Influence of Organizational Climate on Job Performance: A Comparative Analysis of Public and Private Companies

Yadira Maricela Garcia Garcia,[1] Nuñez Aguilar Fatima del Rocio, MsC[2], Logroño Molina Edwin, Msc[3], Jaya Escobar Aida Isabel, MBA[4]

Abstract

The organizational climate plays a fundamental role in job performance, both in public and private companies. A conducive environment promotes effective employee development, fostering the motivation and commitment necessary to achieve goals and succeed in business. Quantitative data was collected from a sample of employees in companies located in the province of Bolívar. The results revealed significant differences in the organizational climate, with private companies showing a more favorable climate, characterized by high levels of performance and work motivation. These findings indicate that the organizational climate influences performance, highlighting the importance of improving the climate in both types of companies through appropriate strategies.

Keywords: *Organizational Climate, Job Performance, Human Talent, Public Company, Private Company.*

Introduction

According to the research conducted by (Stephen P. Robbins, 2017), organizational climate refers to the internal psychological environment of an organization and its effect on the behavior of its members. A positive organizational climate can foster employee motivation, job satisfaction, and productivity. In other words, when employees perceive the organizational climate as favorable, they feel more engaged in their work. As stated by (Michael Armstrong, 2017), employee engagement refers to the extent to which employees feel emotionally connected to the organization and committed to its goals and values. A high level of engagement is associated with increased job performance and lower employee turnover. Additionally, the organizational climate also influences the quality of interpersonal relationships in the workplace.

[1] Programa de Maestría en Administración de Empresas. Dirección de Posgrado y Educación Contínua. Universidad Estatal de Bolívar https://orcid.org/0009-0001-4607-3243 yadita1995@gmail.com

[2] Programa de Maestría en Administración de Empresas. Dirección de Posgrado y Educación Contínua. Universidad Estatal de Bolívar https://orcid.org/0009-0005-5757-785X   fnunez@ueb.edu.ec

[3] Programa de Maestría en Administración de Empresas. Dirección de Posgrado y Educación Contínua. Universidad Estatal de Bolívar https://orcid.org/0009-0003-7071-7082   edwinlogrono@gmail.com

[4] Programa de Maestría en Administración de Empresas. Dirección de Posgrado y Educación Contínua. Universidad Estatal de Bolívar https://orcid.org/0000-0002-0911-0527   ajaya@ueb.edu.ec

According to (Pérez-Zapata et al., 2014), when there is a positive organizational climate, employees feel more secure and comfortable in their work environment, which facilitates effective communication. Mutual trust among colleagues promotes openness and honesty in communication, thereby improving the quality of interactions and fostering a more harmonious work environment. Furthermore, collaboration is strengthened in a positive organizational climate, as employees feel motivated to work together, share knowledge, and support each other in achieving common goals. This results in increased efficiency in problem-solving, as the exchange of ideas and joint search for solutions are encouraged.

However, a negative organizational climate can have detrimental effects on job performance. According to research conducted by (Petersen et Youssef-Morgan, 2018) a negative organizational climate characterized by lack of support, lack of recognition, and absence of growth opportunities can generate work stress and demotivation among employees. This can lead to decreased productivity, increased absenteeism, and higher turnover.

Employee job satisfaction is a key factor for the success of a high-performance work system. When employees are satisfied with their job, they tend to be more engaged, motivated, and willing to put in effort to achieve organizational goals. Additionally, job satisfaction is associated with a range of positive outcomes, such as employee retention, quality of work performed, and customer satisfaction (Dorta-Afonso et al., 2023). Furthermore, according to (Chiang Vega et Ojeda Hidalgo, 2013), studying the relationship between job satisfaction and employee performance in free market fairs is a relevant topic. Job satisfaction can have a significant impact on motivation, productivity, and employee talent retention. Additionally, it can influence interpersonal relationships and the quality of customer service. To investigate this relationship, surveys can be used to assess job satisfaction and collect objective data on employee performance.

