

A Study on Understanding the Interplay between Organizational Climate and Job Motivation in the Company of E- Star Foods Private Limited, Othakkalmandapam, Coimbatore

Ms. Abinaya P, Ms. Madhumita C

Assistant Professor, Department of Psychology,
Hindusthan College of Arts & Science, Coimbatore, Tamil Nadu, India

ABSTRACT

The organizational climate of a company plays a crucial role in shaping employee attitudes, behaviours and overall job motivation. This study examines the interplay between organizational climate and job motivation within E-Star Foods Private Limited, aiming to understand how workplace environment factors influence employees' enthusiasm, performance and commitment. The study explores key dimensions of organizational climate, including leadership style, communication flow, teamwork, recognition practices and work environment and evaluates their impact on both intrinsic and extrinsic motivation. Findings indicate that a positive and supportive organizational climate significantly enhances job motivation, leading to higher productivity and employee satisfaction. Recommendations are provided to help **E-Star Foods Private Limited** build a more conducive climate that promotes sustained employee engagement and organizational growth **Research Design & Samples:** The research design adopted by the researcher is descriptive in nature. Convenience Sampling method was adopted and the sample size was 57 consisting of both male & female belonging to Coimbatore district. **Tools of data collection:** Structured Interview Schedule was used by the researcher to obtain Socio-demographic data. **Organizational climate Questionnaire:** This scale was developed by A. Sukumar,(2009). **Job Motivation scale:** This scale was developed by Robert J. Wherry, Sr. and John C. (1977).

KEYWORDS: *Organizational Climate and Job Motivation.*

INTRODUCTION

In today's highly competitive business environment, organizations increasingly recognize that their success depends not only on technological advancements or market strategies but also on the quality, motivation and performance of their workforce. Employees are no longer viewed merely as resources but as pivotal contributors whose attitudes and engagement significantly determine organizational outcomes. Among the numerous factors influencing employee behaviour, organizational climate and job motivation stand out as two of the most critical elements that shape employees' experiences at the workplace. Organizational climate refers to employees' shared perceptions of policies, practices, leadership style, communication systems, work culture and the overall environment in which they perform their tasks. A

positive and supportive climate promotes trust, cooperation and clarity, ultimately creating favourable conditions for employees to thrive. Conversely a negative climate can hinder performance, increase stress and reduce job satisfaction.

Job motivation on the other hand, encompasses the internal and external forces that stimulate employees to initiate actions, sustain effort and achieve organizational objectives. Motivational factors may include recognition, rewards, job security, growth opportunities, leadership support and intrinsic satisfaction derived from one's role. Understanding the drivers of motivation is crucial for maintaining productivity, reducing turnover and fostering long-term commitment among employees. Given the

How to cite this paper: Ms. Abinaya P | Ms. Madhumita C "A Study on Understanding the Interplay between Organizational Climate and Job Motivation in the Company of E- Star Foods Private Limited, Othakkalmandapam, Coimbatore" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-9 | Issue-6, December 2025, pp.523-527, URL: www.ijtsrd.com/papers/ijtsrd99904.pdf



Copyright © 2025 by author (s) and International Journal of Trend in Scientific Research and Development Journal. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0) (<http://creativecommons.org/licenses/by/4.0>)



increasing importance of employee well-being and performance, organizations across industries are striving to build climates that nurture motivation and engagement. In this context, E-Star Foods Private Limited, a developing entity in the food processing sector, provides a relevant setting for examining how organizational climate influences the motivational levels of its employees. As the company expands its operations, the need for a motivated and satisfied workforce becomes more vital for ensuring quality, efficiency and sustainable growth.

NEED OF THE STUDY

In a rapidly evolving business environment, understanding employee behaviour has become essential for sustaining organizational performance. At E-Star Foods Private Limited, where efficiency, product quality and teamwork are crucial, the way employees perceive their organizational climate significantly influences their motivation and work outcomes. Identifying the factors within the climate that enhance or hinder motivation is necessary for minimizing turnover, improving job satisfaction and strengthening organizational commitment. As companies face continuous competitive pressure, the need to create a supportive, transparent and engaging workplace becomes increasingly important. This study is therefore needed to provide insights into how organizational climate shapes job motivation within E-Star Foods Private Limited, enabling management to make informed decisions that foster a more productive and motivated workforce.

SCOPE OF THE STUDY

The scope of this study is limited to examining the relationship between organizational climate and job motivation among employees of E-Star Foods Private Limited across various departments and functional levels. The research focuses on key dimensions such as leadership style, communication flow, team dynamics, recognition practices and work environment and analyses how these factors influence both intrinsic and extrinsic motivation. The study employs primary data collected through structured questionnaires, supplemented by relevant secondary sources. While the findings are specific to the organizational structure and culture of E-Star Foods Private Limited, they offer valuable insights that can guide managerial strategies, employee engagement practices and future policy development. However, the scope does not extend to external factors such as market conditions, personal life influences or industry-wide trends, ensuring that the study remains centered on internal organizational dynamics.

