

## **A Correlational Study of Organizational Health and Job Motivation among Private Sector Employees** **Shubhangi Moghe\* and Shaili Misra\*\***

### **Abstract**

Organizational health overall encompasses the complete well-being and productiveness of an organization. It includes several facets such as structure, culture, leadership, strategy, and processes that play a major role in an organization's successful stand in terms of performance efficiency. A healthy organization endures in its environment and grows in survival and coping capacity over time. Job motivation is a psychological term which explains the inner and surrounding forces that encourage people to start, continue, and invest efforts in finishing specific work-related chores. It comprises the elements that influence an individual's behavior and extent of work effort including the rewards, desires, needs, and wants. It's essential for managers, employers, and organizations to recognize work motivation if they want to enhance the overall performance, productivity, and engagement of employees. The standardized questionnaires have been utilized to gather primary data from a sample of 110 private sector employees. Data was acquired using the Organizational Health Scale developed by Miles in 1965 and the Job Motivation Scale developed by Akhtar and Manju in 1992. The statistical analysis involves the use of Pearson's correlation as the applied method for data analysis.

The outcomes depicted there is a significant positive relationship between Organizational Health and Job Motivation among private sector employees. All of the organizational health dimensions—communication adequacy, goal focus, resource utilization, optimal power equalization, morale, cohesiveness, autonomy, problem-solving adequacy, innovativeness, and adaptation—have a strong positive correlation with the aspects of job motivation—intrinsic and extrinsic motivation—among private sector workers.

*Keywords:* Organizational Health, Job Motivation, Private sector employees.

### **Organizational Health**

Organizational health overall encompasses the complete well-being and productiveness of an organization. It includes several facets such as structure, culture, leadership, strategy, and processes that play a major role in an organization's successful stand in terms of performance efficiency. The flexibility to absorb change according to surroundings along with direction clarity, strong leadership, effective work culture, and efficiently completed operations come under the factors of defining an enterprise with inflated levels of health. A key component in accomplishing long-lasting success, managing employee cooperation, and embarking on a competitive edge in the market sector is positive organizational health.

The factor that enables it to level with the demands successfully is organizational health directing to organization some functional and adapting equalities (Patel, 1993). Miles (1967; 1973) defined organizational health as a collection of secondary and fairly durable system properties that tend to outlive effectiveness in the short term. In this way, a healthy organization grows and expands its capacity for both survival and coping, in addition to existing in its surroundings and managing sufficiently over an extended period of time. Even though short-term operations are either successful or unsuccessful on any given day, growth, survival, and appropriate coping are still occurring.

Considering the perspective of Miles, organizational health comprises and relies on the respective ten dimensions:

1. **Goal Focus:** The factor of goal focus contributes as a skill to people as a whole organization and group to have clean slate thought, embracement, ability to keep up with changing times, and favor of objectives and goals.
2. **Communication Adequacy:** When no tampering takes place with the information circulated both vertically as well as horizontally across the borders of an organization is evidence of the communication adequacy presence.
3. **Optimal Power Equalization:** Through the factor of optimal power equalization, organizations inculcate the skill to sustain a comparatively balanced distribution of emphasis of power between leaders and team members.
4. **Resource Utilization:** The skill to manage and sustain inputs, specifically personnel, successfully with a strain light sense.
5. **Cohesiveness:** A clarity in acquiring transparency in a sense of identity within organizations, groups, or persons comes with the inclusiveness of cohesiveness. Consecutively, members feel inclined to memberships within an organization.
6. **Morale:** Morale, commonly known as self-confidence is the condition when a group, person, or organization has emotions of contentment, pleasure, and overall well-being.
7. **Innovativeness:** The capability to let oneself and others be creative through diverse decisions with a risk-taking approach comes under the skill of innovativeness.

