Saint-Petersburg State University

IVANOV Aleksandr Andreevich
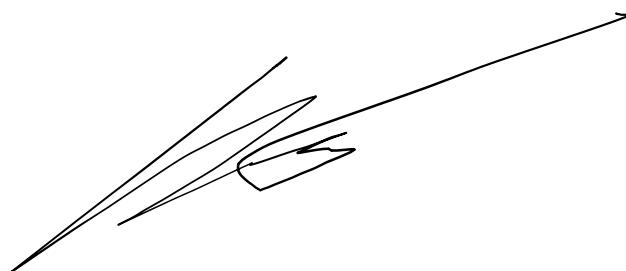
Master Thesis

Creation of Anti-Burnout Organizational Climate in Russian Enterprises

Level of education: Master studies

Field of study *38.04.02 «Management»*

Educational programme *BM.5669. «Master in Management - MIM»*

Academic Advisor:

Senior Lecturer, Department of Organizational Behavior and Personnel Management, Candidate of Psychological Sciences, Zamulin Andrey Leonidovich

Reviewer:

Chief Executive Officer, Limited Liability Company "DIY Tools", Verkhoturov Oleg Vladimirovich

Saint-Petersburg

2023

ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

Я, Иванов Александр Андреевич, студент(ка) второго курса магистратуры направления «Менеджмент», заявляю, что в моей магистерской диссертации на тему «Создание организационного климата, направленного на предотвращение профессионального выгорания, в российских компаниях и предприятиях», представленной в службу обеспечения программ магистратуры для последующей передачи в государственную аттестационную комиссию для публичной защиты, не содержится элементов плагиата.

Все прямые заимствования из печатных и электронных источников, а также из защищенных ранее выпускных квалификационных работ, кандидатских и докторских диссертаций имеют соответствующие ссылки.

Мне известно содержание п. 9.7.1 Правил обучения по основным образовательным программам высшего и среднего профессионального образования в СПбГУ о том, что «ВКР выполняется индивидуально каждым студентом под руководством назначенного ему научного руководителя», и п. 51 Устава федерального государственного бюджетного образовательного учреждения высшего образования «Санкт-Петербургский государственный университет» о том, что «студент подлежит отчислению из Санкт-Петербургского университета за представление курсовой или выпускной квалификационной работы, выполненной другим лицом (лицами)».

(Подпись студента)

01.06.2023 (Дата)

STATEMENT ABOUT THE INDEPENDENT CHARACTER OF THE MASTER THESIS

I, Ivanov Aleksandr Andreevich, (second) year master student, program «Management», state that my master thesis on the topic «Creation of Anti-Burnout Organizational Climate in Russian Enterprises»,, which is presented to the Master Office to be submitted to the Official Defense Committee for the public defense, does not contain any elements of plagiarism.

All direct borrowings from printed and electronic sources, as well as from master theses, PhD and doctorate theses which were defended earlier, have appropriate references.

I am aware that according to paragraph 9.7.1. of Guidelines for instruction in major curriculum programs of higher and secondary professional education at St. Petersburg University «A master thesis must be completed by each of the degree candidates individually under the supervision of his or her advisor», and according to paragraph 51 of Charter of the Federal State Institution of Higher Education Saint-Petersburg State University «a student can be expelled from St. Petersburg University for submitting of the course or graduation qualification work developed by other person (persons)».

(Student's signature)

01.06.2023 (Date)

ABSTRACT

Master Student's Name	Ivanov Aleksandr Andreevich
Academic Advisor's Name	Zamulin Andrey Leonidovich
Master Thesis Title	Creation of Anti-Burnout Organizational Climate in Russian Enterprises
Description of the goal, tasks and main results the research	The goal of the study is to explore the perception of the members of the Russian workforce towards organizational practices aimed at creating anti-burnout organizational climate in terms of the importance and relevance of such practices to the Russian employees. To achieve that goal, the following tasks are to be completed: • review the theoretical approaches to organizational climate, burnout and how the latter can be prevented through organizational climate. • form a better notion which theoretical approaches are being employed in the real-life circumstances, by collecting the practical information about the companies which succeeded in creating anti-burnout organizational climates. • use the quantitative methods of research to explore the perception of Russian employees by pinpointing the practices which are considered most relevant in general and by different groups of employees. As a result of the study, the organizational practices most important for the members of the Russian workforce were identified. The data obtained can be used as a basis for the recommendations to the human resource managers of the companies looking to create anti-burnout organizational climate, and the analysis based on varying characteristics of the respondents makes it possible to adjust the recommendations according to the composition of the workforce.
Keywords	Burnout; burnout syndrome; burnout prevention; organizational climate; psychologically safe climate; organizational practices; Russian employees; Russian workforce; Russian enterprises.

АННОТАЦИЯ

Автор	Иванов Александр Андреевич
Научный руководитель	Замулин Андрей Леонидович
Название ВКР	Создание организационного климата, направленного на предотвращение профессионального выгорания, в российских компаниях и предприятиях
Описание цели, задач и	Цель исследования - изучить восприятие российскими сотрудниками организационных

основных результатов исследования	практик, направленных на создание климата, препятствующего выгоранию, с точки зрения важности и актуальности таких практик для данных сотрудников. Для достижения этой цели необходимо выполнить следующие задачи: • проанализировать теоретические подходы к организационному климату, профессиональному выгоранию и тому, как последнее можно предотвратить с помощью организационного климата. • сформировать полное представление о том, какие теоретические подходы используются компаниями на практике, собрав информацию о компаниях, которым удалось создать организационный климат, препятствующий выгоранию. • использовать количественные методы исследования для изучения восприятия российских сотрудников, выявив практики, которые считаются наиболее важными в целом и для отдельных групп сотрудников в частности. В результате исследования были выявлены организационные практики, наиболее важные для российских сотрудников. Полученные данные могут быть использованы в качестве основы для рекомендаций менеджерам по персоналу в компаниях, стремящихся создать организационный климат, препятствующий выгоранию, а анализ, основанный на различных характеристиках респондентов, позволяет скорректировать рекомендации в соответствии с составом рабочей силы.
Ключевые слова	Профессиональное выгорание; синдром профессионального выгорания; профилактика профессионального выгорания; организационный климат; психологически безопасный климат; организационные практики; российские сотрудники; российская рабочая сила; российские предприятия.

TABLE OF CONTENTS

INTRODUCTION

As follows from the phrasing of the topic, the main focus of the study and the literature, which will constitute its basis, will be on organizational climate and most effective ways and practices to create it in a way that will prevent the cases of stress, psychological tension and burnout among the employees.

Motivation of the research

Indeed, the issue of creating an organizational climate that will benefit the employees, their psychological state, their productivity and, hence, organization as a whole is arguably among the most topical in the human resource management field in the recent years. Many companies have opted to create special job positions for human resource specialist, who would focus specifically on creating comfortable and stress-free climate inside the organization. Despite this existing trend, the other evidence points to the fact, that many companies still fail to address these issues – for instance, the special Deloitte Global 2021 Millennial and Gen Z Study[1] came up with the results, which demonstrate more than 40% of the employees feeling like their employers failed to support their psychological well-being during the recent pandemic crisis. Thus, the issue of organizational climate for safety and psychological comfort is definitely among pressing and highly relevant for many employers. This statement is even more truthful when it comes to the case of our country. The events of 2022 sparked the higher level of uncertainty and unpredictability of the future, hence, adding more to the psychological pressures for basically all citizens. As a result, we now witness that as the pandemic crisis seems to be coming to an end, at least from the standpoint of psychological pressure, the stress and uncertainty caused by the current political agenda are as strong as ever, affecting the mental well-being of employees. There is a number of studies which demonstrated the negative effect of uncertainty on the mental well-being, coming up with the conclusion that uncertainty increases the intensity of negative emotional states and often decreases the intensity of positive emotional states[2] (Morris et al., 2022). This suggests, that the study aiming to point out particular recommendations, which will help organizations adopt new practices and create safer psychological climate for their employees is highly relevant and important at this

---

[1] Deloitte Global. (2021). 2021 Millennial and Gen Z Survey. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/global/Documents/2021-deloitte-global-millennial-survey-report.pdf.

[2] Morris, J., Tupitsa, E., Dodd, H. F., & Hirsch, C. R. (2022). Uncertainty makes me emotional: Uncertainty as an elictor and modulator of emotional states. *Frontiers in Psychology*, 13.

moment. Moreover, it is my belief that the issue of organizational climate for stress and burnout prevention has not received the level of attention it deserves in our country, especially if we focus on the approach from the organizational point of view – which policies and practices can be introduced to the field of personnel management to enhance the situation. Such a conclusion is a result of both consideration and discussion of the topic with the professionals of the sphere, as well as personal experience with working in the Russian enterprises and communication with the multitude of peers speaking up on their burnout and stress levels.

Aim, objectives and research gap

The aim of the study is to explore the perception of the members of the Russian workforce of organizational practices aimed at creating anti-burnout organizational climate in terms of the importance and relevance of such practices. By achieving that goal, it would be made possible to successfully develop the concrete recommendations for the organizations operating in Russia on how to create such type of organizational climate, so that it would help prevent stress and burnout among the workforce. The path to this goal will include multiple important objectives, which will lead towards its achievement step by step: firstly, it is necessary to review the theoretical approaches to organizational climate, burnout and how the latter can be prevented through organizational climate; secondly, to enrich and deepen the understanding of the organizational climate for mental well-being, for instance, to form a better notion which theoretical approaches are being employed in the real-life circumstances, the practical information about the companies which succeeded in creating safe organizational climates is to be collected, building onto the previously studied theory; finally, the quantitative methods of research will help us explore the attitude of Russian employees towards the identified knowledge on how to create safe organizational climate, pinpointing the practices which are most relevant in general and for different groups of employees. The last objective will constitute the empirical part of the research, which is to be discussed later in the report. Moreover, we should also identify the object and the subject of the study. This can be done as follows: the object of the study is the perception of the organizational practices aimed at creating anti-burnout organizational practices by the Russian employees, while the subject of the study is the particular characteristics of such perception, opinion on which organizational practices are most important and necessary for the companies, and which bear little significance and cannot be considered crucial to the employees.

In addition, there is also the important issue of the research gap, that has to be addressed. The evidence shows that the scientific discussion on safe organizational climate and how to create it happens primarily among the "western" researchers, not receiving the necessary attention from

the scholars in Russia. It is absolutely essential to point out that the issue of organizational climate has been studied by the Russian researchers in general – a great evidence in favor of that are the articles and studies like the one by Yashkova et al. (2019) regarding the organizational climate as a factor of productivity and efficiency at work[3], or the ones by Smirnova (2013) seeking to establish connection between the organizational climate and burnout[4] and Voronkova (2013) elaborating on the effect of organizational culture on potential burnout[5]. Nevertheless, the issue of the organizational activities and practices, the role of the organization in preventing burnout and concrete actions to be undertaken appears to be understudied, the inference which was made throughout the time of studying this topic, as well as picking out relevant and useful literature. At the same time, as was previously mentioned, the current political events and environment in general add up a great deal of stress to the population of the country, perhaps, only exacerbating the problems organizations face with their climate. Nevertheless, such problems appear to be worthy of attention, resolution, or mitigation. That is why we find the study is relevant and can fill the gap in attention to the topic, which can be observed in the local scientific discussion. Hence, the novelty and the contribution of the study from the theoretical standpoint is in the combination of approaching the problem of burnout and its prevention from the organizational climate's perspective and focusing the study specifically on the Russian employees and researching their perception of curbing the problem of burnout by the organizational practices facilitating the creation of climate. Moreover, the results of the study would contribute to the managerial implications by allowing to formulate recommendations to managers after studying the abovementioned employee perception.

The study consists of two primary parts: theoretical background of the concepts essential for the study and the empirical part, with the quantitative study in the form of the survey used in order to research the perception of the Russian employees.

CHAPTER 1. THEORETICAL BACKGROUND

---

[3] Yashkova, E., & Vagin, D. (2019). Organizational climate as a psychological factor of influence on the efficiency of labor activity of personnel. *The State Counsellor*, 1, 40-44.

[4] Smirnova, I.E. (2013). Social Psychological Climate and Emotional Burnout. *Army and Society*.

[5] Voronkova, D. V. (2013). Organizational culture as a factor of emotional burnout of personnel. *The Russian State University for Humanities Journal: Psychology. Pedagogy. Education Series*.

In order to approach the issue most effectively, it is necessary to review the concepts most crucial for the study by analyzing the prominent theories which have been put forward by the researchers of the topic.

Theory behind the concepts of organizational climate and burnout

Before reviewing the literature on the methods of creating anti-burnout organizational climates and preventing burnout in general, as those two topics are strongly related and the practices aimed at reducing employee burnout can often be the way towards constructing the right organizational climate, we should focus on the very fundamental concepts of the study and define them, to have a clear understanding of what are we working on in the study and how it can be positioned in the theoretical field and discussion.

We should start with defining the concept of organizational climate which will be employed in the study. Historically, there are actually two main approaches towards organizational climate, and both can be quite relevant in the context of managerial studies.

The first one is the so-called cognitive schema approach. The schema this approach refers to is a mental structure which represents a certain aspect of the world, in our case, climate in an organization employee works for. It is important that this approach focuses on individual perception and mental representation. Various studies, for instance, the one by Lapointe (1981), pointed out the variation and difference in cognitive structures (schemata) employed by different individuals[6]. Despite the fact that most of business-related studies are based on the second approach, which will be discussed further, the cognitive schema can also prove to be the valuable choice, depending on the final research design.

The second approach is actually called "shared perception" approach. As it can be logically inferred from its title, instead of studying the individual perception of climate in an organization, it focuses on the perceptions of many employees, which they collectively agree upon. To be more precise and detailed, it would be logical to provide the most widespread definition of organizational climate, belonging exactly to this approach. Organizational climate is the aggregated shared perceptions of the employees in a particular work unit, when they agree on their

---

[6] Lapointe, J.B. (1981). Organizational Schemata: Cognitive Structures Underlying Organizational Climate Perceptions. *University of Michigan*.

perceptions of the impact of their work environment[7] (Glisson and Lawrence, 2002). Another good definition, as well as the most simplistic and perhaps elegant way to describe the idea of shared perception approach, is the understanding of organizational climate as "the shared perception of the way things are around here"[8] (Reichers and Schneider, 1990). This approach, as was previously mentioned, has been more actively used for the studies in the business setting. However, as the assumed mode of collecting primary data in the process of the study is the questionnaire that will require individuals to express their attitude towards certain anti-burnout organizational climate practices, it is perhaps more adequate to use the first, cognitive schema approach to organizational climate – as the respondents will share their individual perception.

Nevertheless, before continuing on to the next key concept, we should also consider the novel approaches towards organizational climate, as they have the potential to offer better theoretical framework for the study. A good example is the way organizational climate was recently described by Schneider. It was defined as a construct referring to the shared meaning attached to the organization's policies, practices and measures that are associated with employee experience[9] (Schneider et al., 2013). Firstly, this approach emphasizes the policies and practices, which is most relevant for our study, as it strives to identify the effective practices which can be used to create the anti-burnout organizational climate. Secondly, the definition of organizational climate as a construct constitutes a connection with the cognitive schema approach, as both are centered on the individual perception. Moreover, despite the fact that the study will seek to obtain primary data from individuals and rely on their perception and approach, it is fair to argue that such perception will be a part of the abovementioned shared meaning attached to the practices related to the employee experience. Hence, it can be inferred, that the framework put forward by Schneider will be a good fit for the study, as it brings together the important elements of two classic yet different approaches, while also focusing on the organizational practices – the integral part of the study.

Now that we have identified the approach and definition for the organizational climate concept, it is necessary to move on and define the next crucial one – burnout. The vast scientific focus on that issue can be dated as far back as the beginning of the 1970s, with many complex

---

[7] Glisson, C. J., & Lawrence, R. (2002). The cross-level effects of culture and climate in human service teams. *Journal of Organizational Behavior*, 23(6), 767-794.

[8] Reichers, A.E., & Schneider, B. (1990). Climate and culture: An evolution of constructs. *Organizational Climate and Culture*, 22.

[9] Schneider, B., Ehrhart, M.G., & Macey, W.H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361-388.

approaches, models and theories appearing in the 1980s and getting developed further on. That is why, as we provide the definition for the concept of burnout, which will be used in this study, we will encounter the multitude of scientific works from that era. The most renowned definition of burnout belongs to the Maslach and Jackson, which defined it as the result of inability to successfully cope with work stress which manifests itself in one or more of three aspects: emotional exhaustion, depersonalization and feeling a lack of personal accomplishment[10] (Maslach, 1982). To complete the understanding of the definition, it is necessary to elaborate on the three mentioned aspects. Emotional exhaustion is characterized as a state or feeling of the lack of energy and depletion of emotional resources. Depersonalization manifests as a state of detachment from the clients and colleagues at work, often treating them more like objects. Diminished accomplishment means the increased feelings of job incompetence or perceived decrease in the professional achievements. This framework is among the most popular and widely-used for defining and studying burnout to this day, with some of the official definitions formulated in the last years, such as those from World Health Organization, being largely based on and aligned with the work of Maslach and Jackson. Maslach is also widely known for the invention of the instrument for assessing burnout[11] – Maslach Burnout Inventory (Maslach and Jackson, 1981), or MBI, which is also used and actively referenced up to nowadays.

Nonetheless, there is also multitude of other approaches to defining burnout. Even though some of them will bear resemblance to the work of Maslach and Jackson, they will also provide us with numerous additional points of emphasis relevant and important for the study.

First, it is worthy to mention the works of Etzion (1988), who continued to develop and research burnout with the basis of Maslach approach, trying to further extend the knowledge on the topic. Through these studies, Etzion also emphasized the importance of other processes which define burnout – for example, the replacement of involvement, initiative, seriousness and sense of responsibility by pattern of routine and indifference[12]. That particular point is quite important for the study, as it helps identify the behaviors and traits that should be fostered by the organization as it strives to prevent burnout among its employees.

---

[10] Maslach, C. (1982). Understanding burnout: Definitional issues in analyzing a complex phenomenon. *Job Stress and Burnout, Sage Publications*, 29-40

[11] Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2(2), 99-113.

[12] Etzion, D. (1988). Understanding the Dynamics of Burnout through Cross-Cultural Research: Reflections on the Comparison between Israelis and Americans. *Tel-Aviv University, The Israel Institute of Business Research*.

Now, it is also necessary to mention the approach and definition of Leatz and Stolar (1993), who described burnout as physical, emotional and mental exhaustion caused by long-term involvement in stressful and emotionally demanding situations, combined with high personal expectations for one's performance[13]. This view of burnout, despite being almost alike to the one of Maslach and Jackson, added the dimension of high personal expectations of performance, while the first one only highlighted the discrepancy between actual and expected performance. Even though that might seem to little a difference to bear significance, the approach actually continued with other researchers - for instance, we can review the burnout definition by Neilhouse (1981), which described burnout as "total depletion of one's physical and mental resources caused by excessive striving to reach some unrealistic job-related goals"[14]. This approach offers an already different perspective – instead of the simply high-performance expectations, the definition moves on to the inherently unrealistic goals, which represents another approach to the sources and causes of burnout – however, that is a subject for later discussion in the review. Also, we should point out, that the issue of setting unrealistic goals due to ambition, which later becomes of contributing factor of burnout, has been mentioned in the multiple studies and is connected to the individual contributing factors of burnout, while our focus remains on the organizational level. The same, at least in part, can be said about the burnout definition by Cherniss (1980), which stated that burnout is "the change in motivation, where the employee shows loss of enthusiasm, excitement and sense of mission"[15]. This approach is also primarily individual-based, even though some of the described burnout aspects, such as loss of sense of mission, can be attributed to the poor organizational management, which actually takes us onto the company level.

To dive deeper into the organizational perspective, it should be mentioned that some of the researchers emphasized the role of the company/organization in employee burnout, thus coming up with the substantial definitions. For example, Green (1984) identified burnout as "constellation of worker reactions to the impact of stress deriving from organizational and societal factors"[16]. Despite not being exclusively organization-focused and also accounting for societal influence, it still provides a basis for the organizational approach of preventing burnout, which the study seeks to employ. More support to that exact approach was provided by Otto and Snook (1982), who pointed out the need to thoroughly examine the aspects of a job and proposed to reduce burnout

---

[13] Leatz, A. C., & Stolar, W. M. (1993, November). When work gets to be too much. *World Executive Digest.*

[14] Neilhouse, O. (1981, September-October). Burnout: A real threat to human resources managers. *Personnel*, 25-32.

[15] Cherniss, C. (1980). Staff burnout: Job stress in the human services. *Sage Publications.*

[16] Green, D. (1984). A framework for considering the burnout syndrome. *New Doctor*, (32).

by overcoming stress producing elements of the work environment[17]. Building on that idea, we should also mention the work of Kim (1990), who shortly but logically formulated the understanding of burnout as an index of organizational quality of life[18]. That approach coincides quite well with the view and aspirations of the author, hoping to develop the recommendations to help the managers in Russian enterprises create the better quality of life for employees inside their organizations through the right organizational climate and practices serving as a construction blocks for that climate. It is also absolutely necessary to mention that Maslach, as an author of the most widespread approach, also emphasized that the only way to truly prevent burnout is through the combination of organizational change and education of the individual[19] (Maslach and Leiter, 1997), which, as the author reckons, can also be a part of organizational activities.

Despite our deep review of the more classis approaches to burnout developed over the years of research, which still remain highly relevant and serve as a basis for current studies, it is the authors belief that the understanding of the newest definitions is also crucial. Hence, it is pivotal, for instance, to consider the official existing approach to the problem – on the level of already mentioned World Health Organization, as a great benchmark. WHO currently recognizes the following definition of burnout – as a syndrome resulting from chronic work-related stress, with symptoms characterized by feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy[20]. As we can see, the ideas of Maslach developed about 40 years ago are still widely reflected in the official understanding of the phenomenon, hence, it would make most sense to use it as a primary framework for explaining burnout in the study, while also referring to the relevant approaches emphasizing the role of organization and its practices in prevention of employee burnout, apart from the research also done by Maslach and Leiter.

Now, after careful review and consideration of the multiple theoretical approaches, it is possible to formulate the answer to the question, which is among the most important for the study. As the author strives to explore the attitude of Russian employees towards certain organizational

---

[17] Otto, R., & Snook, V. (1982). Stress on the factory floor: Dying for a living. *Australian Social Work Impact*, 15(2), 17-21.

[18] Kim, B. S. (1990). Alternative models of burnout phases: Test of the three MBI subdimensions, concurrent validity, and utilities. (Unpublished doctoral dissertation). *University of Georgia*.

[19] Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. *Jossey-Bass*.

[20] World Health Organization. International Classification of Diseases, 11th Revision. Retrieved from https://icd.who.int/browse11/l-m/en#/http://id.who.int/icd/entity/129180281.

practices and then create practical recommendations for managers of Russian enterprises on how they can effectively create the organizational climate helping to prevent the syndrome of occupational burnout among the employees, with the help of theory, we should define what creating such climate would mean exactly. Given the analyzed theoretical background, it can be formulated in the following way: to create and establish such organizational policies, practices and measures associated with employee experience, so that they will help prevent the emotional and physical exhaustion, detachment from the workplace and the sense of personal underaccomplishment among employees.

Aspects of creating anti-burnout organizational climate

As we have established the definition of organizational climate, as well as answered the crucial question of understanding what creating anti-burnout organizational climate will entail, it is now necessary to comment on the ways and methods, which can be employed in order to create the necessary organizational climate in the Russian enterprises. To establish that information, we can study a large number of scientific works, all offering their evidence of correlation between certain practices and positive outcomes regarding employee burnout. Nevertheless, it seems most logical to start with the studies, which outline the way to shape organizational climate in general, then confirming the positive connection between the organizational climates and better employee mental health and burnout outcomes, afterwards gradually shifting to the literature that elaborates on the creation of particular anti-burnout type of organizational climate.

