
CHAPTER III

Methodology

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CHAPTER THREE

METHODOLOGY

The present study is aimed at assessing the organizational climate and motivation of employees in The Gadag Co-operative Textile Mills Limited, Hulkoti.

Organizational Climate is the internal environment within which an organization's employees do their work. The study on organizational climate deals with an analysis of various factors which direct an individual perception. This perception varies from organization to organization and from time to time within the same organization. Different climates may exist in different Departments and Sections in the same organization.

The dimensions of the organizational climate will have a considerable influence on the productivity, job satisfaction, motivation, etc.

The following organizational climate areas were taken for the present study:

1. Interpersonal help,
2. Formalization,
3. Organizational risk-taking,
4. Autonomy and pressure for performance,
5. Centralization,
6. Lack of people orientation,

7. Non-participative climate,
8. Lack of standardization,
9. Inadequate welfare concern,
10. Formalised communication.

Motivation is a goal-directed behaviour. It is a force which directs the behaviour of the people. Motivation focuses the attention on those inner drives that activate or move an individual to action. Favourable organizational climate motivates the employees. In turn, it also increases productivity, by influencing job satisfaction.

The following motivational areas were taken for the present study:

1. Adequate earnings,
2. Work achievement,
3. Opportunity for promotion,
4. Suitable type of job,
5. Comfortable working conditions,
6. Opportunity to learn a new job,
7. Job security,
8. Competition.

Statement of the Problem:

The statement of the present investigation is: **"A Study of Organizational Climate and Motivation in the Gadag Co-operative Textile Mill. Limited, Hulkoti"**. The idea of the present study is to assess the organizational climate

of the organization perceived by two different occupations, viz. supervisors and middle-level managers. An attempt is also made to analyse the motivational areas and to correlate the organizational climate and motivation.

Objectives of the Study:

The rationale of the present study is to assess the organizational climate and to analyse the motivational areas. The present study also aims to correlate organizational climate and motivation. The following were the objectives of the study:

1. To evaluate the organizational climate of The Gadag Co-operative Textile Mills Limited, Hulkoti;
2. To evaluate the various dimensions of organizational climate such as interpersonal help, formalization, organizational risk-taking, autonomy and pressure for performance, centralization, lack of people orientation, inadequate welfare concern, formalised communication, non-participative climate and lack of standardisation perceived by the supervisors and middle-level managers;
3. To study the motivation of supervisors and middle-level managers;
4. To investigate the relation between the organizational climate and motivation.

Hypotheses:

Based on the above objectives, the following hypotheses were formed:

1. The cognitive climate perception of interpersonal help differs between supervisors and middle-level managers;
2. There is a variation of climate perception of formalization between supervisors and middle-level managers;
3. The organizational risk-taking differs between supervisors and middle-level managers;
4. The autonomy and pressure for performance vary between supervisors and middle-level managers;
5. As far as centralization is concerned, there is a variation of climate perception between supervisors and middle-level managers;
6. There is a variation between supervisor and middle-level managers with regard to people orientation;
7. There is a difference in perception relating to non-participative climate between supervisors and middle-level managers;
8. With regard to standardisation, there is a difference of perception between supervisors and middle-level managers;
9. There is a difference in climate perception and welfare activities relating to supervisors and middle-level managers;
10. Communication pattern differs between supervisors and middle-level managers.

Research Tools:**Organizational Climate Questionnaire:**

For the present study on Organizational Climate,

the **Climate Scale** developed by Shailendra Singh (1988) was used. The organizational climate scale consists of 14 dimensions, but for the present study, researcher has taken only 10 dimensions, such as interpersonal help, formalization, organizational risk-taking, autonomy and pressure for performance, centralization, lack of people orientation, non-participative climate, lack of standardization, inadequate welfare concern and formalised communication. A brief description of different dimensions follows:

1. Interpersonal Help:

The perceived helpfulness of the managers and other employees in the group; emphasis on mutual support from above and below; degree to which the co-workers are supporting, trusting, etc.

2. Formalization:

Degree to which there are job descriptions, standards of performance, procedure to be followed in the organization.

3. Organizational Risk-taking:

The idea of organizational risk-taking is related to the implementation of new ideas in the organization. their willingness to take a chance on better ideas and willingness to take high risk on competitive edge in business.

4. Autonomy and Pressure for Performance:

Degree to which an individual can be his boss and reserve considerable decision-making power for himself; degree

to which there is a lack of constant accountability to higher management. Further, it is also related to the feeling of pressure to improve personal goals and objectives.

5. Centralization:

The idea of centralization is related to take prior permission on every matter for decision-making from the higher ups. It is also related to establishing a stronger force in conflicting situation on a weaker section.

