

Effect of Organisational Climate on Employees Motivation in University Libraries in Kerala: An Investigative Study

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Abstract - The purpose of this research was to study the effect of organisational climate on employees motivation using a Structural Equation Model (SEM) with the help of AMOS. The study has employed with an exploratory and descriptive questionnaire. Data collected from 266 qualified and permanent library and information science professionals of selected eight state universities of Kerala. Employees motivation was measured as composite variable from six components and organisational climate is also represented as latest variable formed from six components. The model is found to be adequately fit. The study reveals that all components of organisational climate and employees motivation have significant contribution in the university libraries of Kerala. From the result it can be inferred that organisational climate has significant positive effect on employees motivation. It is concluded that policy should be formulated by giving more importance to the factors affecting employees motivation so as to improve functioning of university libraries.

Keywords: Organisational Climate, Employees Motivation, Structural Equation Model, University Library, Library and Information Science Professionals, Kerala

I. INTRODUCTION

Every organisation has its own structure, system, culture, norms, values and traditions. The main components in the organisations are authorities, employees and clientele. All these organisational components creates organisational climate in an organisation. Now a days organisational climate has become a mature concept in management. There are several approaches to study organisational climate. One such approach is effect of organisational climate on employee motivation. Climate of organisations affect motivation of its employees. The present study uses a comprehensive framework that focuses on assessing effect of organisational climate on employees motivation in University libraries in Kerala.

Organisational climate is a mixture of norms, values, expectations, policies and procedures exist in an organisation that influence job motivation, commitment and satisfaction of individual in the work or organisation itself. Library is an important component of all universities. With the advancement of information technology, communication technology, knowledge explosion, role and functions of library and information centres has been changed. Role of librarian has changed from curator to custodian to facilitator. Organisational climate has become an important aspect of university and library and information centres.

There are several common methods used to reduce conflict within an organisation such as group meeting, appoint a team to resolve the conflict, job transfer, across of work line, exposure to feedback, survey of colleague by focusing on the problem and recommendation that does not focus on the person or find the offender along with creation a positive attitude towards each other, build the platform for conflict resolution (Litwin) [1]. All the efforts should be aimed to achieve mutual trusts and creation of sound organisational climate in an organisation. Thus, personnel would feel like the conflicts would be resolved.

II. ORGANISATIONAL CLIMATE AND JOB MOTIVATION

Organisational climate is defined Forehand and Von Haller as a set of characteristics that (a) distinguish the organization from the other organizations, (b) are relatively enduring over time, and (c) influence the behaviour of the people in the organization [2].

Job Motivation is psychological feature that induces an organism to act towards a desired goal and elicits, controls, and sustains certain goal directed behaviours. It can be considered a driving force, a psychological one that compels or reinforces and action toward a desired goal. Job is a piece of work, especially a specific task done as part of the routine of one's occupation for an agreed price.

According to Schacter *et al.*, [3] motivation is the purpose or psychological cause of an action. Distinct aspects of motivation are, first, basic needs that individuals have and second, a conscious efforts to gratify and satisfy them. Motivation here means directed behaviour to satisfy need action that is not habitual or customary. In the context of the present study, job motivation refers to the motivation of library and information science professionals in their work.

III. SAMPLE OF THE STUDY

The study was carried out among the eight selected state universities in Kerala based on data collected from 266 regular and qualified library and information science professionals. The following table will give an overview of the respondents of this study.

TABLE I UNIVERSITY WISE DISTRIBUTION OF RESPONDENTS

Sl. No.	Name of Universities	Frequency	Percent
1	University of Kerala, Thiruvananthapuram.	75	28.20
2	University of Calicut Tenzhippalam.	60	22.56
3	Mahatma Gandhi University, Kottayam.	42	15.79
4	Cochin University of Science And Technology, Kochi.	35	13.16
5	Kannur University, Kannur.	23	8.65
6	Sree Sankaracharya University of Sanskrit, Kalady.	15	5.64
7	Kerala Agricultural University, Vellanikkara.	10	3.76
8	Kerala Veterinary And Animal Sciences University, Pookot.	6	2.26
	Total	266	100.00

It can be seen from table I that 28.20 % of data is collected from University of Kerala and 22.56% is collected from the University of Calicut. Data Collected from Mahatma Gandhi University is 15.79% and Cochin University of Science and Technology is 13.16%. Total number of data collected from Kannur University is 8.65%. Data collected from Sree Sankaracharya University of Sanskrit is 5.64% and 3.76% of data is collected from Kerala Agricultural University. Data collected from Kerala Veterinary and Animal Sciences University is 2.26%.

