

## **ORGANIZATIONAL CLIMATE AND SUBJECTIVE COSTS OF SUCCESS AN INDIVIDUAL IN THE ORGANISATION'S FIELD**

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**Summary.** In the theoretical part of the article the authors present Kurt Lewin's theory, focusing at the individual in the organisation's field; the concept of climate according to L. Rosenstiel and psychological costs of professional success. In the empirical part they describe the research project, e.g. the sample and instruments. They conclude with the statement saying that the research results indicated that there were an explicit connection the organisation's climate and experiencing the psychological costs by both Polish and Czech managers.

### **Introduction**

Organisational culture constitutes an organisation but it is the climate that determines the way it is understood by employees and what burdens they experience connected with their functioning in an organisation. Organisational culture has been well described in the paradigm of sociology and management science. It is deep, abstract and connected with intellectual perception. What is more interesting for management psychology is not just culture but the way it manifests itself – the organisational climate. A demand for this subject matter increased in Poland and the Central European countries especially after 1989, when the centrally planned economy was abolished. The development of market economy gave rise to a free job market and the quality of labour force acquired great importance. People started to be more interested in diagnosing climates in organisations, which can have positive effects on employees'

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health, especially through the mechanisms of social support on the part of superiors and co-workers. The climate can also contribute to the growth of professional stress symptoms and from this angle it has been recognised as a contributory factor of qualitative work overload (Bańka, 2001).

Organisational climate is composed of phenomena characteristic of a given community that takes place in direct human relationships, including all essential contacts of employees connected with carrying out professional tasks. The following varieties are most often mentioned within its framework: ethical, social or work climate (Dąbek, 2002). The weather metaphor seems to be very accurate in determining organisational climate (Adamiec & Kożusznik, 2001). The authors stress the point that organisational climate consists of the essence of social relations. Work climate can either facilitate or hinder the process of satisfying employees' needs. Taking into account the four main needs and drives, they distinguished four types of climate: bureaucratic, authoritative, innovative, and social. Dobrzyński and Grzywacz (2001) write that climate, on the one hand is the manner of perception of organisations' inner character, and on the other hand it is the common reaction of a group. The authors stress that, from a subjective perspective, climate exists only in the thoughts, feelings of individuals, while from an objective point of view, it is a characteristic feature of an organisation.

The difference between climate and culture is that the former one is less abstract, it refers to descriptive aspects, it is more surface, connected with experience, feelings and emotions, and it stems from ones own point of reference. Paluchowski (1998) claims that climate can be defined as a set of phenomena characteristic of a given organisation, shaped by external (market features) and internal (cultural and organisational) conditions of a given enterprise, taking place over a long period of time, hindering or facilitating the work of the employees of an organisation. According to Dormisch and Gerpott (see Paluchowski, 1998), climate is a notion describing the beliefs of members of an organisation rather than a notion explaining the working of groups of employees. The authors distinguish three groups of phenomena constituting the notion of the climate: organisational-social phenomena (organisational climate), communication within an organisation (information climate), and attitudes towards an organisation (psychological climate). Bratnicki and Wyciślak (1980, p. 89) formulated the following definition of organisational climate: "organisational climate is a set of those organisational features, subjectively perceived by participants of an organisation which constitute relatively stable results of a social organisation's activity, shaping the motives of organisational participants' behaviour." A special emphasis has been put on the subjective perception. Climate is what participants of an organisation believe in and they act according to their ideas. The climate of an organisation is one of the basic indicators of the effectiveness of an individual's behaviour at work.

**An individual in the organisation's field. Kurt Lewin's Theory.** Kurt Lewin covers much of individual and social fields, including a wide range of problems within the scope of management science. His theory can be described as a method of analyzing

casual relations and by a set of constructs with which to represent psychological reality (Lewin, 1935; see also Hall & Lindzey, 1990). The applicability of the method supports the fact that numerous new theoretical concepts (including the concept of organisational climate) have been based on it (cf. Rosenstiel & Bögel, 1992). What seems to be most important about the issue under discussion is the fact that the Lewin emphasizes an individual's needs as constituting the forces defining his or her behaviour. The author also stresses the necessity for a psychological description (as opposed to a physical one) of the field – the environment of the organization an employee functions in. The psychological environment of a person in an organization as well as the person's figure create an employee's organizational space. In his theory, Lewin (1951) presents a person as a closed geometric figure, separated (differentiation) from the larger whole (universum), while at the same time incorporated into this whole through a part-whole relationship with it. Neither the environment of a person nor a person's inner area is homogenous. The components of an employee's organizational space have the capacity to determine an individual's behaviour.

