INTROSPECTIVE STUDY OF MOTIVATION IN ORGANIZATIONAL CLIMATE OF PRIVATE TEACHING HOSPITAL OF KARACHI.

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Abstract:
Growth of any organization depends on the Climate of the organization. The employees get motivated, focused and interested in their job by their working environment. Worldwide, there are multiple studies carried in diversified industrial settings to promote their work productivity which are based on various frameworks. Motivational climate of organization is also the way of assessing the organizational climate. To the best of my knowledge, this is the first study conducted in Pakistan to assess the motivational analysis of climate (MAO-C) of private teaching hospital.

Objective: The general objective of this study is to assess all six motives of Organization Climate (OC) and specific objective is to assess the dominant and backup motive of OC in private teaching hospital.

Method: The data was collected using validated instrument known as motivational analysis of climate (MAO-C), which was first introduced by Litwin and Stringer in (1968) to assess the OC centered on motivation. Sixty employees from diversified groups of all three levels of employees were participated in the study from private teaching hospital of Karachi.

Result: It was observed that dependency motive scored highest(53.91) and control motive (53.05)was backup climate in (MAO-C) study.

Conclusion: The dominant score of dependency motive indicated that in OC of private teaching hospital, every employee is dependent on the approval from seniors in every decision and this organization is not run with the initiation taken by the employees.

Keywords: Bureaucracy, Motivation, Organizational climate, Private teaching hospital.

Introduction:

The organizations of this century are facing more challenges than the time before which give it more importance in research in developed world. These challenges are related to restructures, affiliation, technological revolution, political and international trends, competition, human resource and local and international economy and target is to beat one another. If these challenges are not managed appropri- ately, the organization encounters change in the beha- vior and perception of individuals employed in the organization, which leads to, decreased motivation, employee's dissatisfaction, more turnover and increa- sed absenteeism, therefore a decline in organizational performance (Gray, 2007)[1].

The psychology of an organization can be defined by some famed definitions. According to Forehand and Gilmer, OC defined as "characteristics that describe the organization and differentiate it from other organizations and such distinctiveness influence the behavior of people in the organization"[2].Pareek describes climate as "the apparent characteristics of an organization which is reflected by its employees"[3, 4.] According to Litwin and Stringer (1968) Climate is the set of measurable properties of the working environment which directly or indirectly influence and motivate the behavior, performance and action of the employees[5]. Interestingly, the supportive environment of any organization will entail the level of satisfaction of the employees and their performance. The impression of organizational climate retrieves from McClelland-Atkinson's theory of human motivation which works effectively when OC is conducive for the specific motive[6].

Motivation is expressed as any motive/yearning for an action to achieve the desired goal. Employees are motivated and exhibit good performance when they are been valued in any organizational climate. Literature suggests that there is a role of organizational climate with job satisfaction and happiness[1, 7].Literature also supports the significant and positive relationship between patient outcome and team relationship[6]. Study conducted at National Health services (NHS) revealed that participative and innovative Organizational Climate has an impact on quality patient care[8]. Study from teaching hospital of Ghana said that stress and organizational pride are the prime factors for employee's intention to quit work place and has prompted an expanded theory of OC [9]. Evidence linking that leadership and communication has an impact on Organizational Climate of health sector but this is not limited to these two factors only[10].In developing countries like Pakistan, re-

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search in Organizational Climate is limited to only corporate sector but there is a dearth of knowledge in health sector to assess the motivational analysis of climate (MAO-C).

This study aims on motivational analysis survey of private teaching hospital of Karachi which is the cosmopolitan city of Pakistan, where approximately three hundred employees are working from level 1 to level IV. Private teaching hospital is defined as "An Institution with 500 bedded teaching hospital to train 100 MBBS students from which minimum 150 beds are devoted for multidisciplinary specialty and entire infrastructure and facilities will be owned and managed by the college". (Pakistan Medical and Dental Council, gazette January 26,2012- Appendix V and VI)[11].To the best of my knowledge, there is no study available on private teaching hospital in Pakistan which highlights the motivational analysis of climate (MAO-C).

In this study our aim is to assess the all six motives of Organizational Climate and to assess the dominant and backup motive of Organizational Climate which propels this teaching hospital. This study aims to provide recommendations based on the results to health care mangers regarding the motivational analysis of climate (MAO-C).

