

# MOTIVATIONAL ANALYSIS OF ORGANISATIONAL CLIMATE ON EMPLOYEE SATISFACTION

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**ABSTRACT**--Organisational environment is very critical because it very much affects workplace productivity. Similarly, the efficiency of labour that can be measured by the organisation's environment or community in which the employee works. With a pleasant organisational climate, a conducive working atmosphere will be created which will manifest among all employees in harmonious and harmonious working relations. Based on the description discussed above, it can be concluded that the organisational climate has an effect on employee motivation. Employees are more motivated by their own desires. Individuals can act solely out of curiosity and the desire to learn without expecting rewards or in other words doing work just to satisfy the sense of satisfaction arising out of curiosity, self-expression, and self-challenge.

**Keywords**-- Human capital, organisational climate, motivation, employee satisfaction

## I. INTRODUCTION

Workplace climate should bring ensure a relaxed working atmosphere with duties and obligations within an organisation being spread equally, so that workers can make a meaningful contribution to the achievement of productive and successful work.

Motivated human capital is an important aspect of increasing efficiency. This is caused by manufacturing means and technology is essentially the result of human efforts. The workplace engagement related issues are also competitive issues for businesses that deal with human capital.

The organisation's internal climate is impacting workplace morale. The organisational environment is very critical as each person, coordination, and leadership must learn, appreciate, and conduct the job procedures according to expectations with a favourable organisational environment, keeping their authority and duty in mind.

The internal atmosphere of the organisation affects the productivity of employees. The organisational climate becomes very important because with a conducive organisational climate, every individual, teamwork, and leadership, will know, understand, and execute the work procedures according to expectations, keeping in mind their authority and responsibility.

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## **II. NEED FOR THE STUDY**

It is believed that the workplace environment and employee morale are linked to employee behaviour, in particular with job efficiency. Therefore, in order to prove this theory, the aim of this analysis is to explore further the relationship between organisational environment and employee morale for employees.

Organisational environment is very critical because it very much affects workplace productivity. Similarly, the efficiency of labour that can be measured by the organisation's environment or community in which the employee works. With a pleasant organisational climate, a conducive working atmosphere will be created which will manifest among all employees in harmonious and harmonious working relations.

## **III. REVIEW OF LITERATURE**

Internal and external facets that help job satisfaction formation within a organisation. Herzberg in Kinman (2001), notes that the motivation of a individual is determined by influences within and outside of the self. Organisational climate applied by an agency is one of the indicators influencing the effort to improve employee work motivation.

Davis and Newstrom (2001), considers the organisational environment as an organisation's identity that differentiates it from other organisations and contributes to increasing member's understanding of the organisation. Therefore, it can be inferred that the organisational environment is a collection of explanations of organisational features that differentiate an organisation from other organisations that contribute to each member's understanding of the organisation in view.

There are different trends which indicate that there is always absenteeism, job delays, lack of imagination, and loss of interest. The trend is triggered by the less relaxed working atmosphere, and the lack of contact between members and colleagues. It would undoubtedly have a detrimental influence on the organisation's performance, because workers employed in an organisation are expected to be able to successfully and efficiently execute their roles and obligations, as human resources efficiency will contribute significantly and profitably to the company as a whole (Sari, 2009 in Sarah and Wayan, 2015).

The attributes of individuals whose job motivation declines are those who do not work hard, who are not engaged in the task, and who do not perform the task optimally. In addition, the workers' work motivation is affected by several variables such as employment, career satisfaction, work ethic, expertise, work environment, work atmosphere, and social security. Therefore employee motivation is supposedly influenced by the organisational climate.

## **IV. RESEARCH OBJECTIVES**

- To carry out a motivational analysis of organisational climate on employee satisfaction among middle level managers of automobile firms in Chennai.
- To identify the various motivational factors which influence organisational climate leading to employee satisfaction.

- To study the level of significance of demographics of employees on organisational climate leading to employee satisfaction.

## V. RESEARCH METHODOLOGY

The research design was descriptive in nature and the research tool used it the organisation climate – motivation analysis tool developed by Prof. Udai Pareek. Organisational climate motivation analysis helps to study the organisational climate, with particular reference to motivation and its influence on employee satisfaction. The instrument comprises 12 operational environment variables each of which incorporates six claims. The sample size is limited to 140 middle level employees of various automobile firms operating in Chennai. The sampling technique was convenience sampling. The reliability of the research instrument was verified and was found to be overall 0.899 which is well above the acceptable limit.

