Assessment of Employees' Perceptions on Organisational Climate Through OCTAPACE

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Abstract

To assess the existing organisational climate in the firms, several studies have been undertaken previously by many researchers. Employee productivity is a direct effect of the serene atmosphere and ambient climate that exist within the company. Nonetheless, the popularity of these research studies has mostly focused on how certain employees view the work environment. In addition, few studies attempt to take organisational environment-related aspects into consideration and assess how they affect workers' productivity. To discover more about how employees view the existing organisational climate at work, an attempt has been made to look into the Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, Collaboration and Experimentation (OCTAPACE) profile dimensions. Finding the fundamental constructs is the main goal of the current research. There has been an effort made by the researcher to inspect the effect of these factors on employee concert work by a factor analysis of the variables associated with organisational climate using the extracted variables as independent variables. The opinions of the employees have a significant impact on the metrics used to quantify the essential components of organisational climate, which are transparency, conflicts, proactiveness, and autonomy. The opinions of the employees have a significant impact on the metrics used to quantify the essential components of organisational climate, which are transparency, conflicts, proactiveness, and autonomy.

Keywords: Openness, Organisational Climate, Pro-action, Study Variables, Trust

Introduction

Research on organisational climate studies is particularly common in the discipline of Industrial and Organisational Psychology. It was found that the usage and history of the phrase precede even the novel thought of organisation. However, over time, a plethora of extremely diverse and often contradictory conceptual and practical frameworks, sets of dimensions, measuring techniques, and research outcomes have arisen. With respect to processes, climate is an incidental variable that affects how organisational operations turn out. The environment has this moderating capacity even though it influences psychological learning processes that promote commitment and motivation, as well as organisational processes, including problem-solving, decision-making, communication, coordinating, and managing climate studies.

The concept of organisational climate assimilates minimum three different categories of conceptions: (1) Peripheral concepts, the size and preparation of the business; (2) Individual concepts, the assertiveness that an employee carries to the workplace; and (3) Outcome concepts, that are influenced by the interaction between the environmental and individual concepts and include things like performance, commitment to the business, and satisfaction. Staff perceptions of many structural and functional aspects of the organisation, including the work environment, management effectiveness, communication, policies, teamwork, competency, and commitment involvement, are used to quantify organisational climate in this study.

Employee voice is given through climate surveys, which help to ensure that planned shifts go as smoothly as possible. An environment that is open to problem-solving; staff members participating in decision-making and problem-solving; trust between employees, employers and managers; A positive managing style; staff members' self-control and self-direction; a sense of ownership over work goals. It provides a foundation for quality enhancements as well. An organisation can look at things from a new and different angle by recognising inefficiencies and addressing performance bottlenecks that staff members at all levels have pointed out. Analysis of survey data reveals areas where workers are happy and unhappy, which helps management foster

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a more harmonious work environment and, ultimately, higher output.

Even so, employees can use climate surveys to voice their opinions and contribute to the least painful possible shifts. It also offers a starting point for improving quality. By identifying inefficient areas and addressing performance bottlenecks that staff members at all levels have brought up, a company can gain a fresh perspective. Strong relationships between employers and employees in understanding the work environment can boost productivity, besides employee happiness, as well, that in turn can support the future growth of the business's operations. Effective communication is essential for creating a pleasant work environment, which is enhanced when employees feel heard, respected, and valued. Such an environment fosters innovation and teamwork. A positive work climate enhances the motivation and performance levels of employees to develop professionally and have a good career ahead.

In the sphere of the industrial and organisational psychology domain, organisational climate has been gaining popularity for research. The origin of the term organisational climate is as old as the management concept itself. Employee empowerment is necessary to get engaged in the organisation. For the enhancement of the jobs of employees, provision of a positive climate is the need hour for any organisation. The nature of the environment in which employees work represents the collective effort of all members, ensuring trust, autonomy, job sharing and collaboration. Organisational climate can be perceived differently in different contexts with varying nature of organisations, for instance, in the military, climate is referred to as the total of experience a soldier gains by looking around the surroundings.

Literature Review

The origins of organisational climate can be found in Tolman's (1926) pioneering work on "Cognitive Maps." According to Tolman, people try to make sense of the world around them. In 1939, Kurt Lewin and his associates conducted research on school clubs for children, which led to the coining of the phrase "Organisational Climate." Accordingly, Lewin and his colleagues identified three types of leadership found in clubs: laissez-faire, democratic, and autocratic.

