

## Organizational Climate Typology: A Thematic Analysis

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### Abstract

*The growing significance placed on understanding employees and their behavior within the organization has produced a great deal of interest in investigating employee perceptions of organizational climate. Despite the rich and growing body of literature on the topic, a negligible comprehensive typology of organizational climate exists. This research aims to provide a typology of organizational climate. The research method is a mix one and a sequential exploratory approach is used. In order to analyze the collected data through systematic review in the qualitative section, thematic analysis was used. Data were coded first manually and next by MAXQDA software. Qualitative Results show 437 primary codes, 37 basic themes, 5 organizing themes and 2 global themes that were presented in the form of a network themes. The findings of the qualitative section were submitted to 21 behavioral management university experts in the form of a validation questionnaire. The experts approved all identified themes with minor modifications. Finally, according to the findings and based on Bailey's (1994) method, the following six organizational climates were recognized: functional, dysfunctional, friendly, antagonistic, transcendental and non-transcendental.*

**Keywords:** *Climate; Organizational Climate Typology; General Climate; Especial climate; Thematic analysis*

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## Introduction

As yyyyyyyiii ee iii eee ggggg eeeeeerr aceeeeee sustainable competitive advantage, it is important for organizations to better understand the factors that influence employees and important employee-oriented work outcomes. (Kanten and Ulker, 2013: 144). The growing significance placed on understanding employees and their behavior within the organization has produced a great deal of interest in investigating employee perceptions of climate within the organization (Riggle, 2007: 1). Climate or the organizational climate is considered very important in the life of organizations due to its clear effects and relations to the various regulatory activities. (Kanten and Ulker, 2013: 144). From this perspective, organizational climate as a basic tool has a great deal of ability and clarity in explaining organizational issues and problems. As it can be called a solution to organizational problems. Because organizational climate has impact elll yyee tt aa tttee a h, in turn is predicted to influence organizational productivity (Adenike, 2011: 155).

Organizational climate can flourish or suppress employees. It can also increase positive and constructive behavior such as OCB or negative and destructive behavior such as CWB. Hence organizational climate is a very important factor in the organizations. Since rr gazzaiiaaa ciieeee aa a mmaaaaaa mmaac elll yyee motivation, behavior and attitude; and were as employees are the main source of organizations, therefore recognizing types of OC and there effects on employee-oriented work outcome can influence organizational productivity.

Despite the rich and growing body of literature on the topic, a negligible comprehensive typology of organizational climate exists. In order to remove the literature gap and help managers to recognize types of organizational climate and improve positive climate, the article aims to provide typology of organizational climate using thematic analysis. Presenting the typology of organizational climate makes it possible to identify the types of organizational climate and distinguish the effects of each type on behavioral and organizational outputs.

## **Definitions and meanings**

**Organizational Climate:** A relatively stable set of employees shared perceptions about various aspects of organizational environment and Permanent quality of the entire work environment, which represents the prevailing atmosphere within organization (Haynie et al., 2014; Sirca et al., 2013; Tagiuri & Litwin, 1968; Zuzana, 2009).

**General and Especial Climate:** Organizational climate is a multidimensional construct that includes a wide range of employees shared evaluations in workplace. These shared evaluations may refer to the general dimensions of work environment such as leadership, roles, communications, etc. which include: structural dimensions, Interactive dimensions, perceptual dimensions. Structural dimension refers to objective aspects of an organizational structure which is organized by an organization and is independent of individuals. Interactive dimension refers to the way members of an organizations interact with each other's. Perceptual dimension denote to the individual perception of the organizational situation and the creation of a single or psychological instance of the climate.

Since general climate scale is very wide and obscure and their width is too broad, especial climate was raised. So the emphasis for studying climate for something creates a especial climate that can be positive or negative (James & James, 1989; James & McIntyre, 1996; Rentsch, 1990; Bitsani, 2013; Moran & Volkwein, 1992; Schneider et al., 2017).

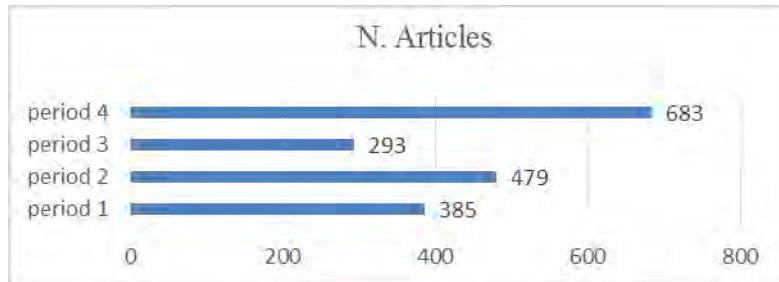
## **Theoretical fundamentals and research background**

Organizational climate is one of the most effective organizational factors, and researchers have paid special attention to this. Since the 1930s, when organizational climate research has begun, the definition of organizational climate, its dimensions, components, and the means of measuring this concept have been studied. Schneider et al. (2017: 478-486) distinguish 4 main periods that researchers have pointed out and examined a series of organizational climate characteristics in each period. The issues are summarized in the following table:

**Table 1. Organizational climate periods**

Era	organizational climate characteristics
<p>The Pre-1971 Era: Pioneering work on the social context in organizations</p>	<p>The pre-1971 era, with pioneering work on exploring conceptualization and operationalization of the climate construct; and its importance in the organizational studies. Researchers such as Keenan et al. (1951) and Katzell et al. (1961) were among first researchers to focus on organizational climate. At that time psychological climate was being investigated. Similar terms were introduced by Rosen (1961) and Forehand and Gilmer (1964). In addition, the Litwin and Stringer (1968) book provided chapters on both conceptual and empirical insights into “what climate is,” “how it can be studied”, and its future potential for understanding and influencing organizations to enhance their effectiveness. In this period, 385 articles have been published.</p>
<p>The 1971-1985 Era: Foundations of Construct Definition and measurement</p>	<p>The second era, forms the modern foundation for much contemporary work. This period included climate issues having to do with levels of analysis and data aggregation. Another term for this era might be “feeling the elephant.” That is there were a variety of attempts to figure out how to measure climate and to what it might be related and no two articles used the same constructs or measures! Important research in this period can be found in the researches of Schneider (1973), Schneider and Hall (1972), Pfeifer and Schneider (1974), Schneider and Snyder (1975), Cook, Walizer and Mace (1976) Gavin (1975), Bowen and Kilmann (1975), James and Jones (1974), James, Demaree and Wolf (1993) and Drexler (1977). The volume of articles written in this period is 497 articles. Therefore, the main theme of the second period research was to provide a scale for organizational climate measurement.</p>
<p>The 1999-1986 Era: Focused Climates and the Culture-Climature Divide</p>	<p>third era covers the period 1986 – 1999 when climate researchers expended much effort on clarifying the meaning of the aggregation of survey data and when the emphasis on focused climates (such as the climate of innovation, the climate of services, etc.) notably increased. In addition, systematic work began on the antecedents of climate, especially regarding the role of leadership. Research on organizational climate during this period set the stage for later articles. Kozlowski and Doherty (1989), Hofmann and Morgeson (1999), West and Anderson (1996), Schneider, Wheeler and Cox (1992) have been investigating the research conducted during this period. There are 293 articles in this period and researchers sought to introduce and investigate focused climates.</p>
<p>The 2000-2014 Era: Multilevel Research and culture climate integration</p>	<p>Climate researchers finally achieved some consensus on levels and aggregation issues. Multilevel climate research began with considerable vigor and developed rapidly. In addition, the focused climate perspective moved from a concern only for organizational strategic outcomes (safety, service) to a concern for organizational processes (justice, innovation). This period characterized by multi-level work on climate, demonstrated validity for a climate approach to outcomes and processes, and the relationship between leadership and climate and culture, which Lindell and Brandt (2000), Kozlowski and Klein (2000), Schneider, Ehrhart and Macey (2013), Zohar and Hofmann (2012) are prominent scholars of this period. In the fourth period, 683 articles have been reviewed.</p>

The issues that are mentioned in each of the four periods can be summarized in the following graph:



**Figure 1. Number of articles compiled in each era**

Despite the rich and growing body of literature on the topic, a negligible comprehensive typology of organizational climate exists. In fact, classifying and providing a typology of organizational climate is a distinction of this research with all the previous studies. Presenting the typology of organizational climate makes it possible to identify the types of organizational climate and distinguish the effect of each type on behavioral and organizational outputs. To reach this aim by deep review of literature and using thematic analysis, enables the researchers to determine dimensions and components of organizational climate. According to these findings typology of organizational climate was presented.

### **Methodology of research**

The research method is both qualitative and quantitative. In the qualitative section we use thematic analysis and in the quantitative section we use descriptive-survey method. Thematic analysis is a method for recognizing, analyzing and reporting patterns in qualitative data. This method is a process for analyzing textual data and transforms distributed and diverse data into rich and detailed data (Braun & Clark, 2006). In this research, after extraction themes from the codes, the thematic network analysis method has also been used. In the final stage, based on the results of the thematic analysis and

using Bailey (1994) method, organizational climate typology was presented.

After encoding to extract themes, similar codes were put together to decide how to combine and collate different codes to form the basic themes. At this point, basic themes and codes were repeatedly reviewed to final conclusion was reached. After identifying and naming the basic themes, higher level themes were identified as organizing themes. In order to forming an organizing theme, basic themes that surround a particular subject were combined. Then the organizing themes were categorized in the same way to eventually formulate global themes.

Also, the theme network that developed by Attride-Stirling (2001) is a good way in thematic analyze. The theme network is systematizing basic themes (key codes and key points of the text), organizing themes (the themes derived from the combination of the basic themes) and global themes (high level themes include the principles governing the text as a whole), then these themes are drawn in the form of site network maps and main themes of each of these three levels and the relationships between them has been shown. MAXQDA software has been used to thematic analyze and draw thematic network.

In the next step typology of organizational climate is presented. Typology is a complex and progressive system of data storage and retrieval that allows for the sorting, comparison and categorization of various examples of the phenomenon studied without losing content richness (Rich, 1992). A typology is generally multidimensional and conceptual (Baily, 1994) and one of the most popular forms of theory. One of the reasons for the popularity of typologies is that it provides a simple framework for describing complex phenomena (Doty & Glick, 1994). Although, typology is a subjective and creative process that does not have a specific method, but in order to create a complete typology, Baily (1994) has been proposed a style for typology and taxonomy by multiplying the dimensions and characteristics of the types (Baily, 1994). In order to achieve the objectives of this study, strategies such as conceptual type and the three-level model that rreeeeeyy Bally ee ee iii iize BAlley rr aeeeeeyy ” aa a Damghani, 2013).

In the qualitative section, as presented in the following table, the archive data has been used:

**Table 2. Qualitative section data base and keywords**

keywords	databases
climate, Organizational climate, Psychological climate, Perceptual climate, Interactive climate, Shared employee perceptions, Organizational climate typology, Concept of organizational climate, Organizational climate measurement methods, Differences in organizational culture and climate, factors affecting organizational climate, political climate, ethical climate, spiritual climate, civil climate, Toxic climate and structural climate	Magiran, SID, Trade & Industry doc, Science Direct, ProQuest Dissertations, ProQuest Discovery, Ebrary, EbscoAll, HeinOnline, Libgen, LibdenArticle, Springer, Emerald, Jstor, Wiley, and Sage

Searching the organizational climate databases, with related keywords, 1840 articles were found during the period of pre-1971 to 2017. Out of these 1840 researches, only Q1 articles published in scientific journals were selected. Finally, 316 researches were chosen for the systematic review.

The statistical population of the quantitative section was 21 academic experts in the field of behavioral management. The basic themes in the form of a questionnaire sent to experts and they comment their opinion about relevance of the components of organizational climate. We use SPSS version 23 software for analyzing quantitative data.