A proper and comprehensive interpretation of an employee's organisational space enables one to understand the specific behaviour of a person in a given organisation and at a given time. Behaviour is a function of the life space. It is impossible to understand an employee's behaviour without taking into account the psycho-sociological framework, since the two systems are in constant interaction. For a given event to have an influence on a person, it first has to take place in their psychological environment, so a man evaluates organisational reality through the prism of a subjective psychological environment. It means that explanations of human behaviour in an organisation should be searched for not only within its objective elements (organisational structure, motivation system, management style), but also within its subjective elements (employees' attitudes, expectations, some noticeable relations and conditions of work).

According to this approach, mechanistic theories treating a man like a cog in the organisational machine are no longer valid. The concept of the organisational climate created by L. Rosenstiel is the result of such an outlook on the organisation. K. Lewin's field theory seems to be the natural theoretical framework for the concept of the organisational climate since it discerns an individual with his or her needs and desires in a definable environment of an organisation.

**The concept of climate according to L. Rosenstiel.** The author stresses that the quality of organisational climate (OC) determines not only the way we perceive our work and the burdens we experience in relation to it, but it also defines what we transfer to other spheres of our life e.g. to a family (Rosenstiel & Bögel, 1992). The author adopted K. Lewin's field theory as the foundation for concept creation. On the basis of this theory, he assumed that a situation inside a company on the one hand resembles a kind of mutual relationship between a company, its aims, mission, tasks, functions, and an employee as an individual with his or her needs, authority and values on the other hand. The organizational climate defines the nature of this relationship. Similarly

to Adamiec and Kożusznik, the Polish authors quoted earlier, Rosenstiel and Bögel (1992, p. 17)<sup>1</sup> also use the meteorology metaphor to define the climate inside an organization. Within an organization, at the interpersonal relations level, people say that relations are cold, hot, loosened up, tense, or that a storm is coming. Talking about the climate, the author does not have in mind short-term moods of the employees or phenomena objectively existing within an organization. The effect of interaction between objective elements of an organization and individual needs, aspirations, abilities and expectations of its participants is the most essential thing here. The multifaceted analysis which had been carried out helped to grasp the exact meaning of the notion. Climate is always the unit of the analysis, an organization is the element of the analysis and an evaluation or a description is the method. Shared problems of a group of workers are always essential for a researcher.

L. Rosenstiel (2003), in his studies of organisational climate, pointed to the fact that his evaluation depends on the type of organisation, economic-political conditions, cultural environment, the degree of an employee's education, changes taking place within an organisation, etc. On the basis of many years of research, the author distinguished the most representative set of the climate's dimensions: co-workers (relations inside and among groups of workers), supervisors (style of management, relations between a supervisor and subordinates), an organisation (opinions concerning the conditions of work, distribution of tasks, organisation of the process of work), information and communication (quality and effectiveness of the flow of information within a company), the way of representing workers' interests (evaluation systems, possibilities to present opinions on different matters concerning employees), creating possibilities (especially for personal and profession development). A lack of or a negative character of any of the elements upsets the organisational climate, and instead of facilitating the effectiveness of work it becomes a burden and an additional cost.