Should we proceed this way, the first study to draw the attention too would be the works of Litwin and Stringer (1968), who sought to outline the main dimensions of the organizational climate as far back as 1968. Even though that does not provide the exact instruments to shape organizational climate, the complete classification of various dimensions will serve as a perfect framework to better understand, which constituting parts of the organization are most important in terms of using those instruments to create the necessary organizational climate. They described the following dimensions of climate: organizational structure, conflict management and resolution, risk-taking or risk-aversion, level of individual responsibility, level of employee rewards, level of warmth and support for employees[21]. At about the same time, Schneider and Bartlett (1968) were also studying the topic, coming up with much alike, yet slightly different set of dimensions: management structure, management support, concern for new employees, inter-agency conflict,

---

[21] Litwin, G. H., & Stringer, R. A. Jr. (1968). Motivation and organisational climate. *Division of Research, Harvard Business School, Boston.*

agent dependence and general satisfaction[22]. That two studies provide us with the general understanding of organizational elements important for shaping the organizational climate.

Now, it is possible to move on and define the ways and instruments to practically shape the climate inside the organization. Perhaps the most prominent of the studies on that topic is the one by Grojean et al. (2004), suggesting ten different ways to shape the organizational climate in a necessary fashion. Those ways include: value-based leadership; setting an example of desired behavior; establishing clear expectations; setting aligned policies and practices; forming formal socialization activities; providing feedback, coaching, and support; recognizing and rewarding behavior that supports values; recognizing individual differences in employees; providing for personalities; and striving for inter-person congruence and person-environment fit[23]. The last point about the person-environment fit is quite important for the study, as it is closely connected to the concept of person-organization fit, which is considered to be one of the effective ways of preventing burnout – the issue we will discuss in detail further in the review. Now, we should also focus on the identification of the ways to shape organizational climate, which are most relevant for attaining the goal of the study – formulating the set of practices used to enhance employee burnout outcomes. However, as we analyze the framework proposed by Grojean et al., it seems clear that all of the mentioned ways are relevant on the organizational level and can positively contribute to the goal of preventing burnout – hence, none can be dismissed as less important. As a result, we should consider this framework as a primary guiding source when formulating the recommendations for burnout prevention and choosing the best organizational practices and policies for that goal.

After the detailed consideration of the ways to shape organizational climate, we can shift to the research confirming the positive connection between the safe and employee-oriented climate and staff burnout outcomes, or, vice versa, identifying the correlation between the lack of such organizational climate and negative burnout outcomes.

Thus, to establish the concrete and strong connection between the organizational climate and better employee mental health, we can study a number of scientific works – a great first example to start with can be a general study of connection between the organizational climate and

---

[22] Schneider, B., & Bartlett, C. J. (1968). Individual differences and organizational climate: The research plan and questionnaire development. *Personnel Psychology*, 21(3), 323-333.

[23] Grojean, M. W., Resick, C. J., Dickson, M. W., & Smith, D. B. (2004). Leaders, values, and organizational climate: Examining leadership strategies for establishing an organizational climate regarding ethics. *Journal of Business Ethics*, 55(3), 223-234.

well-being of employees, which included the measures of burnout – research by Stone et al. (2007), confirming the existence of significant link between the organizational climate and health outcomes[24]. If we continue to look more into detail, an important contribution to the topic is the study by Lee et al. (2013). This research confirmed significant direct effects of positive organizational climate in predicting lower levels of burnout, as well as pointing out the mediating effects of worker empowerment on burnout[25]. The findings clearly suggested that the improvement of work environment will majorly benefit the employees. Lubranska (2011) comes to the conclusion which is much alike in the study that sought to examine the correlation between the organizational climate and burnout syndrome, stating that the statistical results indicate the organizational climate as a strong predictor of burnout and that creating supportive conditions in the work place can help reduce and alleviate the symptoms of burnout[26]. The similar results were obtained by Lan et al. (2020) in the study which explored the relationship between organizational climate, job stress, workplace burnout and retention, identifying the significant correlation and proposing to create friendly and healthy workplaces and organizational climates in order reduce the levels of job stress and burnout[27]. Even more evidence towards the positive effects of organizational climate can be derived from the study conducted by Seyyedmoharrami et al. (2019), which pointed out the positive statistical correlation between the greater organizational climate and decrease in job burnout among employees[28]. To add on to that list, the study by Gayman and Bradley (2013) also identified that organizational climate and work stress are both crucial predictors of emotional exhaustion and burnout, even pointing out the indirect associations with depressive symptomology[29]. Another study of organizational climate and burnout by D'Alleo et al. (2011) actually obtained the results, which suggested to improve the quality of organizational climate in order to prevent employee burnout – but, quite importantly, it also formulated some

[24] Stone, P.W., MacDavitt, K., & Chou, S. (2007). Organizational climate and health care outcomes. *The Joint Commission Journal on Quality and Patient Safety*, 33(11), 45-56.

[25] Lee, E., Esaki, N., Kim, J., Greene, R., Kirkland, K., & Mitchell-Herzfeld, S. (2013). Organizational climate and burnout among home visitors: Testing mediating effects of empowerment. *Children and Youth Services Review*, 35(4), 594-602.

[26] Lubranska, A. (2011). Organizational climate and burnout syndrome. *Medycyna Pracy*, 62(6), 623-631.

[27] Lan, Y., Huang, W., Kao, C., & Wang, H. (2020). The relationship between organizational climate, job stress, workplace burnout, and retention of pharmacists. *Journal of Occupational Health*, 62(1).

[28] Seyyedmoharrami, I., Dehaghi, B. F., Abbaspour, S., Zandi, A., Tatari, M., Teimori, G., & Torbati, A. G. (2019). The relationship between organizational climate, organizational commitment and job burnout: Case study among employees of the university of medical sciences. *The Open Public Health Journal*, 12(1).

[29] Gayman, M., & Bradley-Engen, M. (2013). Organizational climate, work stress, and depressive symptoms among probation and parole officers. *Criminal Justice Studies*, 26(3).

other recommendations closely connected with the dimensions of organizational culture described above – for instance, recognizing the greater degree of autonomy for the employees, or focusing on truly listening to the employee[30]. If we continue with that trend and focus on the studies which are interconnected with the organizational climate dimensions, we should also mention Junca-Silva and Freire (2022), who studied the connection between organizational climate, burnout and work-family conflict, coming up with the following results: only the climate dimensions of involvement, control, autonomy, task orientation and physical comfort were described as associated with burnout[31]. More importantly, according to the research, only the physical comfort and autonomy dimensions truly contributed to decreasing levels of burnout, largely by relieving the work-family conflict. This is a good demonstration of how multidimensional and complex the issue of burnout and its prevention through organizational climate is, certainly posing a challenge in terms of gathering a set of common recommendations, as the author strives to do. Moreover, as we remain on the topic of dimensions of organizational climate and how they contribute to the burnout prevention, we should take a closer look at leadership. Many studies in the area emphasize the role of the quality leadership in that issue, and one of the renowned frameworks that can help managers employ the appropriate leadership styles for the better organizational climate is the 6 Goleman leadership styles. That framework actually has many connections to the other dimensions of organizational climate – that would become apparent as we analyze the proposed leadership styles in detail. While the first, coercive leadership style is only a good option in short-term perspective, for instance, when dealing with some trouble requiring immediate and decisive attention, the second authoritative style combines pretty well with the concept of autonomy for the employees – as the leader employs the visionary style and only gives the general direction towards a certain goal, not elaborating on the concrete ways to achieve it. The same connection can be identified in the third, affiliative leadership style, as it seeks to create positive work environment and praise the employees, and the fourth, participative leadership style, where every employee has a genuine voice to express the opinion on the certain work-related issues[32]. The fifth, pacesetting leadership style also works well with burnout-preventing practices, as it is based on the setting of positive example by the leader – one of the techniques mentioned by Grojean for burnout prevention. The sixth, coaching leadership style also has great influence on employees and

---

[30] D'Alleo, G., & Santangelo, A. (2011). Organizational climate and burnout in call-center operators. *Procedia – Social and Behavioral Sciences*, 30, 1608-1615.

[31] Junca-Silva, A., & Freire, M. (2022). The Role of Organizational Climate, and Work-Family Conflict in Burnout: The Case of Teachers. *Sustainability*, 14.

[32] Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*.

organizational climate in general, as it is centered around employee development, alleviating certain predictors of burnout.

Now, as we thoroughly discussed the leadership dimension, we should also turn to particular studies, which promoted the abovementioned approach, as well as studied and confirmed the positive effects of organizational climate. Bronkhorst et al. (2015) came up with the findings, which clearly showed that supportive organizational climate has serious influence on employee mental health outcomes, resulting in less amount of stress and anxiety, less percentage of employees experiencing symptoms of burnout. However, what might be even more important for us once again - the findings of the same study suggest, that the most influential dimensions in terms of employee mental health are relations with co-workers, as well as leadership and supervision[33]. These dimensions have an obvious connection to the practices, policies and leadership styles, which will be among the focuses of our study. The Bronkhorst et al. also suggest most effective ways to use these dimensions, for instance, advising to foster relationship-oriented leadership styles, in order to gain most effect from creating supportive organizational climate. That information could also prove to be useful later, at the point of formulating final recommendations for creating such organizational climate in Russian enterprises.

Another study which sheds light on the connection of organizational climate and well-being of employees is Viitala et al. (2015). The findings confirmed the link between better organizational climate resulting in better employee mental health, but also suggested the exact characteristics of organizational climate, which help foster the positive employee well-being outcomes. The characteristics which seemed to influence the employee mental state outcomes were: "relaxed", "friendly", "encouraging" and "supportive of new ideas" organizational climate[34]. This evidence can be highly useful for our study as it can serve as yet another possible guideline, with which principles should our recommendations on workplace practices and policies be aligned.

Now, with the previous discussion of valuable and undoubtedly relevant studies, we reach a distinct yet arguably one of the most important concepts of stress and burnout prevention among employees through the creation of organizational climate – the so-called "psychosocial safety

---

[33] Bronkhorst, B., Tummers, L., Steijn, B., & Vijverberg, D. (2015). Organizational climate and employee mental health outcomes: A systematic review of studies in health care organizations. *Health care management review*, 40(3), 254-271.

[34] Viitala, R., Tanskanen, J., & Santti, R. (2015). The connection between organizational climate and well-being at work. *International Journal of Organizational Analysis*, 23(4), 606-620.

climate", or PSC. The idea of this concept is the creation and maintenance of the workplace climate that is supposed to preserve the well-being of the workforce, while also increasing productivity. These goals are attained through decreasing the levels of stress, anxiety and job dissatisfaction by building a supportive organizational climate. In return, not only the organization has better employee mental health outcomes, but also has lower rates of absenteeism and other counterproductive behaviors. The studies have shown the effectiveness of PSC in combating these "bad" behaviors, as well as effectiveness in keeping better employee psychological state. A great example of such a study is Dollard et al. (2017). This study analyzed and explored the effectiveness of PSC against workplace bullying and levels of employee stress linked to it, and found that implementation of PSC is fundamental for bullying prevention, as well as psychological health preservation[35]. Despite being an idea about creating a certain climate (psychosocial safety in this case), the systematic approach of such stress and burnout prevention also brings the idea of direct mental health safety programs into mind. This possibility has also been discovered by companies and scientists, with some being highly in favor of such approach. The support highlights that such programs can provide managers with the skills and better understanding on how to manage and mitigate mental health risk among employees[36] (Feringa, 2018), and should consist of provision of necessary information, as well as instructions, trainings and supervision. There is a high chance, that such programs can positively affect the creation of safe workplaces, or even become the tools to its creation. Hence, it is necessary to point that possibility out, in order to have a broader approach to the issue.

In addition, as we have started to point out the positive side effects of the practices and organizational climates that seek to prevent burnout, it is possible to mention some of the other studies offering evidence of such effects. There is a range of such scientific works, with the important mentions such as the study by Patterson et al. (2004). It showed that the organizational climate focusing on employee satisfaction and, more importantly, welfare, leads to a higher organizational and employee productivity[37], supporting the findings of the PSC framework. The more recent examples are also in abundance, with one being a study by Amponsah-Tawiah et al.

---

[35] Dollard, M. F., Dormann, C., Tuckey, M. R., & Escartin, J. (2017). Psychosocial safety climate (PSC) and enacted PSC for workplace bullying and psychological health problem reduction. *European Journal of Work and Organizational Psychology*, 26(6), 844-857.

[36] Feringa, A. (2018). Mental health in the workplace - Leading global health risk. *Paper presented at ADIPEC 2018, Abu Dhabi*, 12 November.

[37] Patterson, M., Warr, P., & West, M. (2004). Organizational climate, and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77(2), 193–216.

(2020), which found the safety organizational climate to have positive influence through fostering productive work behaviors, like organizational citizenship, and precluding counterproductive work behaviors[38]. That brings us to yet another positive consequence and constant relevance of creating the right organizational climate.

Now, with the thorough description and analysis of the organizational climate and its positive effects behind, we can proceed to reviewing the research on the topic of burnout prevention, from the standpoint of identifying the relevant practices and policies, which can be implemented in the organization and support the creation of safe organizational climate.

Main approaches to preventing employee burnout

Firstly, we can concentrate on the large-scale works devoted to the employee stress, burnout and their prevention – there have been many over the years, as they seek to summarize the existing knowledge on the topic, while also adding the latest findings from the research. A good example is the monography released in 2021 by Drayton, which touches basically every aspect of burnout issue, with the reasons, ways and obstacles in terms of preventing burnout, the optimal ways of organizing teamwork in the organization for those purposes, etc.[39]. We will focus on the details of burnout prevention as we review the multitude of studies devoted to the topic and see the range of different approaches – and what stands out in the work of Drayton, for instance, is the emphasis on the team dynamics as an aspect of curbing burnout, which creates a great connection with the important article previously mentioned in the review – Bronkhorst et al. highlighting the significance of co-worker relations for employee mental health.

Now, as we move on to the smaller scale but get deeper into detail, it is necessary to outline some of the important characteristics of studies concerning burnout prevention. Firstly, the same as with theory behind the concept of burnout, many of the practices, ways and strategies to prevent it have been developed in the age of large-scale burnout research – the 1980s and 1990s. The scientific community then continued with the enhancement of the existing approaches, building

---

[38] Amponsah-Tawiah, K., Akosua, K., & Samuel, D. (2020). Safety climate and employees' voluntary work behaviors: The moderating role of employees' voice. *International Journal of Workplace Health Management*, 13(5), 561–581.

[39] Drayton, M. (2021). Anti-burnout: How to create a psychologically safe and high-performance organization. *Taylor and Francis*.

on the new knowledge obtained. That is why, many of the mentioned studies will date back in time or be largely connected theoretically to that era.

We can start reviewing the theory behind burnout prevention with the study by Daley (1979), who proposed the following practices for the purpose: facilitating peer support, using supportive techniques, providing feedback on performance, making the breaks available and assigning the jobs wisely[40]. The practices of support are predicted to alleviate job stress in difficult situations, while providing feedback is deemed necessary to avoid the denial of reward – the reward concept in itself is quite important for burnout prevention, and feedback can serve as a great tool for the worker to develop the standard of success, thus leading to the rewards when the standard is achieved. The wise job assignment implies not stretching the abilities and resources of the new or tired workers too much, as that can lead to the quick cases of burnout. Also, it should be pointed out, that the reviewed practices represent the supervisory or managerial standpoint, while Daley also proposes organizational. It comprises such actions as regulating the workload, developing career ladders and improving upward communication and staff training. While some of the practices are clearly oriented towards enhancing employee productivity and defining the right amount and complexity of tasks for the worker to handle, other focus on the better communication and transparency within the organization. In approximately the same time frame, Teague et al. (1983) offered his view of the issue, proposing that the organizational strategies for preventing burnout should include: limiting work demands and overtime, developing organizational self-criticism mechanisms and fluidity of internal structure to allow moves and changes, updating management techniques and procedures to relate to present objectives, systematic recognition for performance and motivation, instituting research and development programs for future organizational objectives[41]. As we can observe, while some of the strategies coincide with the previously discussed study, there are also some important novelties – for instance, the accent on the organizational self-criticism and readiness to change, which is not typical of all organizations and is obviously severely constrained in bureaucracy-heavy environments, like governmental organizations. Moreover, the emphasis on preparing special programs in order to reach future organizational objectives is also a pivotal point, as it connects us to the mission and values of the organization, another element of high importance in employee engagement leading to burnout prevention. Actually, if we build on the issue of employee engagement, we will find a multitude of studies attributing lower levels of burnout to successful

---

[40] Daley, M. R. (1979). Preventing worker burnout in child welfare. *Child Welfare*, 58(7), 443-450.

[41] Teague, M., Rosenthal, D., Retish, P., West, J., & Vessell, R. (1983). The relationship between work environment attributes and burnout. *Journal of Leisure Research*, 15(2), 125-135.

implementation of that concept. One of the fine examples is the study by Kumar (2016), where he describes work engagement as being increasingly identified in literature as a preventive measure against burnout, as it has the potential to improve the fit between the organization and employee[42]. It should be mentioned, that this particular study proposes three levels of change, that can help curb occupational burnout: modifying the organizational structure and processes, improving the fit between employee and organization through professional development programs, and, only on the third level – taking individual level actions to reduce work stress. Hence, Kumar led the focus of the study towards organizational practices and person-organization fit, and the latter idea has been developed in the scientific field quite some time ago. As we have previously mentioned in the review, the necessity towards uniting the levels of effort to reduce burnout - the organizational and individual – were developed back in the day by Maslach and Leiter, who later proceeded with the research in this direction. Apart from their own research, many of the other studies came to same conclusions – for instance, the idea that better outcomes can be achieved by conducting individual and workplace-focus interventions simultaneously rather than separately[43] is also mentioned in Matsuzaki et al. (2021). Nevertheless, turning back to research by Maslach, around the millennium it arrived at the development of the burnout intervention strategy which actually focused on job engagement, on the six areas of work life and on the model of job-person fit, providing a great theoretical basis for many studies further on. A good example of that is again Grojean et al., who included the person-environment fit in the elements of organizational climate. While we have just discussed the research aiming to study the concepts of job engagement and job or environment fit, the six areas of worklife approach is yet to be discovered. It builds on the idea that the six particular dimensions of job and occupation are the major predictors for burnout, hence, they should be properly managed and organized in any company looking to alleviate employee stress. The abovementioned six areas are: workload, control, reward, community, fairness and values[44] (Leiter and Maslach, 1999). If we elaborate on each of the areas substantially, the organization striving to prevent burnout should effectively manage the workload and recognize the boundaries, provide employees with the capacity to influence decisions and exercise professional autonomy, properly recognize and reward the good work done by the staff, build the relationships of trust between the employees and engage in conflict resolution, make appropriate

---

[42] Kumar, S. (2016). Burnout and doctors: Prevalence, prevention and intervention. *Healthcare, Occupational Health Issues in the New Millennium*, 4(3).

[43] Matsuzaki, P., Mariya, F., Ueno, L., & Gimenes, M. (2021). Physician burnout: Prevention strategies. *Revista Brasileira De Medicina Do Trabalho*, 19(4), 511-517.

[44] Leiter, M.P., & Maslach, C. (1999). Six areas of worklife: A model of the organizational context of burnout. *Journal of Health and Human Services Administration*, 21(4), 472-489.

and fair decisions regarding the personnel, communicate values to the employees clearly and transparently. Taking all of the mentioned actions should significantly decrease the chances of occupational burnout in the organization.

Now, we should also review the studies, which are devoted to the same topic, yet have a stronger focus on a particular characteristic surrounding the issue of burnout, or offer a slightly different and unique approach. A great example is the highly valuable article by Gabriel K. and Aguinis H. (2022). It concentrates its attention on preventing employee burnout and creating healthier workplace specifically at the time of crises, which is exactly the case for the current situation our country is faced with, making the article highly relevant. Generally, after conducting the research the study suggests five main methods to achieve better employee mental health outcomes during crisis situations: provide stress management interventions, allow employees to be active crafters of their work, cultivate and encourage social support, engage employees in decision-making, and implement high-quality performance management[45]. Obviously, all these practices are to be considered and analyzed as potentially effective and useful through the course of the research. Another useful article, which suggests a slightly different approach to dealing with the employee stress and burnout is the Jalilianhasanpour et al. (2021). The study proposes that the creation of a healthy psychosocial workplace should include such practices as programs, which encourage mindfulness, humor, and playfulness. Additionally, another necessary element for a psychosocially healthy workplace is the sense of appreciation for the work being done by employees, the gratitude for the effort they put in – this concept represents a certain connection with the importance of providing feedback or rewards, which has been previously mentioned. Coming back to the issue of creating the sense of appreciation – this can be done by different expressions, ranging from workplace celebrations to the compensation and benefits[46].

One more article that should be valuable for our study regarding the practices to prevent employee stress and burnout is the Ostermeier et al. (2022), focusing on the organizational policy meant to enhance employee mental health outcomes. The article provides evidence of a direct connection between implementing a policy of "letting the employees express their personal identities at work" and better psychological state of employees because of such policy[47]. The

---

[45] Gabriel, K.P., & Aguinis, H. (2022). How to prevent and combat employee burnout and create healthier workplaces during crises and beyond. *Business Horizons*.

[46] Jalilianhasanpour, R., Asadollahi, S., & Yousem, D. M. (2021). Creating joy in the workplace. *European Journal of Radiology*, 145.

[47] Ostermeier, K., Cooper, D., & Caldas, M. (2022). Can I Be Who I Am? Psychological Authenticity Climate and Employee Outcomes. *Human Performance*, 35(1), 1-30.

results of the research also indicated not just better results at curbing burnout among employees, but also fostering the productive workplace behaviors, like organizational citizenship – the consequence known to us from the previous studies reviewed. That gives yet another policy to be considered when creating recommendations for establishing safe organizational climate, one to be regarded among important.

Hence, should we summarize the studied theory, there is a vast amount of research on the practices and policies to prevent burnout and stress among employees and create better mental health outcomes. A multitude of research has been reviewed, and the obtained data will serve as a part of our basis for the study, with the additional information about the practicalities of organizational climate implementation described further.

Conclusion

Thus, summing it all up, we have covered the main theoretical aspects of the topic of the proposed study: the basis of the concept of organizational climate, with the different definitions and approaches to the concept, settling on the one proposed by Scheinder, which defined organizational climate as a construct referring to the shared meaning attached to the organization's policies, practices and measures that are associated with employee experience; we have also thoroughly studied the definition and aspects of the concept of burnout, sticking with the understanding provided by WHO, as it largely coincides with one of the most prominent and widespread approaches towards burnout – according to that approach, it is defined as syndrome resulting from chronic work-related stress, with symptoms characterized by feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy. We then continued with reviewing the methods of shaping and creating an organizational climate in general and the important aspects to be aware of when striving to create the anti-burnout organizational climate, which will emphasize the psychological safety and comfort of the employees by creating the necessary atmosphere and introducing the appropriate practices and policies; we have also covered the many practical steps and policies for the organization, which will help reduce the stress, anxiety and burnout occurrence among the workforce. The result provides us with the first level of understanding of the processes, which lead to of creating the safe organizational climate. Now, as we continue with the empirical part, we will strive to achieve the second level of understanding by studying the experience of the particular companies in creating anti-burnout organizational climates. The gathering of the data and its further analysis will be attributed to the empirical part,

as the information obtained in the process will serve as a basis for the consequent quantitative study.

RESEARCH QUESTIONS

Hence, bearing the theoretical data just discussed in mind, we can proceed to the formulation of the research questions. As we have identified the important aspects of the safe organizational climates and some of the organizational practices and policies, which facilitate the creation of such climates, we have to consider the goal of the study - to develop concrete recommendations for the managers in Russian companies on how to create safe anti-burnout organizational climates. The research questions, which will help reach that goal, are the following:

1. What is the perception of certain practices and policies which help create the safe organizational climate among the members of the Russian workforce in terms of importance and relevance of such practices?

2. Which practices and policies are considered to be most important, and which are considered to be least important, by the members of the Russian workforce? 3. What are the differences in perception of certain practices among the members of the Russian workforce, based on their perception of their place of work, age group and tenure at the job?

