Motivational Analysis of Organization Climate

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Abstract

In today's competitive business environment, organizations are always looking for ways to gain an advantage over their competitors. Successful organizations realize the value of creating a work environment (or climate) that is pleasant, and motivates employees to be committed and effective performers to gain competitive advantage. Numerous studies have found positive relationship between positive organizational climate and various measures of organizational success like job performance, job satisfaction, job stress, staff retention, productivity, customer satisfaction, and profitability. This article is a comprehensive framework to assess the motives that determine an organizational climate in a real estate business.

Key words: organization, climate, motive, employees

Introduction

Climate is a set of attributes which can be perceived about a particular organization or its subsystems, and that may be induced from the way of organization or its subsystem deals with their members and environment. Organizational climate is the collective view of the people within the organization as to the nature of the environment in which they work. Organizational climate is also an interaction of structure, system, culture, leader behavior and psychological needs of employees. Organizational climate reflects the summary perceptions held by organizational members towards their organization. The effects of organizational climate on staff behavior are determined by the way each individual perceives, directly or indirectly, those qualities and characteristics of the internal environment.

Dimensions of Organizational Climate

Likert (1967) proposed six dimensions of organizational climate (leadership, motivation, communication, decisions, goals, and control), while Lit Win and Stringer (1968) proposed seven dimensions (conformity, responsibility, standards, rewards, organizational clarity, warmth and support, and leadership). A review of their studies indicates twelve processes or dimensions of organizational climate:

- Orientation: The dominant orientation of an organization is the main concern of its members, and this dimension is an important determinant of climate. If the dominant

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orientation or concern is to adhere to established rules, the climate will be characterized by control motive; on the other hand, if the orientation is to excel, the climate will be characterized by achievement motive.

- Interpersonal relationships: An organization's interpersonal-relations processes are reflected in the way in which informal groups are formed and these processes affect climate. If groups are formed for the purpose of protecting their own interests, cliques may develop and a climate of control may result; similarly, if people tend to develop informal relationships with their supervisors, a climate of dependency may result.
- Supervision: Supervisory practices contribute significantly to climate. If supervisors focus on helping their subordinates to improve personal skills and chances of advancement, a climate characterized by the extension motive may result; if supervisors are more concerned with maintaining good relations with their subordinates, a climate characterized by the affiliation motive may result.
- Problem management: problems can be seen as challenges or as irritants. They can be solved by the supervisor or jointly by the supervisor and the subordinate(s) concerned, or they can be referred to a higher level. These different perspectives and ways of handling problems contribute to the creation of an organization's climate.approach is based on the premise that the market is efficient and securities are properly priced.
- Management of mistakes: Supervisors' attitudes toward subordinate mistakes develop the organizational orientation, which is generally one of annoyance or concern or tolerance. An organization's approach to mistakes influences the climate.
- Conflict management: conflicts may be seen as embarrassing annoyances to be covered up or as problems to be solved. The process of dealing with conflicts has a significant effect on climate as that of handling problems or mistakes.
- Communication: communication, another important determinant of climate, is concerned with the flow of information: its direction (top-down, bottom-up, horizontal), its dispersement (selectively or to everyone concerned), its mode (formal or informal), and its type (instructions or feedback on the state of affairs).
- Decision making: an organization's approach to decision making can be focused on maintaining good relations or on achieving results. In addition, the issue of who makes decisions is important: people high in the hierarchy, experts, or those involved in the matters about which decisions are made. These elements of decision making are relevant to the establishment of a particular climate.
- Trust: the degree of trust or its absence among various members and groups in the organization affects climate. The issue of who is trusted by management and to what degree is also relevant.
- Management of rewards: rewards reinforce specific behaviors, thereby arousing and sustaining specific motives. Consequently, what is rewarded in an organization influences the motivational climate.
- Risk taking: how people respond to risks and whose help is sought in situations involving

- risk are important determinants of climate.
- Innovation and change: who initiates change, how change and innovation are perceived, and how change is implemented are all critical in establishing climate.
- These dimensions determine the climate (functional or dysfunctional climate) of organization.
- Organizational climate can be linked to different motivation (achievement, expert influence, control, extension, dependency, affiliation) that determines the organizational climate as shown in the diagram