DEFINITION

“Organizational climate represents employees’ collective perceptions of workplace practices, leadership behaviour and the overall psychological atmosphere.” – **Neal M. Ashkanasy (2016)**.

“Job motivation refers to the individual’s energy, commitment and sustained effort directed toward job performance and organizational objectives.” – **Angelo Kinicki (2021)**.

REVIEW OF LITERATURE

Sif Islem Amalou,(2024). A study about “Organizational Climate and Performance in Higher Education: A Bibliometric Analyses Using Dimensions Database”. This study conducts a comprehensive bibliometric analysis of research on organizational climate and performance in higher education. The analysis identifies a significant trend in publication patterns, noting a paucity of relevant studies from the early 1980s to 2016. However, from 2016 to 2023, there has been a consistent increase in the number of articles published, reflecting a growing recognition of the significance of organizational climate and performance in higher education. Most publications focus on trade, management, tourism and services, with substantial contributions from education policy, sociology, philosophy and related fields.

Berti Anggun Melati, Martinus Tukiran, (2021). A study about “The relationship between organizational climate and work motivation to organizational commitment” in pt. Citra abadiabadi. The purpose of this study was to examine the strengths of the relationship between organizational climate and work motivation and commitment to organization in PT. True Eternal Image. The study population was the operator of PT. Citra Abadi Sejati as many as 454 operators with a sample size of 213 operators calculated using the Slovin formula with an error rate of 5%. Collecting data for each variable studied using a questionnaire with a rating scale. The data analysis technique used descriptive statistical analysis techniques and inferential statistical analysis techniques. This means that commitment to the organization is determined by the organizational climate and work motivation together. If the Organizational Climate and Work Motivation together, contribute equally well, it will result in high Commitment to the Organization and vice versa if the Organizational Climate and Work Motivation together do not contribute well, Commitment to the Organization is also low.

RESEARCH METHODOLOGY**Objectives of the study****Primary Objective**

1. To examine the relationship between organizational climate and job motivation among employees of E-Star Foods Private Limited.

Secondary Objectives

1. To identify the level of organizational climate and job motivation among employees.
2. To find the relationship between organizational climate and job motivation.
3. To examine the influence of gender on organizational climate and job motivation among employees.

The research design adopted by the researcher is descriptive in nature. From non-probability sampling, convenience sampling method was used and the sample size was 57 consisting of both male & female belonging to Coimbatore district. Structured Interview Schedule was used by the researcher to obtain Socio-demographic data from the respondents.

Organizational climate Questionnaire: This scale was developed by A. Sukumar,(2009). **Job Motivation scale:** This scale was developed by Robert J. Wherry, Sr. and John C. (1977). The statistical tools applied by the researcher Percentage Analysis, Chi-square, T-test, ANOVA and Correlation.

Finds of the study

S. NO	FACTORS	MEDIUM	FREQUENCY	PERCENTAGE (%)
1	Age	25-35 years	50	88
2	Educational qualification	Undergraduates	48	84
3	Marital status	Married	51	89
4	Type of family	Nuclear family	52	91
5	Residential background	Semi urban	47	82
6	Experience	5-10 years	45	79
7	Hobbies	Playing	46	81

FINDINGS

- Majority (88%) of the respondents were 25-35 years of age.
- Majority (84%) of the respondents were Undergraduates.
- (89%) of the respondents are married.
- Majority (91%) of the respondents were from Nuclear Family.
- Less than half (82%) of the respondents are from Semi-Urban.
- More than half of (79%) of the respondents have 5 –10 years of experience in sector.
- Majority (81%) of the respondents hobbies are playing.

DISTRIBUTION OF THE RESPONDENTS BY LEVELS OF ORGANIZATIONAL CLIMATE

S. No	Occupational Climate	No. of Respondents	Percentage (%)
1	Good	10	18
2	Moderate	39	68
3	Poor	8	14
TOTAL		57	100

INTERPRETATION

The above table depicts that (68%) of the respondents are moderate level of occupational climate, (18%) of the respondents are good level of occupational climate and (14%) of the respondents are poor level of occupational climate.

DISTRIBUTION OF THE RESPONDENTS BY LEVELS OF JOB MOTIVATION

S. No	Job Motivation	No. of Respondents	Percentage (%)
1	Good	21	37
2	Moderate	26	46
3	Poor	10	18
TOTAL		57	100

INTERPRETATION

The above table depicts that (46%) of the respondents are moderate level of job motivation, (37%) of the respondents are good level of job motivation and (18%) of the respondents are poor level of job motivation.

