

DEVELOPING AN EXCELLECT INDUSTRIAL CLIMATE

Fadillah Ismail¹

¹Faculty Of Technology Management and Business, Universiti Tun Hussein Onn Malaysia (UTHM), Malaysia, (E-mail: fadillah@uthm.edu.my)

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Abstract: *Industrial climate is a very critical element to an organization's success since a positive work environment has a direct impact on employee performance. If an employee's performance is affected, the company's overall efficiency and effectiveness in delivering a product or service to customers will also suffer. Therefore, a comfortable and positive industrial climate is extremely important for employees. A good industrial climate will reflect their emotional, feeling, beliefs and value in performing their work task. In conclusion, five components that can be taken to create a good industrial climate include encouraging the internal organizational context, increasing awareness, improving motivational factors, effective communication, and building team cooperation. The organization's employees' performance will be maintained if the procedures are followed, and the target will be continuously met.*

Keywords: *Industrial Climate, Organization, Performance*

Introduction

Organization refers to a group of people, who work together to accomplish stated goals or achieved a common purpose (Mwangeka, 2020). The organization entails the division of labor among personnel and the alignment of responsibilities with the company's ultimate aim. It can categories into two types, which are private sector and public sector. In Malaysia, organization or industry has been acknowledged as a critical sector owing to its considerable contribution to our country's economic development (Wahab et al., 2019). It had provided several of working position to our citizens, and help to increase our living standard. While, it also as a social framework that encompasses all formal human connections.

In addition, the purpose of this study is to discuss about the characteristics of and organization. Different organization had approached their characteristics of organization differently. Characteristics of organization is the internal factors that may affect the industrial climate. However, the common organization characteristics are leadership, division of work, inter-personal relationship, employee compensation, and organization context. These are the components used to identify the characteristics of organization. Through these characteristics can evaluate the employees' emotional and satisfaction in the workplace.

Furthermore, leadership is described as the ability to guide and influencing a group of people or an organization toward the achievement of goals (Alrowwad et al., 2020). It is because leader will provide a clear vision and instruction for subordinate. The responsibility of leadership is important in order to unite the employees. With a good leader, the group of teams will be more organized and improve their work become more efficiency. Next, division of work defined as the job specification in order to maximize efficiency (Kumar, 2021). It entails allocating specific parts of work to various individuals inside the business depending on their unique abilities and skills. By using a fairness attitude in division of work will reduce the conflict among employees. While, inter-personal relationship is the interaction of employee. A healthy connection between employees fosters both relationships and a great working environment (Shebaili & Charni, 2021). For example, employees interact, develop a good communication and solve issues together will make them enjoy being in the workplaces.

Moreover, employee compensation also as the characteristic of organization that defined as the bonus, rewards, allowance or other benefit that given by organization. As Alvi et al. (2020) stated that employee compensation is defined as incentives, both monetary and non-monetary provided to employees in order to enhance the organization's performance. Compensation as an importance factor that may influence employees' working behavior. Whereas, organization context is the strategic direction, objective, vision and goals of an organization. A good organization performance had a clear operation system that should be follow by employees. Besides that, this research study also defined about the relationship between organization characteristics and industrial climate. According to Rozman & Strukelj (2020) stated that characteristics of organization has proved to be a highly reflection toward condition of industrial climate whether it is good or worse. Industrial climate is defined as the workplace condition that perceived by employees (Rosi Randi Eka Putra et al., 2021). While, Bhasin (2020), defined that industrial climate is a reflection of employees' impressions on his or her work environment. It also reflects the circumstances in which members of the organization operate. These circumstances occur as a result of the evolution of the industrial's psychological climate. If the industrial climate is negative condition, it will become a huge influence on the work satisfaction, productivity, and employees' motivation attitude.

