

# **Employees' perspective on organizational climate and job motivation factors and their relationship with the Blood Transfusion Organization's employees, 2012**

**Iraj Soltani**

Assistant Professor, Science and Research Branch of Islamic Azad University, Isfahan, Iran

**Mostafa Aghahosseini**

Ph.D. Student of Human Resources Management, Shakhes Pajouh Natural Crises Engineering Research Center

**Nahid Akbari**

Science and Research Branch of Islamic Azad University, Isfahan, Iran

DOI: 10.6007/IJARBSS/v4-i1/537 URL: <http://dx.doi.org/10.6007/IJARBSS/v4-i1/537>

## **Abstract**

This study aimed to examine the employees' views about the organizational climate dimensions and motivational factors and explain their relationship in the Blood Transfusion Organization's employees. Eighty-seven subjects as the population were selected from all parts of the organization. The research tools included the questionnaires of organizational climate, motivational potential dimensions (job identification), and the needs. According to goals and questions, the data from the research questionnaires were analyzed through SPSS.17 statistical software using the descriptive and inferential statistics and the following results were obtained.

The factors that were respectively important for the organization's employees including the decision-making right about the work (3.58), the management applied in the organization (3.55), R&D (3.50), working relationships (3.49), job values (3.44), working ethic (3.42), teamwork (3.28), effective leadership in the organization (3.27).

The dependency (14.20) and physiological (13.11) needs were very important for the organization's employees, while the growth needs had not been yet important.

Based on the priority, task diversity (3.33) and task importance (3.13) were of great importance for the employees.

Among the organizational climate dimensions, justice, leadership, risk-taking, customer orientation, and decision-making had a significant relationship with the physiological needs. The leadership, risk-taking, training, and development had a significant relationship with dependency needs. There was a significant relationship between justice, leadership, management, values, risk-taking, training and development, working ethic, customer orientation, and decision-making and the growth needs. Communication, values, and working ethic had a significant relationship with the task identity ( $p < 0.05$  or  $p < 0.01$ ). The justice and decision-making also had a significant relationship with authority ( $p < 0.01$ ).

## **1. Introduction**

The desire, intention to do work, or motivation is a basic factor in making an individual or individuals' efforts and activities (i). The salary, nature of work, job security, career progression, and the work conditions and environment are factors that are effective on the motivation (ii). The proper use of individuals' expertise, the correct evaluation of staff, adequate salary and financing and creating facilities for the employees, human relationships, giving authority, and responsibility in the workplace are the most important factors for increasing the organizational motivation and morale. Tension and job dissatisfaction may be threatening for the mental and physical health and the quality of life and they are barriers to achieve the personal and social development goals. The lack of motivation affects the presence in the workplace and the quality and quantity of the work. In a study, the uncertainty of the future and the lack of a proper planning and job security are effective in this regard (iii). When employees are not properly motivated, they know what problems exist and recognize solutions that will be working about their problems. Managers can lead the employees to explain about the main reasons of their problems and suggest their solutions to improve the motivation.

Given the pace of technology application in Iranian Blood Transfusion and more specialized experts' work in this organization, it seems that experts' motivation is more important in employees' speed and accuracy and some studies should be done. Therefore, we intend to study how to improve the specialists' motivation of Blood Transfusion Organization.

## **Research questions**

1. What is the importance of organizational climate dimensions (communication, justice, leadership, personnel management, values, risk taking, training and development, teamwork, working ethic, customer focus and decision-making) from the employee perspective?
2. What is the importance of motivational (physiological, dependency and growth) needs from the employee's perspective?
3. How is the importance of motivational potential dimensions (task diversity, task identity, task significance, authority, and feedback) from the employees' perspective?
4. Is there a relationship between the organizational climate dimensions and employee's motivational needs?
5. Is there a relationship between the organizational climate dimensions and employee's motivational potential dimensions?

