PERCEPTION OF EMPLOYEES TOWARDS ORGANISATIONAL CLIMATE, MOTIVATION AND PERFORMANCE

✍

Dr.A.Arockiadass[1]

[1]Associate Professor of Commerce
St.Xavier's College (Autonomous)
Palayamkottai,Tirunelveli Dist.,
Tamil Nadu, India

ABSTRACT

*O*rganisational climate has its major influence on the performance of the workforce which is determined by the level of its satisfaction and motivation. It can be used as a management tool to provide managers with many insights into how their employees regard their organisation. Creation of a positive work atmosphere in an organisation is a long term proposition and administrators should take an asset approach in this direction. Creation of a favourable work atmosphere by the management is possible only if it understands the changing scenario, growing awareness among employees on different issues concerning employment, intensity of competition among the producers and marketers due to preference for quality in products and services offered, possible impact on effecting continuous changes in the composition of workforce and the increased avenues which are open to the workforce to move towards the destinations where handsome packages are offered to attract the best talents and retain them for a reasonable period if not for their life time.

INTRODUCTION

There are four mechanisms by which organisational climate affect the performance, satisfaction and attitudes of people in an organisation. They are : 1.Organisational variables can act as a constrained system and provide knowledge to the participants regarding certain types of behaviour which will be rewarded, punished or ignored. Different rewards and punishments may be given for different kinds of behaviour and it is only through this kind of response that an organisation can influence the behaviour of its participants. 2. Organisational variables may guide a person to conduct an evaluation of self and others to make him realise the actual state of his achievement and this will definitely influence his behaviour. 3. Organisational factors work as stimuli which can influence the individual s arousal level, activation and performance. 4. Organisational variables can influence the individuals to form a perception of the organisation and such a condition can further influence the behaviour of the employees. A sound climate is a long-term proposition. It is the organisational behaviour system which acts as a corner stone for building a climate in an organisation. In this paper the researcher made an attempt to study the perception of the employees towards organizational climate, motivation and performance.

REVIEW OF LITERATURE

Nammi, A.Z. and Maryam Zarra Nezha (2009)[1] investigated the existence of relationship between components of psychological climate and organisational commitment. The study was conducted in one of the biggest cities in Iran, using a sample consisting of 170 teachers. Support was found for the existence of statistically significant relationships between psychological climate and components of organisational commitment.

Meral Ekci and Lutfihak Alpkan (2009)[2] investigated the effects of nine ethical climate types viz., self-interest, company profit, efficiency, friendship, team interest, social responsibility, personal morality, company rules and professional codes on the work satisfaction of employees. The ethical climate typology developed by Victor and Cullen was tested on a sample of staff and managers from 62 different telecommunication firms in Turkey. The results obtained from the 1174 usable questionnaires confirm the existence of different ethical climate types observed in western cultures in the present sample context, which is a developing Muslim country.

Dorthe Dojbak Haakonsson, *et al.,* (2008)[3] in their study attempted to investigate how misalignments between the organisational climate and the leadership style may result in negative performance consequences. The result indicated that misalignment between climate and leadership style are problematic for organisational performance. Some combinations of climate and leadership style align or fit well together and yield good performance. Complementarily, there are combinations of climate and leadership style which do not fit and yield relatively poor performance.

Georgia Pashiardis (2008)[4] made an attempt to explore and analyse secondary school students perceptions of school climate in three areas viz., the physical, social and learning environment of the school. The major findings concerning the three areas of school climate indicate that students were moderately satisfied with the climate prevailing in their school. The study revealed that the lowest mean was given to social environment, the second highest to physical environment and the highest score to learning environment. As far as the physical environment of the school is concerned, the students seem to be quite disappointed with the maintenance and cleaning of the buildings as well as the tidiness of the class rooms. The students' perception of the social environment revealed that they are generally satisfied with most of the items related to the school environment except that of a few on which they had expressed displeasure. A close observation of the students' perception on the learning environment revealed that more than fifty percent of the samples selected are satisfied. **Lawrence R. James, *et al,* (2008)[5]** offered a brief history of psychological climate and the product of the aggregates of psychological climate, typically referred to as "Organisational climate". The article begins with a synopsis of psychological climate. Discussion proceeds to organisational climate, where attention is given to what it means to form within-group aggregates of psychological climate, and what conditions these aggregates need to satisfy in order to qualify as measures of organisational climate. The relationship between climate and culture was also discussed and it was identified that the two are distinct constructs. Finally, recent research in climate is briefly summarized.

