

Goal Setting Tendencies, Work Motivation and Organizational Climate as Perceived by the Employees

Swaha Bhattacharya and Debi Guha Neogi
Calcutta University, Kolkata

The aim of the present investigation is to study the goal setting tendencies, work motivation and organisational climate as perceived by the employees of Peerless Hospital and B.K. Roy Research Centre at Kolkata. Accordingly, a group of 50 female employees (nursing – 28 and officer – 22) were randomly selected. General Information Schedule and a set of three questionnaires, viz., Goal Setting Questionnaire, Motivation Feedback Questionnaire and Organizational Climate Questionnaire were administered to them. The major findings revealed that the employees in nursing have lower goal setting tendencies than those of the officers. The employees have utmost importance to the security of their jobs. Organizational climate as perceived by the employees in nursing is better than that of the officers. Besides, this, the employees working for below one year have less favourable perception towards organizational climate and also lower goal setting tendencies than that of the older employees.

A hospital is an organization that is established to offer medical help to the population for all kinds of mental and physical ailments and injuries. Hospitals do not comprise only of doctors, nurses and medical technicians. There are other employees who work to see that the patients admitted, get their proper food and drinks, that the words are clean and hygienic, and look to the minute details for providing the best possible treatment and comfort to the patients. Like any other organization, hospital has a hierarchy of authority. Setting specific and challenging performance goals can motivate and guide our behaviour, spurring us to perform in more effective ways. Specific goals are more powerful motivating forces than general goals. In fact, while recognizing the central role of motivation, many of today's organizational behaviour theorists think that motivation interacts with and acts in conjunction with other mediating processes or events. On the other hand, organizational climate is a combination of shared history, expectations, unwritten rules and social moves that affect the behaviour of everyone in an organization. It is a set of underlying beliefs that

are always there to colour the perceptions of actions and communications. A study regarding the effects of negative or positive feedback on group goal setting, strategy development and task performance revealed that the negative feedback groups were less satisfied, but they set higher goals, developed more strategies and performed at higher levels than the positive feedback groups (Mesch, et al., 1994). Studies also revealed that in some cases extrinsic rewards can actually decrease employees intrinsic motivation by shifting the employee's focus away from wanting to perform on task well because it is intrinsically interesting or challenging to the desire for an external reward. It is suggested that extrinsic – intrinsic relationship depends on how intrinsic motivation is measured (Uco, 1992). Besides, this, employee involvement strategies, which increase communication and interaction with others on the job, though not a boon to innovation, do improve the overall organizational climate. Such, strategies appear to accomplish this by increasing employee's job satisfaction and commitment of the organisation (Mark et al., 1999). An interpersonal atmosphere of trust, openness and low threat needs to be

created in an organization (Nicole and Francis, 1991).

However, all kinds of hospitals are organizations that have employees working in them, starting from sweepers, ward boys, receptionists, managers, medical superintendents and the like. It is important that their varied goals, work motivation and their perception of their organizational climate be understood to work towards enhancing their performance and satisfaction and also lead to the better working of the hospital. Considering the above, the aim of the present investigation is on goal setting tendencies, work motivation and organizational climate as perceived by the employees of Peerless Hospital and B.K. Roy Research Centre at Kolkata.

Concept and Operationalization

Goal setting theory is a cognitive approach to the concept of work motivation. It contends that workers are conscious creatures who strive to achieve goals. According to Edwin Locke (1981) this neutral tendency to set goals and then strive for their attainment is useful to management only when the worker, both understands and accepts a specified goal.

Motives are either intrinsic or extrinsic. Extrinsic are tangible and visible to others. Intrinsic are internally generated. They are motivators that the person associates with the task or job itself. They include feelings of responsibility, achievement, accomplishment, that something was learned from experience, feelings of being challenged or competitive (Luthans, 2002).

Organizational climate is a set of values, often taken for granted, that help people in an organization understand which actions are considered acceptable and which are considered unacceptable. Often these values are communicated through stories and other symbolic means (Moorhead and Griffin, 1989). Organizational climate is developed by the organization. It reflects the struggle, both internal and external, the type of people who compose the organization, the work process, the means of communication and the exercise of authority within the individual organization.