Literature Review

According to Rosi Randi Eka Putra et al. (2021), industrial climate can be measured in three types, which are physical environment, internal management system, and social environment. Physical environment is present about the comfortable working place that available complete work facilities, equipment, and cleanliness for employees. A comfortable working place will help to increase employees' motivation and become enjoy in completing jobs. While, internal management system is the operation process flow. Rosi Randi Eka Putra et al. (2021) stated that employee performance will suffer if the industrial climate is not supportive of the components of the effective management system. It is because employees do not have an effective direction and solution to achieve their company goal. Besides that, social environment of an industrial is defined as the overall interaction relationship between employees. It can include with the relationship between leader, subordinator, co-worker and supplier. If they are in a good relationship among each other, there will less conflict at workplace. Hence, these are the components used to evaluate the good industrial climate. To achieve a good industrial climate, organization should perform well in their internal characteristics.

The characteristics of organization as an importance key to enhance a good industrial climate and organization performance. However, most of the organization had ignore their industrial internal characteristics. Nevertheless, there are some issues and problems had influenced the industrial climate and decrease their operation performance. First of all, there were certain organization had face problem in decline their operation performance. According to Hinds (2021) stated that recently most of the organization is underperforming because of their internal working management was inefficient and dysfunctional. It is because there was a weak connectivity between leader and employees. For example, leader had communication fail with employees and does not provide a clear instruction. It had appeared these problems such employees misunderstanding with their projects, lack of skill in technology management and follow the informal workflow. Thus, the poor organization management had affected the industrial's climate and reduce organization progress rate. Next, employees face high level of stress in their workplace also is an issue of industrial's climate. Employees work in a stressful environment had reduce their working capacity and performance. As Bersin (2021) reported that fewer than 20% of human resource managers prioritized managing employee workloads, and fewer than half frequently examine and streamline work procedures. Other than that, overwork may have a detrimental effect on an employee's mental health, resulting in chronic and long-term effects such as stress, anxiety, and sadness, and, in extreme instances, suicidal impulses (Ariff, 2021). Most of the organization in Malaysia ignore and lack of awareness with this issue had affect to the poor working environment.

The third research problem is workplace conflict among employees develop a weak industrial climate. A conflict is generated by a variety of circumstances, including uncertainty over authority and accountability. Sometimes, workplace conflict happened based on the personal attitude such as suspicion, sabotage, jealousy and hostility. Mohamed Makhbul (2021) stated that conflict always occurs when an individual's acceptance and comprehension of the organization's aims varies. Apart from that, individual and group competitiveness may sometimes result in conflict. It becomes much more visible when people or groups are treated differently at work. Therefore, coordination and co-operation among employees is an importance keys to develop a good industrial climate. If not, the workplace ambience will be affected.

Importance of Good Industrial Climate

Organization is a workplace that employees conduct business with spending time more than 8 hours per day. Therefore, a comfortable and positive industrial climate is extremely important for employees. A good industrial climate will reflect their emotional, feeling, beliefs and value in performing their work task. There are some advantages of a good industrial climate. Firstly, a good industrial climate will increase the employees' loyalty (Whalen, 2020). With a positive working environment will produce a healthy, happy and loyalty employee. When everyone is happy, the workplace becomes more collaborative, encouraging open communication and a winning mindset. Employees also will be enjoyable collaboration with each other. Hence, employee will not easily change their jobs. Reduced worker turnover benefits everyone, especially organizations that no need spend more time or resources to hire and educate new employee.

Secondly, a good industrial climate will improve employee's working performance (Ansary, 2019). Employees that work in a good environment will perform work in harder, become more focused, and are more invested in their job. Conversely, employees that who are exposed to an unpleasant, intense, or unfavorable working environment will reduce productivity and

have a negative impact on the operation system. Hence, employees are more efficient and make fewer errors in the positive working environment.

