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Organizational Climate and Work Motivation among Educational Professionals

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ABSTRACT

Climate of an organization is somewhat like the personality of a person. Just as every individual has a personality that makes him unique and different from other persons. Each organization has an organizational climate that clearly distinguishes it from other organizations. Motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behaviour and performance.

A structured questionnaire was used to collect primary data from a sample of 100 Educational Professionals, which included 50 males and 50 females. The data was acquired using the Organizational Climate Inventory developed by Som Nath Chattopadhyay and Work Motivation Questionnaire developed by K.G. Agarwal. Pearson's correlation test was used in the statistical analysis.

The research focuses on the impact of Organizational Climate and Work Motivation among Educational Professionals. The results showed the significant relationship between Organizational Climate and Work Motivation. In particular, this study is a contribution towards the changing era.

Keywords *Organizational Climate, Work Motivation, Educational Professionals.*

I. INTRODUCTION

An organization is an entity comprising multiple people, such as an institution or an association, that has a particular purpose. The word is derived from the Greek word 'organon', which means tool or instrument, musical instrument, and organ. A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems—they affect and are affected by their environment. An organization is a group of people who work together, like a neighborhood association, a charity, a union, or a corporation. Organization is also the act of forming or establishing something (like an organization). It can also refer to a system of

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arrangement or order, or a structure for classifying things. Strangely enough, this word derives from the Old French, in which *organize* referred to your internal organs, your liver, heart, and so on. This verb originally meant giving an organic structure to something understanding the function some part of the larger whole is supposed to fulfil, and making that happen.

II. ORGANIZATIONAL CLIMATE

The human relationists were the one who formally introduced the concept of organizational climate in the late 1940s. Now it has become a very useful metaphor for thinking about and describing the social system. Organizational climate is also referred to as the “situational determinants” or “Environmental determinants” which affect the human behavior. Organizational culture and organizational climate have been used interchangeably by some people.

According to Evans (1996), “Organizational Climate is a system which helps in understanding the problems and challenges of organizations. It is described as a set of perceptions which individuals have about different work aspects in the organization.”

Kouzes and Posner (1987) defined climate as a model of perception about the firm, made by the group of employees who learn these things along the way of doing job for that company and solving problems.

Climate of an organization is somewhat like the personality of a person. Just as every individual has a personality that makes him unique and different from other persons. Each organization has an organizational climate that clearly distinguishes it from other organizations. Basically, the organizational climate reflects a person’s perception of the organization to which he belongs. It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behavior. Thus, organizational climate in a broad sense, can be understood as the social setting of the organization.

According to Forehand and Gilmer, “Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations are relatively enduring over time and influence the behavior of people in it.”

According to Campbell, “Organizational climate can be defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. For the individual members within the organization, climate

takes the form of a set of attitudes and experiences which describe the organization in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome- outcome contingencies.”

The distinction between organizational culture and organizational climate is more difficult. Denison observed that in some papers these two concepts are confounded with each other, being sometimes defined in the same way. In the early approach, climate was defined as the perceptual measurement of organizational attributes or as a multiple measurement of organizational measurement, combining perceptual and more objective attributes (Hellriegel and Slocum, 1974). The central issue of whether climate is a shared perception or a shared set of conditions is still a basic issue in debate (Denison, 1996). The cultural approach moves the emphasis from the individual perceptions as a source of climate formation to the interaction of organization’s members (Moran and Volkwein, 1992). In this approach, climate is defined as “a relatively enduring characteristics of an organization which distinguishes it from other organizations and (1) embodies members collective perceptions about their organizations with respect to such dimensions as autonomy, trust, cohesiveness, support, recognition, innovation and fairness; (b) is produced by members’ interactions; (c) serves as a basis for interpreting situations; (d) reflects the prevalent norms, values, and attitudes of organization’s culture; (e) acts as a source of influence for shaping behaviours” (Moran and Volkwein, 1992). Although it provides an operational model for the analysis of climate in various organizational settings (a model that will be used in this paper), this definition might be confused with the definition of the organizational culture. In the view of the two previously cited authors, climate refers more to attitude and values (it is conscious and more visible) and “is shallower, it forms more quickly and alters more rapidly” (Moran and Volkwein, 1992).

A. Factors Influencing Organizational Climate

Organizational climate is a manifestation of the attitudes of organizational members towards the organization. Researchers have used the data relating to individual perception of organizational properties in identifying organizational climate. Even in this context, there is a great amount of diversity.

