

## **FAVOURABLE ORGANIZATIONAL CLIMATE AS A COMPLEX NETWORK OF VALUES AND NORMS FOR SUCCESSFUL EXECUTION OF WORKING DUTIES**

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### **ABSTRACT**

The organizational climate on the one hand is often defined as repetitive patterns of behaviour, attitudes and feelings that characterize the life in one company. Although culture and climate are linked, the climate is usually easily accessible and variable. All theories of organizational climate, provide additional scientific and rational explanations, why leaders should reduce stress and boost employees' morale in the workplace, to achieve maximum performance. When creating a healthy organizational climate, affect the following elements which can be classified into three groups: ethical qualities, qualities that contribute to general business communication, teamwork behaviour (active listening, defending own views, accepting differences, confronting conflicts, setting goals, accepting other people as resources of knowledge, skills, opportunities, etc.). Positive organizational climate is an important part of the strategic approach of the company, also to human resources management. All aspects of change will be presented through this paper; the aspects should be done in order to bring the organizational climate of the company to an increase in overall job satisfaction. Through analyzing the organizational climate of the research company should be perceived the current situation of the company and the aspects of the current work of employees, which of them employees are generally satisfied or dissatisfied, in order to serve to perceive potential changes.

**KEYWORDS:** organizational climate, job satisfaction, company competitiveness, working conditions, interpersonal relationships

**JEL CLASSIFICATION:** M50

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## 1. ORGANIZATIONAL CLIMATE AND ITS IMPACT ON JOB SATISFACTION

The organizational climate is, in fact, "created environment in which the work process is realized in an organization" (Petkovski, 2000) and it represents unity of the following factors: material and technical factor (the entire equipment, premises, associated facilities and their functional connection); financial factor (financial assets, valuation and reward systems); personnel factor (members of the organization, their interpersonal relations) and the organizational structure as a factor. It can be said that all these factors are interconnected and depend on one another.

A large number of Dr. Denis Rose's and his colleagues' studies in the period from 2001-2004 showed a very strong relationship between the organizational climate and employee's reactions such as stress levels, abstinence, dedication, and participation (Rafferty A. E., & Rose, D. M., 2001). One study has shown that the organizational environment is responsible for at least 16% of one-day absences within an organization (Bushell H.M., 2007). Other studies support the link between the organizational environment and large number of other factors, such as retention of employees, job satisfaction, well-being and readiness for creativity, innovation and change. Researchers Hunter, Bedeel and Mumford have considered numerous approaches of evaluation the climate for achieving creativity. They have found out that those studies regarding the climate, based on well-developed and standardized instruments, produced greater effects than those studied at a local level (Hunter, S. T., Bedell, K. E., & Mumford, M. D. 2007).

The term "job satisfaction" has a multitude of meanings, but job satisfaction, simply, can refer to how much do employees love their work. It can be rightly said that a satisfied employee loves his job, while the dissatisfied one does not like his job. Job satisfaction can be defined as a pleasant or positive emotional state that results from evaluating some job (Locke E., 1976). Dissatisfaction occurs when one's expectations are not fulfilled. It was considered, for a long time, that the situation itself was responsible for satisfaction, i.e dissatisfaction of the workers, and it was determined by the degree to which one can satisfy his needs at work. A person who will have some changes with his tasks or will change his work place, is expected to be satisfied or dissatisfied with the work. In addition, job satisfaction should be distinguished from morality and involvement in work. Namely, the contribution to the work means full

immersion. A person who is immersed in the work, works hard, for him it is important to risk, his mood and feelings are influenced by the work and he is mentally preoccupied with the work. Accordingly, the work is a mix of complex interrelations of: tasks, roles, responsibilities, interactions, initiatives and awards (Shuklev B., 2011).

Granted that there are many different factors that influence the behavior, motivation, and satisfaction of individuals, it is difficult an individual to cope and choose the right way to achieve satisfaction. There are various combinations of factors that influence behaviour, through various pleasures are realized. Many employees search for job satisfaction in different ways at different times in their lives. Employees are moving in different ways to achieve their satisfaction. The theory of hierarchy of needs depicts needs into three categories: physiological; social and egoistic. In the category of satisfying **physiological needs**, employees expect their other needs to be met by activities outside of work; they may not feel any aspirations, but to move forward, but they also may not feel the need for job promotions. In the category of meeting **social needs**, employees might require to belong to a particular group, to be accepted, to have good relations with colleagues and elders. Besides, social needs can be met outside the office, in the neighborhood, in union activities. Employees may require satisfying **egoistic needs**, and these needs will be activated in addition to physiological and social needs. Satisfying needs in this category is achieved through status or recognition, or through self-realization, which stems from the work, challenge or stimulation. Regarding the identification of groups of employees who are more or less satisfied with their work many research have been done, consisting in comparing the level of satisfaction among the different groups of employees. Namely, the level of job satisfaction will be higher among those who will shape the work place according to their own image. Nevertheless, there are differences in the degree of job satisfaction. Some people, might never experience job satisfaction, and some, do not demand it. For example, managers are more satisfied with the work of the staff and depends how higher the manager's level is, the satisfaction is higher.