EXPECTED FINDINGS

Finally, the result and the expected findings of the study will be the set of the most important, according to the respondents, organizational practices and policies, which will hence be transformed to the concrete recommendations on how to create psychologically safe climate within your company. These findings are to be used by the Russian companies and organizations which strive to create this type of organizational climate, with the effectiveness of the findings ensured by both the experience of the analyzed companies and the tests by the opinion of the representatives of the Russian workforce. That will constitute the primary contribution in terms of knowledge. Moreover, this also provides for the practical managerial implications, as human resource managers will have particular recommendations on which practices to start with.

THE EMPIRICAL STUDY

The empirical part of the research will employ the quantitative design of the survey, however, in order to construct and organize the survey in the most meaningful and practical way, prior to the quantitative study itself, some additional data will be collected for the purpose of supplementing the survey. As the study strives to find the practices most suitable for the Russian enterprises, the decision was made to build on the theory reviewed in order to gain a more complete understanding of the topic by studying and analyzing the real-life experience and setting, identifying the successful examples of the companies implementing safe organizational climates. By collecting the data on which practices and policies are actually used in the companies creating safe climate, we would be able to establish a clear connection between the theory and practice, as well as incorporate the found practices and policies in the survey to present the respondents with the solutions used by the leaders of human resource management, helping those companies achieve their safe organizational climate goals.

Gathering data on organizational practices for the quantitative study

Thus, let us shift to the analysis of the real-life experiences of the companies creating safe organizational climates. Through that means, the expectation is to identify the most recurrent and common practices used in order to achieve safe organizational climate, as well as to find some of the rarer and specific practices and policies, yet bearing some potential for use within the Russian companies and enterprises. Naturally, as the study is looking to research the experience of the successfully created organizational climates, the focus would be on the companies which are renowned for their employee-friendly and safe climate, leadership in the human resource management which prioritizes employee well-being, etc. The necessity of conducting the gathering of data prior to the work on the empirical quantitative study stems from the decision to identify the practices which are indeed in use by the leaders in the field of personnel management. As we have reviewed the vast amount of theories proposed and research papers written over the years of studying the organizational climate, burnout and possible use of the first to curb and counter the latter, we have come to the conclusion that we need to specify the relevant, topical and truly employed organizational practices. Doing so would allow to focus the study and the quantitative part – the survey – on the practices that are up-to-date and useful in creating anti-burnout organizational climate, as proven by the successful examples of the companies picked for analysis. Hence, the benefit of gathering the abovementioned data is in the concentrating the attention of the study on the relevant practices, as the field of human resource management and employees' prefrences and perception of workplace are dynamic and developing, making certain

theoretical approaches less relevant and usable at this particular moment. Thus, as we seek to find companies which succedeed in creating anti-burnout climate, from that perspective, that would be fair to say the study uses the benchmarking approach, by identifying and analyzing the leaders in the field of the human resource management. To make sure, that the companies studied represent the best experience, as well as to ensure the relevance of the picked cases to study in terms of the presence of the Russian context, as the goal is to identify the practices and policies suitable for the Russian companies, three different companies to analyze were picked. Two out of three companies are foreign international enterprises, and serve as benchmarks in terms of organizational climate on the global level, while the last, third company, is the leader of human resource management and the leading HR brand locally, in Russia, despite also being international de-facto and de-jure. The companies which we will study in order to complete the survey with the practical data on the practices are the following:

- *Google (Alphabet)*
- *Procter & Gamble*
- *Sberbank*

Now, let us proceed with the information about the further analysis of the mentioned companies. To achieve the goal of finding the practices and policies used to create safe organizational climate, several methods were employed. Firstly, the secondary data available from the companies themselves, as well as the professional magazines and official media sources were extensively studied and researched with the purpose of identifying those practices. To dive deeper into detail, we can review the sources used for each of the companies analyzed. For the first of the studied companies, Google (Alphabet), the sources of information on the organizational climate and practices included the academic research article by S.K. Tran (2017), which elaborates on the leadership, management and cultural specifics of Google as an organization[48], special article published by the Forbes Technology Council on the defining qualities of Google as one of the best employers globally[49], as well as a number of information-rich publications from the specialized magazines and organizations, such as the Employee Experience magazine[50] and Panmore

---

[48] Tran, S.K. (2017). Google: a reflection of culture, leader and management. *International Journal of Corporate Social Responsibility*, 2.

[49] Forbes Technology Council. (2018). 13 Reason Google Deserves Its "Best Company Culture" Award. Retrieved from https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/?sh=1373de6c3482.

[50] Hakobyan, A. (2022). Company culture at Google. *Employee Experience Magazine*. Retrieved from https://www.emexmag.com/company-culture-at-google/

Institute[51], focused on business analytics and company analysis. The information provided and developed by Panmore Institute also appeared to be handy while studying the organizational practices of Procter & Gamble[52]. Other information sources, which facilitated the analysis of P&G were the official reports and data published by the company itself, such as the P&G Citizenship Report[53] for the last year 2022 and the information on the policy regarding the employees. Moreover, the results of research of the employee perception of P&G[54] conducted by the MIT Sloan School of Management were also used to supplement the study. Last but definitely not least, it is necessary to outline the sources employed for the analysis of Sberbank organizational practices. For that purpose, the information provided by Sberbank directly was used, concerning the employee development, communication and well-being[55]. Now, as we have covered the sources which helped identify the chosen companies' organizational practices, let us also review the second step of the process prior to the quantitative study. In order to corroborate findings from the secondary data sources and potentially gain some additional insights into the practices used by the analyzed companies, two interviews were held with the current employees of the companies which are being studied. As part of research, we managed to reach out to the employee of Procter & Gamble, and to the employee of Sberbank in order to organize interviews. Unfortunately, it did not appear possible to organize an interview with the employee of Google (Alphabet), however, the information on the human resource management practices of Google was gathered from the published academic paper, as well as from other credible information sources, which partly compensates for the absence of the interviewee. The interviews which were held were about 15 to 20 minutes long, as the goal to corroborate the findings from the secondary data could be achieved rather quickly and did not require a significant amount of time. During the rest of the interview process, the interviewees suggested some ideas which proved to be valuable for the study. For instance, the organizational practice of internal promotion as the key element of the human resource management was pointed out as part of the P&G practices during the respective interview, also, the practice of holding the corporate events and celebrating birthdays of colleagues and

---

[51] Smithson, N. (2022). Google's organizational culture for competitive innovation. *Panmore Institute Article*. Retrieved from https://panmore.com/google-organizational-culture-characteristics-analysis.

[52] Smithson, N. (2017). Procter & Gamble Organizational Culture of Mission Fulfillment. *Panmore Institute Article*. Retrieved from https://panmore.com/procter-gamble-organizational-culture-mission-fulfillment

[53] Procter & Gamble. (2022). Citizenship Report. Retrieved from https://us.pg.com/citizenship-report-2022/

[54] MIT Sloan School of Management Study. How Employees Talk About Culture at P&G. Retrieved from https://sloanreview.mit.edu/culture500/company/c468/P_G

[55] Sberbank. Employee Development Report. Retrieved from https://www.sberbank.com/sustainability/employees

important dates for the company was specifically highlighted during the interview with the Sberbank employee. The full list of identified practices will be presented below.

Moreover, it is also necessary to point out, that beyond being the leading HR brands, the chosen companies also are much alike in terms of size of business, number of people employed, approach to the well-being of employees, etc. The choice of enterprises for gathering the information about the practices shaping safe organizational climate was guided by the conscious decision to allow for the low number of discrepancies between the companies, so that the result of the analysis is most meaningful and justified for the use in the quantitative study.

After the analysis of the documentation presented by the respectful companies, as well as the interviews of the representatives of these companies, a certain set, or list, of organizational practices aimed at creating safe climate was compiled. The mentioned list based on the data gathered on all of the three companies comprises the following elements:

- Openness in communication, providing space for employees to display talents, ideas, thoughts without resistance from management
- Providing the flexibility of working for the employees, such as workplace and time
- Ensuring the person-job fit, or rather, person-organization fit
- Providing for career changes within the company, including turn-arounds
- Providing training and development opportunities for employees, including self-development features
- Communicating core values, mission and vision of the organization to the employees
- Flatness of organizational structure
- Checking on the employee satisfaction and happiness, getting their feedback
- Creating the risk-taking, experimenting, instead of risk-averse culture
- Trusting and empowering the employees, involving the employees in decision-making
- Cross-functional organizational structure, which promotes the closer connection between different departments, teams, etc.
- Encouraging individual burnout prevention by providing advice on the topic, recommendations to the employees on how to improve well-being, keep the peace of mind

- Using the concept of radical candor: demonstrating the personal care for the colleagues and employees, while being straightforward and honest when necessary

- Internal promotion, identification of talented employees and development of their competences to ensure the future of management in the company

- Smart services which facilitate employee growth and career management

- Providing psychological support to employees via phone/internet

- Holding events for joint recreation, like anniversaries of employees, trips out of town, corporate events

Now, before proceeding further with the organization of the quantitative study, let us highlight the strong connection between the identified practices used in the real-life experience and processes of the renowned companies and the theory we have previously covered, which elaborates on the organizational practices helping to create safe organizational climate. Should we consider such practices as the cross-functional organizational structure, or flatness of the organizational structure, there is a clear link with the earliest theories on the important dimensions of the organizational climate, such as the one by Litwin and Stringer, which pointed out the structure of the organization as a crucial defining factor. Moreover, if we look at the much more recent research, such as the mentioned study by Bronkhorst from 2015, we would come across such a dimension of organizational climate, as the relations with co-workers, being defined as one of the most important, while the mentioned cross-functional organizational structure emphasizes the closer connection and relations between various departments and teams inside the organization. In addition, if we continue to outline the link between practice and theory, the abovementioned study by Grojean pointed out the forming formal socialization activities, providing feedback, coaching, and support, as well as striving for person-environment fit as substantial ways of influencing and creating the desired organizational climate. The identified practices of holding corporate events for joint recreation, ensuring the person-organization fit and providing employees with recommendation for keeping their well-being, with addition of the direct psychological help if necessary, are perfectly aligned with the theoretical concepts put forward by Grojean. Moreover, the importance of feedback as a factor influencing the employee psychological well-being, highlighted in the number of studies, also appears to be covered in the identified practices, citing the relevance of checking on the employee happiness and satisfaction. Then, should we consider the reviewed study by Viitala, which described the key characteristics of the safe organizational climate, we would identify such characteristic as "supportive of new ideas", which is perfectly reflected by the identified practice of openness in communication, allowing for the expression of

ideas and opinions without constant resistance from management. It should not also be missed, that the aspect of innovativeness and experimenting as a positive influencing factor for the employee well-being was also mentioned in theory, together with the importance of providing employees with the higher level of individual responsibility, involving them in the processes of decision-making. Such practices were also identified in the studied companies, as the human resource management policies involved the higher level of trust and empowerment of employees, as well as creation and maintenance of risk-taking, rather than risk-averse culture.

Thus, as the connection between the theory and practical solutions in the analyzed companies has been established, it is also important to create a better organization of identified practices, structure them accordingly. In order to achieve that, it was decided to create a framework of these practices, dividing them according to their common features. That would be necessary, so that the practices are presented to the respondents in the quantitative study in the meaningful way, and not all at once, creating an unsuitable environment for the identification of the most important ones. Thus, we should identify the mentioned common features and structure the practices into the logically and methodologically justified groups. For the identification of such features and the subsequent division, we turn to the method which is widely used as a way to group the qualitative data based on the commonality between the individual pieces of such data. In order to create the proposed framework, we employ the pattern matching technique, with various approaches to it described by many prominent researches. However, for our particular study, we will use the approach developed by R. Yin, who proposed two types of pattern matching: the pattern in a non-equivalent dependent variables design and the pattern in a non-equivalent independent variables design[56]. Since we want to group practices based on common features, the first approach is the better choice for the study, as it presupposes that the initially predicted value must be found for each element of a pattern of dependent variables. Here, we should also clearly identify such important terms as "expected pattern" and "observed pattern". While the latter will emerge as the result of the analysis of the practices, the first should be defined prior to analysis and serve as a tool for theoretical comparison. As we know, the predicted or expected pattern can be derived from literature or theory, which is exactly the case for our study. For that purpose, we can use the framework extensively mentioned in the literature review for the study and further – the one developed by Litwin and Stringer, regarding organizational climate and the main constituting elements of it. Those elements would be the groups we will use as the expected patterns when

---

[56] Hak, T., & Dul, J. (2009). Pattern Matching. Research Papers in Economics. Retrieved from https://www.researchgate.net/publication/46433896PatternMatching

reviewing the identified practices from the case studies, and see how, if they do, the actual observed patterns in the identified practices will differ from the expected.

Thus, we should elaborate on the constituting elements of the organizational climate, according to the theory we employ. Those elements are: organizational structure, conflict management and resolution, risk-taking or risk-aversion, level of individual responsibility, level of employee rewards, level of warmth and support for employees. If we look at the supplementary literature, we would identify the practical guidance for the use of the pattern matching technique, which highlights the formulation of the expected patterns as a concrete sentences[57]. Operating with that notion in mind, we could transform the simply outlined elements of organizational climate, as they were identified by Litwin and Stringer, which were chosen to be used as the expected patterns. As a result, should we formulate the corresponding sentence for each of the seven elements, or dimensions, of organizational climate, that could be done in the following way:

- "Organizational structure and practices which define such structure are a constituting element of the organizational climate"

- "Conflict management and resolution, as well as practices which define conflict management and resolution, are a constituting element of the organizational climate"

- "Risk taking or risk-aversion in the organization, as well as the practices which define attitude to risk in the organization, are a constituting element of the organizational climate"

- "Level of individual responsibility and practices which define such level in the organization are a constituting element of the organizational climate"

- "Level of employee rewards and practices which define such level in the organization are a constituting element of the organizational climate"

- "Level of warmth and support for employees, as well as practices which define such level in the organization, are a constituting element of the organizational climate"

Now, as we proceed further to the matching of the successfully formulated expected patterns to the actual observed patterns, we would have to identify whether the contents of the organizational practices we found in the studied companies correspond with the contents of the expected patterns. The further analysis has demonstrated that some of the practices were consistent

---

[57] Almutairi, A., Gardner, G., & McCarthy, A. (2014). Practical guidance for the use of pattern-matching technique in case-study research: A case presentation. Nursing and Health Sciences, 16(2), 239-244.

and correspondent with the expected patterns, while some appeared to form the pattern of their own, slightly or recognizably different from the expected ones. We should take the look at the final observed patterns step-by-step.

One of the patterns observed and identified in the set of practices gathered turned out to match and be consistent with the expected pattern. That is the pattern regarding the organizational structure. The following practices were the ones forming the observed "organizational structure" pattern:

- Cross-functionality of organizational structure, resulting in the closer connection between different departments and teams
- Flatness of organizational structure, resulting in less hierarchical relations in the organization

Moreover, there is another expected pattern that was indeed observed in the practices identified. That is the pattern regarding the "warmth and support for employees". The practices which formed the observed pattern are:

- Providing advice and recommendations to the employees on how to improve well-being, keep the peace of mind and better psychological state
- Checking on the employee satisfaction and happiness, getting their feedback on a regular basis
- Providing professional psychological support to employees via technological means (phone/internet)
- Holding events for joint recreation, like anniversaries of employees, trips out of town and other corporate events

Now, we shift from the patterns which were consistent with the expected ones to the observed patterns which appeared to differ from the theory we have based the expectations on. Despite the possibility to attribute some of the practices to the expected pattern of "level of employee rewards", after careful consideration and analysis, another, broader pattern was identified, which can actually be corroborated by the research in the field of organizational climate. All of the practices in the pattern elaborate on the various means of advancement of employees within the company and development of their qualifications. Thus, the observed pattern can be summarized as "level of employee development", and comprises the following practices from the cases studied:

- Providing for career changes within the company, including turn-arounds

- Providing training and development opportunities for employees, including self-development features

- Internal promotion, identification of talented employees and development of their competences to ensure the future of the company

- Smart services which facilitate employee growth and career management

Continuing with the observed patterns which differ from the expected, we should review the next one, which is concentrated on the issues of communication within the company and, hence, can be named as "communication between the employees and management". The practices which were determined to be the part of this pattern are:

- Openness in communication, providing space for employees to display ideas and thoughts without resistance from management

- Communicating core values, mission and vision of the organization to the employees

- Using the concept of radical candor: demonstrating the personal care for the employees, while being straightforward and honest when necessary

Now, we come to the final observed pattern which comprises the practices not yet attributed to any of the expected patterns or newly identified observed ones. The essence of these practices is that they reflect and describe the experience of employees as a part of the workforce of a certain organization. These practices define such experience and act as a major influence on how the experience of working at each particular company is perceived. Thus, the identified observed pattern can be defined as "the experience of employees at the workplace". The practices which would belong to the pattern are:

- Providing the flexibility of working for the employees, such as workplace and time

- Ensuring the person-job fit, or rather, person-organization fit

- Trusting and empowering the employees, increasing their involvement in the decision-making

- Creating the risk-taking, experimenting, instead of risk-averse culture

As a result, we can now summarize and compare the expected patterns with the actual observed patterns, highlighting the difference between the theoretical framework we have used as a basis for our expectations and the final observed results which led to the formulation of our own

framework. As we know, the elements of the organizational climate proposed by the Litwin and Stringer were: organizational structure, conflict management and resolution, risk-taking or risk-aversion, level of individual responsibility, level of employee rewards, level of warmth and support for employees. After the analysis of patterns, the proposed framework for further study is the following: organizational structure, level of warmth and support for employees, level of employee development, communication between the employees and management, the experience of employees at the workplace.

Now, as we have successfully developed a framework of various organizational practices which help create the safe organizational climate, we can proceed with this framework further, as we continue the empirical part of the study, and use it while structuring the quantitative part, being the survey of the employees of the Russian companies/organizations.

Quantitative study design

Thus, we shift to the main part of the research with the empirical quantitative part, with the identified practices and formulated organizational climate dimensions used as a basis for the survey structure. The goal of that survey would be to explore the attitude of the employees of the Russian companies towards the introduction of such practices for safe organizational climate, and, more specifically, which practices they view as more important and necessary for introduction.

Moreover, the questions which explore the attitude towards the organizational practices will be preceded by the first part of the survey, which will measure the perception of the employees on how their companies/organizations managed the task of creating comfortable and safe climate, with safe meaning psychologically safe. The methods and tools for the two parts of the survey will be different. Let us review the mode of collecting data for the both parts.

For the first part, devoted to measuring the organizational performance in terms of creating the safe climate as perceived by the employees, the following method will be used. The respondent will be asked to use the rating of one to seven, one being "strongly disagree", two being "mostly disagree", three being "partly disagree", four being "hard to answer", five being "partly agree", six being "mostly agree" and seven being "strongly agree" with the statement that the company/organization has done a good job creating such a climate. Hence, the survey will employ the Likert scale as its tool. That will provide the representation of the overall attitude, and some additional analysis of the gathered data will also be performed.

For the second part, to identify the most important practices according to the employees, the respondents will be asked to rank the different practices presented according to their perception and opinion. The practices will be provided to the respondents in five different blocks. These blocks will comprise from two to five practices, and the respondents will be asked to rank the practices on their importance by assigning the highest number (two, three, four or five depending on the particular block) to the practice they consider most crucial, and the lowest number (one) to the practice which is least essential. Other practices are to be assigned the rest of the numbers (two, three, four) following the same logic – the higher the number, the more important the practice according to the respondent. As a result, we will obtain a ranking for each of the blocks, and will be able to study the potential correlations and connection between the ranking of practices and the data obtained in the first part, as well as the data about age and tenure at work. Such questions will also be the part of the survey, preceding the aforementioned two parts which relate specifically to the organizational climate and practices.

The quantitative nature of the survey creates an advantage in the area of gathering and collecting data, since it provides the most effective and fastest way to collect responses. The survey can be organized and distributed using the internet technologies, which will ensure not only the abovementioned benefits, but also allow to find more potential respondents and broaden the obtained data sample. As for the characteristics of the sample, the current plan is to use non-probability sampling, which can possibly lead to bias due to the awareness of the participant's characteristics. However, this mode of sampling will be more convenient than probability sampling, as obtaining representative sample can be highly problematic. As for the demographic characteristics of the respondents, it can be assumed to be the limitation of the study. According to some of the results already obtained, the respondents majorly represent the age group of 18 to 25 years old, with the smaller part of the respondents belonging to the 35 to 50 age group, and the even smaller number of respondents belonging to the age groups of 25 to 35 and 50 or more years of age. The underlying reason and cause for that is the fact that the ability to easier contact the respondents of the age groups which turned out to be larger in numbers. The approximate eventual size of research sample is expected at about 100 respondents. The total number of answers gathered appeared to be equal to 94 answers.

Quantitative study findings and discussion

Before discussing the findings and results of the survey regarding the organizational climate and practices used in order to shape it, let us first review some of the important

demographic and statistical data gathered in the beginning of the survey, as a precursor to the main two parts mentioned above.

First off, the data about the age groups of the respondents will be presented. As we can see from the Chart 1 below, the expected limitation of the representation of different age groups in the survey has been realized. Due to the ability to easier reach out to and contact representatives of the younger age group, the respondents who are 18 to 25 years of age have constituted the major part of the survey, accumulating to the total of 56 respondents out of 94. The second most represented group, as was also expected, appeared to be the 31 to 50 years of age respondents, with the total of 21 people participating in the survey. The representatives of 25 to 35 and 50 or more age groups were about equal in numbers, with 9 and 8 responses respectively.
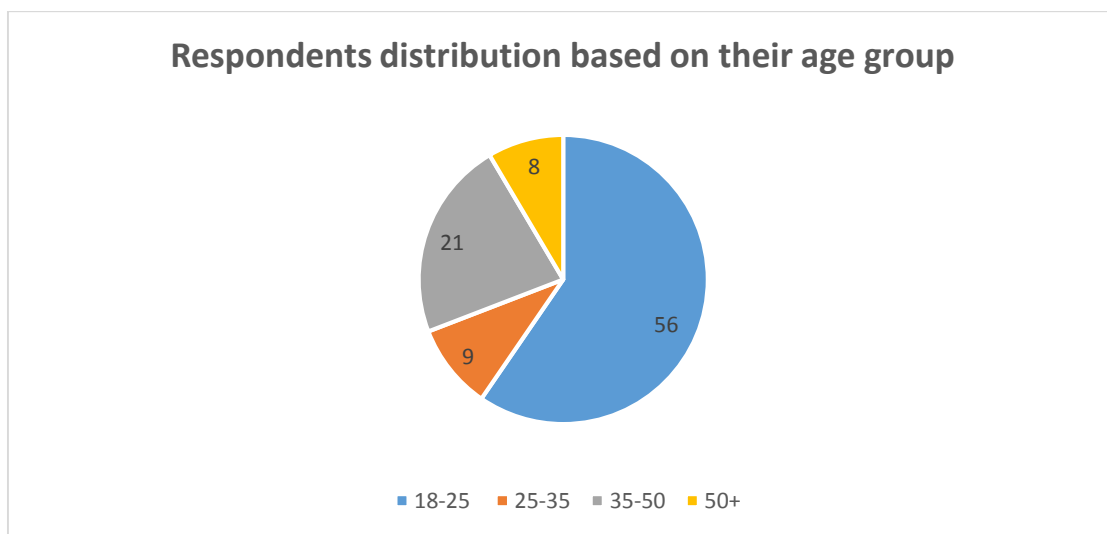

Chart 1. Distribution of survey respondents based on their age groups.