Hypotheses

1. Goal setting tendencies, work motivation and organizational climate as perceived by the

employees of Peerless Hospital and B.K. Roy Research Centre are strong and favourable.

2. The employees in nursing and officers of Peerless Hospital and B.K. Roy Research Centre differ among themselves in terms of their goal setting tendencies, work motivation and perceived organizational climate.

3. Goal setting tendencies, work motivation and organizational climate as perceived by the employees of Peerless Hospital and B.K. Roy Research Centre are differentially associated with duration of service.

Method

Sample:

Peerless Hospital and B.K. Roy Research Centre was established in 1993 to cater to the needs of patients from the eastern part of the country, to provide facilities for super speciality treatment previously not available in the region. Today it is acknowledged as one of the best tertiary care hospitals in Eastern India, having virtually redefined standards in health care by providing quality treatment at competitive rates.

A group of 50 female employees were selected from Peerless Hospital and B.K. Roy Research Centre, out of which 28 employees were from the nursing department and 22 were officers. They were adults (at least 21 years in age) with minimum educational qualification of Higher Secondary, with adequate training in their respective job arena and with job experience of minimum 6 months.

Tools:

(1) General Information Schedule : It is a schedule in which the employee has to provide information in the following areas : name of the organization, department, designation, duration of service, age, gender and educational qualification.

(2) Goal Setting Questionnaire : This questionnaire consists of 20 statements answerable along five fixed categories, viz., strongly agree, agree, undecided, disagree and strongly disagree. Scoring is on a continuum from 1 to 5 where 5 indicates high goal setting tendency and 1 indicates low goal setting tendency (Source : Burton, 1990).

(3) Motivation Feedback Questionnaire : This questionnaire consists of 20 statements answerable along seven categories, viz., strongly agree (+3), agree (+2), slightly agree (+1), don't know (0),

slightly disagree (-1), disagree (-2) and strong disagree (-3). There are five categories of needs in this questionnaire : Basic needs, safety needs, Belongingness needs, Esteem needs and self actualisation needs (Source : Pfeiffer and Jones, 1973).

(4) Organizational Climate Questionnaire : This questionnaire consists of 20 statements answerable along five fixed categories, viz., strongly agree, agree, undecided, disagree and strongly disagree. There are five domains in this questionnaire : Communication, Role, Structure, Responsibility and Rewards. The scoring rationale is 1, 2, 3, 4 and 5 where 5 indicates favourable perception towards organizational climate and vice-versa (Source : Buston, 1990).

Procedure:

Considering the prior programme schedule, the General Information schedule and other three questionnaires, viz., Goal setting, Motivation Feedback and Organizational climate were administered to a group of 50 employees (28 in nursing and 22 officers) of Peerless Hospital and B.K. Roy Research Centre, by giving proper instructions. Data were collected and properly scrutinized. Scoring was done with the help of standard scoring keys. Tabulation was done for each questionnaire separately. Mean and S.D. calculated for each group of each questionnaire separately. Comparison was made by applying t-test.

Table 1: General Information of the Employees of Peerless Hospital and B. K. Roy Research Centre

General Informations	Frequency	Percentage
1. Age in years (Mode value)	27.5	years
2. Educational Qualification		
a) Higher Secondary	9	18.00
b) Graduate	34	68.00
c) Post-Graduate	7	14.00
3. Designation		
a) Nursing	28	56.00
b) Officers	22	44.00
4. Duration of Service		
a) Above 1 year	24	48.00
b) Below 1 year	26	52.00

Results and Interpretation

The general characteristic data inserted in Table-I regarding the selected 50 employees of Peerless Hospital and B.K. Roy Research Centre with respect to age, educational qualification, designation and duration of service, clearly depicts the characteristic features of the employees, under study.

