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RESEARCH OF THE PERSONNEL PERFORMANCE IN THE CONTEXT OF ORGANIZATIONAL CLIMATE OF ENERGOSTAL COMPANY, YEKATERINBURG, RUSSIAN FEDERATION
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ABSTRACT

Theme: “The organizational climate in the personal performance of the Energostal company in Yekaterinburg, Russian Federation».

Master thesis is performed on 120 pages (format A4, the font type Times New Roman, font size 14, interlining 1.5)

  Number of tables – 15 (excluding attachments).
  Number of figures – 66 (excluding attachments).

Key words: Organizational Climate/Environment, Personal Performance, Relationship, Influence and Teamwork.

Master Thesis consists in Introduction, Three Chapters, Conclusion, Bibliography, Appendixes.

In the theoretical part are presented the basic concepts, the evolution of the concept, characteristics, factors, nature and relations with other variables.

In the practical part are analyzed the general characteristics of company research and personnel, the analysis of organizational climate, individual work performance, also the knowledge of the members about the topic of performance.

Based on the results obtained it has made recommendations to get better organizational climate and personal performance, what will impact on the goals, the efficiency and obviously in the increase of profit to the company.

In conclusion it can be observed that the results accept the hypothesis proposed, when the organizational climate is good, the performance is good and efficient. If one part of the climate is good, the same part in the performance will be good or opposite if are bad the performance will be not what was expected.
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Abstract

According to Taigiuri, the organizational climate is an environmental quality that could be durable what is perceived by the member influencing on their behaviors. Can be described by attributes or characteristics. The environment is in the observer mind. This construct is one of the more measured in the organizations because the managers are worried about the quality of environment that is lived in the company. Some of the researchers have been confirmed that this concept influences the productivity. So, is when the personal performance has place. The performance concept is about behaviors and results. The behaviors of a person through actions became in performance what conduces to results that can impact in the company goals.

This research study through a mixed method which used 2 psychological surveys, 1 sociological survey version for managers and employees and a metaphoric game to know about the knowledge, opinions and level of climate and performance those surveys were applied to 14 people. Quantitative data was analyzed by excel with the indications of the authors. with the result have been looked for the relation between those constructs.

The study findings indicate that in the company there is a good organizational environment and good level of performance on the members with what can be explained the relationship between these concepts. Although there are some areas of opportunity to work, such as, team work, incentives, information and motivation for what were made some recommendations.

Key words: Organizational climate/environment, personal performance, results, relationship.
Introduction

Nowadays, we are in a constant evolution so it is important to know and recognize the working conditions in which workers of certain organizations work, this with the finality of considering innovation or an improvement in it. It is in this context that the organizational environment becomes a key element for the company, since the environment are the perceptions shared by the members of the organization about their work, the physical environment, interpersonal relationships, structural and behavioral variables, which affects or benefits levels of satisfaction, motivation and also has an important impact on the performance.

Every organization has a purpose, structure, and people who are related by a group of elements among themselves, such as organizational structure, processes, and people's behavior. The interaction of all these components produces a variety and specific relationship patterns what is known as the organizational environment. (Caligiore & Diaz, 2003)

Chiavenato (2007) says, the environment is highly related to the organization member's motivation and is also a quality that is perceived by the organization members, which has a high influence on their behavior. So, if we are worried about the outcomes, the profit, and the image of the company we should consider as an important factor to have and maintain a good organizational environment.

As we already know the organizational environment is a variable in the organizational context and the member's behavior what obviously has an influence on the personnel performance.

Therefore, we need to know what performance is, in accordance with Chiavenato (2000) is the worker behaviors when he or she is looking for the way or strategy to reach his / her goals. (Brumback G. , 1988) propose the next concept:

“Performance means both, behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the
instruments for results, behaviors and also outcomes in their own right (the product of mental and physical effort applied to tasks and can be judged apart from results)"

So, considering that the performance is about strategy, behaviors and the most important to the company, the results; which are connected with the goals and the main purpose of the company, we can establish a connection between organizational environment and performance.

The energostal company, is interested in have better results but also a good environment among all its employees and departments, this company has – years working and its growth has been faster than the expected. That is why the manager wants to create a good place to work and perform good results.

With this research, we are looking for identify and analyze the organizational environment what is living in the company and also the performance that each individual is showing.

**Problem Statement**

What is the relation between organizational environment and performance?

**Hypothesis**

Since the organizational environment, is the physical, psychological, motivational and social conditions that are perceived within an organization, the hypothesis is that when there is a good environment the performance of employees is better
**General Objective**

To analyze and describe the relation between the variables: organizational environment and performance to help to the company to have a better environment and to workers to have a better performance and outcomes.

**Specific Objectives**

1. To identify and analyze key elements of environment
2. To identify and analyze the level performance of workers

**Research Justification**

The present research will show the relation between the variables organizational environment and performance. It will help to the company to have a better development and the constant growth having better results and profits, but also happy employees.

This work wants to provide enough information to the managers to develop a program to have and maintain a good organizational environment.

This subject is important to Energostal company because the constant changes in the market require a fast adaptation to be updated and offer the best services to the internal and external customers.
1 Theoretical framework

This chapter will present the theoretical framework on which the research is based on. It is the result of the literature reviews, conceptual approaches compiled on academic articles, books, research and even dissertations where experts of Human Resources have been analyzing about the organizational environment, performance and the relation that can exist between these concepts.

1.1 Organizational environment

A large part of company is constituted by the organizational environment (OE) which is the concept that refers as Uribe Prado (2014) says, to the shared perceptions, about practices and procedures in the formal or informal way among employees. Hodgetts & Altman (1994) think that is a phenomenon between the organizational system and motivational tendencies and the behaviors are just the consequence that can cause better productivity, satisfied employees as well as the opposite or even turn over. As we can notice the organizational environment is a key element because helps to us to know what are the factors that affect or help to the company and its employees.

To have a clear idea of how is that the concept of Organizational environment born we can look back to the beginning of administration in the administrative schools. In accordance with Koontz (2012) and (Arano Chávez, Escudero Macluf, & Delfín Beltrán, 2016) in the scientific and classic school, we can mention to Taylor and Fayol.
Frederick Taylor in 1911 did an important contribution to the administration with his *Principles of Scientific Management* in which he mentioned for instance:

1. To achieve harmony more than discord in the action group.

2. Develop to all the employees to the highest possible degree for their own success as well as the company.

Although Taylor never spoke about environment he mentioned in his traditional model that the best way to motivate to a worker to achieve the goals was through a salary incentive, it was in the moment in which they were looking for more production, so, a higher production it meant higher profitability.

Then we can find the most relevant and known contribution of Henry Fayol (1916) that are the 14 principles which speak about the necessity and teaching. Also, he qualified his principles as flexibles, not absolute and useful, it does not matter the condition. Some of them are:

- Authority and responsibility
- Unity of command
- Espirit the corps (principle of the union makes the force)

In another hand is the Human Relations school (1933), in which Elton Mayo is one of the main exponents. Was Mayo with the help of F. J. Roethlisberger and others which did a serial of famous experiments in the Western Electric Company where they were focused in the physical conditions as the illumination, breaks, working days, salary and even incentives and these it seemed not affect to the performance. Then, Mayo and his colleagues concluded that the productivity got better by social factors as moral, satisfactory relationships among the group members and with an administration who treat to them as humans and give to them with motivation, communication, and direction, this was named “the Hawthorne effect”.
Later in 1947, Max Weber did big contributions to the structuralist school with the bureaucracy theory in which he emphasized on the authority structures in the organization based on the authority relationships the main characteristics of this theory are the work division, the clear establishment of rules, norms and authority lines.

In this school they emphasized on the organizational man concept and it was the idea about a man/woman that can perform simultaneous activities in the organization.

It was until the conductist school in 1960 where as one of the main exponents who is known Abraham H. Maslow who proposed the hierarchy of needs theory. Maslow thought that the human needs have a hierarchy ascends to the inferior to the superior and when these needs are satisfied are not more a motivator.

These are the needs that Maslow mentioned:

1. **Physiological needs.** These are basic needs to be alive like food, water, warm and sleep.
2. **Safety needs.** People wants to feel security about to have a job, properties and enough food and clothes.
3. **Belongingness needs.** To have the sensation of pertinence, to be part of a group and be accepted by others.
4. **Esteem needs.** When somebody is accepted this person has the need of have prestige, feeling of accomplishment, power and status.
5. **Self-actualization needs.** This is the need of become in what everyone wants, full potential and achieve something.
There were more contributions from this school like the x and y theory, the theory of Likert and other more, but the more quoted and important was the needs theory.

If well the concept of organizational environment was not mentioned until now, those were all the previous studies and experiments to develop and think about organizational environment.
In order to help to understand the evolution of this concept (Chiang, Martín, & Nuñez, 2010) made a chronology of this concept which is presented in the next table.

### Table1 chronology’s organizational environment concept

<table>
<thead>
<tr>
<th>Year</th>
<th>Author</th>
<th>Concept</th>
</tr>
</thead>
<tbody>
<tr>
<td>1964</td>
<td>Forehand &amp; Gilmer</td>
<td>Set of characteristics that describe to an organization that differentiates to an organization from another and stay through the time and it influence on the personnel behavior and also in the companies.</td>
</tr>
<tr>
<td>1968</td>
<td>Litwin</td>
<td>Emphasizes the motivational aspects of the environment by defining as the environment attribute that is perceived or felt by the organization’s members and it influence on their behaviors.</td>
</tr>
<tr>
<td></td>
<td>Taigi</td>
<td>It is an environmental quality that could be durable, what is</td>
</tr>
<tr>
<td>Page</td>
<td>Author(s)</td>
<td>Definition</td>
</tr>
<tr>
<td>------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>968</td>
<td>Friedlander &amp; Margulies</td>
<td>Organizational properties perceived that intervene between behavior and organizational characteristics.</td>
</tr>
<tr>
<td>972</td>
<td>Schneider &amp; Hall</td>
<td>Perceptions that the people have about organizations, that usually depends on the characteristics as the organization as the person.</td>
</tr>
<tr>
<td>976</td>
<td>Payne &amp; Pug</td>
<td>The environment describes behavioral processes that characterize a social system. These processes show to us the values, attitudes and member´s beliefs.</td>
</tr>
<tr>
<td>979</td>
<td>Joyce &amp; Slocum</td>
<td>The environments are not actions, are perceptual, psychologic abstract and descriptive. Are also the people perceptions about the environment and the conscious intersubjectivity that produces a mutual influence on the perceptions what implies social interaction.</td>
</tr>
<tr>
<td>983</td>
<td>Ekval</td>
<td>The environment is an attitudes and behaviors set that characterize to the company. The environment born and develops through people interactions and environment.</td>
</tr>
<tr>
<td>988</td>
<td>Rousseau</td>
<td>Those are the descriptions that organizational members have about social framework to which a person belongs.</td>
</tr>
</tbody>
</table>

Source: Adapted from Chiang et al. (2010). Free translation

These concepts have shown several approaches and meanings, it was where authors expressed their own definition adding concepts like values, beliefs, motivation and other more. To clarify the concept, some other definitions will be presented below.

For instance,(Martín, 1990)describes to the organizational environment as a group of attributes, qualities, and properties of a working environment that are perceived or experienced by people who work there and that influences to their
beaviors. Meanwhile (Shneider & Reichers, 2001) they thought that OE is about perceptions or meaning interpretations that help to people to understand the sense of life and is a behavior guide.

In another hand, (Rodriguez D. , 2005) says that OE is the relationship between variables and intern organizational factors. So, he is excluding the external environment focusing in concepts previously boarded.

And finally, Chiavenato (2007) says, the environment is highly related to the organization member's motivation and is also a quality that is perceived by the organization members, which has a high influence on their behavior. Every recent concept includes as main words relationships, behaviors, motivation all those concepts that were considered from the administration schools and are still working until these days. So, the way has been long but, surely will be more definitions adding some new concepts more but always with the first essential words.

For this research will be considered the definition of Taigiuri (1968) who defined the organizational environment as an environmental quality that could be durable what, is perceived by the member influencing on their behaviors. Can be described by attributes or characteristics. The environment is in the observer mind. This concept was chosen because although is not the most recent it considers important elements the characteristic of the organization, the environment quality that impact in the member behaviors.

1.1.1 Organizational environment characteristics

The OE has characteristics that give to the concept a better comprehension, that helps to understand why is important within the organizations. For instance,(Furnham, 2001) speaks about health organizational environment and he says is characterized by the link that does between organizational and personal
goals, by the presence of suitable leadership styles, reliance, empathy and consideration that can be noticed at the labor quality life, incentive system, salary and the promotion opportunities.

The focus of (Brunet, 2011) shows the own concept’s characteristics and says that these features same to the people peculiarities can build its personality. The organizational environment influences on the labor behavior of an individual on the work and even in the way in which this individual act. The table 2.2 shows how Brunet adapted from Taigiuri the main characteristics of OE concept.

