



ORGANIZATIONAL CLIMATE IN RELATION TO WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT

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Voice of Research

Volume 4, Issue 3

December 2015

ISSN 2277-7733

Abstract

The purpose of the present study was to examine the relationship of organizational climate with work motivation and organizational commitment of employees. The sample consisted of 313 middle and high rank managers from different private sector organizations (manufacturing and IT service) located in Punjab, Delhi, Gurgaon and Noida. Organizational climate measure (Patterson et al., 2005), Work motivation questionnaire (Dr. K.G. Aggarwal, 1988) and Organizational commitment questionnaire (Meyer and Allen, 1993) were used to measure organizational climate, work motivation and organizational commitment respectively. It was hypothesized that organizational climate (human relation model and open system model) would be positively associated with work motivation and organizational commitment. Both Pearson product moment correlation coefficient and multiple regression analysis were used to analyze the data. The results of correlation revealed that there is a positive relationship between organizational climate (human relation model and open system model) and work motivation & organizational commitment. Multiple regression also proved that organizational climate (human relation model and open system model) plays an important role in work motivation and organizational commitment. Implications of the findings have been discussed.

Keywords: Organizational climate, work motivation, organizational commitment, employees.

Organizations are constantly changing and so are the factors influencing them. In such an ever-changing scenario, maintaining and enhancing employee's motivation and commitment become a challenging task for organizations. It becomes imperative for the organizations to provide healthy and congenial climate to its employees. Organizational Climate has been found play a significant role in employee performance, innovativeness, productivity, organizational commitment, work motivation and job satisfaction (Patterson, War and West, 2004; Kopelman, Guzzo, 1990). A sound and healthy organizational climate promotes productivity. On the contrary, when employees don't feel comfortable, productivity is affected inversely. To predict organizational success and organizational effectiveness one can study the climate of the organization. Organizational success depends upon the organizational climate. Organizational climate is the key factor to explain the motivation level and commitment level of the employees.

Organizational climate

Organizational climate is composed of shared actions, beliefs and values which develop within the organization that further helps to guide the employee's behavior. It refers to how the employees feel about their environment in which they work. There are some common practices, shared beliefs and value systems that are followed by organization (Chen and Huwang, 2007; Jang et al, 1997). Organizational climate is essentially how an employee perceive their working conditions to be. Its primary role is as a mediating factor between the context of an organization and the behavior of an organization's employees. According to Desler (1997), "Organizational climate is employee's perceptions of the climate of the company in which they work." For the deeper understanding of the concept of organizational climate, Schneider & Reichers (1983) have proposed the four approaches that are the structural approach, the perceptual approach, the interactive approach and the cultural approach.

The approaches, according to the Schneider & Reichers (1983), are also an answer to the question as to how it happens that individuals who are presented with numerous stimuli at work develop relatively homogenous perceptions of these stimuli, and in addition, attach similar meanings to aspects of organizational life.

Patterson (2005) gave the four quadrants of organizational climate:

Human relations model- It lays emphasis on internal focus and flexible orientation. It includes autonomy, integration, supervisory support and training.

Open system model- It lays emphasis on external focus and flexible orientation. It includes innovation, flexibility, outward focus and reflexivity.

Rational goal model- It lays emphasis on external focus and control orientation. It includes clarity of organizational goals, efficiency, effort, performance feedback and pressure to produce quality.

Internal process model- It lays emphasis on internal focus and control orientation. It includes welfare, formation and tradition.

Work motivation

Work motivation is one of the most frequently studied concept in industrial, organizational psychology and organizational behavior. It is considered to be an important determinant of organizational effectiveness. Motivation can be defined as the emotional forces, needs, wants, urges or drive within us which influence our behavior. Motivation, especially the work motivation, is used in the organizational settings. Motivation is an umbrella term which captures the psychological forces that direct energize and maintain action (Grant, 2008). According to Greenberg and Baron (2003), Work motivation can be defined as "the set of processes that arouse, direct and maintain human behavior towards attaining some goal. It can be intrinsic and extrinsic. Intrinsic motivation implies internal rewards. The motivation to engage in a behavior arises from within the individual.



Extrinsic motivation implies external rewards includes material possessions, salary, additional bonuses, positive feedback etc. Content and Process theories help to understand the employee motivation, its causes and consequences. Content theories of motivation are concerned with the types of needs that people had and the way these could be satisfied so that people would be motivated. Process theories are concerned with the cognitive factors that go into motivation or effort and with the way they affect each other.