Holsti method was used to investigate the reliability of the research. In this way, the encoding should be done twice. Its formula presented in the following:

$$PAO = \frac{2 M}{(n1+n2)}$$

Formula 1. Reliability

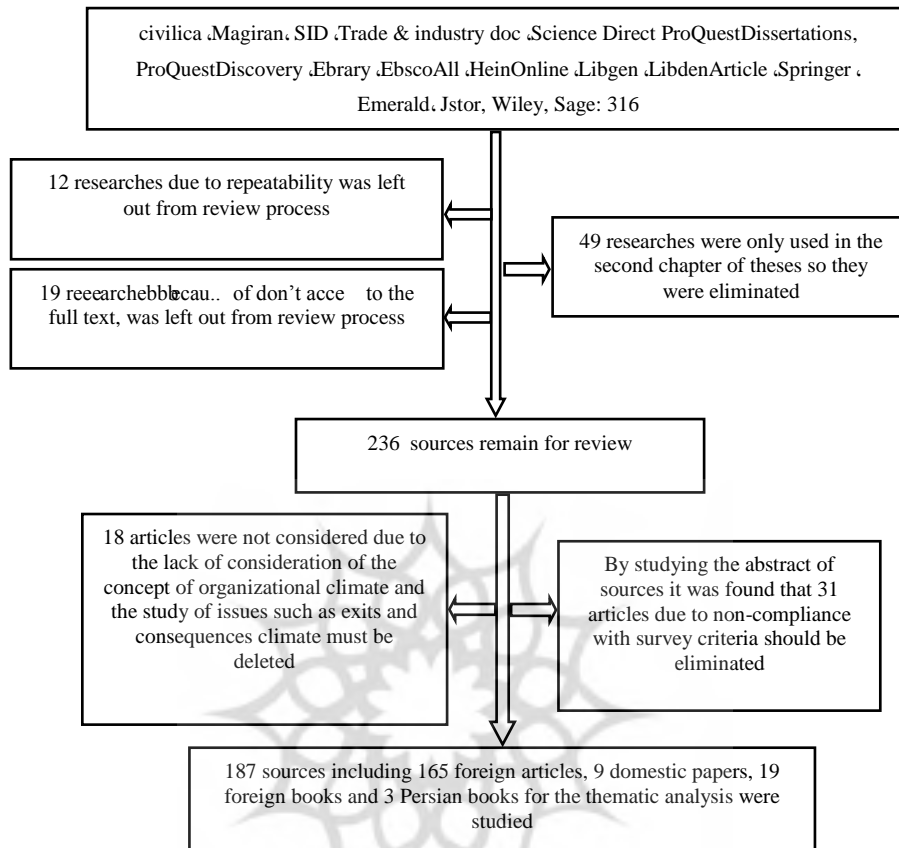


Figure 2. The process of access to research resources

Table 3. Holsti method's formula

PAO	percentage of agreement observed
M	number of agreements in two stages of coding
n <sub>1</sub>	the number of extracted codes in the first stage
n <sub>2</sub>	the number of extracted codes in the second step.

The amount of agreement observed changes between zero and one. In this research, coding was first done manually and secondarily using



MAXQDA software. The number of extracted codes in the first step was 502 units and in the second step was 437 units. Also, the total number of concurring codes is in two stages of coding was 427 units. By putting these values in the above formula determined that reliability coefficient is 91 percent, which shows that the results of the qualitative section have great reliability.

### Research findings

Information obtained from various researches did not seem to be coherent. Each source had its own approach to organizational climate. In each period, researchers have pointed to a part of the climate. Therefore, presenting the typology of organizational climate can be considered the theoretical contribution of this research. The three steps of coding, extracted from references and primary codes (i.e. Basic, Organizing and Global themes) are presented in the following table:

Table 4. Thematic analysis

Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Structural and managerial	Leadership and management	Leadership. Type of management. Senior Management. Organizational climate is the entire internal aspect of an organization that is identified by the top of the organization. Organizational management. How to lead. Leadership practices. Facility and leadership support. Leadership style. Management support. Management structure. The action and the emphasis and attention of leaders. Leadership support. Protection.	Halpin (1966), Hoi and Maskle, translations of Abbaszadeh (1997), Mirkamali (1994), Pritchard and Karasick (1973), Arabaci (2010), Schneider (1975), Schneider (2017), Likert (1967), Rezaei and Dowlatabadi (2008), James and McIntyre (1996), James and Jones (1974), Yaminfirooz et al. (2015), Litwin and Stringer (1968), Nazem (2009), Schneider and Bartlett (1968, 1970) . Wallace et al. (1999), Arya and Sainy (2017)

Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Structural and managerial	Rules, Standards, Policies and Procedures	Lines Formal and informal habits. Procedures, actions, processes and system actions. The governing rules of the organization. Policies and Procedures. Formal rules and behavioral guidelines. Criteria. Standards. Standardization of Procedures. Number of official rules. Terms and Conditions. Internal processes. Processes and system actions.	Shadur et al. (1999), Schneider et al. (2013), Thumin and Thumin (2011), Zohar and Hofmann (2012), Schneider (1975), Ellis and Hartley (2000), Svyantek and Bott (2004), Goudarzi and Gaminian (2003), Litwin and Stringer (1968), Lawrence and Lorsch (1967), Nayar (2015), Frederiksen et al. (1968), Stringer (2002), Patterson et al. (2005). Arya and Sainy (2017).
		Rewards and Incentives	Behaviors who receive rewards. Climate mentions ways in which organizations, operations, and actions are expected to operate, support, and reward them. Incentives reward. Organizational rewards. Encouragement.	Schneider et al. (2013), Thumin and Thumin (2011), Zohar and Hofmann (2012), Schwegker and Good (2009), Campbell et al. (1970), Litwin and Stringer (1968), Griffin et al. (1995), Hart et al. (1996), Kopelman et al. (1990), Crespell and Hansen (2007), Arabaci (2010), Amabile (1997).
		Formalization and complexity	Official organization. Official position. Close monitoring. Formal measures and procedures. System and complexity. How to use official roles. The complexity of the system. Formalization.	Argyris (1957), Lawrence and Lorsch (1967), Frederiksen et al. (1968), Hoi and Maskle, translations of Abbaszadeh (1997), Rezaei and Dowlatabadi (2008), Reichard and Schneider (2009), Rentsch (1990), Forehand & Gilmer (1964), Stringer (2002), Patterson et al. (2004).