Litwin and Stringer have included six factors which affect organizational climate. These factors are

1. Organizational Structure Perceptions of the extent of organizational constraints, rules, regulations, red tape.
2. Individual Responsibility Feeling of autonomy of being one’s own boss.

3. Rewards Feelings related to being confident of adequate and appropriate rewards.
4. Risk and Risk Taking Perceptions of the degree of challenge and risk in the work situation.
5. Warmth and Support Feeling of general good fellowship and helpfulness prevailing in the work setting.
6. Tolerance and Conflict Degree of confidence that the climate can tolerate, differing opinions.

Schneider and Barlett give a broader and systematic study of climate dimensions. They include the following factors

1. Management Support
2. Management Structure
3. Concern for new employees
4. Inter-agency conflict
5. Agent dependence
6. General Satisfaction

B. Dimensions of Organizational Climate

The important dimensions or components which collectively represent the climate of an organization are as discussed below.

1. Dominant Orientation

Dominant orientation of the organization is an important determinant of climate and it is the major concern of its members. If the dominant orientation is to adhere to established rules and regulations, the climate is characterized by control. If the orientation is to produce excellence the climate will be characterized by achievement.

2. Inter-Personal Relationships

The interpersonal relationships in the organizations are reflected in the way informal groups are formed and operated. The informal groups may benefit the organization also, but in some cases, it may displace the goals of the organization.

3. Conflict Management

In the organization, there can always be inter-group as well as intra group conflicts. The organizational climate will depend upon how effectively these conflicts are managed. If they are managed effectively, there will be an atmosphere of cooperation in the organization. If they

are not managed properly there will be an atmosphere of distrust and non-cooperation.

4. Individual Autonomy

If the individual employees are given sufficient freedom to work and exercises authority, it will result in efficiency in operations. The autonomy will lighten the burden of higher-level executives.

5. Organizational Control System

The control system of the organization can be either rigid or flexible. Rigid control will lead to impersonal or bureaucratic atmosphere in the organization. There will be minimum scope for self-regulation.

6. Organizational Structure

The organizational structure serves the basis of inter personal relations between superiors and subordinates. It clarifies as to who is responsible to whom and who is to direct whom. If there is centralization of authority, the participation in decision making by the subordinates will be very less. On the other hand, if there is decentralization of authority, there will be an atmosphere of participative decision making.

7. Task Oriented or Relations Oriented Management

The dominant style of managers will also affect the organizational climate. Task oriented approach means that the leadership style will be autocratic. The employees will have to show results or face the punishment. The employee morale will be low in the long run.

If the managers are relations oriented, the climate will be considerate and supportive. There will be team spirit in the organization because the needs and aspirations of the workers will be given due importance.

8. Rewards and Punishments

The system of rewards and punishments is also an important component of organizational climate if the reward system is directly related to performance and productivity, there will be an atmosphere of competition among the employees. Everybody will like to work hard and earn more reward in the form of promotions and pay rise. If there is biasedness in the distribution of rewards, the meritorious employees will be discouraged.

9. Communication

The communication system of the organization will also affect the organizational climate. The flow of information, its direction, its dispersant and its type are all important determinants.

Proper communication system means that the subordinates are in a position to express their ideas, suggestions and reactions, otherwise they will feel frustrated.

10. Risk Taking

How members respond to risks and whose help is sought in situations involving risks are important in any organization. If individuals feel free to try out new ideas without any fear, they will not hesitate in taking risks. Such an atmosphere will be conducive to innovative ideas. The above dimensions or components are not mutually exclusive, they often overlap each other. The way in which these different dimensions operate an organization indicates the underlying philosophy of the management.

C. Work Motivation

According to Pinder “Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration”. Deckers defined motivation as a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an *incentive* is the anticipated reward or aversive event available in the environment. While motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behaviour and performance. Results from a 2012 study, which examined age-related differences in work motivation, suggest a "shift in people's motives" rather than a general decline in motivation with age. That is, it seemed that older employees were less motivated by extrinsically related features of a job, but more by intrinsically rewarding job features (Inceoglu, Segers, and Bartram). Work motivation is strongly influenced by certain cultural characteristics. Between countries with comparable levels of economic development, collectivist countries tend to have higher levels of work motivation than do countries that tend toward individualism. Similarly measured, higher levels of work motivation can be found in countries that exhibit a long versus a short-term orientation. Also, while national income is not itself a strong predictor of work motivation, indicators that describe a nation's economic strength and stability, such as life expectancy, are. Work motivation decreases as a nation's long-term economic strength increases (Klonoski).