Data inserted in Table-2 revealed the mean scores obtained by the employees of Peerless Hospital in terms of their goal setting tendencies, work motivation and organisational climate. By analysing the data it can be said that the goal setting tendencies are more or less strong and favourable. Considering the work motivation factor, it can be said that they have opined utmost importance to the safety need. This need is followed by basic need which mainly includes pay; esteem needs which would mean their need to be recognised and be respected by others. Further analysis of data reveals that organisational climate as perceived by the employees of Peerless Hospital is neither favourable nor unfavourable. This could be due to the fact that many of the employees are newly recruited. It might be that they have yet to become more familiar with the kind of communication patterns, understand the structure of the organization and also their individual roles in it, realize their responsibilities, and adjust and make themselves more involved in the organization to make their perception of the climate more strong. Thus the Hypothesis-I which postulates, "Goal setting tendencies, work motivation and organizational climate as perceived by the employees of Peerless Hospital and B.K. Roy Research Centre is strong and favourable" is accepted for goal setting tendencies and work motivation. No significant opinion was given by them towards the perceived organizational climate.

Comparison was made between the two groups of employees, viz., nursing and officers in terms of goal setting tendencies, work motivation and perceived organizational climate. Analysis of data reveals that better goal setting tendencies has been observed among the officers and their efforts to reach them are stronger than those of employees in nursing. When comparison was made between these two groups significant difference was observed. Further analysis of data reveals that comparatively higher score has been observed for officer's group than that of the nursing group in

terms of basic need, safety need, esteem need and self actualisation need. Maximum difference was observed for esteem need. It is remarkable to note that both the group preferred maximum to the safety need. But when comparison was made between these two groups in terms of five categories in work motivation no significant difference was observed. Comparison was also made between these two groups in terms of perceived organizational climate, significant difference was observed. Mean score of the nursing group towards perceived organizational climate is higher than that of the officer's group. Analysis of data reveals that nursing group has almost clear idea about their roles and responsibilities as well as the structure of the organization than the officer's group. Thus, the Hypothesis-II which formulates, "The employees of the nursing and officers of Peerless Hospital and

B. K. Roy Research Centre differ among themselves in terms of their goal-setting tendencies, work motivation and perceived organizational climate" is accepted for goal setting tendencies and perceived organizational climate and rejected for five needs under work motivation.

Employees of Peerless Hospital, under study, has also been categorized into two groups considering their duration of service, i.e., above one year and below one year. Comparisons was also made in this regard. Mean scores of goal setting tendencies indicates that the newer employees' effort to reach their goals are stronger than that of the older employees. It might be that the newer employees set higher standard of goals than older employees and may be their goals are more challenging because of their competitive work efforts. Significant difference was observed when comparison was made between these two groups. On the other hand, no significant difference was observed when comparison was made between the two groups whose duration of service is above and below one year in terms of five needs under work motivation. Besides this, comparison was also made between these two groups in terms of perceived organisational climate. It has been revealed that perceived organisational climate is better for above one year service than that of the below one year service. This could be because the older employees are more familiar with the communication pattern in the organization, they have clear-cut idea about than specific roles and responsibilities. On the contrary, newer employees have yet to clearly understand the structure and communication pattern of the organization and also have yet to

Table 2: Goal setting tendencies work motivation and organizational climate as perceived by the employees of Peerless Hospital and B. K. Roy Research Centre (Mean Score)

Categories	Mean Scores	SD	Range
1. Goal Setting	69.26	4.02	20 to 100
2. Motivation			
a) Basic Need	9.16	2.19	+12 to -12
b) Safety Need	9.50	1.59	+12 to -12
c) Belongingness Need	7.16	2.32	+12 to -12
d) Esteem Need	8.22	2.67	+12 to -12
e) Self-Actualisation Need	7.50	3.02	+12 to -12
3. Perceived Organisational Climate	60.84	4.40	20 to 100

Table 3: Comparison between the goal setting tendencies, work motivation and organisational climate as perceived by the employees in nursing and officers of Peerless Hospital and B. K. Roy Research Centre