**Psychological cost of professional success.** Functioning in a professional environment is a dynamic reality in which one witnesses constant disturbance of the balance and counterbalancing processes. As a result of disturbance of the balance people suffer psychological costs because every restitution of the balance demands the use of resources. The cost of success is defined as an investment, a reversible or an irreversible dysfunction, a lost profit in the mental, somatic, and social realm, as well as placing restrictions on the realisation of new possibilities which are of personal value for an individual (Zaleski & Mesjasz, 2001). While adopting Lewin's perspective one cannot interpret the psychological cost of professional success of a given person without analyzing the situation in the organizational space where the facts capable of

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<sup>1</sup> "Auch innerhalb eines Betriebes spricht man ja- mit Blick auf die zwischenmenschliche Ebene - davon, dass die Atmosphäre gespannt oder gelöst sei, dass sich ein Unwetter zusammenbraue oder dass eine freundliche oder kalte Atmosphäre herrsche" (Rosenstiel & Bögel 1992, p. 17).

determining one's behaviour are located. External stimulation can be conducive to an increase in the tension within one part of the system relative to the rest. The remaining imbalance has to be balanced by the energy released by the mental system (a person) (Hall & Lindzey, 1990).

Investments (justified, intentional cost), losses (excess, unjustified, unplanned cost) and lost profits fall into the notion of the psychological cost. However, the borderlines between these categories are not clear, no dichotomous division is assumed. The employed criteria are of an individual character. Personal and extrinsic resources, the system of values and needs constitute some of the essential elements determining the evaluation. Costs concern the mental, somatic and social spheres. The mental cost category includes not only function disturbances (e.g. attention disturbance, mental tension but also conflicts of values, one-sided development of personality; in the somatic realm, disturbance in the functioning of organs and behaviour disturbance, including e.g. alcohol abuse.), and in the upset interpersonal relations within a family or professional environment. Failure to fulfil one's goals, dreams, talents or ideals constitutes cost to the same extent as the dysfunction. The cost of lost profile which touches upon all the realms of human functioning, was adopted from economics (Drury, 1996) and was introduced in this context. These costs constitute the amount of profits which one lost or had to renounce when the choice of a career of a manager demanded resigning from other activities (dreams, plans, and talents).

Justified costs do not have to be connected with sadness conditions; they are indispensable for the entire human activity. The act of bearing costs may precede their realization, which means they may be borne unintentionally, they may accumulate and their evaluation changes in time. Balancing is another important notion, understood as a conscious process of evaluation (cognitive and emotional) of the investments, lost profits and losses with the gained profits, including the expectations, personal and extrinsic resources (e.g. professional life, social status, organisational conditions). Balancing is a form of secondary evaluation, in the course of which the process of cost redefinition may take place. Organisational reality manifested in the form of organisational climate can modify e.g. one's own evaluation standards, expectations, attitudes towards professional success, and the perception of organisational reality. According to Lewin's concept, environmental facts can have an influence on a person, while personal facts influence the environment. A question arises whether the subjectively perceived climate (PC) influences the evaluation of personal costs connected with one's work in a company. Does an employee working in a favourable organisational climate bear lower psychological cost for the workload that has been assigned to him in an organisation? Another question concerns the type of connections between these aspects among a group of managers, apprentices and other workers. Since our research project encompasses intercultural comparison, we will compare the results of the groups from Poland and the Czech Republic. We were looking for similarities in both countries which are now undergoing an economic and system transformation, which is also connected with their joining the EU.

## Method

### Instruments

The research was conducted in Polish and Czech companies. A set of six methods was used. This study shows only a part of the research based on the results obtained by applying the following tools: L. Rosenstiel's Organisational Climate Questionnaire (OCQ) (Rosenstiel & Bögel, 1992). His method has been applied to measure the climate in the following areas of organization: co-workers, supervisors, work organization, communication, representing workers' interests and creating possibilities within a company.

*Co-workers* (12 items,  $\alpha = 0.85$ ). Relations which are created among co-workers in an enterprise are an important and basic part of organizational climate. Shaping them, providing them with friendly and human features is very often dependent on the co-workers themselves. These relations depend on their attitude, interpersonal abilities and human maturity. The conditions provided by the workplace may make these things simpler or more difficult. Talks with friends and solving conflicts are very time-consuming. If the workload is too big and the organization of work is bad, then there is too little time for such things, which has a negative impact on interpersonal relations at work. Within this sphere the features proving that the climate is good are cooperation, integration of teams and moderate rivalry.