Individuals can respond in different ways to job satisfaction. Some believe that they are inappropriately treated at the workplace, and consider it justified to sneak an employer and thus to supplement their earnings. On the other hand, job dissatisfaction can be associated with symptoms of emotional disorders, such as: loss of appetite,

sleep disorders or in extreme situations, emotional breakdown. For example, inadequate marriage, as a source of stress in the life of an individual combined with dissatisfaction from work additionally make the situation difficult. Often, because of dissatisfaction with the work, reduced production occurs, absence from work or even quitting the job.

## **2. THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CLIMATE**

The relationship between the employee and the organization should give an answer to the question why employees would leave the workplace, i.e. what makes the feeling of job satisfaction, loyalty and dedication. From the employer's aspect, in order to keep the employee longer at work, it is necessary the employee to perform the tasks in a quality manner. What criteria are important for this, depends on the expectations of top management, which is in correlation with the company's competitive performance. The relationship between job satisfaction and the organizational climate is the subject of many research. Some studies show that job satisfaction leads to a better organizational climate and greater effectiveness, while according to other studies, there is no correlation between job satisfaction and the working environment. Job satisfaction is measured according to the most popular scale that measures several aspects of job satisfaction Job Descriptive Index (JDI).<sup>1</sup>

This scale measures five aspects of job satisfaction: satisfaction (dissatisfaction) with the work itself, supervision, salary-personal income, advancement opportunity and associates. The instrument consists of a series of phrases suitable for each aspect of the five characteristics of the work, and the candidate responds with "yes", "no" or "I do not know". In a number of surveys, the result of this measurement is taken as the only measure of satisfaction. This instrument has been in use for many years, and the literature confirms its reliability and applicability in various groups. In the recent years, job satisfaction has been decreasing, and the most common reasons are: a job

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<sup>1</sup> Ibidem, page 232

that requires more engagement, less traditional hierarchical relationships with management, short-term relationships, and less confidence in long-term rewards<sup>2</sup>.

Another instrument for measuring satisfaction is "Minnesota Satisfaction Questionnaire"<sup>3</sup>. This questionnaire has two versions, a long one with 100 items and a short one with 20 items. The items in both versions refer to 20 characteristics of the work, but the sum of some characteristics of work can be calculated only on the long version of the scale. The short scale gives an indication of general satisfaction, i.e. intrinsic or extrinsic satisfaction. However, the positive correlation between job satisfaction and productivity cannot be denied, since this correlation is not a cause-effect relationship, according to which "*a satisfied worker is a good worker*" or "*a good worker is a satisfied worker*".<sup>4</sup> In this correlation, it is difficult to determine which variable has a greater impact on the other. Namely, people can feel satisfied because they do their job well, or they may be dissatisfied because they do the job badly. Also, workers who are not under stress can be more productive. However, in conditions of market economy, employers develop awareness that only a normal working environment, a positive organizational environment can bring the desired business results (Srdzoska, E., Blazevska-Stoilkovska, B, 2009). Organizational climate as a model of common values and beliefs of the workforce means a rule of behaviour for the members of an organization. In order for this model to be positive, it is required a commitment for constantly good treatment with employees both in good and bad. The positive organizational climate is reflected in better results, which are manifested through employee retention, job satisfaction and higher incomes and a better competitive position on the market. The consequence of job satisfaction or dissatisfaction is the absence from work. It is common that dissatisfied employee frequently absents from work than the satisfied ones. Unhealthy or unsafe working conditions are everywhere, regardless the workplace (outdoors, indoors, underground, on the ground), and they affect the employees' health; as a consequence there are all kinds of diseases, stress, etc.

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<sup>2</sup> U.S. Bureau of Labor Statistics" Union Members in 2006", 25 January 2007, [www.bls.gov/pub/news.release](http://www.bls.gov/pub/news.release)

<sup>3</sup> Ibidem

<sup>4</sup> Ibidem, page 229

According to some researchers, job satisfaction and dissatisfaction are not polarities of the same continuum, but independent and derived from two different groups of factors. The first group are the so-called negative or hygienic factors that cause dissatisfaction: physical working conditions, leadership, interpersonal relationships, salaries/wages, job security, benefits, organizational policy and other factors that affect the content of the work. The second group includes positive or motivational factors that increase job satisfaction: responsibility and development, love for work, self-realization, work success and other factors that are important to meet the needs for self-actualization. Although this theory is not confirmed by the researchers, however, it has greatly helped in the creation and implementation of many programmes for improving the quality of working life and the organizational environment in the companies.