Now, let us also take a look at the data regarding the tenure at the current or last job for the respondents of the survey, presented in the Chart 2. As we can observe, there are two groups of respondents which prevail in the distribution between the categories of job tenure, with the respondents mostly adhering to the less than a year or more than a year at the job groups, being practically equal in numbers. The category of more than 5 years at the job is represented with the substantially less number of employees of Russian companies and enterprises. However, as a hypothesis, we can attribute the distribution between the categories of job tenure that can be observed to the representation of age groups in the survey, which we have reviewed above. Naturally, as more than half of the respondents are 18 to 25 years of age, they would not have enough time to gather more than 5 years of work experience at one particular organization.
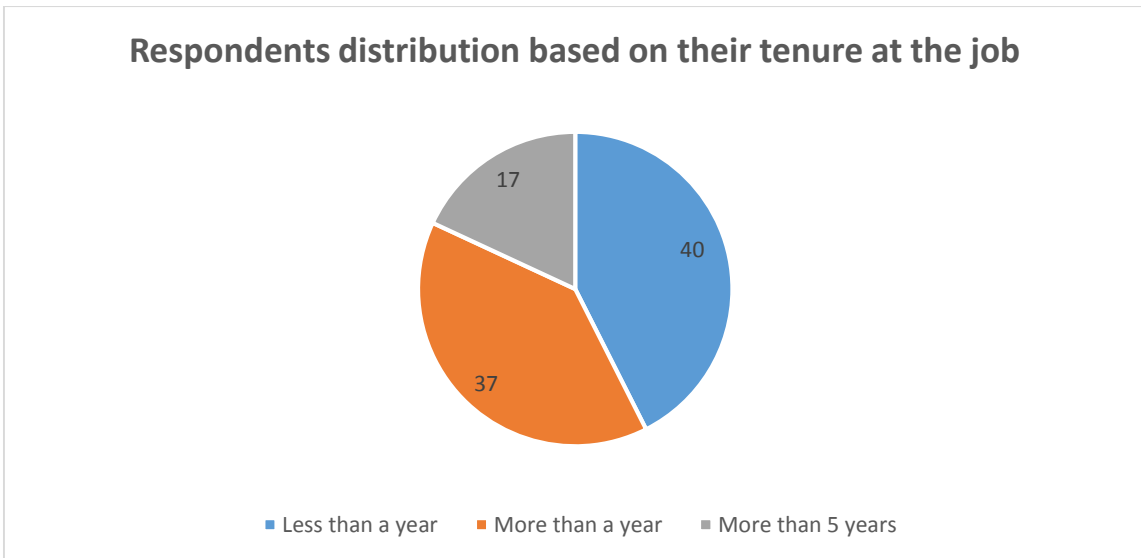
17

40

37

■ Less than a year ■ More than a year ■ More than 5 years

Chart 2. Distribution of survey respondents based on their tenure at their current/last job.

Now, as we have elaborated on the first two data metrics for our respondents, which were of demographical and statistical nature, let us shift to the analysis of the survey results themselves, starting with the first part of the survey, which concentrates on measuring the perception of the employees of the climates in their current organizations. For that purpose, let us review the Table 1 presented below, which outlines the perception of different age groups about the climate in their respective organizations.

Rank of organizational climate	18-25	24-35	35-50	50+	Total
1	2	0	2	0	4
2	0	1	0	2	3
3	8	2	1	1	12
4	6	4	2	0	12
5	10	0	10	2	22
6	18	2	4	4	28
7	10	1	2	0	13

Table 1. The distribution of ranks of organizational climate by the survey respondents, based on their age group.

As becomes evident from the demonstrated data, the majority of the respondents rated the organizational climate in their companies and organizations quite highly. Let us divide the respondents into two different groups, based on their expressed perception of climate. We would consider the respondents who rated the climate in their organizations as average (equal to rank = 4) or below (equal to rank = 3,2 or 1) as the ones having negative perception of the mentioned

climate. The respondents who rated their organization's climate higher than average (equal to rank = 5,6 or 7) would be considered to be the ones with the positive perception of the subsequent climate. Bearing the described considerations in mind, let us look at the Chart 3, which presents the distribution of employees in the two groups formulated above.
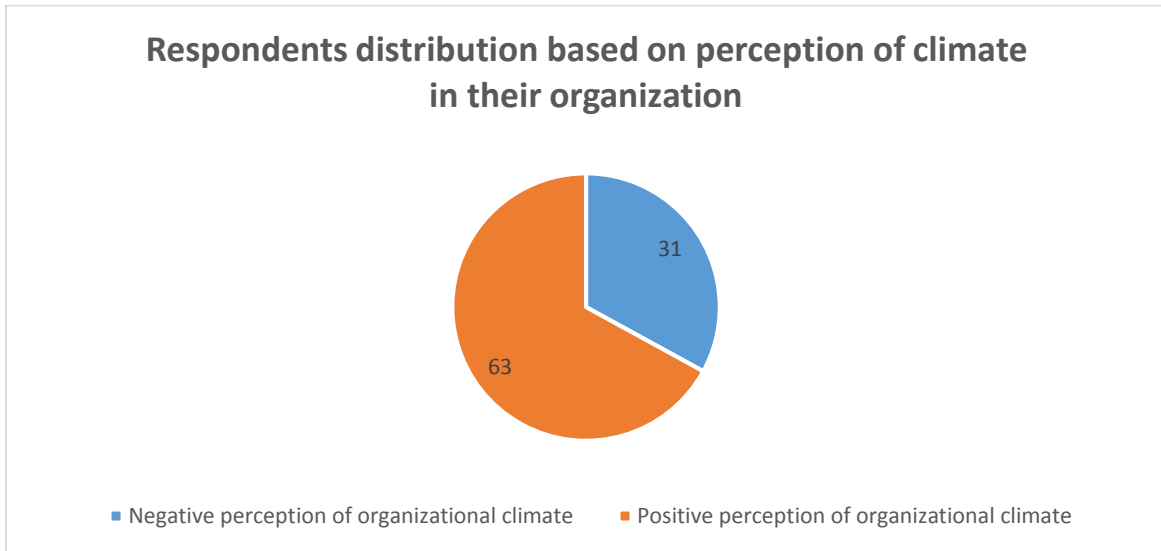

Chart 3. Distribution of survey respondents based on the perception of climate in their organization.

The respondents with the positive perception of organizational climate are much more numerous, with the total of 63 people rating the climate highly. On the contrary, only 31 of the total number of respondents ranked the climate in their organization as average or below average.

Now, as we have reviewed the first part of the survey, which reflects the perception of respondents about the quality of organizational climate in their companies, we should proceed with the analysis and results for the second part of the survey. Firstly, let us quickly revisit the design and mention, that the respondents were asked about the organizational practices they deem most important, and those practices were presented to them in five different blocks, in accordance with the patterns observed when analyzing the practices.

As the beginning, we will start with the results for the whole survey overall, without the division for each particular age group, tenure at the job group or perception of climate group. The described results are available in the Table 2 just below.

Overall results for all respondents				
Communication	Employee development	Organizational structure	Employee experience	Warmth and support for employees

Openness in communication without resistance from management	Tools for development	Cross-functional	Person-organization fit / Trust and employee decision-making	Checking the employee happiness / Corporate events

Table 2. Most important organizational practices in each of the survey blocks, according to all of the respondents.

As can be observed, in some of the blocks, the leading and most important practices were clearly identified, while in two the final results of the survey did not allow to clearly identify the organizational practice deemed to be most crucial. The additional data, which represents the distribution of votes in all details, as well as demonstrates the number of high rank votes assigned by the respondents to each of the practices, is available in the Appendix 1. Should we elaborate more on the practices chosen by all respondents, the one which received most votes in the communication block of the survey turned out to be the "openness in communication and expression of thought and ideas without the resistance from management". For the employee development block of the survey, the leading practice is "providing tools, such as programs, for the development of the employees". As for the organizational structure block of the survey, the most important practice according to the respondents is "cross-functional structure, emphasizing connection between different departments and teams". Now, we arrive at the two blocks, where two varying practices received equal, or extremely close to equal (with the difference of less than two votes) number of votes. For the employee experience block, the respondents found the "ensuring the person-organization fit" and "trusting and empowering of the employees by involving them in decision-making" equally important. The situation is alike for the warmth and support for employees block of the survey, with "checking the satisfaction and happiness of the employees" and "holding corporate events for joint recreation" splitting the final vote equally.

Hence, as we have reviewed the overall results for all of the respondents, and obtained the notion of the most crucial organizational practices in their opinion, we can shift to the analysis of the results for the different groups of respondents. Those groups have been outlined in the beginning of this part of the study, being based on the age, tenure at the job and perception of climate in the organization the respondents work for.

We will review the results for the various groups by each block of the survey. The first one to be analyzed and described would be the communication block, with the results for it presented in the Table 3 below.

Communication block				
Age groups	18-25	25-35	35-50	50+
-	Openness in communication without resistance from management	Openness in communication without resistance from management	Communicating mission, vision and values	Openness in communication / Communicating mission, vision and values
Tenure at the job	Less than a year	More than a year	More than 5 years	
-	Openness in communication / Communicating mission, vision and values	Openness in communication without resistance from management	Communicating mission, vision and values	-
Perception of climate	Negative	Positive		
-	Openness in communication without resistance from management	Openness in communication / Communicating mission, vision and values	-	-

Table 3. Most important organizational practices of the communication block, according to the respondents, organized depending on age group, tenure at the job and perception of organizational climate.

First, let us review the results for the different age groups. As is clearly demonstrated by the results of the survey, the 18 to 25 years of age and 25 to 35 years of age groups of respondents hold "openness in communication and expression of thoughts and ideas without the resistance from management" most crucial when it comes to the organizational practices defining organizational climate through the dimension of communication. However, as we reach the 35 to 50 years of age group, the "communication of mission, vision and values of the organization to the employees" appears to gain the highest importance. As for the 50 or more years of age group, the final results remain uncertain, as both "openness in communication and expression of thoughts and ideas" and "communication of mission, vision and values of the organization" received the similar amount of votes from the respondents, as can be observed in detail in Appendix 2.

Continuing the analysis, we move on to the results for the groups varying in their tenure at the job. Once again, for the respondents who spent less than a year at their current place of work, there was no possibility to clearly determine the most important practice, with "openness in communication" and "communication of mission, vision and values" receiving the identical amount of votes. However, as we explore the results for the more than a year and more than a five years' groups of respondents, we will come across clear and undisputed results, showing

"openness in communication" being the priority for the first group, and "communication of mission, vision and values" being the priority for the latter. It is necessary to point out, that none of the groups identified the third practice in communication block, "using the concept of radical candor" as the most crucial.

Last but not least, we should also closely consider the results for the two groups differing in their perception of organizational climate at their place of work. As we can see in the Table 3, "openness in communication" is the leader yet again, being the sole choice for the group exhibiting negative perception of climate and sharing the number of votes with the "communication of mission, vision and values" for the group with positive perception of their organizations' climate.

Now, following the same logic as we did before when analyzing the communication block for the different groups of respondents, we are ready to proceed with the next, employee development block of the survey. The results for it, similar to the situation with communication, are presented in entirety, right below, in the Table 4.

Employee development block				
Age groups	18-25	25-35	35-50	50+
-	Internal promotion	Tools for development	Tools for development	Internal promotion / Tools for development
Tenure at the job	Less than a year	More than a year	More than 5 years	
-	Help in career management	Internal promotion	Tools for development	-
Perception of climate	Negative	Positive		
-	Internal promotion / Tools for development	Tools for development	-	-

Table 4. Most important organizational practices of the employee development block according to the respondents, organized depending on age group, tenure at the job and perception of organizational climate.

As we start to analyze the results for the employee development block, we will start with the age groups, similarly to the communication block analysis. The results of the survey clearly

indicated that both the 25 to 35 years of age and 35-50 years of age groups of respondents deemed the "provision of tools, such as programs, for the development of the employees" to be most crucial practice in the block. The respondents belonging to the 18 to 25 years of age group chosen the "internal promotion and identification of talent to ensure the future of the company" as their priority, while the votes were split equally in the 50 or more years of age group of respondents, indicating that "internal promotion" and "tools for development of employees" practices bear the similar significance to this particular group.

Now, we proceed with the review of the results depending on the difference in tenure at the job. Interestingly, the less than a year at the job group of respondents indicated that most important organizational practice in their opinion is "providing help in career management through smart services". As for other groups, the respondents who have spent more than a year at their job highlighted the "internal promotion" practice, while the ones who have been employed by the particular firm for 5 years or more prioritized the "tools for employee development" practice.

Following the established logic of analysis, we now explore the results for the perception of organizational climate groups. As is evident from the Table 4, these groups do not present unexpected results, with respondents of the positive perception choosing the "tools for employee development" by a safe margin (see Appendix 7 for details), and the respondents with negative perception of climate splitting their votes between the "tools for employee development" and "internal promotion" in similar numbers, not allowing for the clear identification of the most important practice in their perception. It should be duly noted, that none of the groups selected the "providing the possibility of career changes within the company" as the most important in the analyzed employee development block.

Thus, we have reviewed the survey results for the employee development block, and are able to proceed further, to the analysis of the organizational structure block. The eventual results for the structural practices defining organizational climate as they are viewed by the respondents are represented in the Table 5 below.

Organizational structure block				
Age groups	18-25	25-35	35-50	50+
-	Cross-functional	Cross-functional	Cross-functional	Cross-functional
Tenure at the job	Less than a year	More than a year	More than 5 years	

43

	Cross-functional	Cross-functional	Cross-functional	-
-				
Perception of climate	Negative	Positive		
	Cross-functional	Cross-functional	-	-
-				

Table 5. Most important organizational practices of the organizational structure block according to the respondents, organized depending on age group, tenure at the job and perception of organizational climate.

Unfortunately, the final results for the organizational structure block of the survey do not leave much room for analysis or pointing out the difference in approach by the various respondent groups. As we can observe, all respondents, regardless of their age group, tenure at the job or perception of climate in their organizations defined the "cross-functional organizational structure, emphasizing the closer connection between departments and teams" as the most important. None of the groups have chosen the "flatness of organizational structure, with less hierarchical relations", another practice presented in the block, as the priority. However, should we take a look at the theory regarding the constituting and essential elements of organizational climate, the situation becomes much less puzzling. As "cross-functional organizational structure" promotes the connection between the co-workers and colleagues, the "flatness of organizational structure" is focused on the connection between the employee and management. While the latter is no doubt important, the first has been emphasized by multiple researches to be the defining element of climate, one of the most crucial characteristics of it, appearing to bear higher significance theory-wise, than the relations between employee and management. Hence, the results that were obtained in the survey and favored the "cross-functional organizational structure" practice that much can be partly explained by that theoretical consideration.

Finishing with the considerations for the organizational structure block, we gradually shift to the results for the next one, which sought to explore the attitude of the respondents towards the presented practices regarding the experience of the employee in the organization. The mentioned results are demonstrated in the Table 6.

Employee experience block				
Age groups	18-25	25-35	35-50	50+
-	Flexibility / Trust and employee decision-making	Person-organization fit / Trust and employee decision-making	Person-organization fit	Person-organization fit
Tenure at the job	Less than a year	More than a year	More than 5 years	
-	Flexibility / Person-organization fit	Person-organization fit	Person-organization fit	-
Perception of climate	Negative	Positive		
-	Person-organization fit	Flexibility / Trust and employee decision-making	-	-

Table 6. Most important organizational practices of the employee experience block according to the respondents, organized depending on age group, tenure at the job and perception of organizational climate.

Similar to before, we start the analysis of the survey results with the age groups and differences between their perception of most important practices. First off, it can be pointed out that the 35 to 50 years of age, together with the 50 or more years of age, groups of respondents clearly selected the "ensuring the person-organization fit" as the key, necessary organizational practice. However, the picture changes quite significantly, should we look at the remaining age groups. The 25 to 35 years of age respondents held the "trusting and empowering of the employees by involving them in decision-making" practice in equal importance, giving the similar amount of votes to both. At the same time, we can see the introduction of the new practice to the mix – "the flexibility of working, such as workplace and time" as we review the results for the 18 to 25 years of age group, which received the same level of recognition as "trusting and empowering of the employees by involving them in decision-making".

Now, as for the results for the tenure at the job groups of respondents, it is easily identifiable that the organizational practice of "ensuring the person-organization fit" has prevailed over the over options, being the clear and non-disputed choice for the more than a year and more than five years at the job respondent groups. Nevertheless, the practice was challenged in the less than a year at the job group by the abovementioned "flexibility of working", which appears to be logical, as the younger age group of 18 to 25 years of age selecting "the flexibility" as a key practice is

widely represented in the less than a year at the job group, with many of the respondents just starting out their professional careers.

Finally, the results for the two different perceptions of organizational climate are also to be reviewed. Different from the situation observed prior, in other blocks of the survey, the selection of the key practice(s) for the negative and positive perception of climate is entirely different. The respondents with the negative perception defined the "ensuring the person-organization fit" practice as the most important, while the respondents with positive perception of climate split their opinion between the other two practices – "flexibility of working" and "trusting and empowering of the employees". It should be highlighted, that the "creating risk-taking and experimenting, instead of risk-averse, culture" practice has not been selected as primary by any of the groups represented in the survey, receiving an unexpectedly high amount of low ranks from the respondents (see Appendix 2, Table 4 as an example).

As we have finished the analysis for the employee experience block, we proceed to the last, fifth block of the survey, elaborating on the organizational practices which constitute the warmth and support for employees provided by the company or organization. The results for the respective block of the survey are provided in their entirety in the Table 7.

Warmth and support for employees block				
Age groups	18-25	25-35	35-50	50+
-	Well-being recommendations / Checking the employee happiness	Well-being recommendations / Checking the employee happiness	Corporate events	Corporate events / Checking the employee happiness
Tenure at the job	Less than a year	More than a year	More than 5 years	
-	Well-being recommendations	Direct psychological help	Checking the employee happiness	-
Perception of climate	Negative	Positive		
-	Checking the employee happiness / Well-being recommendations	Checking the employee happiness / Corporate events	-	-

Table 7. Most important organizational practices of the warmth and support for employees block according to the respondents, organized depending on age group, tenure at the job and perception of organizational climate.

As we can immediately spot, unlike the other block of the survey, the warmth and support for employees features each of the presented practices selected as primary at least once. If we continue with the previous way of analysis and focus on the age groups, we would point out the complete similarity of choice with the 18 to 25 years of age and 25 to 35 years of age groups of respondents. Both deemed the "providing recommendations to the employees on how to improve well-being and psychological state" and "checking on the employee satisfaction and happiness, getting their feedback" as the most important. As for the 35 to 50 years of age and 50 or more years of age groups, the common ground turned out to be the perceived significance of the "holding the corporate events for joint recreation" practice, with the "checking on the employee satisfaction and happiness" playing an equally important role in the case of the 50+ age group respondents.

With the groups for the tenure at the job, the situation is slightly different. While the less than a year at the job group and more than five years at the job one picked the practices we are already familiar with, being the "providing recommendations to the employees on how to improve well-being and psychological state" and "checking on the employee satisfaction and happiness" respectively, the more than a year group introduces the yet unmentioned practice of "providing direct psychological help to employees".

Last but not least, we should also provide an overview for the different perceptions of climate for the warmth and support for the employees block. At this time, the common ground for both of the groups appeared to be the "checking on the employee satisfaction and happiness" practice, while the "providing recommendations to the employees on how to improve well-being and psychological state" was the specific and equally important choice for the respondents with negative perception of climate, and "holding the corporate events for joint recreation" was the choice for the respondents with positive perception. The result might be explainable by the inference that the respondents with positive perception of climate in their organization are more eager to spend time with their colleagues, while the employees with negative perception would prefer the way to mitigate the consequences of the unfriendly work environment.

Thus, we have completed the review and analysis of the preferences in organizational practices of different respondent groups formed based on their age, tenure at the job or organizational climate perception. Now, in order to summarize and present a holistic picture in the end of the discussion, to provide better conditions for exploring the results, we would organize a table showcasing the choice of each practice by each particular group.

Practices and their selection

Communication block	Age groups	Tenure at the job groups	Perception of climate groups
Openness in communication without resistance from management	18-25; 25-35; 50 or more	Less than a year at the job; more than a year at the job	Negative perception of climate; Positive perception of climate
Communicating mission, vision and values	35-50; 50 or more	Less than a year at the job; more than five years at the job	None
Using the concept of radical candor	None	None	None
Employee development block			
Change of career path	None	None	None
Tools for development	25-35; 35-50; 50 or more	More than five years at the job	Negative perception of climate; Positive perception of climate
Internal promotion	18-25; 50 or more	More than a year at the job	Negative perception of climate
Help in career management	None	Less than a year at the job	None
Organizational structure block			
Cross-functional	Each of the age groups	Each of the tenure at the job groups	Each of perception of climate groups
Flatness	None	None	None
Employee experience block			
Flexibility	18-25	Less than a year at the job	Positive perception of climate
Person-organization fit	25-35; 35-50; 50 or more	Less than a year at the job; More than a year at the job; More than 5 years at the job	Negative perception of climate
Trust and employee decision-making	18-25; 25-35	None	Positive perception of climate
Risk and innovation	None	None	None
Warmth and support for employees block			

Recommendations for well-being	18-25; 25-35	Less than a year at the job	Negative perception of climate
Checking the satisfaction and happiness	18-25; 25-35; 50 or more	More than 5 years at the job	Negative perception of climate; Positive perception of climate
Direct psychological help	None	More than a year at the job	None
Corporate events	35-50; 50 or more	None	Positive perception of climate

Table 8. The selection of the practices for each of the blocks of the survey by each of the respondent groups.

As the table above serves as the summary of the research results, we would not comment on the details of the choices made by the different groups of respondents, as we have extensively done so above, while analyzing each particular block. There is only one phenomenon of special interests, which the author evaluates as worthy of describing and analyzing. If we draw attention to the employee experience block in the Table 8 presented above, we would identify, that none of the respondent groups defined "creating risk-taking and experimenting, instead of risk-averse, culture" as a crucial practice. On the contrary, should we review the data presented in each of the Appendices, we would arrive at the conclusion that all respondents demonstrated highly risk-averse attitude, rating the risk-taking and experimenting as the least important practice on multiple occasions. Moreover, the younger respondents of the 18 to 25 age group exhibited the same risk-aversion as the other, more senior groups, as becomes evident from the Appendix 2, providing data on the votes by the 18 to 25 years of age group. The possible explanation for this unexpected occurrence is the current ongoing events and crisis, adding a constant element of instability and unpredictability of the future, making the employees of all ages strive for the risk-free employment.

Thus, as we have reviewed the results of the study, we can now summarize them and elaborate on their potential use by the representatives of various companies operating in Russia. Let us consider the managerial implications and usefulness of the findings of the study right below.

Conclusion

Hence, we have reached the goal of exploring the attitude of the members of the Russian workforce towards the practices constituting anti-burnout organizational climate. To achieve that goal, we have used the quantitative methods of research and arrived at the results, which serve as a reflection of perception of various respondent and employee groups, outline which practices are considered least and most important and elaborate on the differences between the ranking of the

practices stemming from the variation in age, tenure and current organizational climate perception. Should we take a closer look at the results, we should review them in two steps – first, the overall results for all respondents, and second, the results for each of the groups which have been analyzed. The overall results present us with the following findings: the most important practices according to the perception of Russian employees are openness in communication and expression of ideas and thoughts without resistance from management; providing tools for development to temployees, such as special development programs; implementing the cross-functional organizational structure; ensuring the person-organization fit; trusting and empowering employees by involving them in the decision-making processes; checking the employee satisfaction and happiness through available means; holding corporate events. If we proceed to the second step and elaborate on the obtained results for the different respondent groups analyzed, we should point out that younger respondents (18 to 25 years of age group), beyond the practices already mentioned for overall results, also prioritized the practice of internal promotion in the organization, flexiblity of the working conditions, as well as providing recommendations (from the employer) to the employees about ways to enhance their well-being. The priorities for the 25 to 35 years of age group remained the same as the overall results, with the exception of well-being recommendations being more valuable than corporate events. Both the 35-50 and more than 50 years of age groups emphasized communication of mission, vision and values as more important than openness in communication. However, that is pretty much all discrepancies for these two groups from the overall results, as they are limited to 50 or more years group also mentioning internal promotion and leaving out trusting and empowering employees, and 35 to 50 years group not mentiong checking the satisfaction of employees as highly important. As for the groups of tenure at the job, less than a year group respondents preferred both openness in communication and communication of mission, vision and values, help in career management, flexibility of working conditions and recommendations for well-being to the employees. More than a year at the job group also selected openness in communication, internal promotion, person-organization fit and provision of direct psychological help, while more than five years group prioritized communication of mission and values, providing tools for employee development, person-organization fit and checking the happiness and satisfaction of employees. Finally, as for the perception of climate groups, both agreed on the importance of openness in communication and provision of tools for employee development, while negative perception respondents also pointed out internal promotion. In addition, respondents with positive perception of climate emphasized the flexibility of working conditions, trusting and empowering of the employees, checking the satisfaction and holding the corporate events, while the negative perception respondents were primarily voting for person-

organization fit, recommendations for employee well-being and, once again, checking the satisfaction and happiness of employees.

