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The Effect of Organizational Climate on Employee Motivation and a Research

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Abstract:

Organizational climate refers to the way employees perceive the general atmosphere of the organization. The concepts job satisfaction occurs as a result of the impression the organizational environment leaves on the employees. In this study, which consists of three sections, the relationship between the demographic characteristics of the participants and the concept of organizational climate is examined in the first section, the relationship between the demographic characteristics of the participants and the concept of motivation is examined in the second section, and the effects of organizational climate on motivation is examined in the final section. The research has been conducted at Public Health Institutions affiliated to the Istanbul Provincial Health Directorate and a significant relationship was found between the organizational climate perceptions of the participants and their motivation.

Keywords: Organizational climate, motivation, performance, job satisfaction, public health

1. Introduction

Today, the increasing competition, developing technology, and new economic regulations require organizations to be more enterprising, innovative, flexible, and fast in order to achieve success. The way to achieve these requirements, which are crucial for organizations, is to ensure that the employees in the organization are productive, honest, sincere, and willing. Organizational climate has an impact on the feelings, attitudes, behaviors, motivation, and performance of employees. Managers need to consider the concept of organizational climate to ensure that the employees work effectively in line with the goals and objectives of the organization.

Motivation is an important subject that directs people's behavior according to their needs. Human needs have an active role in the continuity of life and fulfillment of social functions. Although psychological and social elements in the organizational climate are emphasized in relation to motivation, the sense of belonging and being accepted have a great effect on motivation. The motivation levels of employees should be kept high in order to ensure that the goals and objectives of the organization and employees coincide, and the necessary effort is made in this direction.

It is possible to increase the effectiveness and efficiency of the organization by identifying organizational climate, its effects on motivation, and making relevant arrangements.

2. Literature Review

2.1. The Concept, Definition, and Dimensions of Organizational Climate

The human being, the most important element of life, is also the most important element of organizations. An environment of peace and tranquility in an organization is important for people who can share the same country in peace and tranquility regardless of religion, language, race, or gender, despite having different values.

The word 'climate', which is of Greek origin, has the meaning of tendency. The concept does not only refer to physical events such as heat or humidity, it also refers to the way in which the members of an organization perceive the internal environment of the organization (Öge, 2001:134). Organizational climate constitutes the sociological and psychological structure of the organization. It results from various factors such as the relationships between employees, their support for each other, whether they motivate each other, and their ability to take risks together. Organizational climate refers to the consistence between the values of the organization and the values of the employees. In other words, organizational climate is the expectations of the employees about behavior patterns and ways of doing business in the organization, and the climate that occurs in the environment according to the realization of these expectations (Güney, 2017:18).

The happiness of the employees in the organization is a very important factor that will lead the organization to success. In this direction, the organizational climate should be identified, and the stated conditions should be provided. Some definitions of organizational climate are as follows:

Organizational climate is a psychological term that distinguishes an organization from others, forms its identity, describes it, is affected by the behavior of the individual members of the organization and affects them in turn, can be perceived by the members of the organization, and includes all these concepts (Yücel, 2009:447).

Organizational climate is a characteristic of the internal environment that makes the organization tolerable (Güney, 2017:18).

Organizational climate is the perception of the policies of the organization, the goals of the organization, and the processes that are implemented to achieve these goals at all stages in the organization (Öztorun, 2018: 8).

Organizational climate is the effort of the individuals affiliated with the organization to keep the personal and organizational characteristics of the social environment of the organization in balance (Dönmez, Korkmaz, 2011: 174).

Organizational climate is the harmony between organizational factors (objectives, goals, management, etc.) and personal characteristics of employees (personality traits, knowledge and skills, expectations, etc.) (Menemencioglu, 2018: 84).

Organizational climate is the characteristics of the organization that are perceived by the employees that affect the attitudes of the employees, form the identity of the organization, and dominate the organization (Karcioğlu, 2001:269).

Organizational climate is a common perception regarding the views, rules, methods, values, and activities of the organization (Akbulut, Kutlu, 2016: 257).

Organizational climate is the measurable characteristics that are perceived directly or indirectly by those who work in the organization and affect their tendencies and attitudes (Töremen, Çankaya, 2008: 38).

Organizational climate is all the elements that make the organization different from other organizations, that are perceived by the employees with its environmental, organizational, and unique characteristics, and affect the behaviors of the employees (Akçay, Çoruk, 2012:10).

Based on the definitions above, organizational climate can be defined as follows: Organizational climate is an abstract and psychological concept, covers all the characteristics that make up the identity of the organization, and refers to the different perceptions of employees regarding these characteristics.

The concept of organizational climate is quite comprehensive, and many different researchers have examined its scope from various aspects.

When the basic dimensions of organizational climate are examined under the main headings of purpose dimension, management style dimension, solidarity and friendship dimension, organizational loyalty dimension, responsibility dimension, reward dimension, support dimension, structure dimension, process dimension, and conflict dimension, the following explanations have been reached.

Purpose Dimension: The harmony between social values, employee values, and organizational goals is an important factor of organizational climate (Başkaya, 2014: 62). The conformity of the values and goals of the organization with the norms and beliefs of the employees is among the dimensions of organizational climate (Dönmez, Korkmaz, 2011: 174). Just as every organization has a purpose of existence, every employee of the organization has a unique personal purpose. These purposes can be means or ends for both parties. There is a very close relationship between the dimensions of employee and organization interaction and the success and productivity of the organization.

Management Style Dimension: The attitudes and actions of the management and the decision-taking mechanisms in the organization are perceived by the employees in a certain way which affects the organizational climate (Kayar, 2015: 10). In order to see how capable and reliable the managers are, it is necessary to observe whether the promises are kept, the communication is healthy, and there is justice in the distribution of tasks, in short, whether the behavior of the management towards the employees is reliable (Akyol, 2010: 6). Management style is the mirror of an organization. Trust, respect, and commitment in the work environment clearly reveal how the organization is managed. It is not reasonable to expect employees to be reliable if managers fail to gain their trust. Organizational commitment cannot be achieved if a management attempts to gain respect through fear.

Solidarity and Friendship Dimension: In an environment where friendship relations are established, cooperation and solidarity among the employees will increase, thus, it will be possible to reach the goals and objectives of the organization more easily (Gül, 2017:8). The relations of the employees in the organization with each other and with the managers shape the perception of organizational climate. A sincere work environment in which employees and managers can establish friendships and support each other represents a warm and strong organizational climate (Demirbaş, 2017:23).

Organizational Loyalty Dimension: Organizational loyalty depends on the effect of the organizational climate on the employees. In an organizational climate embraced by the employees, problems occur at the minimum level and the problems that occur are solved in the fastest way.

When the employees are loyal to the organization, this creates a work environment in which there are happy individuals who have high motivation levels, take actions in line with the goals and objectives of the organization, have faith in the organization, and work with enthusiasm (Avci, 2016:36). Organizational loyalty results in a positive organizational climate and leads employees to want to maintain the continuity of their organizational membership (Savaşkan, 2019:27).

Responsibility Dimension: Responsibility dimension makes employees take initiative and take independent decisions when necessary, thus enabling them to have a command over their work.

Responsibility dimension is the ability of the members in the organization to comply with the rules of work life, as well as to use initiative within the scope of their own authority in taking decisions when necessary (Altınok, 2019: 34). Employees who are aware of the responsibility of their work and able to use their personal skills in accordance with this awareness constitute the responsibility dimension of organizational climate (Tataroğlu, 2017:14).