Diagram: 1

Organizational Climate

Functional   **Dysfunctional**

Achievement   Expert Influence   Extension   Control   Affiliation   Dependency
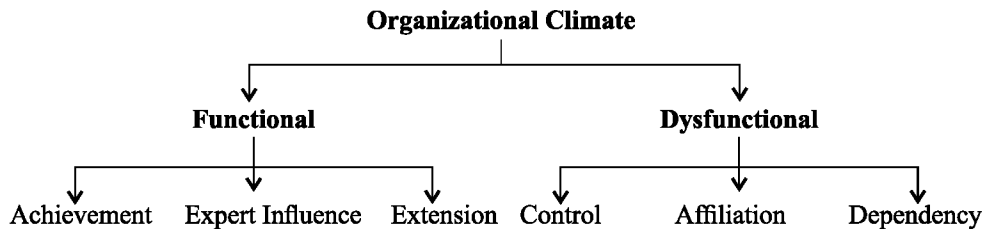
Motives

- Achievement. This motive is characterized by concern for excellence, competition in terms of the standards set by others or by oneself, the setting of challenging goals for oneself, awareness of the obstacles that might be encountered in attempting to achieve these goals, and persistence in trying alternative paths to one's goals.
- Affiliation. Affiliation is characterized by a concern for establishing and maintaining close, personal relationships; an emphasis on friendship; and a tendency to express one's emotions.
- Expert influence. This motive is characterized by a concern for making an impact on others, a desire to make people do what one thinks is right, and an urge to change situations and to develop people.
- Control. Control is characterized by a concern for orderliness, a desire to be and stay informed, an urge to monitor events and to take corrective action when needed, and a need to display personal power.
- Extension. Extension is characterized by a concern for others; an interest in super ordinate goals; and an urge to be relevant and useful to large groups, including society.
- Dependency. This motive is characterized by a desire for the assistance of others in developing oneself, a need to check with significant others (those who are more knowledgeable or have higher status, experts, close associates, and so on), a tendency to submit ideas or proposals for approval, and an urge to maintain a relationship based on the

other person's approval.

A study was undertaken among data entry operators working in real estate business with an aim to identify the prevailing organisation climate based on 12 dimensions which influences above six motives. This study helped organization to understand whether their concern is functional or dysfunctional organization. There by it also helped in identifying which functional climates are low, and which dysfunctional climates are high to take appropriate step to create a healthy climate. The study findings are limited only to the perceptions of data entry operators working in real estate business and cannot be generalized.

Review of Literature

Jones and James (1979) researched on the relationship between corporate cultures and measures of organizational climate. A factor analysis of a modified version administered to 147 public sector employees confirmed stable dimensions of leader facilitation and support, workgroup cooperation, organisational esprit, and job characteristics. The approach presents the potential to map changes in corporate cultures in further research applications.

Baumgartel, Howard J.; Reynolds, Jill I.; Pathan, Rukhsana Z (1984) researched on "personality and organizational climate variables moderate the effectiveness of management development programmes". The results of a research program designed to assess the role of selected personality variables and organizational climate in moderating the effects of training. Two studies in India and the US that have been previously reported by the 1st author and colleagues (1976/1977; see also PA, Vol 50:12155) are summarized, and 2 additional studies are presented in which 260 US and 246 Indian managers participated. Findings from the 4 studies indicate that, regardless of the quality of the educational program attended, Ss who were relatively high in need for achievement and who believed in the value of management education were more likely than others to apply new knowledge and skills on the job and that organizational climate affected the extent to which this knowledge was applied. The most favorable organizational climate was characterized by appreciation of performance and innovation, a rational evaluation and reward system, and openness in relationships among managers.