Even though the phrase "organisational climate" has a history as long as the management concept itself, it has been increasingly popular for study in the arena of industrial and organisational psychology. Organisational studies have concentrated on taking contemporary management approaches into consideration in order to have a clear grasp of the internal structure and functioning of organisations. Higher levels of employee commitment can be achieved by building an organisational ambience focusing on areas that human behaviour can positively affect, such as decision-making, recognition, gratitude, and so forth.

An organisation's perceived objective qualities might be thought of by way of a representation of its organisational climate. The organisational framework and climate are not the same. Structure can be thought of as the organisation's skeleton or basic anatomy. On the contrary, the environment refers to how the staff perceives the character of the company. Muchinsky & Monahan (1987) discuss whether the elements of climate are genuinely characteristics of the organisation or just the opinions of the employees within it. The majority of academics' agreement that organisational climates vary suggests that climates may be regarded as organisational characteristics. The internal environment that members encounter, which shapes one's behaviour and has a substantial influence on it, is known as the organisational climate.

According to Powell & Butterfield (1978), "The society as people see it in an all-inclusive, individual sense" may also be characterised by the organisational environment. To put it simply, when asked "What is it like to work here?" an employee will describe the culture of the company Baker, according to Likert leadership, is ultimately thought to play a role in shaping the organisational climate. Researchers, for instance, have shown a substantial correlation between leaders' capacity to inspire motivation by focusing on human desires for achievement, affiliation, and power and the organisational climate Litwin & Stringer (1968) organisational climate is well-defined as "A set of features that define a group and that distinguish it from other establishments that are comparatively enduring over time, and affect people's behaviour" by Forehand & Von Haller (1964).

"A quite lasting typical example of an organisation which differentiates it from other organisations" is the characterisation of organisational climate given by Moran & Volkwein (1992). The Management style of an organisation reflects its culture, and climate surveys gauge how people perceive and respond to this culture as well as other organisational characteristics. Consequently, climate surveys gauge how workers feel about their management style. Finally, it should be noted that organisational behaviour systems theory should incorporate the concept of climate. Numerous studies show the significance of climate studies.

Sharma (1989) highlighted nine aspects that contribute to an organisational climate: opportunity for progress, complaint resolution, financial rewards, participatory management, objectivity and reason, recognition and gratitude, safety and security, training and education, and welfare facilities.

Input from climate surveys among employees contributes to the smoothest possible implementation of intended transitions. Moreover, it provides a foundation for enhancing quality. When ineffective areas are identified and performance barriers that have been brought up by employees at all levels are addressed, a business can get fresh insight. To help management promote better workplace harmony and, ultimately, increased productivity, survey data scrutiny finds areas of employee fulfilment and discontent structure. An organisation gains depth through its behaviour. The roles that people play and the circumstances in which they live have an impact on their behaviours. Together, these groups of individuals strive to establish a productive workplace for the company.

Key Definitions of Organisational Climate

The collective past, expectations, unspoken guidelines, and social interactions within an organisation have all been characterised as components of the organisational climate, which influences the conduct of all individuals within it.

Forehand & Gilmer described organisational climate as a collection of characteristics that characterise an organisation, set it apart from other organisations, and have an impact on people's behaviours. These features are also generally persistent throughout time. According to Grojean *et al*. (2004), the term "organisation climate" describes how members view the practices and procedures of the organisation as a whole, and it serves as an indication of the institutional normative frameworks that govern conduct. Besides Pareek (2007, p. 359), organisational climate can be defined as the perceived attributes of an organisation and its subsystems, as reflected in the way the organisation deals with its members, groups, and issues.

Organisation Commitment, faith, sense of justice, estrangement, tiredness, and job satisfaction are among the factors that closely relate to Organisation Commitment (OC). According to Arabaci (2011) elucidated organisational climate as "the whole of the characterising internal aspects of an organisation from its peers, affecting the behavior of the members of a given organisation, and being perceived distinctly by each one of the members thereof, is closely interrelated with various factors including organisation commitment, trust, sense of justice, alienation, exhaustion and job satisfaction". These variables affect an organisation's members' behaviour and are perceived differently by them.