Alessia D Amato and Fred R.H. Zijlstra (2008)[6] observed that individual characteristics of employees and the notion of cognitive regulation within situations had a prominent place. In this study, a frame work that incorporated both these aspects as determinants of work behaviour was identified and applied in research on psychological climate. Based on survey data from 406 hospital employees, a model was tested which specified organisational citizenship behaviour as a mediator of relationships between individual factors and work outcomes. The results demonstrated support for our hypothesized model of how work behaviour mediates the relationship between these antecedents and outcomes. Practical implications and future research directions were discussed.

Jeremy F. Dawson, *et al,* (2008)[7] identified theoretical perspectives of climate strength, and extended these to the organisational level. The roles of climate strength were tested in 56 hospitals in the United Kingdom. Positive relationship was identified between the climate dimensions quality and integration and expert ratings of organisational performance was also identified. A curvilinear effect between climate strength and performance was also identified. A very high or very low climate strength was less beneficial than a moderate level of climate strength. However, there were no interaction effects discovered between climate and climate strength. Implications for future climate strength research are also discussed.

Asha.S (2008)[8] studied the relationship between organisational climate and employee health. Six motives of organisational climate and two employee health dimensions were measured on 69 employees in private companies, using MAO-C and Cornel Medical Index Health Questionnaire. Corrrelational analysis between climate motives and employee health dimensions had revealed that dependency climate and emotional distress are positively correlated.

James Griffith (2008)[9] examined specific aspects of organisational climate related to job satisfaction, employee turnover and organisational performance in public elementary schools. Survey data were obtained from school staff and students and from school district archives. Hypotheses tested included: (1) Employee perceptions of

organisational climate and job satisfaction, when aggregated to an organisational level would represent group level constructs; (2) Employee perceptions of positive organisational climate would be associated with higher levels of job satisfaction and organisational performance with lower levels of employee turnover and (3) Relations of organisational climate to organisational performance and to employee turnover would be mediated by employee job satisfaction. The study revealed that there was no evidence for the mediating effects of organisational climate in relation to job satisfaction, employee turnover and organisational performance.

OBJECTIVES

The following are the main objectives of the study:

i) To find out the perception of employees towards organisational climate, motivation and performance.

ii) To assess the level of perception of employees towards organisational climate, motivation and performance.

iii) To examine the relationship between organisational climate, motivation and performance.

SAMPLING TECHNIQUE

The choice of an appropriate sampling technique is vital in any research endeavour and keeping this in mind, the researcher has adopted the stratified simple random sampling method with proportionate allocation for the present study. The Tamil Nadu State Transport Corporation, Tirunelveli District has eight depots in different parts of the district viz., Thenkasi, Pulliangudi, Sankarankovil, Papanasam, Valliyoor, K.T.C Nagar, By-pass Road and Thamiraparani. The total strength of the employees was 3091. The employees of the Corporation are engaged in three major kinds of work viz. operation of buses, maintenance of buses and office administration. The researcher selected 300 employees proportionately for the present study.

COLLECTION OF DATA

The data required for the present study was collected through primary source. The primary data was collected from respondents through a well structured questionnaire which was pre-tested before it was employed in the field for data collection. The questionnaire was designed after reviewing the related literature and previous studies conducted in the subject area by different researchers. All the questions posed to the respondents were designed as positive statements. Likert s five point scaling technique has been used to gauge the perception of employees towards organisational climate.

TOOLS OF ANALYSIS

Cronbach s Alpha test was used to test the reliability and validity of the data. Correlation and weighted arithmetical mean were also used in the study for data analysis.

