
Influence of the Employee's Gender on the Perception of Components of the Pro-Effectiveness Model of the Organizational Climate

Submitted 05/03/23, 1st revision 22/04/23, 2nd revision 11/05/23, accepted 30/05/23

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Abstract:

Purpose: The aim of the article is to present the proprietary concept of the pro-effectiveness model of the organizational climate and to identify its components that determine the increase in the level of effectiveness in the organization.

Design/Methodology/Approach: International literary studies and empirical research using quantitative and qualitative methods.

Findings: Empirical research has shown a correlation between the respondents' gender and their perception of the components of the pro-effectiveness model of the organizational climate. The research results revealed that the identified components of the organizational climate were strongly correlated with the selected criteria of organizational effectiveness, and people of different genders may perceive them differently. This issue is important for science, as well as for the managerial staff, due to the potential benefits for the organization.

Practical implications: The added value of the article can be considered in the following three aspects: theoretical and cognitive, which includes identification and analysis of the components of the pro-effectiveness model of the organizational climate, methodological, which includes development of an original concept of the pro-effectiveness model of the organizational climate, pragmatic, which includes formulation of recommendations on the use of the pro-effectiveness model of the organizational climate as a tool for optimizing effectiveness of management in the organization.

Originality value: A category of special importance in the context of the conducted deliberations is attributed to the respondent's gender, identified as a factor determining perception of the relationship explored by the authors.

Keywords: Organizational effectiveness, gender, organization.

JEL classification: J00, J28, J53.

Paper type: Research article.

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1. Introduction

The concept of “organizational climate”, despite the fact that it is becoming very fashionable today and, it seems, thoroughly researched in the world of science, is still often marginalized in the business world, and is treated quite superficially by managers.

The ambivalent or deprecating attitude of managers to the role of the organizational climate in the process of managing people effectively is a significant problem identified in many organizations. That attitude proves insufficient understanding of the meaning of the concept in question and the scope of its influence on the entire organization.

Negligence in this area stems from managers' short-sightedness, their immaturity and often low level of competence. In the long run, the negligence can lead to significant disturbance of interpersonal relations and even degeneration of the organization. Many managers do not notice significant, potential advantages of the “organizational climate”.

They do not recognise the fact that the climate supports a process of building a strong organizational culture of which it is a part, creates the image of the organization in the eyes of its stakeholders, increases the level of motivation, trust and commitment of employees, increases their creativity, openness to changes, affects the propensity to take risk, which ultimately translates into an increase (or decrease) in the level of organizational effectiveness of the enterprise, and in the long term is reflected in its financial result.

Shaping the organizational climate is a long-lasting, often long-term process that requires thought, great care, and modification when necessary. Construction of the organizational climate model does not make sense without knowing the specificity of the impact of its components on the particular parameters of organizational effectiveness assessment. Lack of knowledge about the existent or non-existent relationship between both categories makes the discussions about the organizational climate largely irrelevant.

In the context of the considerations, the key issue is attributed to the ability to identify both the components of the organizational climate and the criteria for assessing organizational effectiveness. The purpose of this article is to present the proprietary concept of a pro-effectiveness model of organizational climate, exposing both groups of parameters and presenting their relationships.

A category of special importance in the context of the conducted deliberations is found to be the gender of the respondents, identified as a factor determining perception of the relationship explored by the authors.

2. Literature Review

2.1 The Essence and Role of the Organizational Climate

“If your action does not bring the expected result, do not expect that continuing it will change the situation” (Blikle, 2021).

As it is observed (Wziątek-Staško and Krawczyk-Antoniuk, 2021), the operationalization of the concept of “organizational climate” is a difficult task, requiring deep exploration, constantly providing many open questions, inspiring to undertake further deliberations. The level of difficulty of the research is increased by the existence of a large variety of factors determining the image of the organizational climate and the complex nature of the relationships between them.

From the point of view of the grammar of the Polish language, “organizational climate” is a metaphorical epithet, the first part of which is ambiguous, referring in a cognitive sense to meteorology (von Rosenstiel and Bögel, 1992; Wudarzewski, 2013). Nowadays, this concept seems to be well-established in management sciences, although despite a number of attempts to define it, so far, no single, leading definition of an organizational climate that would gain universal acceptance has been developed.

Organizational climate is therefore a concept with many meanings, interpreted differently over the years, and its precise definition is not easy, because it is based on the feelings of employees. Moreover, some authors have defined the same concept of organizational climate differently in subsequent publications (Jones and James, 1979; Wudarzewski, 2012; Wyciślak, 1980).

In the opinion of some researchers, the organizational climate is a way of perception and the total of emotional reactions (Aarons and Sawitzky, 2006; Cornell, 1955; Jones and James, 1979; Karwowski and Pawłowska, 2009; Lubrańska, 2011; Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson, and Wallace, 2005).

According to another group of researchers, organizational climate is the main factor shaping the organizational behaviour of employees (Tagiuri and Litwin, 1968; Wyciślak, 1980) or the normative structure of attitudes and behaviours (Gregopoulos, 1965).

Some perceive the organizational climate as a set of organizational features, including norms prevailing in the organization (Campbell, Dunnette, Lawler, and Weick, 1970; Forehand and von Haller, 1964; Jones and James, 1979, Łochnicka, 2016; Paluchowski, 1998; Schneider and Barlett, 1968), organizational policy (Argylis, 1958), internal work environment (Rafferty, 2003), patterns of behaviour, attitudes, feelings, habits (Grzywacz, 2002; Isaksen, Lauer, Ekvall, and Britz, 2001),

interpersonal relations (Baruk, 2014; Dobrzyński, 1977; McGregor, 1960), a set of measurable properties of the working environment (Litwin and Stringer, 1968).

This last view at the organizational climate can be considered particularly relevant for further research, as it confirmed the possibility of measuring the organizational climate. In the maze of views on the essence of the organizational climate, we see those according to which the organizational climate is a manifestation of organizational culture (Dabić, Lažnjak, Smallbone, and Švarc, 2018), and at the same time the main factor shaping the organizational behaviour of employees, resulting from the content of social relations, including the conditions of the institution's functioning – the formal structure of power, type of technology, organization requirements, motives – aspirations and interests of employees and employee teams (Wudarzewski, 2016).

The lack of an unambiguous definition of the term “organizational climate” does not prevent it from playing an important role in the organization. It affects quality of the work environment, as it implies the manner and form of interpersonal communication, the degree of conflict intensity, the level of employees' motivation to work and the resulting organizational commitment, possible job contentment, satisfaction and general well-being, i.e., the employee's general health (both mental as well as possible psychosomatic ailments), which is ultimately reflected in the results of the entire organization (Badura, 2016), as well as in the employees' critical assessment of the organization, often expressed more or less officially (e.g., on Twitter, Instagram, TikTok), unfortunately not always creating a positive image in the eyes of stakeholders.