Table 2 Characteristics of organizational environment concept

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Environment is a particular configuration of situational variables.</td>
</tr>
<tr>
<td>2</td>
<td>Its constitutive elements can vary although the environment be the same</td>
</tr>
<tr>
<td>3</td>
<td>It has a connotation of continuity but not permanently as organizational culture hence, it can change after a particular intervention.</td>
</tr>
<tr>
<td>4</td>
<td>Is mostly determined by characteristics, behaviors, aptitudes, the other people’s expectations, by the sociological and cultural organization realities.</td>
</tr>
<tr>
<td>5</td>
<td>The environment is external to the individual, who conversely can feel like if were an agent that contributes to his nature.</td>
</tr>
<tr>
<td>6</td>
<td>The OE is different to the task in such a way that different climates can be observed in the individuals that perform the same task.</td>
</tr>
<tr>
<td>7</td>
<td>Is based on the characteristics of external reality as are perceived by the observer or the actor.</td>
</tr>
<tr>
<td>8</td>
<td>Can be difficult to describe by words, although the outcomes can be detected easily.</td>
</tr>
<tr>
<td>9</td>
<td>Has consequences on the behavior.</td>
</tr>
<tr>
<td>10</td>
<td>It is a direct determinant of behavior because it acts on attitudes and expectations that are direct determinants of behavior.</td>
</tr>
</tbody>
</table>
As another approach, (Gan & Berdel, 2007) consider a serial characteristic which are related to the organizational environment, and the organizational members, those characteristics are in the next figure.

Figure 3
General organizational environment characteristics

Source: Adapted from (Gan & Berdel, 2007, p. 179), free translation.

1.1.2 Organizational environment types

In this section will be describe the kind of organizational environment that was considered and classified by several authors. The goal is to know about the approaches of different authors.

Likert (1967) for example recognizes four kind of environment which are linked to the management style (direction and leadership) and even to the workteam style. Those were the next.
• Exploitative-authoritative: This kind of climate is characterized by decision-making in the first levels of the organization, without consult to the teamwork and little communication other than menaces.

• Benevolent-authoritative: This is based on a boss-employee relationship, where gratifications are the main motivators and the teamwork and communication are so minimum.

• Consultative: In this style, bosses trust on subordinates and they use gratifications and participation to inspire motivation, promote a higher responsibility level to reach goals and inspire to teamwork and communication.

• Participative group: The participative is based on total trust on the employees, the making decisions are including everybody opinions, the communication flows on all ways. People works by objectives and they have shared responsibilities; this system is working by collaborative teamwork and strategic participation.

Otherwise (Furnham, 2001) speaks about three types. The first is the Psychologic type which is based on the individual perception about his OE referring to the structure, process, communication, etc. The second one is the aggregated climate is formed by the belonging feel by the individual to some organization area or to the whole organization and finally, the third type is the collective environment that is an agreement among the members about the organizational perception.

In another way (Reddin, 2004) says that the environment can be directly related with two dimensions task-oriented and relationship-oriented which give as result four environment types. The first kind is control-oriented, based on organizational systems the second one oriented to the professional freedom based on the people confidence, the third kind is oriented to the productivity and performance based on the organizational production mechanisms and the last one that is oriented to the challenge, based on the team work and the organizational goals achievement. Then as results of those “basic environments” result the next
classification: the first approach is activity oriented and in the second one is based on outputs. In the first one there are the submission environment, the authoritarian environment, the ambiguous environment and the stagnant environment. In the second one there are the humanitarian environment, the challenger environment, the equity environment and the productive environment. Which can help to the organizational effectivity.

1.1.3 Organizational environment dimensions

There are several surveys and questionnaires to help to measure the organizational climate. And every author classifies on dimensions one of them was do it by Adrian Furnham and Leonard D. Goodstein on the Organizational Climate Questionnaire (OCQ) and are: Role Clarity, Respect, Communication, Reward System, Career Development, Planning and Decision Making, Innovation, Relationships, Teamwork and Support, Quality of Service, Conflict Management, Commitment and Morale, Training and Learning & Direction (Pfeiffer, 1997). One more is the questionnaire designed by (Litwin & Stringer, 1966) which measure 9 dimensions: Structure, Responsibility, Reward, Risk, Warmth, Support, Standards and Identity, this questionnaire is frequently used nowadays and has a good validity and reliability and is composed just by 50 items.

In another way, (Valenzuela, 2005) considers 10 dimensions on which he is looking for information about skills, weaknesses and factors that influence on the employee performance and effectiveness. Those dimensions are Personal Job, Workmates Relationship, Administration, Communication, Physical & Cultural Environment, Training & Development, Promotion & Career, Salary and Co-Pertinence Feeling, every dimension is composed by 8 items with a total of 80 questions. This is the questionnaire occupied on this research.

Table 3. Organizational Climate Dimensions
1.1.4 Organizational environment relationship with other variables

Frequently the concepts of satisfaction, motivation, leadership or performance can be considered as exchangeable or synonyms. However more than synonyms those concepts have a close relationship.
1.1.4.1 Organizational environment and job satisfaction

The organizational climate and job satisfaction are two different but related concepts, the first one refers to information related to organizational attributes, meanwhile, job satisfaction focuses on the attitudes and perceptions that employees have about their work (Pope & Stremel, 1992).

Some studies about organizational climate and job satisfaction, (Peek, 2003) show that organizational climates that promote characteristics like having a high degree of autonomy, giving opportunities to the employees, foster good relationships among employees, showing interest about achievements of the employees, and supporting their ideas result in more satisfied workers. A big number of authors have been identified significant associations between those constructs (Keuter, Byrne, Voell, & Larson, 2000; Badoni, 2010); for instance, (Rahimic, 2013) exposed that the organizational environment influences significantly to the job satisfaction, because most of the changes on the satisfaction are related with changes on the organizational environment.

1.1.4.2 Organizational environment and motivation

(Chiavenato, 2007) says that organizational environment is highly related with the members motivation level. When the motivation is high, the organizational environment is good and the employees can be collaboratives and contribute to the achievement of goals. In the opposite way if the motivation is low the climate is bad and is in this moment when employees can start a strike or just move to another work place. (Atkinson, 1964) quoted by Chiavenato, 2007; developed a model to identify the motivational behaviors and is based on the follow premises: 1. All the individuals have basic needs that represent potential
behaviors and this influence on the conduct when are encouraged. 2. The encouragement depends on the situation that the person perceiving. 3. The particular properties of the environment serve to stimulate some behaviors. 4. The changes on the environment can help to the changes on stimulated motivation and finally 5. All types of motivation are directed to satisfying a need. That is why climate and motivation are related, every perception influence on the behavior and this on motivation and hence has an impact on organizational environment.

1.1.4.3 Organizational environment and performance

To understand the relationship between those concepts, is important to know at first the relationship with the previous constructs already showed. Every concept relation is relevant and contributes to the performance and the organizational climate.

For instance, Fredericksen, quoted on (Rodriguez, Retamal, Lizana & Cornejo, 2011), they advocate that climates are consider innovative had an important and heavy positive impact on employees and company, meanwhile the structurated environments cause a negative impact on the organization. Schratz quoted on (Rodriguez et al. 2011), says that some researches on the topic reveal that environment dimensions what are more relatead with performance are supervision, support, risk, made decisions, rewards, workmates relationships and structure.

1.2 Performance

In spite of the widespread relevance of individual performance and it use on the research, the effort on the clarification of the performance concept has been not enough (Campbell, 1990).
Trying to understand what about performance is, some definitions will be shown. To start, Kane said, “performance is something that the person leaves behind and that exists apart from the person”. (Bernardin, Kane, Ross, Spina, & Jhonson, 1995, pág. 43) they advocated with the idea of that performance should be defined as the results of work (dependent variable) since “they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contributions”. And finally, one author mixed behaviors and results, making a complex concept, was (Brumback G., 1988, p. 387) who pointed, “Performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors and also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results”.

Is common to do a research and to find not just the concept of performance if not “performance management”, or well “performance measurement”. For example, (Armstrong, 2006) defines performance management as “a systematic process for improving organizational performance by developing the performance of individuals and teams”.

In another wise, performance measurement is about “the process of quantifying the efficiency and effectiveness of past actions through acquisition, collation, sorting, analysis, interpretation and dissemination of appropriate data” (Neely, Richards, Mills, Platts, & Bourne, 1997, pág. 7).

To talk about performance is necessary to think also in how to do it, how to measure it, how to develop it and in the same way how managers can influence to their personal to achieve a high performance. As Armstrong said, “high performance results from appropriate behavior, especially discretionary behavior, and the effective use of the required knowledge, skills and competencies.” (Armstrong, 2006, pp. 7).
1.2.1 Factors that influence in the work performance

To offer a good service all the companies should consider those factors that are directly related with the members’ performance as: job satisfaction, team work, training, motivation.

1.2.1.1 Job satisfaction

In accordance with (Rao, 2000) the job satisfaction is about a people’s feelings of satisfaction on the job, and these feelings acts as motivation to work and is not about self-satisfaction or happiness if not, satisfaction on the job. The concept relates to the relationship between an employee and the boss for which he is paid. Satisfaction means the feeling state accompanying the achievement of a goal, the end state is feeling accompanying the achievement by an impulse of its objective (Saiyadain, 1996).

Michael Hyatt considers that the job satisfaction has three components:

1. **Passion.** This is where it begins. What do you care about? What moves you? What problems do you want to solve? If your heart is not in your work, you have a job but not a vocation.

2. **Proficiency.** Just passion is not enough. You have to be good at what you do. Being good enough will not give you the satisfaction you desire. You have to shine at your profession and be awesome.

3. **Profitability.** To enjoy a successful career, people must be willing to pay you for what you do. Your work should be sustainable.

He says that is necessary to have all these components to get satisfaction and a genuine career (Hyatt, 2016).
1.2.1.2 Teamwork

Teamwork is a term made up by sub concepts. These include concepts such as communication, coordination, and shared decision-making. Besides, teamwork and collaboration are similar concepts.

Teamwork is defined by (Scarnati, 2001) “as a cooperative process that allows ordinary people to achieve extraordinary results”.(Harris & Harris, 1996) explain that a team has a common objective where team members can develop good, effective and mutual relationships to reach the goals.

1.2.1.3 Training

Training is the process of improving and polishing the required abilities by a member of the organization in order to make him expert and perfectionist in the activities he performs. Training is exclusively job focused but development is psychology and soft skills oriented (whatishumanresource, 2014).

1.2.1.4 Motivation

Motivation involves a group of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors, non-cognitive aspects or both. For instance, (Gottfried, 1990) defines motivation as enjoyment of learning characterized by a mastery orientation; curiosity; persistence; task-endogeny; and the learning of challenging, difficult, and tasks.

1.2.2 Performance management model

As in the concept in the models there are a variety of opinions. (Mabey, Salaman, & Storey, 1998) proposed a system in the form of “performance
management cycle”. This cycle is composed by 5 elements which suggest how performance management system should be implemented in a company. The elements of performance management system cycle are:

1. Setting of objectives.
3. Feedback of performance results.
4. Reward system based on performance results

And improvements to objectives and activities

Figure 4. Performance Management Model. Source: Adapted from Mabey et al, 1998

1.2.3 Individual Work Performance

Some researches as (Koopmans et al, 2013), have advocated that employee performance is a key mechanism in achieving organizational effectiveness.

The high relevance of individual performance is also reflected in work and organizational psychological research. In studies of organizations, performance sometimes appears as an independent variable, but it is more likely to appear on the left side of the equation as a dependent variable (March and Sutton, 1997). This emphasis is most explicit in the field of organizational strategy, which is often
defined as having organizational performance as its primary focus, but the idea that performance is to be predicted, understood and shaped is commonplace throughout the field.

Individual work performance (IWP) is a subject that not only has attention in the companies all over the world if not also has boosted a great deal of research in disciplines, such as occupational, health, work and organizational psychology, and management and economic. In spite of the importance and popularity of IWP, there was a little accord on how to define and conceptualize IWP. Although, there were a big number of instruments to measure IWP, no one of them seemed to measure all the relevant aspects of IWP, and those instruments appeared not to be generically applicable (Koopmans, Bernaards, & Hildebrandt, Development of an individual work performance questionnaire., 2013)

The lack of consensus on how to define, conceptualize, and measure IWP is undesirable because the right measurement is a prerequisite for accurately establishing predictors and effects of IWP, and the effectiveness of interventions, procedures, and strategies to maintain, improve or optimize IWP (Koopmans, 2014)

The model proposed by Koopmans et al, is based on a conceptual framework conformed by three dimensions as the main subject it can be observed the Individual Work Performance and in the second level are task performance, contextual performance and counterproductive work behavior. (Fig 5)
1.2.4 Nature of Individual Work Performance

After clarify the IWP concept, is necessary to board a little about it nature, it means about characteristics. In accordance with (Borman & Motowidlo, Task performance and contextual performance: The meaning for personnel selection, , 1997), the individual performance could be defined on base of four characteristics.

1. Its behavioral character
2. Its episodic character
3. Its evaluative character
4. And its multidimensional character

The first one is about a conduct that can be evaluated in a positive or negative way to the organizational or individual effectiveness.

The outputs are the conditions or status that have been changed by the performance and consequently contribute or impact on the organizational goals achievement.
The second one is about the work performance behavior which is a behavioral tendency that flows without problems since people spend a lot of time in their workplace. Is on this time that people do activities that can help or not to the goals achievement. Those conducts cannot affect their performance but do a difference. That is why those episodes help to the performance.

The evaluative character. Is supposed that behavioral episodes that constitute the performance change in accordance with the contribution to the main goal achievement. That is why the performance is a construct that can be evaluated since is constitute by behaviors that are over aims achievement in the organization.

Also, includes behaviors that have as positive as negative effects on the goal reach.

Finally, the multidimensional character. there are a lot of kind of conducts that can make easy or difficult the organizational aims achievement. But to put all together just would complicate the understanding.

The solution is to recognize the multidimensional performance nature, it means that this concept is organized by behavioral categories that help to reach the organizational goals. (Borman & Motowidlo, Task performance and contextual performance: The meaning for personnel selection. , 1997).

The next chapter will present the context in which this research took place as well as the description of the company, the instruments used and also the results.