Thirdly, good industrial climate can develop a good relationship between employee and employer. As Ansary (2019) state that finding enjoyment in workplace may substantially help both the employee and the employer's relationship become closer. For example, satisfied emotional employees are willing to participate and work together to achieve the objectives with team members. They will not felling embarrassed in communicate. Employees feel comfortable asking questions and sharing truthful information regarding the status of their progress. While, it also benefits to promote excellent team-building, which is crucial to organization's success. Next, good industrial climate able to enhance a creative and innovative employee (Kinsey, 2021). Workplace environment is very critical for creativity and economic viability. Organization with good service perform is flexible, adaptable to changing customer demands, and imaginative in their approach to product development. Employees who work in a good environment are motivated and creative. They will come out some interesting idea, continue attempting new approaches, and develop the new breakthrough.

These are the advantage to develop a good industrial climate. Otherwise, it will become the negative path and affect to organization operation performance. The emotional of employees also will be influence.

Impact and Benefits of Good Industrial Climate

The characteristics that will affect an organization's ability to be successful in the industrial climate are the current picture of an organization, including individual autonomy, supervision, reward orientation, caring, and trust. Once again, an excellent organizational environment will be affected by five characteristics: leadership process, division of work, interpersonal relationships, employee compensation, and organizational context. Some studies have proven that the leading cause that will influence the characteristics of a good organization climate was affected by employee behaviour. Due to the employer behaviour will affect the employee job satisfaction during their job.

According to industrial climate theory, leadership in a company have a significant impact on the company's environment. As a result, the better a company's leader is, the more effective and productive its employees will be, allowing the company to remain competitive (Ko & Kang, 2019). A common term for the industrial climate is the organization's environment, which refers to the shared meaning that people associate with the values, perceptions, and beliefs that guide the procedure of work and the standards that drive behaviours in an organization (Tahir, 2020). It is influenced from the top down, starting with superior and working its way down to its subordinate. (Kim & Park, 2020) stated that leadership behaviours have a direct impact on the company climate. (Carvalho et al., 2019) discovered that leader's intuition and organizational environment have a solid favorable relationship because leadership can foster an innovative business culture and raise employee productivity and motivation through good internal and external communication. Thus, one of the characteristics that cause and affects an organization's atmosphere to be good is leadership.

While organizational structures can boost or reduce employee performance because they follow orders from their upper supervision to work toward the organization's goals and objectives, this is known as the division of work (Duggan, 2019). Kassem et al. (2021)

supported the hypothesis that the industrial climate will affect employee performance. Work division aims to get more jobs done better with less effort and become more productive (Uzuegbu & Nnadozie, 2015). An ideal industrial climate is created when the work or project assigned to their employees is capable and appropriate for their job position rather than triggering them. For example, the manager helps to divide or break a single complicated job into different smaller particular tasks. A company's top manager should arrange various technical projects and assign them to a competent worker, such as an architect who alternates his work across product and process design. In contrast, the civil contractor divides his task like supervisor and civil engineering. Overall, efficient completion of each of the specialists, as mentioned above works aids in progressing gradually and eventually completing the single challenging job.

Interpersonal skills are the personal attributes used to communicate with people and understand between one individual or group and another group in work environment (Riggio & Porter, 2013). Interpersonal communication skills can help employers be more productive at work place, build solid and pleasant connections with employees, and finish projects on time and within budget. Strong interpersonal skills can boost entire team's or department's performance and productivity (Mustafa, 2021). For example, a top manager may prefer face-to-face communication since it allows fast feedback and personal interaction. Still, the problem is that the timing may be inconvenient and inefficient because the organization's employees can number in the hundreds. In this situation using a memorandum way may be more appropriate in this circumstance to avoid misunderstandings. According to Kim & Park (2020), transformational leaders may inspire individuals to participate in staff development by exploring, talking openly, and creating new knowledge. Effective conflict management skills, such as discussing, have contributed to a more pleasant and collaborative work environment in the employer-employee relationship. Effective interpersonal relationship can also help you gain the respect and trust of your employees.