In the study conducted by (Rubel et al., 2021), perceptions of the green work climate play an important role in promoting employees' pro-environmental behavior. Supervisors have the responsibility to lead and foster a positive green work climate through their own behavior and actions, which can yield benefits for both employees and the organization in terms of sustainability and environmental commitment.

According to (Spell et al., 2014), a positive development climate is associated with lower voluntary turnover and better job performance. Organizations can enhance their development climate by providing learning and growth opportunities, fostering feedback and recognition, and promoting effective leadership development. These actions can have a significant impact on employee retention and the overall success of the organization.

According to (Byrne et al., 2005), awareness, work effort, and psychological climate are interrelated and affect job performance. It is important for organizations to foster a positive psychological climate, promote awareness among employees, and recognize the importance of balanced work effort. A positive psychological climate enhances satisfaction and emotional well-being, while

awareness enables informed decision-making and stress management. Balanced work effort contributes to overall well-being and improves job performance. By focusing on these aspects, organizations can promote both employee performance and well-being.

On the other hand, a case study by (Faramarzpour et al., 2021) examined how ethical climate in a workplace is related to job satisfaction and talent retention. The results showed that when an ethical environment is promoted, which includes open communication, respect, institutional support, quality of care, and adequate resources, employees tend to experience higher job satisfaction. This job satisfaction can have a positive impact on the quality of work performed and the retention of talented employees. In other words, fostering an ethical climate in the workplace can lead to increased job satisfaction and talent retention.

According to (Hossein Khoshakhlagh et al., 2021), the relationship between job stress, safety climate, and accident occurrence highlights the importance of addressing stress in the workplace and promoting a strong safety culture. Organizations can implement measures such as stress management programs, occupational safety training, effective communication regarding safe practices, and active employee participation in risk identification and mitigation. Not only can these measures improve worker well-being, but they can also reduce accidents and enhance overall organizational performance.

According to (Ghavifekr et Pillai, 2016), a positive organizational climate generates greater satisfaction, commitment, and well-being among the members of an organization. This, in turn, can have a positive impact on the quality of work and the overall experience of the employees. It is essential for authorities and leaders to promote a healthy organizational climate to optimize performance and worker satisfaction.

The organizational climate is a crucial intangible factor in a company and is often overlooked. Ignoring this aspect can have serious repercussions on the organization's productivity. Furthermore, an unstable work environment can lead to employee turnover, further exacerbating the situation (Elizabeth et Reyes, 2023).

The importance of promoting the development of projects and the organizational climate of innovation as strategies to foster career growth and enhance job performance. By providing employees with the opportunity to actively engage in their tasks and fostering an environment of innovation, organizations can benefit from committed, motivated employees with greater potential for professional development (Tanaka, 2016).

Organizational climate is a fundamental aspect in job performance, as it influences employees' perception of their work environment and, consequently, their motivation and productivity (Bakker, 2011). A positive organizational climate, characterized by trust, support, and open communication, can enhance job performance and reduce absenteeism and turnover, therefore, it is important for organizations to pay attention to organizational culture and climate in order to achieve optimal job performance (Parker, 2014).

The emotional and perceptual environment in the workplace can be influenced by factors such as organizational culture and interpersonal relationships. These psychological climates have an impact on how employees perceive their work and behave in their roles (Sok et al., 2023). On the other hand, it is important to emphasize that "psychological capital" refers to the positive psychological resources that an individual possesses, such as self-efficacy, hope, optimism, and resilience, these resources can influence how people face challenges, motivate themselves, and manage stress in the workplace.(Wu et al., 2022).

According to (Pomirleanu et al., 2022) organizational climate refers to the emotional and perceptual environment experienced within an organization. It consists of factors such as norms, values, communication, interpersonal relationships, and company policies, organizational climate can influence employee behavior, job satisfaction, and performance in an organization. The development of skilled workforce and the creation of law-abiding organizational climates in emerging markets not only benefit workers and companies but also contribute to the sustainable socio-economic development of those countries, by investing in education, training, and compliance with labor laws, the foundations are laid for a competent workforce and a responsible and ethical business environment (Mohammad et Husted, 2023).