2.1 Company background
2.1.1 History

Ltd. "Energostal" - dynamically developing company in 2010 in the metal market, metal and engineering. Initially the company specialized in the sales of ferrous and stainless metal, and also provides services of cutting and delivery.

By the beginning of 2014 the company staff has doubled, speed increased to 200 million rubles a year. Expanded range of metal supplied: besides the black and stainless steel, the company began supplying non-ferrous metal, special steels and alloys, Swedish steel Hardoks and began to provide a wide range of metal cutting, welding, bending, heat treatment, etc.

Legal name of a company Group of Companies has been changed from January 2015 "Energostal" On the Company" Energostal ", in which the company operates in real time.

In 2016 the company acquired its own office space area of 207 square meters. at first. Transient, 9, transportation vehicles (6-meter Gazelle) and metalworking machine park., And leased storage room with a total area of 400 square meters at Yekaterinburg.

Since 2017 the company launched a new line: engineering. The staff of the company was a group of world-class experts in the field of energy. And also, has CPO tolerances in design, installation and commissioning of electrical equipment, as well as uses in the work of the quality management system ISO 9001: 2015.

2.1.2 Characteristics of company

"Energostal" LLC specializes in two main directions:

- Main activity: Shipping black, stainless steel and non-ferrous metal, a variety of special steels and alloys of presence from a warehouse in Yekaterinburg, as well as to order from manufacturers.
- In stock has always supported a wide range of metal products: Metals and metal (armature, circle, square, angles, channels, beams, hexagon, wire rod, wire,
strip, channel bent), plates (hot rolled, cold rolled, low-alloyed, expanded metal, corrugated, steel sheet, galvanized, stainless steel), pipe (profile, electric welding, hot-rolled, cold-rolled) and other types of steel.

In Energostal you can also buy a wide range of steel grades and sizes:

- Common quality carbon;
- Carbon structural quality;
- Alloyed construction;
- Bearing;
- Spring;
- Alloyed tool;
- Heat-resistant;
- Increased strength;
- High-alloy steels, and others.

Another area of activity is: metal fabrication, design, and manufacture of parts of any complexity in accordance with customer desires. For instance, reinforcement cages, bent elements, gears, molds, dies, body parts, parts for imported machinery, and more.

The company has confirmed the reputation of a reliable supplier of rolled metal products, offering a wide and popular range of metal products. They always keep to the established delivery times, as well as offer favorable rating terms to regular customers. In 2015 they were trusted by more than ten thousand clients throughout Russia.

High quality service, reliability, efficiency and individual approach are the main principles of our company, and the main task - the maximum satisfaction of our customers.

Competitive advantages of the company "Energostal":

- Successful cooperation with major Russian metallurgical plants;
A wide range of products;
Any shipment volume (from kilograms up to the car of the stock and on order);
Complex delivery (retrofitted products missing in our warehouse);
Pre-assembly orders in warehouses;
Modern warehouses with rail access roads;
Delivery of auto and rail transport (formation of teams of wagons);
A wide range of services (cutting to size at the modern high-tech equipment, manufacture of metal structures of different complexity and purpose);
Compliance with the quality of rolled metal guests;
High-speed service at all stages of the order;
Highly qualified staff;
Individual approach to each client;
Have a system of discounts (depending on volume) and implementation of commercial lending (regular customers).

The mission of Energostal is to provide enterprises with high-quality rolled metal products and a high level of services. The company is focused on building long-term and mutually beneficial relations with customers.

The goal of Energostal, as of any other commercial enterprise, is the extraction of profits, as well as the expansion of the product matrix and the services provided. To achieve this goal, Energostal constantly increases the professional level of its employees, improves the quality of customer service and studies customer demand in order to meet the needs of our customers.

The activity of this organization it is the category of products, services and branch; they sell the following materials:

History and highlights of the organization:

- Date of establishment: November 9, 2010 with 3 employees.
- Company of the year.
- 2011: 5 employees.
• 2012: 8 staff members. Crisis. The withdrawal of one of the partners of the company (the founder).
• 2013: 11 employees and restoration of the organization.
• 2014: 20 staff members.
• 2015: 21 the Development. The appearance of the metal shop.
• 2016: 19 people.
• 2018: 24 members.

This year meant the development and growth of the company. Moving to their own facilities. During this year they plan to increase the number of employees up to 30 people.

According to the value and the role of the International division of labor they are categorize as a "Small business".

The organization it is located in Yekaterinburg, Russia. One Office and a small metalworking shop in Yekaterinburg, in the territory of the TPP, Western industrial zone.
ent (department in which the research is based on).

Source: Adapted by the author from company data.

As is shown in the organigram the department of sales is integrated by 3 areas and each one has their own employees, the communication is on ascendant way. So, the employees report to their managers and the managers’ report to the company director.

This area is considered the most important to the company, because is which do the sales activity and get the money which provide the profits to the company and in this way, they can improve as company.

2.1.3 Energostal SWOT

Strengths

- High level of professionalism of sales managers
- Efficiency
- Product knowledge
- Wide range of products and services
- Long-term experience in the market (more than 7 years)
- There are resources for checking the counterparty for "decent" through the security service, which makes it possible to exclude cooperation with dishonest suppliers, which means that the client can trust on us
- Successful cooperation over many years with the largest suppliers of metal products, and due to this, low prices for us
- Availability of ISO licenses, SRO tolerances
- Presence in staff of the company of the staff highly skilled personnel: engineers, chief specialists (engineering direction)
- The availability of information on winning tenders in the direction of engineering.
• Availability of official feedback on the high quality of the work performed from the leading TPP, GRES Russia.
• The possibility of granting a deferred payment for regular customers
• Availability of shop and own production with the possibility of providing metalworking services
• The rapid introduction of the “Bitrix system”, which allows to optimize the work of employees, to strengthen control over employees' work, to reduce the time for reporting on the performance of employees
• There is an opportunity to offer a bank guarantee
• Multi-sided motivation system, effective for most employees
• Presence of a staff of a technical specialist in metalworking
• The presence on the balance sheet of the company of assets (property, equipment, premises, etc.)
• Availability of service: feedback for customers, questionnaires for customers, electronic service at every stage of the transaction.
• The presence of regular partners, which provide sufficient profit even in a difficult economic situation

Weaknesses

• Lack of a unified supplier base hence the long search for the purchase of rare items
• Punishments from discipline, punctuality of staff

Opportunities

• They are not limited to having their own warehouse, the possibility of cooperation with all suppliers
• Lack of a reliable metalworking contractor in the Yekaterinburg market with a wide range of services, the niche is not occupied
• The absence on the market of large suppliers with a very wide range of metal products and a wide range of services

**Threats**

• High competition in the market of rolled metal: price, range, service.
• The lack of its wide range of metal products in the warehouse puts us in direct dependence on the major supplier of rolled metal products with its own warehouse.
• The policy of "fighting traders" in some suppliers, which is expressed in high prices for metal products for us.
• No competitiveness with suppliers for certain items (in price) and, if possible, deferred payment
• Small presence in other regions (advertising, promotion) - in the process of development
• Inadequate working capital
• Feedback from customers - long we carry the metal
• A non-modern site, the lack of a mobile version of the site - in development

**2.2 Characteristic of staff**

The organigram (figure 7) of the company is structured by:

• A director
• Sales department
• Engineering department
• Financial department
• Metal rolling
• Metal Working
• Logistic

They are in total 24 employees.

Figure 7. Company Organigram. Source: Own research, May 2018.

2.3 Research Context

This research has as objective do a diagnostic about organizational climate and individual performance in the Energostal company, specially sales department members, hence, they are the key staff from whom company’s profit depend on. To this research were used the psychological and the sociological scientific methods and an interactive method. The methodology used is mix, because has a quantitative part and a qualitative part. The survey of Organizational Climate has a part quantitative and another one that is qualitative, the survey of Individual Work Performance is just quantitative, there were used also sociological surveys in two variants one for managers and another one for employees, which are qualitative and finally the Metaphoric Business Game which is qualitative too. Those surveys were applied in May 2018, sending by e-mail to the sales staff of Energostal company, located in Yekaterinburg, Russian Federation.

Quantitative methods require the use of standardized measures and the analysis of data in statistical form, the obtained data allow generalizing the findings to a population, which in this case is that of the energostal company and they pay special attention to the measurement of variables, as those that were
measured in this research: Organizational Climate and Performance. The statistical package SPSS and excel was used to manage the data.

This research determines the relation between climate and performance and to know which the level of the company on those constructs is.

The activities to this research were:

1. Investigation design
   1.1 Problem statement
   1.2 Methodologic model statement
   1.3 Sample statement
2. Data collection
   2.1 Instruments preparing
   2.2 Survey application
   2.3 Data base creation
3. Data analysis
   3.1 Quantitative analysis
   3.2 Qualitative analysis
4. Results interpretation and conclusions

2.3.1 Sample

To this research was considered just one part of the company that was “Sales” where the 3 managers and the 11 employees answered the survey and took part in the Metaphoric business game.
2.3.2 Research limitations

The instruments were applied to people from sales department in Energostal company. The polls were sent by e-mail giving to them a deadline to answer it and send back. Some of the members were some days in holydays hence, they send later the answers, some other members just did not have enough time to answer.

The company just ask for do the research in the sales department and not in whole company, so, the results will not be about all the company and the picture could be not so clear to the director.

2.4 Instruments

For the research we choose some important methods which can help to analyze and characterize situation in the company according the topic. Among them:

- Quantitative method: Organizational Environment Survey and Individual Work Performance (IWP)
- Qualitative method: Sociological questionnaire
- Method of Interactive Gamification: Metaphoric Business Game

2.4.1 Quantitative Method: Organizational Environment Survey

The Labor Climate Survey instrument (Appendix 1), designed by Dr. Jaime Ricardo Valenzuela (2005), has the purpose of provide information about the labor climate that prevails in an organization, highlighting strengths and weaknesses that can affect the productivity of the human factor and the effectiveness and efficiency of the organization, this poll consist of two parts : the first raises three open
questions and the second includes a questionnaire of 80 close questions on a five-point Likert scale, about the work climate, grouped into 10 scales or categories: personal work, supervision, work in team and relations with colleagues, administration, communication, physical and cultural environment, training and development, promotion and career, salaries and benefits and pride of belonging. It should be noted that for this research only 5 of the 10 dimensions proposed in this evaluation instrument were taken.

Each of them is explained below:

**Personal work**

This dimension describes what is related to the functions and responsibilities faced by the employees and the external factors that influence their performance. This scale allows an approximation to essentially individual characteristics, where the people reflect and analyze about their performance and attitude towards what they do and the efficiency and productivity that they show. (Valenzuela, 2005)

**Supervision**

This feature differentiates some elements and is directly related to the supervision that the boss has with the employee, among them are: trust, guidance, ability, the value of work and respect. But if in the personal work dimension what matter is the performance, in the supervision they begin to unite relations of the superior with the worker and to evaluate it, conditioned also to the performance of the worker. (Valenzuela, 2005)

**Teamwork and Relationships with Co-workers**

What characterized to this dimension are: communication among areas, objectives, community spirit, service culture, cordiality and friendship that are beyond the work relationships. Teamwork leads to learn in group. This with the finality of build knowledge collectively in search of improving as a team and area.
The skills that each worker demonstrates in what they do, request to share the same vision. (Valenzuela, 2005)

**Administration**

This category includes aspects of the administrative system in general like strategic plans, the functions of each position, the procedures, the norms, the evaluation of the personnel and the quality in the performance. (Valenzuela, 2005)

**Communication**

This characteristic, is known as a social phenomenon innate to the humans, which is present in all its manifestations, it is a vital piece in work. It is the action of communicate and it is understood as the action of transmit and get information. (CONCEPTODEFINICION.DE, 2014)

**Physical and Cultural Environment**

Trejo (2004), affirms that in the organization should be an environment that allows the construction of interpersonal relationships and communication where the respect is the mainstay in a relationship, boost the union, integration and teamwork and to hear the ideas of employees.

The physical and cultural environment includes factors that can help or affect the employee’s performance, among physical environment are: safety conditions, protections, and physical space. In the cultural environment are the behaviors that members present in the development of their activities and relationships with their co-workers, besides the values that the organization promotes.

**Training and Development**

Is considered as a subsystem of an organization and core function of HRM. It guarantees continuous skill development of workers whose are working in organization and familiarizes process of learning for develop knowledge to work.
Training and Development is the base for obtaining quality results from employees. (whatishumanresource, 2014)

**Promotion and Career**

Professional promotion is an opportunity to improve the labor and economic situation in any job. The development of professional skills and abilities carry better self-confidence, giving him/her a position of more responsibility with new challenges and expectations. The possibility of not be in the same position, doing the same functions, is a motivation for the employee. (Universia, 2009)

**Salary and Benefits**

For everyone person has a different meaning to the economic retribution, for some it is a powerful motivator who can buy status and security, for others it is a legitimate way to recognition. Some workers may relate their effort with the perception of salary. (Bloom, 2000)

**Pride of Belonging**

This dimension of analysis gathers elements of what is known as the organizational culture and institutional philosophy, where the mission, vision and the values of the organization are mixed and presented to the employees not only with the aim that they know it but that they manage to identify themselves and to involve themselves with that information (Shein, 2010).

2.4.2 Individual Work Performance Questionnaire

The Individual Work Performance Questionnaire (IWPQ) (Appendix 2), is an instrument designed by Dr. Linda Koopmans et al (2015), the main objective of this survey is to show the individual performance of employees because contributes to the goal achievement. The popularization of this subject may be related with the influence of the effectiveness and efficacy on the performance.
This survey consists of 18 items that are close questions, divided into 3 dimensions that are task performance, contextual performance, and counterproductive work behavior. The scale to evaluate this instrument is Likert five points. Is important highlight that the author of this instrument gives all the consent and information for the application and evaluation.