With the obtained results, it is now possible to formulate concrete recommendations for different companies about which practices to start with, should they seek to create safe organizational climate. The division of data based on the different characteristics of respondents will make it possible to adjust the set of practices to foster taking into account the composition of the current personnel of the organization. For instance, start-ups with the predominantly young workforce just starting their careers will be able to identify the practices relevant for them and focus on their creation, while the older companies with the employees which have worked there for an extended period of time will also have an ability to do the same. Thus, the study provides the managerial contribution and implications, allowing the human resource managers and other professionals to better navigate the processes and practices of their companies as it begins to create anti-burnout organizational climate. With the data obtained through the study, managers will have a notion of the potential priorities of the employees in their respective organizations, hence giving them the ability to achieve the desired results in terms of organizational climate quicker and more effectively.

BIBLIOGRAPHY

1. Almutairi, A., Gardner, G., & McCarthy, A. (2014). Practical guidance for the use of pattern-matching technique in case-study research: A case presentation. Nursing and Health Sciences, 16(2), 239-244.

2. Amponsah-Tawiah, K., Akosua, K., & Samuel, D. (2020). Safety climate and employees' voluntary work behaviors: The moderating role of employees' voice. International Journal of Workplace Health Management, 13(5), 561-581.

3. Bronkhorst, B., Tummers, L., Steijn, B., & Vijverberg, D. (2015). Organizational climate and employee mental health outcomes: A systematic review of studies in healthcare organizations. Health Care Management Review, 40(3), 254-271.

4. Cherniss, C. (1980). Staff burnout: Job stress in the human services. Sage Publications.

5. D'Alleo, G., & Santangelo, A. (2011). Organizational climate and burnout in call-center operators. Procedia – Social and Behavioral Sciences, 30, 1608-1615.

6. Daley, M. R. (1979). Preventing worker burnout in child welfare. Child Welfare, 58(7), 443-450.

7. Dollard, M. F., Dormann, C., Tuckey, M. R., & Escartin, J. (2017). Psychosocial safety climate (PSC) and enacted PSC for workplace bullying and psychological health problem reduction. European Journal of Work and Organizational Psychology, 26(6), 844-857.

8. Drayton, M. (2021). Anti-burnout: How to create a psychologically safe and high-performance organization. Taylor & Francis.

9. Etzion, D. (1988). Understanding the Dynamics of Burnout through Cross-Cultural Research: Reflections on the Comparison between Israelis and Americans. Tel-Aviv University, The Israel Institute of Business Research.

10. Feringa, A. (2018). Mental health in the workplace - Leading global health risk. ADIPEC 2018. Abu Dhabi.

11. Gabriel, K. P. and Aguinis, H. (2022). How to prevent and combat employee burnout and create healthier workplaces during crises and beyond. Business Horizons.

12. Gayman, M. & Bradley-Engen, M. (2013). Organizational climate, work stress, and depressive symptoms among probation and parole officers. Criminal Justice Studies, 26(3).

13. Glisson, C. J., & Lawrence, R. (2002). The cross-level effects of culture and climate in human service teams. Journal of Organizational Behavior, 23(6), 767–794.

14. Goleman, D. (2000). Leadership that gets results. Harvard Business Review.

15. Green, D. (1984, June). A framework for considering the burnout syndrome. New Doctor, (32).

16. Grojean, M. W., Resick, C. J., Dickson, M. W., & Smith, D. B. (2004). Leaders, values, and organizational climate: Examining leadership strategies for establishing an organizational climate regarding ethics. Journal of Business Ethics, 55(3), 223-234.

17. Jalilianhasanpour, R., Asadollahi, S., & Yousem, D. M. (2021). Creating joy in the workplace. European Journal of Radiology, 145.

18. Junca-Silva, A., & Freire, M. (2022). The role of organizational climate and work-family conflict in burnout: The case of teachers. Sustainability, 14.

19. Kim, B. S. (1990). Alternative models of burnout phases: Test of the three MBI subdimensions, concurrent validity, and utilities. University of Georgia.

20. Kumar, S. (2016). Burnout and Doctors: Prevalence, Prevention and Intervention. Healthcare, Occupational Health Issues in the New Millennium, 4(3).

21. Lan, Y., Huang, W., Kao, C., & Wang, H. (2020). The relationship between organizational climate, job stress, workplace burnout, and retention of pharmacists. Journal of Occupational Health, 62(1).

22. Lapointe, J.B. (1981). Organizational Schemata: Cognitive Structures Underlying Organizational Climate Perceptions. University of Michigan.

23. Leatz, A.C. & Stolar, W.M. (1993, November). When work gets to be too much. World Executive Digest.

24. Lee, E., Esaki, N., Kim, J., Greene, R., Kirkland, K., & Mitchell-Herzfeld, S. (2013). Organizational climate and burnout among home visitors: Testing mediating effects of empowerment. Children and Youth Services Review, 35(4), 594-602.

25. Leiter, M. P., & Maslach, C. (1999). Six areas of worklife: a model of the organizational context of burnout. Journal of Health and Human Services Administration, 21(4), 472-489.

26. Litwin, G. H., & Stringer, R. A. Jr. (1968). Motivation and organizational climate. Division of Research, Harvard Business School.

27. Lubranska, A. (2011). Organizational climate and burnout syndrome. Medycyna Pracy, 62(6), 623-631.

28. Maslach, C. (1982). Understanding burnout: Definitional issues in analyzing a complex phenomenon. Job Stress and Burnout, Sage Publications, 29-40.

29. Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. Journal of Occupational Behavior, 2(2), 99-113.

30. Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. Jossey-Bass.

31. Matsuzaki, P., Mariya, F., Ueno, L., & Gimenes, M. (2021). Physician burnout: prevention strategies. Rev Bras Med Trab, 19(4), 511-517.

32. Morris, J., Tupitsa, E., Dodd, H. F., & Hirsch, C. R. (2022). Uncertainty makes me emotional: Uncertainty as an Elicitor and Modulator of Emotional states. Frontiers in Psychology, 13.

33. Neilhouse, O. (1981, September-October). Burnout: a real threat to human resources managers. Personnel, 25-32.

34. Ostermeier, K., Cooper, D., & Caldas, M. (2022). Can I be who I am? Psychological authenticity climate and employee outcomes. Human Performance, 35(1), 1-30.

35. Otto, R., & Snook, V. (1982, May). Stress on the factory floor: Dying for a living. Australian Social Work Impact, 17-21.

36. Patterson, M., Warr, P., & West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. Journal of Occupational and Organizational Psychology, 77(2), 193-216.

37. Reichers, A. E., & Schneider, B. (1990). Climate, and culture: An evolution of constructs. In Organizational Climate and Culture (p. 22). San Francisco: Jossey-Bass.

38. Schneider, B., & Bartlett, C. J. (1968). Individual differences and organizational climate: The research plan and questionnaire development. Personnel Psychology, 21(3), 323-333.

39. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate, and culture. Annual Review of Psychology, 64, 361–388.

40. Seyyedmoharrami, I., Dehaghi, B.F., Abbaspour, S., Zandi, A., Tatari, M., Teimori, G., & Torbati, A.G. (2019). The relationship between organizational climate, organizational commitment and job burnout: Case study among employees of the University of Medical Sciences. The Open Public Health Journal, 12(1).

41. Smirnova, I. E. (2013). Social psychological climate and emotional burnout. Army and Society.

42. Stone, P. W., MacDavitt, K., & Chou, S. (2007). Organizational Climate and Health Care Outcomes. The Joint Commission Journal on Quality and Patient Safety, 33(11), 45-56.

43. Teague, M., Rosenthal, D., Retish, P., West, J., & Vessell, R. (1983). The relationship between work environment attributes and burnout. Journal of Leisure Research, 15(2), 125-135.

44. Tran, S. K. (2017). Google: A reflection of culture, leader and management. International Journal of Corporate Social Responsibility, 2.

45. Viitala, R., Tanskanen, J., & Santti, R. (2015). The connection between organizational climate and well-being at work. International Journal of Organizational Analysis, 23(4), 606-620.

46. Voronkova, D.V. (2013). Organizational culture as a factor of emotional burnout of personnel. The Russian State University for Humanities Journal, "Psychology. Pedagogy. Education" Series.

47. Yashkova, E., & Vagin, D. (2019). Organizational climate as a psychological factor of influence on the efficiency of labor activity of personnel. The State Counsellor, 1, 40-44.

SOURCES

1. Deloitte Global. (2021). 2021 Millennial and Gen Z Survey. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/global/Documents/2021-deloitte-global-millennial-survey-report.pdf.

2. Forbes Technology Council. (2018). 13 Reason Google Deserves Its "Best Company Culture" Award. Retrieved from https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/?sh=1373de6c3482.

3. Hak, T., & Dul, J. (2009). Pattern Matching. Research Papers in Economics. Retrieved from https://www.researchgate.net/publication/46433896PatternMatching

4. Hakobyan, A. (2022). Company culture at Google. *Employee Experience Magazine*. Retrieved from https://www.emexmag.com/company-culture-at-google/

5. MIT Sloan School of Management Study. How Employees Talk About Culture at P&G. Retrieved from https://sloanreview.mit.edu/culture500/company/c468/P_G

6. Procter & Gamble. (2022). Citizenship Report. Retrieved from https://us.pg.com/citizenship-report-2022/

7. Sberbank. Employee Development Report. Retrieved from https://www.sberbank.com/sustainability/employees

8. Smithson, N. (2017). Procter & Gamble Organizational Culture of Mission Fulfillment. *Panmore Institute Article*. Retrieved from https://panmore.com/procter-gamble-organizational-culture-mission-fulfillment

9. Smithson, N. (2022). Google's organizational culture for competitive innovation. *Panmore Institute Article*. Retrieved from https://panmore.com/google-organizational-culture-characteristics-analysis.

10. World Health Organization. International Classification of Diseases, 11th Revision. Retrieved from https://icd.who.int/browse11/l-m/en#/http://id.who.int/icd/entity/129180281.

APPENDIX 1.

SURVEY RESULTS FOR ALL RESPONDENTS.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	28	24	42
Communicating mission, vision and values	25	37	32
Using the concept of radical candor	41	33	20

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
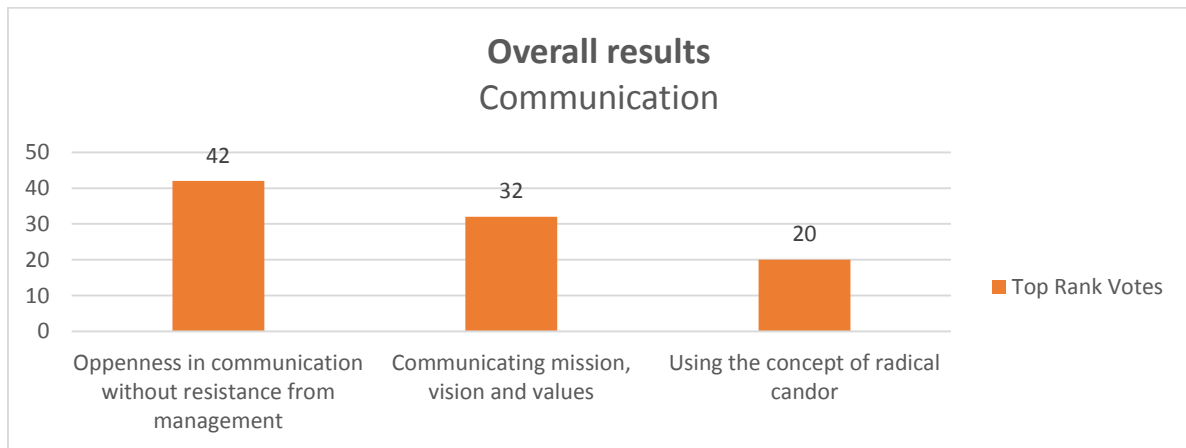
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	28	27	24	15
Tools for development	19	27	17	31
Internal promotion	16	22	33	23
Help in career management	31	18	20	25

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.

Overall results
Employee development
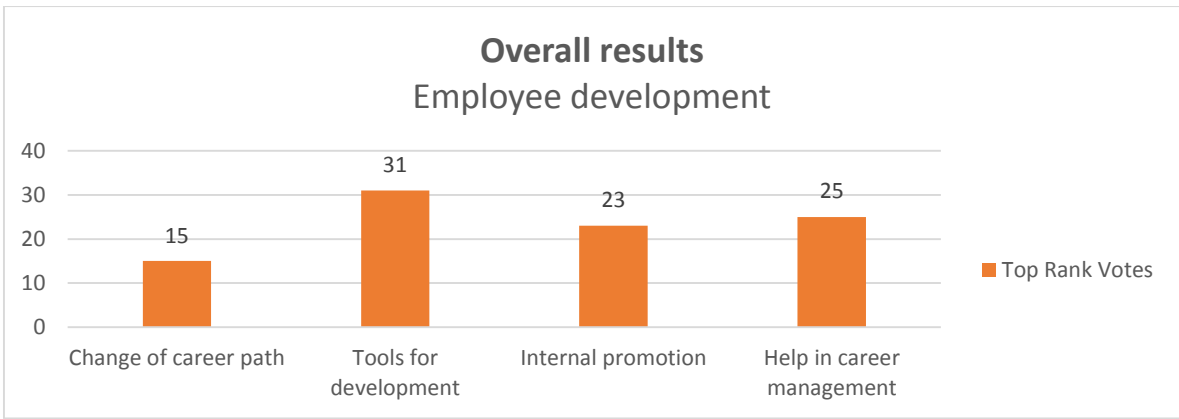
Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	33	61
Flatness	61	33

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.

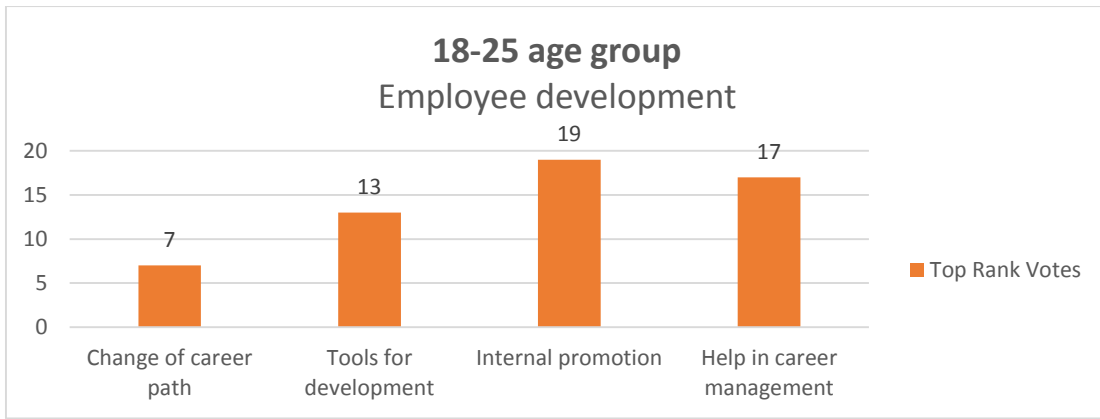**Overall results**
Organizational structure
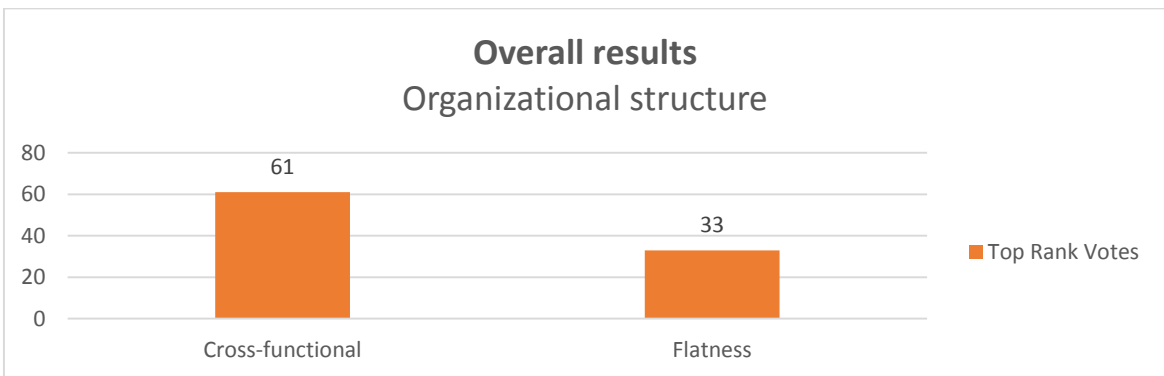
Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	24	27	22	21
Person-organization fit	17	25	27	25
Trust and employee decision-making	24	19	26	25
Risk and innovation	29	23	19	23

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

Overall results
Employee experience

|	Flexibility	Person-organization fit	Trust and employee decision-making	Risk and innovation
Second Rank Votes	22	27	26	19
Top Rank Votes	21	25	25	23
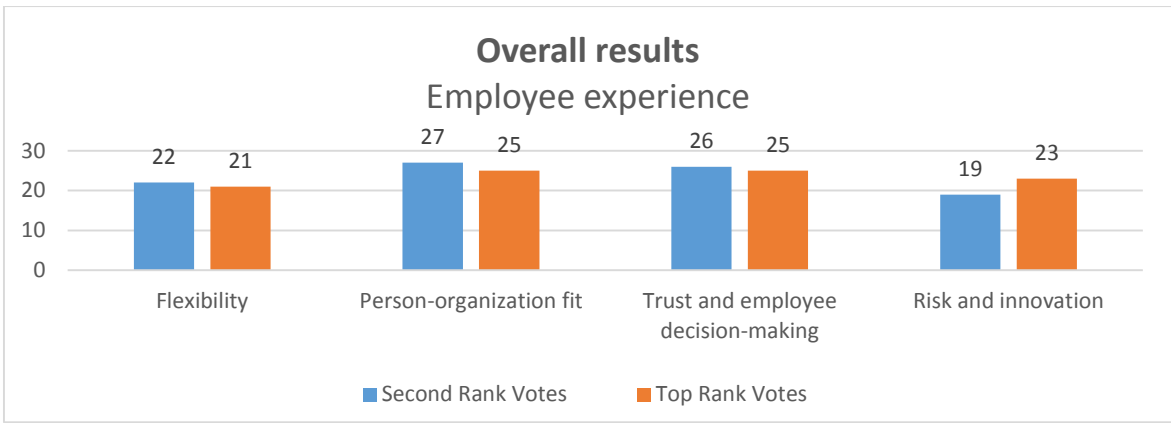
Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	22	18	31	23
Checking the happiness	24	21	22	27
Direct psychological help	28	31	17	18
Corporate events	20	24	24	26

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

Overall results
Warmth and support for employees

	Recommendations	Checking the happiness	Direct psychological help	Corporate events
Second Rank Votes	31	22	17	24
Top Rank Votes	23	27	18	26
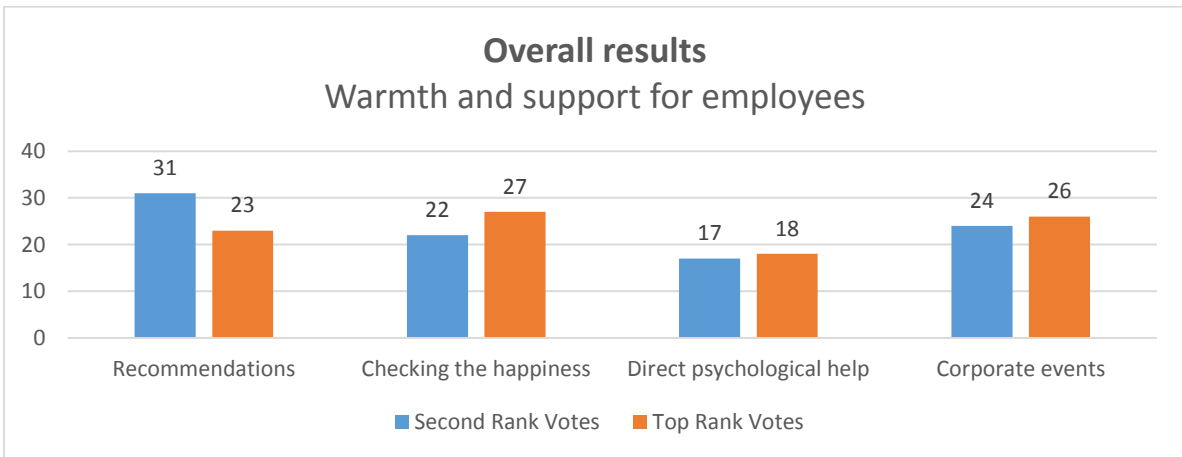
APPENDIX 2.

SURVEY RESULTS ACCORDING TO THE AGE GROUP. 18 TO 25 YEARS OLD AGE GROUP.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	18	12	26
Communicating mission, vision and values	15	25	16
Using the concept of radical candor	23	19	14

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
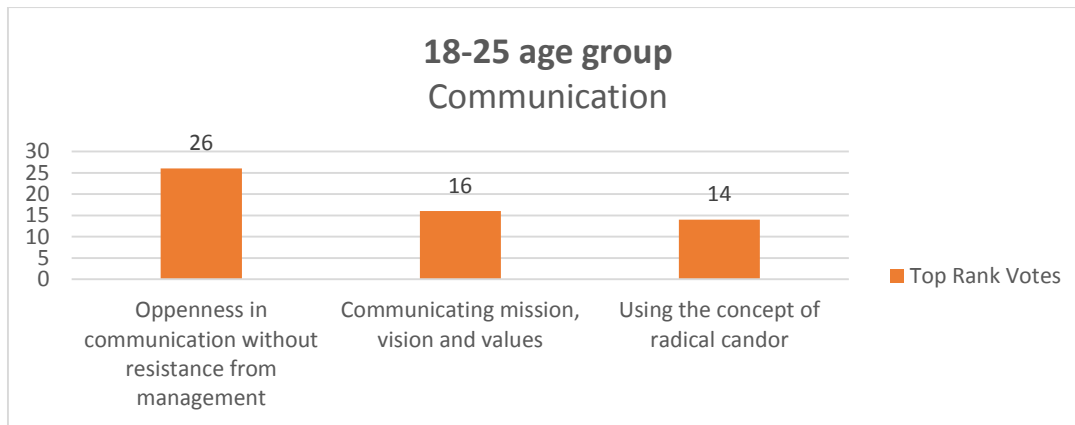
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	12	19	18	7
Tools for development	11	22	10	13
Internal promotion	10	9	18	19
Help in career management	23	6	10	17

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.
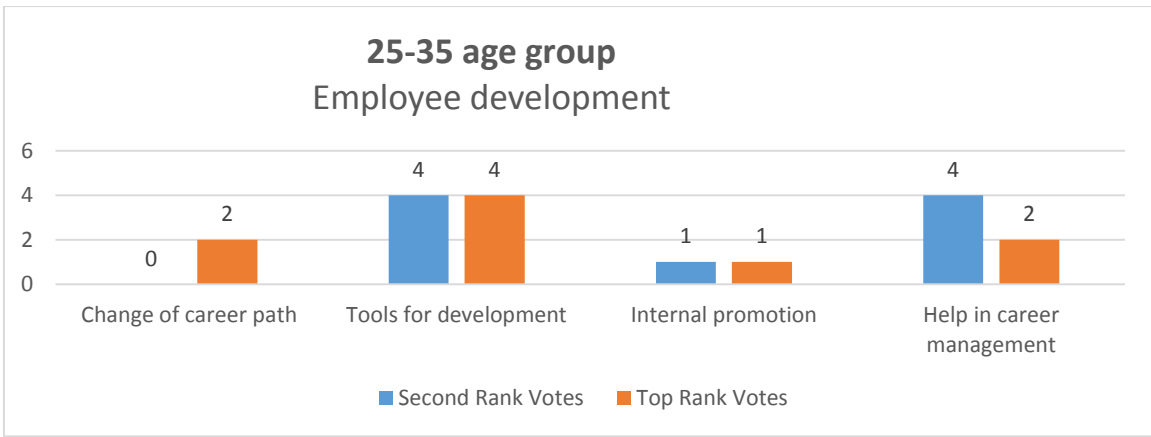
18-25 age group
Employee development

Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	18	38
Flatness	38	18

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.