Purpose of the Study

The concept is important because it helps explain human behaviour and motivation through the use of organisational climate variables with a cutting-edge relation to policies, procedures, and programs that deal with individual responsibility, recruitment, promotion, decision-making, reward systems, welfare schemes, and individual redressal. This also helps explain leadership styles and announcement practices within each organisation. An organisation's behaviour adds dimension. Common's behaviours are determined by the roles they play and the environments in which they operate. These individuals then work as teams to generate a positive work environment. Blanchard and O'Connor (1997) indicate that members who share the values and purpose of the organisation have a connectedness to the organisation that produces commitment and personal satisfaction.

Six elements of organisational climate that Likert identified are goals, control, motivation, communication, leadership, and decision-making. While seven dimensions were proposed by Litwin and Stringer are standards of conformity, accountability, incentives, clarity in the organisation, friendliness, encouragement, and leadership. An environment that fosters open communication, trust, decision-making, and a sense of ownership over work objectives is known as a positive work climate. An analysis of numerous studies and conversations revealed that there are twelve components to organisational climate: orientation, interpersonal relationships, problem solving, error management, conflict resolution, supervision, communication, risk-taking, trust, reward management, innovation, and change.

Moran and Volkwein (1992, p.2) mentioned that organisation climate is a relatively enduring characteristic of an organisation which distinguishes it from other organisations. (a) and embodies members collective perceptions about their organization with respect to such dimensions as autonomy, trust, cohesiveness, support, recognition, innovation and fairness; (b) is produced by member interaction; (c) serves as a basis for interpreting the situation; (d) reflects prevalent norms, values and attitudes of the organization's culture and; (e) acts as a source of influence for shaping behavior.

Mutual trust, consideration, and support among various organisational stages are qualities of an organisational climate, according to Landy & Conte (2016). Open communication between staff and management to handle disputes and prevent any hard or violent confrontations, employees' sense of identity and commitment to the company as a result of feeling appreciated by it, a particular democratic operation with suitable

participation chances, and possibilities to foster professional and interpersonal growth among staff members and the entire organisation. In the particular

fields, Organisational Climate led to a significant amount of confusion. It has even occasionally been confused with another important concept, "Organisational Culture," before that.

Because research has demonstrated a strong correlation between organisational situation and leaders' ability to elicit motivation by pleasing people's demands for achievement, affiliation, and power, it is believed that organisational climate is a function of leadership. A background element in cultures that fosters a sense of community and adaptability is known as the cultural climate. The study's objectives are as follows: To investigate the elements influencing the OCTAPACE dimensions and to research how employees see the current situation.

Table 1. Key matrix – OCTAPACE

Dimension	Items
Openness	1,9,17,25,33
Confrontation	2,10,18,26,34
Trust	3,11,19,27,35
Autonomy	4,12,20,28,36
Pro – action	5,13,21,29,37
Authenticity	6,14,22,30,38
Collaboration	7,15,23,31,39
Experimentation	8,16,24,32,40

Source: OCTAPACE Questionnaire – Uday Pareek

Research Methodology

The Organisational Climate has been measured using the well-structured, designed OCTAPACE (Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, and Collaboration and Experimentation) tool, which was created by Pareek (2007). The survey method is the core of this study, and primary and secondary sources were used to gather data. Secondary data was gathered from personnel records held by the organisation's departments, and primary data was mostly collected from the workforce via questionnaires containing all forty elements related to organisational climate. To gather information from a sample size of one hundred respondents, or all of the organisation's employees, a straightforward random stratified sampling technique has been used. The OCTAPACE Key Matrix is demonstrated in Table 1.

***Openness*:** Openness and sharing include increased objective clarity and free interpersonal communication. Additionally, because of transparency, there should be more objective evaluations of performance. Transparency in an organisation is indicated by productive discussions, improved systems, and the application of creative ideas. Schneider and Hall (2013) explained that individual perceptions of their organisation are affected by characteristics of the organisation and the individual.

***Confrontation*:** Clearer roles, improved problem-solving abilities, and a stronger capacity to deal with challenging situations and "complicated" clients and coworkers are all going to be the outcomes of confrontation. Taylor and Brown (1994) elucidated that organisational climate is referred to as the interaction between environmental and personal variables or that it is the result of behaviour or organisation members.

