

Exploring the Interrelationship Among Organizational Climate, Employee Motivation and Job Satisfaction: A Review of Literature

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ABSTRACT

This article offers a brief review of studies on organizational climate, employee motivation and job satisfaction. A relationship among organizational climate, employee motivation and job satisfaction has been reviewed in the paper. The paper consists of four sections beginning with a brief introduction of variables along with their dimensions. It is followed by exploring their interrelationship using previous studies. Conclusion and discussions, managerial implications and direction for future research have been given in the end.

Keywords: *Organizational Climate, Employee Motivation, Job Satisfaction & Organizational Culture*

INTRODUCTION

Organizational climate is perception of employees regarding their work environment. Kurt Lewin, the father of group dynamics, was the first major researcher to initiate the research on organizational climate. Lewin created different group atmosphere using three leadership styles, democracy, autocracy and laissez-faire. From 1950s to 1970s a number of studies established the relation between work atmosphere and organizational climate. The topic has been much explored since then. The study of organizational climate has acquired great importance, as human behavior is affected by the perceived reality more than the actual objective reality (Gani & Shah, 2001). So more than the actual working conditions, their perceived impact affects employee behavior. This all is included under the

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study of organizational climate. Structure, leadership, managerial practices etc. are all objective factors of organization. When they are perceived by the members of organization subjectively, they become climate. This perceived organizational environment arouses motivation which results in various outcomes like performance, satisfaction, retention, turnover etc. Motivation is one of the most important factors affecting human behavior. Motivation is the set of forces which determine action and behavior of a person towards achieving the desired goals. The efforts exerted by motivated employees to their work impact organizational performance. The firms put great efforts in fulfilling the needs of employees which leads to increased job satisfaction. Organizational climate influences employee motivation which in turn, results in improved employee performance. An organization that maintains a climate of openness, communication and innovation, enhances employee motivation to work well and achieve organizational goals. Organizational climate and job satisfaction are closely related terms. Organizational climate represent measurable properties of work environment while job satisfaction is affective responses to various facets of work. (Payne *et al.*, 1976). Job satisfaction is the feeling a worker has towards his/her job (Smith *et al.*, 1969). Both job satisfaction and organizational climate play an important role in retaining the employees of an organization (Flowers *et al.*, 1973). The study of organizational climate is of great significance as it helps in explaining employee behavior, employee motivation and organizational performance. The study aims to identify motivators and satisfiers for employees and establish their relationship with organizational climate.

LITERATURE REVIEW

Organizational Climate

Organizational climate includes those relatively stable features which provide a distinct identity to an organization and affects the behavior of employees working in it (Forhand and Gilmer, 1964). In many cases organizational climate, organizational culture, managerial climate, organizational atmosphere, management culture has been used as interchangeable terms (Davies, 1971 & Owens, 1981). Denison (1996) has differentiated between organizational culture and climate. Culture is the basic assumptions, values of an organization which are held for

a relatively long time while climate is surface manifestations of those assumptions and values in the form of practices, policies and procedures which are consciously perceived by organizational members. Glick (1985) made an attempt to differentiate psychological climate from organizational climate. Psychological climate involves study of individual perception of employees while organizational climate includes study of various organizational attributes.

Organizational climate varies across various demographic variables of organizations. Persons at the higher levels of organizational hierarchy perceive their organization as less authoritarian, providing greater work interest, friendlier and more ready to innovate (Payne and Mansfield, 1980). Srivastav (2009) and Haritha and Subrahmanyam (2013) asserted that different types of climate vary according to age and group of respondent and organizational climate is different across different units of a single organization. No significant difference in the perception of organizational climate was found on the basis of gender of employees and income level (Haritha and Subrahmanyam, 2013). Carlucci *et al.* (2009) and Schneider and Snyder (1975) asserted that different categories of employees have slightly different perception regarding their organizational climate.