Research Methodology:
It was an observational study based on the questionnaire. Data was collected from sixty employees of this teaching hospital, who were the representatives of the three levels of the employees from the entire four levels. These levels are defined as: level 1 (executive level), level 2 (managerial level), level 3(operational level) and level 4 (security guards, drivers and janitorial staff) of employees and are working as a full time, from the age of 20 years to 50 years. The participants comprised of both married and single workers with a minimum educational level of senior secondary school certificate and university degree as the maximum educational qualification and working as a full time were included in this study. Level 4 and part time employees of this private teaching hospital were excluded from the study. The questionnaire was distributed among 60 participants by using convenience sample technique. Twenty participants from each level were selected on the basis of voluntarily participation. Informed consent was taken prior to administration of questionnaire to every participant and they were ensured that their identity would keep anonymous. The objectives of the study were well explained and rationale was given for conducting this survey to the participants and the response rate was 100%. The participants were not compensated in any way for their participation in the study. This study was conducted in December 2014, one month after the approval from ERB of this Institute.

Data collection procedure:
The data collection tool used in this study was the validated Motivational Analysis of Climate (MAO-C) questionnaire developed by Litwin and Stringer in (1968) to study Organizational Climate, focused on motivation5.

The (MAO-C) questionnaire was proposed in terms of six motives/needs and twelve dimensions of Organizational Climate. Every participant worked individually to rank and order the six statements within each separate dimensions of Organizational Climate survey according to their perception of how much each statement was like the situation in their organization from 1 to 6. These variables/dimensions were as follows:

1. Orientation:
Defined as when OC was to adhere with the established rules then OC will be expressed by the control motive and the orientation will be dominant and when orientation of OC was to excel, it will result in achievement.

2. Interpersonal Relationship:
In the organization, interpersonal relationships are reflected by the formation of informal groups which are usually made to protect their own interests and will results in dominant climate of control motive, likewise if informal relations with supervisors are formed, it will result in dependency.

3. Supervision:
Supervisory practices make an impact on climate. Chances of achievements are higher in those institutes where supervisors' helped their subordinates to improve their skills and this climate will be characterized by the extension motive. If supervisors are focused on maintaining good relations with their staff, an environment of affiliation motive will be the outcome.

4. Problem Management:
In every organization problems are either challenges or irritants, but the interesting thing is, how are they solved? Are they solve by the supervisors alone, by mutual cooperation of supervisor and subordinates, or are they referred to higher level. These are the only three solutions to solve the problems and how they are being solved make an impact on OC.

5. Management of mistakes:
The attitude of supervisor towards the mistakes of the subordinates will develop the OC build on annoyance, concern or tolerance. An organization's approach towards the mistakes has a role in organizational climate.

6. Conflicts Management:
How to manage conflicts, an embarrassing annoyance to hide, or as a challenge to be solved. Handling problems or mistakes is the process of dealing with conflicts and it has a significant influence on OC.

7. Communication:
How the flow of information is carried out in the organization: its mode (formal or informal), its direction (top- down, bottom-up, its type (instructional or feedback on the state of affairs) and how it is disseminated (selectively or to everyone concerned).

8. Decision Making:
Decisions are taken to achieve good results and maintaining good relations with the service providers and stakeholders. Who made the decisions is important in the organization: it can be people high in hierarchy, experts or those involved in the matters.

9. Trust:

The relationship of trust or lack of trust between various groups in the organization has a role in Organizational Climate. Who is trusted by management and to what degree is also relevant.

10. Management of Rewards:
Motivations is reinforced by appreciation or acknowledgement and thus stimulates and sustain the specific motives. Therefore, what kind of reward is given to the employees have a role in their work performance.

11. Risk Taking:
The way by which employees are reacting towards risks, and who is called for help in situations involving.

12. Innovation and Change:
The person who initiates change, how innovations and changes are perceived, and implementation of change is carried out, had mutually an impaction Organizational Climate.