Analysis of the relevant literature allows us for concluding that the organizational climate consists of many different components that interact with each other (see: Abendroth and den Dulk, 2011; Avgar, Kolins-Givan, and Liu 2011; McDonald, Townsend and Wharton 2013; Davidson, Manning, Timo, and Ryder, 2001; Kundu, 2007; Wudarzewski, 2013a; Bratnicki and Wyciślak, 1980; Wajszczak, 2000; etc.). A systematic review of world literature from the last 70 years allowed for identifying several of the most frequently mentioned parameters (components of the organizational climate):

- transparency of information,
- motivation to work,
- friendly interpersonal relations (friendliness and affection),
- relations between the manager and the employee,
- communication effectiveness,
- structure (complexity) of the organization,
- the remuneration system used in the organization,
- supervisor support (supporting management style),
- challenges (including professional challenges),

- mutual trust (interpersonal).

Taking into account so many years of scientific achievements of numerous researchers around the world in the field of organizational climate and its modelling, for the purposes of this analysis, some components that, in the authors' opinion, are of particular importance in the process of optimizing the level of organizational effectiveness were selected. They include the following:

- A1. Equal treatment of employees.
- A2A. The level of trust in the information received from the supervisor.
- A2B. The level of trust in the information received from colleagues.
- A3A. The remuneration system used in the organization.
- A3B. The remuneration system used in the department / team.
- A4A. Interpersonal relations in the organization.
- A4B. Interpersonal relations in the department / team.
- A5A. Efficient communication in the organization.
- A5B. Efficient communication in the department / team.
- A6. Organizational commitment.

The exploration of the issues related to the impact of individual components of the organizational climate on the level of organizational effectiveness requires an attempt to define the concept of effectiveness and then identify the criteria for assessing organizational effectiveness, which is discussed further in this article.

2.2 The Essence of Organizational Effectiveness

The operationalization of the concept of “organizational climate” turned out to be a significant challenge for researchers. An attempt to explain the concept of “effectiveness” has become an equally significant problem. This difficulty is highlighted (Zbierowski, 2012) by claiming that “in a purely economic or financial approach, the issue of effectiveness is quite simple, but it becomes more complicated when we look at it from the point of view of management (...)”.

As with the concept of “organizational climate”, none of the definitions of “effectiveness” has become leading or widely accepted. One of the reasons for the diversity and multiplicity of those definitions may be attributed to differences in the perception of effectiveness by practitioners and theorists, as well as to frequently different interpretation of the concept of “effectiveness” by experts in the field of economics and management (Blaik, 2015). Combination of the concept of “effectiveness” and “economy” was initiated by Samuelson and Nordhaus.

According to them, effectiveness was “perhaps the main subject of economics and it is – generally speaking – a lack of waste” (Waśniewski, 2018; Niemczyk, 2014). Over the years, there were more and more suggestions to examine effectiveness in a context wider than economic effects, which in turn led to the emergence of the

concept of “organizational effectiveness”, which (among others) was understood as “operational effectiveness and additional results obtained in connection with operational activities, therefore quantitative and qualitative determinants (including work results, customer satisfaction, employee satisfaction, innovation, etc.)” (Waśniewski, 2018).

Some researchers have adopted the position that effectiveness occurs in two forms, i.e., economic, and organizational, with a reservation that economic effectiveness is one of the manifestations of organizational effectiveness (Ziębicki, 2014). In a majority of cases, economic effectiveness is defined as the ratio of outputs to inputs.

On the other hand, in the case of organizational effectiveness, three approaches have already gained the most popularity: purposeful; from the perspective of multiple choices (the concept of interest groups) and multidimensional. In this third approach, organizational effectiveness is defined through multidimensional criteria, covering various categories of results and attributes of the organization (cf. e.g., Cameron, 1986; Goodman and Pennings, 1977; Lawless, 1972; Lewin and Minton, 1986; Price, 2008; Steers, 1975 etc).

Bearing the above in mind, it is worth quoting the words of Bielski (2002), who concludes that “there is no single best criterion for assessing effectiveness, and their selection is subjective and is made under the influence of values, preferences and interests of the evaluating entity”. The variety of those criteria and a different way of looking at the organization make it impossible, or at least difficult, for a comprehensive and simultaneous assessment of all aspects of the organization.

As a result, each organization should prioritize them after selecting dimensions and performance evaluation criteria. It is also worth quoting the very words of Kondalkar (2010), who states that “organizational effectiveness is a complex phenomenon and is mostly based on the adopted strategy adapted to the development of individual units and teams (...); such perception of effectiveness is related to personal development of employees who thus show a high level of motivation and emotional balance”.

The presented approach allows to freely interpret dimensions of organizational effectiveness and create proprietary solutions in the selection of measures for assessing the level of organizational effectiveness, which was done by the authors of this research. As a result of the analysis of the literature on the subject, six measures to be used while assessing organizational effectiveness were selected.

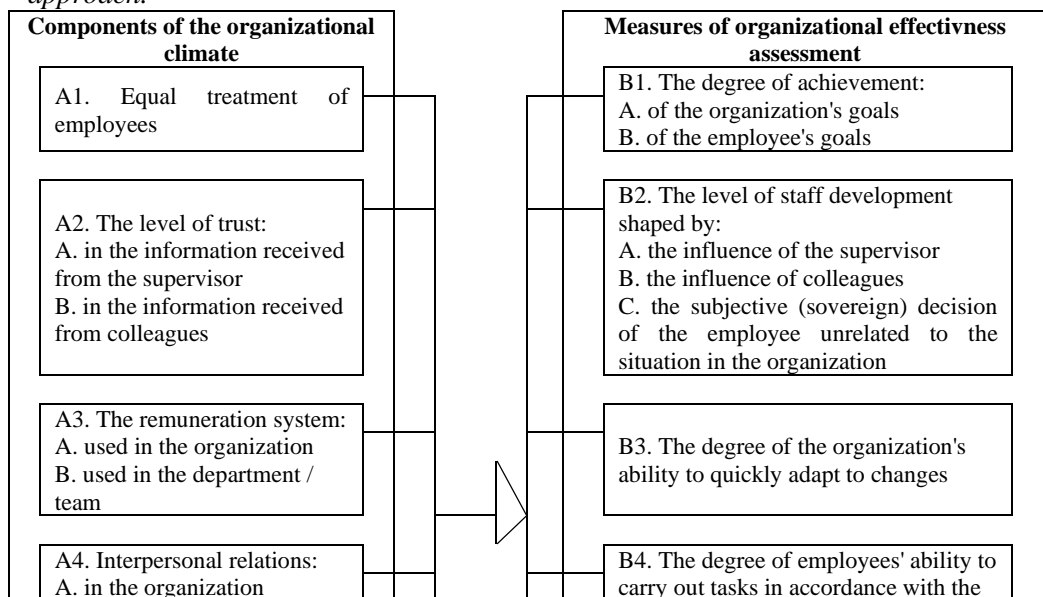
They are most often indicated by an international group of researchers as key, and they include the following:

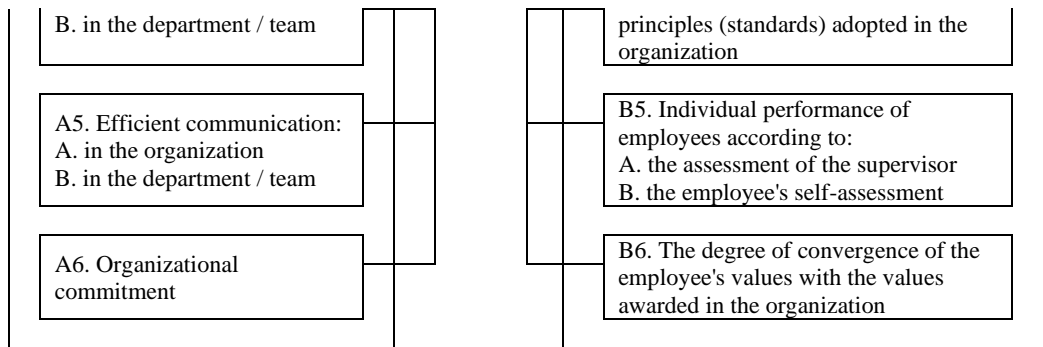
- B1A. The degree of achievement of the organization's goals.
- B1B. The degree of achievement of the employee's goals.

- B2A. The level of staff development shaped by the influence of the supervisor and colleagues.
- B2B. The level of staff development shaped by colleagues.
- B2C. The level of staff development shaped by the subjective (sovereign) decision of the employee unrelated to the situation in the organization.
- B3. The degree of the organization's ability to quickly adapt to changes.
- B4. The degree of employees' ability to carry out tasks in accordance with the principles / standards adopted in the organization.
- B5A. Individual performance of employees according to the assessment of the superior.
- B5B. Individual performance of employees according to their self-assessment.
- B6. The degree of convergence of the employee's values with the values awarded in the organization.

Therefore, adopting the definition of “pro-effectiveness organizational climate” as follows: “pro-effectiveness model of organizational climate refers to construction of an ideal organizational reality, constituting a set of its subjectively perceived characteristics, enabling the research of the structure of this reality, the relationship between its elements and affecting factors, which guarantees the organization to obtain optimal effects in relation to the expenditure incurred” (Wziątek-Staśko and Krawczyk-Antoniuk, 2021) and taking into account the above-identified components of the organizational climate (A1-A6) and six measures of organizational effectiveness assessment (B1-B6), an attempt was made to create a model according to the formula shown in Figure 1.

Figure 1. *Pro-effectiveness model of the organizational climate - theoretical approach.*





Source: Wziątek-Stasko and Krawczyk-Antoniuk 2020.

The research model presented in Figure 1 combines two categories of variables, i.e., “components of the organizational climate” (an independent variable) and “measures of organizational effectiveness assessment” (a dependent variable). The independent and dependent variables are intangible and abstract in nature, and therefore difficult to measure.

Therefore, an important stage of the research process involves their exact operationalization, which was done above. An important issue refers to the analysis of the influence of components of the organizational climate (A1-A6) on selected measures of organizational effectiveness assessment (B1-B6), which is the key research problem in this article.

3. Methodology

In the research process, an original questionnaire was used. It was developed on the basis of the identified variables: independent (A1-A6) and dependent (B1-B6). The questionnaires used a five-point R. Likert scale (1-5) that is an estimate, dependency, and one-dimensional scale, but belongs to the complex scales of attitude measurement. Empirical research was carried out on a representative sample, assuming gender of the respondent (woman / man) as a moderating variable. When determining the optimal sample size, the following assumptions were made:

- the analysis will be carried out in a regression scheme enabling the analysis of many components of the organizational climate in one statistical model,
- the sample size should enable analyses of all ten components of the organizational climate,
- the value of the statistical inference power is 0.80,
- the conventional threshold of 0.05 was adopted as the threshold of statistical significance,
- a statistical model that allows detection of even small effects, i.e., with a value of 0.02 according to Cohen's f^2 measure.

The research was conducted by posting the questionnaire on the Internet and through direct questionnaire research among the respondents. The research sample consisted of 1,348 respondents, of which 1,266 correctly completed questionnaires were selected and used in the analysis process. The calculations were performed in the G*3.1.9.2 program. The structure of the respondents according to the selected criteria is presented in Table 1.

Table 1. The structure of the respondents according to the selected criteria

No.	Criterion		N	%
1	2		3	4
1	Gender	women	740	58%
		men	526	42%
2	Age	up to 25 years old	486	38%
		26-35 years old	362	29%
		36-45 years old	219	17%
		46-55 years old	119	9%
		55 years and older	80	6%
3	Education	primary	8	1%
		post-primary	10	1%
		vocational	63	5%
		secondary	610	48%
		higher vocational	282	22%
		higher master's degree or equivalent	258	20%
		academic title	35	3%
4	Business line	trade	169	13%
		industry	239	19%
		civil engineering	41	3%
		agriculture	4	0%
		services	452	36%
		other sectors	361	29%
5	Number of people employed in the organizations the respondents work for	2-9	199	16%
		10-49	314	25%
		50-249	298	24%
		od 250	455	36%
6	Number of people working in their teams	2-5	606	48%
		6-15	430	34%
		at least 16	230	18%
7	Type of job position	worker	456	36%
		non-manual workers, without subordinate employees	531	42%
		management position	279	22%
8	Form of ownership of the organization the respondents work for	public sector	389	31%
		private sector	837	66%
		third sector organizations (NGOs)	40	3%
9	Total work experience of the respondents	up to 1 year	131	10%
		from 1 to 5 years	446	35%
		from 5 to 15 years	356	28%
		over 15 years	333	26%

No.	Criterion	N	%	
1	2	3	4	
10	Work experience of respondents in the organizations they currently work for	up to 1 year	394	31%
		from 1 to 5 years	526	42%
		from 5 to 15 years	233	18%
		over 15 years	113	9%
11	Work experience of respondents in their current position	up to 1 year	433	34%
		from 1 to 5 years	569	45%
		from 5 to 15 years	197	16%
		over 15 years	67	5%

Source: Wziątek-Staśko and Krawczyk-Antoniuk 2020.