D. Review of Literature

According to Ryan Alfonso Marpaung and Rina Anindita (2017), “Organizational Commitment is one of important factor which needs to be considered by organization in order to increase all the employee's productivity. They conducted the study with the aim of

examining the impact of organizational climate, motivation, and job satisfaction on organizational commitment. The study is done towards 205 respondents with Structural Equation Modelling (SEM) data analysis method. The study's result showed Organizational Climate has a positive impact on Job satisfaction. Motivation has a positive impact on Job satisfaction. Motivation has a positive impact on Organizational Commitment and Job satisfaction has a positive impact on Organizational Commitment.

Muhammad Haseeb, Jabbar Ali, Muhammad Shaharyar, and Shammas Butt (2016) conducted the study with the aim of checking the relationship between Organizational climate and employee's motivation in Sialkot manufacturing industry. The study reports that for the data analyses, 130 respondents were used from the manufacturing industry consists of 22 industries of Sialkot and the data was collected by using the questionnaire as a research tool by convenience sampling. The correlation analysis was used to test the hypotheses and after analysis of data, it is concluded that organizational climate has significant relationship with employee's motivation. It is also concluded that the organizational climate dimensions; Innovation, Rewards, Empowerment, Training & Development and communication have positive relationship with employee's motivation and the conflict has negative relationship with employee's motivation.

The purpose of the paper presented by K. Guru (2017) was to identify the relationship between organizational climates and job motivation. The Organizational climate refers the inner properties of Organization. There are some internal and external factors which influences the determination of character of the organization. Organizational climate plays an important role among the deciding the behaviour or workers and therefore the performance of the organization. Organizational climate is outlined as shared perceptions or prevailing structure norms for conducting work place activities. The success or failure of an organization was determined by the Organizational climate. The study was administrated with seven dimensions like work environment, team work, management effectiveness, commitment, competency, rewards, and recognition. Motivation is a basic psychological process. Luthans explained along with perception, personality, attitudes, and learning, motivation is a very important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge of what makes people tick. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. Researchers and scholars emphasized on relation between organizational climate and job motivations of employees' citizenship behaviors.

According to Dr. Swaha Bhattacharya and Dr. Monimala Mukherjee (2013), organizational climate and work motivation is considered as a vital component that is essential for the progress of the organization. The organizational climate is a key to corporate success which determines the actions and behaviors of workers. It comprises a set of attitudes, values and practices that characterize the members of a particular organization. Work motivation is a set of related behaviour which determines its form, direction, intensity and duration. The aim of the investigation done by them was to study the organizational climate and work motivation as perceived by a group of employees engaged in private sector organization. Accordingly, a group of 100 employees of Private sector organizations were selected as samples in this investigation. A General Information Schedule, Organizational Climate Questionnaire and Work Motivation Questionnaire were used as tools in this investigation. The findings revealed that there is a positive relationship between perceived organizational climate and work motivation. Findings also revealed that female group of employees have more favourable attitude towards organizational climate than that of the male group. Besides this, work motivation is also better among the female group than that of the male group. Duration of service has also significant impact in this regard.

Sanad A. Alajmi (2016) conducted the study and the purpose of the study was to explore organizational climate as a predictor of job satisfaction of employees from Kuwaiti industrial companies. A total of 350 copies of questionnaires were administered to six selected industrial companies, but a total of 293 questionnaires were returned fully and appropriately filled. The results indicate that there is a significant positive relationship between organizational climate and job satisfaction among employees in these companies. The findings indicated that organizational climate explains 46.7% of the variations that occur in job satisfaction. The most important dimension affecting job satisfaction are Leadership and Performance Evaluation, which together explain 50.9% of the variations that occur in job satisfaction. The study concludes with limitations and future research suggestions to enhance organizational climate in public and private organizations in Kuwait.

The purpose of the study done by Simin Ghavifekr and Nova Sheila Pillai (2016) was to examine the relationship between school organizational climate and teachers' job satisfaction. A quantitative survey method was applied, and three broadly hypothesized relationships were tested with a sample of 245 teachers from six government secondary schools in district of Penampang, Sabah, Malaysia. The instrument used in the study was the modified version for combination of two questionnaires Organizational Climate Index and the Teachers' Job Satisfaction Questionnaire. The findings indicated that there is a significant positive

relationship between school organizational climate and teachers' job satisfaction. The teachers in the study were found to be fairly satisfied with their job, with the responsibility factor as the biggest contributor to job satisfaction. The study found that there is no significant difference in levels of job satisfaction between the teachers' gender (male and female). Based on the years of service in their current school, there was a statically significant difference in the level of job satisfaction among the teachers. These findings revealed that the secondary schools in Sabah have a positive and open climate, with the professional teachers' behaviour factor as the biggest contributor. The results of the study indicate the necessity to provide positive organizational climate and up keeping teachers' job satisfaction by policy makers and principals with hope in enhancing the quality of schools in Malaysia.