Organizational commitment

Organizational commitment has been found to be an important factor which leads to organizational productivity and organizational success. Organizational commitment is the extent to which an employee recognizes with the organization and desires to carry on. Miller (2003), defined Organizational Commitment as “a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.” Meyer and Allen (1991) identified following three types of organizational commitment. Affective commitment- It is defined as the emotional attachment, identification and involvement which an employee has with his organization (Meyer and Allen 1993; O’Reilly and Chatman 1987). Continuance Commitment- It is an awareness of costs associated with leaving the organization. It can be defined as an instrumental attachment with the organization where an employee is associated by the economic benefits given by the organization. Normative Commitment- It is the one in which an employee believe that they have to stay in the organization (Bolon, 1993). It is a feeling of obligation to continue employment.

Several studies have established a significant relationship between different dimensions of organizational climate and work motivation. Campbell et al., (1970) found reward as a dimension of organizational climate is positively and significantly associated with work motivation. James et al., (1977) identified relationship between psychological climate and components of valence- instrumentality-expectancy model of motivation and concluded that psychological climate is meaningfully and considerably related to various important aspects of instrumentality and valence. On the basis of above evidences we can say that work motivation do vary according to the how the employees perceive their organizational climate.

Various researchers have assessed the relationship between the dimensions of organizational climate and organizational commitment. For instance, Varona (2002) found that there is a strong relationship between organizational commitment and organizational commitment in terms of feedback and responses from co-workers, subordinates and supervisors. Vitell & Hidalgo (2006) who reported that organizational ethical climate is also have a positive effect on organizational commitment. Kirmizi & Deniz (2009) also found in their study that job security as an important dimension of organizational climate increase employee’s level of commitment toward his organization.

Need of the study

In today’s dynamic and ever-changing scenario, Organizational climate is considered to be an important factor affecting the growth and development of an organization. Research conducted across the globe indicates that Organizational climate has shown a tremendous positive effect on various work related factors such as Work Motivation, Organizational Commitment, Absenteeism, Turnover and so on. Development of an organization depends on the organizational behavior and organizational behavior is affected by the behavior of employee. Employee’s behavior is influenced by organizational climate. Climate influences each and every endeavor of the organization either directly or indirectly. Endurance and progress of the organization is directly related to the favorable climate in it. Organizational climate can bring and influence the sense of belongingness among the members of the organization. Furthermore, it is also very important in determining organizational effectiveness and helps in achieving organizational goals and success. Thus, it is crucial to understand the importance of organizational climate (Litwin, Humphrey and Wilson, 1978). Employee Motivation and Commitment towards organization result in work efficiency and effective goal attainment. Therefore, the present study was carried out to assess the relationship between Organizational Climate and Work Motivation & Organizational Commitment. So that inferences about organizational effectiveness and personal growth could be drawn.

Objectives

To assess the relationship between two dimensions (human relation model and open system model) of organizational climate with work motivation.

To assess the relationship between two dimensions (human relation model and open system model) of organizational climate with organizational commitment.

To study the two dimensions (human relation model and open system model) of organizational climate as predictor of work motivation.

To study the two dimensions (human relation model and open system model) of organizational climate as predictor of organizational commitment.

Hypotheses

Organizational climate (human relation model and open system model) would be positively correlated with work motivation.

Organizational climate (human relation model and open system model) would be positively correlated with organizational commitment.

Organizational climate (human relation model and open system model) would significantly predict work motivation.

Organizational climate (human relation model and open system model) would significantly predict organizational commitment.

Method

Design: The present study aimed at assessing the relationship between Organizational Climate (Human relation model & Open system model) and Work Motivation & Organizational



Commitment, where Organizational Climate is predictor and Work motivation and Organizational Commitment are the predicted variables. Correlation and Multiple regression were used to analyze the data.

Sample: The sample for the present study consisted 313 middle and high rank managers selected on the basis of availability. All the participants were employees of private sector organizations (manufacturing and IT service) located in Punjab, Delhi, Noida and Gurgaon. 420 questionnaires were distributed out of which 350 were received. 37 questionnaires were incomplete and could not be used for data analysis, leaving a total of 313 questionnaires available for analysis. Thus, response rate was 74.52%. The age range of the participants was 25-40 years with a minimum job tenure of 5 years. Mean age was 32.5 years. A prior consent was sought from human resource department and from participants of the concerned organizations.