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Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Structural and managerial	Objective and physical Features	<p>Organizational Features. Internal features. A set of measurable assets in a work environment. Moods, attributes, or attributes of an organization. Specific set of characteristics (environmental characteristics). Aspects of the organization's environment. Physical space. Various aspects of the organization's environment. Situational features. The physical environment. Objective features. Environmental features. Objective aspects. Organizational characteristics of the members. Physical features. Organizational variables. A set of characteristics of the organization. Climate as a feature or attribute that belongs to the organization. Real situations in organizational conditions. Collection of features of the work environment. Object Properties, Properties and Facilities.</p>	<p>Forehand&amp; Gilmer (1964), Halpin and Croft (1963), Litwin and Stringer (1968), Mirkmali (1994), Tagiuri and Litwin (1968), Armstrong (2003), Sirca et al. (2013), Katzell, Barrett and Parker (1961), Bitsani (2013), Rentsch (1990), Kulkarni (1989), Gordon and Tomaso (1992), Bitsani (2006), Goudarzi and Gaminian (2003), Schneider et al. (2013), Langford (2009), James And Jones (1974).</p>

Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Structural and managerial	Organizational structure	Structure. Size. Degree of decision-making focus. The number of levels in the hierarchy. Organization size. Climate is an objective representation of the organizational structure. Structure and organization process. The organizational structure and its real nature. Structural features. Organizational climate is an objective statement of the organizational structure in which individuals perceive and understand it. Therefore, the organizational climate stems from the General perception of organizational members that are faced with a General organizational structure.	Mirkamali (1994), Litwin and Stringer (1968), Rentsch (1990), Goudarzi and Gaminian (2003), Gregory et al. (2008), Johnson (2003), Kulkarni (1989), Lawrence and Lorsch (1967), Likert (1967), Tagiuri and Litwin (1968), Forehand & Gilmer (1964), Stringer (2002), Arabacy (2010), Rezaei Dowlatabadi (2008). Arya and Sainy (2017).
		Technology	Technology. The type of technology used. The nature of the technology used.	Mirkamali (1994), Rentsch (1990), Goudarzi and Gaminian (2003).
		Organizational Goals	Targets. How honest are the goals. The clarity and purpose of the agreement. Target characteristics. Organizational goals. Emphasis on production. Emphasis on achievements. Emphasis on purpose. Emphasis on the device. Focusing out. Objective transparency. Pressure to produce. Rational goals.	Laurce and Lawrence (1967), Nayar (2015), Likert (1967), Rezaei Dowlatabadi (2008), Halpin and Croft (1963), Payne et al. (1976), Patterson et al. (2004), Patterson et al. (2005) Langford (2009).

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<b>Global themes</b>	<b>Organizing themes</b>	<b>Basic themes</b>	<b>Primary codes</b>	<b>References</b>
General Climate	Structural and managerial	Policies	Organization member policies. Organization policies. Personnel policies	Pritchard and Karasick (1973), Schneider (1975), Rentsch (1990).
	Perceptual	Perceptions and Attitudes	<p>Perception of the public in the workplace. Employee perceptions of their experiences in the organization. Climate is a channel or cognitive device. Organizational climate is mainly about attitude and behavior. The perception of the staff of the organization. Attitudes and attitudes. Understanding the person from the work of other members. The climate is directly or indirectly perceived by employees working within the corporate environment. Testimonies have psychological meanings. Aspects of the organization's environment that is consciously perceived by employees. Imagination</p> <p>The organizational climate or atmosphere of a unit or subgroup of an organization are inherently perceptual or psychological.</p>	<p>Hoi and Miskel, translations of Abbaszadeh (1997), Dawson et al. (2008), Haynie et al. (2014), Huseyin (2008), Dickson et al. (2006), Zuzana (2009), Halpin and Croft (1963), Shirazi et al. (2012), Pritchard and Karasick (1973), Schneider (1975), Glisson (2009), Glisson and green (2011), Holloway (2012), Grojean et al. (2004), AiswArya and Ramasundaram (2012), Campbell et al. (1970) Schneider (1975), Babaei et al. (2007), Armstrong (2003), Schneider et al. (1992), sirca et al. (2013), Kerr et al. (1951), Argyris (1957), Schein (1965), Katz And Kahn (1966), Likert (1967), Svyantek and Bott (2004), Kulkarni (1989), Zare et al. (2017), Joyce and Slocum (1982), Payne et al. (1976)</p>

Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Perceptual	Feeling, value and belief	The organizational climate is the values and beliefs in the workplace. The climate lies in assumptions, and beliefs. Norms Values. A repeating pattern of behaviors, attitudes and emotions. The feelings and values of the employees in their work environment, the body spirit.	Chen et al. (2007), Dackert et al. (2004), Halpin and Croft (1963), Tagiuri and Litwin (1968), Aiswarya and Ramasundaram (2012), Armstrong (2003), Wallace et al. (1999).
		Personality	Personality person Character. Individual features. Personality variables.	Hoi and Miskel, translations of Abbaszadeh (1997), Mirkamali (1994), Gavin (1975), Kulkarni (1989), Argyris (1957).
		Satisfaction and Motivation	Job Satisfaction. Morale Motivation Satisfaction. Satisfaction and agreement on procedures. Satisfaction with the rewards. Motivation Occupational and organizational morale. Morale	Mirkamali (1994), Schneider and Bartlett (1968, 1970), Qashqaizadeh et al. (2007), Likert (1967), James and Jones (1974), Halpin and croft (1963).
		Commitment and loyalty	Commitment to the organization. Trust and belonging. Loyalty Adhere obligation. Organizational Commitment.	Armstrong (2003), Halpin (1966), Likert (1967), Stringer (2002), Arabacy (2010). Arya and sainy (2017), Nazari (2011), Wallace et al. (1999)
		Identity	Identity	Halpin (1970), Litwin and Stringer (1968).
		Concern and ambiguity	Concerns about new employees. Ambiguity Accept the danger. Worried about employee welfare.	Schneider and Bartlett (1968, 1970), Halpin (1966), Litwin and Stringer (1968), Patterson et al. (2004).