According to (Tanaka, 2016) work engagement and work climate influence a positive attitude towards knowledge sharing, a high level of work engagement and a favorable work climate promote active participation in knowledge sharing, which can have a positive impact on organizational innovation and development. A strong culture and climate of privacy are essential for protecting personal information and ensuring regulatory compliance in organizations, to achieve this, leadership commitment, ongoing education, clear policies, and effective privacy risk management practices are required, by fostering a strong privacy culture, organizations can promote trust and transparency with their employees, customers, and business partners, and proactively address privacy challenges.(Iwaya et al., 2022).

To foster creativity at work, it is necessary to develop a clear role identity, promote an open and collaborative organizational climate, and encourage a creative mindset within the team. By doing so, a conducive environment is created for the generation of innovative ideas and the personal and professional growth of employees (Zhang et al., 2022).

Para (Cangialosi et al., 2020), a positive learning environment is essential for fostering innovative work behavior in employees. However, the potential of workplace learning acts as a significant mediator as it facilitates the transformation of a learning climate into innovative work behaviors by providing the necessary resources and support for employee learning and development.

The organizational climate refers to the psychological and emotional environment perceived within an organization, in a child mental health services system. A positive organizational climate is crucial for providing a favorable work environment. A positive organizational climate is characterized by trust, mutual respect, collaboration, and support among team members (Green et al., 2014).

In the context of mental health services, a positive organizational climate can promote the adoption of evidence-based practices. This entails creating a work environment that fosters trust, open communication, mutual respect, and collaboration. Additionally, a positive organizational climate also involves the availability of adequate resources, manageable workload, and support from hierarchical superiors (Brimhall et al., 2016).

Job design and employee self-empowerment management focus on providing employees with the autonomy, responsibility, and sense of purpose necessary to actively contribute to the organization's expansion. By encouraging decision-making, providing feedback and recognition, offering development opportunities, and fostering a culture of trust, organizations can enhance employee performance and promote their mutual growth (Maden-Eyiusta et Alten, 2023).

In a study conducted by (Gonzales-Garcés et Morales-Urrutia, 2020), it was found that the work environment directly influences employees' job performance. The author indicates that a positive work climate, characterized by trust, support, and effective communication, tends to generate more engaged and satisfied employees, which translates into better performance. Regarding job performance, a study conducted by (Paredes et Quiroz, 2021) examined the factors that influence employee performance in the Ecuadorian private sector. The author found that the work environment, along with other aspects such as training and leadership, directly affects both individual and collective employee performance. A positive work climate, where collaboration is fostered and well-done work is recognized, contributes to better performance and more satisfactory results.

The objective is to analyze and compare the influence of the organizational climate on job performance in public and private companies.

Methodology

The survey was designed based on the Likert scale, where 1 corresponds to poor, 2 to fair, 3 to good, 4 to very good, and 5 to excellent. It was validated by experts (2). For statistical validation, Cronbach's alpha was used through IBM SPSS Statistics 25. The survey was conducted virtually using Google Forms. The population under study consisted of 374 employees from both public and private sectors in the province of Bolivar (MDT, 2023). The sample size calculation followed the formula proposed by Reinoso Sánchez in 2009.

Figure 1 - Formula for finite sample calculation

$$ n = \frac{Z^2 * N * p * q}{e^2(N - 1) + Z^2 * p * q} $$

Source: Data obtained from the research of Miguel Ángel Reinoso Sánchez

The data was organized in Microsoft Excel 2016.

Results and Discussion

The results of the organizational climate analysis and job performance were obtained through surveys applied to 174 employees working in public institutions and 200 in the private sector, resulting in a total of 374 valid surveys.

