

# Impact of Organizational Climate on Job Satisfaction and Work Motivation among University Teachers

**Dr. Rubi Singh**

Assistant Professor, Department of Psychology, Banasthali Vidyapith, Rajasthan

## Abstract

The two main objectives of the study were to investigate the relationship between organizational climate and work motivation, and to explore the relationship between organizational climate and job satisfaction. The sample of 100 university teachers using purposive sampling method was taken among which 50 were females and 50 were males. Tools used in this study were Organizational Climate Inventory (Som Nath Chattopadhyay and K.G. Agarwal, 1971), Work Motivation Questionnaire (K.G. Agarwal, 1971) and Job Satisfaction Scale (Dr. Amar Singh and Dr. T.R. Sharma). The data was coded and the test scores were obtained to summarize the data, through inferential and descriptive statistical techniques. The result showed the significant relationship between organizational climate and work motivation. Similarly, there is the significant relationship between organizational climate and job satisfaction.

**Keywords:** organizational climate, work motivation, job satisfaction, university teachers.

## Introduction

An organization is an entity comprising multiple people, such as an institution or an association that has a particular purpose. The word is derived from the Greek word 'organon', which means tool or instrument, musical instrument, and organ ([www.wikipedia.org](http://www.wikipedia.org)). An organization is a group of people who work together, like a neighborhood association, a charity, a union, or a corporation.

**Organizational Climate:** Kouzes and Posner (1987) defined climate as a model of perception about the firm, made by the group of employees who learn these things along the way of doing job for that company and solving problems.

## Dimensions of Organizational Climate:

1. **Dominant Orientation:** - If the dominant orientation is to adhere to established rules and regulations, the climate is characterized by control. If the orientation is to produce excellence the climate will be characterized by achievement.
2. **Inter-Personal Relationships:** The interpersonal relationships in the organizations are reflected in the way informal groups are formed and operated.
3. **Conflict Management:** If organizational climate managed conflicts effectively, there will be an atmosphere of cooperation in the organization.
4. **Individual Autonomy:** If the individual employees are given sufficient freedom to work and exercises authority, it will result in efficiency in operations.

5. Organizational Control System: The control system of the organization can be either rigid or flexible. Rigid control will lead to impersonal or bureaucratic atmosphere in the organization.
  6. Organizational Structure: The organizational structure serves the basis of inter personal relations between superiors and subordinates.
  7. Task Oriented or Relations Oriented Management - The dominant style of managers will also affect the organizational climate.
  8. Rewards and Punishments: The system of rewards and punishments is also an important component of organizational climate. If the reward system is directly related to performance and productivity
  9. Communication: The communication system of the organization will also affect the organizational climate.
  10. Risk Taking: How members respond to risks and whose help is sought in situations involving risks are important in any organization.
- (A) **Work Motivation:** According to Pinder “Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration”. Motivation can often be used as a tool to help predict behavior, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behavior and performance.
- (B) **Job Satisfaction:** Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance.

Simin Ghavifekr and Nova Sheila Pillai (2016) were to examine the relationship between school organizational climate and teachers’ job satisfaction. A quantitative survey method was applied, and three broadly hypothesized relationships were tested with a sample of 245 teachers from six government secondary schools in district of Penampang, Sabah, Malaysia. The findings indicated that there is a significant positive relationship between school organizational climate and teachers’ job satisfaction.

### **Job Satisfaction Factors**

- A. Compensation & Working conditions
- B. Work life balance
- C. Respect & Recognition
- D. Job security
- E. Challenges
- F. Career Growth

Ryan Alfonso Marpaung and Rina Anindita (2017) conducted the study with the aim of examining the impact of organizational climate, motivation, and job satisfaction on organizational commitment. The study is done towards 205 respondents with Structural Equation Modeling (SEM) data analysis method. The study’s result showed Organizational Climate has a positive impact on Job satisfaction. Motivation has a positive impact on Job satisfaction.

Muhammad Haseeb, Jabbar Ali, Muhammad Shaharyar, and Shammass Butt (2016) conducted the study with the aim of checking the relationship between Organizational climate and employee’s motivation in Sialkot manufacturing industry, 130 respondents were used from the manufacturing industry consists of 22 industries of Sialkot and the data was collected by using the questionnaire as a research tool by convenience sampling. It is also concluded that the organizational climate dimensions; Innovation,

Rewards, Empowerment, Training & Development and communication have positive relationship with employee's motivation and the conflict has negative relationship with employee's motivation.

There are several theories given which help in evaluating & measuring job satisfaction of employees at workplace. Some of them are:

**Hierarchy of Needs:** It is the theory of psychology which categorizes the need of human into five types. It was developed by Abraham Maslow in 1943. The five levels of need are as follows:

- A. Physiological Need
- B. Safety Need
- C. Psychological need
- D. Esteem Needs
- E. Self- Actualization need

**Hygiene Theory** - Herzberg proposed a dual factor theory to study the satisfaction levels of the employees in an organization. The theory is also referred to as motivation-hygiene theory. The theory proposes that there are two different sets of factors which cause job satisfaction and job dissatisfaction.

