ORGANIZATIONAL CLIMATE AND JOB SATISFACTION: EMPIRICAL INSIGHTS FROM KOSOVO MANUFACTURING AND SERVICE SECTOR ORGANISATIONS

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Abstract

This study aims to analyze the influence of organizational climate on employees' satisfaction at work in organizations in the Republic of Kosovo. Two hundred employees in different production and service companies constitute our research sample. SPSS statistical program is used for processing and extraction of statistical results. The statistical methods are correlation analysis, regression analysis, unpaired samples test, and descriptive statistics. The results of this study are important not only because they confirm the positive and significant influence of organizational climate on the working conditions and job satisfaction of employees but also because they show that there is no significant difference in the perception of Kosovar workers or employees of the manufacturing sector and the service sector regarding the organizational climate. The results of this study also confirm the hypothesis that different organizational climate variables have different importance in Kosovar organizations.

Keywords: *organizational climate, job satisfaction, employees, working conditions, Kosovo.*

1. INTRODUCTION

Employees' satisfaction with their work in an organization is receiving increasing attention from numerous researchers in the field of human resource management (Perçin, 2010). Hanafi (2016) emphasizes that job satisfaction (JS) is the positive feeling that the employee of an organization feels while performing their daily activities.

There are many indicators of job satisfaction, such as interpersonal relationships, tasks, responsibilities, etc. Job satisfaction increases when the manager is friendly, evaluates performance, and listens to employees' opinions.

Understanding employee psychology is essential because the organization's success depends heavily on employees'

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performance (Sušanj Šulentić et al., 2017). To achieve employee satisfaction, it is necessary to create an organizational climate appropriate for most employees. Organizational climate (OC) is considered by many to be a critical determinant of an organization's success in terms of its performance, as it improves employee morale (Milfelner and Belak, 2012).

Abgozo et al. (2017) analyzed the impact of work environment or organizational climate on job satisfaction. The study found that the work environment positively influences the satisfaction that employees experience in their work environment. It should be noted that many factors influence employee satisfaction, with varying levels of generalizability. This study is one of the first to address this issue in Kosovo.

Kosovar organizations (companies) of all sectors face various challenges in human resources management. Even though the unemployment rate in Kosovo is relatively high (Qorraj and Jusufi, 2019; Ramaj et al., 2022), Kosovar organizations face many difficulties in recruiting and selecting employees (Jusufi and Ramaj, 2020). According to the CEOs and managers of these organizations, the higher education system in Kosovo does not provide graduates with enough knowledge. Therefore, they are not prepared to meet the labor market requirements (Bytyqi et al., 2021; Jusufi and Ukaj, 2021; Jusufi et al.,2022). Various reports from local and international institutions that have gathered the opinions of Kosovar job seekers claim that Kosovar graduates are not satisfied with the organizational climate and the work offered in Kosovar companies. Thus, working conditions in Kosovar companies are not satisfactory. This is especially true in the private sector, where employees' rights are still violated.

Therefore, the main objective of this research is to analyze the relationship between the climate in an organization and the satisfaction of employees in that organization. In addition, the perception of employees in different sectors of the economy regarding the organizational climate that prevails in their work organizations is analyzed. Special attention is also given to the weight of the different variables within the organizational climate and the influence they can have on improving the organizational climate.

This article is essential because it deals with a management issue rarely addressed in Kosovo. Nowadays, Kosovar companies face many management and human resources problems because employees in the private sector are not treated as they deserve, have low wages, low benefits, etc. Within a very short period, Kosovo will face a significant labor shortage, as working conditions in EU and regional companies are better, Kosovar workers are treated inadequately, and the organizational climate in some Kosovar companies is not especially good. For this reason, various researchers in the field of management need to address this issue in more detail. The paper will serve as a starting point for future research that will address this issue, which is particularly important for the private sector in Kosovo.

2. LITERATURE REVIEW

2.1. Organizational climate concept

According to Aysen (2018), organizational climate affects how employees feel about their work in a particular organization. On the other hand, organizational culture is about how things are done. Employees' attitude toward their work has something to do with their personality.