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Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Perceptual	Backgrounds and experiences	Records. Workers have experienced it. Personal experiences of individuals in organizations.	Mirkamali (1994), Tagiuri and Litwin (1968), Lewin (1943).
	Interactive	Interactions and communications	<p>Interactions between members. How the organization interacts with members and their environment. The human communication that the staff has with the manager and with his colleagues. InterProactive issues. The accuracy of organizational climate perceptions is determined by their relationship with objective criteria. Joe is a perception that lies within individuals, and only when perceptions are shared together can they form an atmosphere at a transonic level. Relations between Leader-Member. Interaction patterns between members of a group in a specific context. A reflection of the patterns of social interaction. Reflects the interactions of individuals in the organization. Connections.</p>	<p>Halpin (1970), Shirazi et al (2012), Campbell et al. (1970), Babaei et al. (2007), Sirca et al. (2013), McGregor (1960), Gavin (1975), James and Jones (1974), Hofmann and Morgeson (1999), Bitsani (2013), Kulkarni (1989), Schneider et al. (2013), Argeriys (1957), Qashqaizadeh et al. (2007), Likert (1967), Rezaeidowlatabadi (2008), James and McIntyre (1996), Griffin and Mathieu (1997), Patterson et al. (2005), Arabacy (2010)</p>

Global themes	Organizing themes	Basic themes	Primary codes	References
General Climate	Perceptual	Conflict	Collision. There is a certain amount of acceptance of different opinions, plus a strategy for solving problems in the organization. Confusion and ambiguity. Interruptions, organizational conflict. Discrimination Contradictions	Litwin and Stringer (1968), James and Jones (1974), Halpin and Croft (1963), Arabaci (2010), Lewin (1943), Schneider and Bartlett (1968 and 1970), Arya and sainy (2017), Wallace et al. (1999) )
		Participation and cooperation	Reflect the level of cooperation. The result of the joint effort is the various aspects of the organization of work. How Employee Participation in Plans and Decisions. Working Group Working Group. Affiliation taking part. Correlation. Team work. Teamwork.	Zuzana (2009), Kulkarni (1989), Schneider et al. (2013), James and Jones (1974), Payne et al. (1976), Patterson et al. (2004), Bock et al. (2005), Crespell and Hansen (2007), Yaminfirooz et al (2014), Arabaci (2010).
		Trust and intimacy	Friendships mutual trust. Trust and Consistency. Comrade and intimacy. Trustworthy. Reassuring The atmosphere is warm and friendly. Intimacy the trust.	Zuzana (2009), Halpin and croft (1963), James and Jones (1974), Mirkmali (۱۹۹۴), Schneider (1973), Halpin (1966), Litwin and Stringer (1968). Wallace et al. (1999)
		Roles and agreements	Adaptation of staff to the organization. Resolve the resolution of the role. The employee's commitment to accepting greater responsibility and achieving General goals of the organization. Roles	Argryis (1957), Qashqaizadeh et al (2007), James and McIntyre (1996).
		Informality	Informal. Informal measures and procedures.	Hoi and Miskel, Translated by Abbaszadeh (1997), Shadur et al. (1999), Reichard & Schneider (2009).



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Global themes	Organizing themes	Basic themes	Primary codes	References
Espesial Climate	Positive	Safety Climate	Employee perceptions of management attitudes toward safety. The Effects of Safe Behavior on Improvement and Status within the Organization. Rating of inspectors from organization safety activities. Preventive activities of accidents. The atmosphere of safety. Observers. Health and balance. Psychological security.	Zohar (1980), Hofmann and Morgeson (1999), Svyantek and Bott (2004), Amabile (1997), Langford (2009), Yaminfirooz et al. (2014), Schneider (2013).
		Innovative Climate	The atmosphere of innovation. creativity and innovation. Innovative atmosphere. Develop new and useful ideas. Challenging the old ways of doing things. Encourage staff to learn from people inside and outside the organization. Some studies have shown a positive relationship between the innovation climate with individual creativity and team innovation. Job Challenges. Importance and change. Openness to Innovation. Challenge. Support for ideas. The trust. Dynamics Vitality. Debate. Conflict Risk taking. Trying. Reflection Innovation and Flexibility. Performance feedback. Efficiency. Innovation. Openness to innovation. Excitement, ownership of the idea. Openness.	Abbey & Dickson (1983), Svyantek and Bott (2004), Frederiksen et al. (1968), Van der veegt et al (2005), Mumford and Gustafson (1988), Eisenbeiss et al. (2008), Jaw and Liu (2003), Hoegl et al. (2003), James and Jones (1974), Amabil (1997), Ekvall (1996), Patterson et al. (2004), Bock et al (2005), Crespell and Hansen (2007), Langford (2009), Yaminfirooz et al. (2014), Hyeung Kang et al. (2016), Barratt (2015), Nazari (2011), Wallace et al. (1999).

Global themes	Organizing themes	Basic themes	Primary codes	References
Espacial Climate	Positive	Ethical Climate	The ethical nature of the work environment. A General perception of all kinds of ethical practices that have moral content. The moral atmosphere is the perception of the members of the organization of what is right and wrong about the organization's practices and procedures. Moral climate is considered as part of the organizational climate. Self-righteousness, goodness, morality, and moral science are aspects of the ethical climate. One of the main factors shaping the inter-organizational relationships and employees' opinions is the ethical climate.	Manning (2010), Tseng & fan (2011), Victor and Cullen (1987), Elci and Alpkay (2009), Yener et al. (2012), Hsieh and Wang (2016), Cullen and Victor (2003), Appelbaum et al. (2005), Lewis et al. (2004), Schwepker and Good (2009), Schwepker (2001), Parboteeah et al. (2010), Novalien (2017), Nedkovski et al (2017), DeConinck (2011), Yin Lau et al. (2017), Mafabi et al. (2015).
		Spiritual Climate	Spirituality in the organization. Spirituality. Spiritual Movement. Organizations consider creating areas for spiritual dimensions in an organization that are more relevant to meaning and purpose. Integrating Spirituality and Management. Spirituality is one of the factors influencing human behavior. The introduction of spirituality is the concept of "meaning".	Parboteeah (2009), Zahedi and Panahi (2008), Marques et al. (2005), Mitroff and Denton (1999), Nasehifar & Almasifard (2009), Novalien (2017), Prasanna and Madhavaiah (2017), Houghton et al. (2016).