Figure 2 - Organizational Climate Analysis in Public and Private Companies
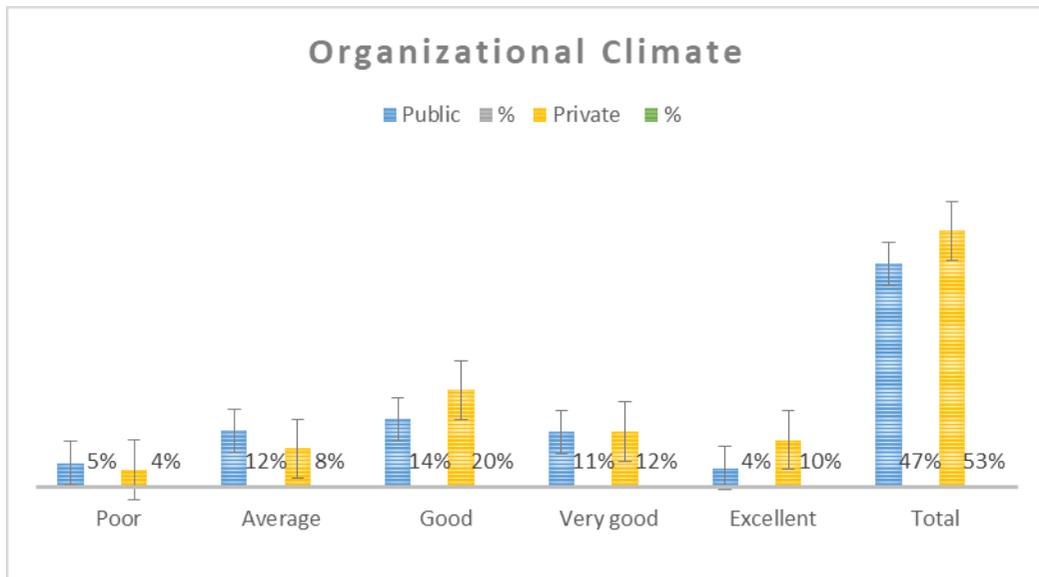
Source: Self-generated through surveys conducted with officials from public and private companies using data extracted in Microsoft Excel 2016 spreadsheet.

According to the statistically obtained results, the work environment of both public and private companies was analyzed, taking into account the following items: work atmosphere, work-life balance, and support from superiors for task development. The work environment received mainly positive feedback, with a percentage of 20% in private companies and 14% in public companies indicating "good." Among these, 12% rated it as "very good" in the private sector and 11% in the public sector, 12% as "average" in the public sector and 8% in the private sector, and 10% as "excellent" in private companies and 4% in public companies. However, 5% of employees in public companies and 4% in private companies expressed that the work environment is "poor," as shown in figure 2.

According to (Alameeri et al., 2021), it was found that the work environment is a crucial factor for employee well-being. A positive work environment can increase job satisfaction and productivity.

In a study conducted by Yang en el 2022, it was demonstrated that work-life balance is essential for overall worker well-being. A favorable work climate can promote a healthy balance and reduce stress. n the study by Hsieh and Lin, in 2010 they mention that the balance between personal and work life is a fundamental aspect of the work environment. When employees perceive that their personal needs are taken into account and flexibility is provided, it strengthens their job satisfaction and commitment to the organization.

In the research conducted by (Goh et al., 2015), it was found that the support of supervisors is crucial for employees' task performance. Leaders who provide support and guidance can contribute to a positive work environment and foster professional growth among workers.

Figure 3 - Analysis of Work Performance Level in Public and Private Companies.
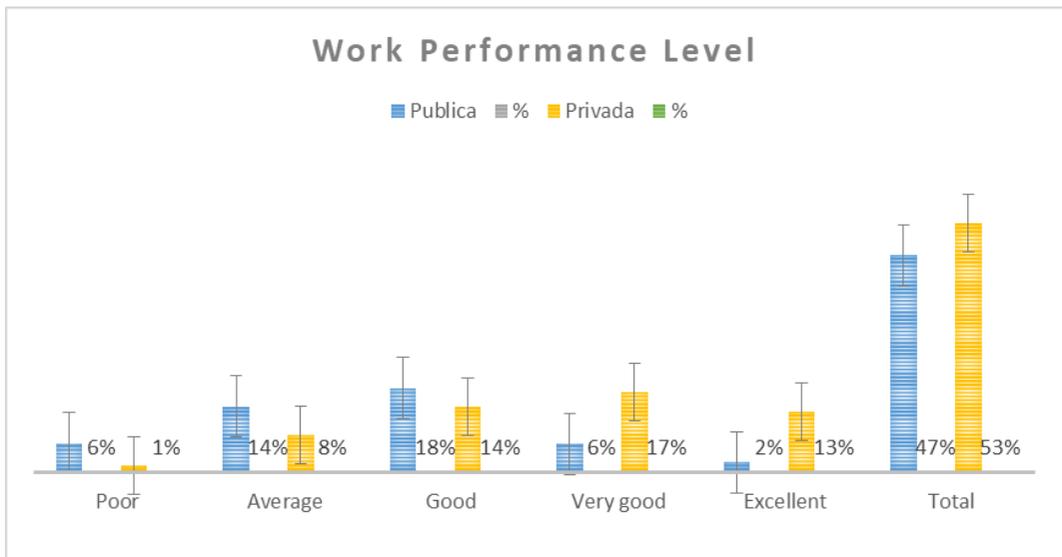
Source: Self-generated through surveys conducted with officials from public and private companies using data extracted in Microsoft Excel 2016 spreadsheet.