It also has something to do with the work environment in which they do their work. Therefore, according to James et al. (2008), organizational climate is a critical element in understanding employee behaviors related to work and job satisfaction. Organizational climate has to do with psychological factors related to employee's perceptions of the work environment. Based on this literature, it isn't easy to define organizational climate precisely because it is based on the employees' perceptions of each organization.

Sudhakar (2019) states in his research that the behavior of an individual or employee is the most crucial element in assessing the overall organizational climate of an organization. Punia et al. (2014) claim that every organization has a specific climate, which also reflects that organization's management type. The attitudes and expectations of an organization's employees can create a specific environment in that organization. Employees who know and follow the rules and policies of the organization feel a sense of belonging to the organization and show better job performance. Rizwan et al. (2015) provided a similar theoretical discussion in their study, describing organizational culture as a collection of shared principles, beliefs, and values that determine the behavior and actions of employees within a particular organization.

Albrect (1997) claims that this term describes the cognitive environment, related to how employees perceive the place where they work. Moran and Volkwein (1992) argue that organizations are distinguished from one another by their organizational climate. The organizational climate consists of values such as autonomy, trust, cohesion, support, recognition, innovation, and justice. Thus, an organization's organizational climate reflects the values held by

its employees, the norms they apply in performing their daily tasks, and the actions they must take to achieve organizational goals.

According to Gerber (2003), the organizational climate has its origin in organizational culture. This climate has to do with how employees feel about their workplace and their attitude toward the management or business activities in their organization. Human resources and management researchers disagree on the variables that make up organizational climate. According to Andries (2004), the organizational climate consists of variables, such as job responsibility and pressure, management values, employee recognition and feedback, employment relationship, and task characteristics of employees. On the other hand, according to Chaur-luh (2014), organizational climate variables are transformation and leadership style, management policies and procedures, and motivation. Rai (2014) states that the variables of organizational climate are the goal and purpose of the organization, role and responsibility, work environment, career opportunities, reward, and recognition.

Kingsley et al. (2018) assert that employee engagement is the essential variable of organizational climate. Senior management should incorporate employee involvement in organizational policies to avoid disagreements between senior management and employees. Such disagreements significantly deteriorate the organizational climate. According to Collins and Porras (2002), organizational values are the most critical variable of organizational climate.

The work environment is another essential variable of organizational climate. According to Gholam et al. (2016), this variable includes a combination of working conditions, physical components, and

the organization's culture. The industry and age of an organization, the number and type of employees, and the desired atmosphere the organization wants to develop influence the importance of workplace environment factors. Foruhi (2004) and Shams and Mahjurian (2010) give particular importance to organizational structure, which significantly impacts job satisfaction.

Different authors have analyzed the organizational climate for a long time. Its structure and dimensions, as well as its effects, have been researched by significant authors in the management field. Nevertheless, there is a gap in the management literature on this topic and its impact in the Western Balkans, especially in Kosovo.

2.2. Job satisfaction concept

Historically, academic attention to this concept began in 1920 (Morina, 2022). Today, all organizations, whether profitable or unprofitable, attach particular importance to this area, as it involves essential elements for the employee and his work psychology, such as employee commitment to work, turnover and increasing turnover, productivity, and achieving the right level of productivity, the quality of services provided in the company and customer satisfaction as a result of the services provided by the company.

Judge (2002) claims that the employee's job satisfaction is related to his thoughts and attitude towards his work in the company, the quality of supervision he receives from the management, the thoughts he has about the employees in the company, the opportunities provided by the company's management, the salary he receives from the company, the working conditions provided by the company, and the safety in the work environment. Safety is a critical factor for job satisfaction.

According to Bakotić (2016), job satisfaction is highly complex, as various factors influence it. Therefore, most studies that have looked at job satisfaction have provided contradictory results, especially when analyzing the relationship between job satisfaction and organizational climate. Chandrasekar (2011), Ellinger et al. (2002), and Mohr and Puck (2007) have come to similar conclusions in their studies.