Reward Dimension: Reward dimension refers to rewarding diligent and successful employees who take the necessary care towards their work.

The reward dimension is the feeling of being rewarded as a result of successful work. It is the application of methods that adopt the importance of rewarding instead of punishment, appreciate the work done, and fair distribution of promotion and wage among employees (Menemencioğlu, 2018: 90). Employees being rewarded financially and morally by the organization for the achievements as a result of their devoted work for the organization indicates the reward system of the organization. In organizations where there are rewards that are not determined according to the success and performance of the employees, the performance and motivation of the employees decrease (Yücel, 2014:17).

Support Dimension: In a supportive organizational climate, there is a social environment, cooperation, and friendship, and employees feel independent (Gün, 2016:22). Employees of the organization wish to be provided an organizational environment in which the managers value, assist, and support them, provide quality training opportunities that will enable them to improve their knowledge and skills, take their ideas into consideration, and where everyone has equal rights without discrimination.

Structure Dimension: Structure dimension refers to the regulations of the organization regarding business and operations. It varies according to the field of activity and size of the organization.

The structure dimension includes all elements of the organization, such as the limitations, regulations, methods, and rules of the organization (Tataroğlu, 2017:14). Each department in the organization is a part of the organization and the relationships between the departments is also very important. As the organization grows, it becomes more difficult to achieve harmony and integrity among the departments and therefore a good coordination is required (Başkaya, 2014: 63).

Process Dimension: Process dimension refers to the systematic progression of a situation or event towards a goal. In the management processes within the organization, the objectives of the organization and the distribution of tasks are important. All processes should be carried out according to certain criteria by supporting the creativity and innovative ideas of the employees in line with the objectives of the organization (Başkaya, 2014: 63). To ensure a work environment consistent with the mission and vision of the organization, the distribution of duties, experiences, performances, relations with each other and plans of the employees should be evaluated within this process.

Conflict Dimension: Conflict in organizations is manifested through the dissatisfaction of employees or managers with any situation and the focus is on what needs to be done to resolve these conflicts. Conflict is a subject that is included in the scope of various fields of study such as law, economics, sociology, anthropology, psychology. Although definitions of conflict commonly include negative words such as primitive, rational, and uncivilized, it also has positive aspects regarding progress, rational thinking, innovation, and changes (Gürçüoğlu, Uyar, 2020: 235-236). Conflict is undesirable in organizations, but they are inevitable. However, it is possible to turn conflicts arising from different views into advantages. For this reason, the issues that cause conflicts and solution proposals should be evaluated well.

2.2. Concept, Definition, and Importance of Motivation

Motivation is a key concept in work life and has an important place. It refers to all the stages that affect the performance of employees at work. Studies on motivation are continuously carried out in order to make people more efficient and productive, which is at the basis of work life as well as daily life.

The concept of motivation is defined as the force that makes a person take action towards a certain goal. It is derived from the word 'mot' in Latin and defined as motivation in French and English, and there are words such as 'saik' and 'güdü' in the Turkish equivalent of the word. In Ottoman Turkish, it is used in the sense of 'taking action' (Çakır, 2019:18). Motivation differs according to personal characteristics, and it is important to analyze the personality in order to identify the factors that move a person towards taking action.

The following definitions of motivation have been reached as a result of literature review:

- Motivation refers to the effort one or more people make to take continuous action towards a certain purpose (Güney, 2017:314).
- Motivation is the tendency of people to meet their needs (Gökkaya, Türker, 2018: 13).
- Motivation activates people's internal energy towards their goals (Akbaba, Aktaş, 2005:22).
- Motivation shows the integrity of perception consisting of the inner and outer strength of the person and determines the behavior, behavior style, strength, continuity, and direction towards a goal or purpose (Sökmen, Bilsel, Erbil, 2013:46-47).
- Motivation refers to a process that starts with the fulfillment of a need and the conscious or unconscious understanding of this satisfaction, which makes a person act in line with the determined goals for the satisfaction of personal needs (Memiş et al., 2015: 222).
- Motivation is the ideas, opinions, wishes, and hopes that make people act in line with their needs and concerns that determine the direction of their actions (Örücü, Kanbur, 2008: 86).
- Motivation is the activation of certain motives to take action, to determine priorities and the direction of efforts (Şenturan, 2014:21).
- Motivation is when people act in line with a certain purpose with their own enthusiasm and desires (Yapar, 2005:5).
- Motivation is a process that constantly directs one's actions and success (Mercanlioğlu, 2012:48). Based on the definitions above, we can define motivation as the energy and power process of fulfilling needs through will and action.

- Motivation is of different importance to employees, managers, and organizations. It is of great importance for the employees to be more productive for themselves and the organization, for the managers to carry out the work in a successful and disciplined way, and for the organizations to achieve their goals in line with their mission and vision.

2.2.1. The Importance of Motivation for Employees

In order to reach their goals and objectives successfully, organizations should first consider the goals of employees. When the employees are cared about and their demands are met, they become more motivated and this reflects on their performance.

Motivation is effective in every aspect of people's lives. In order to ensure that people are productive in a satisfied and healthy way, the work environment should be organized in a certain way (Aksoy, 2018: 5). In order to determine to what extent employees are motivated to work in the organization, their work performance should be examined.

Employees with a high level of motivation do their best while performing tasks. With motivation, employees' self-confidence also becomes higher, and this is reflected in friendships and solidarity in the work environment. In this way, the organizational climate becomes warmer (Taşdemir, 2013:16). Motivational elements, which are of great importance for a positive organizational climate, should be included in the policies of the organizations. Human-oriented working conditions make all kinds of production and service activities more effective.

When people have a low level of motivation, this may lead to negative communication, distraction, absenteeism, taking leave frequently, wanting to leave work, and experiencing mental and physical discomfort. These also negatively affect the productivity of the organization (Sarıoğlu, 2019: 40). People want to work in organizations in which their needs and expectations are met, and they have a higher performance when they are motivated.

2.2.2. The Importance of Motivation for Managers

It is one of the most important duties of the managers to carry out activities that will increase the motivation of their employees, and they should make good use of the opportunities in this direction. Establishing close relationships with employees, understanding their demands and expectations, meeting their needs and knowing how to motivate them also leads to success for a manager. Successful and productive work of motivated employees also show that the management is successful.

In order to increase the productivity of the employees and ensure their integration in the organization, managers should have knowledge about motivation, that is, they should know when and how to motivate the employees with rewards (Güney, 2017: 332). Since motivation differs according to personality types, it is important to first identify how people will be motivated.

Human work is the basis of management. It is essential to employ people, work with them, and make efforts to enable employees in their team to use their skills and knowledge enthusiastically and voluntarily in line with the mission and vision of the organization (Koçel, 2018: 639). Distributing the work according to the competencies of the employees and providing the necessary support and motivation are subjects that managers should consider, as they will affect the performance of the employees.

There are reasons for improving the attitudes that make up job satisfaction in the efforts of the managers to motivate the employees. In return for these efforts, the goals of both the employee and the organization are met and both parties are satisfied. Managers should be conscious of the incentive tools they will use to motivate their employees. Motivation studies based on incentives applied consciously yield successful results (Şenturan, 2014:22). Managers can provide more positive and effective results by determining in which areas the staff they work with can work more successfully and efficiently, what their deficiencies are and what motivates them.