## **Research Goals**

1. study the importance of organizational climate dimensions (communication, justice, leadership, personnel management, values, risk taking, training and development, teamwork, work ethic, customer focus and decision-making) from the employee's perspective
2. study the importance of motivational (physiological, dependency and growth) needs from the employee's perspective
3. study the importance of motivational potential dimensions (task diversity, task identity,

- task significance, authority, and feedback) from the employees' perspective
4. study the relationship between the organizational climate dimensions and employee's motivational needs
  5. study the relationship between the organizational climate dimensions and employee's motivational potential dimensions

## **2. Research Literature**

### **2-1 Internal Investigations**

In a study, "the role of research and its relationship with organizational motivation and morale", Razeghi (1988) concluded that the proper use of individuals' expertise, the correct evaluation of staff, adequate salary and financing and providing facilities for the employees, human relationships, giving authority and responsibility in the workplace are the most important factors for increasing the organizational motivation and morale.

Birya (1997) conducted a study, "factors affecting the employee's motivation". According to the degree of importance, his research results are as follows: the effect of recognition and appreciation factors on the motivation (0.6471), the effect of the salary on the motivation (0.6207), the effect of the nature of the work on the motivation (0.5443), the effect of job security on the motivation (0.5358), the effect of the career advancement on the motivation (0.5320), and the effect of the working environment conditions on the motivation (0.4948).

### **2-2 External Investigations**

In a study which conducted by Rees (1991), managers were asked to rank the important factors that affected the managers' motivation in doing the current tasks. Some factors were considered as reasons for working that included the opportunity to use the initiative at work, good colleagues in the workplace, being a good boss, permanent and secure employment, sufficient money, reasonable working hours, available resources, opportunities for advancement, obtaining prestige. The comparison of rankings had shown that managers saw themselves as people who gave more importance to the factors such as the work's interests and the opportunity to be initiative at work; in contrast, they saw their subordinates as people who paid more attention to factors such as money and secure and permanent employment.

Kouja and Bryant findings (1999) demonstrated that job evaluation, reasonable salary, more job security, providing contexts for improving the capabilities, job independence, giving importance to the individual differences in personal and social needs are all factors affecting more willingness that leads to increase the job motivation.

## **3. Research Methodology**

Since this study seeks to describe and explain the relationship between variables, without the researcher interference, it is a descriptive correlational study.

### **Research Population**

In this study, the population consisted of all physicians, specialists, and technicians of the Blood Transfusion, eighty-seven subjects.

### **Sampling method, sample size, and calculation method**

Since the study sample is same as the population, a particular sampling method has not been conducted and the census method is applied.

### **Data collection tools**

The research tools included the questionnaires of organizational climate, motivational potential dimensions (job identification), and the needs.

### **Data collection method**

To do this study, after obtaining permission and doing necessary coordination, the researcher visited the organizations affiliated to Isfahan province and distributed the questionnaires and provided the required guidelines to complete the questionnaires.

### **Data analysis method**

The results obtained from the questionnaires were analyzed using the descriptive and inferential statistics.

### **Introduction**

This section is included two parts; the first part contains information about the sample's demographic characteristics including frequency distribution according to gender, level of education, place of employment, work experience, job-related training courses and age group instructor (just for instructors); and the second part consists of the research statistical results based on hypotheses testing.

### **Part I**

Frequency distribution of the sample according to demographic characteristics

In table (1), the frequency distribution of the sample by gender is presented.

Table (1) the frequency distribution of the sample by gender

Gender	Frequency	Frequency percentage	Cumulative frequency percentage
Male	28	57.1	57.1
Female	21	42.9	100
Total	49	100	
No response	6		

As can be seen in table (1), among forty-nine participants, the sample frequency of men is 28 (57.1%) and women is 21 (42.9). In table (2), the frequency distribution of the sample according to educational level is provided.

Table (2) frequency distribution of the sample by the level of education

Level of education	Frequency	Frequency percentage	Cumulative frequency percentage
Associate Degree	1	2.3	2.3
Bachelor	35	79.5	81.8
MA	2	4.5	86.2
PhD	6	13.6	100
Total	44	100	
No response	11		

According to table (2), among forty-four respondents to the level of education, the most frequency is related to individuals with bachelor's degree, 35 (79.5%) and the least frequency is related to associate degree, 1 (2.3%).

In table (3), frequency distribution and the percentage of research sample is presented based on the organizational position.

Table (3) frequency distribution of research sample based on the organizational position

Position	Frequency	Frequency percentage	Cumulative frequency percentage
Expert	35	85.4	85.4
Doctor	6	14.6	100
Total	41	100	
No response	14		

As shown in table (3), among forty-one respondents to this item, the frequency of expert samples is 35 (85.4%) and doctor is six (14.6%).