K. Guru (2017) was to identify the relationship between organizational climates and job motivation. 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.

Sanad A. Alajmi (2016) conducted the study and the purpose of the study was to explore organizational climate as a predictor of job satisfaction of employees from Kuwaiti industrial companies. A total of 350 copies of questionnaires were administered to six selected industrial companies. The results indicate that there is a significant positive relationship between organizational climate and job satisfaction among employees in these companies. The findings indicated that organizational climate explains 46.7% of the variations that occur in job satisfaction.

Rakesh Kumar (2014) was to investigate the relationships between some characteristics of organizational Climate and employee Satisfaction in Bharti Airtel India Ltd at Shimla head office. The study included a questionnaire that contains the major factors influencing both the main parameters i.e. organizational climate and employee satisfaction.

### Objectives

- A. To study the relationship between organizational climate and work motivation among university teachers.
- B. To explore the relationship between organizational climate and job satisfaction among university teachers.

### Hypotheses

- Ho 1. There would be significant relationship between organizational climate and work motivation.
- Ho 2. It is expected that job satisfaction is directly related to organizational climate.

## METHODOLOGY

### Sample

The sample of 100 university teachers was selected by using purposive sampling method. From which 50 were males and 50 were females. Age range of the participants is 30-40 years.

**Tools**

1. Organizational Climate Inventory (Form B)- It was developed by Som Nath Chattopadhyay and K.G. Agarwal in 1971. It consists of 70 items and each item has 5 alternatives and out of them one alternative has to be selected.
2. Work Motivation Questionnaire- It was developed by K.G. Agarwal in 1971. It consists of 26 Likert type items and each item has 5 alternatives and out of them one alternative has to be selected. Scoring is done by assigning 5 to the most positive response and 1 to the extremely negative response.
3. Job Satisfaction Scale- It was developed by Dr. Amar Singh and Dr. T.R. Sharma. It consists of 30 Likert type items and each item has 5 alternatives and out of them one alternative has to be selected. Scoring is done by assigning 4 to the most positive response and 0 to the extremely negative response.

**Statistical Analysis**

The data was coded and the test scores were obtained to summarize the data, through inferential and descriptive statistical techniques. The collected data was organized in Microsoft Office Excel and entered into SPSS for further analysis.

**Results & Discussion**

**TABLE 1: - Mean and Standard Deviation of Organizational Climate, Work Motivation and Job Satisfaction.**

Variables	Mean	Standard deviation
Organizational Climate	236.1600	32.88140
Work motivation	88.7200	14.98018
Job satisfaction	79.2500	13.02940

**TABLE 2:-Correlation of Organizational Climate with Work Motivation.**

Variables	Organizational climate	Work motivation
Organizational climate	1	
Work Motivation	.615**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to Table 2, the correlation coefficient between organizational climate and work motivation is 0.615, and consider that there is good relationship exist between organizational climate and work motivation ( $r = 0.615$ ;  $p < 0.01$ ). For testing the hypothesis 1, the p-value issued which is  $p\text{-value} = 0.000$  and as  $p < 0.01$ , the hypothesis 1 is accepted and it is concluded that there is significant relationship between organizational climate and work motivation. Organizational climate has the positive impact on the level of work motivation. Organizational climate plays an important role among the deciding the behavior 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.

**TABLE 3: Correlation of Organizational Climate with Job Satisfaction**

Variables	Organizational climate	Job satisfaction
Organizational Climate	1	
Job satisfaction	.730**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to Table 3, the correlation coefficient between organizational climate and job satisfaction is 0.730 ( $r=0.730$ ;  $p<0.01$ ). For testing the hypothesis 2, the p-value is used which is  $p\text{-value}=0.000$  and as  $p<0.01$ , the hypothesis 2 is accepted and it is concluded that there is significant relationship between organizational climate and job satisfaction. Organizational climate has the positive impact on the level of job satisfaction. The organizational climate and job satisfaction are vital elements in any educational system, depends up on the involvement, efforts and the contribution of the academic staff or their professional expertise. Numerous investigators have studied the organizational climate and job satisfaction in health sector but rarely examined the organizational climate and job satisfaction among teaching faculty members for higher education. Researches provided the evidences to support the relationship between the organizational climate and job satisfaction.

### Conclusion

Present piece of research focuses on the impact of organizational climate on work motivation, and job satisfaction. The results have shown the significant relationship of organizational climate with work motivation and job satisfaction. In particular, this study is a contribution towards the changing era. Hence, it deserves the further investigation to overcome the limitations.

### Limitations and suggestions

No study can be quoted perfect. There are always some loopholes that are identified after the study is conducted. Besides some limitations, suggestions also have a great role for the further use of the study. Some limitations and suggestions are:

1. As the research was limited to only one organization, it can be exceeded to larger geographical area and to more organizations.
2. The study has been conducted between the age group of 30-40. The study can be conducted on any other age group which fulfills the objective of the study.
3. Number of participants can be increased to make the study more valid and to make use of implications.
4. Other relevant variables can be used with the current variables.

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