Managers always strive to keep the performance of their employees at a high level in order to achieve the goals and objectives of the organization. To increase employee performance, they need to be motivated by having their needs met. An organization becomes successful when its employees are motivated in the best way possible. In other words, motivated employees lead an organization to success.

2.2.3. The Importance of Motivation for Organizations

For the success of the organization, the goals of the employees and that of the organization should be in line with each other. The purpose of motivation practices is to align the goals of the organization and the goals of the employees. In this way, employees work in a much more beneficial way for both themselves and the organization.

For motivation, which is seen as the key to success, it is necessary to ensure the success of the employees first in order to achieve the goals and objectives of the organization. Meeting the physical, mental, social, and material needs of the employees are important in increasing their motivation. Motivational practices carried out in accordance with the goals and objectives of the organization, it increases the productivity of the employees and the organization, as well as providing social and economic welfare. It also ensures compliance with flexible motivation practices that change due to economic, social, and technological developments (Karadavut, 2018:22). Managers need to be aware that they can increase the success and productivity of the organization with a positive organizational climate, and for this, they should pay attention to the motivation of the employees.

In terms of the organization, motivation can be described as the process of making people active and enthusiastic by arranging the work environment in a way that satisfies the needs of the organization and employees (Cönger, 2018: 28). The purpose of motivation practices carried out in organizations is ensuring the continuity of the employees in their jobs and increasing their performance by allowing them to work more efficiently and creatively.

2.3. Motivation Methods Used in Organizations

The motivation techniques used in organizations vary according to the structure of the organization, as well as the personal characteristics of the employees. Therefore, it is important for managers to act by considering the personality characteristics of their employees in order to achieve the desired result while determining the motivation techniques to be implemented. Motivation techniques that are frequently used in organizations are intimidation, punishment and reward, competition, privileges, identification with profession and institution (Güney, 2017: 319-320).

2.4. Motivation Theories Used in Organizations

2.4.1. Process Theories of Motivation Used in Organizations

Vroom's Expectancy Theory, Edwin Locke's Goal-Setting Theory, Lawler-Porter's Expectancy Theory, Harold Kelley's Attribution Theory, Behavioral Modification and Reinforcement Theory, which are among the process theories of motivation used in organizations, are explained below.

Vroom's Expectancy Theory: According to this theory, motivation is explained in terms of people's expectations. Motivation is expressed as people's choices and goals and their expectations as a result of achieving these goals. Personal needs are not discussed in this theory (Güney, 2017:326). It is easy for employees to be motivated if they act with the belief that they will be successful and get the result or reward they aim for in return of their efforts.

Edwin Locke's Goal-Setting Theory: According to this theory developed by Locke, people acquire some goals that affect their motivation. The theory has four factors as listed below (Günaydın, 2019:28).

- Goal commitment
- Self-sufficiency
- Features of the work performed
- Features of national culture

According to this theory, organizational and individual goals determine a person's level of motivation. According to this theory that was developed by Edwin Locke, personal and organizational goals ensure competition. For this reason, it is important that organizational goals are accepted by employees. Managers should also pay attention to the suitability of these purposes (Güney, 2017: 328-329). Attention should be paid to the success and performance expected from people and their actual performance and success.

Lawler-Porter's Expectancy Theory: This theory discusses the expectation of getting a reward for the effort made. In Lawler and Porter's theory, success depending on the differences in understanding, knowledge, ability, and effort of the individual is rewarded, differently from Vroom's theory. According to this theory, the effort of the individual does not always result in the expected performance. If the individual does not have the sufficient level of skills and knowledge, it is not possible to reach the desired result no matter how hard they try (Güney, 2015:274). Rewards should be distributed fairly, and this should be felt by the employees. If the employees feel that the distribution of rewards is not fair, this will directly affect their motivation in a negative way.

Harold Kelley's Attribution Theory: Attribution Theory discusses the process of people making sense of themselves and their experiences. The main idea of attribution theory is that people want to understand the events happening around them and seek information.

According to Harold Kelley's attribution theory, people perceive the events around them and want to understand what is happening. Basing what has happened on a reason raises their expectations of success and makes them to act in this direction (Uzmen, 2019:17). People naturally need to make sense of the world they live in and the events they experience. In line with this need, they ask why and seek answers.

Behavioral Modification and Reinforcement Theory: Behavioral modification and reinforcement theory aims to explain the consistency or changes in people's behavior in the face of positive or negative consequences.

According to this theory, remaining unresponsive to undesirable behaviors and rewarding expected and desirable behaviors shapes people's behaviors in accordance with the objectives of the organization. Rewarded behaviors are repeated frequently and become a habit in the person. When the behavior is not rewarded, it extinguishes after a certain period. Punishment should not be included in such a practice (Güney, 2017: 330). The purpose of this theory is to motivate people and direct their behavior. Trying to extinguish an undesirable behavior with punishment invokes anger, preventing the person from seeing the real purpose.

2.4.2. Content Theories of Motivation Used in Organizations

Some of the content theories of motivation used in organizations discussed below are Maslow's Hierarchy of Needs Theory, Herzberg's Dual Factor Theory, McClelland's Need for Achievement Theory, and Alderfer's ERG Theory.

Maslow's Hierarchy of Needs Theory: This theory has two basic hypotheses. The first is that people act in accordance with their needs, therefore every behavior is aimed at meeting a need. People behave in certain ways according to their needs. Therefore, needs have an important effect on people's behavior. According to the second hypothesis, the needs are in a certain order. There is a hierarchy and the needs at the higher level is not attempted to be met without meeting the needs at the lower level first (Koçel, 2015:734). According to this theory, if the managers can determine the needs of their employees and which needs they want to meet first, they can make sure that employees act in line with the goals of the organization. Maslow's theory of needs and some measures to meet these needs are given in Table 1 below (Güney, 2017:321).

	Needs	Some Measures To Relieve Needs
5	Self-Realization And Satisfaction Ability To Use One's Creativity	Attractive Jobs That Require Creativity, Personal Development And Promotion Opportunities
4	Respect And Status Success, Recognition, And Status	Responsibility, Being Praised, Promoted And Respected, And Being Appreciated.
3	Belonging, Social Needs Love, Belonging, Sense Of Identity, Acceptance	Friendly Environment, Social Activities
2	Safety Needs Protection From Danger, Avoiding Fear, Being Safe	Insurance And Pension Programs, Job Security, Reliable And Healthy Work Environment, Competent And Compliant Management.
1	Basic Physiological Needs Vital Needs, Air, Water, Food, Sex	Salary, Fringe Benefits, Good Physical Conditions.

Table 1: Maslow's Hierarchy of Needs and Some Measures to Meet Those Needs

Although Maslow's hierarchy of needs theory is based on a certain hierarchical order, there is no strict limitation on needs. People's living standards or cultural values may cause differences in this order. Sometimes the personality of the person can lead to changes this order. There are people with personality who need dignity more than social needs. In such cases, people may need to meet all their needs at the same time, not in a certain order. It may be desirable to meet all the physiological, safety, and social needs simultaneously.