### **3. EMPIRICAL RESEARCH**

In order to prove or reject the hypotheses, it was conducted a research through a survey that included 27 participants, or more precisely 27 managers and employees in the primary school Vlado Tasevski in Skopje, Republic of Macedonia. Managers and employees respond to the same closed questionnaire consisting of 55 questions divided into three sections or groups. The survey was conducted in 2014, in a period of one month. Although the research cannot boast of full coverage of all organizations, nevertheless the covered representative sample can help to draw conclusions about a particular organizational climate into an appropriate organization. This survey questionnaire is anonymous and is filled in by personal desire. It is a scale of attitudes, which is a part of the research in the labour field. The survey questionnaire identifies the organizational environment in the company through the aspects of employees' performance, motivation methods that exist, whether and how the employees are rewarded, and all other factors that contribute to job satisfaction/dissatisfaction. The obtained results will be used exclusively to prove the hypotheses in this paper. They will help in clarifying aspects at work that, more or less, directly contribute to job satisfaction and career development of employees, but above all they contribute to the improvement the organizational environment, which will ultimately affect the

efficiency and effectiveness of the employees of organization (Dragovic, Dr. A. Borota Popovska M., 2010).

The first part of the questionnaire focuses on the basic information of the respondent such as the working position, profession, the duration of employment, as well as the working positions that the respondent worked previously. The second part of the questionnaire measures the ratings of employee satisfaction. In this part are given several statements divided into several groups: working conditions, salaries/wages and promotions, duties, using personal skills and abilities. The respondents need to evaluate these statements with the offered scale from 1 to 5, where 1 represents the lowest grade of the scale and 5 the highest. The third part of the questionnaire covers the other aspects of the work related to the level of employee satisfaction. In this part of the questionnaire are given 28 statements that respondents should answer with the given scale from 1 to 5. Where 1 is the lowest value and indicates total disagreement, the 5 is the highest value and indicates complete agreement. This survey questionnaire can be used to predict the level of satisfaction for future potential employments.

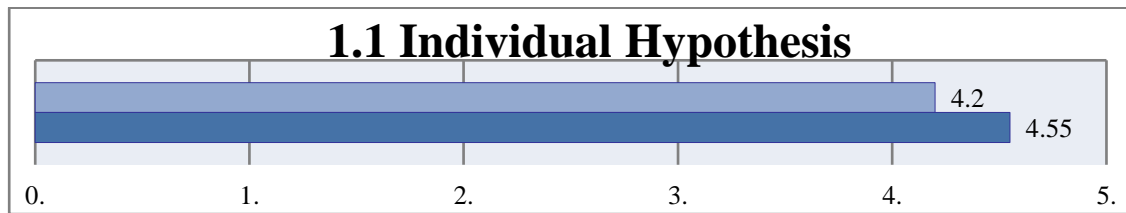
**Particular hypothesis 1** In order to verify the claims of the particular hypothesis 1, which states: *If the organizational climate is progressive, "supportive", then the employees would be happy to perform each task*, the results of the individual hypotheses indicators 1.1, 1.2 and 1.3 have been analyzed, obtained from the questionnaire for respondents assessments attitudes.

**Individual hypothesis 1.1:** The statements of the individual hypothesis 1.1 that states: *If management applies a supportive attitude to the working group, then the personal initiative of the employees will be promoted* - are confirmed or refuted through analyzing the results of the dependent and independent variable.

**Independent variable 1.1 Supportive attitude towards the working group**

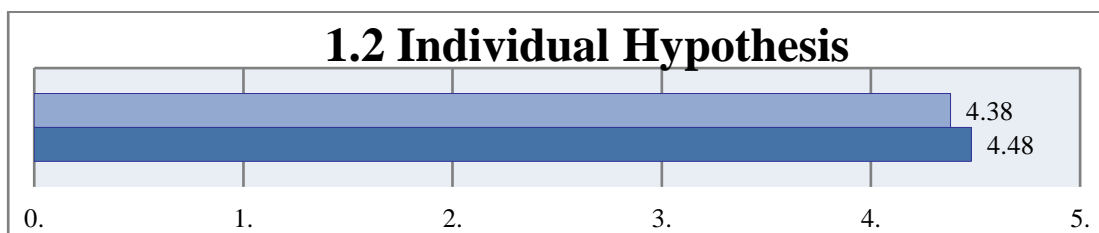
Indicator of the independent variable of the individual hypothesis 1.1 is question 1 of the third part of the questionnaire. After data analyzing the arithmetic mean of the statements of the examinees is 4.55. Indicators of the dependent variable of the individual hypothesis 1.1 are questions 2 and 3 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the

respondents is 4.20. The results of the two previous analyzes of the independent and dependent variable data are once again visually displayed below.



