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Interdependence and Mutual Influence of Pro-social Behavior and Organizational Climate In Different Arias of Activity in Bulgaria

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Abstract

Prosocial behaviour and organizational climate are assumed as variables in this study since they allow adequate measuring as well as reporting their influence on a number of organizational factors. In this way quantitative research methods as well as measurement tools, tested in psychometric aspect can be applied. Prosocial behaviour in an organization is performed by the employee by virtue of his /her own personal choice. In its functionality and implementation it exceeds requirements within his/her functional duties. The object of this study is organizational climate as well, which is directed towards the perceptions of the members of the organization regarding its policy, implementation of general ideas, formal and informal communications, and the coincidence in the perceptions of the employees in the Bulgarian organizations on various issues. The hypotheses check is carried out by means of correlative and regressive analysis. The data are processed with the standard package of statistical programs SPSS-16.

Keywords: prosocial behaviour, organizational climate, demographic indicators, area of activity

1. Introduction

Prosocial behaviour is a term from social psychology and it means behaviour that does not entail its benefits to the respondent, while bringing benefits only to the recipient. *Prosocial behaviour* is the behaviour of the individual and it is oriented for the benefit of the social groups, i.e. of two or more individuals, who interact with one another, accept certain expectations and obligations as members of the group and share a common identity. The atmosphere in an organization is used to achieve organizational effectiveness. Thus, organizational climate is defined as a set of parameters that define working atmosphere in the organization and influence work efficiency. It turns out that organizational climate determines directly the motivation of the personnel as well.

Positive organizational climate increases the success of the organization. Derived variables make it possible to formulate the **main purpose** of the study, which is: to trace the significant role of acts of prosocial behaviour with phenomena at organizational level and its interrelationship with different types of organizational climate in particular. It is assumed that prosocial behaviour

would have a strong impact on organizational climate because of the engagement of the personality in what is happening in labour reality. Correlation analysis is used to identify significant interrelationships between researched variables. Through regression analysis, using the method of stepwise regression – the significant influences between gender, age, education, or correlated to the status in the organization and work experience, for example, positioning in the hierarchy, total period of service, length of service in the particular organization and according to the field of activity are checked.

The sample comprises people, tested in the period one year in Bulgarian organizations. The questionnaire is distributed without any aim at covering a specific group of people or a strictly defined area of study. Based on valid questionnaires, fifth groups are formed with more than 100 respondents. They are divided into several areas: **trade, services, tourism, information technologies and administration.**

Respondents are divided into groups, depending on research demographic characteristics. Women (63.3%) are approximately two times more than men (36.7%). Depending on the position in the organization managers are 15.8%, and employees - 84.2%. Depending on length of service in a specific organization respondents were divided into three groups: up to 2 years - 35.5%, up to 4 years - 30.4%, over 4 years of age - 34.1%, as well as according to their general work experience: up to 5 years - 31.6%, up to 15 years - 31.7%, over 15 years - 36,7%. Depending on the number of members in the group: less than 10 people - 49.8 %, more than 10 people - 50.2. *According to education* bachelors are the largest part of respondents (59.2%) and are almost two times more than masters (30.8%) and five times more than employees with secondary education (10.0%). Analysis and evaluation of the results of this study will make it possible to draw the appropriate conclusions, to reveal trends in the development and the change in prosocial behaviour and organizational climate.