Measures: Following measures were used for the present study: Organizational Climate Measure (OSM): Organizational climate was assessed by using Organizational Climate Measure developed by Patterson, et al (2005). It is a 46 item questionnaire, assessing climate across four dimensions, namely Human Relation Model, Open Relation Model, Rational Goal Model and Internal Process Model. (For the present study, two dimensions namely Human Relation Model and Open System Model were assessed). It is a four point Likert type scale with response ranging from 1 for definitely false to 4 for definitely true. The reliability of the scale is above 0.73.

Work Motivation Questionnaire (WMQ): Work Motivation Questionnaire (WMO) was developed by Aggarwal (1988). It was used to measure the motivation of the employees towards their work. It is a five point Likert scale. It consists of 26 statements consisting of six underlying factors namely, Dependence, Organizational Orientation, Work Group Relation, Intrinsic Motivation, Material Incentives and Job Involvement and to be answered on 5 point Likert scale. The reliability co-efficient by Spearman Brown Formula is .994.

Organizational Commitment Questionnaire (OCQ): Employee's commitment toward his organization was assessed with the help of OCQ developed by Meyer & Allen (1993). This is a 24 item scale with three dimensions namely affective, continuance and normative commitment. The OCS is a seven point Likert scale with response ranging from 1 for 'Strongly Disagree' to 7 for 'Strongly Agree'. The reliability

of affective, continuance and normative commitment are .87, .75 and .79 respectively. The first factor constitutes 29.385%, second factor constitutes 19.052%, and third factor constitutes 8.450% of total variance. Total item correlation is between .41 and .86. Total reliability co-efficient of the questionnaire is .74.

Results:

In order to analyze the relationship of dimensions of organizational climate (Human relation model and open system model) with work motivation and organizational commitment, Pearson Product Moment and Multiple Regression Analyses were applied. The results obtained are as follows.

Table 1 - Correlation between Organizational Climate (HRM & OSM), Work Motivation and Organizational Commitment.

| | HRM | OSM | WM | OC |
|-----|--------|--------|--------|------|
| HRM | 1.00 | | | |
| OSM | 0.81** | 1.00 | | |
| WM | 0.60** | 0.59** | 1.00 | |
| OC | 0.60** | 0.64** | 0.66** | 1.00 |

The results of the present study have been shown in Table No. 1. It is the correlation matrix depicting correlation between the dimensions of organizational climate and two dependent variables namely work motivation and organizational commitment. There was a significant positive correlation between the two dimensions of organizational climate (human relation model & open system model) and work motivation. The correlation between HRM and work motivation was .60 (p<0.01) & between OSM and work motivation was .59 (p<0.01). Thus, the more the climate was favorable, the higher was the work motivation. The more the autonomy, integration, supervisory support, innovation and flexibility in the organization, the higher was the work motivation. Thus, the first hypothesis framed for the present has been proved. The next finding of the study was that there is a significant positive correlation between the two dimensions of organizational climate (human relation model & open system model) and organizational commitment. The correlation between HRM & Organizational Commitment was 0.60 (p<0.01) and correlation between OSM & Organizational Commitment was 0.64 (p<0.01). Thus more the climate was functional or smooth, the more was the commitment among the employees. The more the autonomy, training, innovation and supervisory support, the more was the organizational commitment. The second hypothesis framed for the present study has also been proved.

Table 2 - Summary of Multiple Regression analysis of Work Motivation in relation to two dimensions (Human relation model Open system model) of Organizational Climate.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---------|------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| HRM,OSM | .624 | .390 | .386 | 12.805 | .390 | 98.960 | 2 | 310 | .000 |

a. Predictors: (Constant), Human relation model, Open system model

Table No 2 shows the Multiple Regression Analysis of work motivation. Findings depict that human relation model and open system model have positive predictive value in work motivation among employees. Also the combined contribution (39 %) of human relation model and open system model was seen in work motivation among employees.



Table 3 - Summary of Regression analysis of Organizational Commitment in relation to two dimensions (Human relation model Open system model) of Organizational Climate.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---------|------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| HRM,OSM | .658 | .434 | .430 | 12.532 | .434 | 111.617 | 2 | 310 | .000 |

a.Predictors: (Constant), Human relation model, Open system model

Table No. 3 shows the Multiple Regression Analysis of organizational commitment. Findings depict that human relation model and open system model have positive predictive value in organizational commitment among employees. Also the combined contribution (43%) of human relation model and open system model was seen in predicting organizational commitment among employees.