After data analysis indicators of independent and dependent variable and their confirmation, it can be concluded that the claims of the individual hypothesis 1.1 are substantiate.

**Individual hypothesis 1.2:** The statements of the individual hypothesis 1.1 that states: *If the management style in the organization is supportive then employees will more confidentially use the "space for action",* will be confirmed or refuted through analyzing the results of the independent and dependent variable. Indicator of the independent variable of the individual hypothesis 1.2 is the question 4 of the third part of the questionnaire. After data analyzing the arithmetic mean of the statements of the examinees is 4.48. Indicator of the dependent variable of the individual hypothesis 1.2 are the questions 5 and 6 of the third part of the questionnaire. After data analyzing the arithmetic mean of the statements of the examinees is 4.38. The results of the two previous analyzes of the independent and dependent variable data are once again visually displayed on the following histogram.

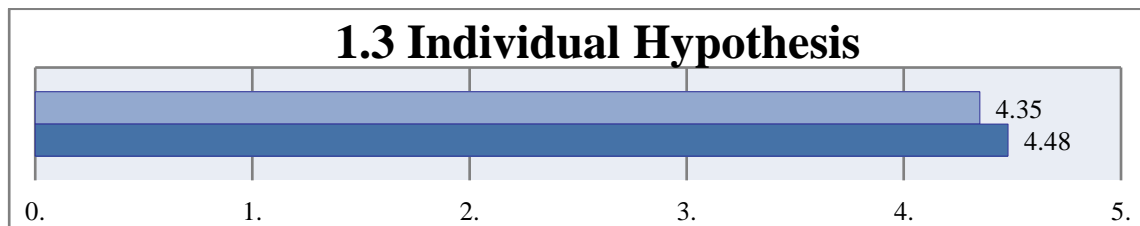


After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 1.2 are substantiate.

**Individual hypothesis 1.3:** The statements of the individual hypothesis 1.3 that states: *If the employee is satisfied with the manner of acceptance by the management team, then he will develop his creativity and deepen his knowledge and skills,* will be confirmed or refuted through analyzing the results of the independent and dependent variable 1.3.

**Independent variable 1.3** - Serious acceptance of the employee as an individual.

Indicator of the independent variable of the individual hypothesis 1.3 is the question 7 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 4.48. Indicator of the dependent variable of the individual hypothesis 1.3 are question 8, 9 and 10 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 4.35. The results of the two previous analyzes of the independent and dependent variable data are once again visually displayed on the following histogram.

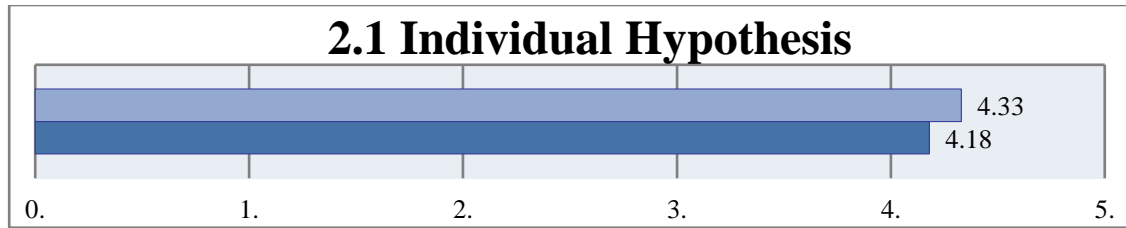


After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 1.3 are substantiate.

**Particular hypothesis 2:** In order to verify the claims of the particular hypothesis 2, which means: *If the management team establishes effective information and communication system, that will reach all employees regardless the hierarchical pyramid level in the organization, then the employees would be pleased to perform every task, with greater awareness of belonging to the organization,* the results of the individual hypotheses indicators 2.1 and 2.2 are analyzed, obtained from the questionnaire for respondents assessments attitudes.