2. Research Methodology.

The research method used to study prosocial behaviour is The Questionnaire of Prosocial Behaviour by Van Dyne, Graham, Dienesch (Van Dyne, Graham, Dienesch 1994). This methodology is set up on 48 statements with five subscales characterizing the various forms of prosocial behaviour as a multi-dimensional construct: loyalty, obedience and participation, altruism, compliance. *Altruism* means unselfish concern for the welfare of others. *General compliance* refers to helping “imperceptibly ” to others. *Obedience* is characterized by execution of the instructions set by one of the parties. *Assistance or participation* is associated with a demonstration of good social skills. *Loyalty* refers to stimulating the administrative functioning of the organization and with behaviour that supports organizational development. **The method used in this research is The Questionnaire of Prosocial Behaviour** by Van Dyne et al. It consists of two parts. The first one comprises six statements that measure basic value orientations representing organizational climate. It gives answer to the question, “How many people?”, ranging from “no one “ to “almost all” . The second part of the questionnaire, gives answer to the question “How often?” and the form of answers varies from “never” to “almost always”. The statements are 40 and are measured on a 6- point scale.

Four types of climate are measured: **support climate, innovational climate, goals climate, rules climate.** *Innovational climate* is determined by taking risks, the introduction of new products and

markets. *Support climate* is mainly associated with mutual understanding, trust and cooperation in the workplace. *Rules climate* is characterized by unanimity in the orders within the organization, compliance to the rules and creating stability, conservatism. The essence of *goals climate* is adherence to clarity of the objectives, and the existence of clear criteria for their implementation. Questionnaires for prosocial behaviour and organizational climate are adapted to Bulgarian conditions by S. Ilieva (Ilieva, 2006) and display high psychometric properties. It is assumed that organizational climate, being directly and deeply related to behaviour and experiences, forms the perceptions to a particular value orientation. In every organization there is a “dominant core of values” which outlines the patterns of behaviour that are right for each organization.

3. Interdependence and mutual influence of prosocial behaviour and organizational climate.

Correlation analysis is used to assess the degree of connectivity and mutual influence between different types of organizational climate: *support climate*, *innovational climate*, *rules climate*, *goals climate* - where *** $p < 0.001$ corresponds to high significance, ** $p < 0.01$ – to average * $p < 0.05$ – to weak. Quantitative measure is the correlation coefficient - "**r**", and "**p**" is guarantee probability, which ensures the correctness of evaluation through scholastic error.

Naturally, the assumption is that there is a specifically expressed relation between different value orientations towards the type of organizational climate and the manifestations of support behaviour. This assumption is based on the theoretical precondition that the type of climate is the basis for creating certain manifestations of prosocial behaviour, as well as their outcome. Contrary to expectations, no statistically significant correlations between types of organizational climate and manifestations of prosocial behaviour are registered, regardless of the fields of activity.

The specifics of the interdependencies between organizational climate types and manifestations of prosocial behaviour according to fields of activity. The aim is to explore in depth the specific **interdependencies between types of organizational climate and manifestations of prosocial behaviour** according to fields of activity. On these grounds it is possible to prove the expectations of significant differences despite identical external environment. The results of the correlation analysis of the respondents of the researched fields of activity confirmed a partially constructed hypothesis (see Table. 1). It was established that statistically significant differences are observed **only in the field of administration**. The only value, indicating an average level of dependence in the study of correlations is between altruism and support ($r = 0,236$; $p < 0,01$). Creating a supportive environment is a crucial step in the emergence of altruistic behaviour between colleagues. The existence of a possibility for friendly and supportive relationships among employees encourages the direct support and voluntary involvement in organizational activities. A situation like this is of great benefit for everyone and for the entire organizational reality.

Although they lack statistically significant correlations, the research data show that the more you reinforce bureaucracy, the less members of the organization will get involved voluntarily in making decisions and participate actively in meetings and gatherings, arranged by the organization ($r = 0,058$; $p < 0,05$). Orientation to the external environment ($r = 0,138$; $p < 0,05$) seems to be much more significant than the factors that form the internal balance ($r = -0,061$; p

<0,05). There are emerging tendencies for orientation towards qualities relating to the potential for dealing with circumstances ($r = -0,099$; $p < 0,05$), to taking risks ($r = -0,040$; $p < 0,05$), to the ability to manage innovation ($r = -0,004$; $p < 0,05$), to enterprise and creativity ($r = -0,027$; $p < 0,05$), as well as rendering more importance to the real possibilities rather than the vague ideas about the future ($r = -0,059$; $p < 0,05$).