Herzberg's Dual Factor Theory: Herzberg determined the dual factor theory as the working environment, organizational policies, wages, interpersonal relations and safety factors, and evaluated these factors as factors that could push employees away from their jobs. He thinks that even if salary increases to individuals do not provide satisfaction, they prevent dissatisfaction. Motivational factors were explained with requests such as success, promotion, responsibility and recognition, they indirectly affect job satisfaction (Eker, 2018: 46). Herzberg argued that some work conditions can cause dissatisfaction, but if these are improved, people are still not motivated. He named these factors protective conditions (health or hygiene). These factors, which are necessary to provide a reasonable level of satisfaction in people, people's right to live, remuneration, physical conditions, occupational safety, technical knowledge and supervision, organizational policies and management, interpersonal communication, communication between subordinates and superiors (Güney, 2015: 267-268). It is not possible for people to be motivated for the needs that are already indispensable. Progress payments, which are the compensation for the efforts of the employees, are one of the important examples that can be given to this situation.

McClelland's Need for Achievement Theory: According to the theory developed by McClelland, there are three different needs under the influence of the individual, namely achievement, power, and affiliation. According to this theory, achievement is a person's greatest need. Therefore, people can be most motivated by the need for achievement. The requirements that McClelland emphasizes are: (Güney, 2017:323)

- Affiliation
- Power
- Achievement

Alderfer's ERG Theory: Alderfer, using classifications similar to the Maslow and Herzberg's theories, discussed the motivating elements with a different approach and divided them into three main categories. These are existence, relatedness, and growth.

There are three main points in this theory. We can list these issues as follows. (South, 2015:272).

Need Satisfaction: The lower the level of satisfaction of needs at all stages, the higher the degree of motivation.

Intensity of Desire: As the satisfaction level of a lower level need increases, the motivation level of the higher-level need also increases.

Disappointment Due to Needs Dissatisfaction: While the level of satisfaction of the higher-level needs decreases, the lower level needs become more motivating.

3. Research

3.1. Aim and Importance of the Research

The aim of this study is to examine the relationship between organizational climate and motivation, to investigate the differences in embracing the organizational climate and employees' motivation levels according to demographic characteristics. The concepts of organizational climate and motivation, which are actively involved in organizations, are interconnected. The approach of an organization to its employees, the value it gives and the importance it attaches to the organizational climate also forms the basis of organizational success. It is seen that businesses established on a solid ground carry out longer and more successful activities.

3.2. Population and Sample of the Research

The fact that it is not possible to reach all the public health institutions in the population has made it necessary to work on a sample. The sampling method is obtaining data about the population based on the sample representing the population in order to investigate the characteristics of a population. The research was carried out in Public Health

institutions affiliated to the Istanbul Provincial Health Directorate, and 450 health personnel working in different health institutions, working in different units were randomly selected and asked to participate in the study. Due to the intense working conditions and time constraints currently experienced in health institutions due to the pandemic, 220 health workers were able to participate, and 214 valid questionnaires were examined.

3.3. Data Collection Method

In this study, the survey method was used as the data collection method. In the application of the questionnaire, the participants were informed about the subject and aim of the research with the Clarification Consent Form, it was stated that the information of the institution would be kept confidential and the answers given would not be used outside of the research.

The questionnaire consisted of three sections. In the first section, demographic information (age, gender, marital status, educational status, etc.) was asked, in the second section, statements about the organizational climate were included in order to measure the perceptions of the participants about the organizational climate, and in the third section, statements about motivation were included in order to measure the perceptions of the participants about motivation.

3.4. Hypotheses

The three hypotheses that were tested in the research are as follows.

Hypothesis 1:

- H0: The organizational climate perceptions of the participants do not differ according to their demographic characteristics.
- H1: The organizational climate perceptions of the participants differ according to their demographic characteristics.
- Hypothesis 2:
- H0: The motivation perceptions of the participants do not differ according to their demographic characteristics.
- H1: The motivation perceptions of the participants differ according to their demographic characteristics.
- Hypothesis 3:
- H0: Organizational climate has no effect on motivation.
- H1: Organizational climate has an effect on motivation.

3.5. Data Analysis

Exploratory factor analysis was used to examine the factor pattern of the data. Before the exploratory factor analysis, the Kaiser-Meyer-Olkin (KMO) test was used to test whether the sample size is suitable for factorization. As a result of the analysis, the Kaiser-Meyer-Olkin (KMO) value was found to be 0.95 for organizational climate and motivation. In addition, when the results of the Bartlett Sphericity test were examined, it was seen that the calculated chi-square value was significant. In this context, it was accepted that the data has a multivariate normal distribution. Principal Component Analysis was used for factorization and maximum variability (varimax) from vertical rotation methods was used as rotation method to reveal the factor pattern of attitude perception related to organizational climate and motivation. In the research, Correlation Test and Regression Analysis were used. In addition, as a result of the reliability analysis, the Cronbach's alpha coefficient was found to be 0.948 for organizational climate and 0.935 for motivation.

3.5.1. Exploratory Factor Analysis Results on Organizational Climate Scale

Exploratory factor analysis was conducted to reveal the factor pattern of the scale, which consists of 18 items and aims to measure the perceptions of the participants towards the Organizational Climate. Before the exploratory factor analysis, the Kaiser-Meyer-Olkin (KMO) test was used to test whether the sample size is suitable for factorization. As a result of the analysis, the KMO value was found to be 0.945. This value is sufficient for factor analysis. In addition, when the results of the Bartlett sphericity test were examined, it was seen that the calculated chi-square value was significant. In this context, it is accepted that the data has a multivariate normal distribution.

The Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity Test results regarding the organizational climate scale are given in Table 2 below.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.945
Bartlett's Test of Sphericity	Approx. Chi-Square	2210.893
	df	136
	Sig.	.000

Table 2: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

In order to see the perception factor pattern regarding the Organizational Climate, principal component analysis was used as factorization method and maximum variability (varimax) was used as the rotation method. Principal Component Analysis results are given in Table-3 below.

As a result of the analysis, two components with an eigen value above 1 were found for the 18 items. The contribution of these components to the total variance is 59.80%. When these two components are evaluated regarding the importance of the total variance, it was seen that the two components make a significant contribution to the variance. The contribution of the factors to the total variance was found to be 52.66% for the first factor and 7.14% for the second factor. The total contribution of the 2 determined factors to the variance is 58.99%.

In the exploratory factor analysis conducted to see the factor pattern of the scale of Organizational Climate perception, the acceptance level for factor load values was taken as 40, considering the sample size. In the analysis of the two factors, when the items were examined to see whether the overlap and factor load values meet the acceptance levels, one item was excluded from the analysis because it overlapped (item 9). The factor load pattern obtained as a result of excluding this item from the analysis and the common variances of the factor loading values of the items are given in Table 3 below.