CLIMATE, MOTIVATION AND PERFORMANCE

The motivation and the performance of an employee in a job are determined by a number of individual and organisational factors. One such factor that contributes significantly towards individual motivation and performance in a job is organisational climate. The researcher in this portion of the study has used Lickert's five point scaling technique to find out the influence of organisational climate on motivation and performance of respondents. A list of fifteen positive statements has been identified and the respondents were asked to make their opinions on the scale consisting of the items. The scores are presented in Table 1.

Table 1 Perception on Organisational Climate, Motivation and Performance

Sl. No.	Focus of Statements to find out the perception of organisational climate, motivation and performance	Types of Response and score					Total Score
		SDA	DA	UD	A	SA	
1.	The work is completed everyday without any balance because the work environment is supportive.	13	274	219	176	165	847
2.	Feel like coming to work everyday because it is interesting to meet people and work happily.	90	298	129	56	20	593
3	The work is done sincerely because employees are trusted and supported positively.	31	456	39	60	65	651
4	Prefer to take up new assignments because the work atmosphere is encouraging.	206	114	84	16	25	445
5	Enthusiasm and optimism are found in work because things and people around are always supportive.	45	298	222	108	25	698
6	The prevailing work climate encourages maintaining team spirit in the place of work.	5	238	129	292	300	964
7	Employees are praised by their colleagues and superiors whenever they exceed the normal standard of performance.	60	124	174	228	315	901
8	People in the work place have never dwelled on our weaknesses.	15	176	231	408	90	920
9	Superior suggests the ways of improving the performance during the review period and they are considered positively.	5	266	219	296	75	861
10	Employees are helped appropriately to recover from the setbacks in performance because there is good human relations in the place of work.	134	236	15	116	70	571
11	Employees have certain goals before them to motivate themselves which are adequately supported by the work environment.	62	292	222	56	20	652
12	The climate in the Corporation has provided the employees an emotional stability.	90	266	129	116	25	626
13	Mutual goal setting which motivates the performance of the employees is a symbol of positive work atmosphere in the Corporation.	105	236	171	20	75	607
14	Superior stimulates analysis of performance and setting of work objectives, which is an evidence of healthy corporate climate.	75	296	129	120	20	640
15	The place of our work has helped us to acquire a sensible and worthwhile philosophy of life.	73	270	129	176	25	673
	TOTAL	**1009**	**3840**	**2241**	**2244**	**1315**	**10649**

Table 1 shows that the respondents complete their work everyday without any balance due to the supportive work environment and the statement carries a perception score of 847. The statement that respondents feel like coming to work every day because they find it interesting to meet their fellow employees and work happily carries a perception score of 593. The perception of respondents that the work is done sincerely because they are trusted and supported carries a score of 651 whereas the statement that the respondents prefer to take up new assignments because of the conducive work atmosphere carries the perception score of 445. The understanding of the respondents that they are filled with enthusiasm and optimism in work because things and people around them are supportive carries a perception score of 698 and a perception score of 964 for the statement that the prevailing work atmosphere encourages to maintain team spirit in the Corporation. The respondents' perception of the statement that they are praised by their colleagues and superiors when they exceed the normal standard of performance carries a score of 901 whereas the statement that their fellow employees have never dwelled on their weaknesses has a perception score of 920. Table 1 also shows that the respondents view the suggestions given by their superiors positively and the statement has a perception score of 861 whereas the statement that the respondents are helped appropriately to recover from the setbacks in performance by the good human relationship prevalent in the place of work has a score of 571. The perception statement that the work goals of the respondents are duly supported by the environment carries a score of 652 and the statement that the work climate in the Corporation has provided the respondents an emotional stability has a perception score of 626.

The table further shows that mutual goal setting that takes place in the Corporation is a symbol of a positive work atmosphere and the statement has a perception score of 607 whereas the statement that the superiors encourage the respondents to analyse their work performances which is an evidence of a healthy corporate climate carries a perception score of 640. The place of work has helped the respondents to acquire a sensible and worthwhile philosophy of life and the statement carries a perception score of 673. It can also be observed that the overall score of all the statements is 10,649.