Table 1. Interdependence between acts of prosocial behavior and the types of organizational climate in administration

<i>Prosocial behaviour</i> <i>Org. climate</i>	<i>Altruism</i>	<i>Compliance</i>	<i>Obedience</i>	<i>Participation</i>	<i>Loyalty</i>
<i>Innovational climate</i>	-0,099	-0,040	-0,004	-0,027	-0,059
<i>Support climate</i>	-0,236*	-0,140	-0,061	-0,047	-0,063
<i>Rules climate</i>	-0,170	-0,008	0,082	-0,058	-0,130
<i>Goals climate</i>	-0,034	0,035	0,138	0,008	-0,137

In the interdependencies of loyalty with the types of climate there seems to be an interesting tendency for a negative relationship with the interpersonal communication ($r = -0,063$; $p < 0,05$), with strict rules ($r = -0,130$; $p < 0,05$) and with compliance to the implemented methods of work in the organization ($r = -0,137$; $p < 0,05$). At the same time awareness and interest for organizational activities, and productivity in completing a task establishes a positive and responsible involvement in the workplace ($r = 0,008$; $p < 0,05$). Thus, understanding of a demonstration of good social skills as well as an opportunity to exchange ideas about the prosperous development of the organization are established ($r = 0,035$; $p < 0,05$). Compliance within the organization, according to the respondents, depends to a lesser extent on the support ($r = -0,140$; $p < 0,05$) and the established rules ($r = -0,008$; $p < 0,05$). In this respect the selfless participation in helping a colleague ($r = -0,047$; $p < 0,05$) and the stability in the organization ($r = -0,058$; $p < 0,05$) are subject to vulnerability. Based on the conducted correlation analyses of prosocial behavior and organizational climate positive relationships between altruism and support are established. In the area of administration, positive evaluations are given to competence, efficiency and strict adherence to the rules; open demonstration of altruism and support is looked upon in a negative way. The presented analyses display results that benefit the relationship between prosocial behavior and organizational preferences for which, in the model of competing values, it is assumed to be typical. The obtained data, however, show certain trends in specific areas of activity for the relationship between prosocial behavior and organizational climate.

Mutual influence of prosocial behavior and types of organizational climate. The hypotheses are proved via a variety of methods. **Regression analysis** considers the studied processes as dependent on one or more factors that affect their functioning in a varying degree. Two random variables have been introduced between the values where there is a linear relationship. Beta (β) is the parameter of the linear equation and is called regression coefficient. ΔR^2 - Adjusted R Square is introduced as an additional factor, since several dependent variables are used. ΔR^2 shows the percentage of explained variance. Stepwise regression analysis has been conducted in order to verify the hypothesis of the predictor function of organizational climate on acts of prosocial behavior. The statistical process through which this hypothesis can be verified implies the construction of regression equation with a dependent variable "acts of prosocial behavior" and independent variables "types of organizational climate." The influence of prosocial behavior on

organizational climate is looked for in this study, on the grounds that these are the most powerful and predictive factors that can clearly define it. There are expectations for strong influence of prosocial behavior on the climate.

The hypothesis has been confirmed. The data of the regression analysis that was carried out do not register influence of any of the acts of prosocial behavior on the types of organizational climate. The extent to which the members of the given organization express the manifestations of the supportive behaviour fails to reveal whether the organizational climate is able to develop strong motivation and commitment to the work environment. In general, adherence of the organization to a closed type of work and concentrating only on the processes taking place in it, are hardly expected to form prosocial behavior. As far as the specifics of the fields of activity are concerned, only organizational climate - and support climate in particular - influence the activities in the sphere of administration (see Table. 2).