Eva Lindberg, Urban Rosenqvist, (2005) researched on "Implementing TQM in the health care service: A four-year following-up of production, organizational climate and staff wellbeing". The findings of the study are to diminishing resources was a parallel process probably disturbing the TQM implementation. The workload increased by 20 per cent, whereas organizational and individual variables remained stable over time. However, sick leave increased dramatically and was higher than the general level within the Swedish population. The ICU had the capacity to adapt successfully by regulating working hours to workload. It is

speculated that another cause behind sickness absence exists other than the general opinion. There was a main finding in an earlier study that was used for interpretation of the result in the present study. As ambiguity seems to be a major and increasing problem, it has consequences for management as well as for continuous quality development.

Lephoko CS, Bezuidenhout MC, Roos JH. This study conducted with the purpose of exploring and describing the "organizational climate as a cause of job dissatisfaction among nursing staff in selected hospitals within the Mpumalanga Province". The major objectives were to determine what organizational climate encompasses; ascertain which factors related to organizational climate can cause dissatisfaction among nurses; determine whether there is a difference in the way nursing management and the nursing staff perceive the existing organizational climate; and make recommendations for health service managers to improve the organizational climate in order to facilitate greater job satisfaction among the nursing staff. The results indicated that the nursing management and the nursing staff were content with the intrinsic factors of their jobs, but were dissatisfied with the extrinsic factors of the organizational climate. The outcome of this research affirms that there are extrinsic factors within the organizational climate that affect the nursing management and the nursing staff adversely.

N. Martin's; H. Von der Ohe (2003) researched on "Organizational climate measurements have been used by many organizations in the past to measure employees' experience of their work environment". Changes in the South African work environment such as new Acts, downsizing, mergers and globalization are affecting employees' motivation and commitment. Organizations are now requesting instruments that incorporate the effects of the changing environment rather than the traditional climate measurements. The purpose of this study was to validate an organizational climate questionnaire that was adapted and used during a phase of organizational and environmental change. The findings showed a number of new dimensions that can be used to measure organizational climate.

FransBerkhout, Julia Hertin, David M. Gann researched on "Analysis of human adaptation to climate change should be based on realistic models of adaptive behavior at the level of organizations and individuals". It argues that adaptation to climate change has many similarities with processes of organizational learning. The study suggests that business organizations face a number of obstacles in learning how to adapt to climate change impacts, especially in relation to the weakness and ambiguity of signals about climate change and the uncertainty about benefits flowing from adaptation measures. Organizations rarely adapt 'autonomously', since their adaptive behavior is influenced by policy and market conditions, and draws on resources external to the organization. The study identifies four adaptation strategies that pattern organizational adaptive behavior.

C. M. Tustin (1993) conduct a study on "A consensus approach to the measurement of organizational climate". The assumption that organizational climate refers to individuals' perceptions of organizational attributes has led to the common practice of aggregating measures of individuals' perceptions, and subsequently considering these averages to be indicators of the degree to which climate is experienced by all organization members, hence organizational climate. The results suggest that average measures are not accurate indicators of an organization's climate.

Patterson, Warr, & West (2004) found that "Organizational climate and company productivity" manufacturing organizations that emphasized a positive organizational climate, specifically concern for employee well-being, flexibility, learning, and performance, showed more productivity than those that emphasized these to a lesser degree. It was predicted that associations between company climate and productivity would be mediated by average level of job satisfaction. The mediation hypothesis was supported in hierarchical multiple regressions for separate aspects of climate. In addition, an overall analysis showed that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. Finally managers' assessments of most aspects of their company's climate were significantly more positive than those of non-managers. Several researches show the climate of organization in various aspects. Many study talks about the tools which are used to identify the climate. Many other studies show the result of organizational climate with employee satisfaction. This helped the researcher in identifying the variables related to the study and the associations between the same. The present study focuses on indentifying the motivational analysis of organizational climate.

