

## REVIEW ARTICLE

# Organizational climate: A key factor for business success

### ABSTRACT

Organizational climate is a topic that has been approached from the perspective of different disciplines such as administration, management and organizational psychology, which have contributed to its theoretical development. The objective of this paper is to present the state of the art of organizational climate as a notable factor for organizational growth. In such regard, a deep exploration of the scientific and academic literature has been carried out, considering a selection of studies from the last five years. In this way, a main finding was obtained: the prevalence of the study of organizational climate as a factor related to elements such as leadership, organizational culture, and job satisfaction. In addition, the literature reviewed presented different models for characterizing and structuring organizational climate through dimensions, factors, variables, indicators, categories, classifications, or typologies, which make it possible to study and understand the phenomenon in the most comprehensive way. As for the methodology used for the analysis, a documentary review was used for data collection. Finally, based on the main findings, it is established that organizational climate affects the growth of the organization, and in turn is influenced by different factors of individual and collective nature within the company, the knowledge of which allows to better characterize and structure it.

**Keywords:** Organizational climate, Organizational studies, Businesses, Management, Leadership.

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## INTRODUCTION

The climate in an organization is the set of actions that employees display when following basic instructions according to their field of work, allowing them to express their usefulness. As a consequence, employees display their work competencies by integrating their learning, daily empirical habits, skills, incentives, intrinsic values, and principles, which help to achieve the desired product according to the commercial demand or service offered by the organization.

In the same line, Supriyati *et al.* (2019) state that organizational climate is composed of a certain number of intrinsic aspects and characteristics of a given organization, which allow it to be distinguished from others. According to the authors, it is composed of individual participation, management style, communication, performance standards, and structure.

Similarly, Dávila *et al.* (2021) state that, in order to achieve effective relationships among the employees of an institution or company, it is highly important to improve motivation, implement communication channels within reach of each member, promote mutual support, eliminate the feeling of being overwhelmed at work, and establish formal leadership, norms and operating manuals. In addition, the goal of organizational climate is to develop plans to overcome the negative factors that affect personnel commitment and effectiveness, with the aim of providing relevant data on personal relationships and principles that affect individual and organizational performance (Acosta *et al.*, 2022).

### Organizational climate, managerial skills and job performance

Although the fundamental goal of an organization is to achieve results, managers are also responsible for fostering a positive atmosphere in the organization while achieving organizational goals (Purwadi *et al.*, 2020). Currently, there is theoretical and practical research on managerial skills and organizational climate that demonstrates the close relationship between the two (Paredes-Zempual *et al.*, 2021). Various studies, such as that by Murillo (2019), confirm a strong, highly significant, positive

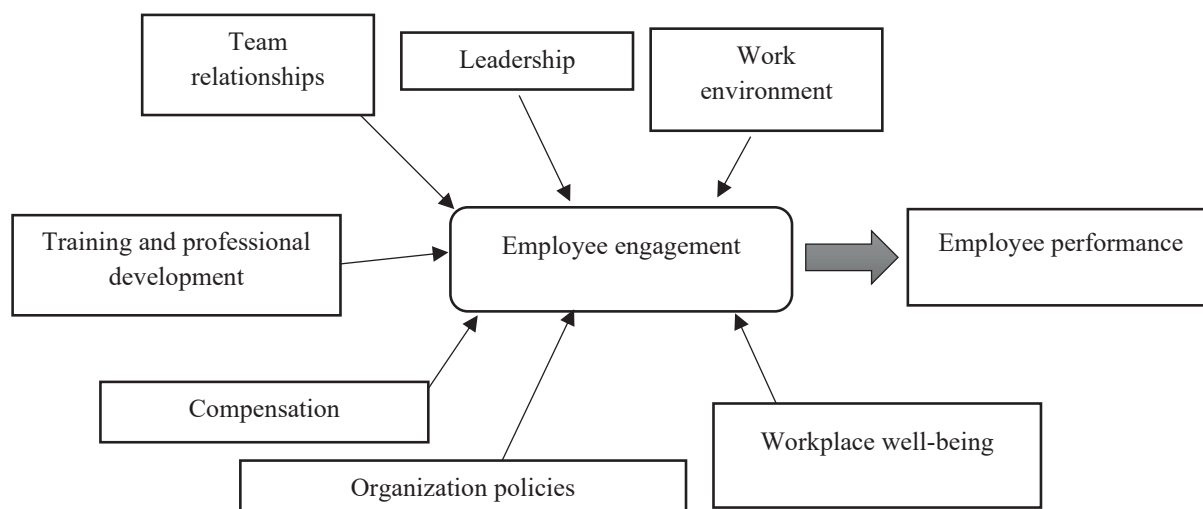
correlation between organizational climate and managerial skills.