18-25 age group
Organizational structure
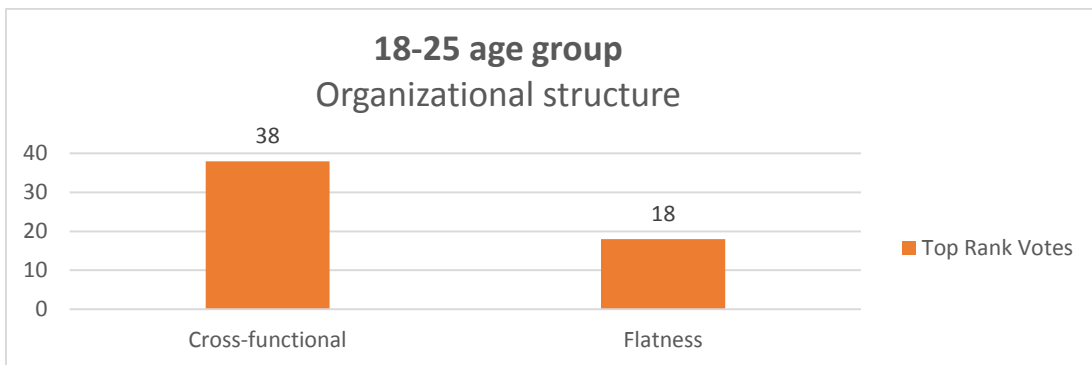
Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	7	20	10	19
Person-organization fit	9	14	25	8
Trust and employee decision-making	9	16	13	18
Risk and innovation	31	6	8	11

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

18-25 age group
Employee experience
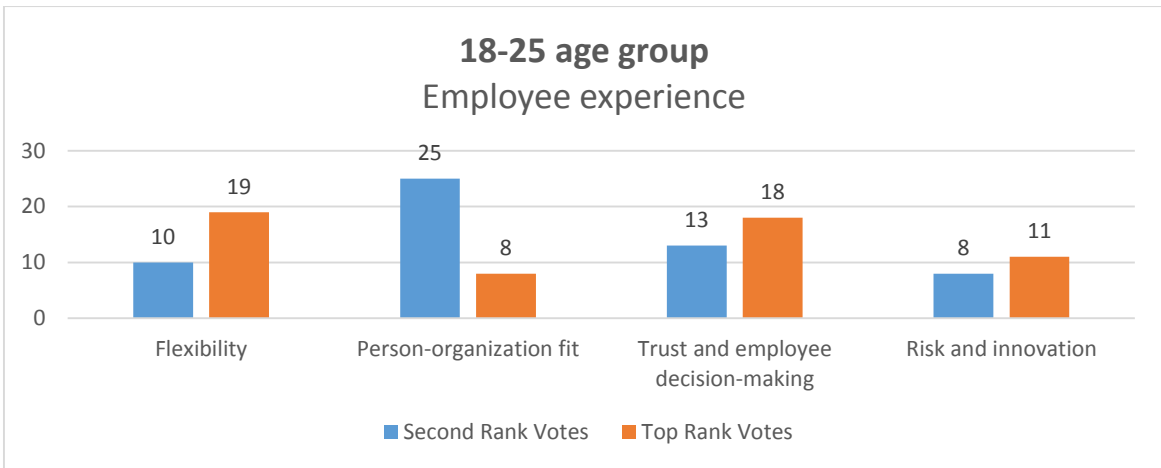
Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	16	9	15	16
Checking the happiness	6	19	14	17
Direct psychological help	19	17	9	11
Corporate events	15	11	18	12

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

18-25 age group
Warmth and support for employees
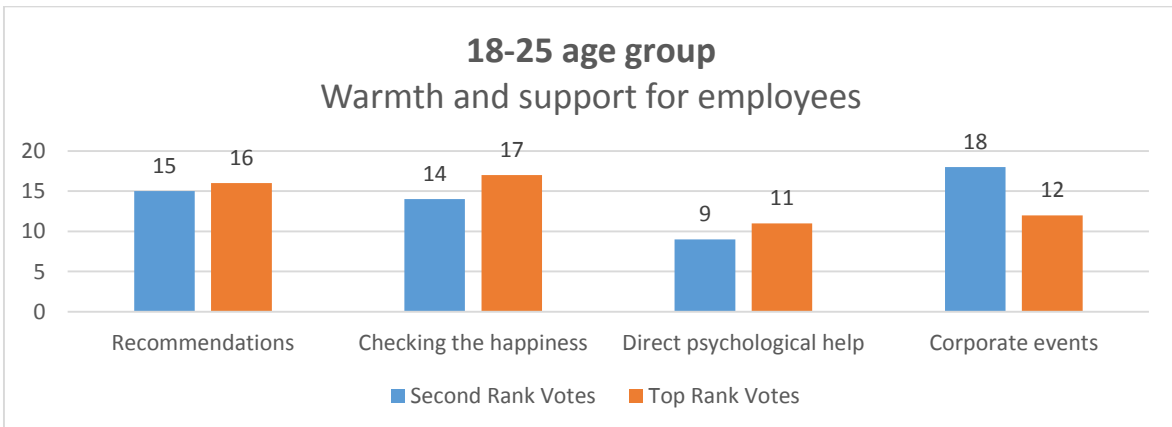
APPENDIX 3.

SURVEY RESULTS ACCORDING TO THE AGE GROUP. 25-35 YEARS OLD AGE GROUP.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	0	3	6
Communicating mission, vision and values	3	4	2
Using the concept of radical candor	6	2	1

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
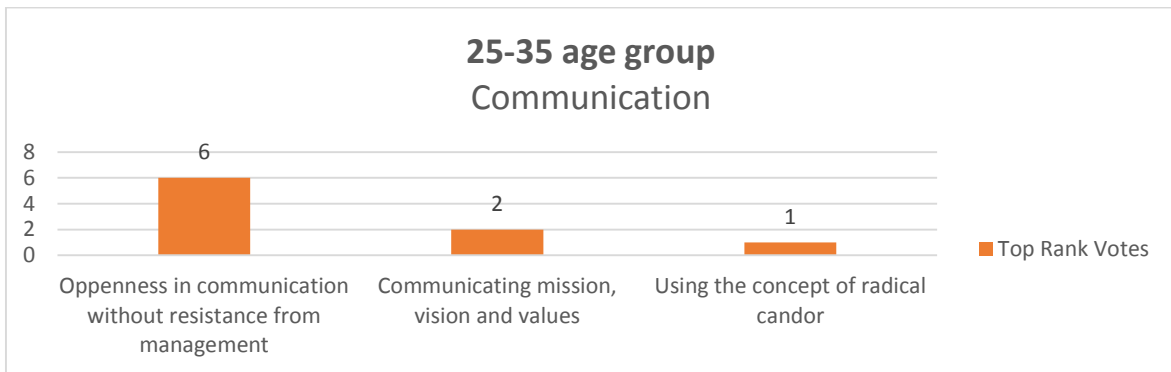
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	6	1	0	2
Tools for development	0	1	4	4
Internal promotion	0	7	1	1
Help in career management	3	0	4	2

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.

25-35 age group
Employee development

Table 3. Distribution of votes for the organizational structure block of the survey

Structure block	1	2
Cross-functional	2	7
Flatness	7	2

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.

25-35 age group
Organizational structure
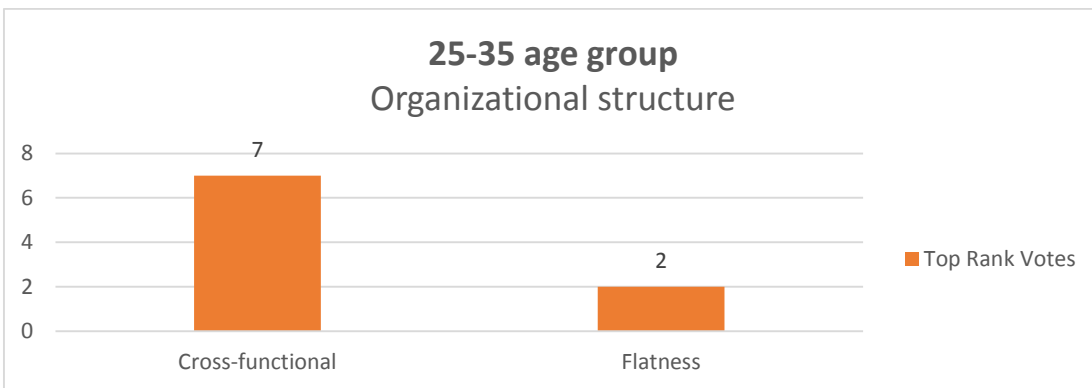
Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	2	1	5	1
Person-organization fit	0	4	1	4
Trust and employee decision-making	4	0	1	4
Risk and innovation	3	4	2	0

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

25-35 age group
Employee experience
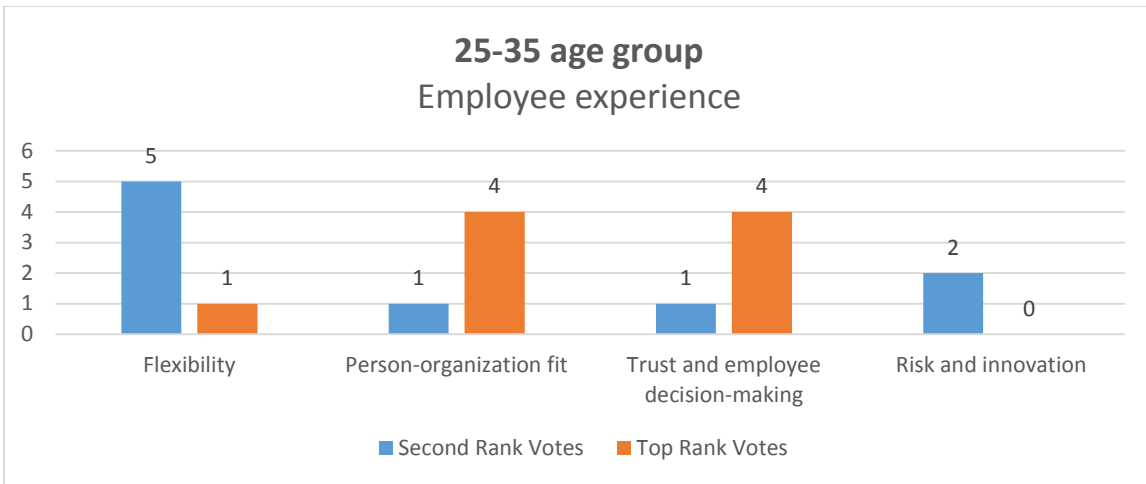
Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	0	4	2	3
Checking the happiness	0	2	4	3
Direct psychological help	3	3	1	2
Corporate events	6	0	2	1

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

25-35 age group
Warmth and support for employees
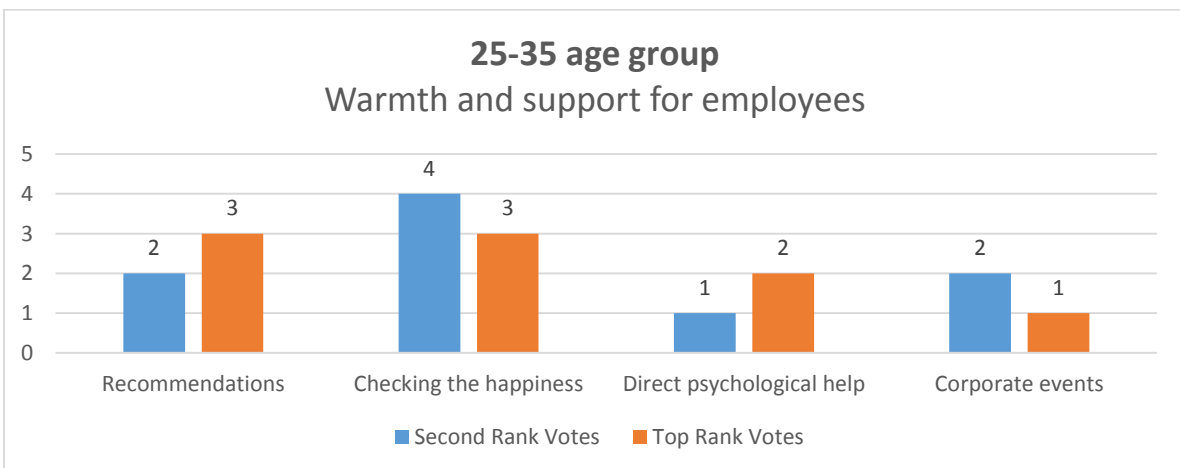
APPENDIX 4.

SURVEY RESULTS ACCORDING TO THE AGE GROUP. 35-50 YEARS OLD AGE GROUP.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	6	8	7
Communicating mission, vision and values	4	5	12
Using the concept of radical candor	11	8	2

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
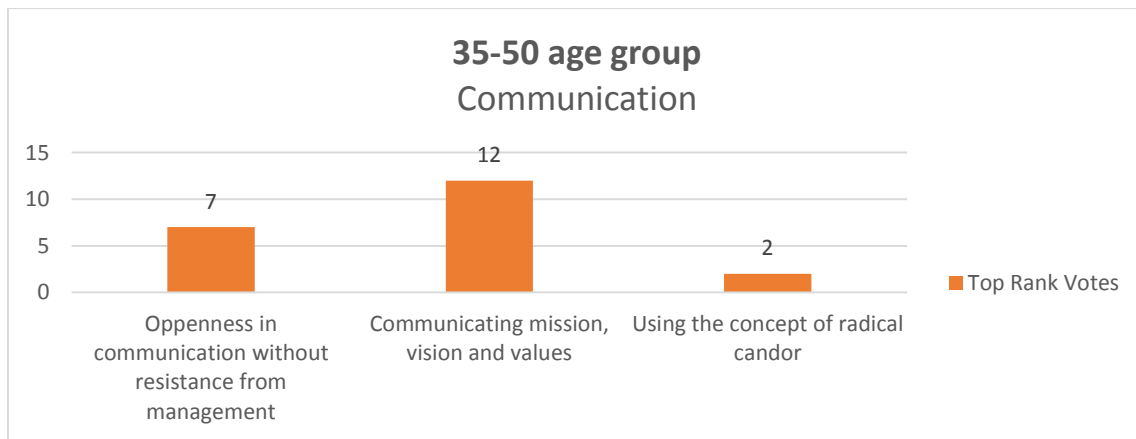
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	10	4	3	4
Tools for development	4	3	3	11
Internal promotion	4	6	10	1
Help in career management	3	8	5	5

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.
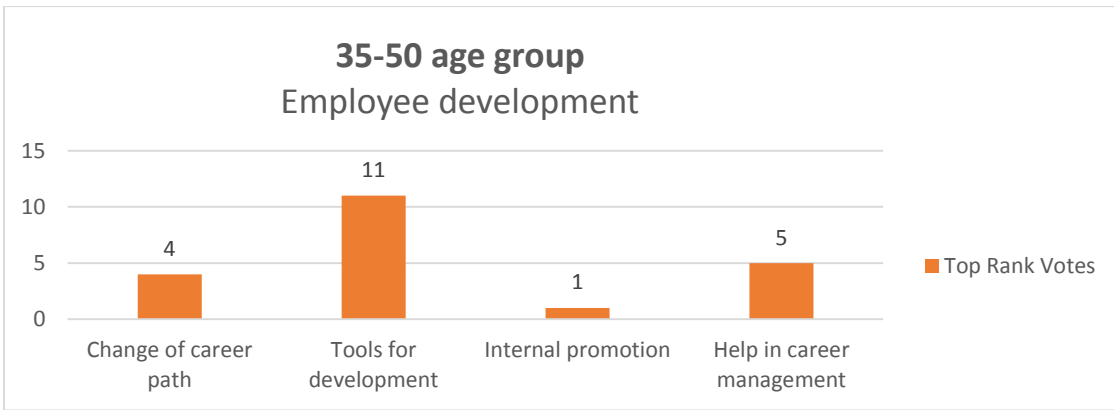
Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	5	16
Flatness	16	5

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.
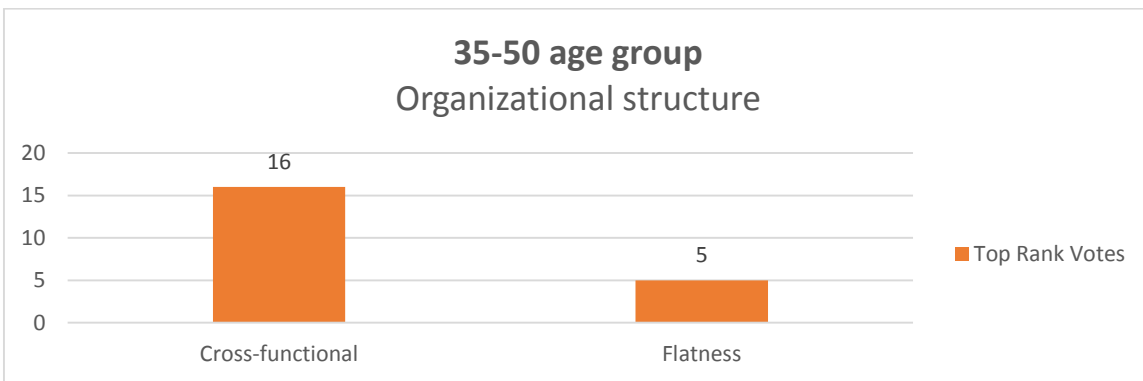
Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	8	7	2	4
Person-organization fit	4	2	6	9
Trust and employee decision-making	3	6	8	4
Risk and innovation	6	6	5	4

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

35-50 age group
Employee experience

Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	0	7	10	4
Checking the happiness	7	2	6	6
Direct psychological help	6	10	2	3
Corporate events	8	2	3	8

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

35-50 age group
Warmth and support for employees
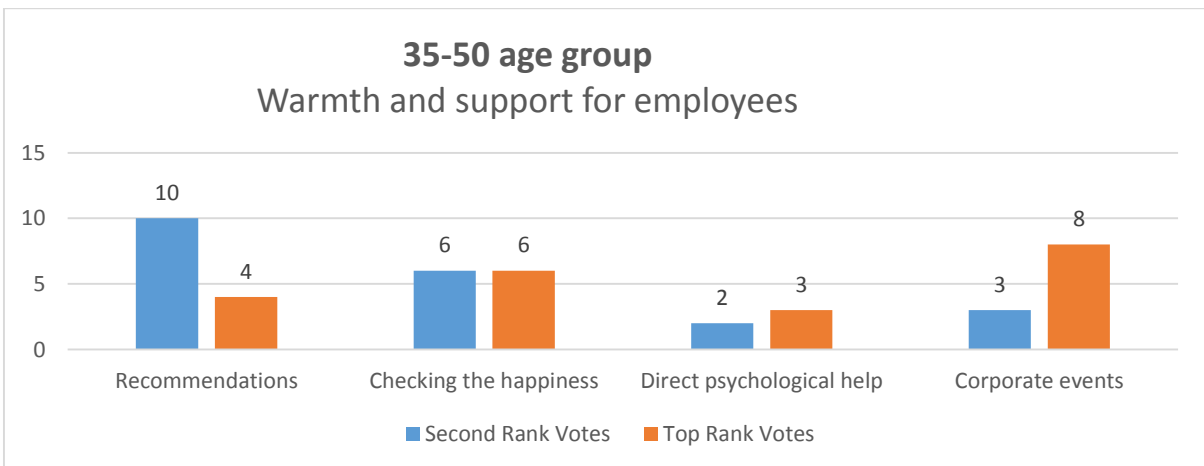
APPENDIX 5.

SURVEY RESULTS ACCORDING TO THE AGE GROUP. 50 OR MORE YEARS OLD AGE GROUP.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	3	2	3
Communicating mission, vision and values	2	3	3
Using the concept of radical candor	3	3	2

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
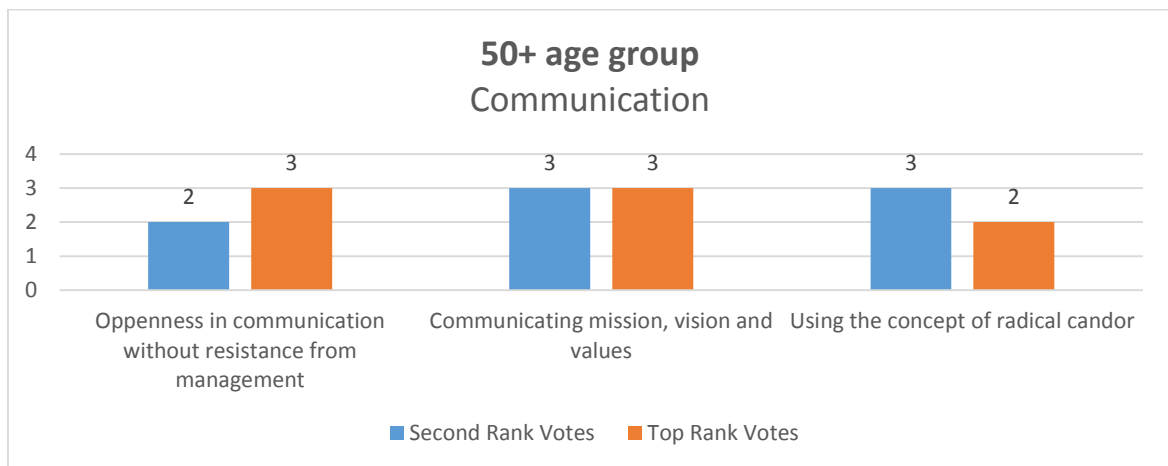
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	3	5	0	0
Tools for development	2	0	3	3
Internal promotion	0	1	4	3
Help in career management	3	2	1	2

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.