After analyzing the obtained results, the level of job performance in public and private companies is evaluated, considering the following aspects: job valuation by the companies, recognition given to employees, and level of motivation to carry out work activities. Based on the collected data, it is observed that job performance mainly receives positive feedback, with a percentage of 18% in public companies and 14% in private companies, categorized as "good." Additionally, 17% of employees in private companies and 6% of employees in public companies rated job performance as "very good." Likewise, 13% in private companies and 2% in public companies rated it as "excellent." On the other hand, 8% of employees in private companies and 14% in public companies rated it as "fair." However, 6% of employees in public companies and 1% in private companies expressed that job performance is "poor," see figure 3.

These results indicate that, overall, private sector employees have a mostly positive perception of their job performance, unlike those in the public sector. However, it is important to note that there are differences in satisfaction levels between both sectors.

This suggests the need to implement specific strategies to enhance job performance and work climate in each type of company, considering their particular characteristics.

According to a study conducted by (Ensslin et al., 2022), it was found that private companies tend to value their employees' work more than public companies. This could be due to the fact that private companies are usually more focused on results and profitability, which can influence the assessment of job performance.

The impact of company acknowledgments on job performance was analyzed. The results showed that employees who receive frequent and meaningful recognitions tend to have a higher level of performance compared to those who receive no recognition. This suggests that company recognition can be a key factor in improving job performance. (Iqbal et al., 2020).

According to a study conducted, motivation at work is an important aspect that influences job performance. A positive correlation was found between employees' level of motivation and their job performance. Therefore, companies that foster employee motivation through incentives, development opportunities, and a favorable work environment tend to have better overall job performance. (Arshadia, 2010).

Figure 4 - Analysis of Motivation Level in Public and Private Companies
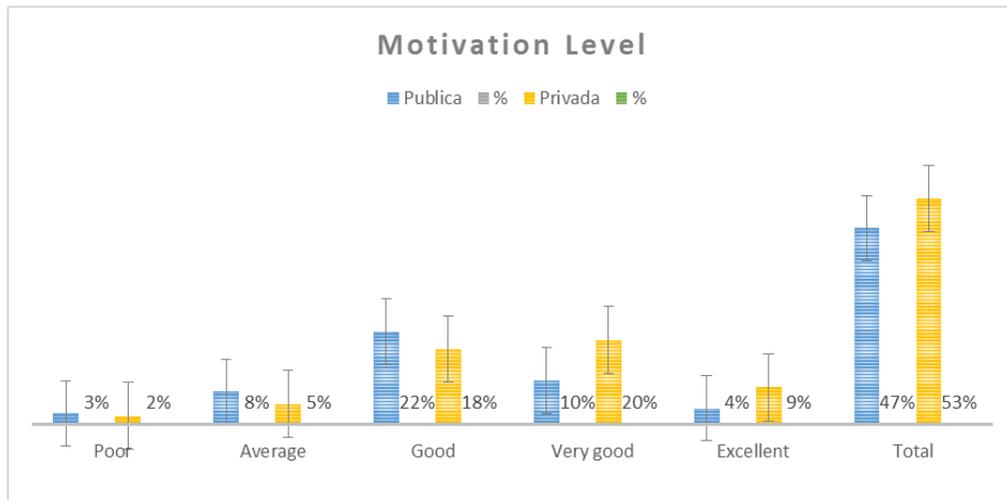
Source: Own elaboration through surveys applied to officials from public and private companies, with data extracted in the Microsoft Excel 2016 spreadsheet.