According to Rakesh Kumar (2014), the organizational climate or work environment is the key to corporate success since it determines the attitudes and behavior of workers. Therefore, corporations and institutions need to count on periodic measurement mechanisms of their organizational climate. The primary objective of the research done by Rakesh Kumar (2014) was to investigate the relationships between some characteristics of organizational Climate and employee Satisfaction in Bharti Airtel India Ltd at Shimla head office. In the process of research, information was gathered relating to existing organizational climate through employee satisfaction survey. The study included a questionnaire that contains the major factors influencing both the main parameters i.e. organizational climate and employee satisfaction. The factors which in general can affect any organization, but later the study focused those parameters according to the employees of Bharti Airtel limited at Shimla head office. The main focus of the study that does other factors effect employee satisfaction also, comparing to those of its own? The study helps to find the exact reason why employees were not satisfied or satisfied with present organizational climate.

Saurav Ghosh and Dr. Parikshit Joshi (2017) conducted the study which attempts to establish the relationships that exist between the different variables of organizational climate and job satisfaction among academic staff in some selected private Universities in Western Uttar Pradesh, Delhi & NCR, India. It also sets to ascertain if those related factors in organizational climate can cause satisfaction among academics thereby impacting on their academic excellence; and to determine if there are differences in the way senior academics and junior academics perceive the existing organizational climate. A total of 500 copies of questionnaires were administered to selected five (5) private Universities in Western Uttar Pradesh, Delhi & NCR, India but a total of 384 questionnaires were returned fully and appropriately filled. The study made use of both descriptive and inferential statistics such as

frequencies, means, and standard deviation, including Pearson Product Moment Correlation Coefficient, Multiple Regression and Analysis of Variance (ANOVA) to obtain results. The results indicate that there is a significant positive relationship between organizational climate and job satisfaction among academics in Southwest Nigeria at $F= 453.524$, $df= 292$, significant at 0.000 and at a correlation of 0.671, also significant at 0.01 level (2-tailed). That the climates of an organization and job satisfaction vary together. Not only that, in the overall analysis that was done on the perception in the way junior and senior academics experience their organizational climate, it was found that there is a significant difference in the way both the senior and junior academics experience their organizational climate at $F= 430.768$. Further study research was recommended in comparative study on private and public University academics to view their perception of organizational climate in relation to their job satisfaction.

According to Afaf S. Ahmed, Magda El Molla, and Fatma Abed (2014), the organizational climate and job satisfaction are vital elements in any educational system, depends up on the involvement, efforts and the contribution of the academic staff or their professional expertise. Numerous investigators have studied the organizational climate and job satisfaction in health sector but rarely examined the organizational climate and job satisfaction among teaching faculty members for higher education. The study done by Afaf S. Ahmed, Magda El Molla, and Fatma Abed seeks to assess the effect of organizational climate on job satisfaction of clinical instructors at the Faculty of Nursing Cairo University. A descriptive exploratory design was utilized to achieve the aim of the current study. The data was collected from sample include (120) male and female of clinical instructors through A questionnaire consists of three parts, first part the socio-demographic data, the second and third part the organizational climate and job satisfaction respectively. The study revealed that 63% of sample had moderate perception of organizational climate, and 55% of sample has moderate level of job satisfaction. There is statistically significance difference in perception of female than male with organizational climate ($t=2.856$, $p=.005$), also no statistically significance difference between gender and job satisfaction ($t=.293$, $p=.770$). Also, there are highly positive correlation between overall job satisfaction and organizational climate ($r=.679$, $p=.000$). In addition to there are highly significant effect of organizational climate on job satisfaction $\beta= (.679)$, ($t=10.052$), ($p=.000$). The study concluded that the clinical instructors have moderate level of job satisfaction and organizational climate, there are positive correlation between organizational climate and job satisfaction dimensions. Also, the study concluded that there is no statistically significant difference between socio demographic data and organizational climate and job satisfaction except females have positive perception of organizational climate

than male.