Paredes-Zempual *et al.* (2021) propose a model of the skills that a manager should have, and it has a significant impact on the construction of organizational climate, considering aspects such as the ability to reach agreements, decision making, leadership, information sharing, and collaboration in the group. These authors argue that the success of a company is strongly related to its ability to efficiently perform its abilities to manage and maintain an adequate organizational climate. They argue that it is crucial to have leaders who are well prepared in terms of skills and attitudes and who are able to manage both administrative and operational processes effectively and efficiently. Moreover, knowing that it is a dynamic environment, it is essential to have leaders who can adapt quickly, face challenges, and make the right decisions to ensure the success and competitiveness of the organization.

According to Anitha's (2014) engagement performance model (see Figure 1), it can be explained that a proper work environment leads to a greater connection and involvement of the work team, accompanied by a greater effort. In other words, a good work environment is essential to keep the work team engaged and involved in their role within the organization.

Organizational climate can influence employee behavior in relation to the different tasks they perform in the workplace. Certainly, the organization that recognizes that the work team is a key element for the progress and maintenance of the viability of the organization will encourage effective performance in their work through concrete incentives, also through intangible aspects (Chiavenato, 2019).

A favorable organizational climate can lead members of the institution to be more efficient, while an unfavorable atmosphere can hinder performance (Cossio Hernández, 2022). An example of this relationship can be found in the paper by Puitiza Lucano *et al.* (2020), which examined the relationship between organizational climate and work performance at the Microred de Salud Bagua Grande in Peru. This research found a relevant and strong relationship between the two factors.

**Figure 1***Engagement Performance Model*

Note. Taken from Anitha, 2014.

However, in order to have a clearer context about this construct, it is necessary to know how it has evolved in terms of management and study. The historical development of organizational climate can be divided into four periods. The first corresponds to the period before 1971 and consists of the pioneering work on the social context in organizations, the exploration of the conceptualization and operationalization of the climate construct, and its importance in organizational studies. The second period, which ranges from 1971 to 1985, constitutes the foundations of the definition and measurement of the climate construct, as well as the provision of a scale for assessing this type of climate (Hassanpoor *et al.*, 2019).

Continuing with the historical periods, the third period refers to the era between 1986 and 1999, and is characterized by the study of focused organizational climates and the gap between culture and climate, as well as systematic work on the previous studies on organizational climate, especially related to the role of leadership. Finally, the fourth period, which corresponds to the 2000-2014 era, is characterized by multilevel research and climate integration culture, consensus in the study of level and aggregation problems. In this period, the focus shifted from strategic outcomes to organizational processes (Hassanpoor *et al.*, 2019).

Throughout these periods, different authors have been able to define or identify a series of organizational climates that detail the diversity within this construct and are presented in the literature as different proposals according to the chosen criterion. Because of its influence on the individual, the observed climate can be expressed both negatively and positively. From the point of view of its facilitating nature for the organization, organizational climate can be associative or obstructive. From an approach linked to the promotion of collective mental health, it can be described as healthy or unhealthy. As a fourth and final typology, according to the character of its leadership, it can be authoritarian, democratic, cooperative environment, innovative, patriarchal, or supportive (Hassanpoor *et al.*, 2019).

Another classification of organizational climate is the one that categorizes it as authoritarian and participative, where the former includes systems I and II: exploitative authoritarian climate (I), in which there is no freedom for employees, and paternalistic authoritarian climate (II), in which condescension towards employees dominates. In relation to the participative classification, it includes systems III and IV: consultative (III), in which decisions are made at the top of the hierarchy, taking into account the opinions of others, and participative

group climate (IV), in which decision-making involves everybody's participation (González Vásquez *et al.*, 2021).