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Global themes	Organizing themes	Basic themes	Primary codes	References
Special Climate	Positive	Proactive Climate	Proactive climate refers to General perceptions among employees that encourages the actions that the individual himself initiates and accordingly, employees are stimulated to take opportunity before the competitors take the initiative. To use. The climate is critical to successful innovation. Sense of personal initiative.	Fay et al. (2004), Sebora and Theerapatvong (2010), Hyeung Kang et al. (2016), Spychala and Sonnentag (2011).
		Risk taking Climate	The risk taking climate refers to General perceptions among members of the organization about accepting uncertainty in the organization. In a robust risk-taking climate, employees are allowed to decide even when there is no level of information and confidence at the desired level. Organizations with a risk-averse climate support employee risk-taking activities. Risk-taking climate allows employees to deal Proactively with the various demands associated with innovation. Risk taking.	Isaksen & Ekvall (2010), Ettlle and Vellenga (1979), Ansari et al. (1982), Edmonson et al. (2001), Thomke (1998), Elenkov and Manev (2009), Arabacy (2010) Hyung-Yang (2016), Arya and Sainy (2017), Nazari (2011).

Global themes	Organizing themes	Basic themes	Primary codes	References
Espesial Climate	Positive	Civil Climate	Being civil is an indicator of respectful behavior towards other people and accepting the norms of good faith and adherence. Cognitive atmosphere as "employee perception of the norms of protecting respectful behavior among members of the organization." Consideration.	Ferriss (2002), Kozlowski & Klein (2000), Walsh et al. (2012), Halpin and croft (1963), Andersson & Pearson(1999) , Yang (2016), Panny and Spector (2005), Clark and Walsh (2014).
		Justice Climate	A General sense of fairness. The climate of distributed justice (such as fair sharing of rewards). The climate of procedural justice (such as fairly shared perceptions of organizational procedures). The climate of information justice (fairly shared perceptions of the quantity and quality of information given to employees). The climate of interpersonal justice (such as fairly shared perceptions of the respect and goodwill of officials towards employees). Fairness Justice The climate of justice.	Li and Cropanzano (2009), Roberson (2006), Naumann and Bennett (2000), Schneider (1987), Liao and Rupp (2005), Bock et al. (2005), Yaminfirooz et al. (2015) Schneider (2013) . Özduran & Tanova. (2017), Mahajan and Benson (2011), Nasurdin et al. (2014).
		Participative Climate	Correlation. Participation. Teamwork. It is said that employees can do valuable work personally, they personally participate in their work and provide quality services to their customers. Cooperative climate.	Jaw and Liu (2003), Janz and Prasarnphanich (2003), Amabil (1997), Patterson et al. (2004), Langford (2009), Yaminefirooz et al. (2014), Glisson (2011), Kim and Hopkins (2016).

**Organizational Climate Typology: A Thematic Analysis**

Global themes	Organizing themes	Basic themes	Primary codes	References
Espesial Climate	Positive	Service Climate	Service climate. Passion (after service climate). Service climate; 1) is based on organizational support to provide better service; 2) relates to customer satisfaction; and 3) relates to service activities. Quality. Customer service.	Schneider and Bowen (1985), Schneider et al. (1980), Schneider, Wheeler and Cox (1992), Schneider, White and Paul (1998), Svyantek and Bott (2004), Patterson et al. (2004) Yaminfirooz et al. (2014).
		Developmental Climate	Responsibility. Skill development. Progress. Organizational climate is a facilitator of organizational change and innovation. In organizations with a developing climate, individuals are eagerly responsible for decision-making and act proactively. Independence. The degree of individual freedom in behavior.	Stringer (2002), Patterson et al. (2004), Langford (2009), Burton et al. (2008), Luthan (2005), Burton and Obel (2004), Halpin (1970), Payne et al. 1976), Amabil (1997), Crespell and Hansen (2007), Patterson et al. (2004), Arya and Sainey (2017).
		Diversity Climate	Demographic diversity. Deep variation. People's perception of the organizational identity that values diversity. Employee perception of the value of diversity through organizational policies and procedures determined by the organization is supportive and fair, and thus creates a climate of positive change in the organization.	Yaminfirooz et al. (2014), Cole and Salimath (2013), Bartkus and Glassman (2008), McKay et al. (2007), Herdman and McMillan-Caphart (2010), Triana and Garcia (2009).

Global themes	Organizing themes	Basic themes	Primary codes	References
Espacial Climate	Negative	Silence Climate	Organizational silence. Employees decide to keep their opinions and concerns about the organization for themselves and not express themselves. In silent climate, employees will not talk to anyone and issues will remain confidential. Lack of openness. The climate of perceived silence includes three components of the attitude of high-level managers to silence, supervisors' attitudes toward silence, and communication opportunities.	Morrison and Milliken (2000), Beer and Noria (2000), Senge (1999), Sugarman (2001), Smidts et al. (2001), Collins (2001), Vakola & Bouradas (2005), Jahangir and Abdullah (2011), Elchi et al. (2009).
		Toxic climate	The Toxic physical structure (physical environment annoyers, Toxicing of facilities and space). Toxiced Occupational structure (insecurity and job independence). Toxic leadership (including insulting leadership, self-fascination, authoritarian leadership, ambition, unpredictability and bullying). Toxic interpersonal relationships (including horizontal conflict and vertical conflict). The Toxiced compensation and reward systems (including distributive justice and procedural justice).	Too and Harvey (2012), Zare et al. (2017).