*Supervisors* (14 items,  $\alpha = 0.92$ ). Behavior of one's superiors and leadership clearly determines organizational climate. Good climate in that sphere means that work of subordinate employees is appreciated, the evaluations are just and critic is expressed in a constructive way. Apart from that, managers include their employees in the process of decision-making and problem-solving, listen to their views and consider their propositions. The supervisors do not put the consequences of their own mistakes on their subordinates and do not let their mood influence relations with their employees. The supervisors understand that organizational situation should be shaped in such a way that everyone should have the chance to increase his or her own individual effectiveness.

*Work organization* (12 items,  $\alpha = 0.83$ ). Within this sphere we can diagnose two main directions of negative influence on the climate. On one side this will be organizational chaos which will be shown in inadequate and unfair division of tasks, lack of control over realization of tasks and their schedules, unequal workload and unclear definition of spheres of activity and responsibility. This may lead to accumulation of interpersonal conflicts, overload with work, and feeling of lack of control over the work performed. On the other side, there emerges the risk of excessive bureaucracy which has an equally negative effect on the perception of organizational climate as organizational chaos.

*Communication* (11 items,  $\alpha = 0.87$ ). Employees expect that their organization will provide them with information on all important matters regarding their professional functioning. This also means providing them with important and interesting

information about the whole company and not only their narrow part of work. A very important and decisive aspect is also two-way communication which grants the employees the chance to exchange ideas, ask questions, put forward proposals and take part in discussions. Lacks in this sphere are the reason why employees feel dissatisfied, nervous and excluded, which makes organizational climate much worse.

*Representing workers' interests* (7 items,  $\alpha = 0.73$ ). Proper and full of trust cooperation between the management of an enterprise and organizations or persons representing employees is crucial for good organizational climate since it guarantees lack of serious conflicts. However, it happens many a time that management tries to bribe these representatives by involving them in the net of dependencies by means of different benefits. Then, employees feel deceived. This also leads to general dissatisfaction and nervousness and the organizational climate gets worse. Sometimes such situation is also caused of the representatives themselves. Their unrealistic demands and agitating activities lead to creation of various groups and options which do not take employees' opinion under consideration.

*Creating possibilities in a company* (10 items,  $\alpha = 0.78$ ). Employees are not "unsatisfied" and they thoroughly understand that an enterprise must behave economically in the time of an economic crisis. In creating possibilities for employees it is not the number that counts, but a just way of dividing those possibilities among employees. They also should match employees' needs and the criteria for awarding and promotion should be sound and clear. Hard work, high qualifications and loyalty should be the grounds for promotion and organizational achievements. It is also significant to apply various forms of motivating employees e.g. training courses, responsible and requiring tasks, participation in seminars and conferences as well as awards and words of appreciations. These two last forms are still underappreciated.

The second method is – J. Mesjasz's *Psychological Cost Questionnaire (PCQ)*. It consists of 5 scales for diagnosing costs within the following spheres: social relationships, values, health, personal development and one scale for studying profits. A short characteristic of costs in different spheres is as follows: *Social relationship* (15 items,  $\alpha = 0.80$ ) include two kinds: private and professional. Overload with work has in most cases a negative impact on a person's relations with his or her social environment, and first of all on the closest group of people (private sphere 8 items) i.e. a partner, children, relatives, friends and colleagues. There appears lack of time and energy for spending it with close people, relax and taking active part in family life and obligations connected with it. A person overloaded with work constantly thinks about problems connected with his or her job, which is also accompanied by limiting this person's social relations. The work loads are also a result of direct job responsibilities (professional sphere 7 items) which are performed under time pressure and with substantial responsibility for people and assets managed, whereas decisions made are often marked with huge level of risk. Such person is very often subject to feelings of being personally threatened, uncertainty, rivalry pressure and conflicts of roles. These also are psychological costs connected with managing people, motivating, solving problems, controlling, punishing and rewarding.

*Health* (14 items,  $\alpha = 0.85$ ). There is a very strict interdependence in the functioning of man's psyche and his somatic sphere. Overloads experienced by him or her in the sphere of psyche are also reflected in the disorders of this person's somatic sphere. They may take the form of functional disorders of e.g. blood system and digestive tract, as well as bigger susceptibility to infections and climatic changes. These may lead to problems with sleeping, problems with being overweight and even experiencing different kinds of pains, for instance backaches and headaches.