These typologies, in turn, allow the identification of different models that help to understand the dimensions that make up the organizational climate. One of the proposals for structuring organizational climate dimensions is the one that includes the following eight: fair reward system, work challenge, member characteristics, organizational structure, management values, organizational policies, leadership style, and economic conditions (Espinoza Palomino *et al.*, 2023). The literature has also presented the following conceptual structure model using dimensions, in this case with six: organizational structure, stressors, conflict, incentives, participation, and collaboration with ideas that may be innovative (Abbas *et al.*, 2021). Similarities can be found between the two models, such as the equivalence between fair reward and incentive systems, among others.

Along the same lines, a five-dimensional model has also been proposed: democracy and commitment to the organization, leadership and interaction, performance factors, sincerity, and conflict (Canli and Özdemir, 2022). Another six-dimensional model is based on articulation, personal commitment, allocation, risk and choice of decisions, cooperation, and empathy during conflicting circumstances. From the structural perspective, it is pointed out that organizational climate is constructed by objective phenomena such as the foundation, leadership, and decision-making, while the interactive perspective argues that this climate comprises the following: environment or ecology, the milieu, the structure associated with the social interrelationship, and the organizational culture (González Vásquez *et al.*, 2021).

Likewise, there are structures that classify the dimensions between positive and negative, where the positive ones are the following: leadership, feeling of warmth and support, organization, rewards, demands, and responsibility, while the negative dimensions are counterproductive work behaviors, withdrawal, theft, sabotage, and abuse (Lipińska-Grobely, 2021). On the other hand, organizational clima-

te has also been structured around variables, dimensions and related indicators, as shown in Table 1 (Martínez-Arroyo and Valenzo-Jiménez, 2020). This arrangement is one of the most detailed and oriented to the quantitative measurement of organizational climate through multiple indicators.

From another perspective, Cossio Hernández (2022) explains that the organizational climate is made up of three key dimensions for its development: organizational culture, organizational design, and human potential (see Table 2).

### Organizational climate factor models

On the other hand, some theoretical frameworks are developed based on the identification of factors associated with organizational climate, which in some cases are similar to dimensional models. Unlike these, they are given from a correlational approach. Factors associated with objective aspects are also presented, which are organizational structure, processes, and psychological and behavioral characteristics of employees (Bustamante Requena, 2023). Other proposals mention as influential factors in organizational climate, similar to those of dimensions, the following: identification, adverse situations, goals, cooperation, interactions, new challenges, recognition, commitment and organization (Fajardo Aguilar *et al.*, 2020). Likewise, a proposal is presented that unifies the organizational climate by means of three types of psychological factors: individual, group and organizational, based on the interactions and perceptions towards the organization itself (González Vásquez *et al.*, 2021).

Following the line of presentation of the previous factors, we find the proposal to structure the organizational climate by means of factors or categories and their subcategories. The first category is leadership and organizational support, whose subcategories are support tools and underperformance. The second category is rewards, which consists of work incentives and work disincentives. The third is physical comfort, whose subcategories are physical structure problems, inadequate physical structure, and attendance difficulties, as well as asset maintenance and equipment. The fourth is control/pressure, with work supervi-