In table (4), the frequency distribution of research sample based on working experience is provided.

Table (4) Frequency distribution and the sample percentage based on working experience

Total experience			Experience in the organization			Working experience
Cumulative frequency percentage	Frequency percentage	Frequency	Cumulative frequency percentage	Frequency percentage	Frequency	
19/5	19/5	9	25	25	<b>10</b>	1 to 6 years
56/4	36/9	17	57/5	32/5	<b>13</b>	7 to 12 years
71/6	15/2	7	70	12/5	<b>5</b>	13 to 18 years
90/6	19	8	90/5	22/5	<b>9</b>	19 to 24 years
100	10/9	5	100	7/5	<b>3</b>	25 to 30 years
	100	46		100	<b>40</b>	Total
		9			<b>15</b>	No response

According to the results of table (4), among those who have specified their working experience, based on the years of experience in this organization, the most frequency is related to people with 7 -12 years working experience, 13 (32.5%) and the least frequency is related to individuals with 25-30 years working experience, 3 (7.5%); and according to total experience, the most frequency is related to people with 7-12 years working experience, 17 (36.9%) and the least frequency is related to individuals with 25-30 years working experience, 5 (10.9%).

In table (5), the frequency distribution of the research sample based on the working unit is presented.

Table (5) sample's frequency distribution based on working unit

Cumulative frequency percentage	frequency	Frequency percentage	Frequency	Working unit
44/7		44/7	<b>17</b>	Donors
50		5/3	<b>2</b>	Medical diagnosis
89/5		39/5	<b>15</b>	Laboratory
97/4		7/9	<b>3</b>	Administration
100		2/6	<b>1</b>	IT
		100	<b>38</b>	Total
			<b>17</b>	No response

According to table (5), among thirty-eight respondents to this question, the most frequency is related to people working in the donors unit, 17 (44.7%) and the least frequency is related to people working in IT, 1 (2.6%).

In table (6), the research sample's frequency distribution by age is presented

Table (6) research sample's frequency distribution by age

Cumulative frequency percentage	frequency	Frequency percentage	Frequency	Age group
31/3		31/3	<b>13</b>	25-32 years
62/6		31/3	<b>13</b>	33-40 years
95/1		32/5	<b>14</b>	41-48 years
100		6/9	<b>3</b>	Above 49 years
		100	<b>43</b>	Total
			<b>12</b>	No response

According to table (6), among forty-three respondents, the most frequency is related to individuals with 41-48 years age group, 14 (32.5%) and the least frequency is related to those who are above 49 years old, 3 (6.9%).

In table (7), the sample's frequency distribution and percentage by marital status is presented.

Table (7) sample's frequency distribution by marital status

Cumulative percentage	frequency	Frequency percentage	Frequency	Marital status
	93/3	93/3	<b>42</b>	Married
	100	6/7	<b>3</b>	Single
		100	<b>45</b>	Total
			<b>10</b>	No response

As can be observed in table (7), among forty-five respondents, the sample's frequency of the married people is 42 (93.3%) and the frequency of single people is 3 (6.7%).

In table (8), the sample's frequency based on the type of employment is presented.

Table (8) sample's frequency by the type of employment

Cumulative percentage	frequency	Frequency percentage	Frequency	type of employment
	51/1	51/1	<b>24</b>	Official
	70/2	19/1	<b>9</b>	Contractual
	95/7	25/5	<b>12</b>	Contract
	100	4/3	<b>2</b>	Project
		100	<b>47</b>	Total
			<b>8</b>	No response

According to table (8), among forty-seven respondents, the most frequency is related to individuals with official employment, 24 (51.1%) and the least frequency is related to people who have completed the project, 2 (4.3%).

## Part II

### Results of research questions

#### 1. What is the significance of organizational climate dimensions from the employee's perspective?

In table (9), T-student test was used to compare the calculated mean of organizational climate dimensions and the expected mean.