**Organizational Climate Typology: A Thematic Analysis**

Global themes	Organizing themes	Basic themes	Primary codes	References
Espesial Climate	Negative	Political Climate	The highly politicized organizational climate is characterized by unfair, intolerant, inefficient, inappropriate distribution of resources among employees and customers, and abuse of authority in the provision of personal resources. Distance off Influence and Dynamics.	Ferriss et al. (1989), Gandz and Murray (1980), Ferriss and Kacmar (1992), Halpin and Croft (1963), Vigoda (2002), Nasurdin et al. (2014).
		Stressful Climate	Stressful climate. Stressful climate has high levels of overload, role conflict, and emotional exhaustion. In a stressful environment, employees have General perceptions that make them tired and nervous and disagree on their job responsibilities.	Glisson (2011), Kim and Hopkins (2016).

In order to clarify the relationship between themes in a transparent way MAXQDA software was used to draw thematic network.

437 codes were derived from the results of thematic analysis. 39 basic themes and 5 organizing themes related to organizational climate were identified. In order to remove the themes that experts believed had not a strong correlation with the model, a One-sample t-test was used. To do this, a cut point 3 of 5 was determined. The results of the test showed that the average of all items or basic themes were greater than 3, while the sig value for all items were less than %5. Data analysis indicated that according to experts all identified themes were closely related. Furthermore, the combination of some of the basic themes were corrected according to expert's opinion. Final basic themes and their quantitative analysis were shown in the table below.

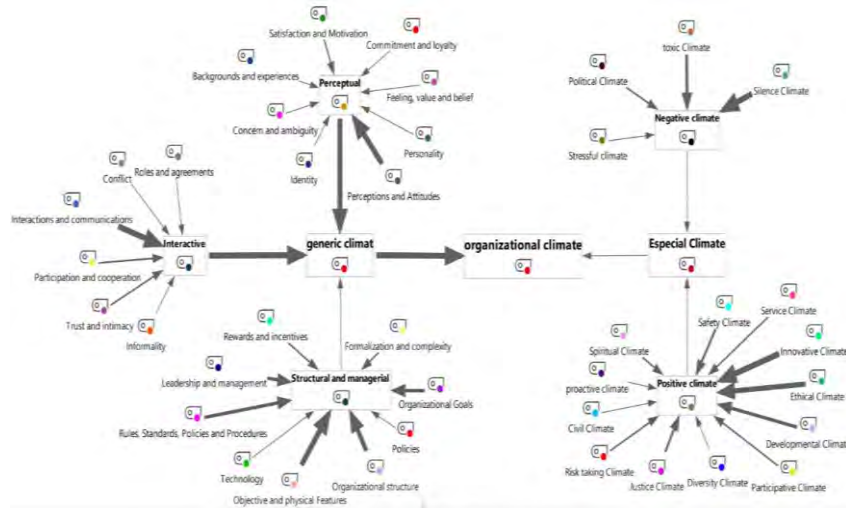


Figure 3. Organizational climate thematic network

Table 5. Reformed thematic analysis

N.	Global themes	Organizing themes	Basic themes	Reforms	Final Basic themes	Mean	t
1	General climate	Structural and managerial	Leadership and management	- Themes 8 and 9 were combined with the theme 2 and strategy was added to this theme. - Formalization and complexity are known as two separate themes. - The organizational structure was deleted. - The technology theme was renamed to "type of technology used".	Leadership and management	4/35	5/54
2			Rules, Standards, Policies and Procedures		Rules, Standards, Policies and Procedures, Goals and Strategy	4/33	6/09
3			Rewards and incentives		Rewards and incentives	4/20	5/33
4			Formalization and complexity		Formalization	4/55	9/13
5			Objective and physical Features		complexity	4/55	9/13
6			Organizational structure		Objective and physical Features	4/10	4/81
7			Technology		type of technology used	4/25	6/14
8			Organizational Goals				
9			Policies				



**Organizational Climate Typology: A Thematic Analysis**

N.	Global themes	Organizing themes	Basic themes	Reforms	Final Basic themes	Mean	t	
10		Perceptual	Perceptions and Attitudes	- The word "Perceptions" was deleted. - The theme of the feeling was separated from the theme of value and belief. -The theme of satisfaction and motivation are separated.	Attitudes	4/85	22/58	
11			Feeling, value and belief		Feeling	4/50	13/07	
12			Personality		value and belief	4/50	13/07	
13			Satisfaction and Motivation		Personality	4/65	15/07	
14			Commitment and loyalty		Satisfaction	4/70	16/17	
15			Identity		Motivation	4/70	16/17	
16			Concern and ambiguity		Commitment and loyalty	4/30	8/85	
17			Backgrounds and experiences		Identity	4/00	4/15	
18		Interactive	Interactions and communications	- The theme of trust and intimacy was separated. - Intimacy enters the theme of informal relationships. - Informality renamed "Informal relationships".	Interactions and communications	4/40	6/65	
19			Conflict		Conflict	4/30	7/25	
20			Participation and cooperation		Participation and cooperation	4/05	4/47	
21			Trust and intimacy		Trust	4/30	6/72	
22			Roles and agreements		Roles and agreements	4/15	5/51	
23			Informality		Intimacy and Informal relationships	4/17	5/71	
24		Espacial Climate	Positive	Safety Climate	- The safety climate has been renamed to "Safety and Security". - The climate of innovation, Proactive and risk taking was presented as "Entrepreneurial climate".	Safety and Security Climate	4/70	16/17
25				Innovative Climate		Entrepreneurial Climate	4/35	8/66
26				Ethical Climate		Ethical Climate	4/75	10/92
27				Spiritual Climate		Spiritual Climate	4/30	5/63
28				Proactive Climate				
29				Risk taking Climate		Civil Climate	4/10	5/77
30				Civil Climate		Justice Climate	4/75	17/61
31				Justice Climate		Participative Climate	4/90	27/60
32				Participative Climate		Service Climate	4/10	6/24
33	Service Climate			Developmental Climate		4/55	13/58	
34	Developmental Climate			Diversity Climate		4/25	7/10	
35	Diversity Climate							

N.	Global themes	Organizing themes	Basic themes	Reforms	Final Basic themes	Mean	t
36		Negative	Silence Climate	- The political climate was renamed the "politics climate".	Silence Climate	4/40	10/46
37	Toxic Climate		Toxic Climate		4/55	8/39	
38	Political Climate		politics Climate		4/50	11/05	
39	Stressful climate		Stressful climate		4/70	16/17	