**Table 1**  
Structure of organizational climate variables, dimensions, and indicators

Variables	Dimensions	Indicators
Motivation	Salary	<ul style="list-style-type: none"> <li>Amount of salary</li> </ul>
	Recognition	<ul style="list-style-type: none"> <li>Work performed</li> </ul>
	Incentives	<ul style="list-style-type: none"> <li>Job performance</li> </ul>
	Tasks	<ul style="list-style-type: none"> <li>Enjoyment of the work performed</li> </ul>
	Support	<ul style="list-style-type: none"> <li>Support from supervisors</li> <li>Support from coworkers</li> </ul>
Leadership	Leadership style	<ul style="list-style-type: none"> <li>Leadership style of managers</li> </ul>
	Decision making	<ul style="list-style-type: none"> <li>Group participation</li> <li>Assignment of tasks</li> </ul>
	Conflict management	<ul style="list-style-type: none"> <li>Problem solving</li> </ul>
	Stimuli for achievement	<ul style="list-style-type: none"> <li>Influence of managers</li> </ul>
Communication	Information channels	<ul style="list-style-type: none"> <li>Effectiveness of information channels</li> </ul>
	Interpersonal relationships	<ul style="list-style-type: none"> <li>Influence of informal communication</li> </ul>
	Hierarchy levels	<ul style="list-style-type: none"> <li>Functionality of formal communication channels.</li> </ul>
	Level of trust	<ul style="list-style-type: none"> <li>Level of trust with superiors</li> <li>Level of trust with co-workers</li> </ul>
	Establishment of objectives and dissemination	<ul style="list-style-type: none"> <li>Group participation in objective setting</li> <li>Communication of objectives to the team</li> </ul>
Estructura organizacional	Work design	<ul style="list-style-type: none"> <li>Organizational chart</li> <li>Work</li> <li>Function manuals</li> </ul>
	Physical infrastructure	<ul style="list-style-type: none"> <li>Physical facilities</li> <li>Work team</li> </ul>
	Regulations, standards, and policies	<ul style="list-style-type: none"> <li>Determination</li> <li>Dissemination</li> <li>Application</li> </ul>
	Control	<ul style="list-style-type: none"> <li>Level of control</li> <li>Supervision</li> <li>Task monitoring</li> </ul>

Nota. Adaptado de Martínez-Arroyo y Valenzo-Jiménez, 2020.

**Table 2**  
Three-dimensional conceptualization

Organizational Culture	<p>According to Schein (cited in Pacheco Lenti, 2023), “Esta cultura ha sido definida como la uniformización de elementos esenciales que son propias de un determinado grupo, y cuyo funcionamiento adecuado es relevante porque expresa de manera adecuada los sentimientos y pensamientos que quienes la comparte” [This culture has been defined as the standardization of essential elements that are characteristic of a given group and whose proper functioning is important because it adequately expresses the feelings and thoughts of those who share it] (p.34). It is important to keep in mind that the perception of an organization is influenced by its culture, which is observable and superficial. Therefore, in order to improve work performance, it is necessary to take into account the organizational culture. Moreover, it is evaluated according to the leadership, innovation, and employee orientation. Its analysis is essential because it allows understanding the impact that culture has on the company (Carrillo, cited in Cossio Hernández, 2022).</p>
Organizational design	<p>Organizational design is a strategic process in which changes are made to the culture and structure of the organization. These modifications involve the implementation of innovative methods and practices that allow the organization to effectively diagnose, plan and implement changes. During this process, it can be beneficial to have the assistance of an expert consultant in the field (Bú Alva, 2022). The way a company is structured in its organizational design has a significant influence on the direction and assignment of tasks to the company's employees. In such regard, managers play a crucial role in ensuring that the company functions efficiently and promotes the successful achievement of the objectives previously established. In addition, this responsibility includes the ability to identify the talent required to effectively promote the expansion and increased productivity of the organization (Tituaña-Sotalin, cited in Bú Alva, 2022).</p>
Human potential	<p>According to Chiavenato (cited in Cossio Hernández, 2022), the use of human talent plays a fundamental role in both business growth and the personal growth of employees, as it crucially contributes to their self-realization. In addition, the progress of any institution is closely linked to the investment in human resources development, so it is essential to implement multiple programs focused on the improvement and optimization of human talent.</p>

Nota. Adapted from Cossio Hernández, 2022; Pacheco Lenti, 2023; Bú Alva, 2022.

sion as the only subcategory. Finally, the category of cohesion among colleagues includes in its subcategories respect for differences, difficulties in personal relationships, and the relationship between different work relationships (Bracarense *et al.*, 2021).

However, these factors and other elements involved in the organizational climate deserve to be measured to learn what state they are in. The literature has also theorized on the measurement of organizational climate; to this end, research has presented up to five models for studying the working environment within the company in recent years. The first is the structural model by Forehand and Gilmer; the second is the model that expresses interaction, by Litwin and Stinger; the third is the model by Halpin and Croft; the fourth is the subjectivist model of Moos and Insel; and finally, the fifth is the model by Koys and Decosttis (Bustamante Requena, 2023). Along the same lines, the use of a scale for measuring organizational climate is also noteworthy: it is composed of 40 items grouped into eight categories, each with the same number of items. The categories are: autonomy, reliability, articulation, support, pressure, justice, evaluation, and innovation; being another model of factors or dimensions to make a questionnaire (Santamaría Galeano, 2020).