***Trust*:** Consists of increased empathy, prompt assistance, lowered stress, efficient delegation, increased productivity, and a sense of confidence that people will pitch in when needed and keep their end of the bargain. Watkin and Hubbard (2003, p.380) colloquially, organisational climate as how it feels to work in a particular environment and for a particular manager. More precisely, it is a measure of employees' perception of those aspects of their environment that directly impact how well they can do their jobs.

Authenticity: It is the consistency of one's actions, words, and emotions. It can be improved by being honest about feelings and taking ownership of mistakes made. Authenticity and transparency are more similar. James and Jones (1974) spell out psychologically meaningful cognitive representations of the situation perceptions.

Pro-action: Pro-action includes being proactive, making plans in advance, and carrying out preventive measures. Action-oriented, willingness to assume responsibility, the ability to anticipate challenges, and the ability to act appropriately to fulfil future needs remain advantageous traits for employees. Burton *et al.* (2004, p.2) explained "climate is the atmosphere of the organisation, a relatively enduring quality of the internal environment of an organisation, which is experienced by its members and influences their behaviour".

***Autonomy*:** The capacity to use authority without hesitation and inspire others to follow suit is what is meant by autonomy. A certain amount of autonomy to act independently within the parameters of their designated role or work is required of employees.

Collaboration: Means asking for and obtaining assistance from others. It implies teamwork and problem-solving coordination. Collaboration encompasses working collectively and gathering strength from all employees in pursuit of a shared objective. McNabb and Sepic (2020) define organisational climate are a concept reflecting the content and strength of the prevalent values, norms,

Table 2. Demographic details of the respondents

Age	Less than 25yr	26 – 33yr	34 – 41yr	More than 40yr	Total
	30	50	16	4	100
Education	Non–Graduate	Graduate	Post Graduate	Above	
	14	20	56	10	100
Experience	Fresher	2- 5yr	6 – 10yr	Above 10 Yr. 's	
	16	48	32	2	100
Income	Below 5000 Rs	5000 – 10,000	10,000 -20,000	Above 20,000	
	36	40	14	10	100

Source: Primary data – SPSS Output

attitudes, behaviour and feelings of the people in an organisation.

***Experimentation*:** Employing and encouraging creative problem-solving methods, as well as implementing feedback for development and a new point of view, are all aspects of experimentation.

Hoy and Miskel (1987) spell out the dimensions of organisation, such as structure, system, culture, leadership, employee needs and other processes that interact with one another to create organisational climate. Dickson *et al.* (2006) emphasised the psychological environment of employees at work workplace as such, the behaviour and attitude of individuals have an impact on performance. Thus, MacNeil *et al.,* (2005) also argued that organisations which provide a positive climate to their employees are more successful than those that do not.

Data Analysis and Interpretations

A Likert scale (1967) was to be used to label each variable. A 1 would indicate "Not at all true," while a five would indicate "Almost always true." In addition to age, education, experience, and income, demographic information was also acquired. The data was analysed using SPSS 22.0 for Windows. To determine the significance of the elements influencing organisational climate, data on forty variables relevant to organisational climate have been examined. Table 2 provides information about the age, income, experience, and education.

The questionnaire was found to be extremely reliable, as evidenced by the Cronbach's Alpha coefficient of r = 0.896 as represented in Table 3. Reliability and Cronbach alpha.

To investigate the various facets of organisational climate, factor analysis has been employed. The Principal Axis is applied to the item replies. Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) factoring technique, the sphericity of the sample data has been

Table 3. Reliability - Cronbach's alpha

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No. of Items
.896	.906	40

Source: Primary data – SPSS Output

Table 4. Kaiser-Meyer-Olkin measure of sampling

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling	Adequacy.	.646
Bartlett's Test of Sphericity	Approx. Chi-Square	5536.521
	Df	780
	Sig.	.000

Source: Primary data – SPSS Output

tested using Bartlett's test to determine if factor analysis may be applied. Following numerous attempts to find a more suitable and meaningful answer, a factor solution was discovered to be more significant.

