



## Organizational Climate and work Motivation - A Study on Private Sector Organization

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### ABSTRACT

*Organizational climate and work motivation is considered as a vital component that is essential for the progress of the organization. The organizational climate is a key to corporate success which determines the actions and behaviours of workers. It comprises a set of attitudes, values and practices that characterize the members of a particular organization. Work motivation is a set of related behaviour which determines its form, direction, intensity and duration. The aim of the present investigation is to study the organizational climate and work motivation as perceived by a group of employees engaged in private sector organization. Accordingly, a group of 100 employees of Private sector organizations were selected as samples in this investigation. A General Information Schedule, Organizational Climate Questionnaire and Work Motivation Questionnaire were used as tools in this investigation. The findings reveal that there is a positive relationship between perceived organizational climate and work motivation. Findings also reveal that female group of employees have more favourable attitude towards organizational climate than that of the male group. Besides this, work motivation is also better among the female group than that of the male group. Duration of service has also significant impact in this regards.*

**Keywords: Organizational Culture, Work Motivation and Private Sector Organization**

### INTRODUCTION

Human being spends quite a bit of time in organizations. The organization may be of different types. Environment surrounding the individual has important costs for employee's satisfaction and dissatisfaction in different sphere of life. When the employee sees that his expectations are not met in the job environment, the job dissatisfaction emerges. It leads to the decrease in the workforce productivity, organizational commitment and commitment to the job and increase in the rates of the optional discontinuation of the job (Redfern, 2005; Denizer, 2008; Sagie, 2002). Thus, it can be said that job satisfaction is an important condition which increases the work motivation of the employees in organization.

Job satisfaction can be described as one's feelings or state of mind regarding the nature of the work. Job satisfaction can be influenced by a variety of factors such as the quality of the academics' relationships with their supervisors, the quality of the physical environment in which they work and the degree of fulfillment in their work (Lambert et. al., 2008). The importance of job satisfaction mainly depends on efficiency, productivity, employee relations, absenteeism and turnover (Baron, 1996, Maghradi, 1999). The construct of climate has significant role in work motivation (Denisson, 2006). There is a relationship between employees' perceptions of the formal and informal policies, practices and procedures of the organization and overall organizational climate (Schneider, 2008).

Schulte et al (2006) were identified some important factors viz., satisfaction towards supervision, rewards, work loads, promotion opportunities, job security, physical environment, interactions, work climate etc. which are relevant for perceiving organizational climate and also work motivation. Chathoth et al (2007) studied the positive relationship between the subjects' perception towards integrity, commitment and belief within the work environment with the employees' job satisfaction. The employees' perception on service climate inclusive of available strategies, support, system and training were also found to be significantly and positively correlated with their job satisfaction.

Vergheese et al. (2010) studied the relationship between customer orientation and organizational climate and it was found that organizational climate enhances customer orientation. Higher customer orientation is conducive for building a sound organizational climate. Considering the above the present investigation has been designed to study the organizational climate and work motivation as perceived by the employees of private sector organization.

### CONCEPT AND OPERATIONALIZATION

#### Organizational Climate

Climate in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, motivational and reward mechanisms, working conditions etc. It provides a dynamic interface for employees' behaviorally pertinent perceptions which impel them to think, to feel and to act in consistently similar ways.

#### Work motivation

Work motivation is a process to energize employee to the work goal through a specific path. Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.

### OBJECTIVES

1. To study the relationship between the organizational climate and work motivation as perceived by the employees of private sector organization.
2. To study whether gender difference has significant role in connection with organizational climate and work motivation as expressed by the employees of private sector organization.
3. To study whether duration of service has some impact on organizational climate and work motivation as opined by the employees of private sector organization.

**HYPOTHESES**

**Hypothesis – I :** Organizational climate is directly related to work motivation.

**Hypothesis – II :** Male and female employees of private sector organization differ significantly in terms of perceived organizational climate.

**Hypothesis – III :** Male and female employees of private sector organization differ significantly in terms of work motivation.

**Hypothesis – IV :** Organizational climate as perceived by the employees of private sector organization is differentially associated with duration of service.

**Hypothesis – V :** Work motivation as opined by the employees of private sector organization is differentially associated with duration of service.

