"A study on relationship between Organizational Climate with Job Motivation"

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Abstract: The purpose of this paper is to identify the relationship between organizational climates and job motivation. The Organizational climate refers the inner properties of Organization. There are some internal and external factors which influences the determination of character of the organization. Organizational climate plays an important role among the deciding the behaviour or workers and therefore the performance of the organization. Organizational climate is outlined as shared perceptions or prevailing structure norms for conducting work place activities. The success or failure of an organization was determined by this Organizational climate. The study was administrated with seven dimensions like work environment, team work, management effectiveness, commitment, competency, rewards, and recognition. Motivation is a basic psychological process. Luthans explained along with perception, personality, attitudes, and learning, motivation is a very important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge of what makes people tick. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. Researchers and scholars emphasized on relation between organizational climate and job motivations of employees citizenship behaviors.

Keywords: Organizational climate, structure norms, seven dimensions, Job motivation, Organizational citizenship behavior

Introduction:

Organizational climate plays an important role in deciding the behaviour of employees and therefore the performance of the organization. Organizational climate has both positive as well as negative impacts the positive climate encourages, whereas negative climate inhibits discretionary efforts. Organizational climate has been influenced by these characters such as organizational structure, individual autonomy, rewards, risk- taking, support, tolerance, and control influences (G.H.Litwin & R.Stringer)

Organizational climate is a perception of the characteristics of Organization (Joe Kelly). It's a group of characteristics that describe an Organization that

- It influences one organization from another organization
- It is knowledgeable over an amount of time
- Influence the behaviour of people time in the organization (Joe Kelly).

Organizational climate was influenced by the subsequent factors they are general perceptions, qualitative concepts, distinct identity, enduring quality, multi-dimensional construct. Organizational climate is initiated in positive manner through communication, values, expectations, norms, policies, rules, programs, leadership. The study regarding Organizational climate is essential for understanding the perception of employees. It helps in driving out of fear, staff encouragement, strengthens the relationship and develops the atmosphere (P.C.Tirupathi 2008). Therefore the study regarding Organizational climate and its relationship with job motivation is essential in this scenario. The importance of human resources in organization management is increasing every day. In addition, the changes exist in organizational, educational and corporate environments. Their resultant creativity, innovation, and flexibility must be emphasized. These are necessary transferor of voluntary behavior from staff of an organization. Consequently, the university should be capable of shifting its personnel vision, viewpoints, and behaviors, which act for organizational improvement. With regard to this issue, many researchers have paid attention to Organizational Climate (OC) and Job Motivation (JM). Organizational climate has a long history in organizational psychology and organizational behavior, and is an important topic of study in organizational development. Watkin and Hubbard noted that high-performing organizations have climates with particular measurable characteristics, which has shown how organizational climate can directly account for up to 30% of the variance in key performance measures. This is supported by research that examined the relationship between the way in which employees describe their work environments,

and the relative performance success of these environments. Watkin and Hubbard contend that organizational climate does make a difference to organizations performance because it indicates how energizing the work environment is for employees. There is, however, clearly more to an organization's performance than an 'energized employee' or the presence of certain organizational and leadership characteristics: 'productivity also depends on the morale, which governs discretionary effort - the willingness to go the extra mile'.

Motivation is a basic psychological process. Luthans explained along with perception, personality, attitudes, and learning, motivation is a very important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge of what makes people tick. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. The first rationale for his position was based on social exchange theory. He reasoned that when employees work in an environment that induces satisfaction, they frequently feel bound by the norm of reciprocity, resulting in helpful and supportive behaviors.

Scope of the study:
1. Organizational climate and its dimensions can be utilized in all organization.
2. Employee performance was influenced by this Organizational climate and it results in the increase of employee motivation and job satisfaction.
3. It mediates the consequences of a necessary climate with employee outcomes.
4. Employee commitment can be ensured as end result.

Purpose of the study:
1. It is an overall quality improvement activity.
2. Employee perceptions and views can be analyzed.
3. It helps in creating desired transitions and motivation level.
4. The impact of these seven dimensions can be analyzed by means of this survey.

Objectives of the study:
1. To analyze the relationship between Organizational climate and job motivation in the organization
2. To analyze the prevailing Organizational climate in the organization
3. To analyze motivation level and outcome performance of employees
4. To analyze the Organizational climate victimization seven dimensions (work setting, team work, management effectiveness, recognition and rewards, competency, organizational commitment, involvement)
5. To examine the varied factors influencing Organizational climate
6. To analyze the attitudes of workers regarding the Organization.

Limitations:
The study was carried out with the sample size of 110. The survey was carried out by the structured questionnaire among the employees of Blooms Hospital Pvt. Ltd. Accuracy of the study is exclusively supported by the information given by the respondents. The respondents were reluctant to come back out with the precise details required with in the form.

Research methodology:
Descriptive research was adopted. Convenience sampling technique was adopted and the sample size was determined as 110. Primary information was collected by survey through hard copy circulation. The secondary information was collected from the hospital records and website. The statistical tools like percentage analysis, chi-square, Annova were used.

Review of literature:
Employee motivation, employee commitment, employee involvement, satisfaction with job was increased and influenced by Organizational climate (Mishra 1999). Organizational climate have connected to the working environment by means of the methods adopted by the organizational members for organizational function (Yahyagil 2003). The Organizational climate is the enduring quality of the entire environment of the organization and it can be experienced by the members more over the behaviour of the members was highly influenced by Organizational climate (Litwin 1968).