Many organizations believe that competencies are a crucial aspect for firms to maintain competitive advantages and can contribute to effective employee performance. According to the Kang & Lee (2021), employee pay can be performance-based or skill-based, depending on their level of competency, which includes technical skills, customer orientation skill, innovation, orientation, and flexibility. Otherwise, Kadir et al. (2019) said salary and wages, often known as remuneration, are salary or wages given to an individual for work completed. Then there's the employee allowance, which includes pensions, sick pay, insurance coverage, car companies, and allowances for specific projects when the mission is completed. The dissatisfied reward system to employees can influence the organization facing higher turnover intention and poor performance because salary satisfaction has increase when there is a lower working pressure (Hung et al., 2018). Last but not least, employee compensation is a cause that has an impact on the organization's climate. Organizational context is including the mission, goals and objectives and function in the company. The organization's context is internal factors such as company's structures, and resource capabilities. In Biswas (2019) said that this concept is also known as the business environment, organizational environment or ecosystem of an organization. The context must be established both within and outside the organization. The internal context covers its stakeholders, governance style, contractual agreements with consumers, and capabilities and culture. The context is the mission in which if the employee is clear with it, they will strive to achieve its sustainability goals through decision-making processes, relationships of the employee and the perceptions and values in

organization's culture. Besides, if everyone has some mission to work for, they will create a higher teamwork and motivation in work place

Ways to Achieve Good Industrial Climate

Some improving processes might be encouraged in the organization to create a good organizational climate. The fundamental goal is to support organizational improvement through the process of getting better and better. The previous part discussed the causes and effects, as well as the benefits of generating a positive organizational environment, which is critical for employers to achieve high productivity and efficiency when completing tasks or projects.

Firstly, the employer can identify the current industrial climate before improving the work environment. The way to confirm the organization's current situation is by researching the employees in the company. An objective of conducting the survey is to find out the factors that influence the employee's performance. Through the research process, the top manager or employer will know all team members' company expectations. Leadership is most important to create a good industrial climate. So, the employer will determine that project and mission that he assigns is challenging or realistic to their colleagues. Employers also can evaluate a team member's responsibility and commitment to completing the tasks, or they need more or less supervision from him. In addition, formal research can obtain employee feedback about the level of praised with their incentives and reward is provided or not. Thus, the formal research process can be more precise to identify the clarity, standards, responsibility, flexibility, rewards, and team commitment.

Next, the top executives can then increase awareness among employees of the company's organizational context. By enhancing the industrial climate, the organization increases awareness of its mission, values, and vision between employees. As a result, employees are more driven to commit to their job position and will be more motivated if they fully comprehend the job's purpose. Then, the employer can keep team members informed about the company's long-term and short-term goals and make sure they know how their role is significant to contribute to its overarching mission. Every individual in the company must know their role is important to help company achieve goal. For example, even a warehouse assistant counting data entry of product if they realize that their work helps the company prevent insufficient cost and fulfil customer needs, they may be more motivated to contribute their effort in workplace to a reached company goal and vision.

According to Hung et al.(2018) the research reveals a positive relationship between employee job satisfaction and motivation and welfare and supportive work condition and a reduction in employee stress. Every organization needs healthy competition among employees to keep staff motivated to perform daily tasks. Next, realistic goals, open and direct communication, an adequately conducted working plan, and every employee believing that their leader values their skills and abilities are all great tactics for improving the climate in a firm. A positive work environment can help employees be productive. Employees can be motivated by creating a systematic rewards system. Employees may be awarded based on measurable performance criteria, such as a bonus pay for completing a sales project or more days off as a bonus. Then, praise can be used as an informal award to demonstrate that they value their hard work and dedication to the organization.

Furthermore, good communication is required to increase fairness in assigned projects to develop a positive industrial climate. Whereby their leader communicates the instruction and assigns the duty may impact employees' impressions of the industrial climate. If the team leader wants to give the duty fairly, he should explain why some members of the group are given extra tasks or jobs while others are not. By devoting himself to the perception of job delegation, the leader pretends to enhance employee morale and team knowledge of company goals. To create harmony in this part of the workplace's industrial climate, a leader might examine each employee's assignments and reassign duties as needed. Try to describe why the leader assigned a task to a single contributor if necessary. When team members understand the leader's reasoning, they are more likely to feel respected and share their work volume is fair and appropriate.