Motives of Organizational Atmosphere:

Achievement	This is aimed on competition, excellence in terms of values/ targets set by an individual or by the organization to bring improvement
Expert influence	It is described as making an impression on others by an advice; develop people and an urge to change situations.[3, 4] The Organizational Climate which is featured with expert influence contributed to organizational attachment and which is not featured with expert influence contributed to stressing environment.[12, 13]
Control	This setting indicates orderliness.[4] Control environment in OC directly proportional to lower efficacy, lack of commitment, lack of job satisfaction and ultimately stressing climate [12,13]
Extension	It is described as an interest in subordinate goals which is useful for large groups, including society[3]. OC characterized by extension motive contributed to organizational commitment.[12,13]
Dependency	This motive is related to the need for help of others for their development by getting assistance from seniors who are more knowledgeable. An organization featured with dependency motive, stressed the Organizational Climate [12,13]
Affiliation	This motive indicates the establishment and maintenance of close personal relationships with superiors, based on understanding and to express one's ownership [3, 4.]

According to (Gray 2007) working environment is the perceived values of Organizational Climate by its employees and is related to the performance of its employees. Considering the above parameter of OC, the six motives have the following approaches and avoidance and perform an important function. Achievement, extension and expert Influence are functional motives and on the other hand control, dependency and affiliation are dysfunctional motives for an organization[14, 15]

Organizational Motive	Approach (Hope of)	Avoidance (Fear of)
Achievement	Success	Failure
Expert influence	Impact	Impotence
Control	Order	Chaos
Extension	Relevance	Irrelevance
Dependency	Growth	Loneliness
Affiliation	Inclusion	Exclusion

Data Analysis Procedure:

Data were entered in Microsoft excel for the purpose of scoring; the scores of all six motives were represented by columns, whereas the rows corresponded to the scores for each of the 12 dimensions of OC. For analysis, the numbers in vertical columns of scoring sheets were added to get sum of all six motives. Moreover, mean scores of each motive were added and theoretically could range from 12 to 72. To convert the mean scores in more meaningful manner, 100 point scale were used known as index score, to compare the relative strength of every motive to other motives. After adding the mean index score, first highest score was known as dominant motive and the second highest score was known as backup motive. If any specific motive scored above 50, the climate perceived as a relatively stronger and if any motive scored below 50 than it indicates the relatively weak climate for this motive. Before analysis data were cleaned for possible data entry errors. Sum and mean were taken out for all numerical variables which is=S. The indexes can range from 0-100 and n=60. Following formula were used to calculate the mean index score for every motive.

Index= $\frac{(S-12) \times 100}{60}$

For each horizontal row on the matrix representing the six motives of OC, the dominate motive (the one with the highest number in the row and the backup motive (the one with the next highest number) and write down on the blank provided of two vertical columns on extreme right, the dominant and backup columns .These two columns were helpful in diagnosing the highest dimensions of that organiz- ation. Finally based on the total score in the last row the overall dominant and backup motives were added in the blanks provided for this purpose. Mean Index score was calculated after using above conversion formula as mentioned in the tabular form in table [1].

Table 1: mean and index scores for all six motives		
Motives	Mean score	Mean index score
Achievement	4306	5176
Expert influence	4219	5031
Extension	39 19	45 9
Dependency	44 35	53 91
Affiliation	37 56	42 6
Control	43 83	53 05
* Mean index score was calculated after using conversion formula on 100 point scale		

Results:

The completed matrix provides scores for all six motives assessed by MAO-C Index score as per table 1. The achievement motive mean index score was 51.76, which was above 50 and scored as third highest score. This was indicated by the scores for achievement motive that this teaching hospital has functional climate for achievement motive and is moderate in nature but the overall mean index score was highest in dependency and control motive. The mean index score for expert influence is 50.31 which directly fall on 50; it means the climate of this organization may sometimes make an impact on outsiders and sometimes focused on development of its people. The mean index score of extension motive was 45.9 and for affiliation motive was 42.6, which was very low and below 50. This means that in OC of this teaching hospital, supervisors are less interested in subordinates goal and the perception of this organization towards large groups and society is very weak and for this reason employees felt less sense of ownership towards their organization. The highest score represents the dominant motive of this teaching hospital which is said to be dependency motive with index score of 53.91. Likewise the backup motive was control motive with the index score of 53.05. This study revealed higher dependency and control motives scores. This was already been mentioned earlier that index score greater than 50 was considered as stronger and in this study of OC the stronger motives were the dependency and control. These two motives propel this teaching hospital, which was one of the objectives of this study. The results of this study were in congruence with the study of district health systems, conducted in India.[16]

Discussion:

Control and dependency motives are dysfunctional climate and are dominant in public health care system as reported by Sandra and Francs[13, 14].The control motives were usually found in bureaucratic organization, this means powers remains in the hands higher in hierarchy and played one man show such as government departments and public organizations, reported by Trivedi [17]. Moreover dependency motive is the foundation of traditional or autocratic organization. The interpersonal relation in this study of private healthcare were focused on protecting own needs which generates the control and dependency environment and is similar to the public healthcare setting[13, 14].