IV. REVIEW OF LITERATURE

There are a number of studies on the subjects done. Out of which a few of them are reviewed here.

Adeoye, Atiku, and Fields (2016) conducted a study to understand job satisfaction in insurance business by investigating the structural causes of task fulfillment. The mutual influences of compensation administration and employees' motivation on job satisfaction was assessed using multivariate analysis. This research embraced a quantitative method and 212 employees were drawn using a convenience sampling technique. Three propositions were tested employing inferential statistical analyses run through SPSS and AMOS. The results indicate a substantial affiliation between reward, administration and motivation. The study found that compensation management exerts more direct influence on employees' job satisfaction than the indirect tie through motivation.

Math and Javali (2015) examined the contributory relationships among factors of teachers of secondary schools influential in academic performance of students by Structural Equation Modeling (SEM). A simple random sample of 30 schools with 60 teachers and 300 students was chosen and data were collected on four scales like study habits of students, organizational climate, teaching effectiveness and job satisfaction of teachers of secondary schools through direct personal interview method. The casual relationships

were established by structural equation modeling method using SPSS and AMOS. The organizational climate and job satisfaction of teachers have significant positive relationship with academic performance of students. The SEM was fitted to the academic performance of students data adequately. The results indicated that, the organizational climate and job satisfaction of teachers had significant effect on academic performance of students.

Yaminfirooz, Nooshinfard and Siamian (2015) evaluated the status of organizational climate of Iranian academic libraries and map its structural equation model. The population of the research included all staff working in 96 central libraries of Iranian governmental universities (N = 520). A self-administered questionnaire was used for data collection. Some descriptive and inferential statistical methods applied for data analysis in SPSS and factor analysis in LISREL software were used for modelling organizational climates in the libraries. The t values of factor analysis pass showed that the effect of all indicators of Climate QUAL on organizational climate was significant. The factor loading of the pass model showed that among the nine indicators, climate for psychological safety, climate for innovation and climate for leadership had a higher effect on organizational climate of the libraries. Considering the values of goodness-of-fit indicators, the path model has an optimal status in all indicators, but that of RMSEA in which the status is relatively acceptable. The observed data relatively matched the theoretical model.

Nazem, M.F. and Mozaiini, A. Seifi (2014) conducted a study to provide a structural model of knowledge management in universities based on organisational climate. The population of the research included all employees of Islamic Azad University (IAU). The sample consisted of 1590 employees selected using stratified and cluster random sampling method. The research instruments were two questionnaires which were administered in 78 IAU branches and education centers. The results of path analysis indicated that dimensions of organizational climate had a direct effect on knowledge management. The model also showed that the factor of support in organizational climate had the highest direct effect on the knowledge management.

Manzoor, Quratul-Ain (2011) attempted to identify the factors that effects employee motivation and examining the relationship between organizational effectiveness and employee motivation. A model was designed based on the literature, linking factors of employee motivation with employee motivation and organizational effectiveness. The study finds that factors of empowerment and recognition have positive effect on employee motivation. Also there exists a positive relationship between employee motivation and organizational effectiveness. The study focuses on the practice and observance of the two central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness.

V. AIM AND OBJECTIVES OF THE STUDY

The main aim of this study is to develop a model for organisational climate for better employees motivation in university libraries in Kerala. In particular, the study is also designed to attain the following objectives.

1. To examine the effect of organisational climate on employees motivation in university libraries in Kerala.
2. To find out the components of organisational climate that contributes employees motivation.
3. To find out the components of employees motivation that contributes to organisational climate.
4. To develop a model for organisational climate for better employees motivation.
5. To rank the factors that affecting most and least in employees motivation and organisational climate.

VI. HYPOTHESES

1. Organisational climate affects employees motivation in university libraries in Kerala.
2. Components of organisational climate and components of employees motivation do not contribute to the organisational climate and employees motivation.

VII. METHODOLOGY

A well-structured exploratory and descriptive questionnaire was prepared for collection of data from the 266 regular and qualified library and information science professionals of eight selected state university libraries in Kerala. The collected data were consolidated, analysed, tabulated, interpreted and presented. The effect of organisational climate on employees motivation was studied using a structural equation model with the help of AMOS.