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8. **Autonomy:** The skill of autonomy enables people, groups, or organizations with freedom to achieve their goals and respectively follow their roles.
9. **Adaptation:** The skill to cope with stress and maintain balance to level with the environment's demands is adaptation.
10. **Problem-Solving Adequacy:** An organization's excellence in detecting roadblocks and finding resolutions for them productively and timely is referred to as problem-solving adequacy. There are advanced solutions for the problems and the mechanism to solve an organization's problems remains sustained or strengthened.

### **Job Motivation**

Job motivation is a term which explains the inner and surrounding forces that encourage people to start, continue, and invest efforts in finishing specific work-related chores. It comprises the elements that influence an individual's behavior and extent of work effort including the rewards, desires, needs, and wants. It's essential for managers, employers, and organizations to recognize work motivation if they want to enhance the overall performance, productivity, and engagement of employees.

Job motivation includes various vital aspects which differ from person to person across disparate work environments. A few of these aspects include Intrinsic Motivation, Extrinsic Motivation, Self-Determination Theory, Goal Setting, Reinforcement and Rewards, and Job Design.

### **The dimensions of Job Motivation**

1. **Intrinsic Motivation:** Intrinsic motivation develops from within arising from a person's inner aspirations, values, and personal contentment obtained from accomplishing or executing a task. When employees are innately encouraged and they identify innate happiness and attainment in their work, steered by sincere intrigue in the job at hand. This form of encouragement or motivation mostly results in sustained effort, enhanced creativity, and an amplified sense of job contentment, as people acquire a sense of motive and achievement from their involvement in their work.

2. **Extrinsic Motivation:** Extrinsic motivation develops from external factors like rewards, acknowledgments, and tangible aids yielded by the organization. This could involve salary, bonuses, promotions, and other tangible forms of recognition. Extrinsic motivation plays a vital role in inducing the will of employees to accomplish goals or deliverables set by the organization. While extrinsic motivators can be successful in steering impactful performance and compliance, they may not cultivate long-term job contentment or sustained adherence if intrinsic motivators are not also addressed.

### **Review of Literature**

#### **Organizational Health**

Joshi and Gandharva, (1998) conducted a study of "Organizational health and job satisfaction among

industrial employees." investigated the association among job satisfaction as well as organizational health "among 200 industrial employees of private organizations from various groups. The employees were identified based on a few selected variables (work experience, age, total number of family members, monthly income, etc.), and their organizational index of health was compared. The Bray Field Rothe Job Satisfaction Scale and the Organizational Health Analysis Questionnaire" were used. The outcome has shown that there has been a strong association among organizational health and work satisfaction. Age group and organizational health had a negative correlation. Age, monthly income, work experience, and the number of family members did not significantly affect organizational health, despite the fact that health was correlated across intergroups and identified based on certain variables.

Mishra, Srivastava, and Shipra (1999) aimed to determine the moderating "Effect of Organizational health on the organizational commitment and job satisfaction relationship." "A sample of 250 male physicians working in a government medical college in Lucknow were given the Organizational Health Inventory, the Organizational Commitment Scale, and the S. D. Employee's Inventory. Organizational health has a moderating impact on the relationship between organizational commitment as well as job satisfaction", as demonstrated by the subgroup analysis and moderated multiple regression analysis. Physicians with higher organizational health have a stronger association among job satisfaction as well as organizational commitment than physicians with lower or less organizational health.

Henderson, et.al. (2005) in "Organizational Health and Student Achievement in Tennessee Middle-Level Schools investigates the relationship between the two." Academic achievement is most important in the current political context of accountability, high-stakes testing, and the 2001 No Child Left Behind Act, despite the development of young adolescents. Numerous middle-level schools have incorporated programmatic elements such as teacher teams, exploratory curricula, and advisory periods as part of their reform initiatives. The connection between these structural alterations and the organizational health of schools has not received much attention. The 3D of organizational health—academic emphasis, resource support, and teacher affiliation—as well as how they relate to academic performance are the main topics of this mixed-method study. Results show that students' performance and a school's emphasis on academics are positively correlated.