The dimensions before mentioned will be described.

**Task Performance**

This concept can be defined as the effectiveness with which holder do activities that help to the technical core of organization either directly by performing a part of its technological process, or indirectly by providing it with needed materials or services (Borman & Motowildo, 1993)

In another hand Campbell (1990), says that can be assumed as the proficiency with which people perform the central core task of their job.

**Contextual Performance**

The contextual performance can be defined as behaviors that support the organizational, psychological and social environment, for instance, showing effort, helping among co-workers and team performance and promoting the good communication (Borman & Motowildo, 1993; Campbell 1990).

**Counterproductive Work Behavior**

This construct can be defined as behaviors that can damage the wellbeing of the company, some characteristics of this concept can be the absenteeism, theft and substance abuse (Koopmans, 2014).

That is why just in this aspect is better to have a less performance level and is the most common.

**2.4.3 Qualitative method. Sociological Survey**
The research method used was qualitative. The tool was a semi-structured (Appendix 3) elaborate interview in the Russian language directed to the managers and employees of the organization. This interview was sent electronically via e-mail and after answer they sent back the questionnaires.

The objective pursued the semi-structured interview was to know how much the managers and employees know about performance, goals and ways to evaluate their performance. The instrument allowed to about their knowledge and suggestions to the organization.

2.4.1 Method of Interactive Gamification: Metaphoric Business Game (MBG)

Metaphoric business game is a method of training activation which is directed on changing of installations of participants and creation new approaches to effectiveness of professional activity. The tool organizes the game space so that professional experience of participants helping to solve the real problem situation.

This term was created by Russian business trainer Jeanna Zavyalova and has no analogs in the world science and practice.

The singularity of MBG

- The base of MBG is the metaphor
- The main tool: re-focusing from the barriers to opportunities
- Freedom: the absence of a ready recipe of an exit from a problem situation
- Special status of trainer: not teacher but organizer of group area
- The main result: an activation of creative possibilities of participants breaking of “mental anchors”
**Game Procedure**

1. Describe the problem (Information for the participants)
2. Explain the goals of the game
3. Give the instructions: stages, procedures and conditions of the game
4. Playing of game
5. Discuss the results

**Procedure**

1. Divide on 2 teams
2. 1st team is analog of Director or HR-manager
3. 2nd team is analog of personnel
4. Every team has own task to solve the problem situation

**Tasks for teams**

- Question for the first team:

  What should you do (or what can you do) in an organization to ensure that employees are constantly improving their productivity/performance for the development of the organization?

- Question for the second team:

  Under what conditions (what should be done in your organization) will you constantly improve the productivity/efficiency of your work for the development of the organization?

**Stage of discussions**

1. Both of teams take turns present the results in columns near each other
2. Results are compared each other
3. The matched options are deleted
4. Non-matched options are discussed between teams (negotiations)
5. All options should be discussed
6. Final agreements are presented on the desk

**Questions for discussion**

- What was the hardest in your negotiations?
- What did help you to find decision?
- How can improve the agreement between personnel and management?

2.5 Results

This part of the chapter will present the results of each instrument what was used on the research.

2.5.1 Demographic data

At first the demographic data are described. The instruments were applied to 14 people that are part of the whole sales department.

Of the 14 participants, 11 are women (79%) and 3 are men (21%), the average of age is 29 years the youngest member is 23 years old and the oldest member is 39 years old and of them 8 (57%) are married and 6 (43%) are single. The study grade of members is the next: 9 have university(64%), 4 have special education (29%) and 1 preparatory (8%).The average of antiquity in the company is 3.4 years. All those data are showed in the table 4.

<table>
<thead>
<tr>
<th>Age</th>
<th>Gender</th>
<th>Status</th>
<th>Study grade</th>
<th>Antiquity</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>FEMALE</td>
<td>SINGLE</td>
<td>PREPARATORY</td>
<td>2</td>
</tr>
<tr>
<td>-</td>
<td>FEMALE</td>
<td>MARRIED</td>
<td>UNIVERSITY</td>
<td>5</td>
</tr>
<tr>
<td>-</td>
<td>FEMALE</td>
<td>SINGLE</td>
<td>UNIVERSITY</td>
<td>7.5</td>
</tr>
</tbody>
</table>
2.5.2 Qualitative results of Organizational Climate Survey

Now will be showed the frequent answers collected in the first part of the survey of Organizational Climate, that were: 1. Which are the three things that more you like of the work climate that is in the organization? 2. Which are the three things that more you dislike of the work climate that is in the organization? and 3. Provide three suggestions that would allow to improve the work climate of the organization.

When the analysis was made the data were grouped on 3 different categories showed on the table 5.

### Table 5. Qualitative Results of Organizational Climate Survey

<table>
<thead>
<tr>
<th>Questions</th>
<th>Answers</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Like</strong></td>
<td>Fellowship</td>
<td>5</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Director’s attitude solving problems</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Motivation</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>-----------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Support</td>
<td>5</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Creative environment</td>
<td>4</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td>2</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Healthy competition</td>
<td>3</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Integrity</td>
<td>2</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Attention</td>
<td>3</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Others with just one frequency</td>
<td>7</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Dislike**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not recognize employees effort</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>They don not keep promotion promises</td>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>Constant changes</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Gossips</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>There is not work spirit</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>There is not team spirit</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Lack of program for generate automatic reports</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Constant supervision</td>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>Dirty people</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Do not have full time lawyer</td>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>Division within department</td>
<td>2</td>
<td>11%</td>
</tr>
<tr>
<td>The late payment of incentives</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Training about the same topic</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>Lack of clear and concise information</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Suggest**

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To boost employees to develop a career within the company</td>
<td>2</td>
<td>20%</td>
</tr>
<tr>
<td>To help to the develop of employees</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>To boost spirit work</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>Introduction of a program to generate</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>reports</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---</td>
<td>-----</td>
</tr>
<tr>
<td>Contract a lawyer to solve legal affairs</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>Pay attention to the employee’s performance</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>To consider employees opinion and ideas</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>Organize informal meetings to foster the relationships among employees</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>Investigate behavior’s people before being hire</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Own research, May 2018

As the table shows, the largest number of answers are in the category of what you like most in the company with 42 answers and the more popular were fellowship, support, director's attitude, training and the creative environment, other mentions with less consensus were empathy, integrity, healthy competition, motivation, etc. And those that were mentioned just once and have a representative number are, for instance, strategy, culture, structure among others. This means that people really enjoy to be part of the company.

In the category of what you dislike were just 18 answers and the more popular with just two mentions are: the constant supervision, the lack of a full-time lawyer, the apathetic people and when the boss do not keep the promotion promises. Other answers just with one mention are: gossips, constant changes, no team spirit, late payment of incentives, the lack of a program to generate reports among others. So, the workers are speaking about some weaknesses and opportunity areas to the manager to have a motivated team.

The last questions had just 10 answers, showing that people knows what they like and dislike but not what they can do for getting a better situation. Some of the answers are boost to the employees to develop a career into the company,
pay attention to the employee’s performance, consider ideas and opinion of employees and some other.

In conclusion the results show that the environment is good because there are more things that people like than those that they dislike or suggest.

2.5.3 Quantitative results of Organizational Climate Survey

This section will show the statistics of the result gotten by the 40 reactive and 5 dimensions of the survey. It will consist on organize, summarize and value the collected data.

To organize and summarize the data, the measures of central tendency were calculated like mean, medium, trend and standard deviation. Those measures were applied to all the dimensions and each one question.

2.5.3.1 Personal work

As the table 6 shows, the personal work dimension, the answers tend to be good, the number that was more used is 4. The average of the dimension is (3.99), being thus a result than inclines to the positive.

The question with better average (4.52) is referred to the clarity of objectives. It is assumed that the employees have clear what are the objectives that are pursued by the company.

Otherwise, the question with the lower average (3.37) is referred to the transcendence of the work. The employees consider that the job that they perform is not transcendental or at least not as they would like.
Table 6. Personal work dimension results

<table>
<thead>
<tr>
<th>Question</th>
<th>Mean</th>
<th>Medium</th>
<th>Trend</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear objectives</td>
<td>4.52</td>
<td>5</td>
<td>5</td>
<td>0.646</td>
</tr>
<tr>
<td>Interesting work</td>
<td>4.38</td>
<td>4.5</td>
<td>5</td>
<td>0.646</td>
</tr>
<tr>
<td>Stable work</td>
<td>3.86</td>
<td>4</td>
<td>4</td>
<td>0.730</td>
</tr>
<tr>
<td>Freedom at work</td>
<td>4.01</td>
<td>4</td>
<td>4</td>
<td>0.730</td>
</tr>
<tr>
<td>Transcendent work</td>
<td>3.37</td>
<td>3.5</td>
<td>4</td>
<td>0.646</td>
</tr>
<tr>
<td>Competent at work</td>
<td>4.19</td>
<td>4</td>
<td>4</td>
<td>0.825</td>
</tr>
<tr>
<td>Efficiency because of external factors</td>
<td>4.01</td>
<td>4</td>
<td>4</td>
<td>0.730</td>
</tr>
<tr>
<td>Feeling of productivity</td>
<td>3.60</td>
<td>4</td>
<td>4</td>
<td>0.914</td>
</tr>
<tr>
<td><strong>Whole dimension total</strong></td>
<td><strong>3.99</strong></td>
<td><strong>4</strong></td>
<td><strong>4</strong></td>
<td><strong>0.7335</strong></td>
</tr>
</tbody>
</table>

Note: Five points scale.
Source: Own research, May 2018

The next graphics show the results of every question

Figure 8. Clear objectives graphic. Source: Own research, May 2018

As is exposed in the previous graphic, most of the employees have clear what are the objectives that they are looking for achieve, with a considerable number of answers on five and some others four.
This graphic shows the results of interesting work most of the employees think that their work is interesting. They do not find time to be boring in their labor hours.

The graphic correspondent to the stable work question that is referred to the calm and comfortability that employees feel at their work has an average result. It suggests that they sometimes are under stress and anxiety.
The graphic in the figure 11 manifest that the workers of the company feel freedom to perform their work as they prefer or as they consider will have better results.

Figure 12. Transcendent work graphic. Source: Own research, May 2018

The question with less acceptance was this about transcendence of the work. The employees are not convinced of the fact that their job is transcendent.

Figure 13. Competent at work graphic. Source: Own research, May 2018

The previous graphic, shows that almost all the employees feel themselves enough capable to perform the functions that are in their charge. So, they have self-confidence when they are working.
In general employees think that the external factors do not affect their performance and even could help them to have a better performance.

In accordance with the results of this graphic the members of the sales department do not have the whole knowledge about the productivity, or they do not have conscience about how important is the results that they help to the company to reach.

2.5.3.2 Supervision

The table 7 shows that the general average is 4.36 which present a positive tendency in this factor.
The questions with better average are capacity and will (4.67), collaborators guidance (4.67) and appreciation of people work (4.60). Where they allow to see that they trust on the capability of their manager, the way of guidance and how they value their job.

In another hand the questions with less points are positive critic (3.80) and delegation (3.91), which are about the confidence from the boss to delegate activities and the way of critic to the employees. They though are not always in a positive way.

Table. 7. Supervision dimension results

<table>
<thead>
<tr>
<th>Question</th>
<th>Mean</th>
<th>Medium</th>
<th>Trend</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegation</td>
<td>3.91</td>
<td>4</td>
<td>4</td>
<td>1.099</td>
</tr>
<tr>
<td>Collaborators guidance</td>
<td>4.67</td>
<td>5</td>
<td>5</td>
<td>0.611</td>
</tr>
<tr>
<td>Appreciation of people work</td>
<td>4.60</td>
<td>5</td>
<td>5</td>
<td>0.633</td>
</tr>
<tr>
<td>Positive critic</td>
<td>3.80</td>
<td>4</td>
<td>5</td>
<td>0.997</td>
</tr>
<tr>
<td>Congratulation to the well-done job</td>
<td>4.26</td>
<td>4.5</td>
<td>5</td>
<td>0.842</td>
</tr>
<tr>
<td>Respectful relationships</td>
<td>4.43</td>
<td>5</td>
<td>5</td>
<td>0.760</td>
</tr>
<tr>
<td>Assigning appropriate activities</td>
<td>4.54</td>
<td>5</td>
<td>5</td>
<td>0.514</td>
</tr>
<tr>
<td>Capacity and will</td>
<td>4.67</td>
<td>5</td>
<td>5</td>
<td>0.611</td>
</tr>
<tr>
<td>Whole dimension total</td>
<td>4.36</td>
<td>5</td>
<td>5</td>
<td>0.758</td>
</tr>
</tbody>
</table>

Note: Five points scale.
Source: Own research, May 2018

The next graphics show the results of every question.
The results of this question show that the managers do not trust in all the employees when they have to delegate activities. At least one of the members is who feel more this mistrust.

Figure 17. Collaborators guidance graphic.  Source: Own research, May 2018

This graphic about the guidance to the collaborators has a positive tendency due to almost all the respondents give 5 points to the manager. Fact that allow to infer that the manager has a good influence on their workers and is a good coach.

Figure 18. Appreciation of people work graphic.  Source: Own research, May 2018

In the question about the appreciation of work of the employees, the majority of employees consider that their boss value their job and let them know in one or another way.
The graphic in the figure 19 about positive critic has a low tendency, which indicates that employees perceive that the critics that they receive from their manager are not positive.