In addition, job satisfaction is also considered as a measurement tool, because this element is positioned as an essential indicator, since it provides the necessary resources so that management can systematically plan the productivity and behavior of the members of the work team. This makes it possible to establish effective organizational climate models whose purpose is to consolidate the growth of the company (Barría-González *et al.*, 2021). In other words, both organizational climate and job satisfaction are important aspects in the work space because they are closely related to employee performance and organizational effectiveness to achieve successful results (Farremi and Jita, 2019). Analysis by Humphrey *et al.* (as cited in Alonso Carracedo and Aguilera-Luque, 2021) has consistently shown that the work environment is a key element in job satisfaction, as it has a more significant impact on the variability of satisfaction than other as-

pects, such as motivational or social aspects. Additional research supports and confirms the impact of contextual factors on job satisfaction.

## METHOD

The present research was developed under the qualitative approach, with a systematic review study; it considered descriptive research, which aims to specify the case or population to show the rigorous truth of the objects of analysis. In turn, the review is of the systematic type, whose purpose is to collect, analyze and abstract strictly and transparently the results obtained on the specific topic. This method is characterized by the fact that it is guided by a predefined protocol structure that specifies the criteria to be included, as well as those to be excluded or omitted. The same applies to the methodology used in the exploration and subsequent analysis of the data.

In order to proceed with the research, those studies from the last five years that developed some application or theoretical review of organizational climate, mainly from companies, were considered. The bibliographic nature of the study allowed the analysis of different sources of information with the intention of coinciding with the results of scientific papers related to the selected topic. The papers selected were found in highly recognized virtual databases such as Dialnet, Redalyc and Scielo. The criteria required for the selection of the research were that the papers had to be published in scientific journals, mainly indexed, from 2019 onwards, and that they developed as a topic the organizational climate in companies or other types of organizations.

The inclusion and exclusion criteria were as follows:

- **Inclusion criteria**

- Any scientific paper dealing with the search words: organizational climate, organizational studies, business, management, leadership.
- Papers in Spanish, English and Portuguese languages.
- Papers to be included in a period of time from 2019 to 2023.

- **Exclusion criteria**

- Any item outside the indicated time range.

The data were previously collected in April and May 2023. The next step in the selection process was to read the articles, mainly the abstracts and conclusions, to determine their relevance and define their inclusion in the registry. This allowed the review to be structured in a more appropriate way, allowing for a more logical and consistent presentation of findings and trends in organizational climate over the past five years.

Based on the structure, sound arguments were developed based on the literature reviewed, highlighting the trends, discrepancies, and key contributions of the selected studies. Finally, critical reflections on the findings and contributions of the research were presented as a balance, written in a concise, coherent and well-structured manner in the respective section.

It should be emphasized that the importance of systematic reviews lies in their ability to objectively summarize the available evidence, identify gaps in knowledge, and guide decision-making, in this case of a research nature. By providing a high-quality synthesis of evidence, systematic reviews are considered to be one of the most reliable and useful sources of information for scientific practice.

## **RESULTS**

At the time of the search for studies and research on the same topic, a total of 4,978 primary studies were identified, which decreased as the exclusion criteria were applied, eliminating 253 articles because they were duplicates, 373 because they were outside the year range, and 4,327 because they did not fit the topic, reducing the sample to 25 articles found in the Dialnet, Redalyc and Scielo databases.

Among the professions that most frequently studied the topic, the following stood out: business graduates (8), teaching staff (6), psychologists (5), physicians (5), and industrial management graduates (1).

Most of the selected articles focused on studying the measurable assessment of the organizational climate within an organization or institution, being cases compared with other variables. The studies that stood out were those that sought to compare the variable known as organizational climate with other constructs that are somewhat related, such as customer satisfaction, work performance, leadership styles, among others. To this end, different types of instruments were used. Most of them were categorically validated, while others were too simple for the research conducted.