From the obtained results, it has been observed that motivation generally receives positive

feedback, representing 22% in public companies and 18% in private companies, both categorized as "good". Additionally, 20% of employees in private companies and 10% of employees in public companies rated job performance as "very good". Furthermore, it is noteworthy that 9% of employees in private companies and 4% in public companies rated it as "excellent". On the other hand, 8% of employees in public companies and 5% in private companies expressed a rating of "average". However, a small percentage, 2% in private companies and 3% in public companies, considered motivation to be "poor", see **Figure 4**. A significant percentage of employees rate their motivation and job performance as "good" or even "excellent," which supports the notion that the majority of employees feel motivated in their work environment. However, it is also important to acknowledge that there is a small percentage of employees who express a negative perception of motivation. This finding highlights the need to address potential barriers or challenges that may be impacting motivation in certain organizational contexts.

According to Díaz Castillo en el año 2019, effective communication within an organization is essential to keep employees motivated and engaged. Clear and transparent communication promotes trust and cohesion among team members. Furthermore, consistent feedback on performance is crucial for employees to understand their strengths and areas for improvement, which directly impacts their level of motivation (Latham et Locke, 2007).

Job satisfaction also plays a crucial role in employee motivation. According to (Hakanen et al., 2006), employees who experience high levels of job satisfaction are more committed and have greater motivation to perform optimally. Similarly, employees who perceive an appropriate workload and have the necessary autonomy to make decisions experience a greater sense of control over their work, which contributes to their intrinsic motivation (Hackman et Oldham, 1976).

Conclusions

The analysis of organizational climate and job performance in public and private companies reveals a generally positive trend, with the majority of employees rating the work environment and job performance as good, very good, or excellent. However, areas for improvement are also identified, as there are significant percentages of employees who consider the work environment to be fair, poor, or excellent, and job performance as fair or poor.

The key factors that influence the work environment and job performance include the work environment, work-life balance, and support from superiors. It is essential to create a positive work environment, promote work-life balance, and provide strong support to employees for their development and well-being. Motivation also plays a crucial role in job performance, and factors such as internal communication, job satisfaction, performance feedback, and autonomy in decision-making influence employee motivation.

In general, these results highlight the importance of continuously improving organizational climate and job performance, both in public and private companies. Specific strategies need to be implemented to address the identified areas for improvement and foster a healthy, balanced, and

motivating work environment. This will not only benefit the employees but also contribute to the overall success and productivity of the organizations.

References

Alameeri, K., Alshurideh, M., Al Kurdi, B., Salloum, S. a. 2021. The Effect of Work Environment Happiness on Employee LeadershipAdvances in Intelligent Systems and Computing,. Vol. 1261 AISC Springer International Publishing. p. 668-680. ISBN: 9783030586683

Arshadia, N. 2010. Basic need satisfaction, work motivation, and job performance in an industrial company in Iran. *Procedia - Social and Behavioral Sciences*, 5:1267–1272.

Bakker, A. B. 2011. An Evidence-Based Model of Work Engagement. *Revistas SAGE Inicio*, 20(4):265–269.

Brimhall, K. C., Fenwick, K., Farahnak, L. R., Hurlburt, M. S., Roesch, S. C., Aarons, G. A. 2016. Leadership, Organizational Climate, and Perceived Burden of Evidence-Based Practice in Mental Health Services. *Administration and Policy in Mental Health and Mental Health Services Research*, 43(5):629–639.

Byrne, Z. S., Stoner, J., Thompson, K. R., Hochwarter, W. 2005. The interactive effects of conscientiousness, work effort, and psychological climate on job performance. *Journal of Vocational Behavior*, 66(2):326–338.