According to Reecha Ranjan Singh, Amit Chauhan, Sangeeta Agrawal, and Saurabh Kapoor (2011), the fast-changing world and face of various economies have generated lot of complexities in the business environment. Stiff competition, innovation and research are the key factors that govern success in modern organization. Human resource and practicing excellence in all operational and government areas are the intellectual capital assets that are the keys for the growth and development of 21st century organizations. The consistent performance and all-round success are the keys of governance for corporate executives who need to work and perform under all circumstances. Further to develop and retain intellectual assets and to meet the striving expectations of today's youth, organizations need to create favorable organizational climate so that employees can be satisfied from the jobs and be effective. Communication sector is one of the premium sectors of India and Telecommunication Industry is the most integral part of this sector that is undergoing fast changes because of revolution in communication sector. The study indicates how various factors of organization climate correlates with job satisfaction in Telecommunication sector. The findings of the study indicate the favorable organization climate enhanced job satisfaction in all the four companies (Reliance, AIRTEL. IDEA, TATA).

E. Research Methodology

Objectives: To study the relationship between Organizational Climate and Work Motivation among Educational Professionals.

Hypothesis: There will be a significant relationship between Organizational Climate and Work Motivation among Educational Professionals.

Sample: The sample of 100 Educational Professionals was selected from Gujarat by using random sampling. From which 50 were males and 50 were females. Age range of the participants is 30-55 years.

Procedure: Firstly, the participants were told about the purpose of the study and then introduced to the tests. The participants were seated in the comfortable environment and instructions were given to fill the tests. A rapport was established to get the appropriate answers and to solve their queries about the test. After the completion of the tests, a thankful gratitude was shown to the participants.

F. Tools

- i. *Organizational Climate Inventory (Form B)*- It was developed by Som Nath

Chattopadhyay and K.G. Agarwal in 1971. It consists of 70 items and each item has 5 alternatives and out of them one alternative has to be selected.

- ii. *Work Motivation Questionnaire*- It was developed by K.G. Agarwal in 1971. It consists of 26 Likert type items and each item has 5 alternatives and out of them one alternative has to be selected. Scoring is done by assigning 5 to the most positive response and 1 to the extremely negative response.

G. Statistical Analysis

The collected data was organized in Microsoft office excel and entered into SPSS for further analysis.

III. RESULT

Table 1 - Mean and Standard Deviation of Organizational Climate and Work Motivation among Educational Professionals.

Variables	Mean	Standard Deviation
Organizational Climate	36.1	32.8
Work Motivation	88.7	14.9

Table 2 - Correlation of Organizational Climate and Work Motivation among Educational Professionals.

Pearson's Correlation	Organizational Climate	Work Motivation
Organizational Climate	1	
Work Motivation	.61	1

Correlation is significant at the 0.01 level (2-tailed).

IV. DISCUSSION

According to Table 1, the correlation coefficient between organizational climate and work motivation among educational professionals is 0.615, and consider that there is good relationship exist between organizational climate and work motivation among educational professionals ($r = 0.615$; $p < 0.01$). For testing the hypothesis, the p-value is used which is p-value = 0.000 and as $p < 0.01$, the hypothesis is accepted and it is concluded that there is

significant relationship between organizational climate and work motivation. Organizational climate has the positive impact on the level of work motivation. Organizational climate plays an important role among the deciding the behaviour or workers and therefore the performance of the organization. Organizational climate is outlined as shared perceptions or prevailing structure norms for conducting work place activities. The success or failure of an organization was determined by the Organizational climate. Work motivation is a set of related behavior which determines its form, direction, intensity and duration. Researches provided the evidences to support the relationship between the organizational climate and work motivation among educational professionals.

V. IMPLICATION OF THE STUDY

The study is beneficial for teachers, professors, students, and researchers. The study can be used for the understanding of organizational climate and how to maintain it for better work motivation and job satisfaction.

VI. LIMITATIONS

No study can be quoted perfect. There are always some loopholes that are identified after the study is conducted. Besides some limitations, suggestion also have a great role for the further use of the study. Some limitations and suggestions are

1. As the research was limited to only one organization, it can be exceeded to larger geographical area and to more organizations.
2. The study has been conducted between the age group of 30-55. The study can be conducted on any other age group which fulfils the objective of the study.
3. Qualitative research method can be used for the further research but in this study only quantitative research method is used.
4. Number of participants can be increased to make the study more valid and to make use of implications.
5. Other relevant variables can be used with the current variables.

VII. CONCLUSION

Present piece of research focuses on the impact of organizational climate and work motivation among educational professionals. The results have shown the significant relationship of organizational climate with work motivation among educational professionals. In particular, this study is a contribution towards the changing era.

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