Relationships between the pairs of analysed variables, i.e., each component of the organizational climate (A1-A6), and each measure of organizational effectiveness assessment (B1-B6), were analysed using the Spearman correlation coefficient. The research results are presented in Tables 2-3, where p denotes statistical significance, that is, it determines the probability of randomness of the result. If the probability is less than 0.05, the result is statistically significant. In Tables 2-3, the bold type indicates the values that confirm the existence of a relationship between statistically significant variables.

4. Research Results

The research process as a whole included:

- the respondents' assessment of selected components of the organizational climate (A1-A6), taking into account their gender,
- respondents' assessment of the level of selected measures of organizational effectiveness assessment (B1-B6), taking into account their gender,
- analysis of the correlation between all components of the organizational climate (A1-A6) and all measures of organizational effectiveness assessment (B1-B6), taking into account the gender of the respondents.

Due to the very extensive factual material that allowed to collect the individual stages of the research process, this article presents the results that concerned the analysis of the correlation between both groups of parameters only, taking into account the gender of the respondents, according to the following specifications:

- Table 2 – average values of assessments of the organizational climate in the group of women and in the group of men (A1-A6),
- Table 3 – average values of assessments of selected components of organizational effectiveness in the group of women and in the group of men (B1-B6).

Table 2. Average values of assessments of the organizational climate in the group of women and in the group of men (A1-A6)

No.	Components of the organizational climate	Women		Men		U	p
		M	SD	M	SD		
1	2	3	4	5	6	7	8
1	A1. Equal treatment of employees.	3.04	0.82	3.08	0.75	189433.00	0.345
2	A2A. Trust in the information received from the supervisor.	3.53	1.04	3.51	0.95	189997.00	0.450
3	A2B. Trust in the information received from colleagues.	3.33	0.89	3.36	0.90	191509.00	0.604
4	A3A. Assessment of the remuneration system used in the organization.	2.83	0.86	2.91	0.83	186676.50	0.162
5	A3B. Assessment of the remuneration system used in the department / team.	2.92	0.82	2.96	0.73	189017.00	0.317
6	A4A. Assessment of the interpersonal relations in the organization.	3.67	0.93	3.70	0.86	193998.00	0.915
7	A4B. Assessment of the interpersonal relations in the department / team.	3.82	0.91	3.86	0.88	191263.50	0.567
8	A5A. Assessment of the level of communication effectiveness in the organization.	3.40	0.97	3.36	0.95	190300.50	0.475
9	A5B. Assessment of the level of communication effectiveness in the department / team.	3.59	0.91	3.56	0.91	193792.50	0.890
10	A6. Assessment of the current level of the work commitment in the organization.	3.94	1.06	3.82	1.03	178997.50	0.010

Note: M – average value; SD – standard deviation; I – the value of the U. Mann-Whitney test; p – statistical significance.

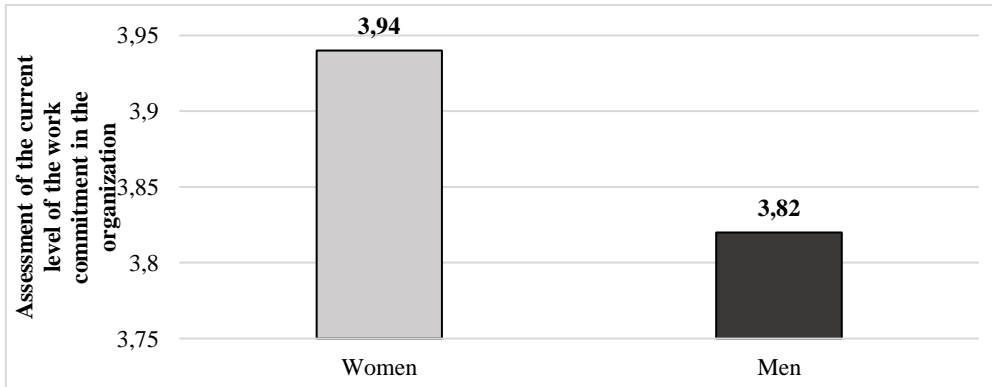
Source: Own study based on the research results.

Table 2 shows the average values of assessments of the organizational climate in the group of women and in the group of men. Statistically significant values were marked. Based on the U. Mann-Whitney test, used as a pairwise comparison test, it was found that in terms of the analysed components of the organizational climate, statistically significant differences between the group of women and the group of men occur in terms of the assessment of the current level of their work commitment in the organization (A6).

The average value obtained in the group of women was higher than the average value obtained in the group of men, which means that women rate their own commitment to work higher than men.

Figure 2 shows the only statistically significant difference between the groups in terms of the assessment of the selected component of the organizational climate, i.e., the current level of the work commitment in the organization, depending on the respondent's gender.

Figure 2. A statistically significant average value of the intergroup difference in the assessment of the selected component of the organizational climate (the current level of the work commitment in the organization) depending on the gender of the respondent



Source: Own study based on research results.

The next step was to evaluate the selected criteria of organizational effectiveness, taking into account the respondent's gender. The average values of assessments of selected components of organizational effectiveness in the group of women and in the group of men are presented in Table 3.

Table 3. Average values of assessments of selected components of organizational effectiveness in the group of women and in the group of men (B1-B6)

No.	Criteria of organizational effectiveness	Women		Men		U	p
		M	SD	M	SD		
1	2	3	4	5	6	7	8
1	B1A. The degree of achievement of the organization's goals.	3.70	0.86	3.63	0.87	184761.00	0.094
2	B1B. The degree of achievement of the employee's goals.	3.45	1.11	3.39	1.03	186187.00	0.169
3	B2A. The level of staff development shaped by the influence of the supervisor.	3.24	1.21	3.02	1.17	172983.00	0.001
4	B2B. The level of staff development shaped by colleagues.	2.86	1.06	2.70	1.01	177762.00	0.006
5	B2C. The level of staff development shaped by the subjective (sovereign) decision of the employee unrelated to the situation in the organization.	4.05	0.83	3.93	0.85	178474.50	0.006
6	B3. The degree of the organization's ability to quickly adapt to changes.	3.33	1.07	3.14	1.05	174705.00	0.001
7	B4. The degree of employees' ability to carry out tasks in accordance with the principles / standards adopted in the organization.	4.16	0.76	3.89	0.88	161091.50	0.001
8	B5A. Individual performance of employees according to the assessment of the supervisor.	4.24	0.93	4.00	1.00	166902.50	0.001

No.	Criteria of organizational effectiveness	Women		Men		U	p
		M	SD	M	SD		
1	2	3	4	5	6	7	8
9	B5B. Individual performance of employees according to their self-assessment.	4.01	0.71	3.83	0.70	167599.00	0.001
10	B6. The degree of convergence of the employee's values with the values awarded in the organization.	3.31	1.07	3.32	0.94	193225.50	0.819

Note: M – average value; SD – standard deviation; U – the value of the U. Mann-Whitney test; p – statistical significance.