However, among the types of instruments used, the organizational climate assessment scale, organizational climate questionnaires, inventory related to the organizational atmosphere (PAHO/WHO), questionnaires linking questions for both the organizational climate and the construct of job satisfaction, and tests to evaluate the measurement of work performance together with the organizational climate stood out. All of them were developed or considered according to the objectives of each research.

Regarding the populations or people studied in these studies, 43% of the people or professionals worked in the public sector, 27% dealt with medical or healthcare personnel, 20% referred to teaching staff (both in the public and private sector) and 10% represented nursing personnel.

According to the selected studies, they provided several proposals and models to structure and understand the dimensions of organizational climate. Different approaches and perspectives on how to define and measure organizational climate are mentioned. One proposal considers eight dimensions including a fair reward system, work challenge, member characteristics, organizational structure, management values, organizational policies, leadership style, and economic conditions. Another model suggests six dimensions: organizational structure, stressors, conflict, incentives, participation, and support for new ideas.

In addition, other models are presented with five and six dimensions, respectively, which include aspects such as democracy and

commitment to the organization, leadership and interaction, achievement factors, sincerity, and conflict. Structural and interactive perspectives on organizational climate are also mentioned, where the structural perspective refers to objective phenomena such as structure, mandate, and deliberation of decisions, while the interactive perspective focuses on the environment, social system, and culture of the organization. With regard to the specific dimensional elements of organizational climate, variables such as motivation, support, leadership, decision making, communication, interpersonal relations, goal setting, organizational structure, control and regulations, among others, are mentioned.

These dimensions are presented in a table that provides indicators related to each of them, such as the salary amount, the recognition of work performed, the leadership style of managers, the active intervention of the team to discuss decisions, the effectiveness of communication channels, and the functionality of formal communication channels, among others.

The document also mentions the existence of models of factors associated with organizational climate that are similar to the dimensional models, but from a correlational approach. Some of these factors include organizational structure, processes, psychological traits, employee behavior, as well as identity, conflict, norms, cooperation, relationships, challenge, reward, responsibility, and structure.

Overall, the paper provides a broad and detailed overview of the dimensions and factors associated with organizational climate and provides theoretical perspectives and frameworks that can be used to measure and understand organizational climate in different business contexts.

## DISCUSSION

In order to discuss the results of studies and articles on organizational climate, it is important to take into account that organizational climate has been consolidated as an issue of great importance in business and academia, due to its impact on the well-being, comfort, and work drive of employees. In this regard, several authors have contributed with research that has

successfully boosted the studies and understanding of such a complex and multidimensional phenomenon.

One of the features that stand out in the literature on climate is the variety of approaches and theoretical models proposed for its study. For example, Alonso Carracedo, P., and Aguilera-Luque (2021) emphasized the approach based on the shared perception of the personnel on those norms, customs and organizational mechanisms, highlighting the importance of the congruence between the organizational climate and the purposes and principles assumed by the organization.

The main strengths of the literature studied are the presentation of a detailed characterization of the organizational climate phenomenon based on different theoretical perspectives (structuralist, interactional, subjectivist), which enrich the understanding of the concept of organizational climate. Likewise, theoretical frameworks for the analysis of multiple dimensions and factors that allow a comprehensive characterization of organizational climate are presented. Additionally, a contribution is presented in the identification of influential variables, both positive (leadership, rewards) and negative (conflicts, counterproductive behaviors), concluding with proposals of models with specific variables and indicators for the systematic measurement and evaluation of climate.

On the other hand, Espinoza Palomino *et al.* (2023) commented on the model that identifies eight dimensions making up this climate, including organizational structure, management style, rewards, links between employees, among others. This model is widely used in organizational climate research and has contributed to a better understanding of its different aspects.

On the other hand, among the main weaknesses of the reviewed literature are the insufficient number of validated measurement instruments, as well as the scarcity of studies that correlate organizational climate factors with specific indicators of productivity and performance. Finally, there is a lack of integration between the different theoretical approaches to the dimensions of organizational climate,



culminating in the limited practical applicability of some models due to their excessive complexity, making them less versatile for use in different contexts.

Regarding the measurement of organizational climate, Bustamante Requena (2023) commented on the approach based on four dimensions: adaptability, mission, commitment, and consistency. This approach takes as a central point the capacity of an entity to adapt to the challenges presented by the current situation, as well as its objectives and ethical standards, the level of involvement assumed by the workers, and the endogenous articulation of the organization.