	Component	
	1	2
M10	0.795	
M17	0.78	
M12	0.737	
M11	0.7	
M18	0.694	
M13	0.684	
M8	0.679	
M1	0.654	
M16	0.647	
M3	0.636	
M15	0.625	
M2	0.606	
M5		0.812
M6		0.766
M7		0.732
M4		0.605
M14		0.602

*Table 3: Rotated Component Matrix^a
Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization*

3.5.1.1. Reliability Analysis of Organizational Climate Scale

Cronbach's Alpha coefficients for the two sub-dimensions of the organizational climate scale are, respectively, the trust of the employees in the organization, the support they receive from their managers and the opportunity to participate in the decisions = 0.935, the feelings in the relations between the employees, the relations between the employees and the management, the unity of purpose and the attitude of the managers = 0.831, and a total of 0.943. The scale was found to have a very high reliability, and the analysis results are given in Table 4 below

Organizational Climate Scale	Cronbach's Alpha	Number of Questions
Employees' trust in the organization, the support they receive from their managers, and the opportunity to participate in decision-making	0.935	12
Relations between employees, relations between employees and management, unity of purpose and attitude of managers	0.831	5
Total	0.943	17

Table 4: Reliability Analysis Results for Organizational Climate Scale

3.5.2. Exploratory Factor Analysis Results for Motivation Scale

Exploratory factor analysis was conducted to see the factor pattern of the scale, which consists of 18 items and aims to measure Motivation. Before the exploratory factor analysis, the Kaiser-Meyer-Olkin (KMO) test was used to test whether the sample size is suitable for factorization. As a result of the analysis, the KMO value was found to be .923. This value is sufficient for factor analysis. In addition, when the results of the Bartlett sphericity test were examined, it was seen that the calculated chi-square value was significant. In this context, it is accepted that the data has a multivariate normal distribution.

The Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity Test results regarding the motivation scale are given in Table 5 below.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	2237.755
	df	120
	Sig.	.000

Table 5: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

In order to reveal the perception factor pattern regarding Motivation, principal component analysis was chosen as factorization method and maximum variability (varimax) from the vertical rotation methods was chosen as the rotation method. Principal Component Analysis tables are given in Table 6 below.

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.196	51.225	51.225	8.196	51.225	51.225	4.516	28.225	28.225
2	1.691	10.571	61.796	1.691	10.571	61.796	3.955	24.717	52.942
3	1.108	6.927	68.724	1.108	6.927	68.724	2.525	15.782	68.724
4	.799	4.995	73.718						
5	.537	3.358	77.076						
6	.514	3.211	80.287						
7	.464	2.899	83.186						
8	.435	2.716	85.902						
9	.389	2.431	88.332						
10	.374	2.340	90.673						
11	.340	2.123	92.795						

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
12	.297	1.854	94.649						
13	.250	1.561	96.210						
14	.232	1.449	97.660						
15	.211	1.320	98.980						
16	.163	1.020	100.000						

*Table 6: Total Variance Explained
Extraction Method: Principal Component Analysis*

As a result of the analysis, three components with an eigen value above 1 were found for the 18 items that were the basis of the analysis. The contribution of these components to the total variance is 68.72%. When these three components were examined regarding the importance of total variance, it was seen that these three components made a significant contribution to the variance. The contribution of the factors to the total variance is 51.22% for the first factor, 10.57 for the second factor and 6.93% for the third factor. The total contribution of the three determined factors to the variance is 68.72%. In the exploratory factor analysis carried out to see the factor pattern of the motivation scale, the acceptance level for factor load values was taken as 40, considering the sample size. In the analysis carried out for three factors, when the items were examined in terms of whether the overlap and factor load values met the acceptance levels, two items were excluded from the analysis because they overlapped (4th and 7th items). The factor load pattern obtained as a result of excluding these items from the analysis, and the common variances of the factor load values of the items are given in Table 7 below.

	Component		
	1	2	3
S15	.795		
S16	.781		
S14	.761		
S17	.703		
S13	.692		
S6	.652		
S5	.599		
S18	.521		
S10		.830	
S8		.801	
S9		.782	
S11		.739	
S12		.650	
S2			.889
S1			.883
S3			.654

*Table 7: Rotated Component Matrix^a
Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations*

3.5.2.1. Reliability Analysis Results of the Motivation Scale

The Cronbach's Alpha coefficients related to the three sub-dimensions of the motivation scale of the data obtained from 214 participants were found to be as follows: factor 1 was found to be 0.899, factor 2 was found to be 0.908, factor 3 was found to be 0.854, and the total was found to be 0.935, as given in Table 8 below.

Motivation Scale	Cronbach's Alpha	Number of Questions
Psycho-Social, Economic Tools for Motivation	0.899	8
Employee Seeking Safety at Work and	0.908	5
Organizational and managerial tools in motivation	0.854	3
Total	0.935	16

Table8: Reliability Analysis Results of the Motivation Scale

3.5.3. Analysis of Hypotheses According to Demographic Variables

In the survey, the statements directed to the participants in order to determine their demographic characteristics and the analysis table of the demographic information about the answers given are given in Table 9.

		N	%
Gender	Female	148	69.2
	Male	66	30.8
Marital Status	Single	144	67.3
	Married	65	30.4
	Divorced/Widowed	5	2.3
Age	21-25	8	3.7
	26-30	50	23.4
	31-35	56	26.2
	36-40	53	24.8
	41-45	34	15.9
	46 or above	13	6.1
Education Level	High School Degree	26	12.1
	Associate Degree	34	15.9
	Undergraduate Degree	88	41.1
	Master's Degree	65	30.4
	PhD Degree	1	0.5
Length of Service	less than 1 year	8	3.7
	1-3 years	23	10.7
	4-6 years	68	31.8
	7-9 years	68	31.8
	10-12 years	20	9.3
	13-15 years	14	6.5
	16 years or above	13	6.1
Income	2.800-3.500 TL	18	8.4
	3.501-4.500 TL	72	33.6
	4.501 TL or above	124	57.9

Table 9: Analysis of Demographic Information

When the analysis is examined in general, 148 (69.2%) of the participants were female and 66 (30.8%) were male. Of the participants, 144 (67.3%) were married, 65 (30.4%) were single and 5 (2.3%) were divorced. 26 (12.1%) had a high school degree, 34 (15.9%) an associate degree, 88 (41.1%) an undergraduate degree, 65 (30.4%) a graduate degree, and 1 (0.5%) a PhD degree. Eight of the participants (3.7%) were 21-25 years old, 50 (23.4%) 26-30 years old, 56 (26.2%) 31-35

years old, 53 (24.8%) 36-40 years old, 34 15.9% of them are in the age group of 41-45 and 13 of them (6.1%) are in the age group of 46 and over. 8 participants (3.7%) had a length of service less than 1 year, 23 (10.7%) 1-3 years, 68 (31.8%) 4-6 years, 68 (31.8%) 7-9 years, 20(9.3%) 10-12 years, 14 (6.5%) 13-15 years, and 13 (6.1%) 16 years or above. 18 participants (8.4%) were found to have an income of 2.800-3.500 TL, 72 (33.6%) 3.501-4.500 TL, 124 (57.9%) 4,501 TL or above.

3.5.3.1. Analysis of the Gender Variable

The normality test results according to the gender variable are given in Table 10.

Tests of Normality							
	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Climate	Female	0.07	148	0.08	0.99	148	0.34
	Male	0.10	66	0.17	0.99	66	0.63
Motivation	Female	0.05	148	.200*	0.99	148	0.31
	Male	0.10	66	0.09	0.98	66	0.43
*. This is the lower bound of true meaning.							
a. Lilliefors Significance Fix.							

Table 10: Normality Test According to Gender Variable

When the table is examined, organizational climate and motivation scores according to gender have a normal distribution ($p>.05$).

Comparison of Scores by Gender Variable

The comparison of the scores according to the gender variable is given in Table 11.