The previous graphic about congratulation to the well-done job has an average acceptable with which it can be inferred that most of time when people do a good job the manager recognize it.
The respectful relationships graphic shows a good average with almost all the answers with 5 points what indicates that usually the boss is respectful with his/her subordinates when they ask for something.

Figure 22. Assigning appropriate activities graphic. Source: Own research, May 2018

In the previous graphic the results have a positive tendency with answers on 4 and 5 points. These results indicate that the job description of the positions is according with the activities that they perform day by day.

Figure 23. Capacity and will graphic. Source: Own research, May 2018.

This question about the capacity and will of the manager is one of the best ranked with almost all the answers with 5 points. This fact allows deducing that all the employees agree and consider that the manager has the capacity and will to perform the activities and functions that correspond to him.
2.5.3.3 Teamwork and relationships with co-workers

In the table 8 about teamwork and relationships the results are showed, this dimension is the one with the lowest results, showing that the relationships among employees is not cordial.

The question with the best average is the mutual help and service (3.86), and the lowest average is in the question about work team without rivalry (2.77). These results suggest that the teamwork tends to have problems among the members of the team.

Table 8. Teamwork and relationships with co-worker’s results

<table>
<thead>
<tr>
<th>Question</th>
<th>Mean</th>
<th>Medium</th>
<th>Trend</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication among areas</td>
<td>3.15</td>
<td>3</td>
<td>3</td>
<td>1.082</td>
</tr>
<tr>
<td>Mutual help and service</td>
<td>3.86</td>
<td>4</td>
<td>4</td>
<td>0.730</td>
</tr>
<tr>
<td>Common goals</td>
<td>3.34</td>
<td>4</td>
<td>5</td>
<td>1.336</td>
</tr>
<tr>
<td>To know work in team</td>
<td>2.87</td>
<td>3</td>
<td>3</td>
<td>1.369</td>
</tr>
<tr>
<td>Work team without rivalry</td>
<td>2.77</td>
<td>4</td>
<td>4</td>
<td>1.528</td>
</tr>
<tr>
<td>Cordiality and respect</td>
<td>3.17</td>
<td>3.5</td>
<td>4</td>
<td>1.222</td>
</tr>
<tr>
<td>Friendship</td>
<td>3.18</td>
<td>4</td>
<td>5</td>
<td>1.453</td>
</tr>
<tr>
<td>Positive relationships</td>
<td>3.64</td>
<td>4</td>
<td>5</td>
<td>1.269</td>
</tr>
<tr>
<td>Whole dimension total</td>
<td>3.25</td>
<td>4</td>
<td>4</td>
<td>1.2486</td>
</tr>
</tbody>
</table>

Note: Five points scale.
Source: Own research, May 2018
The item about the communication among areas shows a negative tendency with answers just on 3 points of the scale of 5 points, the majority of the employees consider that the communication among areas is deficient.

The graphic showed in the figure 25 about mutual help and service is the one with best tendency in this dimension, which indicates that the employees try to help each other and give a good service related with their activities.

In the question about the common goals more than the half of the sample think that they as a teamwork do not have common goals in which they work in coordinate way to achieve it.
The previous graphic showed in figure 27 about to know work in the team has a low tendency evidencing that the workers prefer to work individually before work in a team to reach goals together.

The graphic showed previously about of work team without rivalry is the one that has the lowest average with a negative tendency. Demonstrating that there are conflicts in the area among the employees.
The question about the cordiality and respect has an average result, which indicates that although there is rivalry and conflicts among employees as is showed in the question of work team without rivalry there are cordiality and respect among the members.

![Friendship]

Figure 30. Friendship graphic.  
Source: Own research, May 2018

The item about the friendship has in the majority a good tendency, more than the 50% of the sample think the friendship with their colleges transcend the scope of work.

![Positive relationships]

Figure 31. Positive relationships graphic.  
Source: Own research, May 2018

In the item of positive relationships most of the employees consider that the relationships are positives in the company and can work together to reach the company goals.
2.5.3.4 Communication

The dimension of communication has positive results which are exhibit on the table 9. The whole dimension mean is 4.12. The best question average is the promotion to say ideas (4.67) and the lower average is in the question discretion and respect (2.57). Demonstrating that the managers help to their subordinates to express their ideas but in contrast they consider that the communication conduces to gossips in the company.

Table 9. communication results

<table>
<thead>
<tr>
<th>Question</th>
<th>Mean</th>
<th>Medium</th>
<th>Trend</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication in your area</td>
<td>4.52</td>
<td>5</td>
<td>5</td>
<td>0.646</td>
</tr>
<tr>
<td>Communication manager-employee</td>
<td>4.41</td>
<td>5</td>
<td>5</td>
<td>0.855</td>
</tr>
<tr>
<td>Opportune information</td>
<td>4.20</td>
<td>4.5</td>
<td>5</td>
<td>0.825</td>
</tr>
<tr>
<td>Quantity and quality of information</td>
<td>4.60</td>
<td>5</td>
<td>5</td>
<td>0.633</td>
</tr>
<tr>
<td>Congruent orders and information</td>
<td>3.88</td>
<td>4</td>
<td>4</td>
<td>0.961</td>
</tr>
<tr>
<td>Promotion to say ideas</td>
<td>4.67</td>
<td>5</td>
<td>5</td>
<td>0.611</td>
</tr>
<tr>
<td>Discretion and respect</td>
<td>2.57</td>
<td>3</td>
<td>5</td>
<td>1.639</td>
</tr>
<tr>
<td>Efficient communication</td>
<td>4.14</td>
<td>4</td>
<td>5</td>
<td>0.802</td>
</tr>
<tr>
<td>Whole dimension total</td>
<td><strong>4.12</strong></td>
<td><strong>4.75</strong></td>
<td><strong>5</strong></td>
<td><strong>0.872</strong></td>
</tr>
</tbody>
</table>

Note: Five points scale. Source: Own research, May 2018

Figure 32. Communication in your area graphic. Source: Own research, May 2018.
As the graphic shows the communication has a good tendency, the majority of the workers think that the communication that is daily used is clear and concise.

![Communication manager-employee graphic](image1)

**Figure 33.** Communication manager-employee graphic. Source: Own research, May 2018.

This question looks for confirm the existence of communication and the result was positive. Most of the employees think that the information from their manager is clear and concise.

![Opportune information graphic](image2)

**Figure 34.** Opportune information graphic. Source: Own research, May 2018

The figure 34 shows the graphic about the opportune information where the employees express that the information that they request comes to them opportunely.
The item about quantity and quality shown in the figure 35, exhibit that often the information is appropriate in quantity, and quality to satisfy the need of information of workers.

In the graphic of congruent orders and information the opinions are divided some of the members of the organization think that the orders and information which are provided by the manager is congruent and another part of members are not so sure to understand clearly the information and orders.
The figure 37 shows the results of the question about the promotion to the employees to say the ideas. And fortunately, is the question with highest average in this dimension which indicate that the employees feel freedom to express their ideas thanks to the help of director and/or manager.

The previous graphic shows the results of the question about discretion and respect, being the lowest ranked with answers of just 1 point indicating that the informal communication boosts the gossips in the company, what means that just a few members know keep discretion and respect with personal information.
In accordance with the results of the graphic of efficient communication most of the results are positives demonstrating that generally the communication in the organization is efficient, helping to create a good environment and increasing the productivity.

2.5.3.5 Physic and cultural environment

The table 10 shows the results of the physic and cultural environment dimension being the dimension with the best average, its mean is 4.65, and its standard deviation is also the lowest, just 0.397.

The dimensions with the highest average are clean areas, means and absence of sexual harassment all of them with a mean of 5.00, and the lower is the non-discriminatory behavior (4.02). Which indicates that in general the environment lived in the company is good.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mean</th>
<th>Medium</th>
<th>Trend</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean areas</td>
<td>5.00</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Means (equipment, teaching material)</td>
<td>5.00</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Security conditions</td>
<td>4.92</td>
<td>5</td>
<td>5</td>
<td>0.267</td>
</tr>
<tr>
<td>---------------------</td>
<td>------</td>
<td>----</td>
<td>----</td>
<td>-------</td>
</tr>
<tr>
<td>Protections for safe work</td>
<td>4.29</td>
<td>4.5</td>
<td>5</td>
<td>0.745</td>
</tr>
<tr>
<td>Non-discriminatory behavior</td>
<td>4.02</td>
<td>4</td>
<td>5</td>
<td>0.949</td>
</tr>
<tr>
<td>Directors do not abuse power</td>
<td>4.29</td>
<td>4.5</td>
<td>5</td>
<td>0.745</td>
</tr>
<tr>
<td>Absence of sexual harassment</td>
<td>5.00</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Physical environment and values</td>
<td>4.69</td>
<td>5</td>
<td>5</td>
<td>0.469</td>
</tr>
<tr>
<td>Whole dimension total</td>
<td><strong>4.65</strong></td>
<td>5</td>
<td>5</td>
<td><strong>0.397</strong></td>
</tr>
</tbody>
</table>

Note: Five points scale.
Source: Own research, May 2018

The results obtained from the question clean areas indicates with a 100% of unanimity on 5 points that the areas of the company are clean.

![Clean areas graphic](source)

Table 41. Means (equipment, teaching, material) graphic. Source: Own research, May 2018
The figure 41 which shows the results of means (equipment, teaching, material) has a positive result. The employees are 100% agree in the fact that they have enough means to perform their job and those are in good conditions.

![Security conditions](image)

Figure 42. Security conditions graphic. Source: Own research, May 2018

The previous graphic shows that the 93% of employees are agree with the fact that they have security conditions in the company against earthquake, fire and other incidents.

![Protections for safe work](image)

Figure 43. Protections for safe work graphic. Source: Own research, May 2018

In the figure 43 are shown the result for the question about protections for safe work in which the results although there are positives not all the employees consider their work 100% safe.
In accordance with the results showed in the figure 44, which are the one that have the lowest average in the dimension, the company has a little tendency to have discriminatory behavior towards people.

The graphic on the figure 45, shows a positive tendency with just two answers on 3 points. Demonstrating that the employees do not complain about of abuse of power by the manager or director.
The question about sexual harassment was one of the better situated with a 100% of agreement of the employees where they exposed that they never have been felt a sexual harassment by their manager or director.

The results on the graphic on the figure 47, shows a positive tendency what means that the members of the organization consider that the physical environment and the cultural values that predominate in the company create a good organizational climate.
2.5.3.6 Summary of dimensions by average “Organizational Climate”

As can be observed on the figure 48, in general the dimensions have a good average which indicate that the organizational climate that is lived in the company is good, the only one dimension in which the company should work to boost it is in the teamwork and relationships among the co-workers, taking care the dimension of physic and cultural environment, which is the one that has the higher average and should be being the same to promote in the employees the taste by their workplace.

2.5.4 Individual work Performance Questionnaire (IWPQ) results.

In this section will be shown the results of the IWP survey. These results were obtained as in the recommendation to evaluate the instrument of the author in her manual (Koopmans, Individual Work Performance Questionnaire., 2016, pág. 14).
2.5.4.1 Task Performance

The graphic in the figure 49 represents the results obtained in the dimension of task performance. Whereas can be observed the average ranges among 3 and 4.5. Which indicates that usually the workers are able to plan their work and finished on time. They often keep in mind the objectives that they need to reach setting for that priorities that allow them to manage their time well and perform their job efficiently.

2.5.4.2 Contextual Performance
The results of the contextual performance are presented on the figure 50. Where there are different opinions showed by a lower average than in the previous dimension. The range is medium because is between 2 and 4. Those results demonstrate that employees are not enough motivated to do more tasks than they already have in their job descriptions. They do not take challenges or extra responsibilities and create solutions to their problems. Nevertheless, they are interested on the direction of the company and they try to have up to date their knowledge and skills to perform in better way their activities.

2.5.4.3 Counterproductive Work Behavior

Table 51. Counterproductive work behavior graphic. Source: Own research, May 2018.
The dimension of counterproductive work behavior in the graphic shows a low result. Which is a good new because it means that employees often do not complain about work, company and collages. And they are focus on the good aspects of organization and avoid the conflicts.

2.5.4.4 Individual Work Performance result of each member

Figure 52. Individual Work Performance graphic. Source: Own research, May 2018

In the last graphic is shown the Individual Work Performance result. Where can be observed that generally the IWP of the workers is good and above the average. With results of almost 11 that is the highest qualification and the lower with 5.5 which is in the middle and can be boosted.

In short, as can be noticed in the previous graphics of each dimension, people from the company are able to plan their tasks and do it on time, plan each activity to do it in efficient way. Nevertheless, they are not enough motivated to take extra responsibilities, challenges or to help in the creation of solve conflicts and their work as team is not enough strong. A good quality of the employees is what most of them are not problematic and they not complain about their job or co-workers. Demonstrating that their IWP has a good average and just the part of
motivation and teamwork should be taken into account to develop a strategy to foster them.

2.5.5 Sociological survey

The sociological surveys consist on question semi-structured that where applied to the employees and managers. Now the results will be presented.

2.5.5.1 Sociological Survey Managers

To show the answers of the managers were selected questions with relevant opinions. For instance:

![Figure 53. Mission, strategy, goals and tasks graphic. Source: Own research, May 2018]
As is sown in the graphic, the 67% percent of managers think that the mission, strategy, goals and task are formulated clearly in the company. So, they find co-relation among these concepts.

![Goal focus graphic](image)

Figure 54. Goal focus graphic. Source: Own research, May 2018

All the managers discuss with their employees about how their goals are progressing the 67% is focus on the achievements, successes and perspectives and the 33% focus on achievements too and real results and perspectives, difficulties, hardness and risks of their goals.

