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OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

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ORGANISATIONAL CLIMATE AND ITS IMPACT ON ROLE MOTIVATION AND EMPLOYEE ENGAGEMENT

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ABSTRACT

In recent years, there has been a great deal of interest in employee engagement. Many have claimed that employee engagement predicts employee outcomes, organizational success, and financial performance. At the same time, it has been reported that employee engagement is on the decline and there is a deepening disengagement among employees today. The nature of organizational climate prevalent in an organization determines the extent to which employees are engaged. Engagement is also being shaped by energy, efficacy and involvement in a role. People vary in their engagement as a function of their perceptions of the benefits they receive from a role. To create the willingness of employees, an organization must design jobs that motivate the employees and make them get the work done. This study brings in a conceptual model that helps to identify the various factors that will impact employee engagement. The study reinforces the need for organizations to review its workplace climate based on the employee perceptions and strive for creating a work environment that motivates employees to become committed and effective performers by fulfilling their needs. The study has identified two new role variables which affect Employee Engagement.

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KEYWORDS

Employee Engagement, Job Design, Organizational Climate, Role Dimensions.

INTRODUCTION

Today, the challenge for businesses is to create an environment where employees understand and commit to the company's direction, strategy and goals. This requires a holistic, coordinated effort to ensure that a number of key elements or building blocks are in place to promote alignment. Employee engagement is, arguably, the most critical metric for organizations in the twenty first century. Employee engagement has become an important topic of research because of the expectation that engaged employees perform better and contribute to higher levels of organizational performance. Most, if not all, of the other key measures that reflect and drive organizational performance (customer satisfaction, innovation, profitability, productivity, loyalty and quality) are products of engaged, committed employees. In short, engagement can be described as the degree of employee-organization alignment. Organizations must work to understand the dynamics of employee engagement in their companies, how those dynamics compare to informative benchmarks for improving engagement, then identify the specific and actionable levers that will improve engagement levels.

Engagement drives key business metrics. Organizations that seek to improve engagement measures can realize significant improvements in organizational performance. Engagement is a two-way process between employees and an organization. The organization attempts to engage employees who return a level of engagement to the employer. Research, however, has revealed that engagement is more complex than this, and can be directed by employees in one of two ways (or both). The first is the level of engagement employees have with their career or profession, and the other is the level of engagement employees feel toward their employing organization. Achieving a high level of satisfied employees may be easier to realize, but it's much harder to engage them so that they are actively working to produce great results for the organization. An accurate measure of engagement is one that identifies both the drivers of engagement for your organization and a solution to address behaviors and practices that are hindering engagement and it is an essential business tool.

When people positively evaluate their experience of the job and organization, they are more likely not only to feel satisfied, committed and proud, but also to be advocates for the company and engage in behaviors that enhance both job and organizational performance. If employees are engaged only to their job or profession, then they will not be aligned to organizational goals and strategy. If employees are engaged to the organization but not their job, they will be aligned to organizational goals but will find it difficult to do their jobs well and to deliver extra discretionary effort in the work that they do. People also vary in their engagement as a function of their perceptions of the benefits they receive from a role and that engagement is being shaped by energy, efficacy and involvement in a role. So, it is clear that the job and the role the employee is performing determines the level to which the employees are engaged. So this study brings in a conceptual model that helps to identify the various factors that will impact employee engagement.

REVIEW OF LITERATURE**EMPLOYEE ENGAGEMENT**

Employee Engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank *et al* 2004). Harter, Schmidt and Hayes (2002) define employee engagement as "the individual's involvement and satisfaction with, as well as enthusiasm for work"

One of the most influential studies of engagement was carried out by Kahn (1990). Conceptually, Kahn began with the work of Goffman (1961) who proposed that, "people's attachment and detachment to their role varies" (Kahn 1990:694). However, Kahn argued that Goffman's work focused on fleeting face-to-face encounters, while a different concept was needed to fit organizational life, which is "ongoing, emotionally charged, and psychologically complex" (Diamond and Allcorn 1985).