*Values* (9 items,  $\alpha = 0.79$ ). These appear in the process of evaluating, e.g. in case of conflicts of values, remorse, moral dilemmas which emerge in relation to the realization of one's professional obligations. Decrease in valuing one's system of values may also appear, as well as a drop in acceptance of "frontal solutions" which involve a discrepancy between values declared and real values, as well as the feeling of shame. There appears lack of time for calming down and moments of auto-reflection, as well as time for spiritual development and religious considerations, including time for religious practices.

*Personal development* (14 items,  $\alpha = 0.80$ ). This sphere includes one-sided personality development, lack of time for realizing one's interests and broadening one's mind. This category also refers to sacrificing one's ideals, lack of realization one's non-occupational desires, unrealized efforts and undeveloped talents.

Additionally, there was a question asked in what percentage those examined can realize themselves in different spheres such as social and family life, hobbies, existential goals and leisure. This was another way of asking about costs. The lower is someone's evaluation of one's own chances for realizing one's desires, the higher the costs are that this person incurs due to his or her managerial career.

The PCQ contains additionally also a scale of profits, since lack of profits may be experienced as a cost. The scale of profits is treated as a separate item in the analyses. *Profits* (8 items,  $\alpha = 0.85$ ) This sphere includes the level of satisfaction regarding one's own achievements. It embraces satisfaction felt when one is able to provide a better-than-usual education to his or her children, as well as economic basis. This satisfaction is also felt when one's family is free from fear of basic existence, and it can even afford some comfort. This sphere also concerns satisfaction of having certain admiration and awareness that one has achieved more than others, realized one's professional dreams and that his or her job provides possibility of learning and development. Satisfaction is also felt when one, thanks to the professional position occupied, is able to arrange some more or less important everyday matters and that this person achieved everything thanks to his or her own work.

## **Subjects**

The study presents the results of the research conducted in 2003/2004 on the sample: managers in Poland  $N = 243$ , in the Czech Republic  $N = 45$ , apprentices in Poland  $N = 183$ , in the Czech Republic  $N = 30$ , remaining were workers in Poland  $N = 275$ , the Czech Republic  $N = 49$  (Project financed from Polish National Science Foundation no. 4098/24).



## Results

The analyses yielded the results that allow for an insight into level of costs across the spheres and subjects groups. Due to considerable differences in the size of the groups in Poland and Czech Republic, significance of difference tests were not used. All the comparisons indicate some tendencies and they suggest areas of possible future explorations. Managers in both countries declare their own costs of professional success (Mgr), just like the other workers (OW – representatives of different professions). Apprentices evaluate the costs borne by managers (MgrADP), such evaluation is also carried out by remaining workers (MgrOW). The types of costs and organizational climate will be presented in the results.

Table 1. The means of psychological costs<sup>2</sup> of professional success (costs min. > 3-6 max.)

Costs	Poland				Czech Republic			
	Mgr	MgrADP	MgrOW	OW	Mgr	MgrADP	MgrOW	OW
Personal development	3.32	3.86	4.18	3.21	3.11	4.02	4.19	2.73
Values	2.60	3.69	4.09	2.39	2.54	3.58	4.01	2.43
Social relationship total	3.13	3.87	4.19	2.83	3.09	3.94	4.07	2.82
a. Private	3.04	3.75	4.15	2.78	2.97	3.88	4.08	2.70
b. Professional	3.26	3.98	4.25	2.87	3.20	4.00	4.02	2.94
Health	3.10	3.74	4.16	2.88	2.97	3.86	4.22	2.83

Mgr – Managers

MgrADP – adepts evaluating managers

MgrOW – other workers evaluating managers

OW – other workers (representatives of different professions)

Results shown in Table 1 indicate that Polish and Czech managers declare only marginal costs in three out of four scales (a result above 3 indicates cost). The highest

### <sup>2</sup> Examples of costs:

**Personal development** – unilateral personality development, lack of time for fulfilling interests, costs of the lost advantages – e.g. unfulfilled dreams, undeveloped talents.