50+ age group
Employee development
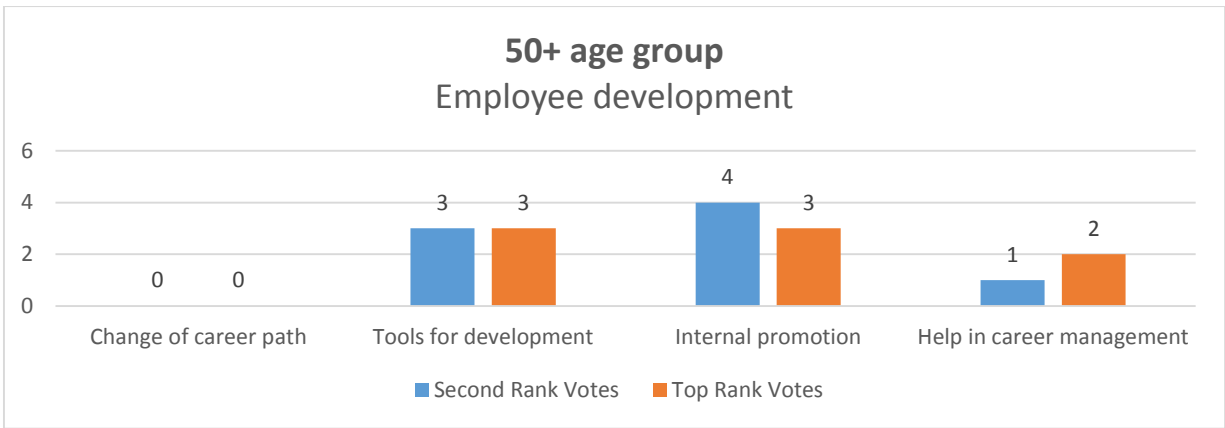
Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	2	6
Flatness	6	2

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.
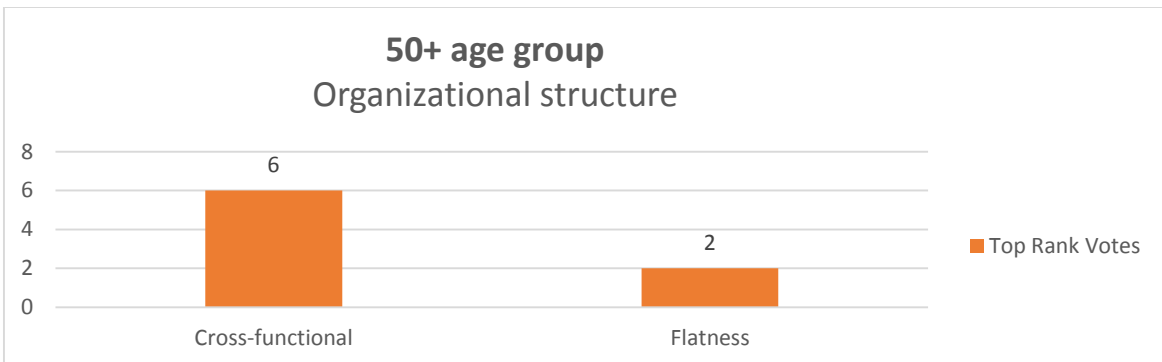

50+ age group
Organizational structure

Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	1	4	2	1
Person-organization fit	1	1	2	4
Trust and employee decision-making	1	2	4	1
Risk and innovation	5	1	0	2

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

50+ age group
Employee experience
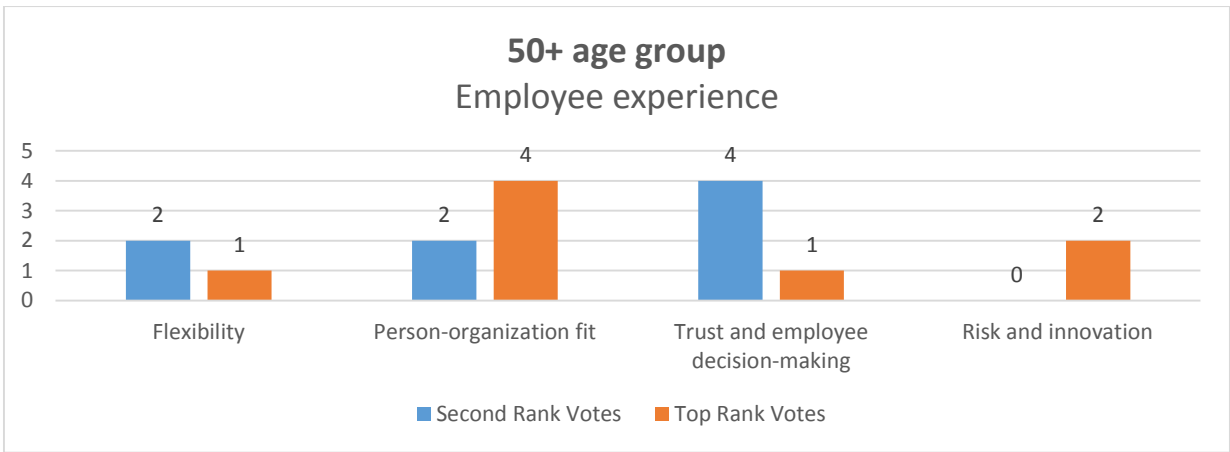
Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	2	3	3	0
Checking the happiness	2	1	2	3
Direct psychological help	3	2	1	2
Corporate events	1	2	2	3

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

50+ age group
Warmth and support for employees
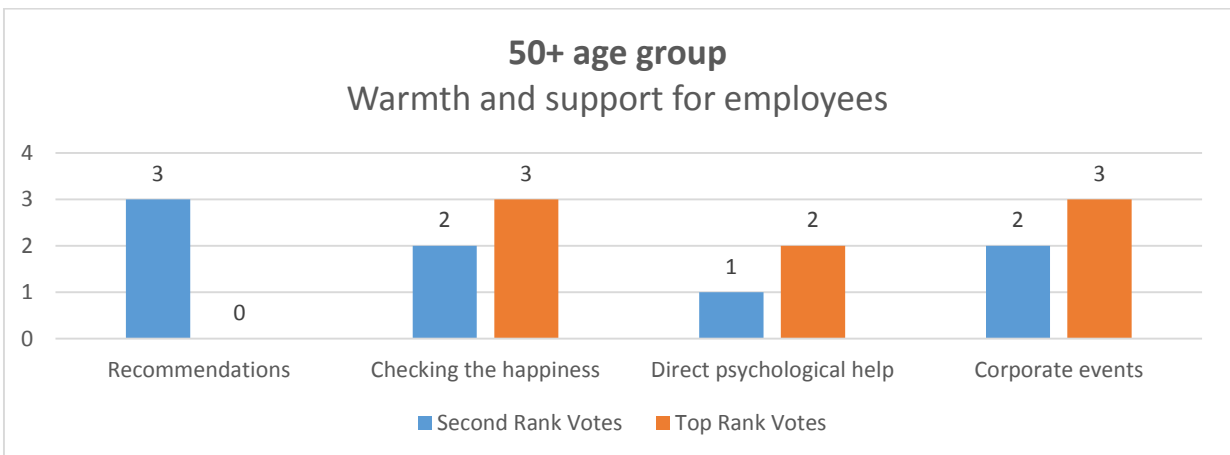
APPENDIX 6.

SURVEY RESULTS ACCORDING TO THE PERCEPTION OF CLIMATE IN THE RESPONDENT'S ORGANIZATION. NEGATIVE PERCEPTION OF CLIMATE.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	7	5	19
Communicating mission, vision and values	9	13	9
Using the concept of radical candor	15	13	3

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
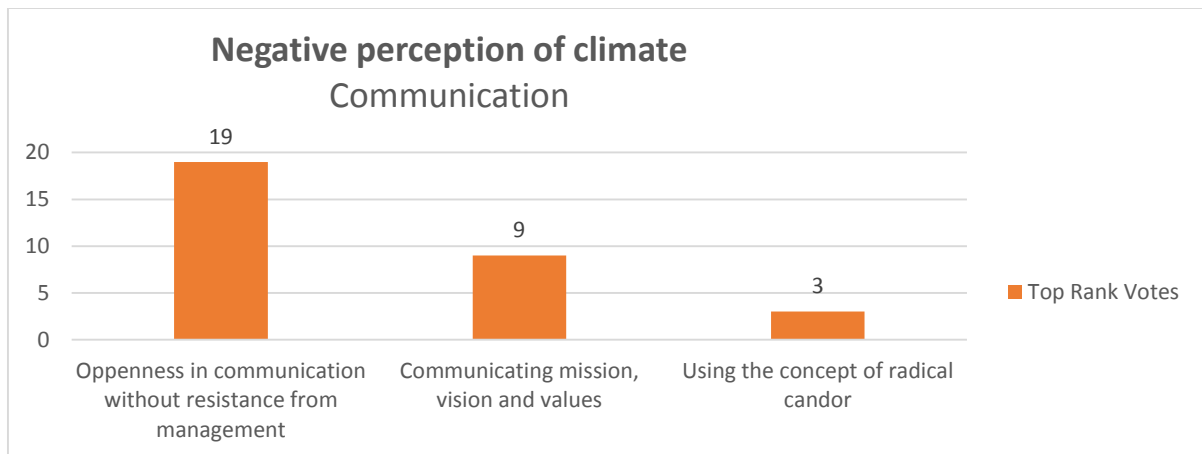
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	13	6	7	5
Tools for development	3	11	8	9
Internal promotion	3	10	9	9
Help in career management	12	4	7	8

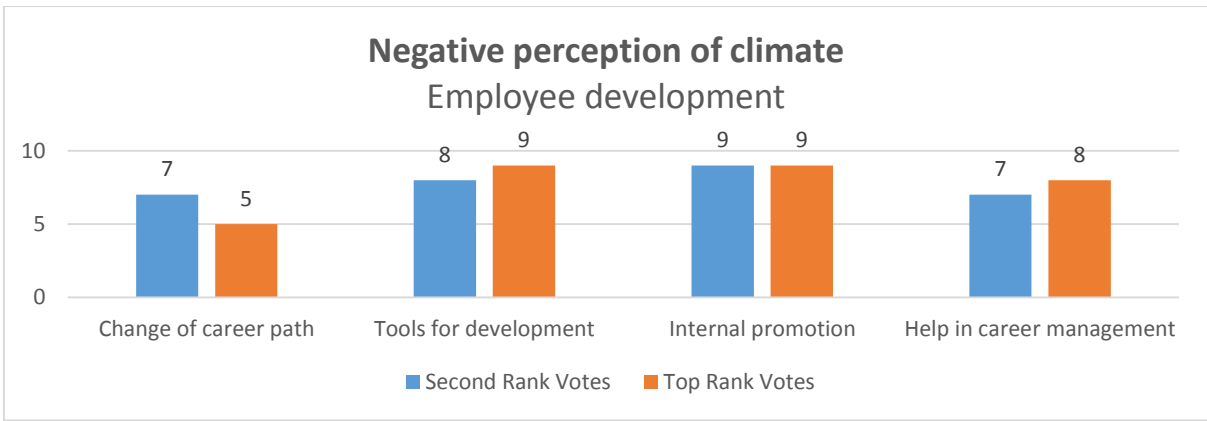Histogram 2. Distribution of highest rank votes for the employee development block of the survey.

Negative perception of climate
Employee development

Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	9	22
Flatness	22	9

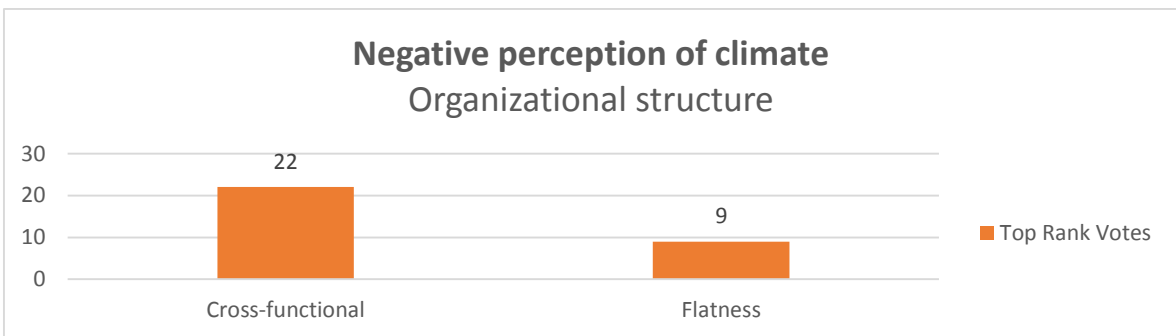Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.

Negative perception of climate
Organizational structure

Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	1	19	6	5
Person-organization fit	6	4	10	11
Trust and employee decision-making	9	3	11	8
Risk and innovation	15	5	4	7

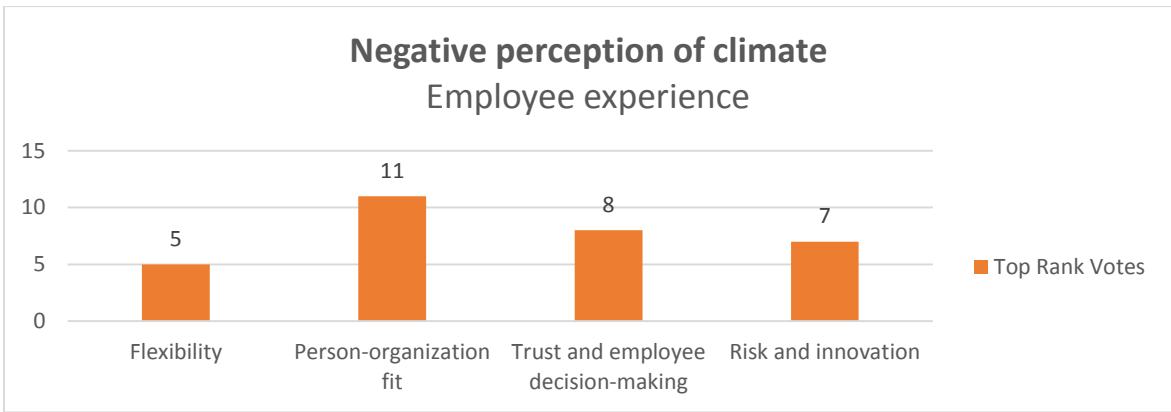Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	10	2	11	8
Checking the happiness	4	8	10	9
Direct psychological help	3	13	8	7
Corporate events	14	8	2	7

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.
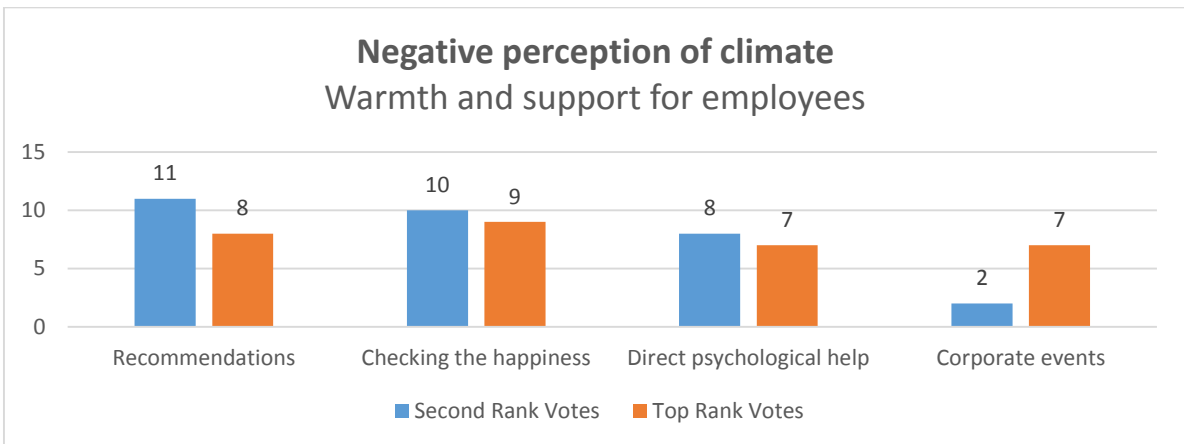
APPENDIX 7.

DETAILED SURVEY RESULTS ACCORDING TO THE PERCEPTION OF CLIMATE IN THE RESPONDENT'S ORGANIZATION. POSITIVE PERCEPTION OF CLIMATE.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	21	19	23
Communicating mission, vision and values	15	25	23
Using the concept of radical candor	27	19	17

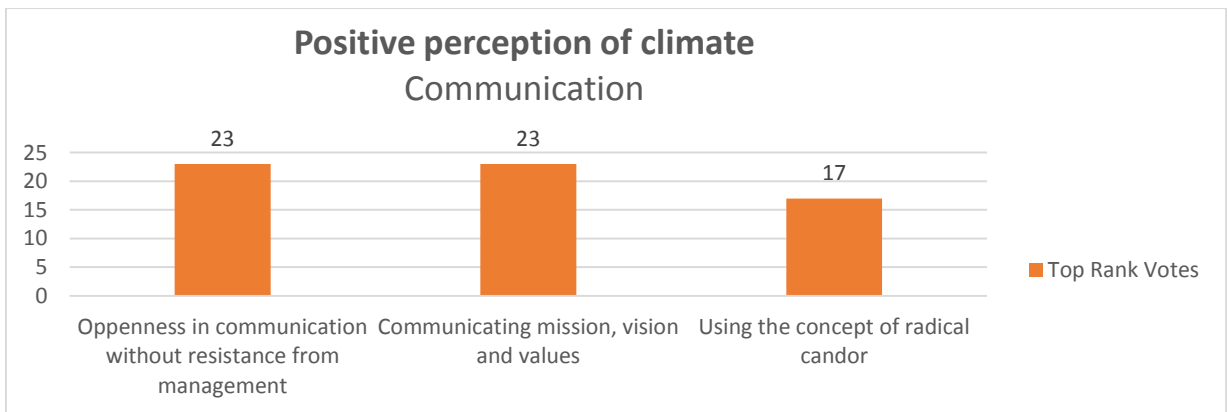Histogram 1. Distribution of highest rank votes for the communication block of the survey.

Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	17	20	17	9
Tools for development	15	17	9	22
Internal promotion	13	11	24	15
Help in career management	18	15	13	17

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.
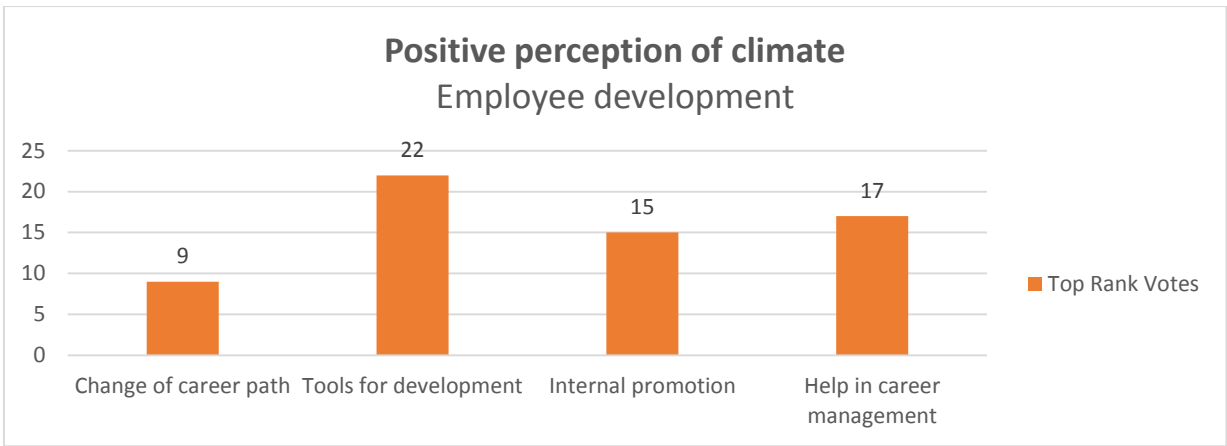
Positive perception of climate
Employee development

Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	18	45
Flatness	45	18

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.
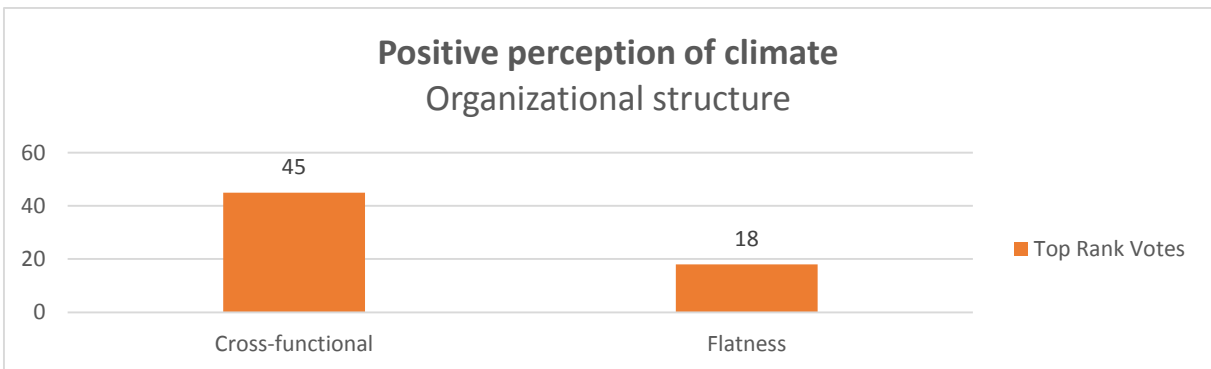

Positive perception of climate
Organizational structure

Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	17	13	15	18
Person-organization fit	11	17	20	15
Trust and employee decision-making	7	22	15	19
Risk and innovation	28	11	13	11

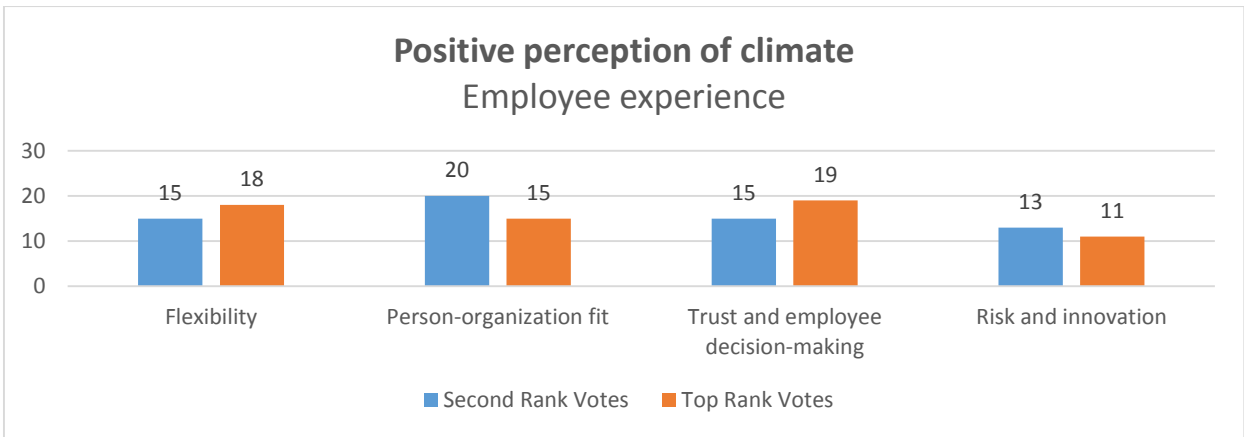Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

Positive perception of climate
Employee experience

	Second Rank Votes	Top Rank Votes
Flexibility	15	18
Person-organization fit	20	15
Trust and employee decision-making	15	19
Risk and innovation	13	11

Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	12	18	19	14
Checking the happiness	10	16	17	20
Direct psychological help	26	21	6	10
Corporate events	15	8	21	19

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

Positive perception of climate
Warmth and support for employees

	Second Rank Votes	Top Rank Votes
Recommendations	19	14
Checking the happiness	17	20
Direct psychological help	6	10
Corporate events	21	19
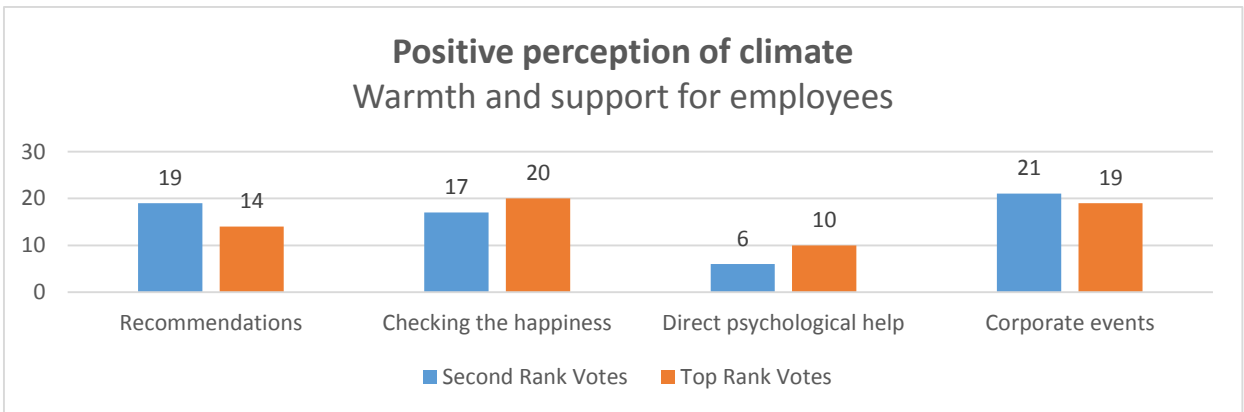
APPENDIX 8.