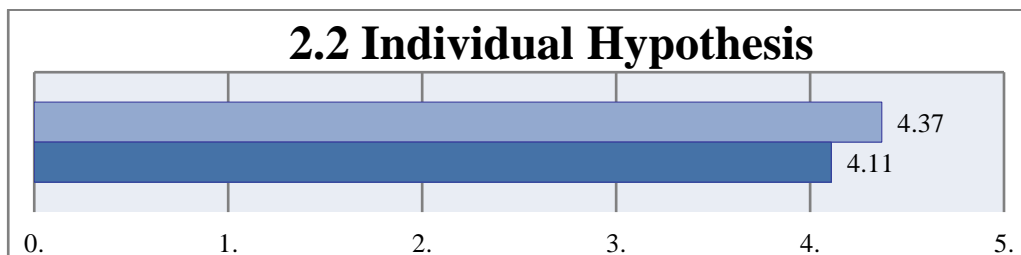
**Individual hypothesis 2.1:** The statements of the individual hypothesis 2.1 that states: *If the information and communication system in the company is simple, clear, transparent, then employees will have a clear idea of the vision, mission and strategy of the company,* will be confirmed or refuted through analyzing the results of the independent and dependent variable 2.1. Indicator of the independent variable of the individual hypothesis 2.1 are questions 11 and 12 of the third part of the questionnaire. After data analyzing the arithmetic mean of the statements of the examinees is 4.18. Indicator of the independent variable of the individual hypothesis 2.1 is the question 13 of the third part of the questionnaire. After analyzing the data, the arithmetic mean

of the statements of the respondents is 4.33. The results of the two previous analyzes of the independent and dependent variable data are once again visually displayed on the following histogram.



After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 2.1 are substantiate.

**Individual hypothesis 2.2:** The statements of the individual hypothesis 2.2 that states: *If the employee has the feeling that no one works behind his back, that the organizational culture relies on transparency, information, feedback effects, then enthusiasm and motivation in performing the duties will be raised*, will be confirmed or refuted through analyzing the results of the independent and dependent variable 2.2. Indicator of the independent variable of the individual hypothesis 2.2 is the questions 14 of the third part of the questionnaire. After data analyzing the arithmetic mean of the statements of the examinees is 4.11. Indicator of the dependent variable of the individual hypothesis 2.2 is the question 15 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 4.37.

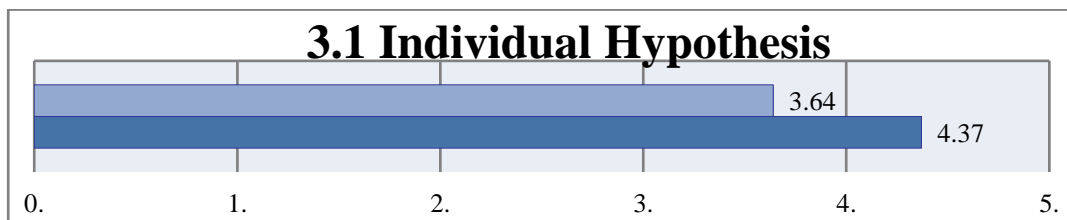


After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 2.2 are substantiate.

**Particular hypothesis 3:** In order to verify the claims of the particular hypothesis 3, which means: *If the human resources management puts emphasis on improving interpersonal relationships, as well as working conditions, then the employees will be pleased to perform every task, with greater awareness of belonging to the*

organization, positive, social energy and visionary and creative potentials, the results from the individual hypotheses indicators 3.1 and 3.2 are analyzed, obtained from the questionnaire for respondents assessments attitudes.

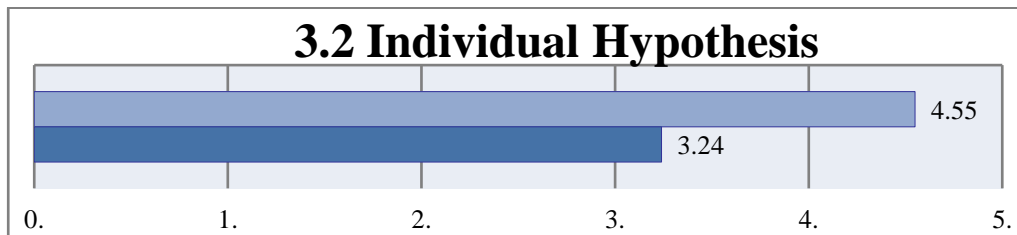
**Individual hypothesis 3.1:** The statements of the individual hypothesis 3.1 that states: *If the management seriously takes care about employees' health condition, then it will ensure long-term efficient staff to perform the tasks and minimize absences from work*, will be confirmed or refuted through analyzing the results of the independent and dependent variable 3.1. Indicator of the independent variable of the individual hypothesis 3.1 are questions 16, 17 and 18 of the third part of the questionnaire. After data analyzing the arithmetic mean of the statements of the examinees is 4.37. Indicator of the independent variable of the individual hypothesis 3.1 are questions 19 and 20 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 3.64. The results of the two previous analyzes of the independent and dependent variable data are visually displayed on the following histogram.



After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 3.1 are substantiate.