VIII. SCOPE AND LIMITATIONS OF THE STUDY

With due consideration to the available time and resources the scope of the study was finalized. The study is restricted to 266 regular library and information professionals working in the libraries of eight state universities in Kerala. The study is limited to the period from 2014 to 2018.

IX. RESULTS AND DISCUSSION

A. Age of Respondents

TABLE II AGE-WISE DISTRIBUTION OF RESPONDENTS

Age Group (in years)	Frequency	Percent
Up to or below 40	87	32.7
41-45	61	22.9
46-50	61	22.9
Above 50	57	21.4
Total	266	100

The table II shows that 32.7% respondents are in the age group of up to or below 40 years and 22.9% of respondents are in the age group of 41-45 years. Respondents in the age group of 46-50 years is 22.9% and the respondents are in the age group of above 50 years of age is 21.4%.

B. Years of Service of Respondents

TABLE III DISTRIBUTION OF RESPONDENTS BY YEARS OF SERVICE

Years of service	Frequency	Percent
Up to or below 10	46	17.3
10-14years	86	32.3
15-19years	44	16.5
20-24years	52	19.5
25 and above	38	14.3
Total	266	100.0

The table III shows that 32.3% respondents have total service between 10-14 years. The respondents having below 10 years of service are 17.3%. Respondents have service between 20-24 years is 19.5% and respondents have above 25 years of service is 14.3%.

C. Professional Qualifications of Respondents

TABLE IV DISTRIBUTION OF RESPONDENTS BY THEIR PROFESSIONAL QUALIFICATIONS

Professional Qualifications	Frequency	Percent
BLISc	17	6.39
MLISc	161	60.53
M.Phil.	49	18.42
Ph.D.	39	14.66

The table IV shows that majority of respondents have MLISc degree with 60.53%. BLISc degree holders are 6.39%. M.Phil. holders belonging to 18.42% and Ph.D. holders are 14.66%.

D. Effect of Organisational Climate on Employees Motivation

The effect of organisational climate on employee's motivation was studied using a structural equation model with the help of AMOS. The basic assumption of the model is that organisational climate affect employee's motivation. Employees motivation was measured as composite variable from six components namely interest in work (IW), coworkers (CW), promotion and growth (PG), good pay (GP), opportunities for higher studies and training (OHS), qualification and advancement (QA). Organisational climate is also represented as latest variable formed from six components namely communication and understanding (CU), reward and recognition (RR), interpersonal relationship (IR), leadership and team spirit (LTS), physical and infrastructural facilities (PIF), planning and decision

making (PDM). Figure I presents the structural equation model for effect of organizational climate on employee’s motivation.

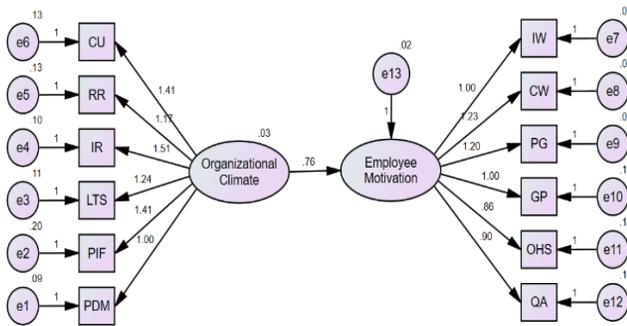


Fig. 1 Structural Equation Model for Effect of Organisational Climate on Employees Motivation

The model is found to be adequately fit to the data as the RMSEA (Root mean square error approximation) is 0.036, which is below 0.05. GFI (Goodness of fit index) is 0.958

which is above 0.90 and CFI (Comparative fit Index) is 0.965 which is also higher than 0.95.

Table V presents the regression weights of the model for effect of organisational climate on employees’ motivation. The table shows that all the components of organisational climate significantly contribute to it as the significance level are less than 0.05. The table shows that the most important component of organisational climate is interpersonal relationship (IR) with unstandardized regression weight of 1.512. The result indicates that as interpersonal relationship (IR) increases organisational climate also increases. One unit increase in the interpersonal relationship (IR) resulted in 1.512 unit increase in organisational climate. The second important component of organisational climate is physical and infrastructural facilities (PIF) with a weight of 1.411 followed by Communication and understanding (CU) with a weight of 1.409 and leadership and team spirit (LTS) with a weight of 1.235. The lowest effect is found in planning and decision making (PDM).