Organizational climate is the collective perception about the Organizational conditions (Lin1999). Structure, responsibility, reward, risk, warmth, support, standard, conflict and identity are the dimensions listed out stringer, 1968. However (stringer 2002) pointed out the following six dimensions influences the work environment they are structure, standards, responsibility, recognition, support, commitment.

Organizational climate can be defined as the shared perceptions of Organizational policies, practices and procedures (Reichers & Schneider, 1990). Competency, motivation and development of employees are ensured by Organizational climate (Patel 2005). Organizational effectiveness and productivity have positive correlation with Organizational climate (Jain, singhal & sing, 1997).

Positive Organization climate is essential for improving the present system more effective and efficient (Athreya 1988). Friedlander and Greenberg (1971) demonstrated that workers who perceived their climate as supportive had higher performance. Organization climate were related to both performance and satisfaction.
It is the set of characteristics that describe an Organization and that
(a)   Organizational climate differentiates one organization from another organization
(b)   Rare relatively enduring over time,
(c)   Behaviour of people in the Organization was influenced by the organizational climate (Gilmer1964)

Organizational motivation results in high performance and also encourages the managers to experiment new concepts for finding out solutions for existing problems which increases the efficiency and productivity of the organization. (Krishna & rao, 1997) It is the process of analyzing about the internal environment. The organizational climate influences the behaviour of the employees which can be described as characteristics of an organization. (Pareek, 2006) Employees' perception about the organization climate influences the motivation in employees. (Srivastava, 2005)

Statistical Tools for Analysis
Chi Square Test-To find out whether the significance difference between work motivation and interpersonal relation in the organization

STEP 1: HYPOTHESIS:
Null hypothesis (H_0): There is no significance difference between work motivation and interpersonal relation in the organization.
Alternate hypothesis (H_1): There is a significance difference between work motivation and interpersonal relation in the organization.

Observed frequency- Relationship between work motivation and interpersonal relation in the organization
Expected frequency $E_{ij} = R_i * C_i /$ grand total

O	E	O-E	$(O-E)^2$	$(O-E)^2/E$
1	0.68	0.32	0.102	0.150
3	2.73	0.27	0.073	0.027
1	1.136	-0.136	0.019	0.016
0	0.454	-0.454	0.206	0.454
0	0	0	0	0
8	8.864	-0.864	0.746	0.084
40	35.454	4.546	20.666	0.583
10	14.773	-4.773	22.781	1.542
7	5.91	1.09	1.188	0.201
0	0	0	0	0
3	1.363	1.637	2.679	1.966
4	5.454	-1.454	2.114	0.388
3	2.273	0.727	0.528	0.232
0	0.909	-0.909	0.826	0.909

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0	0	0	0	0
3	2.727	0.273	0.074	0.027
10	10.909	-0.909	0.826	0.909
5	4.454	0.546	0.298	0.067
2	1.818	0.182	0.033	0.018
0	0	0	0	0
0	1.363	-1.363	1.858	1.363
3	5.454	-2.454	6.022	1.104
6	2.272	3.728	13.898	6.117
1	0.909	0.091	0.008	0.009
0	0	0	0	0
TOTAL ($\sum$(O-E)^2/E)				**15.23**

STEP 2
Degrees Of Freedom= (R-1) * (C-1)
$\quad\quad\quad\quad\quad\quad\quad$ = (5-1)*(5-1)
$\quad\quad\quad\quad\quad\quad\quad$ = 4*4= 16

α= 0.05
5% level of significance= 26.30
Calculated value χ^2= 15.23
Calculated value is less than the table value.
So, null hypothesis (H$_0$) is accepted.

$\quad\quad\quad$ The calculated value 15.23 is lower than the table value (26.30 at 5% significance), so the null hypothesis is accepted. So there is no significance difference between job motivation and interpersonal relation in the organization.

Findings:
* Majority of the respondents belong to the category of 26-35 years of age.
* 71% of the respondents strongly agree their organization's goal and objective are clear.
* 50% of the respondents strongly agree that their team work is good.
* 41% of the respondents strongly agree that their communication is open throughout the organization.
* 41% of the respondents strongly agree that they are encouraged to suggest new ideas.
* 51% of the respondents strongly agree that their organization takes an active interest in the progress of its members.
* 55% of the respondents reveal that their work adds value to the organization is highly satisfied.
* 96% of the respondents expect a monetary kind of reward.
* 51% of the respondents highly satisfied with the current benefits provided by the organization.
* 50% of the respondents highly satisfied with the tools and technologies to perform work.
* 86% of the respondents satisfied with the morale of the department.
* 80% of the respondents satisfied with the training provided

Suggestions:
1. Few measures have to be taken to develop and organize the training program.
2. Motivation and appreciation by the management was observed and it should be maintained.
3. Few employees express that the management as to concentrate to improve the working environment.
4. Pay and other benefits have to be revised periodically.
5. Team performance must be encouraged and recognized.
6. Employees have a high trust in management it should maintain in such a way.

Conclusion:

Climate is the atmosphere of the organization, a "relatively enduring quality of the internal environment of an organization which influences the behaviour of the employees." Commitment and service delivered by employees was determined by organizational climate. The level organizational climate prevailing in Blooms Hospital was determined by these seven dimensions. Smooth relationship was observed between the management and employees. At the same time employees expects periodical review and improvements of working environment from the management. The study concludes that prevailing organizational climate was good among the employees.

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