Table 2. Influence of the types of organizational climate on the areas of activity

<i>Area of activity</i>	<i>Innovation climate</i>	<i>Support climate</i>	<i>Rules climate</i>	<i>Goals climate</i>	ΔR^2
<i>Admin.</i>	B=0,131; p=0,131	$\beta = -0,236$; $p < 0,01$	$\beta = -0,044$; p=0,096	$\beta = 0,244$ p=0,131	0,06 9

To a great extent the presented results about the impact of organizational climate on the areas of activity give the opportunity to state that rethinking of established values is established in the administration sector. Support climate, which is expected to have a positive influence, has a negative impact ($\beta = -0,236$, $p < .01$). The explanation for the presented data may be rooted in the requirements for pursuing the market orientations in the test field. Compared with the results of correlation analyses, it is the support climate that has a strong positive correlation with altruism and compliance. Therefore, it can be assumed that the negative sign is focused more on the external environment and consumers. In confirmation of this the results of descriptive statistics can be highlighted where priority is given to the goal-oriented climate, followed by the rule-oriented climate. Place equate Organizational and group goals are equally leveled, which indicates a stable organizational environment. But even in the absence of interaction and poor communication, striving for excellence and following the procedures plays an integrating role. The following **goal** has been set in order to prove or disprove the deduced hypotheses: To investigate the influence of independent variables of personal and organizational nature on acts of prosocial behavior.

Regression analysis examines the degree of influence of the studied independent variables *age, sex, education, total work experience, length of service in the particular organization, hierarchy and the number of group members* in the specific areas of activity on the acts of prosocial behavior. The statistical process that can be used to check a hypothesis raised is performed with the dependent variable "acts of prosocial behavior." The aim is to express the causal relationships and the related dependencies.

The results of regression analysis (see Table 3) carried out by the method of stepwise regression, do not fully confirm the hypothesis raised. It's been found that prosocial behaviour is influenced by several independent variables in the researched areas of activity. Regression analysis showed that *total work experience, length of service in the particular organization, hierarchy level,*

education influence the prosocial behaviour of altruism, participation and loyalty in the areas of trade and administration.

The hierarchy level, in particular, has a negative significance for the displays of altruism at the workplace ($\beta = -0.207$, $p < 0.01$), since the explained variation is 4%. The management model is focused on external maintenance of the organization and individualism in prosocial behavior. The main task of management is to lead others to better performance and results through the introduction of internal competition. At the same time, according to respondents in the trade area, the influence of the hierarchy in the organization has a positive effect on the displays of participation ($\beta = 0.212$, $p < 0.01$) with a percentage of the variation 5%. The displayed data confirm the conclusions made for seeking all possible ways for active involvement in the organizational community. The results of multiple stepwise regression show that the hierarchy level promotes awareness and interest in organizational activities. Status also facilitates sharing and discussing new ideas. In applying regression analysis in the trade area, negative impact of the education variable on loyalty in the organization ($\beta = -0.252$, $p < 0.01$) has been registered, as the explained variation is 6%. Most likely the identification with workplace is low as the respondents see a different path for their development, and the current workplace is perceived as part of their professional development.

Table 3. Influence of researched independent variables on displays of prosocial behavior

<i>Indep. variables</i> <i>Prosoc. behavior</i>	<i>Total length of service</i>	<i>Length of service</i>	<i>Hierarchy level</i>	<i>Education</i>
<i>Altruism</i>			For trade – $\beta = -0.207^*$, $\Delta R^2 = 0.04$	
<i>Participation</i>	For admin. - $\beta = 0.253^*$, $\Delta R^2 = 0.07$	For admin. - $\beta = -0.240^*$, $\Delta R^2 = 0.11$	For trade – $\beta = 0.212^*$, $\Delta R^2 = 0.05$	
<i>Loyalty</i>				For trade – $\beta = -0.252^*$, $\Delta R^2 = 0.06$