The organization should make an effort to strengthen teamwork since togetherness is critical for success and the development of a positive organizational climate. As a result, setting clear and attainable goals provides employees with several opportunities to succeed as a group. It's vital to provide constant and relevant feedback on the group's achievements, letting them know when they're successful and making helpful, practical suggestions for future progress. The leader can also organize team-building and social activities to ensure that team members' relationships are improved. In reality, people who respect each other like individuals find it far easier to work together as a group. For team-building exercises can aid in the development of unity and guarantee that everyone is in a good collaborative mentality.

Last but not least, five activities that may be taken to create a pleasant industrial climate include promoting the internal organizational context, increasing awareness, improving motivational factors, effective communication, and strengthening team cooperation. The organization's employees' performance will be maintained if the procedures are followed, and the target will be continuously met.

Conclusion

Industrial climate is critical to an organization's success since a positive work environment has a direct impact on employee performance. If an employee's performance is affected, the company's overall efficiency and effectiveness in delivering a product or service to customers will suffer. An appropriate organizational environment for managing the organization and delivering efficient communication is essential to boost the organization's progress rate. Employee conflict is prevalent in the workplace, but it's something we don't want to see because it increases the risk of an accident. The dispute will affect employee behavior such as sabotage or jealousy, resulting in poor collaboration. We don't want the team's collaboration to deteriorate as a result of the project's late completion. As a result, effective communication, a pleasant working atmosphere, teamwork, and employee participation are all critical aspects in the establishment of a positive industrial climate. Thus, five components of a good industrial climate, including leadership, division of work, interpersonal relationships, employee compensation, and organizational context, have been explored in terms of benefits, causes, steps to enhance industrial climate.

A positive industrial climate also influences a positive working environment. Employees will be happier, which will boost employee loyalty to the company in order to lessen the likelihood of employee turnover. Employees' work performance can also be improved by a healthy industrial atmosphere since they are more willing to put forth effort in the allotted task and make fewer mistakes. The solid relationship between the employee and the employer also

contributes to strong teamwork. When a patient and educated leader is helping employees through the working process, they will feel comfortable asking questions. Employees who work in a pleasant environment are more productive and innovative. They'll come up with a novel idea, keep trying fresh ways, and come up with a new breakthrough.

Furthermore, leadership has the authority to direct work procedures and standards in a company. Employee performance can be boosted or lowered by the organizational division of work since employees obey orders from their senior leadership to work toward the organization's goals and objectives. Next, interpersonal skills are the soft skills used to communicate with others and understand the guidance in order to create a positive environment in an organization because effective interpersonal relationships can also help you gain your employees' respect and trust. Then, if an employee's compensation satisfaction is high, the employee's intention to leave is low because they are loyal to the company. Last but not least, if employees are aware of the organization's context, they will be more innovative and motivated to contribute to the organization's process and complete the tasks assigned to them. Additionally, a high organizational context will increase employee-employer cooperation and teamwork.

Finally, five components that can be taken to create a good industrial climate include encouraging the internal organizational context, increasing awareness, improving motivational factors, effective communication, and building team cooperation. The organization's employees' performance will be maintained if the procedures are followed, and the target will be continuously met. We discovered that organizational characteristics had a significant impact on the industrial climate proven by using previous researcher's trend data statistics. Employees will work in a less pleasant environment, and performance will suffer if a firm fails to manage its internal management.

Recommendation

1) Enhance effective communication system in workplace.

