

To Study the Relationship between Organizational Climate and Employee Motivation

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ABSTRACT

As a consequence of the study's success in attracting participants from around the organization, suggestions would start trickling in from all corners. It makes assigning tasks and responsibilities to workers in the workplace easier and more efficient. A higher sense of self-worth is often experienced by workers when they are given more agency and decision-making power. Being somewhat powerful is advantageous under a paradigm where one's feeling of identity is strongly related to their level of power. When workers are not subjected to continual criticism and surveillance, they are more likely to see their workplace positively. A number of aspects of empowerment are discussed in the research, including objectives, work satisfaction, training, performance reviews, authority to make decisions, disputes, how subordinates see their superiors, how superiors view their subordinates, and the capacity to adjust to new situations. The hope that hard work will pay off is another target of this research. The idea of employee empowerment fosters a sense of belonging among workers, making them feel that they have a stake in the success of the company.

Keyword: *Workplace, Decisions, Disputes, Reviews, Authority*

INTRODUCTION

"Job satisfaction is an intrinsic sense of accomplishment emerged from performing tasks while carrying out one's contractual obligations (pp.498)" suggests Bhattacharya (2011). According to Spector (1985), one's level of job satisfaction is a measure of how much they like their work and includes their thoughts and emotions around their work. In order to comprehend organizational behavior and the people that work for them, job happiness is an important component to consider. Employees are more likely to leave their jobs, experience high levels of stress, and have subpar performance when they are unhappy in their jobs. Previous research has found a number of factors—organizational environment, salary, career advancement opportunities, job security, relationships with coworkers, social standing, the nature of the work itself, and so on—that influence job happiness. Attitudes that are positive and supportive of one's employment demonstrate contentment, whereas attitudes that are negative and unsupportive demonstrate discontent. Work happiness is a subjective and subjectively perceived concept that differs from one individual to the next. What makes one person happy on the work could not make another person happy on the job. If one believes their work is meaningful, they have immense fulfillment in their work. According to Herzberg et al. (1959), being happy or unhappy in one's employment is not mutually exclusive. When things like compensation, working conditions, interpersonal interactions, etc., that are part of the extrinsic work environment are lacking, it may lead to job discontent. Instead of discontent with one's work, one should aim for a state of complete indifference, which is the polar opposite of job satisfaction.

Patterson et al. (2004) and Pushpakumari (2008) are only two of many studies that have shown a correlation between happy workers and productive businesses. When workers aren't happy in their jobs, it shows in their work, dedication, productivity, absenteeism, and turnover rates.

REVIEW OF LITERATURE

Gani & Shah (2001) uncovered the components and determinants of organizational climate in the banking sector using an exploratory-cum-descriptive research. Three major Kashmiri banks were chosen for the research, and 125 staff members were surveyed. An organizational climate survey was sent to the staff. A five-point Likert scale was used to capture the replies. Good informal ties among workers are beneficial to the organization, according to the results. Workers are content with their bosses, performance reviews, and overall work environment. Workers in public sector banks have a more positive impression of the work environment than those at private sector banks. Compared to public sector banks, private sector

banks are less conducive to a healthy work environment in many ways, including financial incentives, oversight, care for employees' well-being, management that encourages participation, impartiality, and logic.

Tripathi & Tripathi (2002) analysed 10 companies in Northern India to determine the correlation between company culture and performance. Two hundred managers at the lower and intermediate levels were selected for the sample. A seven-point Likert scale was used to assess answers on the Organizational Climate Questionnaire (Litwin and Stringer, 1968). Measures of organizational success were taken using several scales, including measures of organizational effectiveness, work satisfaction, organizational commitment, and desire to resign. We used correlation and stepwise regression to examine the data. Research shows that a reward and participation atmosphere is more important for intrinsic fulfillment than a lenient one for social and extrinsic satisfaction. Organizational performance was most strongly predicted by a climate of incentive and involvement. A number of organizational success factors, including efficiency, contentment in one's work, dedication to the company, and likelihood of leaving, were affected by the work environment.

Parker et al. (2003) analyzed the climate literature using a meta-analysis to determine how employees' perceptions of the psychological environment impact their attitude, motivation, and performance on the job. Using structural equation modeling, a model was built. For this reason, 94 studies were selected, with a total of 65830 respondents. The variables' relationships were examined using a meta-analytic correlation matrix. Work outcomes including job satisfaction, motivation, performance, attitude toward work, and psychological well-being were shown to be significantly related to individuals' assessments of the psychological environment. These work results were negatively correlated with employees' role and job perspective. Organizational atmosphere, employee motivation, and performance were all mediated by workers' attitudes about their jobs.

Objectives of the Study

- To find out the level of job satisfaction among employees.
- To examine the relationship between organizational climate and employee motivation.

RESEARCH METHODOLOGY

Study designs may be either cross-sectional or longitudinal. A cross-sectional research simply takes a single answer from each respondent, but a longitudinal study records the same respondents' replies over time to ensure consistency. The research was cross-sectional, meaning that data was obtained from participants only once. You might also say that a research design is descriptive or exploratory. Selection of people from a population in a manner that accurately reflects the population's characteristics is the primary goal of sampling. Both probability and non-probability sampling techniques are in use today.