![Help on achieve goals graphic](image)

Figure 55. Help on achieve goals graphic. Source: Own research, May 2018

All the managers are agreed in the help that they provide to their employees and they said is basically administrative and psychological. It means that when the
employees need help in administrative procedure they guide them to do it and if they need to speak with somebody about the stress that the goals are causing to them, the managers are able to hear.

![Figure 56. Importance of evaluation graphic. Source: Own research, May 2018](image)

As you can see on the figure 56, for the 67% of the managers the results of the evaluation about achievements of their employees is important because it helps to them to calculate their salary, to the 33% is important because it helps to them to increase their labor productivity.

![Figure 57. Actions after receive results of your subordinate graphic. Source: Own research, May 2018](image)

In particular this question was interesting because it can be appreciated how every manager has his/her own style to lead. Each third part of them consider the
results for something different, one to evaluate the deficiencies on what they need to work and improve, another one to develop a plan to solve these deficiencies and the last one to put as an example to the other or blame in front of other employees.

Figure 58. Which should be the best way to take into account the results of the evaluation for the Personnel Management.  Source: Own research, May 2018

One part of the managers think that should be good for promotion into the company, other one to form a group of (high potential HiPo) and the last one does not know which the best way would be to use the results.

Figure 59. Do you like to be part of the company?  Source: Own research, May 2018

All the managers agreed in what they like to be managers of the company, so, this answer can mean loyalty to the company because they like their job.
After check the answers of the managers it can be inferred that they work to reach a common goal. Their answers are so similar and as everybody they have their own way to leader to their employees looking for a good performance on their activities, good results and of course a good environment in the company.

2.5.5.2 Sociological Survey Employees

Figure 60. Mission, strategy, goals and tasks graphic. Source: Own research, May 2018

The employees think that the mission, strategy, goals and tasks are clear in a 73%, an 18% of them think that are not clear and 9% do not know. So, the answer is similar to the managers answers because not all of them are totally agree about the clarity of these concepts.
On the figure 61, can be observed that according with the perception of the employees, when the managers discuss with them about the goals the current topics are achievements, real results and perspectives, other topics are risks, indicators and just the 9% say that each time is different.

The 50% of the employees think that they need psychological help to achieve their goals, 30% administrative help, 10% monitoring of their performance and the other 10% material help. Which is so good, because the managers said they give administrative and psychological help.
For more of the half of the employees to know the results about their evaluations help to increase their productivity, for the 27% is important to compare the results among departments in the company and for the 18% is important because increase the profitability in whole.

73% of employees agreed that their managers after receive their results put them as example to the others co-workers, the 18% say that their managers and they analyze the results and look for the way to improve their productivity and
finally the 9% say that their managers say what they need to do for get a better performance.

Figure 65. Which should be the best way to take into account the results of the evaluation for the Personnel Management graphic. Source: Own research, May 2018

As is shown in the figure 65 for the 46% the results should be good information to develop a HiPo program, for the 9% for compare indicators and improve them, for other 9% is good for take in account to the employees when there is a vacancy (promotion) and for a 36% it was difficult to answer what can mean that they are not so enrolled into the company or interested on have a large career.

Figure 66. Do you like to be part of the company? Source: Own research, May 2018
The last graphic on the figure 66, shows the answers to the question “Do you like to be part of the company?”, where the 82% of employees say they like what as was said is a synonym of loyalty and the other 18% are not sure because of that they say difficult to answer. These people could be not enough motivated by their managers or their work.

As can be noticed, the answers of the employees are similar to the managers, that means that they are working on a good plan directed to reach the company goals. Something that they expressed is that they do not totally agree with the metrics used to measure their performance and they think that the evaluations have an effect on the company. Also, they express that not everybody knows the mission, vision and company values.

Most of the workers and managers are agree in that should be implemented a High Potential program consider the appraisal results and to develop a career in the company.

2.5.6 Method of Interactive Gamification: Metaphoric Business Game (MBG)

After the metaphor of the game, and the explanation of it. This was the results.

Table 11. Results of metaphoric business game

<table>
<thead>
<tr>
<th>Question: What should you do (or what can you do) in an organization to ensure that employees are constantly improving their productivity/performance for the development of the organization?</th>
<th>N</th>
<th>Proposals of Managers</th>
<th>Question: Under what conditions (what should be done in your organization) will you constantly improve the productivity/efficiency of your work for the development of the organization?</th>
<th>N</th>
<th>Proposals of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Every month - to create a personal motivation for every employees</td>
<td>1</td>
<td>Payment of wages and bonuses on time</td>
<td></td>
<td></td>
</tr>
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<td></td>
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<tr>
<td></td>
<td>Planning of working of every employees: personal goal, tasks, expected results, support from managers etc.</td>
<td>Increase of material motivation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Feedback from clients about the effectiveness of employees, which will get managers from these clients: clients – managers - employees</td>
<td>Progressive scale of bonuses, depending on the execution of the plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Every week for each of employees: summing up and planning for the next week</td>
<td>To remove the responsibility for document management (agreement with clients, accounting statement, the acts of reconciliation etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>To share the responsibility for errors between the employee, accountant, freight forwarder and driver</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>To hire a courier to deliver documents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>To motivate a freight forwarder and a driver</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>To organize external training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The winners of the contest &quot;best worker of the year&quot; award with a special prize (for example, tour etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Motivation of active “cold calls”</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Common solution**

1. Payment of wages and bonuses on time
2. Feedback from clients about the effectiveness of employees, which will get managers from these clients: clients – managers - employees
3 Increase of material motivation

4 Progressive scale of bonuses, depending on the execution of the plan only when break-even point is reached

5 To hire a courier to deliver documents, simultaneously a part document management’s function to delegate to accouter

6 Personal responsibility of accouter and freight forwarder for documents

7 The winners of the contest "best worker of the year" award with a special prize – in in monetary or non-monetary form (for example, tour etc.)

8 Increase the responsibility of the freight forwarder and the driver for the implementation of the "service" function

9 Motivation of active “cold calls” only by controlling of this

Source: Own research, May 2018.

2.6 Conclusions

After the evaluation and interpretation of all the tools used on the research. It can be noticed that the company is in constant develop and because of that the changes are constant. This situation made a sensation of confuse in all the workers impacting on their performance and obviously in the environment of the company. Nevertheless, they are doing an effort to create a good environment and strategies leader by the managers and director that allow them to achieve the goals.

There are some issues in which the direction should work to generate a real impact in the concepts that are researched now, like recognize the job of people, to encourage the motivation program that already exist in the company, work in the way in which critics are say to the employees, boost the work team. Also inform to the members of the company the way of evaluation and explain for what is that evaluation. Those are the most important results that these evaluation shows.

Finally, as it can be noticed, in the first two surveys the relation between organizational climate and performance is clear. They showed that the environment is good. However, there is a big opportunity in the work team dimension and that affects directly in the contextual performance dimension.
So, after those analysis of results and research it can said that the specific objectives are fulfilled. So, after that analysis of results and research, it can be said that the specific objectives are fulfilled, since were identified and analyzed the organizational environment and performance of the members of the sales department in the company.

3 Recommendations

As a result of the analysis of the information gathered in which were identified some deficiencies like the lack of teamwork spirit, spirit at work, problems with the incentives, the establishment of objectives and motivation that were reflected in both concepts as in organizational environment as in personal performance. The recommendations by the author for the company, considering the knowledge acquired and also from opinion of employees who finally are which are in the company are the next.

3.1 Teambuilding program to create an impact in the environment which will impact on the contextual performance

One of the most important opportunity areas that were detected in the evaluation of organizational climate is the lack of teamwork and relationships
among employees. This lack has an important impact on the contextual performance, because although they have an acceptable environment within the organization and their performance allow to the company to reach their goals. It is not the best, if the members shape a good team and improve their relationships among them the results can be the improvement of organizational climate give to them a better place in which work and this will impact in the context in which they develop their activities. For achieve this condition and environment is important develop a program of teambuilding.

The teambuilding is the process of turning a group of individual contributing employees into a cohesive team. (Heathfield, 2018)

Team building concept has been revolution through the years it started as a technique of Human Resources department to boost the relations among company workers, started to be applied in all the areas of company to enhancement the team work creation and solution of conflicts. (Roca, 2016)

Nowadays the teambuilding consists on a set of activities or workshops that the company or specialist on the area organize to foster the team spirit, cooperation and the relations among employees to ensure a collaborative work environment. In short activities that have been strategically designed to improve the performance of work teams. (Roca, 2016)

**The Management by Objectives and SMART method**

The Management by Objectives is the progress of the goals which were established at the begging of period or project. For (Thomson, 1998), basically, the MBO is that approach in which the manager set specific goals to be achieved in some term in the future and inspire to him to create and develop more objectives that help to the company to be better and reach the main goal. (Management, 2014) says MBO requires that managers and personnel develop and agree objectives with the follow characteristics (realistic, achievable, measurable) and do a plan to reach them. Dividing into areas, departments and finally into individual objectives. The
finality of this objectives is to let know to the personnel how much they are helping to the develop of the enterprise. This kind of management is ideal for no routine positions where you can measure the outputs. Although there are some differences, the authors before quoted agree with the idea of set goals from managers and some cases involving to the personnel, there is another author who join these ideas in only one (Doran, 1981) who talks about the establishment of objectives and how much difficult is for some managers to set objectives and he suggests the SMART method who helps to all managers to establish good objectives.

Figure 67. SMART method. Source: Adapted from Doran, 1981.

Teamwork inventory

The teamwork rubric is a tool that can help to check how engaged are the employees with the team. This process allows to identify the quality and quantity of employee’s participation of every individual in the aspects of knowledge, cooperation, tolerance and leadership. With this process is possible to evaluate the performance in a team of an individual. (Merino, 2011)

Table 13. Inventory for evaluate teamwork

<table>
<thead>
<tr>
<th>Criteria</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution</td>
<td>He never offers ideas to do the work either propose ideas to the improvement of it. Sometimes difficult the.</td>
<td>He sometimes gives ideas to do the work but, never propose suggests to improve. Accepts the proposal to.</td>
<td>He gives ideas to do the work but, few times propose suggests for improve it.</td>
<td>He always gives ideas to do the work and propose suggests to improve it.</td>
</tr>
<tr>
<td>Participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>proposals to achieve the goal.</td>
<td>achieve the goal.</td>
<td>He does an effort to reach the goal.</td>
<td>He/she does an effort to reach the goal.</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------</td>
<td>-------------------</td>
<td>--------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td><strong>Behavior</strong></td>
<td>He few times listens and shares the ideas of their co-workers. He does not help to maintain the group union.</td>
<td>He sometimes listens their co-worker ideas and agrees to integrate them. He is not worried about the group union.</td>
<td>He often listens the co-worker ideas but does not collaborate to integrate them. He helps to maintain the group union.</td>
<td>He always listens the co-worker ideas and collaborate to integrate them. He helps to maintain the group union.</td>
</tr>
<tr>
<td><strong>Responsibility</strong></td>
<td>He never does his job on time. The manager should modify his deadlines.</td>
<td>A lot of times he is late with his work. Sometimes the group should modify their deadlines.</td>
<td>Sometimes he is late with his job, but, the group do not have to modify their deadlines.</td>
<td>His job is always on time and his group never has to modify their deadline.</td>
</tr>
<tr>
<td><strong>Attendance and punctuality</strong></td>
<td>He attended a maximum of 60% of meetings and was always late.</td>
<td>He attended between 61% to 74% of meetings and not always was punctual.</td>
<td>He attended between a 75% to 90% of meetings and always was punctual.</td>
<td>He always attended the meetings and was punctual.</td>
</tr>
<tr>
<td><strong>Conflict solve</strong></td>
<td>In situations of disagreement or conflict, he does not listen to other opinions or accept suggestions. He does not propose alternatives and finds it difficult to accept the</td>
<td>In situations of disagreement or conflict, he rarely listens to other opinions or accepts suggestions. He does not propose alternatives for consensus but accepts them.</td>
<td>In situations of disagreement or conflict, he almost always hears other opinions and accepts suggestions. Sometimes proposes</td>
<td>In situations of disagreement or conflict, he always listens to other opinions and accepts suggestions. He always</td>
</tr>
</tbody>
</table>
consensus or the solution.
alternatives for consensus or solution.
proposes alternatives for consensus or solution.


After apply the rubric the results should indicate what are the weak areas and is on them in which should pay attention and try to improve it.

Here there is a program to help to the teamwork reinforce:

Table 12. Teambuilding program

<table>
<thead>
<tr>
<th>Actions</th>
<th>Date</th>
<th>Responsibleperson</th>
<th>Control of result: date and way</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training about SMART method and Management by Objectives.</td>
<td>September, 2018</td>
<td>Manager of each area</td>
<td>Knowledge evaluation September, 2018.</td>
<td>2,000 rubbles</td>
</tr>
<tr>
<td>To design the objectives by the SMART method</td>
<td>September, 2018</td>
<td>Manager of each area</td>
<td>According with the measures stablished in the method. It should be reviewed every six months. September, 2018.</td>
<td>4,000 rubbles</td>
</tr>
<tr>
<td>Action</td>
<td>Date</td>
<td>Responsible Party</td>
<td>Measure Provided by:</td>
<td>Cost</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------</td>
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<td>----------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Apply a survey (teamwork rubric) to know what the main topics are in which they have to work.</td>
<td>October, 2018</td>
<td>Business trainer</td>
<td>the author of the instrument. October, 2018</td>
<td>1,000 rubbles</td>
</tr>
<tr>
<td>Identify main topics and present to the employees</td>
<td>August, 2018</td>
<td>Business trainer</td>
<td>-</td>
<td>1,000 rubbles</td>
</tr>
<tr>
<td>Organize some free day every 6 months, to boost the convivence among employees and dynamics.</td>
<td>September, 2018</td>
<td>Director and Business trainer</td>
<td>To achieve objectives in the dynamics</td>
<td>12,0000 rubbles</td>
</tr>
</tbody>
</table>
3.2 Develop of incentive program to create the spirit at work

In accordance with the results of qualitative polls, some of the employees consider that their work is not recognized enough by their manager and director. And also, that their promises of incentives are broken or coming late. Is because of that what a program on incentive to promote the spirit work is suggest.