DETAILED SURVEY RESULTS ACCORDING TO TENURE AT THE CURRENT/LAST JOB. LESS THAN A YEAR AT THE JOB.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	14	9	17
Communicating mission, vision and values	5	22	13
Using the concept of radical candor	21	9	10

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
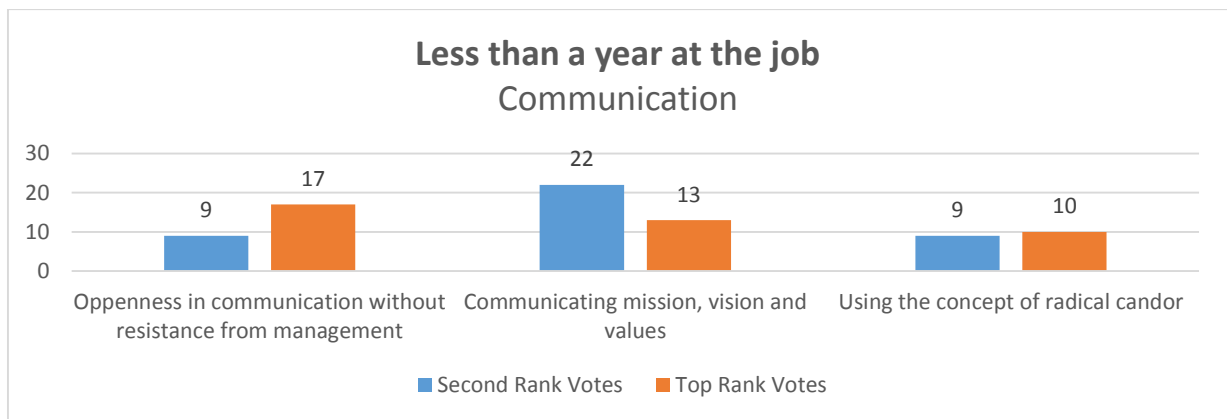
Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	13	7	9	11
Tools for development	6	17	8	9
Internal promotion	9	11	16	4
Help in career management	12	5	7	16

Histogram 2. Distribution of highest rank votes for the employee development block of the survey.
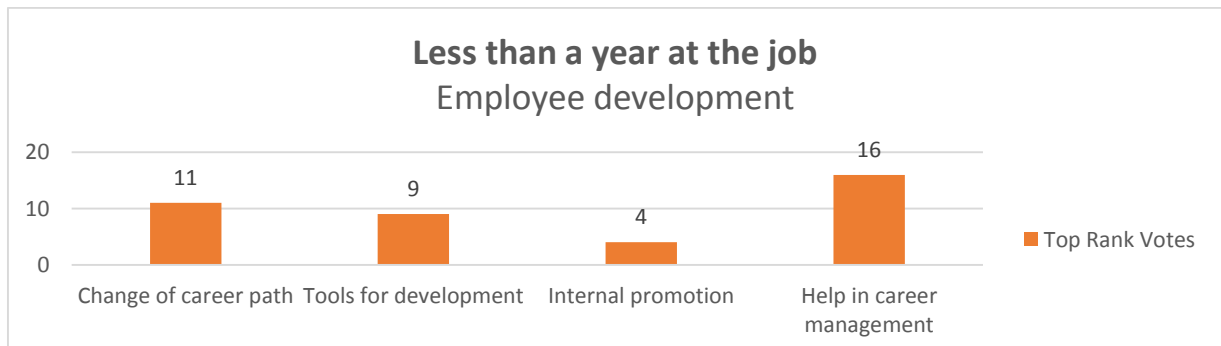
Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	14	26
Flatness	26	14

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.
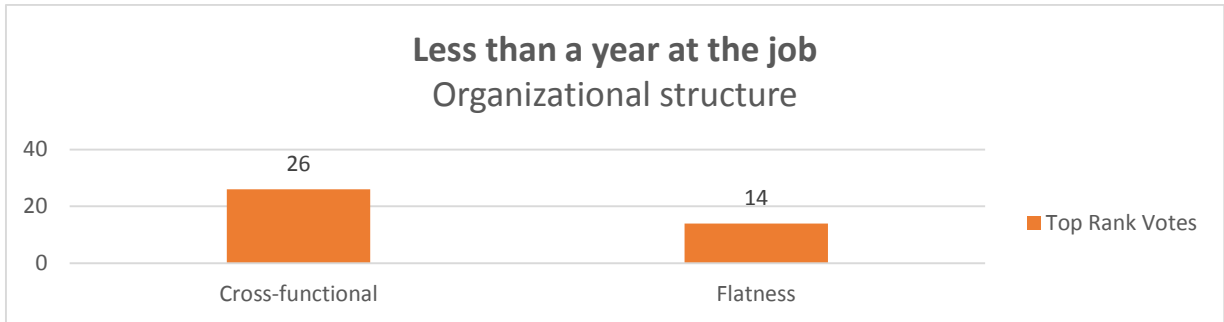

Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	5	10	12	13
Person-organization fit	3	12	13	12
Trust and employee decision-making	10	12	10	8
Risk and innovation	22	6	5	7

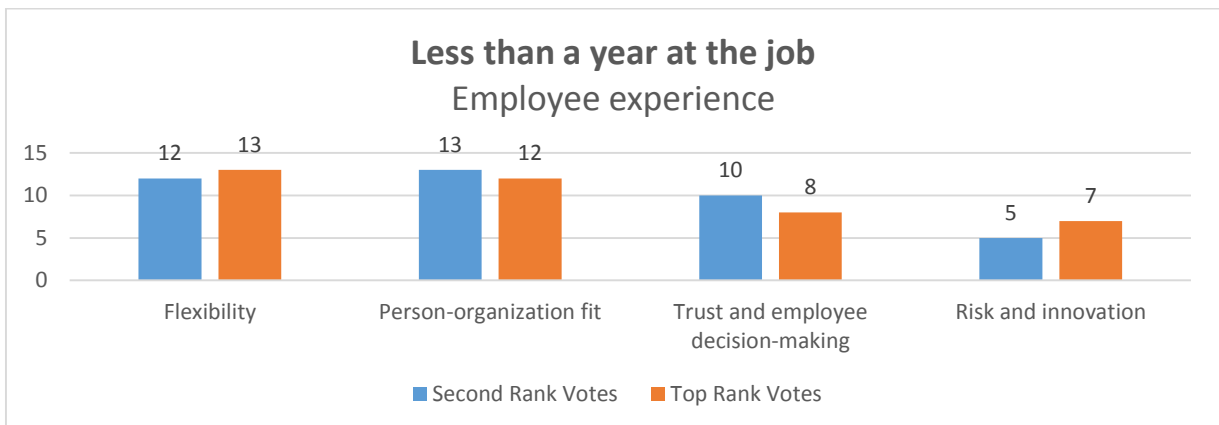Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.

Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	3	6	17	14
Checking the happiness	3	15	12	10

Direct psychological help	19	11	5	5
Corporate events	15	8	6	11

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

Less than a year at the job
Warmth and support for employees
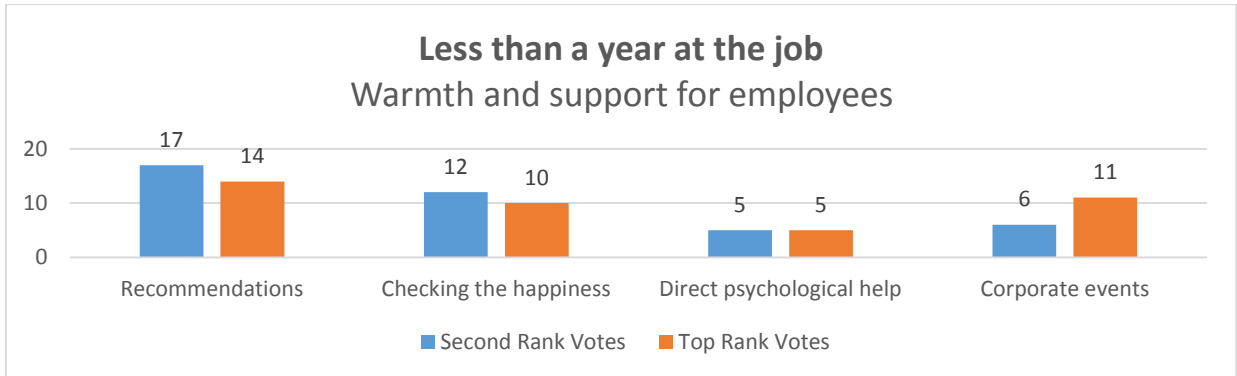
APPENDIX 9.

DETAILED SURVEY RESULTS ACCORDING TO TENURE AT THE CURRENT/LAST JOB. MORE THAN A YEAR AT THE JOB.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	7	9	21
Communicating mission, vision and values	16	10	11
Using the concept of radical candor	14	18	5

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
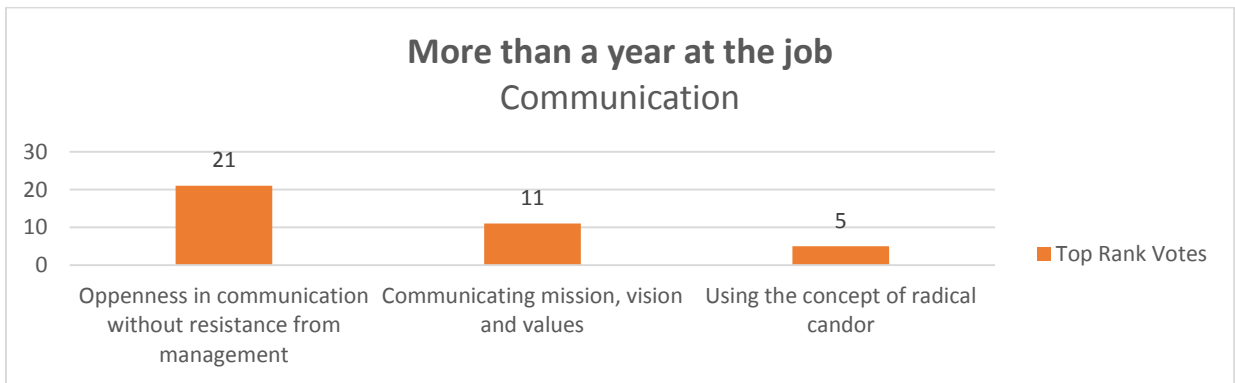

Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	8	16	10	3
Tools for development	8	9	8	12
Internal promotion	6	4	9	18
Help in career management	15	8	10	4

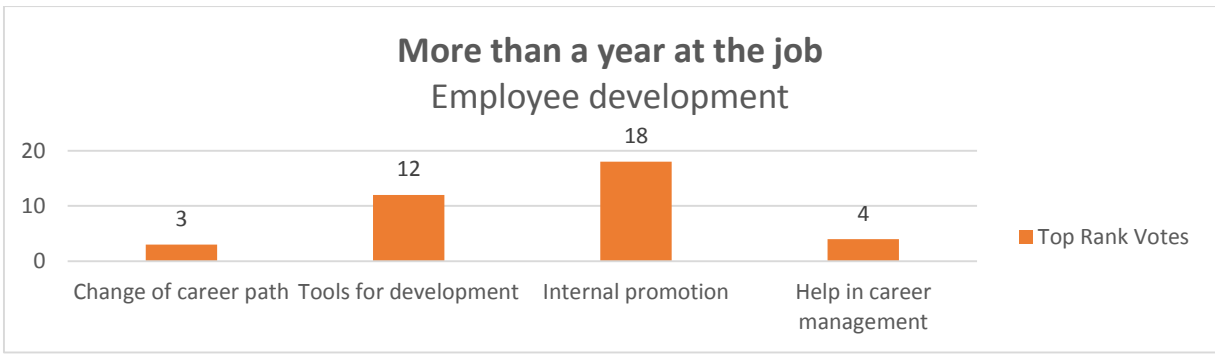Histogram 2. Distribution of highest rank votes for the employee development block of the survey.

More than a year at the job
Employee development

Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	10	27
Flatness	27	10

Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.
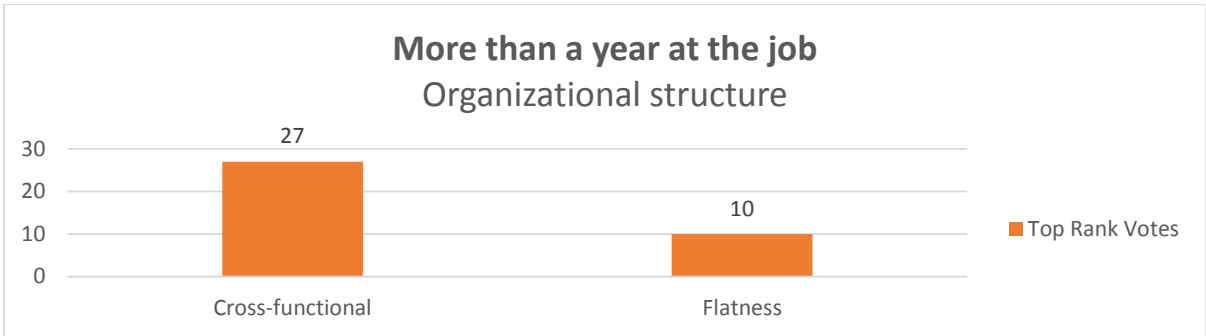

More than a year at the job
Organizational structure

Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	10	14	5	8
Person-organization fit	8	11	14	4
Trust and employee decision-making	5	8	8	16
Risk and innovation	14	4	10	9

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.
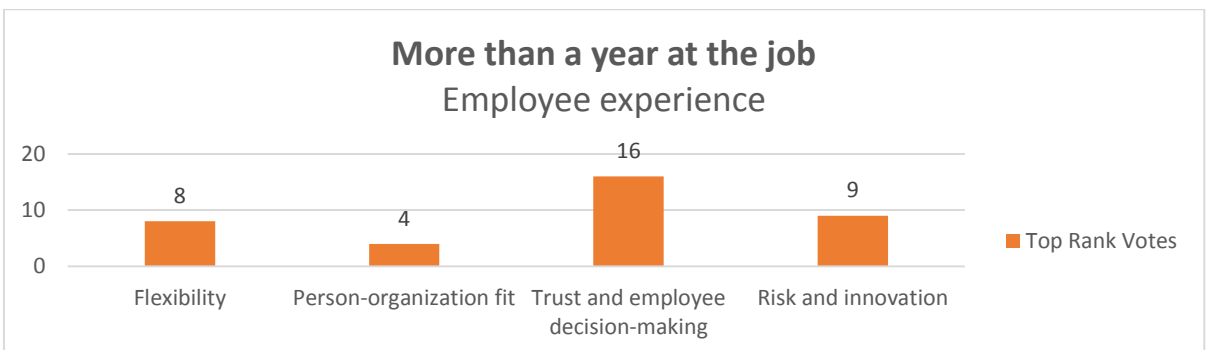

More than a year at the job
Employee experience

Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	12	10	6	9
Checking the happiness	9	12	8	8
Direct psychological help	8	8	9	12
Corporate events	8	7	14	8

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

APPENDIX 10.

DETAILED SURVEY RESULTS ACCORDING TO TENURE AT THE CURRENT/LAST JOB. MORE THAN FIVE YEARS AT THE JOB.

Table 1. Distribution of votes for the communication block of the survey.

Communication block	1	2	3
Openness in communication without resistance from management	7	7	3
Communicating mission, vision and values	3	5	9
Using the concept of radical candor	7	5	5

Histogram 1. Distribution of highest rank votes for the communication block of the survey.
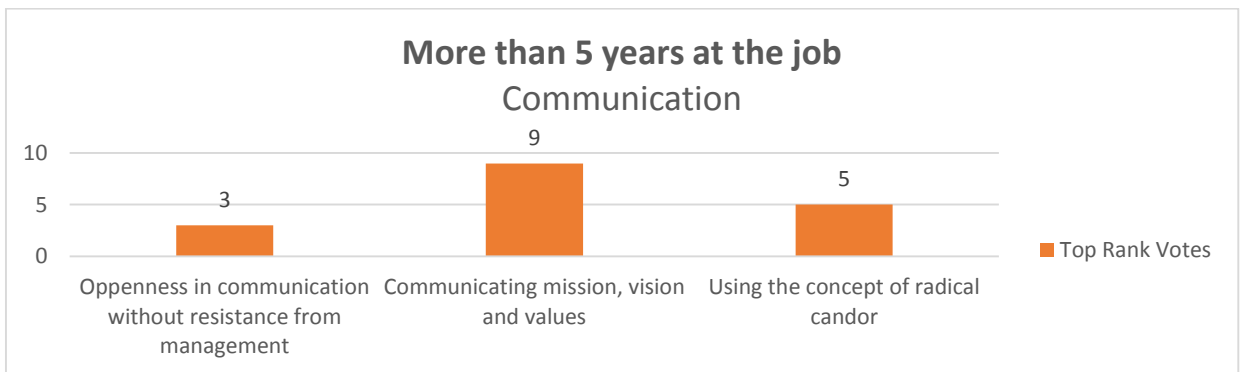

Table 2. Distribution of votes for the employee development block of the survey.

Development block	1	2	3	4
Change of career path	7	5	5	0
Tools for development	5	0	1	11
Internal promotion	0	7	9	1
Help in career management	5	5	2	5

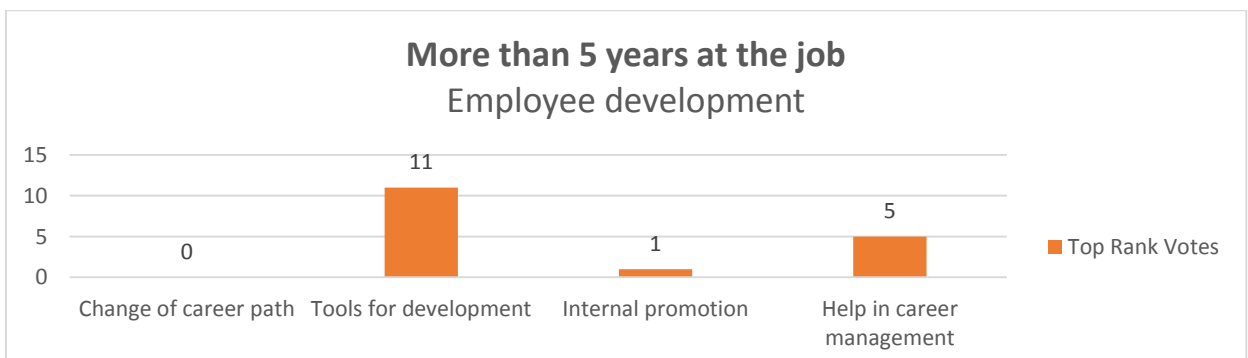Histogram 2. Distribution of highest rank votes for the employee development block of the survey.

Table 3. Distribution of votes for the organizational structure block of the survey.

Structure block	1	2
Cross-functional	5	12
Flatness	12	5

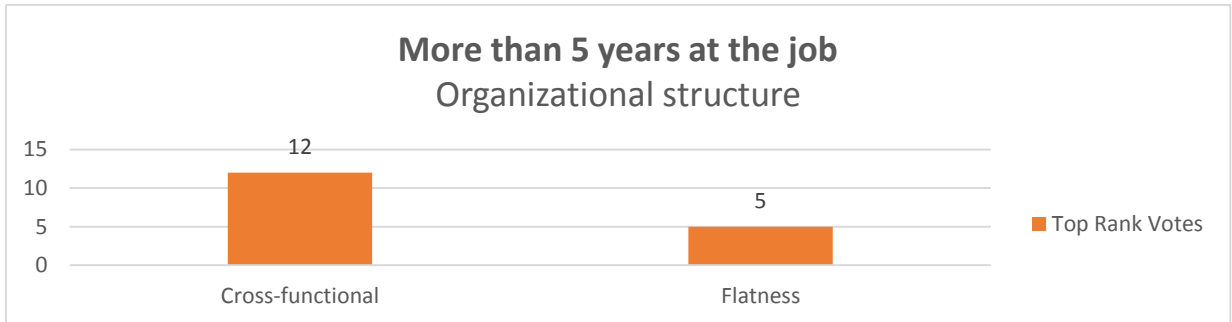Histogram 3. Distribution of highest rank votes for the organizational structure block of the survey.

More than 5 years at the job
Organizational structure

Table 4. Distribution of votes for the employee experience block of the survey.

Employee experience block	1	2	3	4
Flexibility	3	6	5	3
Person-organization fit	4	1	3	9
Trust and employee decision-making	1	5	8	3
Risk and innovation	9	5	1	2

Histogram 4. Distribution of highest rank votes for the employee experience block of the survey.
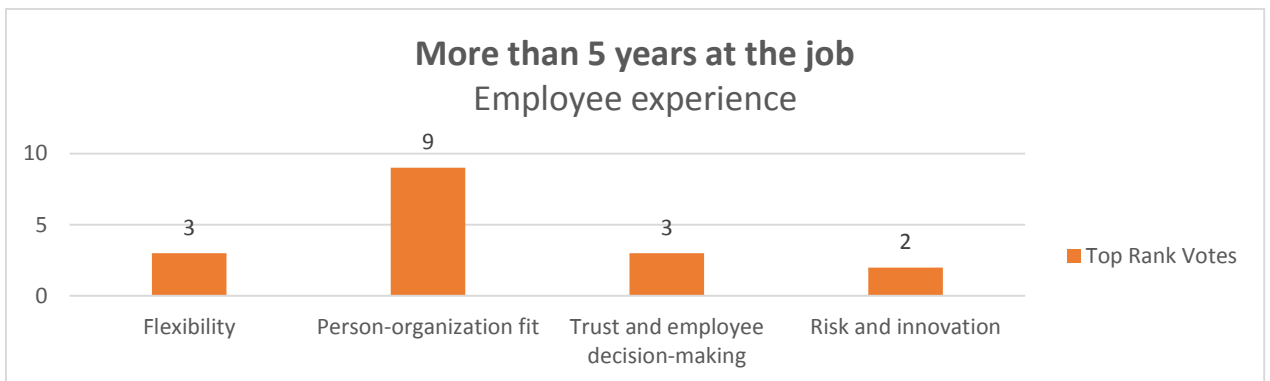
More than 5 years at the job
Employee experience

Table 5. Distribution of votes for the warmth and support for employees block of the survey.

Warmth and support block	1	2	3	4
Recommendations	3	4	7	3
Checking the happiness	3	1	6	7
Direct psychological help	4	10	2	1
Corporate events	7	2	2	6

Histogram 5. Distribution of highest rank votes for the warmth and support for employees block of the survey.

More than 5 years at the job
Warmth and support for employees

Second Rank Votes | Top Rank Votes

Recommendations: 7, 3
Checking the happiness: 6, 7
Direct psychological help: 2, 1
Corporate events: 2, 6

APPENDIX 11.

QUESTIONNAIRE USED IN THE SURVEY.

1. Which age group do you belong to?

A) 18-25

B) 25-35

C) 35-50

D) 50 or more

2. How long have you been working at your current job?

A) Less than a year

B) More than a year

C) More than five years

3. Please, on the scale from 1 to 7, state how much do you agree with the statement, that your current company/organization has been successful at creating safe anti-burnout organizational climate.

4. Please, rank the practices presented below based on their importance. Assign the highest rank to the practice you deem most important, and the lowest to the practice consider least essential.

A) Cross-functionality of organizational structure, resulting in the closer connection between different departments and teams

B) Flatness of organizational structure, resulting in less hierarchical relations in the organization

5. Please, rank the practices presented below based on their importance. Assign the highest rank to the practice you deem most important, and the lowest to the practice consider least essential.

A) Openness in communication, providing space for employees to display ideas and thoughts without resistance from management

B) Communicating core values, mission and vision of the organization to the employees

C) Using the concept of radical candor: demonstrating the personal care for the employees, while being straightforward and honest when necessary

6. Please, rank the practices presented below based on their importance. Assign the highest rank to the practice you deem most important, and the lowest to the practice consider least essential.

A) Providing for career changes within the company, including turn-arounds

B) Providing training and development opportunities for employees, including self-development features

C) Internal promotion, identification of talented employees and development of their competences to ensure the future of the company

D) Smart services which facilitate employee growth and career management

7. Please, rank the practices presented below based on their importance. Assign the highest rank to the practice you deem most important, and the lowest to the practice consider least essential.

A) Providing advice and recommendations to the employees on how to improve well-being, keep the peace of mind and better psychological state

B) Checking on the employee satisfaction and happiness, getting their feedback on a regular basis

C) Providing professional psychological support to employees via technological means (phone/internet)

D) Holding events for joint recreation, like anniversaries of employees, trips out of town and other corporate events

8. Please, rank the practices presented below based on their importance. Assign the highest rank to the practice you deem most important, and the lowest to the practice consider least essential.

A) Providing the flexibility of working for the employees, such as workplace and time

B) Ensuring the person-job fit, or rather, person-organization fit

C) Trusting and empowering the employees, increasing their involvement in the decision-making

D) Creating the risk-taking, experimenting, instead of risk-averse culture