Pretorius and Villiers (2009) studied the "Educators' perceptions of school climate and health in selected primary schools in Southern Cape". This research purpose is to find out how teachers at 46 primary schools in southern Cape felt about the school climate. A total of 178 educators from six elementary schools

took part in the investigation. “The Dimensions of Organizational Health Inventory of Elementary Schools (OHI-E) and the Organizational Climate Description Questionnaire Rutgers Elementary (OCDQ-RE)” were the two instruments used. According to the findings, primary school teachers in the southern Cape thought their relationships with their principals were closed, but they thought their relationships with other educators were more open. We considered an engaged school climate to be the standard model for the relevant primary schools. For the primary schools' overall organizational health, profiles for average health have been created. The perceptions of organizational health and climate in primary schools were found to be significantly correlated. Primary school teachers' views on organizational climate and health differed significantly.

### **Job Motivation**

Kumar (2013) performed “a study of organizational commitment and work motivation among supervisors in the textile industry.” This study was performed among 120 supervisors operating in the textile industry in Coimbatore. The questionnaire was used for data accumulation that comprises three parts. Part one includes personal questions, part two includes a work motivation scale created by the Agra Psychological Society. Part three includes a scale to gauge organizational commitment, introduced by C. Balaji. It has been discovered that there is a moderate level of organizational commitment and work motivation. Personal variables are associated with the two pivotal variables and there exists a promising relationship between them. Joseph and Rajalakshmi (2015) executed “a study to define the organizational commitment and work motivation of college teachers.” This study sample involved 220 teachers working in different private and government colleges in the Gulbarga district of Karnataka state. The study indicated there was a favorable influence of work motivation on organizational commitment. The study also demonstrated that intrinsic motivation was a better motivator for organizational commitment in comparison to extrinsic motivation. Mishra and Agarwal (2015) performed “a study to gauge diverse dimensions of organizational climate and to determine the influence of climate on motivation 51 researchers from Forest Research Institute, Dehradun, Uttarakhand.” The Motivational Analysis of Organizational Climate (MAO-C) questionnaire instrument was employed to analyze motivation and organizational climate. The score on diverse dimensions distinctly revealed aiding supervision and congenial interpersonal relationships. An environment of functional dispute, trust, openness, risk-taking, and innovation allowing the institute to stay premier for a long time has been facilitated through a proper mistakes management system, and reward management system, coupled with effective decision-making. How these twelve dimensions of

climate are operating in the Forest Research Institute demonstrates the underlying purpose of top management and the central reason that is likely to be developed and upheld in the 46 organization's population management.

A study was conducted on “the influence of motivational factors on employee job fulfillment with special reference to the tea plantation industries of Anamallais, Coimbatore district in India” by Mahalakshmi and John (2015). The respondents for the study were mostly male and it was observed in their study that the motivational factor was the prime factor where all employees were quite not elated with the work timing under working conditions and the employees were found disappointed with their employer's approaches.

A comparison of private and public sector employees was conducted in regard to work motivation by Rakhi and Kumar (2016). A sample of 325 employees working in private and public 34 sector organizations of Northern India was carried out for the study. The factors employed for the study's work motivation were growth, working environment, autonomy, leadership support, feedback, and advancement opportunities. No vital discrepancy concerning overall work motivation was found on applying the t-test in both the public along with the private sectors. Significantly higher agreement on the work environment and dimension were found by public sector employers whereas the private sector had higher agreement on dimension feedback.

### **Objectives**

- To study the correlation of Organizational Health and Job Motivation among private sector employees.
- To study the correlation of all the dimensions of Organizational Health i.e. Communication adequacy, Resource utilization, Goal Focus, Optimal power equalization, Morale, Cohesiveness, Autonomy, Innovativeness, Adaptation, Problem-solving adequacy, and Intrinsic motivation, the dimension of Job Motivation among private sector employees.
- To study the correlation of all the dimensions of Organizational Health i.e. Communication adequacy, Goal Focus, Resource utilization, Cohesiveness, Morale, Optimal power equalization, Autonomy, Innovativeness, Adaptation, Problem-solving adequacy, and Extrinsic motivation, dimension of Job Motivation among private sector employees.