In probability sampling, each individual has an equal opportunity to be chosen. The problem with non-probability sampling is that the people that fill out the surveys may not be representative of the whole. People who work in the industrial sector in Northern India were the focus of the research. Several districts with a wide range of demographics were included in the sample, which included a diversified range of organizations. Because of the high concentration of organizations in one location and the respondents' desire to participate, convenience sampling was used. The National Capital Region (NCR), Haryana, and Punjab were the three areas studied.

For this reason, we went to a number of different companies and asked every single employee to fill out a survey. All replies will be treated with the utmost confidentiality, as promised to the participants. We were able to use 600 completed surveys for our data analysis.

Below is a breakdown of the public and private sectors by region. A variety of Punjab, Haryana, and NCR-based organizations provided the data. Personal visits and web connections were used to disseminate the surveys to the groups. The human resource executives of the relevant companies gave their consent for their workers to take part in the surveys, so we could legally administer them.

Due to the impracticality of personally visiting each employee to collect survey responses, several companies instead sent out online links to the surveys in an accompanying letter outlining their goals. The participants were informed that their answers would remain private and that their participation was entirely optional. In order to maintain the respondents' privacy, it was optional to include their name. It was decided to send follow-up emails to the organizations. The information was gathered within a span of four months.

ANALYSIS AND INTERPRETATION

Table 5.1 Overall Sector-Wise Perception Of Respondents On Employee Motivation

S. No.	Statement	Sector	N (600)	Mean	Standard Deviation	t-value (p-value)
1.	All employees have an equal chance of promotion in this organization.	Public	300	3.60	1.103	0.258 (0.797)
		Private	300	3.58	0.987	
2.	Promotions are given in a fair and honest way.	Public	300	3.58	1.058	-0.222 (0.825)
		Private	300	3.60	1.004	
3.	My job provides me a highquality personal life.	Public	300	3.64	0.959	-0.538 (0.591)
		Private	300	3.68	0.965	
4.	Promotion criteria are well defined.	Public	300	3.78	0.984	2.105 (0.036)**
		Private	300	3.61	0.994	
5.	My workplace is noise-free.	Public	300	3.90	1.068	0.000 (1.000)
		Private	300	3.90	0.956	
6.	My organization provides me a safe working environment.	Public	300	3.93	0.944	0.445 (0.657)
		Private	300	3.90	0.890	
7.	Organization has provided me resources to perform my job effectively.	Public	300	3.89	0.943	-1.376 (0.169)
		Private	300	3.99	0.834	
8.	I have a well organized work environment.	Public	300	3.87	0.949	-0.688 (0.492)
		Private	300	3.92	0.841	
9.	Sitting arrangements in my office offers comfortable position to work.	Public	300	4.03	0.910	1.600 (0.110)
		Private	300	3.91	0.928	
10.	I have the opportunity of mixing with my colleagues and to communicate on aspects of our work.	Public	300	4.10	0.820	2.026 (0.043)**
		Private	300	3.98	0.751	
11.	I am encouraged to make inputs with regard to my job.	Public	300	3.68	0.841	-2.754 (0.006)*
		Private	300	3.87	0.819	
12.	I have the freedom to decide the method for doing my work.	Public	300	3.60	0.992	-2.261 (0.024)**
		Private	300	3.77	0.883	
13.	I am given freedom to make my own decisions.	Public	300	3.43	0.994	-3.155 (0.002)*
		Private	300	3.68	0.932	
14.	I have sufficient authority to discharge my job related responsibilities.	Public	300	3.58	0.966	-0.933 (0.351)
		Private	300	3.66	0.960	
15.	The performance target is decided by	Public	300	3.14	1.070	-3.466

	the employee himself.	Private	300	3.45	1.127	(0.001)*
16.	Management honors employees' view on organizational effectiveness.	Public	300	3.41	0.962	-3.348 (0.001)*
		Private	300	3.67	0.929	
17.	I get appreciation from my supervisor for a job done well.	Public	300	3.71	0.960	-3.071 (0.002)*
		Private	300	3.93	0.750	
18.	I get personal support from my supervisor in times of need.	Public	300	3.81	0.920	0.329 (0.742)
		Private	300	3.79	0.861	
19.	My supervisor understands my problems and tries to solve them.	Public	300	3.80	0.999	-0.475 (0.635)
		Private	300	3.83	0.888	
20.	I am able to approach my supervisor easily.	Public	300	4.05	0.840	0.509 (0.611)
		Private	300	4.01	0.763	
21.	My supervisor is trustworthy.	Public	300	4.06	0.875	1.087 (0.277)
		Private	300	3.98	0.852	
22.	The supervisor likes to receive my ideas and suggestions.	Public	300	3.91	0.920	-1.284 (0.200)
		Private	300	4.00	0.795	
23.	The leadership which I get from superiors encourages me to put up good performance.	Public	300	3.98	0.886	1.084 (0.279)
		Private	300	3.91	0.845	
	Overall Employee Motivation		Public	300	3.76	0.622
			Private	300	3.80	0.615

Note: *P < 0.01, **P < 0.05, *** P < 0.10.