To gain further understanding of the varying levels of attachment individuals expressed towards their roles, Kahn (1990) examined several disciplines. It was found that psychologists (Freud 1922), sociologists (Goffman 1961, Merton 1957) and group theorists (Slater 1966, Smith and Berg 1987) had all recognized the idea that individuals are naturally hesitant about being members of ongoing groups and systems. As a result they "seek to protect themselves from both

isolation and engulfment by alternately pulling away from and moving towards their memberships" (Kahn 1990). The terms Kahn (1990) uses to describe these calibrations are 'personal engagement' and 'personal disengagement', which refer to the "behaviours by which people bring in or leave out their personal selves during work role performances" (Kahn 1990:694). These terms developed by Kahn (1990) integrate previous ideas taken from motivation theories that people need self-expression and self-employment in their work lives as a matter of course (Alderfer 1972, Maslow 1954).

Richa Chaudhary, Santosh Rangnekar and Mukesh Barua (2011) talk about how there is a drop in the engagement levels of the employees in the past 15 years and about how the HRD climate will influence the employee engagement levels in the organizations. Utrecht Work Engagement Scale by Wilmar Schaufeli and Arnold Bakker (2002) talks about Engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Alan M. Saks (2006) talked about the antecedents and consequences of two types of employee engagement: job and organization engagements. Previous research has focused primarily on engagement in one's job. However, there is evidence that one's degree of engagement depends on the role in question (Rothbard, 2001). Thus, it is possible that the antecedents and consequences of engagement depend on the type of engagement. It also talks about Job characteristics will be positively related employee engagement. Perceptions of procedural justice and distributive justice will be positively related employee engagement. Employee engagement will be positively related to organizational citizenship behaviour. The paper also said that Self-efficacy has also been recognized as an important factor in burnout and engagement.

ROLE MOTIVATION

According to Banton (1965), a "role" can be defined as a set of norms or expectations applied to the incumbent of a particular position by the role incumbent and various other role players (role senders) with whom the incumbent must deal to fulfill the obligations of his/her position. N. Sekar (2012) defines Role motivation as the extent of satisfaction of emotional needs of an individual in his/her role in an organization.

N. Sekar, Krishnaveni Muttiah and B. R. Santosh (2012) say that Role motivation is the extent of satisfaction of emotional needs of individual in his/her role in an organization. The extent of role satisfaction depended upon the opportunities and climate existing for satisfying the needs. Thus role motivation can be achieved by an organization by providing a conducive climate for satisfying needs of employees in their role. Role motivation is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work through their respective roles. According to the Annual Employment Survey Results 2012, the criteria that would lead the charge as employees turned to new opportunities- compensation, role, and culture reigned as the top three factors. Organizational climate should be able to meet the needs of all employees.

In the study "Organizational Climate as a Dependent Variable Relationship with Role Stress, Coping Strategy and Personal Variables", Avinash Kumar Srivastav (2006) concluded that there are three functional climate motives and three dysfunctional climate motives as below:

- (i) Achievement: Focusing on attainment of goals with quality and excellence.
- (ii) Expert Influence: Focusing on utilization of expertise to enhance organizational performance.
- (iii) Extension: Heightened concern for making oneself relevant to others in the team/group/organization.
- (iv) Control: Emphasis on consolidation of personal power in the organization.
- (v) Dependency: Emphasis on seeking approval from others, instead of taking one's own decisions.
- (vi) Affiliation: Heightened concern for maintaining friendly and affectionate personal relationships, even when they come in the way of attainment of goals.

According to Udai Pareek and Surabhi Purohit (1993), Achievement, Influence, Control, Extension and Affiliation are among the basic human needs. Although some needs may be stronger and higher than the others everyone has needs and seeks to satisfy them in the organizational role. The more one is able to meet the needs the more they will be satisfied with them. This will in turn determine the extent to which an individual is motivated with his/her roles.

It is useful to think of engagement as a situational idea. It also points to the fact that the most effective organizations should not simply focus on creating an engaging environment, but also on how they motivate people at the role level. Motivation refers to the direction, intensity and persistence of voluntary actions that are goal directed. So, if employees are engaged, they must also be motivated to perform their roles. Engaged and motivated employees are more likely to stay with the company longer, be a champion of the company and offer increased contribution to the bottom line. So employee engagement is critical to any business that seeks to retain valued employees and increase its level of performance.

ROLE DIMENSIONS

ROLE EFFICACY

Udai Pareek (1993) defines role efficacy as the potential effectiveness of a role or the psychological factors underlying role effectiveness.