Ivancevich et al. (2011) and Bonyadi et al. (2020) believe that job satisfaction in a given organization is not a narrow domain but an area that encompasses many disciplines and has to do with employees' opinions or judgments about the work they do in the organization. Kaila (2005) asserts that an employee's job satisfaction includes several factors that are unique to the organization. These include the work climate in the organization, the characteristics of the work performed by the employee, the opportunities for development and advancement, etc. These factors can also be objective and subjective.

The most important factors include: challenging work for the employee, effective company policies, verbal understanding of problems, rewards from management for good performance by the employee, pay for work done, phenomenal working conditions, adequate and reasonable supervision, and good or excellent workplace relationships, long-term job security, employee participation in management decision-making processes, degree of autonomy in the workplace, and thus the responsibility given to employees.

Clark (1997) states that if employees are unsatisfied with their work, they see it as unsatisfactory. If the employer does

not value an employee's contribution by not involving them in decision-making, the employee despairs the work he is doing. Gould-Williams (2003) concludes that hardworking employees who perform exceptionally well contribute to organizational performance. Thus, the individual employee's performance or satisfaction affects the company's performance.

According to Lyon and Ivancevich (2000), eliminating factors that cause job dissatisfaction does not guarantee job satisfaction. Promoting an employee in an organizational climate that is perceived as hostile may not bring job satisfaction to that employee. Eliminating the factor of job dissatisfaction may bring peace to the workplace, but not job satisfaction.

Onukwube (2012) concluded in his research that organizational policies are essential in ensuring job satisfaction. Job satisfaction can be defined as employees' satisfaction with the policies and procedures of the organization in which they work. Job satisfaction and organizational policies are closely related because working hours, salary levels, and job security as part of organizational policies determine the job satisfaction of individual employees. Therefore, management should consider organizational policies as they affect job satisfaction, while high job satisfaction enhances organizational performance.

2.3. Relationship between organizational climate and job satisfaction

In the late forties of the last century, scientists in the field of human relations studied the company's organizational climate's influence on job satisfaction. This relationship allows describing the social system at work in different organizations. Several

authors have investigated this relationship, such as Rhodes and Eisenberger (2002), Stamper and Johlke (2003), Karatepe and Uludag (2007), Yang (2010), and Colakoglu et al. (2010). According to their conclusions, the most critical predictors of JS are corporate performance, culture, and climate.

In his study, Weihui (2014) supported the hypothesis of a relationship between employees' job satisfaction and organizational commitment. According to his findings, job satisfaction affects employee performance. Consequently, organizational climate is directly related to employee performance in the organization. According to Zia-ur and Bin (2013), developed economies have begun to reflect that increasing productivity in their organizations depends on employee job satisfaction. This satisfaction is achieved by improving the organizational climate. Underdeveloped economies later recognized the importance of organizational climate in increasing labor productivity by increasing job satisfaction.

Authors such as Rizwan et al. (2015) make strong recommendations in their research that organizational climate is becoming even more critical in today's world. Therefore, organizations in all countries should strive to ensure that all employees who provide value to the organization stay longer in the organization and continue to put their energy into their work for the benefit of the organization. This can only be achieved if the organizational climate increases employee job satisfaction. Monia and Martin (2010) provided evidence that an organization's most important competitive advantage is to create healthy conditions for employees. These conditions would enable employees to perform at their maximum potential at work. Thus, organizational climate is an organization's most

critical competitive advantage, and its success is highly dependent on it.

Karatepe and Vatankhah (2015) believe that companies in the service sector face more significant challenges in terms of job satisfaction than those in the manufacturing sector. Gazioglu and Tansel (2016) concluded that employee job satisfaction is highly dependent on organizational climate, especially variables such as the feeling of accomplishment, job security, good relationships with managers and work colleagues, and work-life balance. These organizational climate variables thus have a significant impact on increasing job satisfaction.