**Individual hypothesis 3.2:** The statements of the individual hypothesis 3.2 that states: *If the human resources management works without pressure, blackmail or mobbing, then the confidence of employees grows and thus quality of their work*, will be confirmed or refuted through analyzing the results of the independent and dependent variable 3.2. Indicator of the independent variable of the individual hypothesis 3.2 are questions 21 and 22 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 3.24. Indicator of the dependent variable of the individual hypothesis 3.2 is question 23 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of

the respondents is 4.55. The results of the two previous analyzes of the independent and dependent variable data are visually displayed on the following histogram.

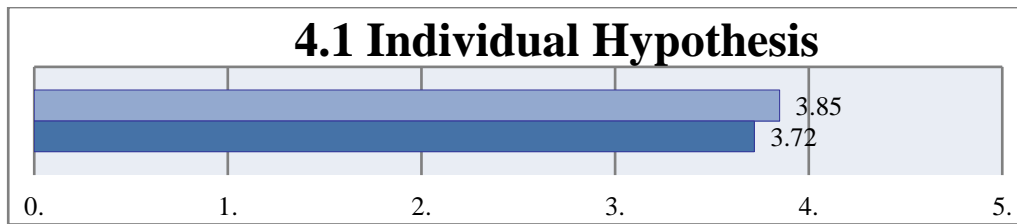


After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 3.2 are substantiate.

**Particular hypothesis 4:** In order to verify the claims of the particular hypothesis 4, which means: *If there is a quality system for evaluating the work which gives the employee feeling that he is adequately rewarded for his work, then the employees would be pleased to perform every task, further motivated and stimulated by rewarding*, the results from the individual hypotheses indicators 4.1 and 4.2 are analyzed, obtained from the questionnaire for respondents assessments attitudes.

**Individual hypothesis 4.1:** The statements of the individual hypothesis 4.1 that states: *If the work of the employees is properly valued by the management, then the employees will feel more motivated in performing their tasks*, will be confirmed or refuted through analyzing the results of the independent and dependent variable. Indicators of the independent variable of the individual hypothesis 4.1 are questions 24 and 25 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 3.72. Indicators of the independent variable of the individual hypothesis 4.1 is the question 26 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 3.85.

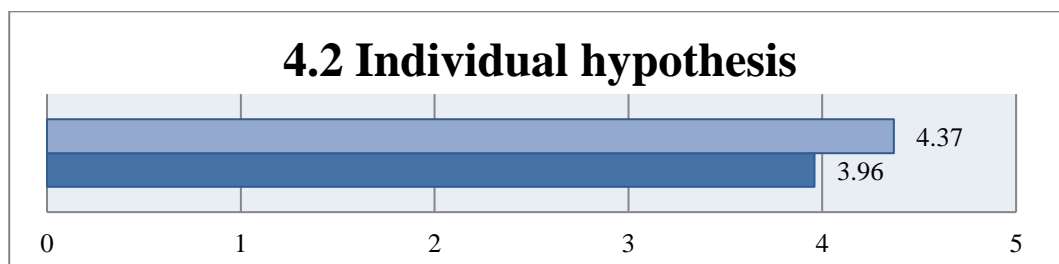
The results of the two previous analyzes of the independent and dependent variable data are visually displayed on the histogram on the next page.



After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 4.1 are substantiate.

**Individual hypothesis 4.2:** The statements of the individual hypothesis 4.2 that states: *If management applies incentives, benefits, rewards in the system of employees evaluation, then the employees will be encouraged to continuous improvement and their own personal development*, will be confirmed or refuted through analyzing the results of the independent and dependent variable 4.2. Indicators of the independent variable of the individual hypothesis 4.2 is the questions 27 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 3.96. Indicators of the independent variable of the individual hypothesis 4.2 is the question 28 of the third part of the questionnaire. After analyzing the data, the arithmetic mean of the statements of the respondents is 4.37.

The results of the two previous analyzes of the independent and dependent variable data are visually displayed on the following histogram.



After data analysis indicators of independent and dependent variable and their confirmation, we can conclude that the claims of the individual hypothesis 4.2 are substantiate.

Once all results of the indicators of dependent and independent variables of all four particular hypotheses are quantified, where we can clearly see the substantiate claims, we can automatically conclude that all statements of the general hypothesis that states: *“if human resource management succeeds to create a favourable organizational environment, then employees will gladly perform every task within*

*their competencies, as well as improving the efficiency of the entire organization* are completely confirmed.