Another important aspect discussed in the literature is the relational link between organizational climate and performance, employee satisfaction and turnover. For example, Farremi and Jita (2019) have found evidence that a climate considered positive at the organizational level has a certain association with the commitment or predisposition of workers and better organizational performance.

With regard to the impact generated by exogenous or external causes on organizational climate, Fajardo Aguilar *et al.* (2020) have highlighted the importance of considering the organizational and socioeconomic context in the analytical study of this climate, pointing out that the perceptions and experiences of employees can be influenced by external factors that are beyond the management or control by those in charge of the company.

Among the most noteworthy aspects of the findings of the literature review is the fundamental role of organizational climate as a determining factor in the effectiveness of companies and the behavior of employees. Its influence on motivation and performance is emphasized. The existence of multiple perspectives, models and conceptual structures to define the structures that make up the organizational climate dimension, both from a subjective and objective perspective, has also been highlighted. In addition, the key dimensions that influence the configuration of climate have been identified. These dimensions include leadership, reward systems, decision making, interpersonal relationships, goals, among others.

In the same line, findings have also been presented, such as the classification of organizational climate factors, which Hassanpoor *et al.* (2019) classified into positive (such as support, teamwork, recognition) and negative (conflicts, counterproductive behaviors). The historical development of the study of organizational climate in different stages is also found, showing the evolution and deepening of the concept. These aspects are added to the proposal of specific models and scales for the analysis of the systematic quantitative measurement of organizational climate based on its dimensions and indicators, including the close link between climate and job satisfaction as an indicator of organizational management.

In relation to this, it is crucial that organizations are aware of the importance of organizational climate and take proactive measures to foster a positive and healthy work environment. This certainly involves the implementation of certain policies and practices that promote transparency, equity, group work and professional development of employees, as well as identifying and intervening to reduce conflict situations in an accurate and timely manner.

In light of the above, it has been noted that the studies and articles on organizational climate have made it possible to advance in the understanding of this complex and multidimensional phenomenon. The different approaches and theoretical models proposed have contributed to greater conceptual clarity and better measurement of organizational climate, which in turn has made it possible to identify its impact on important variables such as performance, job satisfaction, and employee turnover. However, there are still open areas of research, such as the influence of external factors on the organizational environment and the relationship between organizational climate and variables such as innovation and organizational commitment, which deserve to be explored in future studies.

A pending area of research that emerges from this study is the application and experimentation with methods for improving organizational climate, as well as the analysis of the relationship between organizational

climate and corporate success in different types of organizations. Case studies could contribute greatly to the theory by providing an example of the application of different models and methods.

In summary, organizational climate plays a crucial role in corporate sustainability and success. A proper understanding of the elements that have an effect on the environment of a work organization and the articulation of strategies to produce changes with key positive impacts, such as workplace efficiency, employee satisfaction and talent retention, can produce significant momentum toward the achievement of business goals over a long period of time.

## CONCLUSIONS

According to the study conducted and considering the results obtained, the following conclusions are presented:

- Organizational climate is an essential and important aspect to achieve the expected benefits of any organization, as it has a significant impact on how employees perform in their work environment and respond to the expectations and demands of their roles. It is a multifaceted and complex concept that encompasses a series of interrelated elements that influence the perceptions and behaviors of employees within the organization. In this regard, the understanding and effective management of the organizational climate in companies becomes crucial, as their leaders wish to achieve adequate performance as well as their strategic objectives.
- In order to proceed with the study and analysis of organizational climate, different models have been proposed to structure its dimensions, such as those that include dimensions like a fair reward system, work challenge, member characteristics, organizational structure, management values, organizational policies, leadership style, economic conditions, among others. These

models can also classify the dimensions into positive (leadership, feeling of warmth and support, organization, rewards, demands, and accountability) and negative (counterproductive work behaviors, withdrawal, theft, sabotage and abuse).

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**Conflict of interest**

The author has no conflicts of interest to disclose.

**Author contributions**

Miguel Angel Solano Muñoz (lead author): Conceptualization, formal analysis, research, methodology, writing (original draft, review, and editing).