The spirit at work is about finding meaning and purpose beyond self, at work and making a difference. It includes feelings of happiness and wellbeing, the belief that the work of each one of us contribute to reach the goals, the sense of connection with the co-workers and have a common purpose (Solutions, 2007).

The importance of spirit at work lies in the comfort of the employees because generally when people feel comfortable at work they are self-confidence to share their ideas and collaborate with their co-workers. And with that to achieve positive results on their performance (Rothe, 2018).

One of the ways to foster and increase are in the next tables.

<table>
<thead>
<tr>
<th>N°</th>
<th>Activity</th>
<th>Responsible</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Recognition to the employee of month.</td>
<td>Director and</td>
<td>1,000</td>
</tr>
</tbody>
</table>
Options:
* Recognition verbally
* Post in the web page and special place in the company.
* Give a souvenir of the company (thermo for coffee, pen, jacket, cup, t-shirt with the logo and name of employee)
* Monetary incentive (should be paid on time)

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<table>
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</table>
| 2 | Celebrate birthdays.  
   To show to the employees how important they are for the company, because they are like part of a big family. |
|   | Business trainer and manager of each area |
|   | 2,000 rubbles |

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</table>
| 3 | Organize pizza day (can be replaced by other food).  
   This activity will help to foster the convivence among employees of all levels. |
|   | Director, business trainer and employees |
|   | 3,000 rubbles |

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<table>
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</table>
| 4 | Offer scholarships for learn another language.  
   For the employee of the year, just one and once per year.  
   This action, will motivate to the personnel who is really interested on do a career into the company and will create an environment of loyalty and engagement to the company. |
|   | Director |
|   | 3,000 rubbles |

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</table>
| 5 | To boost and re-evaluate the motivational program that the company already have.  
   In this way all the important positions will say what they think their employees like or |
|   | Director, Managers and Business trainer. |
|   | 2,000 rubbles |
dislike, what they need and also take into account the company interests.

Source: Own research June, 2018

Table 15. Calendarization of activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition to the employee of month</td>
<td></td>
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<tr>
<td>Celebrate birthdays</td>
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<tr>
<td>Pizza day</td>
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<tr>
<td>Scholarships</td>
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<tr>
<td>Re-evaluation of the motivation program</td>
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</tr>
</tbody>
</table>

Source: Own research June, 2018.

The previous table suggest the time in which the author considers should be applied the activities previously suggested to improve the spirit work.

The spirit work is another opportunity area that company has according with the opinion and interpretation of qualitative surveys. This could affect mainly to the relationships and the apathy to integrate teams and go to the same place to reach goals.
Conclusions

After the concepts review, the idea that was taken for this research about environment is the one that Taigiuri proposed were the organizational climate is about the quality of environment and this is perceived by the employees and he said the environment is in the observer mind. So, this concept considers important elements the characteristic of the organization, the environment quality that impact in the member behaviors.

And also, for performance one of the best descriptions was that one suggested by Brumback, he said that performance does reference as results as behaviors. Both are related because all the behaviors became in actions and these actions become into outputs.

Finally, the relation between these concepts (organizational climate and performance), is because climates are considered innovative, which had an important and heavy positive impact on the performance of employees and company, meanwhile the structured environments cause a negative impact on the organization

During the research and processing of information could be noticed that as the environment as the performance are not bad but they have big opportunity areas. This phenomenon is common when the environment is evaluated. Some companies have lack of communication, other has bad structure or just bad relationships among employees. So, to have a company with good environment all the members have to collaborate and the director with help of his/her managers develop a program to work on the opportunity area.

For instance, in the first survey that was about Organizational environment/climate, the results with higher level of opportunity is that one about teamwork and relations with co-workers, even with this weakness the organizational climate level is good. Otherwise, the best average was on physical and cultural environment, what means that company should work in order to
improve and foster the teamwork and spirit at work and build good relations among the employees but maintaining the good physical and cultural environment as until now.

In the second survey that was about Individual Work Performance the results showed that the employees are not enough motivated to take extra responsibilities, challenges or to help in the creation of solve conflicts and their work as team is not enough strong. A good quality of the employees is what most of them are not problematic and they not complain about their job or co-workers. Demonstrating that their IWP has a good average and just the part of motivation and teamwork should be taken into account to develop a strategy to foster them.

The conclusions in the sociological questionnaires for managers and employees they showed that not all the employees know the institutional philosophy (mission, vision, goals, etc.). All of them (managers and employees) have the same concept or at least similar about the metrics that are used although some employees are not agreed with the way in which are measured their goals. Nevertheless, all the members of sales department like to be part of the company which is good to the company because it means they are loyal with it.

Finally, the metaphoric business game reaffirmed the results obtained in the first two surveys because they spoke about the lack of incentives that means they are not enough motivated as ii was showed in the low average of contextual performance, what has a background of lack of teamwork and relationships among the members of the sales department. and in the process could be noticed the lack of teamwork.

After all these results it can be concluded that the environment in the Russian company as in the companies for all the world is not perfect but, allow to the company to reach the goals. The prove of it is that the company is working. In this special case the weak area is about teamwork and relationships what is affecting to the contextual performance. Because although the people know how to do their work and plan their time to be on time with the deadlines (task
performance), the context (teamwork, relationships with co-workers) is not viable or the best so, they are not enough motivated to do their job. That is why the main task of the director and business trainer is to foster the improvement of teamwork and relations among company members.

The interesting point is that in spite of this weakness the company has loyal employees that likes to be part of the company. This fact can help to create a good environment. Why is important? Remember that a good climate as a good workplace, programs of incentives and talent staff will create a better context to perform the activities in the best way.

That is why in the last chapter is proposed a program of teambuilding which consist at first on establish good goals with the SMART method, the evaluation of those goals, the evaluation of the teamwork by a rubric to identify the main topics to solve also to measure the organizational climate but before create an environment through the free day and using dynamics to boost the confidence, teamwork and relationships among employees.

Another recommendation is the incentive program to boost the spirit at work and some of the proposal are recognize the job of the employees and can be monetary, with words, posting his/her name to let him/her know how important his/her job for was reach the goal, other is celebrate the birthdays with that the employees feel that they are like in family and that is important for the company not just another worker more, promote a day every three months to eat with the employees, they will take this as an informal moment and is an important space to speak with them about a lot of situations without the stress of the dean’s office, offer scholarships to improve their knowledge for example in English or another topic interesting for them, this action besides trains to the employee to be better creates a loyalty feeling. The last recommendation is about the motivational program that already exist just for being reviewed and up to date.

The results and the research help us to say that the organizational climate/environment are intimately related because the lack of something in the
climate, affects directly to the performance and vice versa the part in which they are in good level is reflected in the good results of the appraisal.
References


55. Taigiuri, R. (1968). *The concept of Organizational Climate, Taigiuri R y G. Litwin (Eds) Organizational Climate:Explorations of a Concept*. Boston: Harvard University Division of Research, Graduate School of Business Administration.


Appendix 1

Organizational climate Survey

This instrument is an opinion poll. Its purpose is to collect the thinking and feeling of workers to make it reach the management with the power and willingness to do changes for the benefit of the institution and its collaborators.

This instrument has two parts: The first raises three open-ended questions; and the second that consists of a questionnaire of questions of closed answer on the climate labor, grouped in scales or categories.

Please as you read the statements, try to respond according to your current opinion of the institution and not in terms of what you think it should be or in terms of what others would answer. For this instrument to fulfill its purpose, it is important that your answers be completely honest. To promote compliance with this, the worker is guaranteed that the answers provided in the particular will be handled in a strictly confidential manner and that only the overall results of the various areas will be reported.

If an interviewee does not want to respond to the desire to preserve their privacy, it is preferable that they say so, instead of trying to falsify the information.

Please answer the next questions.

1. Which are the three things that more you like of the work climate that is in the organization?
   1. 
   2. 
   3. 

2. Which are the three things that you more dislike of the work climate that is in the organization?
   1. 
   2. 
   3. 

3. Provide three suggestions that would allow to improve the work climate of the organization.
   1. 
   2. 
   3.
<table>
<thead>
<tr>
<th>Category</th>
<th>Negative characteristic</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Positive characteristic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal work</td>
<td>The objectives of the work that I have to do are ambiguous.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>The objectives of the work that I have to do are well defined.</td>
</tr>
<tr>
<td></td>
<td>The work is boring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>The work is interesting</td>
</tr>
<tr>
<td></td>
<td>I feel myself stressed and anxious</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I feel calm and comfortable with the responsibilities that I have in my charge</td>
</tr>
<tr>
<td></td>
<td>I do not have freedom to do my work as I want</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I have freedom to do my work as I want</td>
</tr>
<tr>
<td></td>
<td>I think that the work that I’m doing is totally not transcendent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I think that the work that I’m doing is totally transcendent</td>
</tr>
<tr>
<td></td>
<td>I do not feel anything capable to perform the functions that I have in my charge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>I feel capable to perform the functions that I have in my charge</td>
</tr>
<tr>
<td></td>
<td>I think that many external factors cause my work to be deficient</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I think that many external factors help to my work to be efficient</td>
</tr>
<tr>
<td></td>
<td>In general, I feel that I am very unproductive for the institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In general, I feel that I am very productive for the institution</td>
</tr>
<tr>
<td>Supervision</td>
<td>My boss does not trust on me to delegate responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>My boss trust on me to delegate responsibilities</td>
</tr>
<tr>
<td></td>
<td>My boss does not know how to guide me about the work I have to develop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>My boss knows how to guide me about the work I have to develop</td>
</tr>
<tr>
<td></td>
<td>My boss does not value my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>My boss values my work</td>
</tr>
<tr>
<td></td>
<td>My boss is very likely to criticize, in a negative way, my work or my person.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>My boss knows how to criticize, in a positive way, my work or my person.</td>
</tr>
<tr>
<td></td>
<td>My boss never congratulates me when I do my job well</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>My boss always congratulates me when I do my job well</td>
</tr>
<tr>
<td></td>
<td>My boss does not attend to me with respect</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>My boss attends to me with respect</td>
</tr>
<tr>
<td>Teamwork and relationship with co-workers</td>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My boss makes me do things that are not specific to the position I have.</td>
<td>My boss makes me do things that are focus to the position I have.</td>
<td>In general, I believe that my boss does not have the capacity or the will to perform well the functions that correspond to him.</td>
<td>In general, I believe that my boss has the ability or the will to perform well the functions that correspond to him.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is no communication between the different areas or departments of the institution, so we tend to operate in isolation.</td>
<td>There is communication between the different areas or departments of the institution, so we tend to operate in cooperative way.</td>
<td>There is no culture of mutual help and service among the workers of the institution.</td>
<td>There is a culture of mutual help and service among the workers of the institution.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We do not have common goals that we try to achieve in a coordinated way.</td>
<td>We have common goals that we try to achieve in a coordinated way.</td>
<td>We do not know how to work as a team, so we prefer to work individually.</td>
<td>We know how to work as a team and we apply strategies to achieve our goals together.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a lot of competitiveness among the workers of the institution, which means that we do not want to work as a team.</td>
<td>There is a group spirit or community, which makes us want to work as a team within the institution.</td>
<td>There is no spirit of cordiality and respect among the workers of the institution.</td>
<td>There is a spirit of cordiality and respect among the workers of the institution.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not have friends, among my diverse colleagues, who transcend the scope of work.</td>
<td>I have several friends, among my diverse colleagues, who transcend the scope of work.</td>
<td>In general, relations with co-workers are poor and teamwork is not favored, hindering the achievement of institutional goals.</td>
<td>In general, relationships with co-workers are excellent and teamwork is favored for the best achievement of institutional goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The communication used in daily work, within my area, is ambiguous or non-</td>
<td>The communication used in everyday work, within my area, is clear and precise.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Physic and cultural environment</strong></td>
<td><strong>The physical space in which I work is never clean.</strong></td>
<td><strong>The physical space in which I work is always clean.</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>------------------------------------</td>
<td>--------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>The resources what I have</strong> (equipment, teaching materials) to do my work are obsolete and / or are in poor condition.</td>
<td><strong>The resources I have</strong> (equipment, teaching materials) to do my work are modern and / or are in good condition.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>There are no security conditions (against fire, earthquake and other accidents) in the institution.</strong></td>
<td><strong>There are security conditions (against fire, earthquake and other accidents) in the institution.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>I do not have the necessary protections to develop my work safely and healthily.</strong></td>
<td><strong>I have the necessary protections to develop my work safely and healthily.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>There is discriminatory behavior towards some people.</strong></td>
<td><strong>There is not discriminatory behavior towards some people.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
It is common to hear complaints of abuse of power by some directors.

It is common to hear complaints of sexual harassment.

In general, the physical environment and the cultural values that predominate in the institution create a bad work climate.

I have never heard complaints of abuse of power by some directors.

I have never heard complaints of sexual harassment.

In general, the physical environment and the cultural values that predominate in the institution create a good work climate.