**Values** – conflicts of values, shame, lack of time for self-reflection and spiritual development.

### **Social relationship**

**Private** – lack of time for staying together and recreation with the family, lack of time for friends, continuous thinking about professional issues.

**Professional** – putting on a professional mask, competition, responsibility for people, conflict solving.

**Health** – dysfunctions of the vascular and digestive systems, difficulties in focusing attention, sleeping problems, medicines.

costs, although relatively low in the scale, are those in the sphere of their personal development. The Czech managers on the other hand, mentioned them in two spheres, in the social (social – professional) and personal development ones. The rest of the Czech workers do not declare their own costs. In Poland, this group pointed out to the costs in the sphere of personal development.

In both countries a very characteristic tendency has been noted. The observers, apprentice managers (business school students and management students) as well as the rest of the workers anticipate the costs of managers' success much higher than the managers themselves. The rest of the workers also estimate the cost of managers' success to be higher. Social evaluation is much higher than self-evaluation. The dilemma to be solved however is whether we deal with over-evaluation of the cost on the part of the observers or under-evaluation by the managers themselves.

While examining the problem of psychological cost, we also ask about the degree to which a professional career enables one to realise different areas of a non-professional life. The lower the degree the higher cost one pays in carrying his professional activity. The percentage evaluation is presented in Table 2. In this question, there is no critical point for we believe that each constraint on realisation of different private life areas is the cost, since work shall not limit anyone's functioning within other spheres.

Table 2. Limits in the chances for realization of different private life areas in connection to professional career<sup>3</sup> (in %)

Private life spheres	Poland				Czech Republic			
	Mgr	MgrADP	MgrOW	OW	Mgr	MgrADP	MgrOW	OW
Social life	46.41	59.99	57.14	47.79	59.09	41.50	56.67	51.11
Family life	38.92	53.95	63.76	40.57	50.11	55.50	62.00	32.00
Existential goal	45.27	70.91	66.27	49.20	66.10	73.45	46.36	76.07
Hobbies	50.92	64.96	67.90	52.79	68.41	69.50	76.07	54.89
Leisure	55.19	68.77	68.90	58.06	63.64	76.67	64.67	50.00

The results presented in Table 2 reveal the same tendency as in the case of the results from Table 1. Contrary to what the managers themselves declare, the observers (MgrADP apprentices as well as the rest of the workers MgrOW) estimate that managers experience more constraints (limits) connected with the pursuit of their careers. In the case of Polish managers, the greatest constraints (100-x) are in the sphere of leisure 55.19% and hobbies 50.92%. The Czech managers, in these spheres declare

<sup>3</sup> The people examined stated in what % they can realize different spheres of their lives in connection with their managerial career. The table already the limits, that is 100% – declared level of realization

63.64% and 68.41% respectively. In general in relative comparison all the constraints declared by the Czech managers are greater than those of the Polish managers. Similarly to Table 1, observers from both analyzed countries tended to express higher estimates than the interested parties themselves. The data presented in the table also indicate that the other workers in the two countries experience constraints in connection to their professional activity in all the mentioned spheres (Table 1 above did not reveal any cost).

In the following part of the analysis cost and profits indicators were used concurrently (Table 3).

Table 3. Balancing costs and profits<sup>4</sup> (in %)

Balancing costs and profits	Poland				Czech Republic			
	Mgr	MgrADP	MgrOW	OW	Mgr	MgrADP	MgrOW	OW
Costs	53.12	69.67	72.27	48.88	59.11	71.43	71.30	43.98
Profits	65.84	65.65	76.42	50.52	62.22	72.86	76.52	50.64
Balance	+12.72	-4.02	+4.15	+1.64	+3.11	+1.43	+5.22	+6.66