**STUDY AREA AND SAMPLE**

A Group of 100 employees (50 male and 50 female) engaged in private sector organizations were selected as samples in this investigation. The pertinent characteristics of the sample are as follows:

- Age : 30 to 50 years.
- Education : Graduate and Post-Graduate.
- Gender : Equal gender ratio.
- Duration of service : Below and above 10 years of service.

**TOOLS USED**

**1. General Information Schedule**

It consists of items like name, address, age, gender, educational qualification, duration of service etc.

**2. Organizational Climate Questionnaire**

This questionnaire consists of 20 statements answerable along 5 fixed categories viz; strongly agree, slightly agree, not sure, slightly disagree and strongly disagree. There are five domains in this questionnaire, viz., (1) Communication (Item number: 1, 8, 15 and 17); (2) Role (Item number: 2, 6, 13 and 19); (3) structure (Item number: 3, 9, 11 and 18); (4) Responsibility (Item number: 4, 7, 14 and 16) and Reward (Item number: 5, 10, 12 and 20). The odd-even split-half reliability is 0.79.

**3. Work Motivation Questionnaire**

This questionnaire consists of 26 statements answerable in five alternatives. The practical utility of the questionnaire is to measure the work motivation and satisfaction of the employees of different strata in any industry or organization. It helps in assessing their work motivation both intrinsic and extrinsic. The odd-even split-half reliability is 0.994.

**ADMINISTRATION, SCORING AND STATISTICAL TREATMENT**

General Information Schedule, Organizational Climate Questionnaire and Work Motivation Questionnaire were administered to a group of employees of private sector organizations by giving proper instruction. Data were collected and properly scrutinized. Scoring was done with the help of standard scoring key. Frequency and percentages were calculated for general information schedule. Mean and SD were calculated for organizational climate and work motivation questionnaire. Comparisons were made by applying t-test. In order to find out the relationship between organizational climate and work motivation correlation was also done in this investigation.

**RESULTS AND INTERPRETATION**

The general characteristic data inserted in Table – 1 reveals the characteristic features of the subjects under study.

**Table – 1: General characteristic features of the employees of private sector organization.**

General characteristic features	Male (N=50)		Female (N=50)		Combined (N=100)	
	f	%	f	%	f	%
1. Age (Mode value)	39	78	41	82	40	40

2. Educational qualification	35	70.00	39	78.00	74	74.00
(a) Graduate	15	30.00	11	22.00	26	26.00
(b) Post - Graduate						
3. Duration of service	25	50.00	25	50.00	50	50.00
(a) Below 10 years	25	50.00	25	50.00	50	50.00
(b) Above 10 years						

Data inserted in Table – 2 reveals that there is a positive relationship between organizational climate and work motivation of the employees engaged in private sector organizations. It can further be said that the better the perception of organizational climate the better is the work motivation. Thus, the Hypothesis – I which postulates “Organizational climate is directly related to work motivation” - is accepted in this investigation.

**Table – 2 Relationship between organizational climate and work motivation**

Variables	Correlation
Organizational Climate	0.81*
Work Motivation	

**\* Relationship is significant**

Data inserted in Table – 3 reveals the comparative picture between the male and female employees in terms of perceived organizational climate. Overall picture reveals that the female group perceives the organizational climate better than that of the male group. Informal communication channel, proper judgment of the performance, good pay package etc are the reasons behind the difference. When comparison was made between the male and female group of employees, significant difference was observed for communication, role and rewards. Thus, the Hypothesis – II which postulates “Male and female employees of private sector organizations differ significantly in terms of perceived organizational climate” - is accepted except structure and responsibility.

**Table – 3 Comparison between the male and female group of employees of private sector organizations in terms of perceived organizational climate**

Domains	Perceived Organizational Climate Scores						t - value
	Male			Female			
	N	Mean	SD	N	Mean	SD	
Communication	50	12.27	3.12	50	16.34	3.17	6.46**
Role	50	14.00	3.44	50	17.00	2.87	4.76**
Structure	50	13.11	2.78	50	14.28	3.17	1.95*
Responsibility	50	14.99	3.25	50	16.34	3.30	2.08*
Rewards	50	15.38	3.87	50	18.45	3.99	3.89**
Overall	50	69.75	7.84	50	82.41	8.38	7.81**

\*Difference is insignificant, \*\*P<0.01

Score Range for each domain : 4-20; Score Range (overall) : 20-100

High score indicates good and favourable perception towards organizational climate and vice-versa.