Using the Factor Analytical Approach, the dimensions of the organisational climate have been determined, in which the factors are calculated such that the total explained variance for the current data amounts to 41.879. The Kaiser-Meyer-Olkin (KMO) measure of sample adequacy has been used to verify the factor analysis application in this work. The statistical significance of the sample for factor analysis is indicated by the test result. 646 as shown in Table 4. Kaiser-Meyer-Olkin test.

When the Anti image correlation matrix was applied, it revealed minimal partial correlations, supporting the authority that the data was sufficient for factor analysis. The value of Bartlett's test of sphericity, X = 5536.521, is extremely significant (P<0.000). Using the Eigen values criteria and Varimax rotation, the current data aims to identify any underlying framework for measurements on the forty variables listed below.

The first component accounts for nearly 41.879% of the variance in the original variables. While the Second, Third, Fourth, Fifth, and Sixth Components each account for 7.100%, 10.601%, 5.880%, and 4.967% of the variance. Upon rotation, Table 5 displays the loading of the variables into the components. It is necessary to assess the component loadings in order to give each component a name. Each component's highest and lowest loading variables are listed, as well as components with a combination of positive and negative loadings. Six factors were discovered when the factors were subjected to factor analysis and were calculated using the total explained variance.

Openness is the most important factor, accounting for 41.879% of variance. Item loadings ranged from.916 to.429 There were 23 statements in this factor. The Mean Scores of responses of employees indicated a high level of spontaneous expressions of feelings and thoughts without defensiveness, receiving and giving ideas, suggestions, feedback, and facing challenges. (3.657). Factor – 1 consists of statements such as "Genuine sharing of information, feelings and thoughts, teamwork and team spirit.

The second factor, which accounts for 10.601% of the variance, is confrontation. In this factor, there were four Statements with item loadings ranging from 814 to 493. The average employee response score (3.665) showed that problem-solving skills have improved, as has the desire to collaborate with others to find a solution Table 6.

The third component, authenticity, explains 7.100% of the variation. There were five statements in this factor, with item loadings ranging from 821 to 513. The average employee answer score of 2.316 indicates that there is a lack of congruence between employees' words, feelings, and actions when it comes to owning up to mistakes and freely sharing information Table 7.

The fourth element, action, explains 5.880% of the variation. In this factor, there were three Statements with item loadings ranging from 796 to 672. The average employee score revealed that workers are willing to take the initiative and participate in creating the mission and goals of the company, which boosts output (3.62) Table 8.

Trust is the fifth component that explains 4.967% of the variation. In this factor, there were three Statements with item loadings ranging from 763 to 542. The organisation's mean score for employee replies, which also leans neutrally (2.79), indicates that there is very little confidence among employees that others will support them and respect their commitments and duties Table 9.

Table 5. Factor - 1: Openness

Question No	Loadings	Mean	St. Deviation
Encouragement	.916	4.06	.83871
Preventive Action	.899	4.10	.85870
Teamwork	.868	4.08	.80000
Polite Lie	.857	4.02	.99473
Genuine Attempts	.821	4.20	.89893
Tactfulness	.816	3.94	.86246
Prevention	.790	4.00	.82878
Seniors Encouragement	.784	4.04	.80302
Misuse of Trust	.779	3.88	.91320
Congruity Between Feelings	.774	4.04	.92025
Innovative Problem Solving	.761	3.96	.92025
Effective managers put a lid	.715	4.00	.87617
Moral Support	.699	3.82	.86899
Appreciation	.690	3.86	1.00524
Facing not shying	.682	4.16	.92899
Negative and Positive	.626	3.68	.86316
Interpersonal Contact	.621	3.64	.93765
Independent Action	.611	3.48	.81004
Thinking	.580	4.16	.86129
Competitive Situations	.560	3.36	.91585
Interpersonal Problems	.504	3.36	.93765
Facing Challenges	.480	2.34	1.09378
Accountability	.429	1.92	.91762

Note: Eigen Value = 16.752
Percentage of Variance = 41.879%

Table 6. Factor - 2: Confrontation

Question No	Loadings	Mean	St. Deviation
Motivate	.814	3.50	.92113
Saves Time	.811	3.84	1.03201
Finding Solutions	.549	3.44	1.15750
Rely on Crisis	.493	3.88	1.13066