Raziq and Maulabakhsha (2015), Albrecht (2012), and Albrecht and Su (2012) concluded that organizational climate has a positive relationship with employee job satisfaction and that management should encourage employees to contribute more to their tasks and responsibilities. This encouragement should be done by providing personal growth and development for employees. Abgozo et al. (2017) analyzed the impact of organizational climate on increasing job satisfaction in commercial banks. According to them, the work environment directly impacts job satisfaction in the banking sector. Some organizational climate variables were not positively contributing to JS, and some showed no effect. Most of these elements showed a positive correlation and were even significant with employees' job satisfaction. However, these elements were insufficient to predict the outcome. Therefore, bank management should create a more attractive and pleasant organizational climate than the formal one.

Andrew and Worall (2001) found a positive relationship between an organization's organizational climate and employee job satisfaction. Organizational climate, particularly the organizational structure, significantly increases job satisfaction. The formalization and centralization of the organizational structure significantly impact increasing job satisfaction. The 'soft' elements of the organizational structure are more important than the 'hard' elements.

Willem et al. (2007) came to similar conclusions. According to them, decentralization of organizational structure should be carried out in such a way that OC positively impacts JS. Decentralization motivates the development of creativity and thus increases the job satisfaction of the organization's employees. Aminu (2020) states that organizational climate is of great importance because it affects the level of job satisfaction that employees achieve in the organization. Organizational values and work environment positively impact organizational climate. In contrast, the organizational structure and policies are not very important factors of organizational climate.

These elements are essential, especially under the conditions of the COVID-19 pandemic, because senior management must pay special attention to creating a good working environment. Senior management should establish a program that provides employees with opportunities for personal development and advancement. This program will maintain the employees' JS for a long time. Senior management needs to be more creative in designing the communication structure and encourage delegating tasks to control employee dissatisfaction. Management should be aware of each employee's personality and take appropriate measures to eliminate the dissatisfaction that may arise among the company's employees.

It should be noted that different authors in different periods have tried to analyze the impact of organizational climate on the job satisfaction of employees in the company.

In their studies, Jain and Kaur (2014) found that overtime, workload, stress, boredom, and fatigue significantly affect employees' job satisfaction in a particular organization. Razik and Maulabaksha (2015) studied the influence of the work environment on the job satisfaction of employees in manufacturing companies. According to them, there is a positive correlation or relationship between the work environment or organizational climate and the job satisfaction that employees derive from the environment in which they work or perform their jobs.

According to Singh et al. (2011), organizational climate and job satisfaction should be considered simultaneously if organizations want to achieve better results and improve overall productivity. According to these authors, managers of organizations who want to influence job satisfaction positively should establish programs for management development, employee personality development, and quality improvement. Various training events should also be organized to achieve high levels of effectiveness and job satisfaction. Suppose there is trust between managers and employees. In that case, with the culture of helping among colleagues, the performance should be improved, which would also increase job satisfaction.

Adenike (2011) provides an interesting study on the impact of OC on JS, as it uses variables that have not been used before. These variables were the communication channels, salary package, promotion and advancement opportunities, human resource policies, working conditions in the respective organization, and participation in managerial decision-making. We use similar variables and adapt them to the case of Kosovar organizations.

3. METHODOLOGY

Organizational climate (OC) was empirically measured using the following variables: management style, fringe benefits, personnel policies, workplace conditions, employee participation in decision making, and frustration. The job satisfaction (JS) variables can be summarized as follows: salary package, communication channels, development and promotion opportunities, appropriate administration style, feedback on performance results, and support from managers.

This research was conducted during the period September-November 2021. The sample consists of 200 respondents (employees) from private sector companies. We interviewed employees within these three months. On average, three employees were interviewed in one day. The interviews lasted, on average, thirty minutes. The interview was conducted in organizations in seven regions of Kosovo: Prishtina, Mitrovica, Peja, Prizren, Ferizaj, Gjilan, and Gjakova. The interviews were conducted at their workplaces. These organizations (companies) are from the production and service sectors. The organizations involved are large companies with more than 50 employees. Kosovo has few organizations (Jusufi et al., 2020; Rrustemi and Jusufi, 2021). Including a more significant number of organizations in the study was the main limitation of this research.