LEVEL OF PERCEPTION OF CLIMATE AND MOTIVATION AND PERFORMANCE

The classification of responses given by the respondents on the basis of some criteria is generally done to find out the opinion of the majority of respondents over a particular issue. Such an initiative will also enable to arrive at a meaningful conclusion. Table 2 shows the classification of respondents perception of the various statements included to find out the influence of organisational climate on motivation and performance. The perception of the respondents has been classified into three levels viz., high, moderate and low. It has been taken for the present study that, if the overall score of a respondent for each statement exceeds 70% he will be considered as having a high influence of organisational climate on motivation and performance. On the other hand a respondent will be viewed as having a low influence of organisational climate on motivation and performance if the overall score for each statement falls below 50%. If the overall score obtained by a respondent for each statement falls between 50% and 70%, it will be viewed as an indicator of a moderate influence of organisational climate on motivation and performance.

Table 2 Level of Perception towards Organisational Climate, Motivation and Performance

Sl. No.	Focus of Statements to find out the level of perception towards organisational climate, motivation and performance	Level of Perception						Total	
		Low		Moderate		High			
		Number of respondents	%	Number of respondents	%	Number of respondents	%	Number of respondents	%
1.	The work is completed every day without any balance because the work environment is supportive.	147	49	78	26	75	25	300	100
2.	Feel like coming to work every day because it is interesting to meet people and work happily.	238	79.3	45	15	17	5.7	300	100
3	The work is done sincerely because employees are trusted and supported positively.	255	85	13	4.3	32	10.7	300	100
4	Prefer to take up new assignments because the work atmosphere is encouraging.	266	88.7	29	9.7	5	1.6	300	100
5	Enthusiasm and optimism are found in work because things and people around are always supportive.	195	65	75	25	30	10	300	100
6	The prevailing work climate encourages maintaining team spirit in the place of work.	117	39	47	15.7	136	45.3	300	100
7	Employees are praised by their colleagues and superiors whenever they exceed the normal standard of performance.	120	40	61	20.3	119	39.7	300	100
8	People in the work place have never dwelled on our weaknesses.	103	34.3	77	25.7	120	40	300	100
9	Superior suggests the ways of improving the performance during the review period and they are considered positively.	135	45	75	25	90	30	300	100
10	Employees are helped appropriately to recover from the setbacks in performance because there is good human relations in the place of work.	251	83.7	5	1.7	44	14.6	300	100
11	Employees have certain goals before them to motivate themselves which are adequately supported by the work environment.	210	70	74	24.7	16	5.3	300	100
12	The climate in the Corporation has provided the employees an emotional stability.	222	74	45	15	33	11	300	100
13	Mutual goal setting which motivates the performance of the employees is a symbol of positive work atmosphere in the Corporation.	225	75	58	19.3	17	5.7	300	100
14	Superior stimulates analysis of performance and setting of work objectives, which is an evidence of healthy corporate climate.	221	73.7	49	16.3	30	10	300	100
15	The place of our work has helped us to acquire a sensible and worthwhile philosophy of life.	206	68.6	47	15.7	47	15.7	300	100

The Table 2 shows that the respondents complete their work without any balance due to the supportive work environment and the same has 147 (49%) respondents with low, 78 (26%) respondents with moderate and 75 (25%) respondents with high levels of perception. The perception statement that the respondents feel like coming to work everyday because of their interest in meeting their fellow employees and to work happily has 238 (79.3%) respondents with low, 45 (15%) respondents with moderate and 17 (5.7%) respondents with high levels of perception. 255 (85%) respondents have low, 13(4.3%) respondents have moderate and 32 (10.7%) respondents have high perception levels regarding the statement that their work is done sincerely due to the trust and the support extended to them. The perception statement that the respondents prefer to take up new assignments because of the encouraging work climate prevalent in the Corporation has 266 (88.7%) respondents with low, 29 (9.7%) respondents with moderate and 5 (1.6%) respondents with high levels of perception. 195 (65%) respondents with low, 75 (25%) respondents with moderate and 30 (10%) respondents with high perception levels have been identified for the statement that the respondents are filled with enthusiasm and optimism because they find that the people and things around them are supportive.