Categories	Nursing (N=28)	Officer (N=22)		t-values		
		Mean	SD	Mean	SD	
1. Goal Setting		60.90	4.27	69.13	3.87	7.15**
2. Motivation						
a) Basic need		9.17	2.48	9.59	1.73	0.55
b) Safety need		9.21	1.54	9.86	1.61	1.44
c) Belongingness need		7.10	2.14	7.27	2.64	0.25
d) Esteem need		7.57	2.76	9.04	1.78	2.00
e) Self-actualisation need		7.78	3.25	7.13	2.73	0.87
3. Perceived Organisational Climate		68.67	3.83	65.13	5.16	2.81**

** p<0.01.

Table 4: Comparison between the goal setting tendencies, work motivation and organizational climate as perceived by the employees of Peerless Hospital and B. K. Roy Research Centre in terms of above and below one year service

Categories	Above 1 year Service (N=24)		Below 1 year Service (N=26)		t-value
	Mean	SD	Mean	SD	
1. Goal Setting	60.79	6.16	65.45	5.25	2.74**
2. Motivation					
a) Basic need	9.04	2.29	9.27	2.25	0.37
b) Safety need	9.66	1.34	9.34	1.81	0.71
c) Belongingness need	6.50	2.44	7.77	2.07	1.98
d) Esteem need	8.08	2.84	8.34	2.13	0.34
e) Self-actualisation need	6.66	3.85	8.27	1.73	1.89
3. Perceived Organisational Climate	69.00	4.94	65.38	3.94	2.96**

** p<0.01

form clear ideas about their specific responsibilities and roles. Thus, the Hypothesis-III which postulates, "Goal setting tendencies, work motivation and organizational climate as perceived by the employees of Peerless Hospital and B. K. Roy Research Centre are differentially associated with duration of service" – is accepted for goal setting tendencies and perceived organisational climate and is rejected for five needs under work motivation.

Conclusion

In conclusion, it can be said that the goal setting tendencies of the employees of Peerless Hospital and B. K. Roy Research Centre are near average. This cannot be taken as a good sign because only through achieving the employees' personal goals, will the organization be able to achieve its overall goals. Employees have been seen to give most importance to the safety of their jobs. They fear evaluation and consequently, losing their job. The organization could encourage the employees to set higher goals by accepting challenges and take risks, and not provide them with negative feedback if they fail to reach high set goals.

In addition to being new to the organization and needing more time to clearly understand their roles and responsibilities, the employees' perceptions of their work environment or organizational climate is also dependent on how the employees feel about their respective jobs. Rewarding or giving positive reinforcement to the employees, might make them feel more secured in their jobs and make them set higher goals and make stronger efforts to reach

them. This, in turn could make their perception of the organizational climate become more favourable and improve over time.

References

- Burton, G. (1990) *Exercises in Management*, Boston : Houghton Muffin Company.
- Locke, E.K., Shaw, L.S. and Lathan, G. (1981) Goal Setting and Task Performance, *Psychological Bulletin*, 90, 125-152.
- Luthans, F. (2002) *Organizational Behaviour*, 9th edition, University of Nebraska.
- Mark, A.S., Rene, K. and John, J.R. (1999) The relationship between organizational climate and employee perceptions of involvement, *Group and Organisational Management*, 24(4), 479-503.
- Mesch, D.J., Farh, J.L. and Podsakoff, P.M. (1994) Effects of feedback sign on group goals, strategies and performance, *Group and Organisational Management*, 19, 303-333.
- Moorhead, G. and Griffin, R. (1989) *Organizational Behaviour*, Second edition, Boston : Houghton Muffin Company.
- Nicole, D. and Francois, B. (1991) *Management's Commitment and Involvement in Safety, Worker's Involvement in Safety*.
- Pfeiffer, J.W. and John, J. (1973) *The Handbook for Group Facilitators*, San Diego: University Associates.
- Uco, J.W. (1992). The effects of extrinsic rewards in intrinsic motivation : a metanalysis, *Journal of Occupational and Organizational Psychology*, 65, 101-114.

Swaha Bhattacharya, PhD, Department of Applied Psychology, University of Calcutta, Kolkata.

Debi Guha Neogi, Department of Applied Psychology, University of Calcutta, Kolkata.