Discussion

The present study assessed the relationship between two dimensions (Human relation and Open system model) of organizational climate with work motivation and organizational commitment. The first objective was to assess the relationship between two dimensions (Human relation model and Open system model) with work motivation. It was hypothesized that organizational climate (Human relation model and open system model) would be positively correlated with work motivation. As shown in Table No. 1, the first hypothesis has been proved. It has been found that there is a positive correlation between the two dimensions (Human relation model and Open system model) of organizational climate and work motivation. The finding gets support from the previous researchers. James et al., (1977) reported that cooperation and motivation are positively correlated. It has shown that when organizational members receive proper and desirable cooperation from their supervisors, subordinates and coworkers within the organization, they are more motivated towards their work. The finding is also in line with research done by James et al., (1977) who found supervisor support is also related with work motivation. It implies that the employees get high motivation through challenging work environment and support of top management. If the employees are competitive and want to do work with full efficiency as it will utilize all their capabilities then the challenging work is the best motivator. It is also predicted that many of the employees like to make relationship and those need to contact more and more to the higher authorities, so making more regular contacts make them feel that they are been observed and work with more motivation.

The second objective was to assess the relationship between two dimensions (Human relation model and Open system model) of organizational climate with organizational commitment. It was hypothesized that organizational climate (Human relation model and open system model) would be positively correlated with organizational commitment. As depicted in Table No. 1, the second hypothesis has been proved. It has been found that there is a positive correlation between the two dimensions (Human relation model and Open system model) of organizational climate and organizational commitment. Previous researches support the finding. Angle and Perry (1981) reported that proper and

suitable leadership and motivation influences commitment which further leads to the organizational effectiveness. Therefore, it implies when the employees receive suitable leadership approach, they are more committed towards their work. Brown and Leigh (1996) argued that there is a link between the supportive management and organizational commitment. It indicates a climate where subordinates try and fail without fear. Hence, subordinates who have faith in their management showed more organizational commitment.

The third objective was to study two dimensions (Human relation model and Open system model) of organizational climate as predictors of work motivation. It was hypothesized that organizational climate (Human relation model and open system model) would significantly predict work motivation. As shown in Table No.2, the combined contribution (39%) of Human relation model and Open system model was seen in in work motivation among employees. Thus, third hypothesis has been proved.The finding shows that an open, supportive climate where management is genuinely concerned about employee’s welfare, together with fair and competitive reward system does have a positive impact on employee’s motivation. Researchers carried out in the past lend support to the present finding. Bhattacharya & Mukherjee (2013) found that there is a positive relationship between organizational climate and work motivation of employees engaged in private sector organizations. It can be said that better the perception of organizational climate, the better the work motivation. Numerous researchers concluded that some specific factors have a positive effect on employee’s motivation. For instance, Hackman & Lawler (1971) found in their study that there is a considerable relationship between important job dimensions such as task identity, autonomy, feedback, skill variety and motivation.

The fourth objective was to study two dimensions (Human relation model and Open system model) of organizational climate as predictors of organizational commitment. It was hypothesized that organizational climate (Human relation model and open system model) would significantly predict organizational commitment. As shown in Table No.3, the combined contribution (43%) of Human relation model and Open system model was seen in predicting organizational commitment among employees. Thus, fourth hypothesis has been proved. In support of the fourth hypothesis, there are also some studies which show that there is a significant relationship between organizational climate and organizational commitment. Eisenberger, Huntington & Sowa (1986) showed that as a result of supportive leadership approach and a generally facilitative organizational climate, employee feels the need to reciprocate favorable organizational climate with positive attitudes and behaviors. Therefore, it implies that employees with higher level of perceived organizational support are more likely to be committed toward their work as well as their respective organizations

than are employees who feel that their organization does not value them. The finding is also in line with research done by Puri & Saxena (2014) who found that there is a significant and positive relationship between organizational climate and organizational commitment.

Conclusion

The present study has significant implications in the area of Organizational Behavior. The findings suggest that organizational climate is significantly related to motivation and commitment level of the employees. Organizational climate influences the performance of the employees because it determines the work environment in which the employees feel motivated or demotivated. Since motivation determines the efficiency of the employees, we can say that organizational climate is directly related to the effectiveness of an organization. Along with the work motivation, organizational commitment is also very crucial for organizational success. Organizational climate can affect the human behavior in the organization through an impact on their performance, satisfaction and attitudes. So organizations should know how to manage organizational climate. If the organization feels that because of organizational climate employees are suffering, less motivated, less committed and their productivity is decreasing they should change and modify the work environment. Thus, by enhancing Organizational Climate, employee motivation and commitment can be enhanced.

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