Organizational climate is positively related to organizational performance and managerial effectiveness. Zhang (2010) investigated the impact of organizational climate on organizational and human resource management effectiveness. It was found that stronger perception of collective identity and organizational commitment result in better organizational effectiveness. McMurray *et al.* (2013) established that organizational climate is significantly related to workplace innovation and leadership. Tripathi and Tripathi (2002) found that organizational climate influences the organizational success variables like effectiveness, job satisfaction, organizational commitment and intention to quit. A good organizational climate helps to increase the performance of employees (Mahal, 2009). Patterson *et al.* (2004) found that overall job satisfaction acts as a mediator between company climate and productivity. Choudhury (2011) established that if employees have a positive attitude towards organizational climate, organization will grow. Raza (2010) made an effort to establish the relationship between organizational climate and performance of college teachers taking a sample of 50 heads, 250 teachers and 750 students from both public and private colleges. A positive relation was found between the two variables. Khetarpal (2010) suggested that by ensuring good interpersonal communication, a conducive organizational

climate can be created in an organization. Selamat *et al.* (2013) studied the impact of organizational climate on teachers' job performance in Malaysia. The findings show that a low score on climate dimensions results in low performance of teachers. A number of studies establish negative relation between organizational climate and turnover intention (Kanten & Ulker, 2013; Biswas, 2010; Teh & Goi, 2013; Subramanian and Shin, 2013). Ali and Patnaik (2014) argued that for public undertakings organizational culture has negative relation with managerial effectiveness while for private organizations the relationship was found to be positive. A sample of 100 managers, 50 from private and 50 from public sector undertakings were taken for the study from Delhi and NCR region.

Organizational climate has been related to a variety of organizational variables and work outcomes (Parker *et al.*, 2003). These include job satisfaction (Pritchard & Karasick, 1973; Tripathi & Tripathi, 2002; Schneider & Snyder, 1975), employee motivation (Mahal, 2009; Chuang & Shy, 2011; Ghanbari & Eskanbari, 2009; Tyagi, 1982), performance (Vashdi, 2013; Lichtman, 2007; Kangis & Williams, 2000), commitment (Hooff & Ridder, 2004;), innovation (Noor & Dzulkifli, 2013). Sora *et al.* (2013) examined the impact of climate strength in the relationship between job insecurity and job attitudes taking a sample of 428 employees from 20 Spanish organizations in food, education and retail sector. The results reveal that climate strength moderates the relationship between job insecurity climate and job attitudes like job satisfaction, organizational commitment, work involvement and organizational trust. Here, only two variables have been included in the study: employee motivation and job satisfaction.

Dimensions of Organizational Climate

Using different definitions of organizational climate, various studies have included a number of dimensions to study organizational climate. Most of the studies have used Litwin and Stringer (1968) questionnaire to study organizational climate. The scale consists of nine dimensions of organizational climate: structure, responsibility, reward, risk, warmth, support, standards, conflict and identity. Patterson *et al.* (2005) identified 17 factors of organizational climate. These factors were autonomy, integration, involvement, supervisory support, training, welfare, formalization, tradition, innovation and flexibility, outward focus, reflexivity, clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce and quality. Ahmed *et al.* (2010) included seven dimensions

of organizational climate: internal communication, organizational structure, political climate, professional development opportunities, evaluation, promotion and regard for personal concerns. Hassan and Rohrbaugh (2012) included eight dimensions of organizational climate to study the variations in organizational climate of different government offices. The sample size was 739 employees from 51 office locations. The dimensions were: fairness and equity, job challenge, role ambiguity, goal ambiguity, leadership support, workgroup cohesion, upward influence and job autonomy. Some of the most commonly used dimensions to study organizational climate have been given below.