Source: Own study based on the research results.

Table 3 shows the average values of the organizational effectiveness ratings in the group of women and in the group of men. Statistically significant values were marked.

Based on the U. Mann-Whitney test, used as a pairwise comparison test, it was found that statistically significant differences between the group of women and the group of men were observed in the following areas:

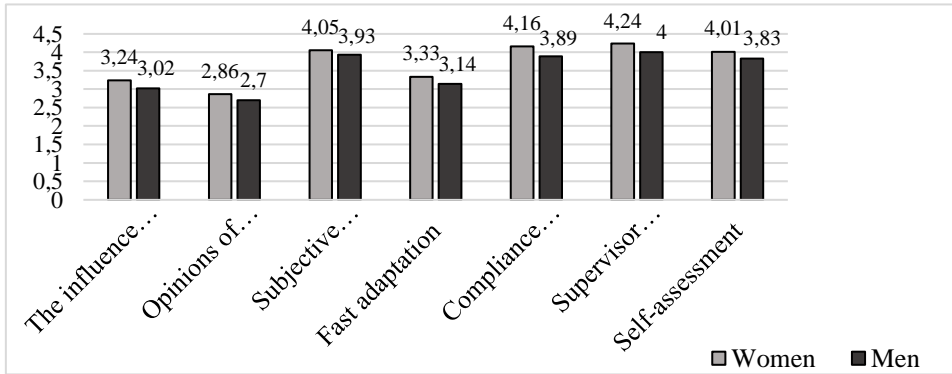
- assessment of the level of the employee development, shaped by the supervisor (B2A),
- assessment of the level of the employee development, shaped by colleagues (B2B),
- assessment of the level of development shaped by the level of employee self-motivation (B2C),
- assessment of the speed of adaptation of the organization to changes (B3),
- assessment of the level of employees' ability to perform tasks in accordance with the principles (standards) adopted in the organization (B4),
- assessment of the employee performance made by the supervisor (B5A),
- self-assessment of the self-performance level (B5B).

The average values obtained in the group of women were higher than the average values obtained in the group of men. Figure 3 shows statistically significant intergroup differences in the assessment of selected criteria of organizational effectiveness depending on the respondent's gender.

In Tables 2 and 3, the intensity of assessments of selected components of the organizational climate and selected criteria of organizational effectiveness in the group of women and in the group of men are compared.

Then, in Tables 4-13, the correlation between the selected components of the organizational climate and the criteria of organizational effectiveness was compared, taking into account the respondents' gender, and thus it was examined how the assessments of selected components of the organizational climate and selected criteria of organizational effectiveness in the group of women and in the group of men translate into on effectiveness.

Figure 3. Statistically significant intergroup differences in the assessment of selected criteria of organizational effectiveness depending on the gender of the respondent



Source: Own study based on research results.

The following Tables 4-13 present the ρ Spearman correlation coefficients between the assessments of selected criteria of organizational effectiveness (B1A-B6) and the assessments of selected components of the organizational climate (A1-A6) depending on the respondent's gender.

The obtained statement was supplemented with the values of the Fisher [z] transformation, by means of which the statistical significance of differences between the values of correlation coefficients obtained in the compared groups, i.e., the group of women and the group of men [p], was verified. Statistically significant values were marked.

Table 4. ρ Spearman's correlation coefficients between the assessments of the degree of achievement of the organization's goals (B1A) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.222**	0.195**	0.49	0.353
2	A2A. Trust in the information received from the supervisor.	0.368**	0.390**	-0.45	0.361
3	A2B. Trust in the information received from colleagues.	0.297**	0.286**	0.21	0.390
4	A3A. Assessment of the remuneration system used in the organization.	0.167**	0.102*	1.16	0.204
5	A3B. Assessment of the remuneration system used in the department / team.	0.160**	0.111*	0.87	0.272
6	A4A. Assessment of the interpersonal relations in the organization.	0.337**	0.409**	-1.46	0.137
7	A4B. Assessment of the interpersonal relations in the	0.282**	0.312**	-0.58	0.338

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
	department / team.				
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.448**	0.423**	0.54	0.345
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.422**	0.379**	0.90	0.267
10	A6. Assessment of the current level of the work commitment in the organization.	0.416**	0.405**	0.23	0.388

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The data presented in Table 4 show that the identified relationships are not statistically significant. Both in the group of women and in the group of men there is a positive correlation, however, there are no statistically significant differences between these groups. Therefore, the next parameter indicated in Table 5 was tested.

Table 5. ρ Spearman's correlation coefficients between the assessments of the degree of achievement of the employee's goals (B1B) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.302**	0.269**	0.63	0.327
2	A2A. Trust in the information received from the supervisor.	0.407**	0.398**	0.19	0.392
3	A2B. Trust in the information received from colleagues.	0.289**	0.206**	1.55	0.120
4	A3A. Assessment of the remuneration system used in the organization.	0.288**	0.214**	1.38	0.153
5	A3B. Assessment of the remuneration system used in the department / team.	0.263**	0.193**	1.29	0.173
6	A4A. Assessment of the interpersonal relations in the organization.	0.405**	0.348**	1.16	0.203
7	A4B. Assessment of the interpersonal relations in the department / team.	0.369**	0.298**	1.40	0.150
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.426**	0.353**	1.51	0.128
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.407**	0.318**	1.79	0.080
10	A6. Assessment of the current level of the work commitment in the organization.	0.421**	0.407**	0.30	0.382

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The data presented in Table 5 show that both in the group of women and in the group of men there is a positive correlation between the researched variables, but there are no statistically significant differences between these groups.