When we combine control and dependency motives, this study revealed *dependency-control climate profile* as in government organizations where subordinates have no input in decision making and decisions are taken by specific personnel's from owners or administrators and they have clear channels of communication, there will be fear of chaos and control of employees and policies are achieved by order. In this kind of organizations, there would be less hope; more stress for professional growth and all levels of management feel loneliness may result in more turnovers, absenteeism and lack of performance. There is a need of research in private teaching hospital to find the association between absenteeism, job satisfaction and motivation.

There are some limitations of this study which should be addressed: Due to time scarcity sample size was small and it is a single centered research so the results may not be generalized. The research findings of this study were bureaucratic in nature and similar to public healthcare system, for this comparative study between organizational climate of public and private teaching hospital are the potentials areas for further research. The job satisfaction, job involvement, gender of employees and marital status were not determined. Organizational climate of this teaching hospital were perceived from the employees of this organization which can be an effective way of measuring organizational motives according to the literature[14]. Authors emphasized that despite of small sample size, motivational analysis of private teaching hospital is hardly been conducted anywhere in Pakistan and provide the quest for more future researches.
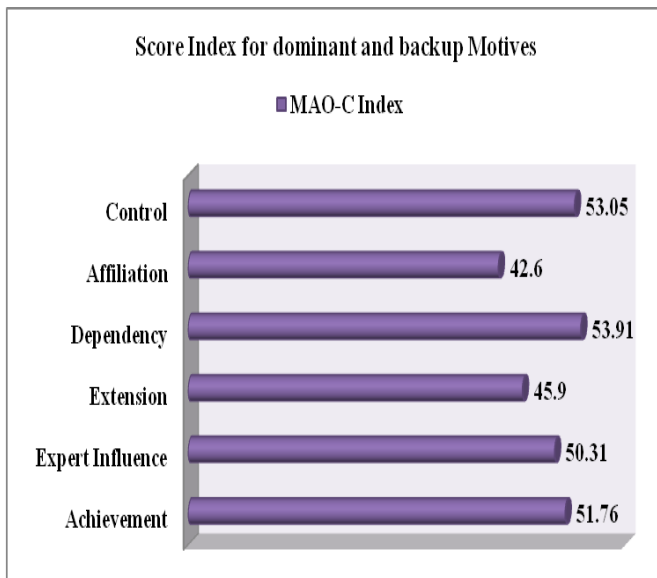
Recommendations:

Based on the results, it is recommended that; 1. Institute should embark on leadership training and development programs concerned with human behavior at work and focus on human resource who are important assets of the organization and they should be valued. 2. Departmental heads should be given more power and autonomy so that they will take decisions in their own territory of work with proper accountability. 3. Managers who are known for being autocratic in their style of administration should be ready to adjust their style positively. 4. Leaders in organizations should take timely evaluation, expectations and perception from their subordinates so as to know the feelings of their style of supervision, and should make necessary adjustments where applicable.5. Subordinates should be given more responsibilities and evaluated timely and they should be involved in decision making process, communication should always be two way. 6. To reduce absenteeism and turnover, focus should be given to the job commitment and task acknowledgement which leads to job satisfaction; these changes will bring positive outcomes of good performance and leads to growth of the organization.

It is inferred from this study that bureaucracy and a rigid hierarchy of control and dependency is dominated in this private teaching hospital of Karachi, where actions are generally referred to highest level for approval and decisions are usually delayed, results in lack of motivation. In this climate, employees are not valued; no sense of ownership, there is a climate of leg pulling and creation of informal groups which may result in poor performance, more turnover and absenteeism.

Ethical considerations:

Acknowledgement:

Conflict of interest:

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