Table I: Variables of Organizational Climate

S. No.	Dimension	Meaning	Author (Year)
1	Autonomy	Employees make their own work relates decisions.	Patterson et al. (2004); Koys & Decottis (1991); Rao (1986); Biswas (1993)
2	Supportive leadership	Employees feel that they will get help as and when required.	Kahn (1990); Hart et al. (1996); Hassan & Rohrberg (2012); Sharma (1989)
3	Concern for welfare	Organization provides facilities and amenities to its employees.	Gani & Shah (2001); Patterson et al. (2004); Sharma (1989)
4	Role clarity	Clarity of goals, objectives and responsibilities of the job. (Jyoti,2013)	Hart et al. (1996); Kahn (1990); Hassan & Rohrberg (2012)
5	Reward & recognition	The employees' belief that they will get rewarded for a job done well.	Litwin & Stringer (1968); Newman (1977); Koys & Decottis (1991)
6	Standardization and formalization	A feeling of pressure for high level of performance.	Litwin & Stringer (1968); Gani & Shah (2001); Patterson et al., (2005)

Source: Previous literature

Job Satisfaction

Since employees spend most of their time at work so it is imperative for organizations to know how employees feel about their work. In a general

sense job satisfaction is an effective response to various facets of one's job. Schneider and Snyder (1975) have defined job satisfaction as the evaluation of employees regarding their job. Locke (1976) has defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. A satisfied employee will put more efforts to his job which will result in better job performance. Job satisfaction is positively related to employee performance. Pushpakumari (2008) found a positive relation between job satisfaction and employee performance. Liou *et al.* (2012) examined the mediating effect of organizational commitment and halo effect between supportive culture and job satisfaction. A sample of 210 female faculty members from Taiwanese universities was taken for the purpose. Toker (2011) investigated job satisfaction of academicians in the universities of Turkey. It was found that academicians gain more satisfaction from intrinsic factors than from extrinsic factors. Perera *et al.* (2014) investigated the relation between job satisfaction and job performance in Sri Lankan apparel sector taking a sample of 322 factory workers from 17 organizations. The findings showed a positive relationship between job satisfaction and job performance.

Dimensions of Job Satisfaction

Different researchers have used different dimensions to measure job satisfaction. To study job satisfaction; the most widely used scales are Job Descriptive Index (Smith *et al.*, 1969) and Minnesota Satisfaction Questionnaire (Weiss *et al.*, 1967). MSQ (Weiss *et al.*, 1967) includes intrinsic and extrinsic dimensions of job satisfaction. Five most commonly used dimensions are satisfaction with five aspects of work: the work itself, pay, promotion, supervision and co-workers (Job Descriptive Index, Smith *et al.* 1969). Spector (1985) developed a 36-items job satisfaction scale which measured job satisfaction on nine dimensions: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. Kusku (2001) made an attempt to identify the dimensions of employee satisfaction by reviewing the previous literature and analyzed the level of satisfaction of academics of a Turkish state university. The dimensions that were identified from previous literature were: management satisfaction, colleague satisfaction, groups' satisfaction, job satisfaction, physical environment satisfaction, salary and other material benefits satisfaction. Nazir (2013) used present job, work enthusiasm, work excitement, work enjoyment and work comfort dimensions to study job satisfaction of employees of a pharmaceutical

organization in London. Peters *et al.* (2010) tried to identify important facets of motivation and satisfaction of health workers in Andhra Pradesh and Uttar Pradesh. Job content and work environment, good working relationships with colleagues, good employment benefits and recognition for work were identified as the factors which affect employee motivation and job satisfaction.

Employee Motivation

Motivation makes an employee work wholeheartedly for the organization significantly affecting organizational effectiveness. So by focusing on the factors affecting employee motivation and job satisfaction, an organization may ensure organizational success. Employee motivation is based on a drive that forces the employees to put their efforts into a job and work towards their unfulfilled needs (Simons & Enz, 1995). Robbins (as cited in Ramlall, 2004) defined employee motivation as “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need.” Motivation is the process that arouses, energizes, directs, and sustains behavior and performance. (Luthans, 1998). By identifying the employees’ needs and the characteristics of the work environment, a motivating workplace can be created. Gollu and Kayi (2014) investigated the impact of personal development training on employee motivation. 81 employees from a pharmaceutical company were taken as the sample of the study. The findings suggest a positive relationship between personal development training and employee motivation. Noharia *et al.* (2008) identified four drives that increase employee motivation: drive to acquire, drive to bond, drive to comprehend and drive to defend.