Berisha-Qehaja and Kutllovci (2020) and Rrustemi et al. (2021) claim that a survey is an essential tool for data collection in management research. The Likert scale was used for the questionnaire, with categories ranging from "strongly agree" to "strongly disagree"). Usually, a five-point scale is used in social science research. Still, according to Adeniji et al. (2014), the scale's reliability increases with the number of

intervals. Therefore, five or more categories are more reliable than three or four. A confirmatory factor analysis was conducted to adjust the scale. This analysis showed the overall homogeneity and degree of internal consistency among the indicators that serve as the measure or scale in this study.

The scales were used in the publications of authors such as Adenike (2011) and Adeniji et al. (2014). Therefore, the scales used by these authors served as the basis for designing the scales in this study. The questionnaire consists of three parts. The first part contains questions about the demographic data of the employees. The demographic data collected in this section are age, gender, education level, respondents' experience in the organization, and location. The second part consists of questions about the organizational climate of the company. The third or last part contains questions about the respondents' job satisfaction. The questionnaire includes a total of 15 questions. The data were processed using the SPSS software. The statistical methods used are correlation analysis of OC and JS. The statistical results derived from this analysis are used to support or refute the research hypotheses.

4. HYPOTHESIS

The hypotheses are as follows:

H1. There is no significant relationship between job satisfaction (JS) and organizational climate (OC) among employees in Kosovo organizations.

H2. Job satisfaction (JS) cannot be fully described by communication channels, feedback on performance results, and support from managers.

H3: There is no significant difference in employees' perception of organizational climate in the production and service sectors.

5. RESULTS

Firstly, the Cronbach Alpha coefficient shows that the research instrument is reliable because its value is 0.81. Of the 200 respondents, 110 are from the service sector, while 90 are from the manufacturing sector. The descriptive statistics are presented below, starting with the organizational climate variables (Table 1) and followed by job satisfaction variables (Table 2).

Table 1. Descriptive statistics for organizational climate variables

	Q1	Q2	Q3	Q4	Q5	Q6
N	200	200	200	200	200	200
Mean	2.40	3.70	4.21	2.89	3.42	3.77
S.Deviation	1.24	1.29	1.04	1.53	1.16	1.04
Min	1	1	1	1	1	1
Max	5	5	5	5	5	5

Source: Authors

Table 2. Descriptive statistics for job satisfaction variables

	Q1	Q2	Q3	Q4	Q5	Q6
N	200	200	200	200	200	200
Mean	2.23	2.88	3.09	3.44	2.52	3.91
S.Deviation	1.12	1.35	1.19	1.27	1.37	1.51
Min	1	1	1	1	1	1
Max	5	5	5	5	5	5

Source: Authors

Table 3 presents the Pearson correlation coefficient values between OC and JS.

Table 3. Correlation between OC and JS

		OC	JS.
OC	Pearson correlation coefficient	1	0.663 **
	Sig. (2-tailed)		0.000
	Number of respondents	200	200
JS	Pearson correlation coefficient		1
	Sig. (2-tailed)		
	Number of respondents		200

Source: Authors

Table 3 shows a positive and significant association between the two variables. The following table presents the estimated coefficients of the linear regression, predicting JS using the three independent variables (support from managers, feedback about performance results, and lines of communication).

Table 4. JS linear regression model

	B	Unstandardized Coefficient	Standardized Coefficient	t	Sig.	Collinearity
Constant	1.012	0.073		13.961	0.000	
Lines of communication	0.249	0.029	0.497	15.328	0.000	1.506
Feedback about performance results	0.178	0.034	0.273	9.847	0.000	1.124
Support from managers	0.223	0.031	0.395	11.239	0.000	1.463

Source: Authors

As evidenced by the significance values of the three independent variables, it can be concluded that JS can be described by the three selected variables (communication channels, feedback on performance results, and support from managers).

As shown in Table 5, there are no significant differences in the perceptions of

employees of manufacturing and service sector companies. Although these two sectors are different, the organizational climate differences are small and insignificant. This indicates that Kosovar organizations need to do much to improve the organizational climate, mainly manufacturing companies that seek to increase their capacity soon.

