

Abstract 1

Title: Organizational Climate from view point of Motivation in Government District Hospital in India

Area: Complexity science and people centered systems

Background: Organizational Climate (OC) has been an important topic of research in Organizational Development. Although studying OC from viewpoint of motivation is an important one, there is very limited research in Indian public health system on assessing OC from the view point of motivation.

Methods: The present study used a comprehensive framework that focuses on assessing OC from the view point of motivation in one Government District Hospital (DH) from India. A total of 66 staff participated in the study that included 12 Class I specialists; 14 Class II doctors and 40 Class III staff. The data was collected using a validated instrument. The instrument included six motives and twelve dimensions of OC that were ranked by individuals according to their perception. Based on the ranks, final scores were calculated that reflected the dominant climate and backup climates as well as a combination of dominant and back up motives.

Results: The dominant climate in the DH was that for *Dependency motive* while the backup climate was for *Control motive*. Both Dependency and Control motives are dysfunctional climates. A high dependency motive indicates that OC is characterized by less initiatives by the people; employees frequent approval from their seniors and assistance of others in developing oneself. Similarly high score for control motive indicates that order is maintained in organisation; indicates display of personal power; a desire to stay informed and an urge to monitor events and to take corrective action when needed. When the two motives are combined, the study indicates a dependency-control climate profile indicating practices similar to government offices, where subordinates have no say in decision making and they have to follow the established rules of the organisation. Such organizations have clearly laid communication channels controlled from higher authority indicating typical characteristics of a beaurocratic organisation.