The first variable that enters the regression equation and retains its significant influence is *the total length of service* over the displays of participation in the area of administration ($\beta = 0.253$, $p < 0.01$), as the explained variation is 7%. The positive impact of the total length of service is expressed in full and responsible involvement in the life of the organization. According to the respondents, the participation in meetings that are not mandatory, but supporting organizational community is quite important. The situation with the variable *length of service in the particular organization* is completely different. According to regression analysis data, the independent variable has a negative impact on the displays of participation in the organization ($\beta = -0.240$, $p < 0.01$). Such a relationship is predicted in 11% of cases. Thus, participation in the activities of the organization in the area of administration depends on the length of service. Raised hypotheses that demographic variables have a strong deterministic influence on prosocial behavior have been partially confirmed, as the registered value orientations are negative and with medium impact. The percentage of explained variance is not high. Therefore, the different researched

demographic variables determine slightly the displays of prosocial behavior. The following conclusions can be made based on the conducted regression analysis: The research of the differences in the respondents' preferences shows statistically significant values solely in the areas of trade and administration. It can be assumed that lack of influence of demographic indicators in the rest of the areas of activity is related to sustainable attitudes for perceiving the workplace. It has been found that altruism; participation and loyalty are the acts of prosocial behavior that are influenced by demographic variables. In the area of administration, the total and the specific lengths of service influence the displays of participation.

Trends for conscious and purposeful displays of providing voluntary help to colleagues and protecting organizational interests have been brought out in trade sector. They can be linked to both the dynamic changes in the external environment and taking control over the implementation. The results of the regression analysis show that the position in the organizational hierarchy most strongly determines the displays of altruism and participation in the trade area. In that way employees recognize the importance and significance of information awareness and interest to the organization. Education has a negative effect on loyalty to the organization in the same area. In conclusion it can be said that emphasizing only on the processes within the organization can hinder the formation of prosocial behavior. Flexibility is the result of changes in external factors more than the interpersonal support and compliance with the rules of the organization. Participation behaviour is mainly displayed. It is related to the active and responsible participation in the self-management of the community in the prescribed ways. This implies a high degree of responsibility and participation. Data from this analysis can be used positively in two directions: on the one hand they can help increase the overall professional competency through communication, and on the other - to identify displays of prosocial behavior that would increase the efficiency and effectiveness in the organization.

The results of the regression analysis carried out by the method of stepwise regression partially confirm the constructed hypothesis of the influence of the demographic factors on the **types of organizational climate** (see Table 4). It has been found that the organizational climate is influenced by several variables in the researched areas. Regression analysis showed that *gender, age, total length of service, hierarchy level, education and the number of members* in the group in the areas of tourism, services, IT, education and administration influence the organizational climate. Influences on the organizational climate, exerted by any of the independent variables, have not been observed only in the area of trade. The *hierarchical level* in the organization has the most significant impact on all types of climate. Data from regression analysis indicate that the status has a negative impact on the innovational climate in the field of tourism ($\beta = -0.283$, $p < 0.01$) with an explained variation of 7%. *Status* also has a negative impact on the support climate in three of the researched sectors: services ($\beta = -0.246$, $p < 0.01$), IT ($\beta = -0.208$, $p < 0.01$) and the explained variance was 20% for the three areas of activity. A trend for a negative impact of *organizational hierarchy* on rules climate and goals climate in the areas of tourism and administration has been identified. An exception is the status in the area of administration with a positive impact on goals climate ($\beta = 0.285$, $p < 0.01$) with the explained variation of 7%. In this area of activity the most important predictor is the coherence, teamwork, employee participation in decision making and reaching consensus.

