It is a well accepted fact that as organizational structures become more complex and expand globally, the need to establish a positive climate is increasingly critical to ensure employee satisfaction and productivity levels. Employees in large organizations today often work on multiple teams and report to a variety of managers that likely span across several countries and departments. Research has pointed to rising employee frustrations with their organizational climate over the past few years (Wiener et.al. 2011). Employee frustration can often stem from a lack of clarity around roles and responsibilities or concerns about departmental inter-connectedness. The following facts are highlighting the importance of managing the organizational climate positively.

- About 25% respondents in surveys indicate that teamwork between departments in their organizations is inadequate.
- About 33% of employees indicate that their managers do not effectively communicate the goals and objectives for their teams.
- Over 40% report that they do not receive clear and regular feedback to perform the tasks.
- According to estimates, 30% of employees complain that they are not given due opportunity to take decision regarding task performance.

These indicators make it obvious that a good percentage of employee report a number of negative aspects related to organizational climate. This is bound to exert detrimental effects on the employee behaviour and management must be serious to such grievances of the employees to realize the organizational goals (Grant et.al. 2007). So to address these daunting concerns, human resource managers must do a better job of arming line managers- those who truly set the climate- with tools and processes that help them flag problems and better understand their role in eliminating frustrations that lead to turnover and a drain in productivity. Such efforts would lead to so many positive outcomes which
will be beneficial not for employees only but for the organization as a whole (Maslow 1943, Shalmani et.al. 2015; Singh & Singh, 2014).

All organizational theoreticians and researchers unanimously agree that a sound climate is extremely important for the ultimate achievement of organizational goals. Organizational climate, is normally associated with job performance, job satisfaction and morale of the employees. Climate is a commonly experienced phenomenon and often referred to by many expressions such as atmosphere, surrounding milieu, environment and culture etc. Each organization has its own tradition, methods of action, culture which in their totality comprise its climate for people (Chaddha, 1988). Organizational climate is a very important factor to be considered in studying and analyzing organizations because it has a profound influence on the outlook, well-being and attitudes of organizational members and, thus, on their total performance (Kumar 2014; Singh & Singh 2012; Kariford et.al. 2010).

Organizational climate further more provides a useful platform for understanding such characteristics of organizations as stability, creativity and innovation, communication, and effectiveness etc. (Padaki, 1983; Gandhari & Eskandari, 2014).

Many researchers have studied the relationship between organizational climate and the employee's job involvement. Effects of it have been evaluated on some of the aspects of employee’s behaviour such as satisfaction, morale and productivity etc. (Sharma, 1983 etc; Hackman & Oldham, 1983), but its effects on employee motivation and subjective well-being have generally not received the attention of the scholars as it actually deserves.

The major objectives of the organizations are to achieve the goal of production and also to ensure employee motivation and their subjective well-being etc. These aspects of organizational behaviour
depend largely on organizational climate which includes several factors (Tsai 2014; Singh & Singh, 2014). What may be its real effects on above aspects of employees’ behaviour needs to be evaluated empirically because this area of research has not attracted the attention of the researchers as it really deserves. This justifies the present study.

The present study covered organizational climate as the independent variable and the group of dependent variables covered employee motivation, and subjective well-being.

Various studies have revealed that the organizational climate has varying impact on different aspects of employee's behaviour (Singh & Singh, 2014; Putter 2010; Purohit & Wodhwa, 2012). Three components of organizational climate, i.e. trust, intimacy and non-hindrances were found to maximize satisfaction with recognizable signs of advancement in work situation (Chaddha, 1988). Participative management has also been found to be related to mental as well as emotional job-involvement. A relationship between participative management and quality of work life has also been observed Putter (2010), demonstrated that perceived and preferred achievement climates made a major contribution towards the prediction of worker’s attitude and behaviour at work. Studies on organizational climate in Indian corporations have yielded that climate is a conducive factor for job involvement/alienation, performance job-satisfaction (Padaki, 1983; and industrial peace Sharma, 1983; Pandey & Singh, 2011).

Some scholars have reported that organizational climate influences different aspects of employee behaviour. But the studies evaluating the differential effects of organizational climate on employee motivation and subjective well-being are generally scarce. Some scholars are of the view that intrinsic motives are more important than the external conditions in motivating the employees. Similarly some others have
reported that subjective well-being is largely determined by internal mechanism rather than by objective conditions (Sodhi, 2012; Diener et.al. 1999; Larson, 2000; Gilman & Hubner, 2003).

The employee motivation and subjective well-being may have a number of consequences for the organization as a whole. For example, if the employees are not properly motivated, they do not feel psychologically well and if not satisfied, it may lead to lowered production, high absenteeism, employee turnover and negative publicity (Rentsch, 1990; Brown & Leigh, 1996; Mathuie, 1993). The above variables are assumed to be influenced by the organizational climate to a great extent. But there is a scarcity of studies evaluating the role of organizational climate in employee motivation and subjective well-being in our context. Besides, the components covered in the two variables have generally not been subjected to empirical studies. Hence, there is a great need of exploring the effects of organizational climate on employee motivation and subjective well-being in employees. (Muogbo, 2013; Noor & Dzulkifli, 2013).

In view of the above, following reasons may be given to undertake the present study:

(i) Organizational climate has multidimensional role in organizational settings which are not properly explored in our context (Bevan, 2010).

(ii) There may be different components of organizational climate, which are not finally agreed among the related scholars. The components covered in the scale used in this study to measure organizational climate have generally not been tapped from employees point of view. (McLeod & Clarke, 2014; Malik, 2013).

(iii) Employee motivation is the backbone for the organizations. It can not be disregarded. The motivated employees are the very
valued assets from the point of view of efficiency. This assumption needs to be explored intensively (Grant et.al. 2007; Wiener et.al. 2011).

(iv) Employee motivation has a number of consequences for the organizations and employees both. Attempts should be made to promote it (Barnes et.al. 2009).

(v) There is a great need of managing organizational climate which can be instrumental in promoting employee motivation. The findings of the present study are expected to suggest the ways to promote it (Rizvi et.al. 2012).

(vi) It is not an exaggeration to say that happy employees are more productive and committed. What may be the relation of organizational climate to their subjective well-being, it needs to be explored scientifically (Shier et.al. 2007; Grant et.al. 2007).

(vii) The components of subjective well-being covered in the scale used in the present study are not properly explored in our context in relation to organizational climate. Empirical studies are needed to examine the effects of organizational climate on the different components of subjective well-being as measured by the scale used in the present study.

(viii) The studies exploring the effects of organizational climate on teachers engaged in higher education, from the point of view of employee motivation are practically non-existent in our context. So, it needs to be explored.

(ix) The probable effects of organizational climate on teachers’ subjective well-being are also not thoroughly evaluated in our context in particular and abroad in general. So, this area needs to be explored further.
Rationale & Objectives

(x) In addition to organizational climate, the present study is also an attempt to evaluate the role of some demographic variables on employee motivation and subjective well-being (SWB) among them. There is a general lack of such studies. This too justifies the purpose of present study.

(xi) The components covered in employee motivation scale and subjective well being have not received the attention of researches, as they actually deserve. This is an additional merit of the present study.

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.