Influence of Socio Economic Factors and occupational climate and Job Motivation of the respondents

VARIABLES	STATISTICAL TOOL	VALUE	RESULT
Age & occupational climate of the respondents	ANOVA	$P = .006 < 0.05$	Significant
Educational qualification & occupational climate of the respondents	t-test	$P = .031 < 0.05$	Significant
Marital status & occupational climate of the respondents	t-test	$P = .614 > 0.05$	Not Significant
Type of family & occupational climate s of the respondents	t-test	$P = .008 < 0.05$	Significant
Residential background & occupational climate of the respondents	ANOVA	$P = .537 > 0.05$	Not Significant
Experience & occupational climate of the respondents	ANOVA	$P = .000 < 0.05$	Significant
Hobbies & occupational climate of the respondents	t- test	$P = .566 > 0.05$	Not Significant
Marital status & job motivation of the respondents	t-test	$P = .824 > 0.05$	Not Significant
Type of family & job motivation of the respondents	t-test	$P = .015 < 0.05$	Significant
Residential background & job motivation of the respondents	ANOVA	$P = .727 > 0.05$	Not Significant
Experience & job motivation of the respondents	ANOVA	$P = .010 < 0.05$	Significant

- There is significant difference in the age and occupational climate of the respondents.
- There is significant difference in the educational qualification and occupational climate of the respondents.
- There is no significant difference in the marital status and occupational climate of the respondents.
- There is significant difference in the type of family and occupational climate of the respondents.
- There is no significant difference in the residential background & occupational climate of the respondents.
- There is significant difference in the experience & occupational climate of the respondents.
- There is no significant difference in the hobbies & occupational climate of the respondents.
- There is no significant difference in the marital status and job motivation of the respondents.
- There is significant difference in the type of family and job motivation of the respondents.
- There is no significant difference in the residential background & job motivation of the respondents.
- There is significant difference in the experience & job motivation of the respondents.

Recommendation

- Implement regular team meetings, transparent updates and open communication channels to build trust and reduce workplace misunderstandings.
- Provide supervisors and managers with training in supportive leadership, conflict resolution and motivational techniques to improve the overall climate.
- Develop structured systems for acknowledging employee achievements through awards, appreciation messages and incentives to boost both intrinsic and extrinsic motivation.
- Encourage employees to share ideas and participate in decision-making processes to increase their sense of ownership and commitment.
- Offer training, skill development programs and clear promotional routes to enhance motivation through perceived future opportunities.
- Ensure clean, safe and comfortable workspaces with adequate tools and resources to support efficient job performance.
- Conduct team-building activities and cross-departmental collaboration programs to enhance social climate and promote a cooperative culture.
- Provide equal growth opportunities, gender-neutral job expectations and grievance mechanisms to ensure fairness and reduce bias.
- Conduct periodic surveys and feedback sessions to understand employee concerns and make timely improvements in organizational climate.
- Provide counselling support, stress-relief activities and wellness initiatives to maintain employee well-being and motivation.

CONCLUSION

The study on understanding the interplay between organizational climate and job motivation at E-Star Foods Private Limited demonstrates that a positive, supportive and well-structured work environment significantly enhances employees' motivational levels and overall performance. Findings indicate that factors such as effective leadership, transparent communication, recognition practices and a healthy interpersonal climate play a vital role in shaping both intrinsic and extrinsic motivation. The analysis

further reveals that demographic elements like gender show varying degrees of influence on employees' perceptions and motivation. Overall the study underscores the importance of fostering a constructive organizational climate as a strategic approach to strengthening motivation, improving job satisfaction and promoting long-term organizational growth. These insights serve as a foundation for managerial decisions aimed at cultivating an engaged, productive and committed workforce.

REFERENCES

- [1] Ashkanasy, N. M., & Dorris, A. (2017). Organizational climate and culture: A review of theory and research. *Journal of Management*, 43(1), 28–41.
- [2] Griffin, M. A., & Neal, A. (2018). The evolving role of organizational climate in workplace behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 69–95.
- [3] Robbins, S. P., & Judge, T. A. (2020). *Organizational Behavior* (18th ed.). Pearson Education.
- [4] Kreitner, R., & Kinicki, A. (2019). *Organizational Behavior* (13th ed.). McGraw-Hill Education.
- [5] Schneider, B., Ehrhart, M. G., & Macey, W. H. (2017). Organizational climate and its relationship to employee motivation. *Annual Review of Organizational Psychology*, 4(1), 361–389.
- [6] Schermerhorn, J. R. (2018). *Introduction to Management* (14th ed.). Wiley.
- [7] Locke, E. A., & Latham, G. P. (2019). The development of goal-setting theory: A half century of discovery. *Motivation Science*, 5(3), 177–185.
- [8] Luthans, F. (2015). *Organizational Behavior* (12th ed.). McGraw-Hill Education.
- [9] Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
- [10] Kumar, R., & Singh, A. (2021). Impact of organizational climate on employee motivation in manufacturing firms. *International Journal of Management Research*, 9(2), 45–56.