Sub-Dimension	Gender	Mean	Std. Dev.	F	t	sig
Employees' trust in the organization and support from managers	Female	3.07	0.85	0.866	1.872	0.063
	Male	2.83	0.78			
Giving employees the opportunity to participate in decision-making	Female	2.43	0.81	0.879	0.756	0.450
	Male	2.35	0.74			
Communication between employees and management	Female	2.88	0.79	0.285	1.646	0.101
	Male	2.69	0.74			
Unity of purpose and attitude of managers	Female	2.60	0.87	1.093	0.876	0.382
	Male	2.49	0.80			
Psycho-social and economic tools for motivation	Female	3.19	1.02	0.676	1.537	0.126
	Male	2.96	0.98			
Employee's search for safety and independence at work	Female	3.31	1.06	0.517	1.528	0.128
	Male	3.07	1.04			
Organizational and managerial tools for motivation	Female	2.92	0.82	0.450	1.418	0.158
	Male	2.75	0.80			

Table 11: Comparison of Scores by Gender Variable

When the table was examined, it was seen that the organizational climate and motivation scores of the participants did not differ according to gender ($p>.05$). Although men and women showed similar tendencies in terms of organizational climate and work motivation, it was seen that women's organizational climate and motivation scores were higher than men. It has been concluded that this result is due to the fact that women have higher social and communication skills than men due to their nature, and that even being involved in working life in our country means a great privilege and importance.

Analysis of the Marital Status Variable

The normality test according to the marital status variable is shown in Table 12.

Tests of Normality							
	Marital Status	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Climate	Married	0.08	144	0.03	0.99	144	0.16
	Single	0.08	65	.200*	0.98	65	0.21
	Divorced	0.23	5	.200*	0.91	5	0.46
Motivation	Married	0.05	144	.200*	0.99	144	0.16
	Single	0.12	65	0.02	0.97	65	0.12
	Divorced	0.28	5	.200*	0.82	5	0.12
*. This is the lower bound of true meaning.							
a. Lilliefors Significance Fix.							

Table 12: Test of Normality According to Marital Status Variable

When the table is examined, organizational climate and motivation scores according to marital status have a normal distribution ($p > .05$).

Comparison of Scores by Marital Status

Comparison of scores according to marital status is shown in Table 13.

Sub-Dimension	Marital Status	Mean	Std. Deviation	F	Sig.
Employees' trust in the organization and support from managers	Married	2.98	0.91	0.046	0.955
	Single	3.02	0.69		
	Divorced	2.98	0.71		
Giving employees the opportunity to participate in decision-making Communication between employees and management	Married	2.41	0.83	0.053	0.949
	Single	2.38	0.70		
	Divorced	2.48	0.58		
Unity of purpose and attitude of managers	Married	2.82	0.84	0.013	0.987
	Single	2.83	0.64		
	Divorced	2.84	0.56		
Psycho-social and economic tools for motivation	Married	2.56	0.92	0.078	0.925
	Single	2.60	0.68		
	Divorced	2.48	0.90		
Employee's search for safety and independence at work	Married	3.12	1.05	0.019	0.981
	Single	3.11	0.91		
	Divorced	3.20	1.33		
Employees' trust in the organization and support from managers	Married	3.22	1.10	0.760	0.469
	Single	3.31	0.95		
	Divorced	2.73	1.09		
Giving employees the opportunity to participate in decision-making	Married	2.86	0.88	0.09	0.914
	Single	2.89	0.67		
	Divorced	2.75	0.96		

Table 13: Comparison of Scores by Marital Status

When the table is examined, it is seen that the organizational climate and motivation scores of the participants did not differ according to marital status ($p > .05$). Although married, single, and divorced people have a similar tendency in

terms of organizational climate and work motivation, it was seen that the motivation level of the single participants was higher than that of the married and divorced participants. One of the reasons that may have led to this situation is that as the responsibilities that people take in their lives increase, their expectations both materially and morally increase.

Analysis of Educational Status Variable

Normality test results according to education level are given in Table 14.

3.5.3.3.1. Tests of Normality

	Education Level	Kolmogorov-Smirnova			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Climate	High School	0.20	26	0.01	0.93	26	0.16
	Associate	0.09	34	.200*	0.96	34	
	Undergrad	0.10	88	0.03	0.98	88	0.21
	Master's	0.13	65	0.01	0.97	65	0.46
Motivation	High School	0.10	26	.200*	0.95	26	0.16
	Associate	0.13	34	0.15	0.97	34	
	Undergrad	0.05	88	.200*	0.99	88	0.12
	Master's	0.05	65	.200*	0.99	65	0.12
*. This is the lower bound of true meaning.							
a. Lilliefors Significance Fix.							

Table 14: Normality Test by Educational Status

When the table is examined, organizational climate and motivation scores according to education level have a normal distribution ($p > .05$).

Sub-Dimension	Education	Mean	Std. Deviation	F	sig
Employees' trust in the organization and support from managers	High School	3.00	0.91	0.774	0.510
	Associate	3.02	0.88		
	Undergrad	3.07	0.76		
	Master's	2.86	0.89		
Giving employees the opportunity to participate in decision-making Communication between employees and management	High School	2.55	0.86	0.343	0.795
	Associate	2.41	0.83		
	Undergrad	2.37	0.74		
	Master's	2.39	0.82		
Unity of purpose and attitude of managers	High School	2.87	0.86	0.449	0.718
	Associate	2.84	0.83		
	Undergrad	2.86	0.69		
	Master's	2.72	0.84		
Psycho-social and economic tools for motivation	High School	2.82	1.00	1.071	0.362
	Associate	2.64	0.94		
	Undergrad	2.51	0.74		
	Master's	2.51	0.88		
Employee's search for safety and	High School	3.18	0.92	0.164	0.921
	Associate	3.02	1.11		
	Undergrad	3.14	0.96		

independence at work	Master's	3.10	1.08		
Employees' trust in the organization and support from managers	High School	3.29	0.97	0.104	0.957
	Associate	3.17	1.02		
	Undergrad	3.21	1.06		
	Master's	3.26	1.11		
Giving employees the opportunity to participate in decision-making	High School	3.29	0.97	0.362	0.780
	Associate	3.17	1.02		
	Undergrad	3.21	1.06		
	Master's	3.26	1.11		

Table 15: Comparison of Scores by Education Level

When the table is examined, it is seen that the organizational climate and motivation scores of the participants did not differ according to their education level ($p > .05$). It has been observed that the organizational climate and motivation scores of high school graduates are higher than employees with other education levels. It is thought that the fact that high school graduates have less employment opportunities compared to other people causes their expectations to be lower in the institutions they work, while the awareness of other graduates is higher with the contribution of the education they have received, and it always increases their expectations and desires.

Analyses According to Age Groups Variable

The normality test results according to the age groups variable are given in Table 16.

Tests of Normality							
	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Climate	21-25	0.27	8	0.09	0.84	8	0.08
	26-30	0.09	50	.200*	0.98	50	0.61
	31-35	0.11	56	0.09	0.97	56	0.12
	36-40	0.10	53	.200*	0.98	53	0.66
	41-45	0.11	34	.200*	0.97	34	0.41
	46 or above	0.14	13	.200*	0.94	13	0.47
Motivation	21-25	0.19	8	.200*	0.97	8	0.88
	26-30	0.09	50	.200*	0.98	50	0.44
	31-35	0.06	56	.200*	0.99	56	0.91
	36-40	0.06	53	.200*	0.98	53	0.47
	41-45	0.13	34	0.19	0.97	34	0.55
	46 or above	0.15	13	.200*	0.90	13	0.14
*. This is the lower bound of true meaning.							
a. Lilliefors Significance Fix.							

