

SIM 2013

# Linking human resources motivation to organizational climate

Gabriela Rusu<sup>a\*</sup>, Silvia Avasilcai<sup>a</sup><sup>a</sup>“Gheorghe Asachi” Technical University of Iasi, Department of Engineering and Management, 29 D. Mangeron Bd., 700050 Iasi, Romania

---

## Abstract

Motivation has a central role in achieving high performances within organizations. As the organizational climate can be closely correlated with employees' motivation, providing a motivating environment in industrial firms depends on managers' ability to create a supportive organizational climate. The main objective of this paper is to underline the most relevant dimensions of the organizational climate which increase employees' intrinsic and extrinsic motivation, according to Herzberg's dual factors theory. In the light of this research, the investigation was based on quantitative research techniques, by means of a pilot questionnaire, using a non-probabilistic sample represented by employees and managers of industrial firms from Romania. By analyzing the relationships between organizational climate dimensions and motivation, the results will demonstrate the influence of organizational climate on the level of employees' motivation. Considering the obtained results, there will be also proposed recommendations to create an organizational climate which could enhance employees' motivation.

© 2014 The Authors. Published by Elsevier Ltd. Open access under [CC BY-NC-ND license](#).

Selection and peer-review under responsibility of SIM 2013 / 12th International Symposium in Management.

**Keywords:** employees' motivation; organizational climate; intrinsic motivation; extrinsic motivation ;

---

## 1. Introduction

Employees' motivation represents a key factor which determine action and behaviors that materialize in effort and energy towards accomplishing the goals of the company and achieving also their own objectives. In this context, the organizational climate of the company influences employees' motivation and work performance. Concerning the importance which work motivation has on employees' performance at the workplace, it must be outlined the role of the organizational climate, as predictor of employees' motivation improvement. According to Rensis Likert, the

---

\* Corresponding author. Tel.: +40-232-278683/1205; fax: +40-232-213708.

E-mail address: [grusu@tex.tuiasi.ro](mailto:grusu@tex.tuiasi.ro)

organizational structure, the managerial behavior, company policies, decisions, the relationship with work colleagues, work facilities, the physical ambience, influence human resources motivation, satisfaction and overall organizational performance (Likert & Pyle, 1971). In such a context, it is noteworthy to identify those organizational climate factors which determine employees' work motivation at the workplace. The creation of an organizational climate enhancing those factors, which have a positive influence on employees' motivation improvement, determine high performances in organizations and stimulate organizational outcomes.

## **2. Work motivation**

Motives (Cosmovici, 1996) which determine employees to involve in work activities are various. Therefore, employees work in order to satisfy their material and psychological needs. There are four categories of factors which explain employees' involvement in work activities: need for income, need for relaxation, and need for advantages and the impulse for working. The time and the effort for performing work activities depend on employees' attitudes regarding the salary, relaxation, advantages and the impulse for working (Douglas & Morris, 2006). Work motivation can be described as a set of internal and external factors which initiate work behavior and determine its direction, intensity and duration. Work motivation can be determined measuring satisfaction and work performance.

In such circumstances, managers should focus attention on identifying the employees' needs and their requests regarding the characteristics of the work environment, in order to create a motivating workplace (Seiler, Lent, Pinkowska, & Pinazza, 2012) and to obtain high organizational outcomes.

## **3. Herzberg's two factor theory**

The framework of this paper is based on identifying the prevalent extrinsic and intrinsic factors which determine employees' motivation. To identify the relevant motivational factors which influence employees' work activities and the performance at the workplace, it was chosen Herzberg's two factor theory. The two categories of motivational factors which Herzberg (1966) identified demonstrate that motivators (recognition, promotion, personal development, responsibility, etc.) are associated with work satisfaction and produce work performance, whereas hygiene factors, such as salary, work conditions, job security, company policies, are associated with dissatisfaction. According to Herzberg's theory, the extrinsic factors do not produce satisfaction and work performance, but their presence represents a precondition for motivators to produce their effects. The absence of intrinsic factors (motivators) determines dissatisfaction and their presence in employees' work represents a source of work motivation and satisfaction (Stroh, Northcraft, & Neale, 2002).

## **4. Organizational climate influence**

The literature outlines that the organizational climate is defined as the employees' subjective perceptions of how their work environment affects them as individuals (Glisson, 2007). As it is more related to the individual and to the surrounding work environment, the organizational climate is "based on perceived patterns in the specific experiences and behaviors of people in organizations (Schneider, Bowie, Ehrhart, & Holcombe, 2000)." Also, the organizational literature established a distinction between organizational climate, which encapsulates "the way people perceive their work environment" and the organizational culture, which refers to norms and "the way things are done in an organization (Glisson, 2007)."

Concerning the organizational climate issue, it must be underlined that it is recognized the influence of organizational climate factors on organizational goals accomplishment, offering strong predictions regarding work motivation, employees' work engagement, work satisfaction, performance and other employees' attitudes (Schyns, Van Veldhoven, & Wood, 2009).

The physical environment (furniture, equipments), the technological environment (work processes, the organization of the workplace, machines, equipments), the social environment (employees' attitudes, behaviors, rules, the support offered to employees, rewards), the political environment and the economic environment represent the elements of organizational climate which influence employee' motivation, work satisfaction and performance (Huțu, 2005).

Download English Version:

<https://daneshyari.com/en/article/1114548>

Download Persian Version:

<https://daneshyari.com/article/1114548>

[Daneshyari.com](https://daneshyari.com)