<table>
<thead>
<tr>
<th>Name (optional):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age:</td>
</tr>
<tr>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years working in the company:</th>
<th>Position:</th>
<th>Languages:</th>
<th>Study Grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2

Individual Work Performance Questionnaire

Instructions:

The following questions relate to how you carried out your work during the past 3 months. In order to get an accurate picture of your conduct at work, it is important that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer.

The questionnaire will take about 5 minutes to complete.

The questionnaire is completely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

<table>
<thead>
<tr>
<th>Scale 1: (5 items)</th>
<th>In the past 3 months…</th>
<th>Seldom</th>
<th>Sometimes</th>
<th>Regularly</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I was able to plan my work so that I finished it on time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I kept in mind the work result I needed to achieve.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I was able to set priorities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I was able to carry out my work efficiently</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I managed my time well.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scale 2: (8 items)</th>
<th>In the past 3 months…</th>
<th>Seldom</th>
<th>Sometimes</th>
<th>Regularly</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>On my own initiative, I started new tasks when my old tasks were completed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I took on challenging tasks when they were available.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>I worked on keeping my</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
job-related knowledge up-to-date.

<table>
<thead>
<tr>
<th>9</th>
<th>I worked on keeping my work skills up-to-date.</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>I came up with creative solutions for new problems.</td>
</tr>
<tr>
<td>11</td>
<td>I took on extra responsibilities.</td>
</tr>
<tr>
<td>12</td>
<td>I continually sought new challenges in my work.</td>
</tr>
<tr>
<td>13</td>
<td>I actively participated in meetings and/or consultations.</td>
</tr>
</tbody>
</table>

**Scale 3: (5 items)**

<table>
<thead>
<tr>
<th><strong>In the past 3 months...</strong></th>
<th>Never</th>
<th>Seldom</th>
<th>Sometimes</th>
<th>Regularly</th>
<th>Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>I complained about minor work-related issues at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>I made problems at work bigger than they were.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>I focused on the negative aspects of situation at work instead of the positive aspects.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>I talked to colleagues about the negative aspects of my work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>I talked to people outside the organization about the negative aspects of my work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Demographic data:**

**Name (optional):**

<table>
<thead>
<tr>
<th>Age:</th>
<th>Gender:</th>
<th>Status:</th>
<th>Study Grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>[ ] Man</td>
<td>[ ] Single</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[ ] Female</td>
<td>[ ] Married</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other (specify):</td>
<td></td>
</tr>
<tr>
<td>Years working in the company:</td>
<td>Position:</td>
<td>Languages:</td>
<td>Nationality:</td>
</tr>
</tbody>
</table>

111
Appendix 3

QUESTIONNAIRE: MANAGERS

Dear colleagues!

Here you see a study of the system of your Company employee’s productivity and effectiveness.

The questionnaire is anonymous, its results will be used only in a generally.

It is important for you to fill the questionnaire as sincerely as possible in order for us to get a real picture of your opinion about the Company.

Thanks in advance for participating in the survey!

1. Questions

<table>
<thead>
<tr>
<th></th>
<th>1. Does the mission, strategy, goals and tasks are formulated clearly in your Company?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2. Do you know the mission, strategy, goals and tasks of your Company?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>3. Do you know what the main goal of your Company is?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>4. Do you inform your employees clearly enough about the mission, goals and values of the Company? Do they know about them?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>5. Do you give your employees personal working goals?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>6. Does your employees personal working goals affiliate to the mission, strategy and values of your Company?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>7. Do you fix the personal working goals of your employees in any special document (plan, company map, key indicators, etc.)?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>8. Do you discuss with your employees how the process of their working goals achieving (real results, successes, difficulties, risks, etc.) is going?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>
9. If «Yes», what are you focus mostly during discussion?

<table>
<thead>
<tr>
<th>On achievements, real results and perspectives</th>
<th>On difficulties, hardness and risks</th>
<th>Your answer:</th>
</tr>
</thead>
</table>

10. Do you help your employees to achieve their personal working goals?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

11. If «Yes», what do you do exactly?

<table>
<thead>
<tr>
<th>Administrative (guiding, control, etc.)</th>
<th>Psychological (moral help, advice, talks, etc.)</th>
<th>Your answer:</th>
</tr>
</thead>
</table>

12. If «No», why do not support you employees?

<table>
<thead>
<tr>
<th>I consider workers self-sufficient to deal with difficulties on their own</th>
<th>I am not interested in my staff results achievement</th>
<th>Your answer:</th>
</tr>
</thead>
</table>

13. Are you interested in the valuation of your employee’s results achievements?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

14. If «Yes», why is it important for you?

<table>
<thead>
<tr>
<th>It helps to calculate their salary</th>
<th>It helps to increase their labor productivity</th>
<th>It helps to compare the results of my department with the results of other departments</th>
<th>It helps to increase the profitability of the Company in whole</th>
<th>Your answer:</th>
</tr>
</thead>
</table>

15. If «No», why?

<table>
<thead>
<tr>
<th>It doesn’t influence the calculation of their salary</th>
<th>It reduces their motivation for effective work</th>
<th>I fear that the comparison with the results of other departments will not be in favor of my</th>
<th>The profitability of the Company in whole is not my concern</th>
<th>Your answer:</th>
</tr>
</thead>
</table>
16. Do you evaluate the productivity of your employees?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

17. If «Yes», how often do you do this evaluation?

<table>
<thead>
<tr>
<th>Mark the real answer:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
</tr>
<tr>
<td>Weekly</td>
</tr>
<tr>
<td>Every month</td>
</tr>
<tr>
<td>Once in 3 months</td>
</tr>
<tr>
<td>Once each year</td>
</tr>
</tbody>
</table>

18. If «No», why?

<table>
<thead>
<tr>
<th>Your answer:</th>
</tr>
</thead>
<tbody>
<tr>
<td>I’m as a manager is not interested in the working results of each worker</td>
</tr>
<tr>
<td>I have no time to do this</td>
</tr>
<tr>
<td>I don’t know how to do it</td>
</tr>
<tr>
<td>Difficult to answer</td>
</tr>
</tbody>
</table>

19. Evaluation of your employee’s productivity is made according to specially selected criteria?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

20. Do you, as a manager, have your own criteria of your employee’s productivity evaluation?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

21. Write here please 10 criteria of your employee’s productivity evaluation that you use.

<table>
<thead>
<tr>
<th>1.</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.</td>
<td>7.</td>
<td>8.</td>
<td>9.</td>
<td>10.</td>
</tr>
</tbody>
</table>

22. Do you, as a manager, use special HR-metrics (quantitative and qualitative indicators) to evaluate the performance / productivity of your employees?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

23. If «Yes», please write here, which of the HR-metrics you use?
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2.</td>
<td>3.</td>
<td>4.</td>
<td>5.</td>
</tr>
<tr>
<td>6.</td>
<td>7.</td>
<td>8.</td>
<td>9.</td>
<td>10.</td>
</tr>
</tbody>
</table>

24. Does your personnel know this HR-metrics?  
   - Yes  
   - No  
   - Difficult to answer

25. Do your personnel agree with this HR-metrics?  
   - Yes  
   - No  
   - Difficult to answer

26. Do you, as a manager, show the results of your evaluation to your subordinates?  
   - Yes  
   - No  
   - Difficult to answer

27. Do you discuss the results of your employees with them?  
   - Yes  
   - No  
   - Difficult to answer

28. Do you think that as a leader you evaluate your employees fairly?  
   - Yes  
   - No  
   - Difficult to answer

29. Does your evaluation as a leader affect to the performance of your employees, the effectiveness of your subordinates?  
   - Yes  
   - No  
   - Difficult to answer

30. Do you think that the employee’s productivity evaluation affects the organization environment / improvement / productivity of the Company in whole?  
   - Yes  
   - No  
   - Difficult to answer

31. What do you do as a leader after receiving the results of your subordinate’s evaluation?  
   - Increase / decrease salary  
   - I put an example / I blame an employee to other employees  
   - Ignore the results of the evaluation, do nothing  
   - Difficult to answer  
   - Your answer:  

32. In your opinion, how can the results of your employee’s work be taken into account by you as a manager during making decisions in the field of personnel management?  
   - For promotion in the company  
   - To form a special group of highly potential personnel  
   - For admission to the personnel  
   - To form the teams for solving of unusual tasks  
   - Difficult to answer  
   - Your answer:
SURVEILLANCE: WORKERS

Dear colleagues!

Here you see a study of the system of your Company employee’s productivity.

The questionnaire is anonymous, its results will be used only in a generally.

It is important for you to fill the questionnaire as sincerely as possible in order for us to get a real picture of your opinion about the Company.

Thanks in advance for participating in the survey!

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Вопросы</td>
</tr>
<tr>
<td>36.</td>
<td>Does the mission, strategy, goals and tasks are formulated clearly in your Company?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Difficult to answer</td>
</tr>
<tr>
<td>37.</td>
<td>Do you know the mission, strategy, goals and tasks of your Company?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Difficult to answer</td>
</tr>
<tr>
<td>38.</td>
<td>Do you know what the main goal of your Company is?</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Difficult to answer</td>
</tr>
<tr>
<td>39. Does your personal working goals formulate?</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

| 40. Does your personal working goals affiliate to the mission, strategy and values of your Company? |
|---|---|---|
| Yes | No | Difficult to answer |

| 41. Does your personal working goals are fixed in any special document (plan, Company map, key indicators, etc.)? |
|---|---|---|
| Yes | No | Difficult to answer |

| 42. Do you discuss with your manager how the process of your working goals achieving (real results, successes, difficulties, risks, etc.) is going? |
|---|---|---|
| Yes | No | Difficult to answer |

| 43. If «Yes», what are you focus mostly during discussion? |
|---|---|---|
| On achievements, real results and perspectives | On difficulties, hardness and risks | Your answer: |

| 44. Do you feel need in help of your manager to achieve their personal working goals? |
|---|---|---|
| Yes | No | Difficult to answer |

| 45. If «Yes», what kind of support do you need? |
|---|---|---|
| Administrative (guiding, control, etc.) | Psychological (moral help, advice, talks, etc.) | Your answer: |

| 46. If «No», why you don’t need help? |
|---|---|---|
| I feel self-sufficient to deal with difficulties on my own | I am not interested in my manager’s opinion | Your answer: |

| 47. Are you interested in the valuation of your achievements? |
|---|---|---|
| Yes | No | Difficult to answer |

| 48. If «Yes», what do you need it for? |
|---|---|---|
| It helps to calculate my salary | Helps to increase my productivity | It helps to compare the results of my department with the results of | It helps to increase the profitability of the Company in whole | Your answer: |
49. If «No», why?

<table>
<thead>
<tr>
<th>It doesn’t influence the calculation of my salary</th>
<th>It reduces my motivation for effective work</th>
<th>I fear that the comparison with the results of other colleagues will not be in my favor</th>
<th>The profitability of the Company in whole is not my concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your answer:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

50. Does your manager evaluate the productivity of your work?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

51. If «Yes», how often?

Mark the real answer:

- Daily
- Weekly
- Every month
- Once in 3 months
- Once each year

Your answer: Difficult to answer

52. If «No», why?

<table>
<thead>
<tr>
<th>My manager is not interested in the working results of each worker</th>
<th>My manager has no time to do this</th>
<th>My manager doesn’t know how to do it</th>
<th>Difficult to answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your answer:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

53. Evaluation of your productivity is made according to specially selected criteria?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

54. Do you know the criteria of your productivity evaluation?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

55. Write here please the criteria of productivity evaluation which you know.
1.  
2.  
3.  
4.  
5.  

56. Does your manager use special HR-metrics (quantitative and qualitative indicators) to evaluate the performance / productivity of your work?
   
   **Yes**  |  **No**  |  **Difficult to answer**

57. If «Yes», please write here, which of the HR-metrics are used?
   1.  
   2.  
   3.  
   4.  
   5.  
   6.  
   7.  
   8.  
   9.  
   10.  

58. Are you agree with this criteria and HR-metrics for your work results evaluation?
   
   **Yes**  |  **No**  |  **Difficult to answer**

59. If not agree, which criteria or HR-metrics should be used in evaluation of your productivity?
   
   Your answer:  
   **Difficult to answer**

60. Does your manager show you the results of your productivity evaluation?
   
   **Yes**  |  **No**  |  **Difficult to answer**

61. Do you discuss the results of your work with your manager?
   
   **Yes**  |  **No**  |  **Difficult to answer**

62. Do you think that you are evaluated fairly enough?
   
   **Yes**  |  **No**  |  **Difficult to answer**

63. Does the evaluation of your results effect on your performance and effectiveness?
   
   **Yes**  |  **No**  |  **Difficult to answer**

64. Do you think that the employee’s productivity evaluation affects the organization environment / improvement / productivity of the Company in whole?
   
   **Yes**  |  **No**  |  **Difficult to answer**

65. What does your manager do after receiving the results of your results evaluation?
   
   Increase / decrease salary  |  Put me as an example / Blame me to other employees  |  My manager ignores the results of the evaluation, does nothing  |  Difficult to answer  |  **Your answer:**
66. In your opinion, how can the results of your work be taken into account by your manager during making decisions in the field of personnel management?

<table>
<thead>
<tr>
<th>For promotion in the company</th>
<th>To form a special group of highly potential employees (HiPo)</th>
<th>For admission to the personnel reserve</th>
<th>To form the teams for solving of unusual tasks</th>
<th>Difficult to answer</th>
<th>Your answer:</th>
</tr>
</thead>
</table>

67. Do you like to be the part of your Company?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Difficult to answer</th>
</tr>
</thead>
</table>

68. If you have any questions or opinions on the topic of the Questionnaire, please write here.