The recommendations for developing an excellent industrial climate primarily focused on the perspectives of both the employer and the employee. First and foremost, the employer continues to maintain an effective communication system. From previous research Kim & Park (2020), state that effective communication is vital for knowledge sharing innovation and subsequently influences employees' knowledge sharing behaviours, especially for the leader. It is because leaders are taking the role to encourage their employees to be willing to share knowledge, experiences and integrate each other to learning for practical applications at the organizational level. As a leader to your employees, you must ensure that you receive feedback through two-way communication in the workplace. The leader can use the input to make a final judgement about which work to allocate to each employee. Then, through an effective communication system, a leader can indeed delegate tasks to others and show concern for their progress or problem. According to the Ko & Kang (2019), employees agree that the supervisor will consult with them before making any changes that may affect them, and that allowing them to participate in the decision-making process will have a good impact on their behaviours.

As an employee, always provide the service professionally, stay on track, and complete the assignment on time. Then, to the employee, you must be practicing active listening to show your respect to the team member. It is essential to show that you're paying attention to what

the leader says as they share their thoughts and opinions. It would help if you always took responsibility to enhance your company's success by spending the effort to accomplish tasks or projects correctly and on time. When faced with a problem, rather than focusing on an issue, be an employee who finds the solution to solve the problem. The manager may appreciate it more than if you pointed out issues. Being proactive and helpful in difficult situations demonstrates that you are a hardworking person. Furthermore, as an employee, adopting the polite language and constantly respecting colleagues is also good communication (Hee et al., 2019). Employee performance will improve if an organization has a good communication system because employees will know what they are expected to do.

2) Provide the training to employees.

Employees who are skilled in their jobs are more likely to understand the position and deliver professional abilities at work. Therefore, practical training and development programmes are vital to improving a positive industrial climate (Ozkeser, 2019). The company has the option of providing management training to each department's manager or supervisor. This type of training can help build soft skills like communication and leadership, which can help them gain more responsibility and confidence as a leader in a department or team. Employees will respect the well-versed leader in leadership skills, as not everyone is equipped to lead. Learning new skills and knowledge is an essential part of the training process for employees who want to rise to a leadership position in their organization. In this situation, the company's human resource management has to take this responsibility, which is usually in charge of developing and implementing training programmes by offering training to potential candidates. Thus, human resource management training is vital to ensure that the actions of the employees and the organization are in harmony and to assist and train in the coordination of the hiring of new employees (Anwar et al., 2020). For example, training new employees prior to their first day on the job is essential in informing them about the organization's mission, vision, rules and regulations, and working conditions. Some training programs provided by Human Resource Development Corporation (HRDCorp) like Skim Bantuan Latihan (SBL), Skim Latihan Bersama (SLB), Recognition of Prior Learning (RPL), Industrial Training Scheme (ITS), Future Workers Training (FWT), Computer Based Training (CBT) and On the Job Training (OJT). Through this training and coaching program, employers and employees can encourage to improve their insight into the job's skill, capabilities, and knowledge. For instance, OJT is a programme that can motivate a skilled worker to educate and equip a new employee by transferring the necessary skills, knowledge, and competencies for employees to function effectively in the workplace and environment.

A well-trained individual is more familiar with their job requirements and requires less supervision. As a result, employer spend less time and effort guiding them. To summarise, training is necessary for everyone in order to maintain a positive industrial climate, as it improves job performance and decreases job errors.

3. Provide the team building to employees.

Team development can assist a firm in maintaining a positive environment. Due to the nature of their jobs, employees are often too distracted to connect. They will develop a greater sense of connection as they learn more about one another. Teams often go through four stages of team building to enhance the relationship between members: forming, storming, norming, and performing (Vaida & Şerban, 2021). It is expected that the participants in the team building will create trust, get an appreciation for one another, and be able to work through disagreements and differences in a constructive manner. It is vital to be surrounded by a

colleague that you enjoy and are helpful because individuals that get along well as a team are more productive.

Moreover, when employees win and are rewarded during team-building, they will feel honoured and recognised by other colleagues (Mojica, 2019). Usually, happy and engaged employees often perform better. Unfortunately, too many firms underestimate the importance of employee satisfaction and its beneficial effect on the work environment. Team building activities can help bridge the divide by requiring participants to work cooperatively toward a common goal, encouraging them to view one another as workers rather than boss and employee.

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