#### **4. CONCLUSIONS AND RECOMMENDATIONS**

Different organizations have different organizational climates and different ways of performing tasks. The company may have a number of "common beliefs and values", yet when this common understanding becomes part of the collective thinking of the employees in the organization, it creates an "organizational culture". Strictly speaking, organizational culture exists when employees have common interest in the organization as a whole. Companies themselves, particularly their top management and their human resources management are in a position to influence the organizational climate, i.e they are responsible for establishing a positive organizational environment. This vision should always come from the top management. They simply do not have to accept any kind of situation in the company. Thus, they need to be proactive, so that they can foresee the changes to start with action in time and appropriately. The management interaction, with a large number of external and internal forces, leads to the development of a particular organizational climate. The management interaction, with a large number of external and internal forces, leads to the development of a particular organizational climate. The organizational climate is influenced by business policy, organizational structure, employee skills, leadership attitudes and leadership qualities. However, it is influenced by the external environment, too, which consists of customers, competitors, government rules, suppliers, etc., that also play a significant role in shaping the organizational climate.

Certainly, the ability management to make decisions, establishing effective communication channels, and the use of the latest technologies are factors that influence stimulating organizational environment, which should respond to all contemporary challenges of survival in the competitive market position. Hence, the conclusion that the organizational climate is a complex system of values and norms, since it is created and developed by a group of people in the company and it aims to help employees in dealing with the problems of everyday business life and greater efficiency and effectiveness of the company. Today's modern companies should be

based on the knowledge and competencies of human capital, to strive to create modern organizational climates, which should provide a competitive advantage. It should be taken into consideration, which is also a kind of recommendation from the stated, that the way this critical resource is managed, influences organizational performance and they have an impact on the organizational climate.

Also, the recommendation arising from empiricism and theory in this paper is that practice of human resources management should never be neglected. Further research can be made for other industries besides education, as well as into the correlation of negative incentives in the workplaces, including SMEs and large companies. The strategic dimension of human resources should anticipate a strong two-way link between human resources and the organizational climate, as these categories are interrelated. If one changes, the other segment also needs to follow the changes.

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**Web sites:**

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- <http://www.portalalfa.com>
- <http://www.biznis.ba>
- [kapital@kapital.com.mk](mailto:kapital@kapital.com.mk)
- <http://www.learnmanagement2.com/culture.htm>
- <http://www.scribd.com/doc/55439436/Companies-Can-Live-and-Die-by-the-Quality-of-Their-Sales-Force-Business>
- <http://fzf.ukim.edu.mk/files/zbornik>
- [http://www.kafepauza.mk/zivot\\_20\\_cer\\_2011](http://www.kafepauza.mk/zivot_20_cer_2011)
- [http://www.mindtools.com/pages/article/newPPM\\_96.htm](http://www.mindtools.com/pages/article/newPPM_96.htm)
- [http://www.fe.co.za/support/documents/PMJournal\\_June2006.pdf](http://www.fe.co.za/support/documents/PMJournal_June2006.pdf)
- <http://www.refresher.com/mindfulnetwork/articlelive/articles/55/1>

**ANNEX**

Table of respondents as a representative sample of the survey. The basic information of all 27 examinees is presented in order to find out their position, length of the employment, i.e profession, etc.

	<b>Profession</b>	<b>Working experience</b>	<b>Employee previous position(s)</b>	<b>Current working position</b>	<b>Duration of current position</b>
<b>1</b>	Educator	16	Primary school teacher	Educator	13
<b>2</b>	Teacher	4		Teacher	4
<b>3</b>	Teacher	4		Teacher	4
<b>4</b>	Primary school teacher	22		Primary school teacher	22
<b>5</b>	English language teacher	12		Teacher	12
<b>6</b>	Primary school teacher	14		Teacher	14
<b>7</b>	Teacher	2		Teacher	2
<b>8</b>	Teacher	4		Teacher	4
<b>9</b>	Teacher	12		Teacher	12
<b>10</b>	Teacher	7		Teacher	7
<b>11</b>	Primary school teacher	2		Primary school teacher	2
<b>12</b>	School teacher	6		Teacher	6

13	Primary school teacher	9		Primary school teacher	9
14	Teacher	15		Physical Education teacher	15
15	Primary school teacher	17		Primary school teacher	17
16	Primary school teacher	9		Primary school teacher	9
17	Primary school teacher	20		Primary school teacher	20
18	School teacher	17		Teacher	17
19	Primary school teacher	16	Teacher Principal	Primary school teacher	16
20	Primary school teacher	37	Primary school teacher	Primary school teacher	22
21	Primary school teacher	24		Primary school teacher	24
22	Primary school teacher	14		Primary school teacher	14
23	Primary school teacher	12		Primary school teacher	12
24	Primary school teacher	15	Primary school teacher	Primary school teacher	15
25	Psychologist	29	Psychology teacher	Psychologist	29
26	Special educator	8 months			8 months
27	Primary school teacher	8		Teacher	12

***SURVEY QUESTIONNAIRE***

**PART I**

**GENERAL INFORMATION**

Occupation:

How long have you been working for this company?

