A STUDY ON MOTIVATIONAL ANALYSIS ON ORGANISATIONAL CLIMATE WITH SPECIAL REFERENCE TO NATURAL CAPSULES LIMITED PUDUCHERRY

C. Sathish Kumar

Assistant Professor (Senior Grade), Christ College of Engineering and Technology, Puducherry, India
Email: cskumarmba18@gmail.com

ABSTRACT

This project entitles “A Study On Motivational Analysis On Organizational Climate With Special Reference To Natural Capsules Limited Puducherry”, is intended to study on the motivational level of the employees in consideration with the 12 dimensions (i.e.) orientation, interpersonal relationship, supervision, management of mistakes, conflict management, communication, decision making, trust, management of rewards, risk taking, innovation and change, problem management of organizational climate. The project focuses to the attention of the objectives where the organizations 12 dimensions are been classified under 6 factors of objectives (i.e.) achievement, expert influence, extension, control, dependency, affiliation. The sample survey was taken from a sample size of 158 with a confidence level of 95% and a confidence interval of 5%. The tools used for calculation is a MAO-C matrix scoring calculation. The analysis and interpretation, on the collected data reveals that employees with a back up objective need an increased level of motivation.

Keyword: Employees; Organisation; Organisation Climate; Motivational Analysis

INTRODUCTION

Motivational analysis of organizational climate is designed to study organizational climate, with special regards to motivation. The instrument emphasis 12 dimensions of organizational climate and the six motives. The concept of what is better and how to become better is changing. Motivation is now seen to depend on the value of the organization climate and the efficiency with which the employees are enriched to work in a better environment. Motivation in an organization is the willingness of an employee to respond to the organizational requirements. Motivation is the willingness to exert high levels of effort towards organizational goals, conditioned by the efforts and ability to satisfy some individual need.“Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need”.

Motivation could be defined as, “a willingness to expand energy, to achieve a goal or reward. It is a force that activates dormant entry and sets in motion, the action of the people. It is the function that kindles a passion for action among the human beings of an organization”. The completed matrix provides scores for all six motives assessed by MAO-C. The highest of these scores represents the perceived dominant motive within an organization.
A combination of an organization’s highest or dominant score and its second highest of back-up score result in a basic characterization of that organization’s climate. When the six motives are combined in pattern of dominant and secondary of back-up style, thirty organizational profiles are possible.

**REVIEW OF LITERATURE**

Analysis of Motivation Today’s Workforce, Deborah Roberts, (2000) - Findings from professional and scholarly journals and personal interviews revealed that employees become unmotivated when communication breaks down between management and subordinates. Lack of motivation in employees tends to increase carelessness, absenteeism, resource waste, and turnover rates in an organization. Because employees possess different values, they are motivated by different things. Communicating information, praising employees, and recognizing effective performance are key strategies a manager or supervisor can use to motivate employees. Production, sales rates, and morale all increase when employees become motivated. The results of this research revealed a surprising concept: money alone is not enough to motivate employees today.

An Evaluation Of Staff Motivation, Dissatisfaction And Job Performance In An Academic Setting, Mohammed Abubakar Mawoli, Abdullahi Yusuf Babandako, (2011) - This study seeks to ascertain academic staff level of motivation, dissatisfaction and performance at work. The study employed a survey research method to collect research data from academic staff of Ibrahim Badamasi Babangida University, Lapai, Nigeria. A total of 141 or 64% of the academic staff of the University were sampled out of a population of 219 academic staff. Descriptive statistical tools were used to measure the research variables. The study reveals that academic staffs are very highly motivated at work and also highly contented with the working environment. The study further revealed that staff performance as it relates to teaching is very high while their performance in the areas of research and other publications is moderate. It is therefore recommended that universities and other tertiary institutions should take the issue if academic staff motivation seriously to facilitate effective teaching and delivery of knowledge.

Intrinsic Motivation and Self-determination in Human Behaviour, Deci, E. L., & Ryan, r. M. (1985) - The publication by Deci and Ryan highlights the theories of intrinsic motivation and self-determination as well as the history of both theories and the impact of both of child development. The authors also provide readers with alternative theories and then research which supports their beliefs. Both authors are professors in the Department of Clinical and Social Sciences in Psychology at the University of Rochester. The publication is aimed at those interested in the theories of motivation and determination and is recommended by readers to parents since it deals with child development. This piece of literature delves deeply into the topic of motivation and self-determination and covers both positive and negative aspects of the theories. The publication was written to explain the theory and does a superb job of helping the reader understand both the theories and the history. This work highly supports the research on motivation in the classroom because the authors discuss how helping children and adults alike to become internally motivated will help them to do things on their own instead of for an external reason.

Motivational Assessment in Organizations: an Application of Importance-Performance Analysis, Authors-Williams, A. E; Neal, L.L., (1993) - Prevailing management wisdom suggests that employees should be considered one of an organization’s most valuable assets, equal in importance to products, services, and customers. One method of ensuring that
employee needs are considered, especially in terms of motivation, is the development of proactive survey methods that allow managers to gather and interpret employee feedback in a 'user friendly' manner. The article details the development and application of the Motivation Assessment and Performance Scale or MAPS, which combines importance-performance analysis with the construct of Herzberg's motivation/hygiene theory. The MAPS instrument was used to survey 26 public park and recreation agencies in Oregon and Washington, USA. The attitudes of employees and their managers were assessed with respect to importance of motivation factors in the work place, and the performance of management in facilitating opportunities for employees to experience those factors.