In the book "Training instruments in HRD", Udai Pareek (1993) has outlined 10 aspects of role efficacy arranged under three dimensions. Udai describes role-making as a role-holder's active attitude towards the role as evidenced by the effort and initiative taken to go beyond the brief and make the role that one likes and believes in. He sees it as different from role-taking which is a much more passive attitude of merely responding to others' expectations. He saw role-making as a function of four aspects: self-role integration, pro-activity, creativity and confrontation. While the first dimension focuses on the individual, the second dimension focuses on the job design aspects. He saw role centering as a function of three aspects: centrality, influence and personal growth. The concept of centrality is very interesting. The third dimension of efficacy focuses on how the role integrates into others' roles and with the larger purpose of the organization. He saw role linking as a function of three aspects: inter-role linkage, helping relationship and super-ordination. There are 10 dimensions in Role efficacy under these three main dimensions to check the potential effectiveness of a role. The ten dimensions are: Integration, Proactively, Creativity, confrontation, centrality, influence, growth, Inter role linkage, helping relationship, super ordination.

Dr. Shikha Kapoor (2011) says that role erosion, role overload, role stagnation and Inter role distance are identified as the most common role stressors in an organization. Stress can be Eustress or distress. Eustress can motivate an employee to work with full potential and distress of an employee or demotivates him/her and thus affect the organization's effectiveness. It also talks about how Role Efficacy improves the organizational effectiveness.

L. Vijayashree (2013) proves the influence of age and experience on role efficacy and organizational role stress and the relationship between role efficacy and role stress among women BPO employees in Bangalore. It also proved that role erosion and role overload dimensions are seen more among stress dimensions in women BPO employees. This study also reveals that there is a strong relationship between Role efficacy and organizational role stress.

ROLE CONFLICT

According to role theory, role conflict results from two or more sets of incompatible demands involving work-related issues (Kahn et al., 1964; Katz and Kahn, 1978).

Role theory states that, when the behaviors expected of an individual are inconsistent— one kind of role conflict—he will experience stress, become dissatisfied, and perform less effectively than if the expectations imposed on him did not conflict. Role conflict can therefore be seen as resulting from violation of the two classical principles and causing decreased individual satisfaction and decreased organizational effectiveness.

Previous research on the relation between role conflict and job satisfaction, found a negative correlation (Kahn et al., 1964; Rizzo et al., 1970). Role conflict appears to negatively influence job satisfaction. If an employee is not satisfied with the job he will not be motivated with the role he is performing and in turn will not be engaged. The literature on professionals in organizations has focused on the compatibility of professional values and organizational role demands as well as on the adaptation and commitment of professionals to their employing organizations (Aryee et al., 1991; Liou, 1995). A number of studies have consistently shown that interrole conflict brings about low job satisfaction and high intent to leave and low levels of engagement.

JOB DESIGN

Hackman, J. R., & Lawler, E. E (1971) empirically tested the relationships among the job characteristics, employee's motivation, satisfaction, performance, and absenteeism on the job. The results indicated that positive relationship was found among job dimensions and dependent measures: motivation, satisfaction, performance and attendance.

Hackman & Oldham (1974, 75) originally developed the job diagnosis survey (JDS). In this research they described that this theory may not provide the desired results for all the individuals. It is especially suitable for those who have the strong desire for feeling of accomplishment and growth. Individuals who are low on growth need strength may find such job difficult to perform and may feel uncomfortable with it. The inter correlation among JDS scales were also calculated along with their significance level. Inter-correlation showed that job dimensions themselves are moderately inter-correlated. The correlation results were higher across jobs than the respondents.

The various job design characteristics are:

Skill Variety: Skill variety refers to the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the person (Hackman & Oldham, 1975).

Task Identity: This refers to the degree to which the job requires completion of a whole and identifiable piece of work that is doing a job from beginning to end with a visible outcome (Hackman & Oldham, 1975).

Task Significance: Task significance refers to the degree to which the job has a substantial impact on lives or work of other people, whether in the immediate organization or in the external environment (Hackman & Oldham, 1975).

Autonomy: Task Autonomy refers to the degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out (Hackman & Oldham, 1975).