Dimensions of Employee Motivation

Most of the studies have taken Herzberg’s job content factors: achievement, recognition, work itself, responsibility, advancement and growth to measure employee motivation. Nazir (2013) made an attempt to evaluate the motivation and satisfaction of employees at Boots 2012, a pharmacy chain in London. The variables of motivation taken for the study were: rewards; feedback; job characteristics; salary; growth opportunities; working environment; recognition and appreciation; training and development; job responsibility; job security; performance appraisal and leadership. Yousoff and Kian (2013) made an attempt to

identify motivational factors for Generation X (born between 1966-1976) and Generation Y employees (born between 1980-2000). Generation Y employees showed less satisfaction on intrinsic and extrinsic factors than generation X employees. Zafar *et al.* (2014) identified extrinsic reward (pay), intrinsic reward (appreciation), training, expectancy, job satisfaction and knowledge transfer were taken as the factors impacting motivation. Beck (1983) identified four factors which motivate an employee at the workplace: economic position of a person, social relationship, self-actualization of his aspiration and all these elements combined. Here we have mentioned some of the factors which have been used to study employee motivation across a number of studies.

Table II: Dimensions of employee motivation.

S. No.	Dimension	Author (Year)
1	Pay	Simons & Enz (1995); Kirstein (2010); Petcharak (2002); Ukandu & Ukpere (2011); Asghar et al.(2014); Nyamekye & Faustina (2012)
2	Working conditions	Simons & Enz (1995); Kirstein (2010); Petcharak (2002); Ukandu & Ukpere (2011); Asghar et al. (2014); Dermody et al.(2004); Re'em (2011); Rusu and Avasilcai (2014)
3	Job security	Wiley(1997); Nyamekye & Faustina (2012); Petcharak (2002); Kirstein (2010); Simons & Enz (1995);
4	Commitment	Re'em (2011)
5	Job involvement	Kovach, 1995
6	Opportunities for growth and advancement	Kovach (1995); Simons & Enz (1995); Malik & Naeem (2009)

Source: Previous literature

INTERRELATIONSHIP AMONG VARIABLES

Organizational Climate and Job Satisfaction

Job satisfaction is one of the most widely studied variables with organizational climate. Employee attitude and behavior is highly affected by their immediate work environment where they spend most of their

productive time. A consistency between individual needs and organizational climate maximizes job satisfaction. Johannesson (1973) have advocated that organizational climate is redundant with job satisfaction as organizational climate is the description of work situation which serves as the factor of job satisfaction. Hellriegel and Slocum (1974) have countered the argument by stating that organizational climate measures describe work environment while job satisfaction measures evaluate them. Payne *et al.* (1976) have differentiated between the two terms. Job satisfaction is a person's affective response to his specific job while organizational climate is a person's description of the whole organization. However, Schnake (1983) have found that by removing the affective response items from organizational climate scale, validity of the scale improves. Litwin and Stringer (1968) identified six climate motives: achievement, expert influence, extension, control, and dependency and affiliation motive. Job satisfaction was found to be highest in affiliation climate followed by achievement induced climate and lower in power induced climate. Flowers *et al.* (1973) have identified two reasons for which an employee stays in an organization: environmental factors (job opportunities, financial responsibilities, family ties, community relations) and job satisfaction. These two reasons determine whether the employee "has to stay" or "wants to stay" with an organization. A rational combination of job satisfaction and environmental factors in sync with company's goals will ensure employee retention. Carless (2004) suggested that empowerment mediates the relation between psychological climate and job satisfaction. Job satisfaction has been found to be positively related to some dimensions of organizational climate such as good management policies, role clarity, team spirit, job commitment, warmth, consideration and social relations (Jyoti, 2013; Poon and Ainuddin, 1989). Climate factors standards and job pressure are negatively related to job satisfaction (LaFollette and Sims, 1978). Ahmed *et al.* (2010) made an attempt to study employee satisfaction with various facets of organizational climate in MNCs and local companies from pharmaceutical sector in Pakistan. Promotion and internal communication were found to be the most important factors of organizational climate affecting employee satisfaction. Through a variety of studies across industries, a positive relationship has been established between organizational climate and job satisfaction. (Adenike, 2011; Jyoti, 2013; Poon & Ainuddin, 1989; Pritchard, 1973; Schneider & Snyder,