The hierarchy level has a negative impact on maintaining stability in the area of services ($\beta = -0.246$, $p < 0.01$) with a precise coefficient of determination 11%. For the IT sector the influence of

the same variable is negative ($\beta = -0.208$, $p < 0.01$) with $\Delta R^2 = 0.34$ and shows that it is mostly formal rules and procedures that maintain the integrity of the organization. The hierarchy level has a negative impact on rules climate and management through enhanced control and bureaucracy in the sectors of tourism ($\beta = -0.244$, $p < 0.01$) and administration ($\beta = -0.228$, $p < 0.01$) as the two areas of activity together explain 9 % of the variance. *Status* also has a negative impact on risk climate and external focus of control in the area of tourism ($\beta = -0.220$, $p < 0.01$) with $\Delta R^2 = 0.40$. The findings suggest that hierarchy level is a negative incentive for the idea of decentralization and is not associated with the patriarchal type of value preferences.

The *total length of service* variable influences three types of organizational climate: support climate, rules climate and goals climate, respectively in administration ($\beta = 0.219$, $p < 0.01$) with $\Delta R^2 = 0.07$ and in education ($\beta = -0.216$, $p < 0.01$) with $\Delta R^2 = 0.10$ and ($\beta = -0.318$, $p < 0.01$) with $\Delta R^2 = 0.15$. Thus, in the area of administration, a tendency emerges for the positive impact of the *length of service* on the orientation towards activities related to customers, raising expectations and fostering the area of services. At the same time in the area of education the notion that the total length of service has a negative impact on clearly defining, analyzing and solving problems in the work groups has been affirmed.

Table 4. Influence of the researched independent variables on the types of organizational climate

<i>Indep. variables</i> <i>Org. climate</i>	<i>Age</i>	<i>Gender</i>	<i>Total length of service</i>	<i>Hierarch. level</i>	<i>Education</i>	<i>Number of members</i>
<i>Innovational climate</i>				For tourism - $\beta = -0.283^*$, $\Delta R^2 = 0.072$	For admin. - $\beta = -0.245^*$, $\Delta R^2 = 0.05$	
<i>Support climate</i>	For tourism - $\beta = -0.205^*$, $\Delta R^2 = 0.06$	For services - $\beta = -0.119^*$, $\Delta R^2 = 0.07$	For admin. - $\beta = 0.219^*$, $\Delta R^2 = 0.07$	For services - $\beta = -0.246^*$, $\Delta R^2 = 0.11$; For IT - $\beta = -0.208^*$, $\Delta R^2 = 0.34$	For tourism - $\beta = -0.201^*$, $\Delta R^2 = 0.03$; For IT - $\beta = -0.202^*$, $\Delta R^2 = 0.07$;	For services - $\beta = -0.221^*$, $\Delta R^2 = 0.03$; For admin. - $\beta = -0.208^*$, $\Delta R^2 = 0.04$;
<i>Rules climate</i>		For services - $\beta = -0.216^*$, $\Delta R^2 = 0.10$		For tourism - $\beta = -0.244^*$, $\Delta R^2 = 0.05$; For admin. - $\beta = -0.228^*$, $\Delta R^2 = 0.04$		For services - $\beta = -0.267^*$, $\Delta R^2 = 0.06$
<i>Goals climate</i>	For services - $\beta = -0.259^*$, $\Delta R^2 = 0.09$	For services - $\beta = -0.318^*$, $\Delta R^2 = 0.15$		For tourism - $\beta = -0.220^*$, $\Delta R^2 = 0.40$; For admin. - $\beta = 0.285^*$, $\Delta R^2 = 0.07$		

Support climate is perceived positively when there is a leader who "takes care" of the team and is directly responsible for the professional development of the employees. At the same time, length of service has a negative impact on the market orientation of the job and on orientation to the requirements of the external environment. Furthermore, a trend for a negative impact of the *total length of service* in this area on maintaining stability and predictability in the workplace, as well as on the strict adherence to the system of evaluation and control has been outlined.