### **Hypotheses**

$H_1$  : There will be a significant correlation of Organizational Health and Job Motivation among private sector employees.

$H_2$  : There will be a significant correlation of all the dimensions of Organizational Health i.e. Communication adequacy, Goal Focus, Resource utilization, Optimal power equalization, Morale, Cohesiveness, Autonomy, Innovativeness, Problem-

solving adequacy, Adaptation and Intrinsic motivation, the dimension of Job Motivation among private sector employees.

*H<sub>3</sub>*: There will be a significant correlation of all the dimensions of Organizational Health i.e. Communication adequacy, Goal Focus, Resource utilization, Optimal power equalization, Morale, Cohesiveness, Adaptation, Autonomy, Innovativeness, Problem-solving adequacy, and Extrinsic motivation, the dimension of Job Motivation among private sector employees.

**Method**

**Sampling Stratification:** The sample of 110 participants has been selected from Uttar Pradesh, Delhi-NCR, and Gujarat using random sampling. This research participants fall in the 30-55 yrs age range, included faculties of higher educational institutions and managers of private sector organizations. The sample comprised 65 males and 45 females.

**Tools**

- **Organizational Health Scale:** The Organizational Health Scale, devised by Miles in 1965, comprises 40 items structured according to the Likert Scale. These items are distributed across 10 dimensions, each containing 4 items, totaling 40 in all. Utilizing a five-point scale, responses range from 1 (Completely Agree) to 5 (Completely Disagree).

**Results**

The coefficient of Pearson correlation of Organizational Health and Job Motivation among private sector employees is .718, which means it is significant at the 0.01 level (1-tailed).

From the table 1, it shows the dimensions of Organizational Health and dimension of Job Motivation, shows that the correlation of Goal Focus and Intrinsic Motivation among private sector employees is .650. The correlation of Communication adequacy and Intrinsic Motivation among private sector employees is .618. The correlation of optimal power equalization and Intrinsic Motivation among private sector employees is .588. The correlation of Resource utilization and Intrinsic Motivation among private sector employees is .680. The correlation of Cohesiveness and Intrinsic Motivation among private sector employees is .680. The correlation of Morale and Intrinsic Motivation among private sector employees is .610. The correlation of Innovativeness and Intrinsic Motivation among private sector employees is .636. The correlation of Autonomy and Intrinsic Motivation among private sector employees is .727. The correlation of Adaptation and Intrinsic Motivation among private sector employees is .745. The correlation of Problem-solving adequacy and Intrinsic Motivation among private sector employees is .668, which means all the dimensions are significant at the 0.01 level (1-tailed).

**Table 1: Showing Pearson correlation among all the dimensions of Organizational Health and the dimension of Job Motivation among private sector employees.**

S.No.	Dimensions of Organizational Health	Dimension of Job Motivation	Pearson Correlation
1	Goal Focus	Intrinsic Motivation	.650
2	Communication adequacy	Intrinsic Motivation	.618
3	Optimal power equalization	Intrinsic Motivation	.588
4	Resource utilization	Intrinsic Motivation	.680
5	Cohesiveness	Intrinsic Motivation	.668
6	Morale	Intrinsic Motivation	.610
7	Innovativeness	Intrinsic Motivation	.636
8	Autonomy	Intrinsic Motivation	.727
9	Adaptation	Intrinsic Motivation	.745
10	Problem-solving adequacy	Intrinsic Motivation	.668

- **Job Motivation Scale:** This scale was developed by Akhtar and Manju in 1992. It consists of 28 items divided into intrinsic and extrinsic. Given that it is a 5-point scale, each item is rated on a scale ranging from 1 to 5.

**Procedure:** The study utilized a standardized scale for participant convenience and outreach, disseminating it via WhatsApp status and other social networking platforms, with assistance from family, friends, and members of the faculty. Subsequently, scoring was conducted using Google Docs, and the entered results were analyzed and presented.