### Conclusion and suggestions

The main purpose of this research was to present organizational climate typology. As shown in Table 5, two types of organizational climate namely, general and especial, were identified. The general climate included: Structural and managerial, Perceptual and Interactive. Components of structural and managerial dimensions including: Leadership and management; Rules, standards, policies and procedures, goals and strategy; Rewards and incentives; Formalization; complexity; Objective and physical Features; Types of technology used. In fact, it can be argued that in this dimension the concept of the organizational climate is the shared perceptions of employees about each of the above mentioned components. The following components could be included in the perceptual dimension: Attitudes; Feelings; values and beliefs; Personality; Satisfaction; Motivation; Commitment and loyalty; Identity; Concern and ambiguity; Backgrounds and experiences. In the interactive dimension, the following components identified: Interactions and communications; Conflict; Participation and cooperation; Trust; Roles and agreements; Intimacy and Informal relationships.

Especial type of Organizational climate consists of positive and negative dimensions. Positive dimension consist of Safety and Security Climate; Entrepreneurial Climate; Ethical Climate; Spiritual Climate; Civil Climate; Justice Climate; Participative Climate; Service Climate; Developmental Climate and Diversity Climate. Negative dimension of organizational climate included: Silence, Toxic, Political, and Stressful climate.

Obtaining the above findings the typology of organizational climate was started. Weber (1947, 1949) is well known for his analysis of the ideal type, while Becker and his student John



positive climate forms in the organization, such as: safety, innovation, ethical, Proactive, risk taking, civil, justice, service, development and diversity climate.

- **Dysfunctional** (structural-negative): All of the issues that related to the structural dimension of the organization and lead to a negative climate in the organization are in this category. For example, when formalism and complexity are high in the organization, organizational goals are vague, and reward system is not fair; negative climate forms in the organization, such as: the silence, Toxic and Political climate.
- **Friendly** (Interactive -Positive): in this property space, there are all of the issues that related to the Proactive dimension of the organization and lead to a positive climate. For example, when there are friendly interactions and communications in organization, there is agreement on how the affairs in the organization and roles are, the relationships of the members are based on trust, and the partnerships and collaborations in the organization are high; positive climate forms in the organization. For example: Proactive, cooperative innovative, ethical, justice, participation and development climate.
- **Antagonistic** (Interactive -Negative): All of the issues that related to the Proactive dimension of the organization and lead to a negative climate in the organization are in this category. For example, when there is a lot of conflicts in the organization, there are tension relationships among the members of the organization, and high levels of overload are roles and disagreements over organizational activities, negative climates like silence, Toxic, political and stressful were formed in organization.
- **Transcendental** (Perceptual-Positive): All of the issues that related to the perceptual dimension of the organization and lead to a positive climate in the organization are in this category. For example, when people are trusted by the organization, there are people who are motivated and committed to the organization, the personality and identity of

the people are high, and people have a high opinion and belief, positive climate is created in the organization, such as ethical, spiritual, Proactive, Risk-taking, Civil and Development climate.

- **Non-transcendental** (Perceptual-Negative): in this property space, there are all of the issues that related to the perceptual dimension of the organization and lead to a negative climate in the organization. For example, when people have negative experiences, they are dissatisfied, there is a negative attitude towards colleagues, management and organization and they are unreliable and have a low organizational identity, negative climates forms in the organization, such as the non-civilian climate.

Examples of organizational climate types are presented in the table below.

Table 7. Examples for organizational climate typology

		General Climate		
		Structural	Interactive	Perceptual
Especial	Positive	<b>Functional</b> -Safety climate -Diversity climate -Service climate	<b>Friendly</b> - Cooperative climate	<b>Transcendental</b> - Spiritual climate
	Negative	<b>Dysfunctional</b> -Silence climate - Toxic climate - political climate	<b>Antagonistic</b> - Stressful climate - Silence climate - Toxic climate - Political climate	<b>Non-Transcendental</b> -Non-civilian climate

Therefore, according to research findings it can be concluded that the organizational climate includes six climate types: functional, dysfunctional, friendly, Antagonistic, transcendental and non-transcendental ones.

Based on the research result, the following theoretical and practical suggestions are presented:

1. Based on the proposed typology, Future researchers can identify the dominant type of climate in the organizations and do behavioral pathology.
2. Future researchers can be designing a model for explaining effects of organizational climate types on employee-oriented work outcomes and then run this model in the various organizations.
3. Due to the novelty of the organizational climate typology, we suggest that future researchers try to develop the present typology.
4. To create a functional type in the organization, we suggest that managers improve structural and managerial dimensions such as participative leadership, appropriate organizational rewards, transparent rules and procedures, etc. so depending on organizational activity scope, they can create positive especial climate such as innovative, service and justice climates.
5. To create a friendly type in the organization, we suggest that managers improve interactive dimensions such as friendly interactions and communications, agreement on roles, relationships based on trust and high partnerships and collaborations so depending on organizational activity scope, they can create positive especial climate such as Proactive, ethical, participation and developmental climates.
6. To create a transcendental type in the organization, we suggest that managers improve Perceptual dimensions. If organization staff people with high commitment and organizational identity, high motivation, trusty and believable so depending on organizational activity scope they can create positive especial climate such as ethical, spiritual and civil climates.
7. To avoid the dysfunctional type, we suggest that managers care about structural and managerial dimensions. Because if formalism and complexity are high, organizational goals are vague, a reward system is not fair, etc. negative climates like silence, Toxic, political were formed in organization.

8. To avoid the Antagonistic type, we suggest that managers care about interactive dimensions. Because if there is a lot of conflicts in the organization, there are tension relationships among the members of the organization, etc. negative climates like silence, Toxic, political and stressful were formed in organization.
9. To avoid the Non-transcendental type, we suggest that managers care about perceptual dimensions. Because if employees have a negative attitude towards colleagues, management and organization, they are unreliable and have a low organizational identity, etc. negative climate like Non-civilian climate was formed in organization.



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