Yet another variable that has a negative impact on three of the four types of climate is *gender*: in the area of services on support climate ($\beta = -0.119$, $p < 0.01$) with $\Delta R^2 = 0.07$, on rules climate (β

= -0.216, $p < 0.01$) with $\Delta R^2 = 0.10$ and on goals climate ($\beta = -0.318$, $p < 0.01$) with $\Delta R^2 = 0.15$. In this sense, gender orientation would not facilitate sharing of the values associated with respecting loyalty, traditions in the organization and affection for it, as well as unity and reaching consensus. At the same time results indicate that *gender*, in an area in which rules climate is dominating, has a negative impact on coordinating and aligning of management and on adherence to bureaucratic rules. The variable *gender* is more likely to have a positive impact on the reluctance to taking risks and on competition at any cost.

According to regression analysis data, *the number of members in the work group* in the area of services has a negative impact on support climate ($\beta = -0.221$, $p < 0.01$) with $\Delta R^2 = 0.010$ and on rules climate ($\beta = -0.267$, $p < 0.01$) with $\Delta R^2 = 0.06$. From this perspective, the conclusions made so far gravitate to interpretation about the low impact of internal integration in the organization and the establishment of trust between people. Within certain limits of its own, *age* does not cooperate in achieving high performance results and profits. What is more, it deviates from the opportunity for identification with the organizational goals and from the focus on market orientation and differentiation ($\beta = -0.259$, $p < 0.01$) with $\Delta R^2 = 0.09$. *Age* as an independent variable has a negative impact on the support climate in the area of tourism ($\beta = -0.205$, $p < 0.01$) with $\Delta R^2 = 0.06$. Support climate is related mainly to interpersonal relationships and cooperation of the members in the organization. The results of regression interaction indicate that the variable *age* hardly affects the display of personal qualities, which concentrate on teamwork skills, seeking consensus and conflict management.

According to registered data in the area of administration *the number of members in the group* has a negative impact on team cohesion ($\beta = -0.208$, $p < 0.01$) with $\Delta R^2 = 0.04$. Value preferences towards support and tolerance in the group are questioned depending on the number of people in it. Group decision-making becomes reality at a clearly defined number of employees and good level of communication between them; the expression of emotions and opinions is influenced by the presence or absence of a specific number of people. *Education* as an independent variable has a negative impact on the innovational climate, the displays of initiative and situations of job change in the sphere of administration ($\beta = -0.245$, $p < 0.01$) with a coefficient of explained variation $\Delta R^2 = 0.05$, i.e. they explain 5% of the variance of the independent variable. With the respondents, the focus is directed towards the stability of the organization more than towards positioning with a high degree of flexibility and expression of individuality. *Education* also has a negative impact on support climate in the areas of tourism ($\beta = -0.201$, $p < 0.01$) with $\Delta R^2 = 0.03$ and information technologies ($\beta = -0.203$, $p < 0.01$) with $\Delta R^2 = 0.07$. Support climate is directed towards internal integration and adheres to flexibility and dynamism. The negative impact of *education* on this climate would mean that the researched variable does not contribute to such values as solidarity, human resources development and cooperation. According to derived results, education questions the established traditions and the achieved social effectiveness.

4. Conclusion

Based on the results obtained from stepwise regression analysis, the following conclusions can be drawn. The variables length of service, status and education influence the manifestations of participation, altruism and loyalty in the areas of commerce and administration. In applying the regression equations in the researched areas of activity, the total length of service has a positive impact on the manifestations of participation in the **prosocial behavior** with the administration.

In the same sector, however, the variable specific length of service has a negative impact on participation in the organization. Hierarchical level in the area of trade prevents altruism, but has a positive effect on active inclusion in the organizational community. Education in the same sector does not promote workplace attachment.