Motivational Interviewing: A Systematic Review and Meta-Analysis, Sune Rubak, Annelli Sandbæk, Torsten Lauritzen, Bo Christensen, (2005) - Motivational Interviewing is a well-known, scientifically tested method of counselling clients developed by Miller and Rollnick and viewed as a useful intervention strategy in the treatment of lifestyle problems and disease. Motivational interviewing in a scientific setting outperforms traditional advice giving in the treatment of a broad range of behavioural problems and diseases. Large-scale studies are now needed to prove that motivational interviewing can be implemented into daily clinical work in primary and secondary health care.

Critical Literature Review on Motivation Takayuki Nakanishi, (2002) - Many believe motivation to learn is the key element in language learning. However, if we take a look at researches in motivation, it is hard to say what motivation is. This paper begins with the definition of motivation and describes types of motivation. Then, it breaks down into parts which consist of motivation. Finally, it addresses how we can motivate students in language learning.

OBJECTIVES OF THE STUDY

- To identify the dominant and backup climates (climate motive scoring the highest and the second highest, respectively) for each group under each type of formation.
- To find the organizational climate with regards to
  a. Achievement
  b. Expert influence
  c. Extension
  d. Control
  e. Dependency
  f. Affiliation
- To make an overall analysis of organizational climate with special regards to motivation.

DATA SOURCES AND METHODOLOGY

The task of data collection begins after research problems have been defined and research design chalked out. Data is the foundation for all organizational climate research. The researchers can obtain data form. Questionnaires are prepared and informal personal interview was conducted. Most of the questions were of multiple choices. Proper care was taken to frame the questionnaire in such a manner it should be easily understood in view of

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educational level of the employees. In order to test the data scoring sheet and percentage analysis is carried out by the researcher.

RESULTS AND DISCUSSIONS

The present study is carried out to ascertain the motivational analysis on organizational climate. To fulfill this objective data were collected from the respondents to know their interpersonal needs. The table given below shows the interpersonal needs of the respondents.

Table 1. Mao-C Matrix - Scoring Calculation

<table>
<thead>
<tr>
<th>DIMENSION OF ORGANISATIONAL CLIMATE</th>
<th>ACHIEVEMENT</th>
<th>EXPERT- INFLUENCE</th>
<th>EXTENSION</th>
<th>CONTROL</th>
<th>DEPENDENCY</th>
<th>AFFILIATION</th>
<th>DOMINANT</th>
<th>BACKUP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation</td>
<td>361</td>
<td>0</td>
<td>140</td>
<td>316</td>
<td>9</td>
<td>70</td>
<td>361</td>
<td>316</td>
</tr>
<tr>
<td>Interpersonal Relationship</td>
<td>284</td>
<td>16</td>
<td>1</td>
<td>320</td>
<td>82</td>
<td>135</td>
<td>320</td>
<td>284</td>
</tr>
<tr>
<td>Supervision</td>
<td>299</td>
<td>73</td>
<td>352</td>
<td>14</td>
<td>151</td>
<td>14</td>
<td>352</td>
<td>299</td>
</tr>
<tr>
<td>Problem Management</td>
<td>6</td>
<td>163</td>
<td>314</td>
<td>3</td>
<td>84</td>
<td>322</td>
<td>322</td>
<td>314</td>
</tr>
<tr>
<td>Management Of Mistakes</td>
<td>313</td>
<td>7</td>
<td>334</td>
<td>155</td>
<td>75</td>
<td>15</td>
<td>334</td>
<td>313</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>8</td>
<td>25</td>
<td>104</td>
<td>298</td>
<td>310</td>
<td>150</td>
<td>310</td>
<td>298</td>
</tr>
<tr>
<td>Communication</td>
<td>334</td>
<td>295</td>
<td>115</td>
<td>16</td>
<td>13</td>
<td>120</td>
<td>334</td>
<td>295</td>
</tr>
<tr>
<td>Decision Making</td>
<td>316</td>
<td>104</td>
<td>30</td>
<td>310</td>
<td>129</td>
<td>8</td>
<td>316</td>
<td>310</td>
</tr>
<tr>
<td>Trust</td>
<td>14</td>
<td>361</td>
<td>121</td>
<td>6</td>
<td>281</td>
<td>106</td>
<td>361</td>
<td>281</td>
</tr>
<tr>
<td>Management Of Rewards</td>
<td>7</td>
<td>130</td>
<td>299</td>
<td>124</td>
<td>316</td>
<td>21</td>
<td>316</td>
<td>299</td>
</tr>
<tr>
<td>Risk Taking</td>
<td>23</td>
<td>303</td>
<td>85</td>
<td>133</td>
<td>336</td>
<td>12</td>
<td>336</td>
<td>303</td>
</tr>
<tr>
<td>Innovation And Change</td>
<td>100</td>
<td>6</td>
<td>298</td>
<td>145</td>
<td>334</td>
<td>14</td>
<td>334</td>
<td>298</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2065</strong></td>
<td><strong>1483</strong></td>
<td><strong>2193</strong></td>
<td><strong>2843</strong></td>
<td><strong>2120</strong></td>
<td><strong>987</strong></td>
<td><strong>3996</strong></td>
<td><strong>3610</strong></td>
</tr>
</tbody>
</table>

- Achievement is the dominant factor in Orientation, Communication, and Decision Making.
- Control is the dominant factor in Interpersonal Relation.
- Extension is the dominant factor in Supervision, Management of Mistakes.
- Affiliation is the dominant factor in Problem Management
- Dependency is the dominant factor in Conflict management, Management of Rewards, Risk Taking, Innovation and Change.
- Expert influence is the dominant factor in Trust.

CONCLUSION

The study of motivational analysis of organization climate with special reference to natural capsules limited is that it deals with the dominant factors in and around the company as such of control, achievement, extension, dependency, expert influence and affiliation with the dimensions as its supporting factors. Hence, the level of motivation can be increased from the backup that results from the data analysis for a better organizational climate.

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