Your previous positions in the company

What is your job position?

How long have you been working at your current position?

Briefly describe your job and responsibilities (as in CV)

**PART II**

**RATING your job satisfaction**

1	2	3	4	5
Not satisfied	Not satisfied with certain segments	slightly satisfied	satisfied	extremely satisfied

Using the scale shown above, rate your level of job satisfaction from the following aspects of your work

**GENERAL TERMS AND CONDITIONS**

- Lessons every week
- Flexibility in schedule
- Location of work
- Amount of paid time off: vacation/sick leave

**SALARY AND PROMOTION POTENTIAL**

- Salary
- Promotion opportunities
- Benefits (health insurance, life insurance, etc.)
- Safety (at work)
- Acknowledgment of work performance

**Job Responsibilities**

- Relationships with your associates
- Relationships with your supervisor(s)
- Relationships with your subordinates (if applicable)

**USE of SKILLS and ABILITIES**

- Opportunity to use own skills and talents
- Opportunity to learn new skills
- Support for additional training and education

**WORKING ACTIVITIES**

- Variety of job responsibilities
- The degree of independence is associated with your role at work
- Appropriate opportunity for periodic changes in duties

**PART III**

**OTHER ASPECTS OF WORK RELATED TO YOUR LEVEL OF SATISFACTION**

Where 1 is a total disagreement, while 5 stands for full agreement

1. Do you think that human resources management has "supportive attitude" towards the working group?	1 2 3 4 5
2. How much personal self-initiative do you have while you do your assignments?	1 2 3 4 5
3. What "supportive attitudes" would initiate and motivate your self-initiative in the work process?	1 2 3 4 5
4. How do you assess the management style in your company?	1 2 3 4 5
5. Does the appropriate management style allow you to use more confidently the "space for action"?	1 2 3 4 5
6. I confidently use the "space for acting", in the work process, and I am aware of the competencies that I own.	1 2 3 4 5
7. Do you feel that team management respects you and accepts you as an individual, and takes you seriously?	1 2 3 4 5
8. What impact does team management attitude have on your personality, your creativity in the work process?	1 2 3 4 5
9. Team management shows a certain respect for my person, and such approach stimulates my creativity and self initiative at work.	1 2 3 4 5

<b>10.</b> Team management makes me clear that my personality and my working contribution are seriously taken, thus, the self-initiative for deepening the knowledge and skills necessary for performing the tasks is growing	1 2 3 4 5
<b>11.</b> How do you assess the information and the communication system in your company?	1 2 3 4 5
<b>12.</b> Is the information-communication system in your company available to all employees, regardless the degree of hierarchical affiliation?	1 2 3 4 5
<b>13.</b> Information helps me to subconsciously pursue the goals and objectives of the organization.	1 2 3 4 5
<b>14.</b> I do not have a feeling that someone "works behind my back"; I am informed about the matters in the company.	1 2 3 4 5
<b>15.</b> I have a clear idea of the goals and objectives of the company, thus my loyalty and acceptance of the company's values grow.	1 2 3 4 5
<b>16.</b> Does management show interest in employee health?	1 2 3 4 5
<b>17.</b> What specific measures does management apply for employees health?	1 2 3 4 5
<b>18.</b> Do you think that working conditions directly reflect on the health of employees?	1 2 3 4 5
<b>19.</b> Absenteeism from work is directly related to the working conditions of the organization.	1 2 3 4 5
<b>20.</b> Are there possibilities to overcome the problem of absenteeism from work?	1 2 3 4 5
<b>21.</b> Are you subject to pressures and assessments when you perform your daily duties?	1 2 3 4 5
<b>22.</b> What mechanisms should be established to overcome the pressures and blackmail?	1 2 3 4 5
<b>23.</b> Job satisfaction is greater without pressure and blackmail and therefore decreases the possibility of tense situations and making unintentional mistakes under pressure.	1 2 3 4 5
<b>24.</b> Do you think that the existing work valuation system contributes to satisfaction and quality performance of the work tasks?	1 2 3 4 5
<b>25.</b> Are you properly valued for your work?	1 2 3 4 5
<b>26.</b> The quality with which I perform my duties is the result of accumulated satisfaction (or dissatisfaction) from the way of valuing my work.	1 2 3 4 5
<b>27.</b> Does the employer rewards you for a greater effort than the set one?	1 2 3 4 5
<b>28.</b> The employer applies stimulating and motivating measures, which grow the motivation to perform the tasks more successfully and more responsibly.	1 2 3 4 5