The results of the regression analysis display impact on all types of **organizational climate** of the variables *gender, age, total length of service, hierarchical level, education and number of members in the group* in the areas of tourism, services, IT, education and administration. The only positive influence is in the area of administration, i.e. the influence of the total length of service on support climate. In the other cases, the effects are displayed as negative. Thus *hierarchical level* in the organization affects every type of climate in almost all researched areas: tourism, services, IT and administration. *Gender and experience* have a relatively equal affect. It is characteristic of the variable sex that it has a negative influence on support, rules and goals climates, in only one of the researched areas – that of services. The independent variable of education has a negative impact on the innovations climate in the area of administration and on supports climate for IT and tourism sectors. It is interesting that the greatest number of negative influences is displayed in the area of services. These are also registered in the variables *number of members in the group and age*. *The number of members in the group* restricts the benefit of confidence, interpersonal support and good communication in the area of administration. With rules climate the number of people does not encourage the implementation of difficult, complex and ambiguous tasks, instructions and rules. It turns out that *age* does not tolerate the existence of a clear and understandable goals and performance standards in the area of services. Similarly, the variable *age* is not a prerequisite for support climate, consideration and respect, according the respondents in the area of tourism. Hypotheses that demographic variables have a strong deterministic influence on organizational climate have been partially affirmed, because orientations are recorded as of negative and medium impact. The percentage of explained variance is high. This leads to the conclusion that the deduced demographic variables determine mildly the manifestations of organizational climate types in the researched areas of activity.

The following conclusions can be drawn as a result of the regression analysis. Established statistical differences outline the specifics in the perceptions of the types of organizational climate according to areas of activity. The results of the regression analysis show that total length of service differentiates to the highest degree the types of organizational climate in the area administration. Workplace status is a differentiating factor in almost all areas of activity, with the exception of trade: IT - for goals climate, tourism - for all types of climate except support climate, in administration - for goals climate and rules climate. The independent variable "age" influences support climate in tourism and goals climate in the service sector. Other factors, registered in the services, tourism and administration sectors respectively, that have a statistically significant impact on the types of climate, are gender and education. Data on the "age" variable outline statistically significant results referring mainly to support climate and innovational climate. In the sectors of services and of administration, the number of people in the work group has a differentiating significance on adherence to rules and to support when incorporating to organizational goals.

Based on the obtained results, it can be concluded that each of the independent variables has a different degree of influence on the types of organizational climate in the researched sectors. The only exception is trade, where, according to research data, statistically significant values to the

types of climate are not reported. The fact that no differences are revealed most likely outlines a persistent tendency in the perception of workplace, independent of demographic variables, and characteristic of modern organizations in the area of trade. Based on empirical researches, conducted in different areas of activity - trade, services, tourism, IT and administration it has been established that acts of prosocial behavior vary according to the fields. Manifestations of participation, obedience, loyalty, altruism and compliance are dominant. Manifestations of participation that stand out clearly, are associated with compliance with the standards, rules and procedures. They are predominantly characteristic of the administrative area. The research data show approximately the same values of participation in the areas of trade and services. Thus the hypotheses of a tendency towards maintaining stability rather than towards innovative solutions, have been confirmed. Dominance of value preferences for strict execution of formal rules and a stronger identification with the organization, is characteristic of people working in the IT sector and tourism.

Employees with a high level of prosocial behavior towards the organization convey their attachment to other employees, which results in the formation of typical organizational climate. In conditions of high uncertainty and volatility of external environment respondents give priority to rules climate and goals climate, followed by support climate and innovational climate. Attachment to the organization is expressed in the desire for teamwork while at the same time market-oriented practices, competitiveness and taking moderate risks are also appreciated. Innovational approaches and creative solutions are characteristic of respondents from the IT and marketing areas to the highest degree. According to research data in the area of administration, organizational climate based on bureaucratic rules and compliance with the status scores highest results, compared to the other research areas, while initiative, entrepreneurship and new solutions are valued highest by respondents from trade and services areas. Interpretation of results is in the direction of the dynamic socioeconomic and socio-cultural changes in an environment, external for organizations, which, to a high extent, provokes behavior and choice of value preferences for dealing with challenges. The research that has been carried out, as well as the obtained results can be used to diagnose and initiate changes in pro-social attitudes and value preferences.

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