## VI. DATA ANALYSIS

**Table 1 :** ANOVA for significant difference between educational qualification and factors influencing employee satisfaction in commercial banks

Factors	Diploma	Graduate	Post Graduate	Professional	F value	P value
Orientation	16.75 (2.69)	17.08 (2.08)	16.95 (2.12)	17.42 (1.97)	1.988	<0.001**
Interpersonal relationship	23.02 (4.30)	23.77 (3.47)	24.06 (3.10)	25.15 (3.44)	6.777	<0.001**
Supervision	20.40 (3.88)	20.82 (2.80)	21.35 (2.48)	21.73 (2.48)	4.194	<0.001**
Problem management	19.73 (3.88)	20.70 (2.99)	20.96 (2.81)	21.60 (2.52)	6.231	<0.001**
Management mistakes	19.73 (3.31)	19.49 (2.98)	20.63 (2.87)	21.09 (2.72)	7.096	<0.001**
Conflict management	15.88 (2.37)	16.17 (2.40)	16.42 (2.22)	16.74 (2.14)	2.554	<0.001**
Communication	19.12 (3.75)	20.19 (3.20)	20.28 (2.90)	20.99 (2.57)	5.851	<0.001**
Decision making	16.10 (2.57)	16.49 (2.21)	16.45 (2.27)	16.99 (1.91)	3.114	<0.001**
Trust	17.96 (3.91)	18.55 (3.42)	18.91 (3.37)	19.78 (3.05)	5.363	<0.001**
Management of rewards	10.31 (2.85)	10.27 (2.85)	10.38 (2.89)	11.03 (3.08)	2.045	<0.001**
Risk taking	10.71	11.05	11.09	11.50	1.766	<0.001**

	(2.44)	(2.40)	(2.28)	(2.61)		
Innovation and change	9.98 (3.01)	9.94 (2.66)	10.28 (2.67)	11.03 (2.66)	4.353	<0.001**
<b>Overall motivation</b>	<b>10.33</b> <b>(2.77)</b>	<b>12.05</b> <b>(2.98)</b>	<b>11.56</b> <b>(2.98)</b>	<b>12.06</b> <b>(2.96)</b>	<b>4.222</b>	<b>&lt;0.001**</b>
<b>Overall organisational climate</b>	<b>32.58</b> <b>(6.01)</b>	<b>34.99</b> <b>(4.74)</b>	<b>35.24</b> <b>(5.05)</b>	<b>36.76</b> <b>(5.28)</b>	<b>4.132</b>	<b>&lt;0.001**</b>
<b>Overall employee Satisfaction</b>	<b>46.37</b> <b>(8.92)</b>	<b>47.80</b> <b>(7.76)</b>	<b>48.19</b> <b>(7.65)</b>	<b>50.55</b> <b>(8.53)</b>	<b>4.890</b>	<b>&lt;0.001**</b>

P value being less than 0.01 it can be seen that for all the factors of motivational analysis of organisational climate leading to employee satisfaction the null hypothesis is rejected. Hence there is significant difference between educational qualification and all the motivational factors of organisational climate influencing employee satisfaction at work. It is further obvious that professionals have indicated highest level of agreement and diploma holders have indicated lowest level of agreement on all factors with respect to motivational factors of organisational climate influencing employee satisfaction.

**Table 2 :** ANOVA for significant difference between position and factors influencing employee satisfaction in commercial banks

<b>Factors</b>	<b>Clerical staff</b>	<b>Executive</b>	<b>Managerial Level</b>	<b>F value</b>	<b>P value</b>
Orientation	16.91 (2.50)	17.27 (1.90)	17.08 (2.23)	.816	<0.001**
Interpersonal relationship	23.55 (4.13)	24.26 (3.28)	24.64 (3.51)	2.419	<0.001**
Supervision	20.70 (3.65)	21.21 (2.52)	21.59 (2.62)	2.753	<0.001**
Problem management	19.98 (3.70)	21.07 (2.68)	21.35 (2.81)	5.389	<0.001**
Management mistakes	20.00 (3.38)	20.52 (2.77)	20.65 (2.96)	1.190	<0.001**
Conflict management	10.44 (2.82)	10.29 (3.05)	11.01 (2.88)	2.929	<0.001**
Communication	16.26 (2.38)	16.29 (2.18)	16.66 (2.28)	1.529	<0.001**
Decision making	19.58 (3.62)	20.44 (2.89)	20.66 (2.82)	3.278	<0.001**
Trust	16.18	16.53	16.89	2.904	<0.001**

	(2.44)	(2.18)	(2.05)		
Management of rewards	18.09 (3.96)	18.89 (3.29)	19.62 (3.15)	5.649	<0.001**
Risk taking	10.86 (2.38)	10.91 (2.50)	11.62 (2.40)	4.744	<0.001**
Innovation and change	10.20 (2.89)	10.39 (2.71)	10.66 (2.72)	.877	<0.001**
<b>Overall motivation</b>	<b>35.02</b> <b>(5.87)</b>	<b>35.50</b> <b>(5.01)</b>	<b>36.18</b> <b>(5.28)</b>	<b>1.486</b>	<0.001**
<b>Overall organisational climate</b>	<b>47.23</b> <b>(8.69)</b>	<b>48.14</b> <b>(8.14)</b>	<b>50.14</b> <b>(8.13)</b>	<b>4.287</b>	<0.001**
<b>Overall employee Satisfaction</b>	<b>51.89</b> <b>(10.76)</b>	<b>54.75</b> <b>(8.40)</b>	<b>52.64</b> <b>(8.14)</b>	<b>5.334</b>	<0.001**

P value being less than 0.01 it can be seen that for all the factors of motivational analysis of organisational climate leading to employee satisfaction the null hypothesis is rejected. Hence there is significant difference between position occupied and all the motivational factors of organisational climate influencing employee satisfaction at work.