1975; Lok & Crawford, 2003; Ahmed *et al.*, 2010; Biswas, 2010). Some of these studies have been briefly discussed below:

Table III: Relationship between Organizational Climate and Job Satisfaction

S No.	Author (Year)	Sample	Findings
1	Adenike (2011)	293 professors & lecturers from Covenant University, Ota, Nigeria.	Positive correlation between organizational climate & job satisfaction.
2	Patterson et al. (2004)	4503 employees from 42 manufacturing companies in the United Kingdom.	JS acts as a mediator between company climate & productivity.
3	LaFollette & Sims (1978)	1161 employees from a Midwestern medical complex.	A positive climate leads to increased job satisfaction.
4	Carless (2004)	174 call centre employees from two private and one public financial organizations in Australia	Empowerment mediates the relationship between psychological climate and job satisfaction.
5	Liou et al. (2012)	210 female employees in administrative services in Taiwanese universities.	Halo effect and organizational commitment mediate the relation between supportive culture and job satisfaction.
6	Egan (2004)	245 IT workers from large US companies.	Job satisfaction acts as a mediator in the relationship between learning culture and turnover intention.
7	Teh & Goi (2013)	210 employees in a higher educational institution.	Job satisfaction mediates the relation between organizational climate and intention to leave.

Source: Previous Studies

Thus, the following proposition can be given on the basis of studies described below.

Proposition: organizational climate is positively related to job satisfaction.

Organizational Climate and Employee Motivation

Organizational climate has been regarded as one of the most important factor influencing employee motivation because organizational climate consists of all the variables and characteristics of work environment. These have an important influence on employees' beliefs about rewards and opportunities available within the organization. These beliefs contribute significantly to employee motivation.

A number of studies have been done to explore the relationship between organizational climate and employee motivation. Factors of organizational climate, reward satisfaction, role clearness and agreement predict job motivation (Ghanbari and Eskandari, 2009). Organizational climate factors; job challenge, job importance and leadership consideration are positively related to employee motivation. Task conflict and role overload are negatively related to employee motivation (Tyagi, 1982). Six psychological climate components: leadership facilitation and support, job variety and autonomy, job pressure and conflict, workgroup cooperation, friendliness and warmth, organizational concern for the individual, job importance and challenge were significantly related to motivation (James *et al.*, 1977). Parker *et al.* (2003) through a meta-analysis of 94 studies established that employees' work attitude job satisfaction, job involvement and commitment act as a mediator between organizational climate and motivation and performance. Most of these studies have established a positive relationship between the two variables. (Mahal, 2009; Rusu & Avasilcai, 2014; Chuang & Shy, 2011; Ghanbari & Eskandari, 2009; Tyagi, 1982; James *et al.*, 1977).

Table IV: Relationship Between Organizational Climate and Employee Motivation

S. No	Author (year)	Sample	Findings
1	Mahal (2009)	122 employees working in Ranbaxy of Mohali and Ropar	A positive relation among organizational culture and employee motivation.
2	Rusu and Avasilcai (2014)	45 employees were taken from North East Region of Romania.	A strong positive correlation between organizational climate and motivation.
3	Chuang and Shy (2011)	250 respondents from north Taiwan companies.	A positive relation of organizational climate with commitment and employee motivation.