Table 16: Tests of Normality According to the Age Variable

When the table is examined, organizational climate and motivation scores according to age groups have a normal distribution ($p > .05$).

Sub-Dimension	Age	Mean	Std. Deviation	F	Sig.
Employees' trust in the organization and support from managers	21-25	2.77	0.84	0.991	0.424
	26-30	3.08	0.76		
	31-35	3.11	0.80		
	36-40	2.92	0.90		
	41-45	2.79	0.93		
	46 or above	3.15	0.72		
Giving employees the opportunity to participate in decision-making Communication between employees and management	21-25	2.23	0.36	0.274	0.927
	26-30	2.42	0.80		
	31-35	2.44	0.82		
	36-40	2.42	0.86		
	41-45	2.31	0.73		
	46 or above	2.52	0.74		
Unity of purpose and attitude of managers	21-25	2.61	0.69	0.793	0.556
	26-30	2.88	0.73		
	31-35	2.91	0.75		
	36-40	2.78	0.85		
	41-45	2.65	0.82		
	46 or above	2.96	0.70		
Psycho-social and economic tools for motivation	21-25	2.25	0.46	0.991	0.424
	26-30	2.68	0.91		
	31-35	2.69	0.94		
	36-40	2.49	0.85		
	41-45	2.43	0.72		
	46 or above	2.44	0.56		
Employee's search for safety and independence at work	21-25	2.35	1.11	1.454	0.256
	26-30	3.14	1.01		
	31-35	3.28	1.01		
	36-40	2.98	1.02		
	41-45	3.18	0.89		
	46 or above	3.17	1.09		
Employees' trust in the organization and support from managers	21-25	2.54	1.01	1.311	0.260
	26-30	3.26	0.99		
	31-35	3.38	1.19		
	36-40	3.08	1.03		
	41-45	3.39	1.04		
	46 or above	3.15	0.70		
Giving employees the opportunity to participate in decision-making	21-25	2.34	0.67	1.294	0.268
	26-30	2.93	0.85		
	31-35	3.01	0.90		
	36-40	2.76	0.84		
	41-45	2.84	0.65		
	46 or above	2.80	0.62		

Table17: Comparison of Scores by Age

When the table is examined, it is seen that the organizational climate and motivation scores of the participants did not differ according to age groups ($p>.05$). It was observed that the employees in the aged 46 years or above had the highest average score in organizational climate, it is seen that the employees in the age group of 31-35 had the highest average motivation. Although this age group generally includes people with at least one previous work experience, it is thought that the job opportunities still meet their expectations according to their total work experience.

3.5.3.5. Analysis by Length of Service Variable

Tests of normality results by length of service variable are given in Table 18.

Tests of Normality							
	Length of Service	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Climate	less than 1 year	0.16	8	.200*	0.98	8	0.98
	1-3 years	0.11	23	.200*	0.96	23	0.42
	4-6 years	0.12	68	0.02	0.97	68	0.17
	7-9 years	0.06	68	.200*	0.99	68	0.70
	10-12 years	0.19	20	0.05	0.94	20	0.26
	13-15 years	0.23	14	0.04	0.90	14	0.11
	16 years or above	0.16	13	.200*	0.95	13	0.58
Motivation	less than 1 year	0.20	8	.200*	0.96	8	0.80
	1-3 years	0.10	23	.200*	0.97	23	0.69
	4-6 years	0.06	68	.200*	0.98	68	0.44
	7-9 years	0.07	68	.200*	0.98	68	0.28
	10-12 years	0.14	20	.200*	0.96	20	0.48
	13-15 years	0.15	14	.200*	0.94	14	0.48
	16 years or above	0.10	13	.200*	0.98	13	0.95
*. This is the lower bound of true meaning.							
a. Lilliefors Significance Fix.							

Table 18: Test of Normality for Length of Service

When the table is examined, organizational climate and motivation scores according to the length of service have a normal distribution ($p>.05$).

Sub-Dimension	Length of Service	Mean	Std. Deviation	F	Sig.
Employees' trust in the organization and support from managers	less than 1 year	2.42	0.89	1.752	0.111
	1-3 years	3.01	1.02		
	4-6 years	2.95	0.65		
	7-9 years	3.03	0.89		
	10-12 years	3.33	0.76		
	13-15 years	2.65	0.77		
	16 years or above	3.19	1.05		
Giving employees the opportunity to participate in decision-making Communication between employees and management	less than 1 year	2.05	0.85	1.156	0.331
	1-3 years	2.13	0.64		
	4-6 years	2.39	0.68		
	7-9 years	2.46	0.86		
	10-12 years	2.63	0.90		
	13-15 years	2.41	0.73		
	16 years or above	2.57	0.94		
Unity of purpose and attitude of managers	less than 1 year	2.31	0.82	1.520	0.173
	1-3 years	2.75	0.86		
	4-6 years	2.79	0.63		
	7-9 years	2.86	0.83		
	10-12 years	3.12	0.76		
	13-15 years	2.58	0.73		
	16 years or above	3.00	0.97		
Psycho-social and economic tools for motivation	less than 1 year	2.33	1.06	0.190	0.979
	1-3 years	2.63	0.96		
	4-6 years	2.58	0.77		
	7-9 years	2.57	0.88		
	10-12 years	2.47	0.67		
	13-15 years	2.63	0.95		
	16 years or above	2.63	1.00		
Employee's search for safety and independence at work	less than 1 year	2.78	1.37	0.380	0.891
	1-3 years	3.03	0.97		
	4-6 years	3.15	0.93		
	7-9 years	3.18	1.06		
	10-12 years	3.23	0.97		
	13-15 years	2.91	1.00		
	16 years or above	3.03	1.16		
Employees' trust in the organization and support from managers	less than 1 year	2.75	1.39	0.723	0.632
	1-3 years	3.32	1.00		
	4-6 years	3.25	0.98		
	7-9 years	3.25	1.01		

	10-12 years	3.45	1.26		
	13-15 years	2.88	1.20		
	16 years or above	3.33	1.11		
Giving employees the opportunity to participate in decision-making	less than 1 year	2.55	1.16	0.251	0.959
	1-3 years	2.88	0.85		
	4-6 years	2.88	0.74		
	7-9 years	2.89	0.82		
	10-12 years	2.89	0.75		
	13-15 years	2.76	0.92		
	16 years or above	2.88	1.03		

Table 19: Comparison of Scores by Length of Service

When the table is examined, it is seen that the organizational climate and motivation scores of the participants did not differ according to the length of service ($p>.05$). It has been observed that employees with 10-12 years of seniority had the highest score average in organizational climate scale. As the number of years people spend in the same workplace increases, it can cause their work relationships to turn into friendships and experience social satisfaction.

3.5.3.6. Analysis by Income Variable

Normality test results according to income variable are given in Table 20.

Tests Of Normality							
	Monthly Income	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Climate	2800-3500 TL	.153	18	.200*	.905	18	.071
	3501-4500 TL	.055	72	.200*	.987	72	.651
	4501 TL or above	.073	124	.168	.986	124	.225
Motivation	2800-3500 TL	.116	18	.200*	.946	18	.362
	3501-4500 TL	.076	72	.200*	.988	72	.707
	4501 TL or above	.042	124	.200*	.990	124	.546

Table 20: Normality Test According to Income Variable

When the table is examined, organizational climate and motivation scores according to income level have a normal distribution ($p>.05$).