Table 6. ρ Spearman's correlation coefficients between the assessments of the level of staff development shaped by the influence of the supervisor (B2A) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.246**	0.241**	0.09	0.397
2	A2A. Trust in the information received from the supervisor.	0.427**	0.399**	0.59	0.335
3	A2B. Trust in the information received from colleagues.	0.240**	0.153**	1.58	0.114
4	A3A. Assessment of the remuneration system used in the organization.	0.238**	0.142**	1.74	0.087
5	A3B. Assessment of the remuneration system used in the department / team.	0.230**	0.116**	2.06	0.048
6	A4A. Assessment of the interpersonal relations in the organization.	0.337**	0.292**	0.87	0.272
7	A4B. Assessment of the interpersonal relations in the department / team.	0.301**	0.222**	1.48	0.133
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.372**	0.244**	2.48	0.018
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.355**	0.254**	1.95	0.060
10	A6. Assessment of the current level of the work commitment in the organization.	0.414**	0.287**	2.54	0.016

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The information contained in Table 6, which presents the relationship between the assessments of the supervisor's impact on the level of human resources development (B2A) and the assessments of the components of the organizational climate (A1-A6) in the group of women and in the group of men shows that positive correlations were obtained between (B2A), and:

- assessment of the current remuneration system used in the department / team (A3B),
- assessment of the level of communication effectiveness in the organization (A5A),
- assessment of the current level of the work commitment in the organization (A6),

and they were statistically significantly stronger in the group of women than in the group of men.

Based on the data presented in Table 7, which shows the relationship between the assessments of the degree of influence of colleagues on the level of human resources development (B2B) and the assessments of the components of the organizational climate (A1-A6) depending on the respondent's gender, it is possible to conclude

that there are no statistically significant intergroup differences in terms of the studied correlation coefficients. Both in the group of women and in the group of men there is a positive correlation, however, there are no statistically significant differences between these groups.

Table 7. ρ Spearman's correlation coefficients between the assessments of the degree of influence of colleagues on the level of human resources development (B2B) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.075*	0.093*	-0.32	0.379
2	A2A. Trust in the information received from the supervisor.	0.158**	0.254**	-1.76	0.086
3	A2B. Trust in the information received from colleagues.	0.331**	0.281**	0.97	0.250
4	A3A. Assessment of the remuneration system used in the organization.	0.119**	0.142**	-0.41	0.367
5	A3B. Assessment of the remuneration system used in the department / team.	0.106**	0.106*	0.00	0.399
6	A4A. Assessment of the interpersonal relations in the organization.	0.286**	0.333**	-0.91	0.264
7	A4B. Assessment of the interpersonal relations in the department / team.	0.307**	0.320**	-0.25	0.386
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.298**	0.253**	0.85	0.278
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.345**	0.328**	0.34	0.377
10	A6. Assessment of the current level of the work commitment in the organization.	0.258**	0.297**	-0.74	0.304

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

Table 8. ρ Spearman's correlation coefficients between the assessments of the degree of influence of self-motivation on one's own development (B2C) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.059	0.059	0.01	0.399
2	A2A. Trust in the information received from the supervisor.	0.050	0.202**	-2.71	0.010
3	A2B. Trust in the information received from colleagues.	0.020	0.051	-0.54	0.344
4	A3A. Assessment of the remuneration system used in the organization.	0.093*	0.098*	-0.09	0.397
5	A3B. Assessment of the remuneration system used in the department / team.	0.055	0.080	-0.44	0.362
6	A4A. Assessment of the interpersonal relations in the organization.	0.094*	0.122**	-0.50	0.353

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
7	A4B. Assessment of the interpersonal relations in the department / team.	0.095**	0.165**	-1.25	0.184
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.054	0.087*	-0.58	0.337
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.115**	0.191**	-1.36	0.158
10	A6. Assessment of the current level of the work commitment in the organization.	0.222**	0.296**	-1.39	0.152

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The analysis of the relationship between the assessment of the employee's level of development, shaped by their level of self-motivation (B2C), and the assessment of the components of the organizational climate (A1-A6), taking into account the respondent's gender, indicates that positive correlations were obtained between (B2C) and the level of trust in the information received from the supervisor (A2A) only in the group of men. In the group of women, this correlation was also positive, but not statistically significant. Further data are presented in Table 9.

Table 9. ρ Spearman's correlation coefficients between the assessments of the degree of the organization's ability to quickly adapt to changes (B3) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.224**	0.147**	1.40	0.151
2	A2A. Trust in the information received from the supervisor.	0.372**	0.293**	1.55	0.119
3	A2B. Trust in the information received from colleagues.	0.242**	0.194**	0.88	0.270
4	A3A. Assessment of the remuneration system used in the organization.	0.237**	0.089*	2.66	0.011
5	A3B. Assessment of the remuneration system used in the department / team.	0.255**	0.050	3.69	0.001
6	A4A. Assessment of the interpersonal relations in the organization.	0.346**	0.316**	0.59	0.335
7	A4B. Assessment of the interpersonal relations in the department / team.	0.257**	0.188**	1.27	0.178
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.437**	0.343**	1.94	0.061
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.337**	0.215**	2.31	0.027
10	A6. Assessment of the current level of the work commitment in the organization.	0.319**	0.209**	2.07	0.047

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The data presented in Table 9, which shows the relationship between the

assessment of the degree of the organization's ability to quickly adapt to changes (B3), and the assessment of the components of the organizational climate (A1-A6) depending on the respondent's gender, shows that a positive correlation between parameter B3, and the assessment of the current remuneration system used in the department / team (A3B) occurred only in the group of women.

Positive correlations between the assessments of the organization's ability to quickly adapt to changes (B3) and:

- assessment of the current remuneration system used in the organization (A3A),
- assessment of the level of communication effectiveness in the department / team (A5B),
- assessment of the current level of the work commitment in the organization (A6),
- were statistically significantly **stronger** in the group of **women** than in the group of men.

Table 10. ρ Spearman's correlation coefficients between assessments of the employees' ability to perform tasks in accordance with the principles / standards adopted in the organization (B4) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	-0.009	0.077	-1.51	0.128
2	A2A. Trust in the information received from the supervisor.	0.218**	0.240**	-0.41	0.367
3	A2B. Trust in the information received from colleagues.	0.130**	0.193**	-1.13	0.210
4	A3A. Assessment of the remuneration system used in the organization.	0.026	0.093*	-1.18	0.200
5	A3B. Assessment of the remuneration system used in the department / team.	0.034	0.082	-0.84	0.280
6	A4A. Assessment of the interpersonal relations in the organization.	0.130**	0.303**	-3.18	0.003
7	A4B. Assessment of the interpersonal relations in the department / team.	0.139**	0.310**	-3.16	0.003
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.195**	0.281**	-1.60	0.112
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.251**	0.305**	-1.02	0.236
10	A6. Assessment of the current level of the work commitment in the organization.	0.337**	0.325**	0.24	0.388

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

Table 10, which presents the relationships between the assessments of the employees' ability to perform tasks in accordance with the principles / standards adopted in the organization (B4) and the assessments of the organizational climate

(A1-A6), depending on the respondent's gender, shows that positive correlations between (B4) and the assessment of interpersonal relations in the organization (A4A) and in the department / team (A4B), which were statistically significantly **stronger** in the group of **men** than in the group of women.