TABLE V REGRESSION WEIGHTS OF THE MODEL FOR EFFECT OF ORGANISATIONAL CLIMATE ON EMPLOYEES MOTIVATION

			Unstandardized	Standardized	S.E.	C.R.	P
EM	<---	OC	0.758	0.731	0.139	5.467	***
PDM	<---	OC	1.000	0.517			
PIF	<---	OC	1.411	0.495	0.245	5.757	***
LTS	<---	OC	1.235	0.554	0.200	6.176	***
IR	<---	OC	1.512	0.666	0.222	6.803	***
RR	<---	OC	1.167	0.503	0.200	5.822	***
CU	<---	OC	1.409	0.581	0.222	6.348	***
IW	<---	EM	1.000	0.557			
CW	<---	EM	1.232	0.620	0.182	6.770	***
PG	<---	EM	1.201	0.613	0.178	6.731	***
GP	<---	EM	1.002	0.409	0.196	5.105	***
OHS	<---	EM	0.858	0.453	0.155	5.523	***
QA	<---	EM	0.904	0.435	0.169	5.360	***

The table V also shows that all components of employees’ motivation have significant contribution as the significance levels are less than 0.05. The most important component of employees’ motivation is coworkers (CW) with regression weight of 1.232 followed by promotion and growth (PG) with a weight of 1.201 and Good pay (GP) with a weight of 1.002. The lowest contributing component of employees’ motivation is opportunities for higher studies and training (OHS) with a weight of 0.858.

From the result it can be seen that all the components of organisational climate and employees’ motivation significantly contribute to the organisational climate and employees’ motivation respectively. The structural equation model shows that the regression co efficient of effect of organisational climate on employees’ motivation is 0.76.

From the result it can be inferred that organisational climate has significant positive effect on employees’ motivation. One unit of increase in organisational climate contributes 0.76 unit of increase in the employees’ motivation.

X. FINDINGS OF THE STUDY

The major findings of the study on the effect of organisational climate on employees’ motivation are summarized below.

1. The organisational climate of university libraries in Kerala has significant effect on increasing the employees motivation. The result of the study shows that it can be done by creating good interpersonal relationship, adequate physical and infrastructural facilities, and communication and understanding among library professionals in university libraries of Kerala.

2. All the components of organisational climate significantly contribute to employees motivation. Organisational climate is measured in this study as latest variable formed from six components namely communication and understanding (CU), reward and recognition (RR), interpersonal relationship (IR), leadership and team spirit (LTS), physical and infrastructural facilities (PIF), planning and decision making (PDM).
3. All the components of employees' motivation that significantly contributes to organisational climate. Employees motivation was measured as composite variable from six components namely interest in work (IW), coworkers (CW), promotion and growth (PG), good pay (GP), opportunities for higher studies and training (OHS), qualification and advancement (QA).
4. A structural equation model (SEM) with the help of SPSS and AMOS, developed for studying the effect of organisational climate on employees motivation. It is particularized in figure 1 and table V.
5. Interpersonal relationship is the most important component of organisational climate. The next important component of organisational climate is physical and infrastructural facilities followed by communication and understanding and leadership and team spirit. The lowest effect is found in planning and decision making. The most important component of employees' motivation is coworkers followed by promotion and growth and good pay. The lowest contributing component of employees motivation is opportunities for higher studies and training.

XI. CONCLUSION

It can be concluded that the most important component in increasing employees' motivation is the behavior of coworkers and the prospects for promotion and growth and attractive pay. The organisational climate has significant effect on increasing the employees motivation by creating good interpersonal relationship and adequate physical and infrastructural facilities as well as communication and

understanding among library professionals in university libraries. The result rejects the null hypothesis that components of organisational climate and components of employees motivation do not contribute to the organisational climate and employees motivation and accepts an alternative hypothesis that components of organisational climate and employees motivation contributes to the organisational climate and employees motivation in the university libraries in Kerala. The hypothesis also proves that organisational climate affects employees motivation in university libraries in Kerala. So, in order to improve the functioning of university libraries, policy should be formulated by giving more importance to the above mentioned factors affecting employees' motivation.

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