**Statistical Analysis:** This applied for data analysis will be Pearson’s correlation.

From the table 2, it shows the dimensions of Organizational Health and dimension of Job Motivation, shows that the correlation of Goal Focus and Extrinsic Motivation among private sector employees is .579. The correlation of Communication adequacy and Extrinsic Motivation among private sector employees is .588. The correlation of optimal power equalization and Extrinsic Motivation among private sector employees is .531. The correlation of Resource utilization and Extrinsic Motivation among private sector employees is .565. The correlation of Cohesiveness and Extrinsic Motivation among private sector employees is .565. The correlation of Morale and Extrinsic Motivation among private

sector employees is .551. The correlation of Innovativeness and Extrinsic Motivation among private sector employees is .528. The correlation of Autonomy and Extrinsic Motivation among private sector employees is .631. The correlation of

Organizational health often entails factors like strong leadership, clear communication, and supportive relationships among colleagues. A positive work environment fosters a sense of belonging and satisfaction, which in turn motivates employees to

**Table 2: Showing Pearson correlation among all the dimensions of Organizational Health and the dimension of Job Motivation among private sector employees.**

S.No.	Dimensions of Organizational Health	Dimension of Job Motivation	Pearson Correlation
1	Goal Focus	Extrinsic Motivation	.579
2	Communication adequacy	Extrinsic Motivation	.588
3	Optimal power equalization	Extrinsic Motivation	.531
4	Resource utilization	Extrinsic Motivation	.565
5	Cohesiveness	Extrinsic Motivation	.565
6	Morale	Extrinsic Motivation	.551
7	Innovativeness	Extrinsic Motivation	.528
8	Autonomy	Extrinsic Motivation	.631
9	Adaptation	Extrinsic Motivation	.623
10	Problem-solving adequacy	Extrinsic Motivation	.560

Adaptation and Extrinsic Motivation among private sector employees is .623. The correlation of Problem-solving adequacy and Extrinsic Motivation among private sector employees is .560, which means all the dimensions are significant at the 0.01 level (1-tailed).

**Interpretation Discussion and Conclusion**

Organizational health overall encompasses the complete well-being and productiveness of an organization. It includes several facets such as structure, culture, leadership, strategy, and processes that play a major role in an organization's successful stand in terms of performance efficiency. A healthy organization endures in its environment and grows in survival and coping capacity over time. A psychological concept known as "job motivation" describes the internal and external factors that motivate people to begin, persist with, and exert effort toward completing particular tasks associated with their jobs. It comprises the elements that influence an individual's behavior and extent of work effort including the rewards, desires, needs, and wants. It's essential for managers, employers, and organizations to recognize work motivation if they want to enhance the overall performance, productivity, and engagement of employees.

This research goal is to examine the correlation of Organizational Health and Job Motivation among private-sector employees. Assessment of Organizational Health is conducted using the Organizational Health Scale developed by Miles in 1965 and Job Motivation is conducted using the Job Motivation Scale established by Akhtar & Manju in 1992. The sample of 110 participants has been selected from Uttar Pradesh, Delhi-NCR, and Gujarat. The participants are between the ages of 30-55 years. In statistical analysis, the method for data analysis applied is Pearson's correlation.

perform at their best. When an organization is healthy, its goals and values are clear and aligned with those of its employees. This alignment gives employees purpose and direction, motivating them to achieve goals. Healthy organizations tend to have effective systems for recognizing and rewarding employees for their contributions. This recognition reinforces positive behaviors and motivates employees to continue excelling in their roles. Organizations that prioritize health typically invest in employee development programs and provide opportunities for growth. When they see a career path and are encouraged to grow, employees are more motivated to perform well. Communication and a culture of trust are foundational aspects of organizational health. Trusting leaders and colleagues motivates employees to work hard and help the company succeed. In healthy organizations, employees often have a sense of ownership over their work and feel empowered to make decisions that impact their roles and the organization as a whole. This autonomy fosters intrinsic motivation and a sense of pride in one's work.

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