6. Lack of People Orientation:

Degree to which managers take an active interest in the progress of their subordinates and the degree to which they back up their actions. It also relates to the degree to which employees have proper background, training, etc.

7. Non-Participative Climate:

It is concerned with the degree to which employees are allowed to take part in decisions that affect their work and the organization.

8. Lack of Standardisation:

The perceived importance of implicit and explicit goals and performance standards; the emphasis on doing a good job; the challenge represented in personal and group goals;

9. Inadequate Welfare Concern:

Provisions of adequate welfare facilities and amenities to employees and their families, both at the workplace and outside. The degree to which the organization tries to satisfy

the financial and non-financial needs of the personnel.

10. Formalised Communication:

The degree to which general communication is available and its accuracy, the degree to which the information is distorted or withheld regarding the necessity of the proposed work, the extent to which the information flows easily, the extent of downward and upward communication is followed.

Employees' Motivational Scale (1984):

The employees **Motivation Scale** is in a forced-choice format containing thirtytwo pairs of statements. Each of the statement is paired with different areas. The area-wise description of each motivation is as follows:

1. Adequate Earnings:

To earn money by hardwork, honesty, accounting to basic needs, aspire to get highly paid job and aspire to be rich.

2. Work Achievement:

To undertake difficult task, to work hard, to get success, aspire to achieve new things and to be industrious.

3. Opportunity for Promotion:

Professional advancement, to have a training and qualifications for promotion, aspiring to get seniority and promotions.

4. Suitable type of Job:

Job satisfaction, job according to taste, recognition, prestige in the job, devotion for the job.

5. Comfortable Working Conditions:

Safety at work place, good hygienic condition in the factory, good atmosphere, legal help against the improvement of working conditios.

6. Opportunity to Learn a New Job:

To learn a new thing, to have upto date information related to work, to experiment new things in the job, to learn more about new techniques.

7. Job Security:

Guarantee of the job, security from the unions, security from the government, desire for protection.

8. Competition:

To have a competitive spirit and competitive atmosphere, to promote the industrial production by competitive atmosphere in the industry, to look into the advantages of competitive spirit.

Administration and Scoring:

The questionnaires were directly given to the respondents after taking permission from the Managing Director of The Gadag Co-operative Textile Mills Limited, Hulkoti.

The instructions were given in the questionnaire itself. Since some supervisors were not well-versed in English language, the researcher personally explained the meaning of certain statements in the questionnaire. The organizational climate questionnaire was framed on Five-Point Scale: Strongly-agree, Agree, Undecided, Disagree and Strongly-disagree.

Similarly, motivation questionnaire was administered along with organizational climate questionnaire. In motivation questionnaire, there were thirtytwo pairs of statements. The respondents were asked to mark any one of the statement which was more acceptable to him. The responses were taken in a separate answer-sheet for easy scoring. Each response carried one point. The maximum score on each motivation will be eight and the minimum will be zero, total will be thirtytwo. The highest score indicates more motivation towards each dimension. All the respondents extended their full co-operation in data collection.

Samples:

Samples were drawn from The Gadag Co-operative Textile Mills Limited, Hulkoti. The samples were collected from two categories of employees, namely, supervisors and middle-level managers. The sample consists of 25 middle-level managers and 75 supervisors.

Statistical Analysis:

Supervisors and middle-level managers were the two segments of the sample. The raw data was analysed on an ORG-Supermax Computer of Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur. The mean, standard deviation and 't' score were tabulated on each dimension of organizational climate projected by supervisors and middle-level managers. Mean, standard deviation and standard error of motivation dimensions were also tabulated. To find out the relation between organizational climate and motivation, correlation statistics was applied.

Summary:

The object of the present study is to assess the organizational climate and motivation in The Gadag Co-operative Textile Mills Limited, Hulkoti.

The study covers the various organizational climate areas such as interpersonal help, formalization, organizational risk-taking, autonomy and pressure for performance, centralization, lack of people orientation, non-participative climate, lack of standardisation, inadequate welfare concern, and formalised communication have been studied by the researcher. The present study also covers motivational areas such as adequate earning, work achievement, opportunity for promotion, suitable type of job, comfortable working conditions, opportunity to learn a new job, job security and competition.

For collecting the data, the researcher used the Organizational Climate Questionnaire and Employees' Motivation Scale. The organizational climate questionnaire was in five-point scale and employees' motivation scale was in a forced-choice format.

The researcher has collected the samples from The Gadag Co-operative Textile Mill Limited, Hulkoti. Samples were drawn from two levels, namely, supervisors and middle-level managers.

The collected data was analysed on an ORG-Supermax Computer at the Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur.

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