Objectives
- To identify the level of motive for achievement, expert influence, control, extension, affiliation and dependency.
- To find out the strongest and weakest motive among the given six motives.
- To identify the organizational climate (functional or dysfunctional)
- To understand the impact on socio-economic variable on level of motive.
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Hypothesis

- H1: There is no significant relationship between motive and Age
- H2: There is no significant relationship between motive and Gender.
- H3: There is no significant relationship between motive and Experience

Methodology Adopted

The study follows descriptive research design with no control over the variables. This study is a census study conducted in duration of 15 weeks. The population for the study was data entry

operators working in real estate business. The total population identified is 60 data entry operators. The population comprises of 17 male respondents and 43 female respondents. The age group distribution of population are 25 respondents were less than 25 years of age and 24 respondents were between 25-35 years of age and 7 respondents were between 35-45 years of age and remaining 4 respondents were above 45 years of age. The experience composition of population is 9 respondents have an experience of less than 1 year and above 5 years, 26 respondents with 1-3 years of experience and 16 respondents with 3-5 years of experience.

Primary data used for the study is a structured questionnaire which was collected using interview schedule. The structured questionnaire is an instrument developed by Udai Pareek. The instrument employs 12 dimensions of organizational climate and 6 motives. The instrument consists of 12 categories, each with 6 statements. The reliability has been reported by Sen (1982) and by Surti (1982). The validity has been provided by Srivastav on basis of factor analysis among 415 respondents. Socio- economic factors are also study as a part of the study which consists of both open and close ended statements. Secondary data used for study are e-journals, internet, and organizational records. Multi variant tables are used to present the data. Percentage method is used to analysis the data. Chi-square Analysis is calculated mechanically using SPSS to find the relationship of variables with organizational climate.

Results and Discussion

On the basis of Table 1 it can be said that the motivational level is equally strong for the motives like control, affiliation and dependency, whereas motivational level is weak for motives like achievement, expert influence and extension. It can also be observed that the weakest of the three motives is expert influence. It is found weak as orientation, supervision, management of mistakes, communication, risk taking dimensions of organizational climate is weak in organization

Table: 1: Motivational analysis of organizational climate

Motives	Motivational Levels				Total
	Strong		Weak		
	No of respondent	Percentage	No of respondent	Percentage	
Achievement	29	48	31	52	60
Expert influence	21	35	39	65	60
Control	35	58	25	42	60
Extension	28	47	32	53	60
Affiliation	35	58	25	42	60
Dependency	35	58	25	42	60

Note: Percentage is based on total number of respondents , Source: Primary Data

The functional climate prevails in the organization due to achievement motive and it is also dysfunctional due to control motive.

Findings

- There is no significant relationship between achievement motive, expert influence motive, control motive and dependency motive with socio-economic factors like age, gender and experience, hence the null hypothesis is proved statistically.
- There is a significant relationship between affiliation motive and experience hence the alternative hypothesis is proved statistically and also no significant relationship between affiliation motive with age and gender hence the null hypothesis is proved statistically.
- There is a significant relationship between extension motive and gender hence the alternative hypothesis is proved statistically and also no significant relationship between extension motive with age and experience hence the null hypothesis is proved statistically.

Suggestions

The organizations need to move from dysfunctional climate to functional climate. Some of the recommendations are as follows:

1. Training program can be conducted for weak dimensions like orientation, Supervision, management of mistakes, communication and risk taking which can the climate of the Organization.
  a) Dominant orientation (like rules and regulations) can be avoided and orientation can be organized for team work and workshops.
  b) Inter personal skills training can be conducted for supervisors.
  c) Communication skill and problem solving techniques based training programs can be to develop communication skills and risk taking abilities of data entry operators.

2. Motivation strategies like
  a) Employees are doing monotonous work in the organization, so it reduces the level of interest and enthusiasm. Job rotation can be encouraged to break the monotony and create interest at work.
  b) As majority of the employees are female and as majority of them are married, flexi -time can be encouraged to set their own work timings completing required number of work hours.

Conclusion

Organizational climate influences the success of an organization. Making a climate change in organization is one of the core fundamental steps to create a great place to work. Organizational climate is evident in a variety of human resource practices, and an important predictor of

organizational success. Individual employee's behavior is influenced by organizational climate. If organizational climate is favorable, then organizational climate is growing smoothly. Many organizations, however, struggle to cultivate the climate they need to succeed and retain their most highly effective employees.

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