Data from Table 3 explain the above mentioned differences. The Polish as well as the Czech managers estimate the profits of professional success to be higher than the cost. However, a more favourable difference has been identified among the Polish group. Such a balance may sufficiently justify the effort made in connection to the pursuit of a professional career. The observers from the Czech Republic also estimate profits to be higher than the cost. A greater difference has been identified in the case of observers who assess the situation from a more distant point of view – the other workers' point of view. The group of the remaining workers from Poland also estimates the managers' profits to be higher than their costs. The Polish apprentices, however, assess the costs to be higher. It is astonishing, why despite this kind of opinion concerning the success, this occupation remains desirable, which is reflected in the choice of their future profession. In the assessment of their own profits cost balance, the remaining workers in the two countries assess profits higher than the costs. The results obtained by Polish apprentices (MgrADP) are worth mentioning, since those people estimate costs to be higher than the profits and still want to become managers, and they major in this field. Young apprentices are ready to make a great effort to achieve a success they desire, often based on their optimism and anticipation abilities. We

<sup>4</sup> The position of costs includes the average acquired from scales of costs, and the position of benefits includes the average from the benefits.

Examples of profits – admiration, material satisfaction, occupational status, lack of fear for one's family survival.

cannot deny these aspirations because we cannot wholeheartedly state that the costs declared by the managers are not under-estimated. We cannot be sure whether the managers are not using any defense mechanisms. Everyone wants to be a winner, to feel appreciated and that is why they are ready to make great sacrifices or even to change their attitudes (Tesser, 1988).

Here we present indicators of the organizational climate. The examined subjects made an evaluation on a scale of 1 – very bad to 5 – very good. Table 4 shows the mean results.

Table 4. The mean values of organizational climate’s dimensions (scale from 1 to 5)

Climate	Managers Mgr		Other workers	
	Poland	Czech Republic	Poland	Czech Republic
Co-workers	3.02	2.86	2.95	2.85
Supervisors	2.92	2.77	2.92	2.80
Work organisation	3.15	3.12	3.09	3.34
Communication	2.88	2.75	2.92	2.76
Representing workers' interests	2.92	2.99	2.88	2.93
Creating possibilities in a company	3.02	3.33	2.98	3.00

The organisational climate of both the Polish and the Czech groups is considered to be about average and it is at a very similar level in the highlighted dimensions with the work organization having the highest score. This does not mean however that it affects members of an organisation in the same manner, which is shown in Tables 5 and 6, separately for the Czech and the Polish group.

Table 5. Pearson’s correlation coefficients between climate and costs in managers group in Poland N = 243

Climate	Costs					
	Personal development	Values	Social relationship			Health
			Total	Private	Professional	
Co-workers	-.10	-.13	-.24**	-.19*	-.23**	-.16*
Supervisors	-.21**	-.11	-.22**	-.19*	-.16*	-.09
Work organisation	-.29**	-.30**	-.41**	-.36**	-.36**	-.24**
Communication	-.11	-.06	-.12	-.10	-.10	-.02
Representing workers' interests	-.23**	-.15	-.23**	-.19*	-.20*	-.15
Creating possibilities in a company	-.09	-.09	-.23**	-.17*	-.22*	-.09

\* p < .05, \*\* p < .001

Table 6. Pearson's correlation coefficients between climate and costs in managers group in the Czech Republic N = 45

Climate	Costs					
	Personal development	Values	Social relationship			Health
			Total	Private	Professional	
Co-workers	-.67*	-.55*	-.60*	-.61*	-.49*	-.80**
Supervisors	-.20	-.38	-.34*	-.34	-.28	-.33
Work organisation	-.27	-.32	-.36	-.22	-.47*	-.21
Communication	.18	-.08	.11	.10	.11	.04
Representing workers' interests	-.18	-.40	-.23	-.15	-.29	-.14
Creating possibilities in a company	-.61*	-.71*	-.62*	-.58*	-.58*	-.65*

\*  $p < .05$ , \*\*  $p < .001$

In the case of the Polish managers *Work organisation* is perceived as the most cost-creating dimension of an organisation's climate. This dimension is conducive to higher costs in all the spheres of functioning. Also the higher estimated the climate within the dimension of *Co-workers*, the lower the costs in the sphere of social relationship and health. Finally the better the climate in the dimension of *Supervisors* and *Representing workers' interests* (expressing and defending workers' interests inside an organisation) the lower the costs in the sphere of personal development and social relationship, both professional and private ones.