4	Roos & Eeden (2008)	118 permanent staff from a marketing research company in South Africa.	Corporate culture has a significant positive relationship with job satisfaction & with energy & dynamism dimension of employee motivation.
5	Zafar et al. (2014)	160 employees of public & private organizations in Pakistan.	Pay, appreciation & job satisfaction had no significant impact on employee motivation.
6	Parker (2003)	A meta analysis of 94 studies having a total sample size of 65830.	Employee work attitudes act as a mediator between organizational climate and motivation and performance.
7	Ghanbari and Eskandari (2009)	250 non faculty staff of Bu-Ali Sina university	Organizational climate is positively related to organizational citizenship behavior and job motivation.

Source: Previous studies

So on the basis of above studies, it can be inferred that:

Proposition: Organizational climate acts as a predictor for employee motivation.

Job Satisfaction and Employee Motivation

Job satisfaction and employee motivation both have a significant impact on organizational effectiveness and organizational success. So an organization needs to critically examine the factors that lead to employee motivation and job satisfaction. An organization has to create such conditions and environment which make employee happy and result in better organizational performance. Employees have to feel satisfied with their work conditions so that they could be motivated to perform better. There are many studies which link employee motivation and job satisfaction. Singh and Tiwari (2011) found a positive correlation between job satisfaction and motivation. Similar findings were also reported by Tella *et al.* (2007), Saleem *et al.* (2010). However, in a study conducted by Nazir (2010) on employees of a pharmacy chain in London, no significant relation was found between employee motivation and job satisfaction. By taking a sample of 118 permanent employees from a marketing research company in South Africa, Roos and Eeden (2008) established a positive relationship of organizational culture with job satisfaction and employee motivation. So it can be proposed that:

Proposition: There is a positive relation between job satisfaction and employee motivation.

DISCUSSION

In today's competitive environment employees provide a competitive edge to an organization so the organizations continuously strive to attract talented employees and keep them working in a work environment where they can thrive to the maximum of their capabilities. Thereby an organization can maximize employee welfare by providing a positive work environment. If the employees perceive their work environment to be warm and supportive, they will exhibit positive attitudes and behavior.

This paper is an attempt to identify those dimensions of organizational climate, employee motivation and job satisfaction which can be generalized across the industries and various organizational levels to study the variables. The paper also proposes that improved organizational climate results in higher employee motivation and job satisfaction. The research provides appropriate theoretical basis on which the interrelationship among the variables can be explored further.

CONCLUSION

The main purpose of the paper is to study the relationship among organizational climate, employee motivation and job satisfaction. The review establishes a positive relationship among the variables. The literature review of all the variables has been used to identify the relevant dimensions of organizational climate, employee motivation and job satisfaction. A number of dimensions of organizational climate have been identified from previous literature such as, autonomy, supportive leadership, concern for welfare, role clarity, reward and recognition, formalization and standardization. The dimensions identified under employee motivation using previous literature are: pay, working conditions, job security, commitment, job involvement and opportunities for growth and advancement. Five aspects of work: the work itself, pay, promotion, supervision and co-workers have been taken under job satisfaction.

Managerial Implications

The study will help the organizations in understanding how a favorable work environment can be helpful in increasing job satisfaction and

employee motivation. Moreover, it will provide managers with insights on innovative measures to create a supportive organizational climate which has a significant positive relation with employee performance. Negative perception of work conditions, organizational practices, compensation, decision making makes the employees withdraw their support from organization. Knowing this type of relationship among variables, HR professionals may reduce absenteeism, turnover and other negative aspects of workplace.

Limitations and Direction for Future Research

The present effort is a review of previous studies on organizational climate, employee motivation and job satisfaction. Conclusions and inferences have been drawn on the basis of results of previous studies which are not supported by empirical research.

The study has provided the link of organizational climate with employee motivation and job satisfaction. However, there are a number of other variables which are also related to organizational climate such as organizational citizenship behavior, work commitment, absenteeism, turnover intentions etc. These variables can be explored further to establish the role of organizational climate in improving employee performance and enhancing company productivity. Climate strength has an important role in moderating the relationship between climate-outcome relationships. This relationship also needs further exploration.

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