Cangialosi, N., Odoardi, C., Battistelli, A. 2020. Learning Climate and Innovative Work Behavior, the Mediating Role of the Learning Potential of the Workplace. *Vocations and Learning*, 13(2):263–280.

Chiang Vega, M. M., Ojeda Hidalgo, J. F. 2013. Estudio de la relación entre satisfacción laboral y el desempeño de los trabajadores de las ferias libres. *Contaduría Y Administración*, 58(2):39–60.

Díaz Castillo, C. V. 2019. Comunicación Efectiva Y Su Relación Con La Motivación Laboral En Asesores Telefónicos De La Empresateleatento Del Perú, 2019. *Universidad César Vallejo*,

Dorta-Afonso, D., Romero-Domínguez, L., Benítez-Núñez, C. 2023. It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout. *International Journal of Hospitality Management*, 108:

Elizabeth, J., Reyes, P. 2023. comuna Sancan Organizational climate and work motivation : case study organizations of the Sancan commune Clima organizacional e motivação para o trabalho : estudo de caso das organizações da comuna de Sancan. *Polo Del Conocimiento*, 8(2):1038–1055.

Ensslin, S. R., Welter, L. M., Pedersini, D. R. 2022. Performance evaluation: a comparative study between public and private sectors. *International Journal of Productivity and Performance Management*, 71(5):1761–1785.

Faramarzpour, M., Farokhzadian, J., Tirgari, B., Mangolian Shahrbabaki, P., Borhani, F., Rafati, F. 2021. Nurses' perceptions of hospital ethical climate and their job satisfaction. *Ethics, Medicine and Public Health*, 18:100664.

Ghavifekr, S., Pillai, N. S. 2016. The relationship between school's organizational climate and teacher's job satisfaction: Malaysian experience. *Asia Pacific Education Review*, 17(1):87–106.

Goh, Z., Ilies, R., Wilson, K. S. 2015. Supportive supervisors improve employees' daily lives: The role supervisors play in the impact of daily workload on life satisfaction via work–family conflict. *Journal of Vocational Behavior*, 89:65–73.

Gonzales-Garcés, D. I., Morales-Urrutia, D. C. 2020. Clima organizacional y desempeño laboral de los servidores públicos del Servicio de Rentas Internas Organizational climate and work performance of public workers of the Servicio de Rentas Internas. *DIgital Publisher CEIT*, 5:79–93. Retrieved from https://www.593dp.com/index.php/593_Digital_Publisher/article/view/245

Green, A. E., Albanese, B. J., Cafri, G., Aarons, G. A. 2014. Leadership, Organizational Climate, and Working Alliance in a Children's Mental Health Service System. *Community Mental Health Journal*, 50(7):771–777.

Hackman, J. R., Oldham, G. R. 1976. Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, 16(2):250–279.

Hakanen, J. J., Bakker, A. B., Schaufeli, W. B. 2006. Burnout and work engagement among teachers. *Journal of School Psychology*, 43(6):495–513.

Hossein Khoshakhlagh, A., Yazdanirad, S., Hatamnejad, Y., Khatooni, E., Kabir, S., Tajpoor, A. 2021. The relations of job stress dimensions to safety climate and accidents occurrence among the workers. *Heliyon*,

Hsieh, Y.-C. (Jerrie), Lin, Y.-H. (Pearl) 2010. Bed and Breakfast operators' work and personal life balance: A cross-cultural comparison. *International Journal of Hospitality Management*, 29(4):576–581.

Iqbal, N., Khan, M. M., Mohmand, Y. T., Mujtaba, B. G. 2020. The Impact of in-Service Training and Motivation on Job Performance of Technical & Vocational Education Teachers: Role of Person-Job Fit. *Public Organization Review*, 20(3):529–548.

Iwaya, L. H., Iwaya, G. H., Fischer-Hubner, S., Steil, A. V. 2022. Organisational Privacy Culture and Climate: A Scoping Review. *IEEE Access*, 10(July 2021):73907–73930.

Latham, G. P., Locke, E. A. 2007. New developments in and directions for goal-setting research. *European Psychologist*, 12(4):290–300.