It is further obvious that managers have indicated highest level of agreement and clerical staff have indicated lowest level of agreement on all factors with respect to motivational factors of organisational climate influencing employee satisfaction.

**Table 3 :** ANOVA for significant difference between experience and factors influencing employee satisfaction in commercial banks

Factors	Below 5	5-10	Above 10	F value	P value
Orientation	17.13 (2.15)	17.48 (1.93)	16.49 (2.35)	7.945	<0.001**
Interpersonal relationship	24.16 (3.40)	24.73 (3.53)	23.70 (3.58)	3.287	<0.001**
Supervision	21.32 (2.63)	21.50 (2.59)	20.84 (3.19)	2.069	<0.001**
Problem management	20.60 (2.73)	21.41 (2.85)	20.78 (3.23)	3.685	<0.001**
Management mistakes	21.32 (2.86)	20.70 (2.96)	20.32 (3.02)	.904	<0.001**
Conflict management	14.53 (1.39)	15.82 (1.83)	12.13 (1.52)	4.550	<0.001**
Communication	16.46 (2.13)	16.60 (2.27)	16.09 (2.34)	1.874	<0.001**

Decision making	20.91 (2.71)	20.79 (3.03)	19.91 (3.16)	3.572	<0.001**
Trust	16.93 (2.06)	16.80 (2.18)	16.29 (2.29)	1.948	<0.001**
Management of rewards	19.98 (3.14)	19.28 (3.49)	18.68 (3.41)	1.125	<0.001**
Risk taking	12.98 (2.33)	11.32 (2.52)	11.22 (2.50)	.805	<0.001**
Innovation and change	11.39 (2.61)	10.65 (2.88)	10.25 (2.61)	.857	<0.001**
<b>Overall motivation</b>	<b>36.15</b> <b>(5.03)</b>	<b>36.13</b> <b>(5.13)</b>	<b>35.59</b> <b>(5.73)</b>	<b>1.455</b>	<0.001**
<b>Overall organisational climate</b>	<b>48.22</b> <b>(7.51)</b>	<b>47.40</b> <b>(8.62)</b>	<b>46.44</b> <b>(8.48)</b>	.019	<0.001**
<b>Overall employee Satisfaction</b>	<b>72.37</b> <b>(7.26)</b>	<b>71.47</b> <b>(8.54)</b>	<b>70.97</b> <b>(9.20)</b>	<b>3.248</b>	<0.001**

P value being less than 0.01 it can be seen that for all the factors of motivational analysis of organisational climate leading to employee satisfaction the null hypothesis is rejected. Hence there is significant difference between experience and all the motivational factors of organisational climate influencing employee satisfaction at work.

It is further obvious that those with less than 5 years of experience have indicated highest level of agreement and those with more than 10 years of experience have indicated lowest level of agreement on all factors with respect to motivational factors of organisational climate influencing employee satisfaction.

**Table 4 :**Correlation between factors motivational factors of organisational climate  
Influencing employee satisfaction

<b>Factors</b>	<b>Overall motivation</b>	<b>Overall organisational climate</b>	<b>Overall employee satisfaction</b>
<b>Overall motivation</b>	1	0.537**	0.559**
<b>Overall organisational climate</b>		1	0.587**
<b>Overall employee satisfaction</b>			1

Note: \*\* Denotes significant at 1% level

Overall motivational is found to have a positive correlation with overall organisational climate and overall employee satisfaction and is significant at 1% level. Overall organisational climate was found to have a positive

correlation with overall employee satisfaction and is significant at 1% level. However, every relationship is found to be not very high and is less than 60%.

## VII. FINDINGS AND CONCLUSION

Based on the description discussed above, it can be concluded that the organisational climate has an effect on employee motivation. Employees are more motivated by their own desires. Individuals can act solely out of curiosity and the desire to learn without expecting rewards or in other words doing work just to satisfy the sense of satisfaction arising out of curiosity, self-expression, and self-challenge. This phenomenon makes organisational climate factors do not contribute more to spurring employee motivation because the employees are basically intrinsically motivated from within themselves.

It is suggested to agencies to be able to pay attention to the needs of employees because employees are motivated by intrinsic factors so that different treatments are required to motivate each employee. Researchers are further advised to expand the area of research by adding variables, sample quantities, and location of the research so that it can produce findings with better results.

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