Table 5. Unpaired samples test of manufacturing and service employees' perception of OC

		Paired differences					t	Sig. (2-tailed)
		Mean	Standard deviation	Standard Error Mean	95% Confidence Interval of the Difference		Mean	Standard Error Mean
		Lower	Upper	Lower	Upper	Lower	Upper	Upper
Pair 1	V1 M-S	0.581	3.47	1.12	-1.52	2.34	0.601	0.408
Pair 2	V2 M-S	0.306	3.52	1.19	-0.49	2.23	0.459	0.531
Pair 3	V3 M-S	0.536	4.83	0.93	-0.76	1.45	1.271	0.256
Pair 4	V4 M-S	0.230	2.77	0.68	-0.99	1.07	1.569	0.188
Pair 5	V5 M-S	1.036	6.74	0.89	-2.18	1.72	0.135	0.815
Pair 6	V6 M-S	0.416	3.09	1.35	-0.46	1.16	1.385	0.328

Source: Authors

Correlation analysis will be used to analyze the first hypothesis, specifically the Pearson correlation coefficient. The Pearson correlation coefficient in our sample is significant, with a value of 0.663. Based on these statistical results, the first hypothesis cannot be supported because of a positive association between the OC and the JS. Meena and Agarwal (2014); Adeniji et al. (2014) have achieved the same results.

The linear regression analysis results (see Table 4) do not support the second hypothesis. Similar results have been achieved by Smith et al. (1969), Denizer (2008), and Adenike (2011). These authors have addressed these variables and their impact on explaining employee job satisfaction.

The third hypothesis is supported (see Table 5) since there are no significant differences in employees' perceptions of Kosovo manufacturing and service sector organizations. Organizational climate and job satisfaction in manufacturing organizations have been studied by Woko et al.

(2018), who achieved similar results as the results of our paper.

Meanwhile, Rahimić (2013), in their research on the impact of organizational climate on job satisfaction in organizations of different economic sectors in Bosnia and Herzegovina, concluded there are no differences between employees of manufacturing and other organizations regarding the impact of organizational climate. She found different organizational climate opinions and perceptions among employees at different managerial levels.

6. DISCUSSION

Little research has addressed the impact of organizational climate on job satisfaction in Kosovo organizations. Among the few studies, Morina (2022) should be mentioned. According to their findings, the organizational climate positively impacts job satisfaction in Kosovo organizations,

similar to the presented empirical results. Therefore, organizational climate and its elements should not be overlooked by the managers of Kosovar organizations because they have a very positive impact on raising the level of job satisfaction of Kosovar employees.

Adenike (2011) used similar variables and had comparable results, as she showed that organizational climate positively impacts employee job satisfaction. Previously it was thought that employee personality traits affect employees' job satisfaction levels. Still, the results of this author have confirmed the hypothesis that organizational climate is based on factors beyond personality traits. Interesting results have also been achieved by Bowling et al. (2010) and Pecino et al. (2019), who also found a positive relationship between organizational climate and employee job satisfaction.

Also, the research of Jyoti (2013) has achieved similar results and found that managerial support and employee participation in decision-making have a considerable impact on the level of job satisfaction. These variables, mainly the managerial support, were also positive in this research. Yousaf (1998) also achieved similar empirical results and found that organizational climate, as well as its elements, has a positive impact on employee job satisfaction. Crossman and Zaki (2003) show that the elements of organizational climate differ among organizations. While in one organization, communication, performance, and support from managers are of primary importance, in another organization, the determining factor of job satisfaction is the level of employee salary.

Meena and Agarwal (2014) analyzed the impact of organizational climate factors on employee job satisfaction. These authors also came to conclusions similar to the conclusions of this paper and found that organizational climate has a positive impact on employee job satisfaction. These authors also analyzed the impact of happiness on employee job satisfaction and found a negative relationship between job satisfaction and employee happiness. Bedeian et al. (1992) focus on rewards that employees receive and find those are the determining factor in the relationship between organizational climate and employee satisfaction.