Table 11. ρ Spearman's correlation coefficients between individual performance of employees according to the assessment of the supervisor (B5A) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.292**	0.191**	1.88	0.068
2	A2A. Trust in the information received from the supervisor.	0.312**	0.297**	0.29	0.383
3	A2B. Trust in the information received from colleagues.	0.218**	0.173**	0.82	0.285
4	A3A. Assessment of the remuneration system used in the organization.	0.237**	0.189**	0.88	0.271
5	A3B. Assessment of the remuneration system used in the department / team.	0.232**	0.185**	0.86	0.276
6	A4A. Assessment of the interpersonal relations in the organization.	0.246**	0.322**	-1.45	0.140
7	A4B. Assessment of the interpersonal relations in the department / team.	0.272**	0.354**	-1.59	0.112
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.198**	0.216**	-0.33	0.378
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.293**	0.300**	-0.13	0.395
10	A6. Assessment of the current level of the work commitment in the organization.	0.313**	0.357**	-0.87	0.274

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The analysis of the data contained in Table 11, which shows the relationship between individual performance of employees according to the assessment of the supervisor (B5A) and the assessments of the organizational climate (A1-A6) depending on the respondent's gender, shows that no statistically significant intergroup differences in the studied correlation coefficients were obtained. Both in the group of women and in the group of men there is a positive correlation, however, there are no statistically significant differences between these groups.

Table 12. ρ Spearman's correlation coefficients between the self-assessment of the degree of individual performance of the employee (B5B) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.058	0.044	0.25	0.387
2	A2A. Trust in the information received from the supervisor.	0.079*	0.171**	-1.64	0.105
3	A2B. Trust in the information received from colleagues.	0.070	0.205**	-2.41	0.022
4	A3A. Assessment of the remuneration system used in the	0.027	0.027	0.00	0.399

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
	organization.				
5	A3B. Assessment of the remuneration system used in the department / team.	-0.006	0.050	-0.98	0.247
6	A4A. Assessment of the interpersonal relations in the organization.	0.047	0.218**	-3.05	0.004
7	A4B. Assessment of the interpersonal relations in the department / team.	0.079*	0.216**	-2.45	0.020
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.071	0.173**	-1.81	0.077
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.134**	0.198**	-1.15	0.206
10	A6. Assessment of the current level of the work commitment in the organization.	0.346**	0.393**	-0.95	0.253

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The data presented in Table 12, which shows the relationship between the self-assessment of the degree of individual performance of the employee (B5B) and the assessments of the organizational climate (A1-A6) depending on the respondent's gender, indicate that the following was obtained:

- positive correlations between the self-assessment of the degree of individual performance of the employee (B5B) and the level of trust in the information received from colleagues (A2B) and the assessment of interpersonal relations in the organization (A4A), which occurred only in the group of **men**. In the group of women, they were statistically insignificant;
- a positive correlation between the self-assessment of the degree of individual performance of the employee (B5B) and the assessment of interpersonal relations in the department / team (A4B), which was statistically significantly **stronger** in the group of **men** than in the group of women.

Table 13. ρ Spearman's correlation coefficients between the assessments of the degree of convergence of the employee's values with the values awarded in the organization (B6) and the assessments of the components of the organizational climate (A1-A6), in the group of women and in the group of men

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
1	A1. Equal treatment of employees.	0.304**	0.116**	3.45	0.001
2	A2A. Trust in the information received from the supervisor.	0.369**	0.288**	1.59	0.113
3	A2B. Trust in the information received from colleagues.	0.282**	0.219**	1.18	0.200
4	A3A. Assessment of the remuneration system used in the organization.	0.272**	0.150**	2.24	0.033
5	A3B. Assessment of the remuneration system used in the department / team.	0.243**	0.150**	1.69	0.095
6	A4A. Assessment of the interpersonal relations in the organization.	0.373**	0.324**	0.98	0.248

No.	Components of the organizational climate	Women	Men	z	p
1	2	3	4	5	6
7	A4B. Assessment of the interpersonal relations in the department / team.	0.286**	0.195**	1.69	0.096
8	A5A. Assessment of the level of communication effectiveness in the organization.	0.433**	0.331**	2.09	0.045
9	A5B. Assessment of the level of communication effectiveness in the department / team.	0.334**	0.244**	1.72	0.091
10	A6. Assessment of the current level of the work commitment in the organization.	0.313**	0.304**	0.17	0.393

Note: * $p < 0.05$; ** $p < 0.01$

Source: Own study based on research results.

The data presented in Table 13, which shows the relationship between the assessments of the degree of convergence of the employee's values with the values awarded in the organization (B6) and the assessments of the components of the organizational climate (A1-A6) depending on the respondent's gender, allow for a conclusion that there are positive correlations between (B6), and:

- assessment of equal treatment of employees by the supervisor (A1),
- assessment of the remuneration system used in the organization (A3A),
- assessment of the level of communication effectiveness in the organization (A5A),
- except that the first two were statistically significantly stronger in the group of women than in the group of men.

As a result of the analysis of the above data, the following was found.

- The degree of achievement of the goals of both the organization and the employee, shaping the level of staff development by colleagues and the assessment of individual performance by employees is influenced by all the examined components of the organizational climate, but the strength of that impact is not statistically significant. It is also impossible to distinguish components that would be rated significantly higher in the group of women or men.

A manager focused on building a team in which they will have an impact on the development of employees' competences should make efforts to ensure that those employees:

- positively assessed the remuneration system used in the department / team,
- positively assessed the effectiveness of communication in the organization,
- were involved in work in the organization.

The impact of these components is greater in women.

In the event of a manager's decision to build a team capable of quick adaptation to changes (B3), the manager should make efforts to ensure that employees:

- positively assessed the remuneration system used in the organization,
- were involved in work in the organization,
- and in addition, that women in particular should positively assess the remuneration system used in the department / team.