Note: Eigen Value = 4.241
Percentage of Variance = 10.601%

Table 7. Factor - 3: Authenticity

Question No	Loadings	Mean	St. Deviation
Free Discussion	.821	2.16	.92899
Owing to Mistakes	.664	2.54	1.15837
Close Supervision	.636	2.18	.91431
Sharing of Information	.624	2.36	1.03981
Obeying	.513	2.34	.99717

Note: Eigen Value = 2.840
Percentage of Variance = 7.100%

Table 8. Factor - 4: Pro-action

Question No	Loadings	Mean	St. Deviation
Solving Problems	.796	3.54	1.06761
People Generally	.679	3.52	1.29084
Employee Involvement	.672	3.80	.92113

Note: Eigen Value = 2.352
Percentage of Variance = 5.880%

Table 9. Factor - 5: Trust

Question No	Loadings	Mean	St. Deviation
Tactfully	.763	2.00	.98801
Trust	.704	2.02	.96400
Performing Immediate tasks	.542	3.56	.79111

Note: Eigen Value = 1.987
Percentage of Variance = 4.967%

Table 10. Factor - 6: Autonomy

Question No	Loadings	Mean	St. Deviation
Free Interaction	.763	4.34	.68490
Freedom	.613	4.08	.74779

Note: Eigen Value = 1.412
Percentage of Variance = 3.531%

The sixth component, autonomy, explains 3.531% of the variation. Two Statements were included in this factor, with item loadings ranging from 763 to 613. Employees' mean response scores are extremely high (4.21), which suggests that they effectively delegate within the firm while maintaining a certain degree of flexibility Table 10.

Organisational climate has an impact on the work culture of the workforce. When there is an absence of collaboration and experimentation, it exemplifies that employees working together towards a shared vision of a firm is less likely when companies do not allow the workforce to ideate new approaches and practices. However, team collaboration is highly required, where employees need motivation to work collectively towards innovating new things.

Research Limitations of the Study

The study has the following limitations: The low sample size may have an impact on the study's conclusions, and because it examines perceptions, the results' correctness may not be entirely consistent.

Discussion

Sinha and Pestonjee (1980) included interpersonal help and trust as one of the elements while measuring organisational climate. Fayol (1916) had stated in the general principles of management that "trained, trusted and experienced staff should be retained" to secure employees' commitment through training and trust. Therefore, trust also becomes an essential dimension to study. There exists a relationship between organisational climate and job satisfaction and job commitment. The human resource practices and policies by top-level management to create a work environment that motivates and encourages people to retain and commit to rendering their services to the organisation. Katz and Khan (2015) also mention that climate also reflects the internal and external struggles that make up the history of the organisation, people, work structure and its balance towards commitment. Iverson and Buttigieg (1999) stated that promotional opportunities are a strong

predictor resulting in strong psychological bonding towards the organisation.

Recommendations

Allowing employees some liberty enables them to think and work creatively, instead of being too rigid. Organisations need to be flexible in terms of autonomy towards the workforce. In the gig economy, paying attention to employees' problems, requirements, with a two-way communication process, is highly needed. Although building trust takes time yet organisations have to hold on to their employees before there is high employee turnover.

Conclusion

The views of the employees have a big impact on the metrics used to quantify the essential components of organisational climate, which are autonomy, proactivity, confrontation, and openness. However, as trust is essential to the process of building an organisation, it is necessary to lessen communication distortion to increase the levels of authenticity and trust within the workforce as well as inside the company.

The Climate of an organisation is the most important aspect of its internal environment that every member can sense. Despite the fact that this has been shown, the inside atmosphere of an organisation significantly influences the performance that its members exhibit. Even in the same workplace and under identical circumstances, what makes one employee content in their job may not have the same effect on another employee. An individual's total well-being may be predicted by their job satisfaction, demonstrating the advantages of job satisfaction.

The significance of establishing boundaries, prioritising mental well-being, and addressing the effects of technology on work-life harmony are important aspects. In light of these findings, it is advised that employers take these factors into consideration and provide their employees with assistance in achieving a healthier work climate. Explore the nuances of role ambiguity, which demonstrated borderline statistical significance, to better understand its implications within the organisational atmosphere.

Abbreviations

i. KMO: Kaiser-Meyer-Olkin
ii. MSA: Measure of sampling adequacy
iii. OCTAPACE: Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, and Collaboration and Experimentation

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