Summary

This study was conducted to ascertain the effects, if any, of organizational climate on employee motivation and subjective well-being. In other words, organizational climate was tapped as the independent variable and group of dependent variables, covered employ motivation and subjective well-being. Besides, the participants were also compared from the point of view of their gender, age, locale and work experience on employee motivation and subjective well-being (SWB) scales.

Objectives –

In view of the rationale (reasons) stated above for designing the present study, following objectives are specified:

(i) To examine the effects of organizational climate on motivation and its dimensions among employees.

(ii) To evaluate the role of organizational climate in subjective well-being and its components among employees.

(iii) To ascertain the role of demographic variables in employee motivation.

(iv) To examine the effects of demographic variables of employees on their subjective well-being.

(v) To suggest the measures to improve employee motivation.

(vi) To suggest the measures to enhance subjective well-being among employees.

The sample of the study was constituted from college teachers. In all 300 teachers participated in this study. The sample included male and female employees both. They were administered the following tools.

Organizational Climate Scale- it has been developed by Sharma (1989). Its Hindi version was used in this study. It consists of 27 items.
**Employee motivation scale** by Srivastava (1995) was used to measure motivation among the participants. It has 70 items accompanied by four alternative responses.

**The subjective well-being (SWB)** was measured with Thakur and Singh’s (2005) subjective well-being inventory. It consists of 40 items.

This study examined ten hypotheses proposed for empirical verification.

**Hypotheses**-

The following hypotheses were formulated in this study to examine empirically -

- **H$_1$** Organizational climate would influence employee motivation differentially.
- **H$_2$** Organizational climate would influence subjective well-being (SWB) differentially.
- **H$_3$** Male and female participants would differ significantly on global and different dimension of motivation.
- **H$_4$** Gender would exert differential effects on subjective well-being (Global & its dimensions).
- **H$_5$** Locale (Rural and Urban) would exert differential effects on employee motivation (Global & its dimensions).
- **H$_6$** The rural and urban participation would differ significantly in subjective well-being (SWB) (Global & areawise).
- **H$_7$** Participants of different age groups would differ significantly on employee motivation scale (Global & areawise).
- **H$_8$** Age would exert differential effects on subjective well-being among participants (Global & areawise).
- **H$_9$** Experience of employees would exert differential effects on global motivation and its dimensions.
H10 The employee having varied job experience would differ significantly in global subjective well-being and its components.

**Main Findings**

The main findings of the study are as under:

1. The organizational climate with an exception of monetary gain, was found to exert differential effects on employee motivation. The employees showing high perceived favorableness of organizational climate, exhibited higher level of employee motivation as compared to the groups perceiving their climate as being moderate of or low favorable. The F-ratio was found to be significant. Thus the proposed hypothesis was accepted.

2. As regards subjective well-being among employees in relation to perceived favorableness of the climate, its differential effects also were proved. The group perceiving the climate as being high favorable, scored higher SWB mean as compared to the moderate and low groups. F-ratio on the global scale was found to be significant, but on three dimensions of the scale, significant differences could not be obtained. The proposed hypothesis was found to be only partially true.

3. No differential effect of gender was found on the motivation among employees. The male and female groups of employee did not differ significantly either on the global motivation scale or its dimensions. The proposed hypothesis was rejected.

4. Gender was found to be a determinant of happiness, but on the other dimensions as well as on the global scale also of SWB, significant differences could not be obtained. The proposed hypothesis was largely rejected.
5. The locale as a determinant of employee motivation was also evaluated. It was found to exert differential effects on only the dimension of social affiliation and conformity. But on the other dimensions as well as the global scale, significant differences could not be obtained. This led to the rejection of the proposed hypothesis to a great extent.

6. The locale was also not found to exert differential effects on SWB among employees. No CR was found to be significant. The proposed hypothesis was, therefore, rejected.

7. The differential effects of age were not obtained on employee motivation in the present study. The F-ratios were not found to be significant either on the dimensions or on the global scale, leading to rejection of the proposed hypothesis.

8. As regards the differential effects of age on SWB, significant difference was obtained only on the dimension of happiness. The CR values on the other dimensions and on the global scale also, could not be obtained to be significant. The proposed hypothesis is largely rejected.

9. The span of experience also failed to exert differential effects on employees as regards their motivational level. All the CR values were found not be significant. The proposed hypothesis was, therefore, rejected.

10. The work experience was found to be influencing happiness among employees but on the other dimensions of SWB as well as on the global scale also, significant differences could not be obtained. Thus, the proposed hypothesis was largely rejected.

Briefly stated perceived favorableness of the climate was found to exert differential effects on employee motivation except on the dimension of monetary gains. But as regards subjective well-being,
significant difference was obtained on global scale and on its two dimensions only. The gender, age, locale and experience were not found to be the predictors of either employee motivation or subjective well-being.

**Limitations of the Present Study**

Inspite of all possible efforts, a researcher can not deny the reality that limitations may be inherent in the study undertaken by him or her, no doubt. As regards the present study, following points may refer to in this context as the limitations of it.

1. This study was conducted on the sample of college teachers, who happen to be in well to do conditions. That is why, their attitudes towards their working climate may not be as high as may be of the employees working in relatively less comfortable climate.

2. It is a single shot study, such studies have their own limitations. The present study can not be an exception to it.

3. This study based on factorial design only. The ANOVA only was used in the analysis of data.

4. This study tapped one variable as the independent variable i.e., organizational climate. The demographic variable were tapped but with another point of view.

5. The sample of the study was limited to a particular area of M.P. and thus the findings can not be generalized on large scale, although the findings provide useful indications.

6. The sample was comprised of government college teachers only. So, the findings have limitations from this point of view also.

**Suggestions for Future Research**

In view of the above, the following suggestions can be offered to the researchers for future studies.
Summary

1. It would be useful if the employees of government and private sectors, both are compared from the point of view of their perception of organizational climate favorableness.

2. The modern organizational sectors should also be targeted in future studies from this point of view.

3. The studies need to be conducted in other geographic areas also in an attempt to answer the various moot questions still existing in this area.

4. Effects on employee motivation and subjective well-being should also be studied in relation to other variables, such as leadership, organizational and citizenship behaviour and ethical behaviour etc.

5. The correlational approach to data analyses also need to be given preference in future studies in this area.

6. There seems to be the need of evaluation of the effects of demographic variables on large scale and in different contexts.

7. What may be effects of career development programmes and human resource development measures on employees, motivation and SWB this also needs to be evaluated.

8. The other aspects of employees' behaviour such as job involvement, organizational commitment, employee turnover stress and job burnout etc can be tapped in future studies.

9. Since the structure of workforce is rapidly changing work, family balance can be tapped as the mediating variable between organizational climate and employees' behaviour.