Source: Primary Data

Employees' levels of agreement per sector with respect to employee motivation are shown in Table 4.3. In order to determine if there is a statistically significant difference in the levels of agreement among public and private sector workers with relation to employee motivation, the t-test is used. The degree of agreement on equitable promotion possibilities is almost same for public sector workers (mean=3.58) and private sector employees (mean=3.60%). There seems to be no discernible difference in the degree of agreement between the two sectors, as shown by a non-significant t-value of 0.258. We accept the null hypothesis. According to Schneider and Vaught (1993), the outcome is consistent. The degree of agreement about the fair promotion system is almost same across public sector workers (mean=3.58) and private sector employees (3.60). The t-value (-0.222) supports the acceptance of the null hypothesis that there is no significant difference in the agreement level of public and private sector workers (mean=3.68). This result is in agreement with what Katuwal and Randhawa (2007) found.

Workers in the private sector are more likely to believe that their personal lives are of excellent quality (mean=3.68) than those in the public sector (mean=3.64). No statistical significance is shown by the t-value of -0.538. It may be said that when it comes to having a good personal life, workers in the public and private sectors are on same ground.

When it comes to clearly stated promotion criteria, public sector workers are more likely to agree (mean=3.78) than private sector employees (mean=3.61). In the public sector, promotions are often based on seniority or predetermined criteria. There is a statistically significant difference in the levels of agreement between public and private sector workers with respect to clearly specified promotion criteria (t-value 2.105). We reject the null hypothesis.

Table 5.2 Means And Standard Deviations Of Job Satisfaction Items (N=600)

S. No.	Statements	Mean	Standard Deviation
1.	I enjoy my work most of the days.	3.95	0.831
2.	I get noticed when I do a good job.	3.84	0.891
3.	I get full credit for my work.	3.74	0.993
4.	My job requires me to perform a variety of tasks.	3.99	0.837
5.	I understand my job responsibilities and work expectations.	4.20	0.664
6.	I have been given an acceptable level of responsibility at my work.	4.03	0.774
7.	I feel my opinion matters in the organization.	3.65	0.920
8.	My organization provides me enough amenities (medical, housing etc.).	3.83	1.036
9.	I am treated with respect by my colleagues.	4.15	0.734
10.	Senior management values my contribution towards my work.	3.74	0.973
11.	I am paid well for the work I do.	3.74	1.052
12.	The welfare facilities given by this organization are favorable as compared to other similar organizations.	3.70	0.977
13.	The organization provides me opportunities for innovative work practices.	3.62	0.957
14.	My job gives me steady employment.	3.85	0.919
15.	My job has definite and regular work hours.	3.87	1.042
16.	Salary increases are decided in a fair manner.	3.74	1.030
17.	My job has a good social status.	3.92	0.879
18.	I feel a sense of pride in doing my job.	3.92	0.862
19.	Management supports employees' efforts to balance work, family and personal responsibilities.	3.66	1.014
20.	Management involves people when decisions are made that affect them.	3.53	1.033
	Overall Job Satisfaction	3.83	0.598

Source: Primary Data

Table 4.4 displays the degree to which respondents agreed on the topic of work satisfaction. With a standard deviation of 0.598 to 1.052 and a mean score of 3.53 to 4.20, employees agree on all assertions about work satisfaction. Overall work satisfaction has a mean agreement score of 3.83. It indicates that workers are content in their positions.

The following statements have the highest levels of agreement: knowing one's role and what is expected of one at work (mean=4.20), having an acceptable amount of responsibility at work (mean=4.03), receiving respect from one's coworkers (mean=4.15), having a varied and interesting job (mean=3.99), enjoying one's work (mean=3.95), having a good job status (mean=3.92), and having pride in one's work (mean=3.92). It shows that workers have a favorable impression of their employment. Similarly, there is a high degree of agreement regarding the following: regular and predictable work hours; security of employment; recognition of efforts; appreciation from superiors; fair compensation; opportunities for advancement; and, finally, the organization's relatively good welfare benefits.

Employees are content with their job, their pay, and the benefits offered by their company. When it comes to management's support for work-life balance, workers' opinions matter (mean=3.65), chances for creative work practices in the firm (mean=3.62), and employees' engagement in decision making (mean=3.53), the scores are rather low.

CONCLUSION

Management, executives, and organizations may all benefit greatly from the study's findings. A healthy work environment may be fostered when upper management takes the time to see things from employees' points of view. An improved work environment might be the result of firms displaying the behaviors that workers value most. An understanding of what makes for a good organizational climate, greater job satisfaction, and higher employee motivation is crucial for leaders who are serious about creating such an environment for their staff and assisting them in being happy and motivated in their work. Employee morale and motivation may be enhanced by giving them more freedom in their work. One way to give workers more agency on the job is to let them choose how they get their work done, what tools they use, and what choices they make about what to do next. Management should publicly appreciate workers' efforts during meetings and reward them for greater performance since receiving acknowledgment and support from management also boosts job happiness.

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