Baumal, R.

CLIMATE OF THE ENTERPRISE

(Le Climat de l'entreprise)

"Synopsis" (Belgium), No. 110, Nov. - Dec. 1967, pp. 29 — 37.

The productivity of each wage-earner, from the unqualified worker to the general manager, is influenced to a smaller or larger extent by the climate of the enterprise. The influence on the subordinates is direct; the leader is indirectly influenced through the agency of his subordinates. The climate is therefore what those who depend on others feel. The influence of the climate on the behaviour of the respective individuals will be the more powerful, the greater their dependence is. Since it is not a rational reality, the climate does not act directly on the mind, but indirectly, by the instrumentality of feelings, such as conscious or unconscious fear. The leader's duty is to create a favourable climate since this prevents the subordinates from experiencing fear and inhibition, having likewise a double positive action on them: firstly, it allows the workers to concentrate on their tasks and, in the second place, it stimulates work so that what they do should fully correspond to their capacity.