The perception statement that the prevailing work climate encourages the respondents to maintain team spirit in the Corporation has 117 (39%) respondents with low, 47 (15.7%) respondents with moderate and 136 (45.3%) respondents with high perception levels. 120 (40%) respondents with low, 61 (20.3%) respondents with moderate and 119 (39.7%) respondents with high levels of perception have been identified for the perception statement that they are praised by their colleagues and superiors when they exceed the normal standard of performance. The statement that the work atmosphere never allows the fellow employees to dwell on their weaknesses has 103 (34.3%) respondents with low, 77 (25.7%) respondents with moderate and 120 (40%) respondents with high levels of perception. 135 (45%) respondents with low, 75 (25%) respondents with moderate and 90 (30%) respondents with high levels of perception have been identified for the perception statement that their superiors suggest the ways of improving the performance and the same have been viewed positively. The perception statement that the

respondents are helped appropriately to recover from the setbacks in performance because there is good human relationship in the place of work has 251 (83.7%) respondents with low, 5 (1.7%) respondents with moderate and 44 (14.6%) respondents with high levels of perception.

It could further be observed from the given table that the perception statement on the availability of goals before the respondents to motivate their performance has 210 (70%) respondents with low, 74 (24.7%) respondents with moderate and 16 (5.3%) respondents with high levels of perception. 222 (74%) respondents with low, 45 (15%) respondents with moderate and 33 (11%) respondents with high levels of perception have been found for the statement that the prevailing climate in the Corporation provides them with emotional stability. Considering mutual goal setting as a symbol of the prevalent positive work atmosphere has 225 (75%) respondents with low, 58 (19.3%) respondents with moderate and the remaining 17 (5.7%) respondents with high perception levels. 221 (73.7%) respondents with low, 49 (16.3.%) respondents with moderate and 30(10%) respondents with high perception levels have been found for the statement that the superiors encourage the respondents to analyse their work performance and set their own work objectives, which is an evidence of a healthy organisational climate. The classification further shows that the perception statement that the work place is considered a source of acquiring a sensible and worthwhile philosophy of life has 206 (68.6%) respondents with low, 47 (15.7%) with moderate and the remaining 47 (15.7%) respondents with high levels of perception.

RELATIONSHIP BETWEEN CLIMATE, MOTIVATION AND PERFORMANCE

Motivating employees towards successful performance in a job is becoming a tough task and employers need to adopt a dynamic approach in motivation and dealing with issues related to task accomplishment. Human performance is a product of a number of aspects present in individuals and the organisation. The role of a conducive environment prevailing around the place of work is of paramount importance since it adds strength to effective human performance in a work setting. The researcher in this small segment of the study has taken an attempt to find out the correlation between the various dimensions of organisational climate and motivation and performance of the respondents in the job.

Table 3 Correlation between the Dimensions of Organisational Climate, Motivation and Performance

Sl. No.	Dimensions of Organisational Climate	r(X,Y)	r2	t	p
1.	Goal clarity and acceptance	0.4594	0.2110	8.9276	0.0000
2.	Working conditions	-0.0072	0.0001	-0.1247	0.9009
3.	Recognition and satisfaction	0.2217	0.0492	3.9253	0.0001
4.	Workgroup co-operation, friendliness and warmth	0.5560	0.3091	11.5461	0.0000
5.	Job importance, challenge and variety	0.3391	0.1150	6.2231	0.0000
6.	Participation and communication	0.2766	0.0765	4.9690	0.0000
7.	Rules and policies	0.0978	0.0096	1.6962	0.0909
8.	Employee commitment	0.2437	0.0594	4.3374	0.0000
9.	Conflict and pressure	-0.0156	0.0002	-0.2687	0.7884
10.	Fairness	0.1618	0.0262	2.8297	0.0050
11.	Opportunity for growth, innovation and change	0.2633	0.0693	4.7113	0.0000
12.	Social values and beliefs	0.1482	0.0220	2.5864	0.0102
13.	Professional and organisational esprit	0.0849	0.0072	1.4712	0.1423
14.	Management behaviour	-0.4059	0.1647	-7.6662	0.0000
15.	Events and celebrations	0.4267	0.1821	8.1445	0.0000
16.	Non-work related factors	0.2637	0.0695	4.7192	0.0000

Source: Primary Data   Significant at 5% level

Table 3 shows that there is low correlation (0.4594) between the dimension 'Goal clarity and acceptance' and 'Motivation and performance'. It can be further noted from the table that there is negative correlation (-0.0072) between the organisational climate dimension 'Working conditions' and 'Motivation and performance'.

