

Structure of the Organisation Climate Survey Dimensions

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04.1 Communication

This dimension provides information on staff perceptions about the flow of work related information. The dimension deals with issues of timeliness, accuracy, relevance and the impact that these factors have on work organisation. The dimension is correlated with organisational performance measures.

04.2 Formal Control

A measure of the degree to which rules, regulations, policies and procedures and styles of management dominate the way in which people work; responses are not a statement on the exact dimension of these things but rather on the extent of their impact.

04.3 Goal Clarity

Measures the clarity of the individual's perceptions of their role in the organisation, both at an individual level and at a team level. It tests not only the clarity of individual perceptions but provides useful indications on the clarity of corporate strategy and direction as it affects employees generally. Like Communication this dimension is correlated with organisational performance measures.

04.4 Performance and Productivity

This dimension is a measure of the importance that staff believe management places on the standards of quality and quantity in the workplace. It is not necessarily a real measure of the quality and quantity of work output but more a measure of emphasis that people see is placed on these aspects of performance by the organisation.

04.5 Initiative

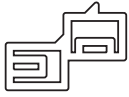
Initiative is a dimension that is indicative of the level of work freedom that individuals perceive they have in their jobs. It is in some respects a measure of the organisation's capacity to absorb inputs and ideas from employees, as well as reflecting capacity to deal with employee inputs.

04.6 Recognition

Recognition is regarded as a universal climate dimension, ie it has a global impact on perceptions of the organisation's climate. At a workplace level it is a measure of the quality and quantity of contact between managers/supervisors and their people. At a broad level, it is a measure of the extent to which people believe management regard them as a valued resource, and whether employee work effort is generally acknowledged and appreciated by management.

04.7 Working Relationships

Provides a qualitative measure of the social cohesion between people, both at a local level or across the organisation. It is a straightforward measure of whether people get along together and share a general sense of camaraderie. The dimension is strongly correlated with organisational performance measures.



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04.8 Team Identification

A measure of the extent to which people believe there is functional cooperation between individuals and an organisational emphasis on the need for teamwork. Individual responses can reflect a view of internal team cohesion or a more expansive view that comments on teamwork as a broadly accepted value.

04.9 Customer/Client Service

Responses to this dimension provide feedback on perceptions about the effectiveness of customer/client related activities, beliefs about the level of management support for customer/client service and the adequacy of resource support. This is a climate factor that has a clear correlation with organisation performance measures.

04.10 Development Opportunity

A measure of staff beliefs about the opportunities for personal development in the organisation, and the level of managerial support for this in the context of equal opportunity and equitable reward for effort.

04.11 Leadership

Addresses perceptions of staff about the extent to which managers establish direction, assist in understanding and enabling accountable performance and lead by encouraging innovation and participative approaches to management.

04.12 Organisation Cohesion

This dimension is concerned with the degree of functionality between component parts of the organisation, reflecting beliefs about the underlying sense of team synergy across an organisation, and the extent of understanding about mutually shared interests.