was also evident in the dimension Image of the organization, which was more positively assessed by current employees compared to former employees. Other significant differences were mentioned in the dimensions Possibility of career growth, Teamwork and Training and development. Furthermore, current and former employees equally negatively evaluated the dimension Structure dimension. Nevertheless, differences are evident in other dimensions. Current employees, unlike former employees, rate the dimensions Salary conditions, Employee wellness and Work environment most negatively. On the other hand, former employees more negatively perceive the dimensions Access to subordinates, Competences of leaders and Teamwork.

5. LIMITATION

This research study has of course certain limitations. The results are found to be limited by focusing on employees in the context of banks only in the Czech Republic. For future studies it would be recommended to investigate issues of climate dimensions in other cultures or institutions. Another limitation is the possibility of more answers from one respondent, which might distort the results of the study. Among the limitations of the study, it is also necessary to include the disproportionate representation of the number of employees from individual banks.

CONCLUSION

The purpose of this study was to identify the most influential dimensions of the organisational climate which were evaluated most positively or negatively, and the relationship between the dimensions of the climate and the defined dimensions. This study contributes new knowledge to existing studies and literature. It contributes to the understanding of which dimensions positively or negatively affect employees of the largest banks in the Czech Republic.

The practical implication of the study is to enable managers to better understand which climate dimensions are most valued by employees of banks and have a motivating effect on them. The study also revealed a relationship between the rated dimensions and the respondent bank and the rated dimensions and the employee status, however, the dependence is weak in both cases.

The study can enable banks to understand where climate dimensions are deficient and which climate dimensions to primarily focus on to improve working conditions.

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Appendix 1

Dimension - positive	Explanation - example
1 Access to subordinates	Effort to motivate, interest in employees, fair play, decent behaviour, concern for employees, professional approach, support of employees
2 : Benefits and rewards	Amazing benefits, benefits, benefit system, 25 days of holiday, pension insurance, meal vouchers, cafeteria, lots of benefits, sick days, advantages for employees after 3 years
3 : Communication	Headquarters' willingness to communicate with branches, transparent communication, open communication
4 : Competences of leaders	Good superiors, superior, reliable leader
5 : Employee wellness	Work-life balance, lunch break, flexible working hours, good working hours, family-friendly employer, work-life balance support, possibility of part time work, possibility of home office, flexibility in organising work time, the possibility of combining personal and professional life, no overtime
6 : Focus of the manager	Possibility of presentation, autonomy, openness to ideas, space for realisation, space for own initiative
7 : Image of organization	Prestige and stability of employment, security of strong employer, long-term perspectives, stable institution, stability and security, security of employment, large clientele, promising employer, tradition, focus on company culture
8 : Job satisfaction	Good employment, interesting experiences, working with clients, client in first place, diverse and creative work, diversity in work, workload, meaningful work, I like my job, working with people
9 : Possibility of career growth	Good for young people, good possibility of career growth, possibility to move in all directions, suitable for graduates, growth opportunities, institution is interested in career growth of employees, career development
10 : Salary conditions	The pay check comes on time, accurate and reliable pay outs, payment security, regular income, motivating income, clear remuneration criteria
11 : Structure	Clear rules in institution, innovating changes, large company, modernization effort, corporate environment, change in culture, diversity, clear goals,
12 : Teamwork	Team, colleagues, access of colleagues, good cooperation in team, polite employees, amazing young team, young and interesting people, great people in IT, good team atmosphere, focus on team, willingness to advise
13 : Training and development	Appropriate training, very good training system, perfect training, diversity in training, possibility to learn new things, personal development, continual workshops, new experiences, well-set training system, high-quality training, opportunity to work on yourself
14 : Work environment	Clean environment, nice environment, good equipment, possibility to use modern technology, IT technologies, cafeteria, new branch, small branch, openness and trust, atmosphere, good coffee, modern premises

Appendix 2

Dimension - negative	Explanation - example
1 : Access to subordinates	Access to employees, psychological pressure, behaviour towards employees, arrogance, humiliation of subordinates, unfairness of superiors, threats of non-compliance, lack of interest in people, expelling uncomfortable people, lying to employees, punishment for one's own opinion
2 : Benefits and rewards	Impossibility to achieve bonuses, half of the promised bonus, demotivating benefits, availability of benefits, deteriorating benefits
3 : Communication	Insufficient space for discussion, poor communication, hiding the reality, lack of communication between headquarters and branches, bad connections with other teams/departments, information manipulation, slow communication, unclear communication from superior, non-transparent communication
4 : Competences of leaders	Incompetent people in higher positions, incompetent manager, incompetent people decide, bad manager, non-professional people in branch management, loss of confidence in the superior, managers do not behave fairly, biased superiors
5 : Employee wellness	Working hours, vacation problem, little space for personal life, incorrectly set working hours, no time for family, long working hours, work at the expense of personal life, inability to set a vacation, excessive workload requirements, intolerance to having to go to the doctor, overtime and weekend work, inability of use HO
6 : Focus of the manager	Huge pressure on sales, power pressure, focus on hard sales, managers are only interested in filling tables, pressure to fulfil the plan, pressure on work performance
7 : Image of organization	Better corporate culture, not very good presentation of the company's successes, non-professional representation of the company, culture of predatory managers, deteriorating corporate culture
8 : Possibility of career growth	Limited opportunity for career growth, reluctance to support career growth, no possibility of career growth, only friends of friends get higher positions, prioritizing men for better positions
9 : Salary conditions	Low pay compared to work intensity, starting salary higher than current ones, much of the salary depends on sales, low salary, salary stagnation, low income due to knowledge and various certifications, low wages and high demands, low willingness to raise wages, low salary compared to other companies, low wage valorisation, inadequate salary evaluation, higher salaries for men, insufficient evaluation of current employees
10 : Structure	Too many managers, nonsensical changes, constant fast pace and stress, constant changes, a lot of bureaucracy, fluctuations, rotation of superiors, unnecessarily large number of regulations, corporate bound by regulations and approval processes,
11 : Teamwork	Experienced workers lacking, tired and dissatisfied people, incompetent people, ossified older colleagues, looking through their fingers at younger colleagues, slow cooperation,
12 : Training and development	Almost no training, very quick training, malfunctioning training, badly set up training, unsatisfactory personal development, little education
13 : Work environment	Unpleasant and tense atmosphere, poor working conditions, few parking spaces, open space office, level of technical equipment, politicking, work environment, weak facilities, building layout,
14 : Job satisfaction	Drudgery, always the same work, hard work, psychologically demanding work, humiliation from clients, stereotypical work

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