Feedback: Feedback refers to the degree to which carrying out the work activities required by the job results in individual obtaining clear information about the effectiveness of his or her performance (Hackman & Oldham, 1975).

Alan M. Saks (2006) investigated the antecedents and consequences of two types of employee engagement: job and organization engagements. Previous research has focused primarily on engagement in one's job. He found that Job characteristics will be positively related to employee engagement. The workload and control conditions from the Maslach et al. (2001) model also suggest the importance of job characteristics for engagement.

ORGANIZATIONAL CLIMATE

Forehand and Gilmer (1964) defined OC as "set of characteristics that describe the organization and distinguish it from other organizations and such characteristics influence the behavior of people in the organization." According to Pareek (2002) climate can be defined as "Perceived attributes of an organization and its sub systems, as reflected in the way organizations deals with its members, groups and issues".

Likert (1967) proposed six dimensions of organizational climate (leadership, motivation, communication, decisions, goals, and control), while Litwin and Stringer (1968) proposed seven dimensions (conformity, responsibility, standards, rewards, organizational clarity, warmth and support, and leadership). A review of their studies and those of others indicates that twelve processes or dimensions of organizational climate relate specifically to motivation: Orientation, Interpersonal relationships, Supervision, Management of mistakes, Conflict management, Communication, Decision making, Trust, Management of rewards-Rewards reinforce specific behaviors, thereby arousing and sustaining specific motives, Risk taking and Innovation and change.

Alfredo Presbitero (2010) proposed that organizational climate changes will have a positive influence on employee engagement using the structural approach. The study addresses the gap in literature particularly the paucity of research work demonstrating the process by which organizational climate changes. The study used the longitudinal design to demonstrate changes in organizational climate and employee engagement.

Litwin and Stringer (1961) were the first to demonstrate that employees with a given motive/needs (motives that were earlier suggested by McClelland) are most effective when OC is conducive for that motive. OC has important outcomes at individual, group and organizational levels and can greatly influence job satisfaction, individual job performance, and organizational performance. OC also helps in determining organizational success, and is important for achieving organizational effectiveness.

Prof. Satish Seth (2010)", talks about motivational climate prevailing in Indian call centre industry had been diagnosed and the study also examines the impact of demographic variables on work motivation of employees in call centres.

Gitali Choudhury (2011) says that organizational climate is seen as a measure of the feel of the internal environment of an organization which is perceived by an outsider and/or an employee according to their business with the organization. Organizational climate has a great impact on employees' behavior. If the climate of an organization is open and friendly, employees feel comfortable and if it is very formal, then such a comfort level may not be felt. Organizational climate depends on the employee's attitude how they interpret the climate of the organization.

THE CONCEPTUAL MODEL

Results show a positive and significant relationship between individual employee perceptions of organizational climate and the individual's level of employee engagement. That is, employees who perceive the organization as having a positive and engaging context are more engaged themselves. The organizational climate studies reveal that if the employees are satisfied with the organization then they are fully engaged.

All of these organizational components—structure, systems, culture, leader behavior, and psychological needs of employees— interact with one another and create what can be called organizational climate. Based on a review of past studies and discussions Pareek(1997) characterize the motivational climate of the organization based on orientation, interpersonal relationships, supervision, problem management, management of mistakes, conflict management, communication, decision-making, trust, management of awards, risk-taking and innovation and change. He concludes that the organizational climate is characterized by the combination of dominant and secondary role motives.