If a manager wants to build a team that carries out tasks in accordance with the principles (standards) adopted in the organization (B4), they should bear in mind that for employees, it is important to assess the interpersonal relations prevailing both in the organization and in the department / team. It should be noted that for men this component of the organizational climate is more important than for women.

If a manager wants to build a team in which the criterion of effectiveness will be the self-assessment of employees of their individual performance, they should make efforts to ensure that these employees positively assess the interpersonal relations prevailing in the department / team, and additionally that the male-employees:

- they trusted the information received from colleagues,
- positively assessed interpersonal relations in the organization.

If the criterion of effectiveness chosen by the manager is the degree of approximation of the employee's value to the values awarded in the organization, then they should ensure effective communication in the organization and make efforts that employees:

- believed that they were treated equally,
- positively assessed the remuneration system used in the organization.

The latter two components are of greater value to men than to women.

5. Discussion

The results presented in this research do not contradict the findings of scientists such as Coffman and Buckingham (2001); Carr, Schmidt, Ford, and DeShon (2003); Gadomska-Lila (2017); Krot and Lewicka (2015); Litwin and Stringer (1968); Organ, Podsakoff and MacKenzie (2006); Ostroff (1992); Patterson, Warr and West (2004). In fact, they confirm the findings in question.

According to Coffman and Buckingham (2001), effectiveness of managers is influenced by their ability to build good relations with employees (component A4 of the model presented in this article), through influencing the needs, aspirations, and personality traits of those employees (B1B criterion). According to Carr, Schmidt,

Ford, and DeShon (2003), the organizational climate is perceived as fairer (component A1), with fewer employee complaints (B1B criterion).

Gadomska-Lila (2015) showed that feedback (A2A and A5 components), supporting teamwork (A4 component), using non-wage and non-material incentives, linking the remuneration system with the competency model (A3 component in connection with A1), investing in development employee competences and linking training activities with the company's strategy (B2A criterion) affected the financial results of companies (B1A criterion).

Research by Krot and Lewicka (2015) proved that positive, valuable actions of organizations and managers towards an employee resulted in their reciprocity in the form of increased commitment (component A6), loyalty, and workload (criterion B1). Litwin and Stringer (1968) showed that the use of informal solutions, awarding prizes (component A3), maintaining a relaxed atmosphere, warm interpersonal relations in the organization, promoting cooperation (component A4) affected the employees' feeling of the highest level of satisfaction with the work performed (criterion B1B); using informal solutions, setting high standards to individual employees and the entire organization (component A1), awarding prizes for very good results (component A3), promoting cooperation, maintaining the level of stress adequate to the challenges (component A4) results in obtaining the best financial results, implementing new products and innovation in reducing costs (B1A criterion).

In the opinion of Organ, Podsakoff, and MacKenzie (2006), “civic organizational behaviour”, for which employees are not remunerated and which do not result directly from their professional duties, but consist, for example, in helping other employees, taking care of the organizational climate (component A4), striving for perfection, showing initiative, striving to develop one's competences (component A6) are a key element determining overall effectiveness of any organization (B1A criterion).

Ostroff (1992) found that affective, cognitive, and instrumental climate factors influence such intermediary variables as job satisfaction and organizational commitment (component A6), which in turn translates into results in the form of work effectiveness (B5A criterion), and good psychological well-being (criterion B1B). Patterson, Warr, and West (2004) showed that concern for the welfare of the employee, skills development, reflectivity, innovation, flexibility (component A4), performance feedback (component A5) affected productivity of enterprises (criterion B1A).

According to the research results obtained, efforts to improve the organizational climate can be a valuable strategy employed to increase organizational effectiveness. Therefore, managers should try to recognize the organizational climate in their organizations and its components in order to increase organizational effectiveness.

Activities aimed at creating a positive and desirable climate for employees will contribute to the fact that the employees will stay in their organization, and they will try to achieve their organisations' goals (normative obligation) and will be emotionally connected with their organizations (affective commitment).

Moreover, since change starts with yourself, managers should know the goals of the organization and be committed to their implementation in order to set a good example for employees and to exert influence and motivation with their behaviour.

The research undertaken by the authors of the article confirmed the relationship between the organizational climate and many aspects of organizational effectiveness that should be included in human resource management strategies. However, they pointed to a certain limitation. This research was cross-sectional and therefore generalization of its results should be made with caution.

6. Conclusions, Proposals, Recommendations:

The last part concludes the results of the study and the limitations related to the methodology used, availability of data, as well as recommendations and comments for future research. It includes the main research findings. Conclusions are only original contribution of the paper to the field of study. It indicates the value of research and the material presented. It should be a strong recapitulation of major ideas of the paper.

Skilful management of various employees still remains a great challenge for managers due to the considerable difficulty in defining their characteristics, competences, but most of all the needs and preferences in the work environment. Without proper knowledge on this subject, it is difficult to optimize effectiveness of actions taken and to formulate goals correctly.

The role and responsibility of managers in emphasizing the importance of appropriate elements of the pro-effectiveness model of the organizational climate is significant. They should bear in mind that the psychological dimension of work may be just as important as its economic function, which identifies work as a source of income and emphasizes the achievement of a specific financial result.

The results of the original research presented in this article contribute to the filling of the research gap identified at the outset, make it possible to learn about the expectations of a selected group of employees of different genders, thus encouraging further research. It should be emphasized that each gender has something unique to offer. An effective employer constantly gets to know their subordinates in order to find out how they can bring out the most useful features in the process of performing work.

The aim of the research, the results of which are presented in this article, was to seek

an answer to the following question: does the respondent's gender determine the structure of the pro-effectiveness model of the organizational climate? Based on the collected factual material, the following conclusions can be drawn:

1. all the components of the organizational climate specified in the model (A1-A6) influenced the criteria of organizational effectiveness (B1-B6), although not all the relationships turned out to be statistically significant,
2. both in the group of women and men, it is possible to undertake the construction of the pro-effectiveness model of the organizational climate defined by it, and these models will not be the same,
3. the components of the organizational climate and the criteria of organizational effectiveness for both groups of respondents partially coincided and in some parts were divergent.

Knowledge of the existence of a wide range of the components of the organizational climate and the ability to identify those of particular importance to employees in a specific group in a specific organization is a key measure of the professionalism level of a modern manager and one of the leading challenges to be faced.

Authors intended to draw attention to different preferences related to the modelling of the structure of the pro-effective organizational climate, taking into account gender of the respondents. Identifying elements of the organizational climate desired by its employees and their implementation in a particular organization may prove that the manager has acquired exceptionally valuable skills.

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