The correlation between the dimension 'Recognition and satisfaction' and 'Motivation and performance' is low (0.2217). There is high correlation (0.5560) between 'Motivation and performance' and the organisational climate dimension, 'Work group co-operation, friendliness and warmth'. It can also be noted that there is low correlation (0.3391) between the organisational climate dimension 'Job importance, challenge and variety' and 'Motivation and performance'. There is low correlation (0.2766) between 'Motivation and performance' and the organisational climate dimension 'Participation and communication'. The degree of correlation is found to be low (0.0978) between the dimension 'Rules and policies' and 'Motivation and performance'. Low correlation (0.2437) is also found between 'Motivation and performanc' and the climate dimension 'Employee commitment'. The table also shows that there is negative correlation (-0.0156) between the organisational climate dimension 'Conflict and pressure' and 'Motivation and performance'. There is low correlation (0.1618) between 'Motivation and performance' and the organisational climate dimension 'Fairness'. Low correlation (0.2633) is again found between the dimension 'Opportunity for growth, innovation and change' and

'Motivation and performance'. It can be further noted that the correlation (0.1482) between 'Motivation and performance' and the climate dimension 'Social values and belief' is also low.

The degree of correlation (0.0849) between the dimension 'Professional and organisational esprit' and 'Motivation and performance' is found to be low. The table also reveals that there is negative correlation (-0.4059) between 'Motivation and performance' and the organisational climate dimension 'Management behavior'. The correlation (0.4267) between the dimension 'Events and celebrations' and 'Motivation and performance' is also found to be low. There is low correlation (0.2637) between 'Motivation and performance' and the organisational climate dimension 'Non-work related factors'.

REFERENCES

1. Nammi,A.Z. and Maryam Zarra Nezhad, 2009. „The Relationship Between Psychological Climate and Organisational Commitment , **Journal of Applied Sciences**, Vol.9, No.1, pp. 161-166.

2. Meral Elci and Lutfihak Alpkan, 2009. „The Impact of Perceived Organisational Ethical Climate on Work Satisfaction , **Journal of Business Ethics** , Vol.84, pp. 297-311.

3. Dorthe Dojbak Haakonsson, Richard Burton, Borge Obel, M. and Jorgen Lauridsen, 2008. „How Failure to Align Organisational Climate and Leadership Style Affects Performance , **Management Decisions**, Vol.46, No.3, pp. 406-432.

4. *Georgia Pashiardis, 2008. „Toward a Knowledge Base for school Climate in Cyprus s Schools ,* **International Journal of Education Management***, Vol.22, No.5, pp.399-416.*

5. *Lawrence R. James, Carol C. Choi, Chia-Huei Emily Ko, Patrick K. McNeil, Matthew K. Minton, Mary Ann Wright and Kwang –il Kim, 2008. „Organisational and Psychological Climate: A Review of Theory and Research ,* **European Journal of Work and Organisational Psychology,** *Vol.17, No.1, pp.5 – 32.*

6. *Alessia D Amato and Fred R.H. Zijlstra, 2008. „Psychological Climate and Individual Factors as Antecedents of Work Outcomes ,* **European Journal of Work and Organisational Psychology** *, Vol.17, No.1, pp. 33-54.*

7. *Jeremy F. Dawson, Vincente Gonzalez-Roma, Ann Davis and Michael A. West 2008. „Organisational Climate and Climate Strength in UK Hospitals ,* **European Journal of Work and Organisational Psychology***, Vol.17, No.1, pp. 89-111.*

8. *Asha, S. 2008. „Organisational Climate and Employee Health ,* **The ICFAI Journal of Organisational Behaviour,** *Vol.7, No.1, pp. 62-65.*

9. *James Griffith, 2008. „A Compositional Analysis of the Organisational Climate-Performance Relation: Public Schools as organisations ,* **Journal of Applied Social Psychology,** *Vol.36, No.8, pp 18-48.*

****