Maden-Eyiusta, C., Alten, O. 2023. Expansion-oriented job crafting and employee performance: A self-empowerment perspective. *European Management Journal*, 41(1):79–89.

MDT 2023. Ministerio del Trabajo. , Retrieved 10 May 2023, from https://sut.trabajo.gob.ec/mrl/contenido/indicadores/indiSocioEmpleo.xhtml

Michael Armstrong, S. T. 2017. Armstrong's Handbook of Human Resource Management Practice - Michael Armstrong, Stephen Taylor - Google Libros,. 15th editi Retrieved from https://books.google.com.ec/books?hl=es&lr=&id=g7zEDwAAQBAJ&oi=fnd&pg=PR3&dq=Armstrong,+M.+(2017).+Armstrong's+Handbook+of+Human+Resource+Management+Practice.+Kogan+Page.&ots=wL0kmwdyqU&sig=2psz-REE-ZdvpUSwo7JW5_RVdfs#v=onepage&q=Armstrong, M. (2017).

Mohammad, S., Husted, B. 2023. Skilled workforces and Law-abiding organizational climates in emerging markets. *Journal of Business Research*, 158:113530.

Paredes, P., Quiroz, J. 2021. Correlación entre clima organizacional y desempeño laboral en las principales cadenas ecuatorianas de supermercados. *Revista San Gregorio*,(46):83–95. Retrieved from https://bit.ly/3zCewoG

Parker, S. K. 2014. Beyond motivation: Job and work design for development, health, ambidexterity, and more. *Annual Review of Psychology*, 65:661–691.

Pérez-Zapata, D., Peralta-Montecinos, J., Fernández-Dávila, P. 2014. Influencia de variables organizacionales en la calidad de vida laboral de funcionarios del sector público de salud en el extremo norte de Chile. *Universitas Psychologica*, 13(2):541–551.

Petersen, K., Youssef-Morgan, C. M. 2018. The 'left side' of authentic leadership: contributions of climate and psychological capital. *Leadership and Organization Development Journal*, 39(3):436–452.

Pomirleanu, N., Gustafson, B. M., Townsend, J. 2022. Organizational climate in B2B: A systematic literature review and future research directions. *Industrial Marketing Management*, 105:147–158.

Reinoso Sánchez, M. Á. 2009. El análisis matemático aplicado al cálculo de la muestra. *Ciencia UNEMI*,

Rubel, M. R. B., Kee, D. M. H., Rimi, N. N. 2021. Green human resource management and supervisor pro-environmental behavior: The role of green work climate perceptions. *Journal of Cleaner Production*, 313:127669.

Sok, K. M., Danaher, T. S., Sok, P. 2023. Multiple psychological climates and employee self-regulatory focus: Implications for frontline employee work behavior and service performance. *Journal of Retailing*,

Spell, H. B., Eby, L. T., Vandenberg, R. J. 2014. Developmental climate: A cross-level analysis of voluntary turnover and job performance. *Journal of Vocational Behavior*, 84(3):283–292.

Stephen P. Robbins 2017. Comportamiento Organizacional 2017 Ed 17 Stephen P. Robbins Pearson Educación.pdf, Pearson Educación. p. 748. ISBN: 9786073239851 Retrieved from http://www.ebooks7-24.com.banrep.basesdedatosezproxy.com/?il=4915

Tanaka, H. S. 2016. The effects of R&D engineers' work engagement and workplace climate on positive attitude to knowledge sharing within Japanese R&D workplace. , 16:103879.

Wu, M., Kader Cassim, F. A., Priambodo, A., Ko, C. 2022. Psychological Capital's impact on the leadership-organizational climate preference relationship in potential leaders ∼ A study comparing teachers and sportsmen∼. *Heliyon*, 8(5):e09310.

Yang, X., Jo, W. M. 2022. Roles of work-life balance and trait mindfulness between recovery experiences and employee subjective well-being: A moderated mediation model. *Journal of Hospitality and Tourism Management*, 52:459–468.

Zhang, H., Li, F., Reynolds, K. J. 2022. Creativity at work: exploring role identity, organizational climate and creative team mindset. *Current Psychology*, 41(6):3993–4000.