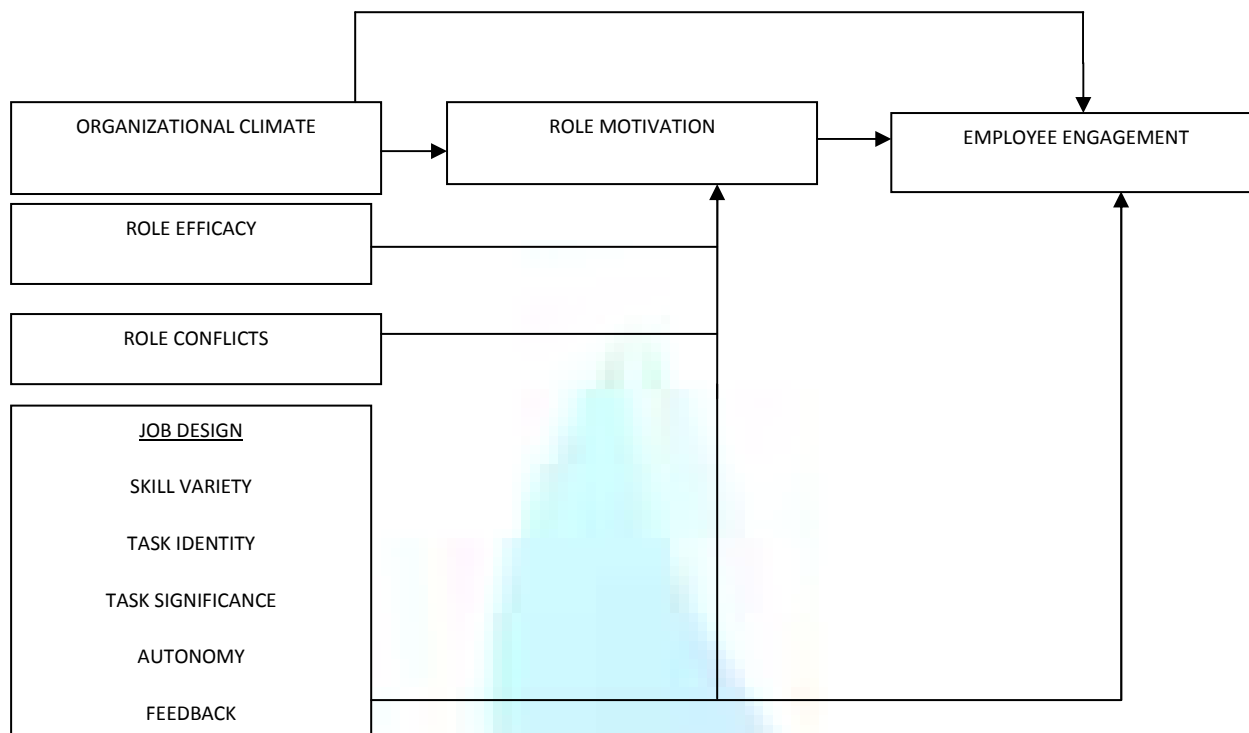
The more the individual is motivated in the role that he or she is performing, the more they will be engaged to the work and to their role and ultimately to the organization. Thus, role motivation may mediate the relationship between organizational climate and employee engagement. Role Efficacy is seen to be the extent to which the role is effective as far the employee is concerned. So if a role provides more psychological effectiveness to the employee then the individual will be more motivated towards performing the particular role and eventually will lead to higher levels of engagement. Role Conflicts seem to be the dissatisfaction the individual feels in the role that they are performing. This leads to increased stress levels and eventual disengagement. So, if an individual is able to reduce role conflict then the motivation to perform the role seems to be high.

Research revealed the existence of job characteristics in employees and their job satisfaction and motivational level do indeed increase because of five job characteristics. Studies also reveal that the five job characteristics also influence the extent to which the employees are engaged. If employees are provided with enriched and challenging jobs, they will feel obliged to respond with higher levels of engagement.

By concentrating on the above mentioned variables related to the role of an individual and also by taking organization related factors but also engagement relation to role related aspects, a framework has been created.

This framework shown in figure 1 gives a holistic view of how different role attributes and Organizational Climate influence the level of engagement in the employees.

FIGURE 1: THE CONCEPTUAL FRAMEWORK FOR INFLUENCE OF ORGANIZATIONAL JOB AND ROLE ATTRIBUTES ON EMPLOYEE ENGAGEMENT



CONCLUSION

There is clear evidence in the psychological literature for the effect of individual differences on work performance. Kahn (1990) suggested that individual differences shape a person's nature, which in turn, affects their ability to personally engage or disengage in all or some types or role performances. Furthermore, perception and personality have been suggested to be key influences on how individuals respond, thus shaping and directing how engaged they are. Job design seems to define the satisfaction and motivation levels of the employees. Research has shown that there may be a link between levels of engagement and organizational climate. So, the better the climate the employees work in, the more they feel engaged and motivated in their roles. This in turn increases the organizational performance. So, this study has given an insight into the organizational climate and the impact of the role on the level of engagement.

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