This research has high importance and contribution if viewed from addressing this issue for Kosovo organizations. Also, it has achieved results similar to those in the extant literature. The results of authors from different countries, who concluded that the organizational climate positively impacts employee satisfaction, also apply to Kosovar organizations.

7. CONCLUSION

The main research objective of this study is to analyze the correlation of organizational climate on job satisfaction of employees of Kosovo's manufacturing and services sector organizations. It should be noted that this research has addressed a very delicate topic because, in addition to this problem has not been previously addressed by other researchers, it is also an important indicator of human relations in Kosovar organizations.

The obtained empirical evidence proves a positive and significant relationship or correlation between the OC and JS of employees in Kosovo organizations. Starting from the literature review and other sources, many authors have provided evidence of a positive relationship between the variables and the impact on organizational performance. So this also applies to Kosovo

organizations. Therefore, one of this paper's most critical managerial implications is that the managerial problems of organizations in transition countries also apply to Kosovo. Kosovar managers should follow the example of managers from other countries such as North Macedonia, Bulgaria, Croatia, etc.

Through cooperation and communication with managers of organizations in these countries, information should be provided on how they have overcome various managerial problems and how they have solved problems such as employee dissatisfaction, resistance from unions of employees, etc. The organizations of these countries, which have gone through the transition process and are now in the EU, have long since solved the problems and managerial implications that Kosovo organizations still face today.

Also, the empirical evidence of this paper shows that feedback from performance appraisal, support from managers, and fair and proper communication are critical variables of organizational climate. Therefore, human resource managers must very carefully evaluate the performance of employees instead of ad hoc procedures, as is done today in many Kosovar enterprises. Performance appraisal is not performed accurately in Kosovo enterprises of all sectors, not even in the public sector. There should also be more support for Kosovar employees in terms of outgrowing the legacies of the socialist times. Modern communication channels should also be developed to enable employees to communicate freely with the top management and CEOs. Even in private sector enterprises, excessive bureaucracy and communication barriers are associated with this bureaucracy. Therefore, modern and effective communication should be implemented to increase Kosovo organizations' job satisfaction.

Regarding employees' perceptions of the organizational climate, empirical evidence proves there is no significant difference between employee perceptions in the manufacturing and service sectors. This fact is significant for Kosovar organizations because none of the economic sectors stands well in creating a positive organizational climate. Therefore, employees cannot be expected to increase productivity and work quality. Many young Kosovars are finding opportunities for work in EU countries. As a result, many Kosovo enterprises are looking for labor but not finding it, which requires a drastic change in organizational climate in these enterprises. Only through the change of the OC will there be an improvement in the working conditions and job satisfaction, which might contribute to reducing the emigration from Kosovo.

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ORGANIZACIJSKA KLIMA I ZADOVOLJSTVO POSLOM: EMPIRIJSKI ZAKLJUČCI IZ ORGANIZACIJA U PROIZVODNOM I USLUŽNOM SEKTORU NA KOSOVU

Sažetak

U ovom se radu istražuje utjecaj organizacijske klime na zadovoljstvo zaposlenika poslom u organizacijama u Republici Kosovo. Istraživački se uzorak sastoji od 200 zaposlenika u različitim organizacijama iz proizvodnog i uslužnog sektora. Za obradu podataka je korišten statistički softverski paket SPSS te statističke metode korelacijske i regresijske analize, t-test neovisnih uzoraka, kao i deskriptivna statistika. Rezultati istraživanja ukazuju na značajan i pozitivan utjecaj organizacijske klime na radne uvjete i zadovoljstvo zaposlenika, kao i pokazuju da nema značajne razlike u percepciji organizacijske klime od strane zaposlenika proizvodnog i uslužnog sektora na Kosova. Također se potvrđuje i hipoteza da različiti čimbenici organizacijske klime imaju i različit značaj u organizacijama na Kosovu.

Ključne riječi: *organizacijska klima, zadovoljstvo poslom, zaposlenici, radni uvjeti, Kosovo.*