Sub-Dimension	Income	N	Mean	Std. Deviation	f	sig
Employees' trust in the organization and support from managers	2800-3500 TL	18	3.0093	.94708	1.096	.336
	3501-4500 TL	72	3.1088	.83926		
	4501 TL or above	124	2.9254	.81959		
	Total	214	2.9942	.83755		
Giving employees the opportunity to participate in decision-making	2800-3500 TL	18	2.5000	.99232	.894	.410
	3501-4500 TL	72	2.4889	.80203		
	4501 TL or above	124	2.3452	.74804		
	Total	214	2.4065	.78827		
Communication between employees and management						
Unity of purpose and		18	2.8595	.89623		

attitude of managers	2800-3500 TL				1.134	.324
	3501-4500 TL	72	2.9265	.78745		
	4501 TL or above	124	2.7547	.75408		
	Total	214	2.8213	.77821		
Psycho-social and economic tools for motivation	2800-3500 TL	18	2.6250	.84017	1.111	.331
	3501-4500 TL	72	2.6771	.85933		
	4501 TL or above	124	2.4940	.84115		
	Total	214	2.5666	.84767		
Employee's search for safety and independence at work	2800-3500 TL	18	3.1778	.79967	1.174	.311
	3501-4500 TL	72	3.2528	1.00869		
	4501 TL or above	124	3.0274	1.03416		
	Total	214	3.1159	1.00945		
Employees' trust in the organization and support from managers	2800-3500 TL	18	3.3889	.98518	702	.497
	3501-4500 TL	72	3.3194	1.02769		
	4501 TL or above	124	3.1640	1.08158		
	Total	214	3.2352	1.05470		
Giving employees the opportunity to participate in decision-making	2800-3500 TL	18	2.9410	.72586	1.338	.265
	3501-4500 TL	72	2.9774	.83657		
	4501 TL or above	124	2.7863	.81568		
	Total	214	2.8636	.81726		

Table 21: Comparison of Scores by Income Status

When the table is examined, it is seen that the organizational climate and motivation scores of the participants did not differ according to their income level ($p > .05$). It has been observed that employees with an income of 3,501-4,500 TL have the highest score average in organizational climate scale and also have the highest score in motivation scale. It is thought that people consider their salaries sufficient considering their work experience, the tasks they perform, and the general standards.

3.5.3.7. Correlation Analysis

Correlation analysis results are shown in Table 22.

Dimensions	Mean	Std. Dev	1	2	3	4	5	6	7
Employees' trust in the organization and support from managers	2.99	0.84	-----						
Giving employees the opportunity to participate in decision-making Communication between employees and management	2.41	0.78	0.738**	-----					

Unity of purpose and attitude of managers	2.82	0.78	0.980**	0.859**	-----				
Psycho-social and economic tools for motivation	2.56	0.85	0.450**	0.520**	0.496**	-----			
Employee's search for safety and independence at work	3.11	1.01	0.442**	0.437**	0.466**	0.723**	-----		
Employees' trust in the organization and support from managers	3.23	1.05	0.314**	0.243**	0.311**	0.497**	0.585**	----- -	
Giving employees the opportunity to participate in decision-making	2.86	0.82	0.480**	0.497**	0.512**	0.918**	0.903**	0.725**	-----

Table 22: Correlation Analysis of Organizational Climate and Motivational Relationships

As seen in the table, there is a moderately positive relationship between organizational climate and work motivation ($r = 0.51$, $p < 0.01$). This shows that the high organizational climate perception in the workplace causes a significant increase in the work motivation levels of the employees.

3.5.3.8. Regression Analysis

- H1: Organizational climate has an effect on motivation. Regression analysis results are shown in Table 23.

Independent Variable	Motivation		
	B	t	p
Constant	1.345	6.258	0.000
Organizational Climate	0.538	8.036	0.000
F	75.511		
Model (p)	0.000		
R ²	0.263		

Table 23: Regression Analysis Results

The regression coefficients were tested with the t-statistic and it was found to be statistically significant in the regression equation describing the organizational climate ($p < 0.01$) work motivation. A one-unit increase in the organizational climate behavior score causes a 0.538-unit increase in work motivation. Organizational climate has a statistically significant effect on work motivation.

As a result of the regression analysis, the explanatory coefficient (R^2), which is the percentage of explanation of the model of the independent variable, was found to be 0.245. The statistically significant regression equation is as follows. Job Motivation = $1.345 + 0.538(\text{Organizational Climate})$

4. Conclusion and Suggestions

Based on the organizational climate and motivation scale, it has been investigated with this research whether the organizational climate perceptions of public health workers, who have distinctive demographic characteristics, have an effect on motivation. According to the analysis results of the three hypotheses:

It was found that there is no significant difference between the organizational climate scores according to any of demographic characteristics, and they have a normal distribution ($p > .05$), and Hypothesis-1: (The organizational climate perceptions of the participants do not differ according to their demographic characteristics) was accepted.

It was found that there is no difference between the motivation scores of the participants according to any of demographic characteristics, and they have a normal distribution ($p > .05$), and Hypothesis-2: (The motivation perceptions of the participants do not differ according to their demographic characteristics) was accepted.

There is a moderate positive relationship between organizational climate and work motivation ($r = 0.51$, $p < 0.01$). Based on this, it has been observed that the high organizational climate perception in the workplace leads to a significant increase in the work motivation levels of the employees. Also, as a result of regression coefficients results with the t-statistic test, organizational climate ($p < 0.01$) was found to be statistically significant in the regression equation explaining

work motivation. It has been found that a one-unit increase in the organizational climate behavior score leads to a 0.538-unit increase in work motivation and that the organizational climate has a statistically significant effect on work motivation, and Hypothesis-3: (Organizational climate has an effect on motivation) was accepted.

The increase in the international competition as a result of globalization made efficiency and quality more important for organizations and led to the need for new structuring. In today's information society, the importance of the human factor in organizational success has been realized, human-based investments and studies have started to gain priority, and personnel management in organizations has been replaced by human resources management. Due to these developments, the importance of concepts such as job satisfaction and motivation has increased.

The concept of organizational climate includes elements such as work conditions, relations between employees, feelings, attitudes, and behaviors of employees towards the organization, and it gives an idea about the atmosphere of the organization, the social aspect of the organization, the management process of the organization and what can be done to improve these elements. Each organization creates its own climate through interrelated factors such as the goals and objectives of the organization, management practices, organizational structure, and leadership style. With organizational climate, every organization creates its own unique characteristics over time. At the same time, this shapes the attitudes and behaviors of the employees. A positive organizational climate leads to job satisfaction in employees by affecting their motivation, while at the same time increasing the effectiveness and efficiency of the organization as a result of its effect on employee performance.

Organizations that wish to achieve their goals and objectives successfully must first identify the needs of their employees correctly and be able to make them adopt the goals and objectives of the organization as their own. In order to achieve this, employees should continuously be motivated through a positive organizational climate. In this way, the individual performance of the employees will lead to success for the organization.

In order to reach more general and definitive results, more research on these subjects can be carried out with participants from different institutions and organizations.

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