In the Czech group the better climate in the dimension of *Co-workers* (the climate of the relationship among co-workers) and *Creating possibilities in a company* (especially within the scope of workers' professional and private development possibilities), the lower the costs in all the spheres of functioning. The better the *Work organisation* the lower the costs in the sphere of professional relationship. The better the climate in the dimension of *Supervisors*, the lower the costs in the sphere of social, professional and private relations.

In general, a subjective evaluation of the costs of one's own work is sensitive to the type of organisational climate in a company. The less positive it is, the greater psychological cost managers have to "bear" for their professional career. This relationship, relatively more salient in the Polish group than in the Czech one, constitutes a rather general model of interrelation between aspects of an organisation's functioning and subjective estimates of one's profits and losses.

## Discussion and conclusion

The above presented research results indicate that there is an explicit connection between the climate of an organisation and experiencing psychological costs of work by managers, both in the Polish and Czech organisations. According to the presented

theoretical concept of organisational climate based on K. Lewin's theory, the psychological field of a member of a team is of vital importance for his functioning, with slight discrepancies between the Polish and Czech groups though. Evaluation of the organisational climate and its influence on individuals depends on the type of organisation, economic-political conditions, cultural environment, the employee's education, and changes taking place in an organisation. However, the role of the climate in determining an employee's well-being is fairly unequivocal. Our results have been indirectly confirmed in previous studies and they shall be useful in analysing companies' effectiveness on the competitive market, where adaptations have to be introduced very quickly, which may result in tensions and conflicts. Creating and maintaining favourable climate will lead to the well-being of employees and their effective functioning in enterprises. Since companies have been focusing mainly on results (productive, financial, competitive), we have not researched here the direct relationship between the climate and company outcomes. One may assume, however, that apart from the direct influence of the climate on effectiveness, there are other indirect paths, e.g. through the subjective evaluation of the investment and additional costs. The higher the cost, the less concerned with the actions connected with the role a person will be, and that is because, according to the law of Zipf (1949). Humans try to minimize costs. However, the psychological costs evaluation as well as the effect of balancing them with profits in the research conducted in Poland and the Czech Republic reveal similar tendencies and intensity. Due to considerable differences in the size of the samples, drawing conclusions on the basis of them is highly limited.

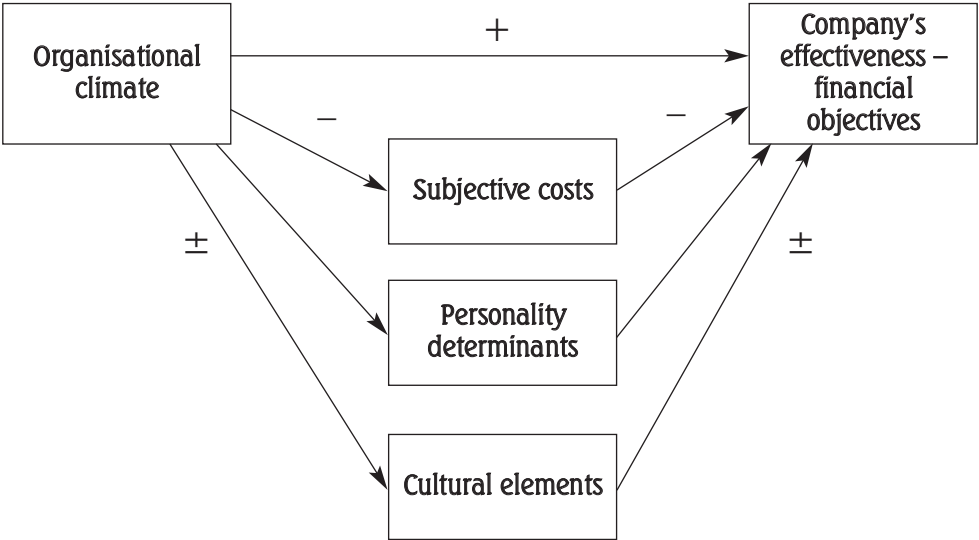


Figure 1. Organisational climate – an individual in the organisation's field

A tentative model for the climate, shown on the Figure 1, may prove useful for further analyses. Completing and verifying this simple model will proceed with the progress of the research conducted by the authors and/or other researchers.

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