Data inserted in Table – 4 reveals that work motivation of the female employees is comparatively better than that of the male employees. It can further be said that well – planned work assignment and supervision, good and congenial work environment, chance for promotion and trust towards work group are the reasons behind the difference. When comparison was made between these two groups, significant difference was observed. Thus the Hypothesis – III which postulates, “Male and female employees of private sector organization differ significantly in terms of work motivation” - is accepted in this investigation.

**Table – 4 Comparison between male and female employees of private sector organizations in terms of work motivation**

Categories	Work motivation scores			t - value
	N	Mean	S.D	
Male	50	91.37	9.23	3.10*
Female	50	97.28	9.67	

\* p <0.01, Score Range : 26 – 130

High score indicates favourable work motivation

Data inserted in Table - 5 reveals the impact of duration of service (below and above 10 years) in terms of perceived organizational climate. It can be said that the more the duration of service the better is the role and responsibility. On the contrary, communication, structure and reward are comparatively better among the employees who are engaged in the service of below 10 years than that of the above 10 years. Overall picture reveals that employees engaged in below 10 years service perceive the organizational climate better than that of the above 10 years service. Thus, the Hypothesis – IV which postulates “Organizational climate as perceived by the employees of private sector organization is differentially associated with duration of service” - is accepted in this investigation.

**Table –5 : Comparative picture in connection with duration of service in terms of perceived organizational climate**

Domains	Perceived Organizational Climate Scores						t - value
	Below 10 years			Above 10 years			
	N	Mean	SD	N	Mean	SD	
Communication	50	16.12	3.34	50	12.32	3.74	5.35**
Role	50	13.24	3.57	50	17.16	4.17	5.02**
Structure	50	15.87	4.82	50	11.55	3.26	5.27*
Responsibility	50	13.22	3.93	50	16.27	4.86	3.43*
Rewards	50	16.72	3.43	50	13.44	3.11	5.05**
Overall	50	75.17	7.25	50	70.71	7.15	3.09**

\* p <0.01

Comparison was also made between the employees whose duration of service is below and above 10 years in the same organization in terms of work motivation (Data inserted in Table - 6). Findings reveal that both groups have favourable opinion towards work motivation but comparatively better work motivation has been found among the employees whose duration of service is below 10 years than that of the other group whose duration of service is above 10 years. Thus, the Hypothesis – V, which postulates, “Work motivation as perceived by the employees of private sector organization is differentially associated with duration of service” - is accepted in this investigation.

**Table – 6 : Comparative picture in connection with duration of service in terms of work motivation**

Categories	Work motivation scores			t - value
	N	Mean	S.D	
Male	50	92.90	10.23	3.09*
Female	50	86.84	9.31	

\* p<0.01, Score Range : 26 – 130

High score indicates favourable work motivation

#### The major findings of this study are as follows :

1. Overall picture reveals that there exists positive relationship between organizational climate and work motivation.
2. Female group perceive the organizational climate better than that of the male group. Informal communicational channel, proper judgment of the performance, good pay package etc. are the reasons behind the difference.
3. Work motivation of the female employees is comparatively better than that of the female employees. The well-planned work assignment and supervision, good and congenial work environment, chances for promotion and trust towards work group are the reasons behind the difference.
4. Overall picture reveals that employees engaged in below 10 years service perceive the organizational climate better than that of the above 10 years service. Communication, structure and reward are comparatively better perceived by the employees who are engaged in the service of below 10 years. On the other hand, the more the duration of service the better is the role and responsibility.
5. Both groups have favourable opinion towards work motivation but comparatively better work motivation was expressed by the employees whose duration of service is below 10 years than that of the employees whose duration of service is above 10 years.

#### CONCLUDING REMARKS

In conclusion it can be said that there is a positive relationship between organizational climate and work motivation as expressed by the employees of private sector organization. Organizational structure, proper communicational channel, good pay package, promotion, reward system, etc. affects the work motivation of the employees. Besides this, duration of service has significant impact upon perceived organizational climate and work motivation. Considering the findings of the study, adequate measures may be taken for the employees to improve the organizational climate better in comparison to the existing condition. As congenial and healthy work environment may motivate the employee in their respective job areas, so measures should also be taken in this regard.

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