Table (9) T-student test to compare the calculated mean of organizational climate dimensions and the expected mean



Significance level	Degree of freedom	t	Standard error	Standard deviation of the distribution	Mean	No.	Variable
.000	54	4.198	.12	.87	3.49	55	Communication
.076	54	1.808	.08	.61	3.15	55	Justice
.005	54	2.935	.09	.69	3.27	55	Leadership
.000	54	6.826	.08	.60	3.55	55	Staff management
.000	54	4.644	.10	.71	3.44	55	Values
.544	54	.610	.10	.72	3.06	55	Risk-taking
.000	54	5.362	.09	.69	3.50	55	Training and Development
.020	54	2.393	.12	.88	3.28	55	Teamwork
.000	54	4.086	.10	.76	3.42	55	Work ethic
.001	54	-3.398	.13	.99	2.55	55	Customer orientation
.000	54	5.689	.10	.76	3.58	55	Decision-making

P<0.01

As shown in table (9), in comparison of the calculated mean of organizational climate dimensions and the expected mean, there is a significant difference between the calculated mean of communication, leadership, staff management, , values, training and development, teamwork, work ethic, customer orientation, and decision-making and the expected mean so that all the above calculated means, except for customer orientation, are higher than the expected mean. Therefore, based on priority, the decision making right (3.58), the management applied in the organization (3.55), training and development (3.50), working communication (3.49), job values (3.44), having work ethic (3.42), having teamwork (3.28) and having an effective leadership in the organization (3.27) are very important for the employees of this organization.

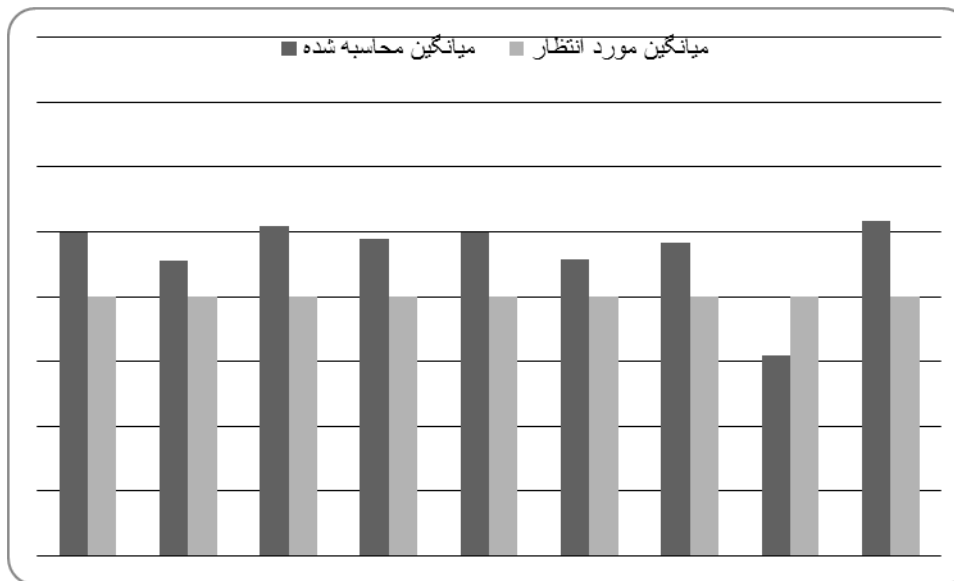


Figure (1) comparing the calculated mean of organizational climate dimensions and the expected mean

**2. What is the significance of motivational needs from the employees' perspective?**

In table (10) T-student test was used to compare the calculated mean of motivational needs and the expected mean.

Table (10) T-student test for comparing the calculated mean of motivational needs and the expected mean

Significance level	Degree of freedom	t	Standard error	Standard deviation of the distribution	Mean	No.	Variable
.023	54	2.347	.47	3.50	13.11	55	Physiology
.000	54	4.068	.54	4.01	14.20	55	Dependency
.005	54	-2.928	.53	3.91	10.45	55	Growth

P<0.01

As shown in table (10), in comparing the calculated mean of the motivational needs and the expected mean, there is a significant difference between the calculated mean of physiological, dependency, and growth needs and the expected means so that the means of physiological and dependency needs are higher than the expected mean and the mean of growth is less than it. Therefore, according to priority, the dependency (14.20) and physiological needs (13.11) are of

great importance for the employees of organization while the growth needs are not still important.

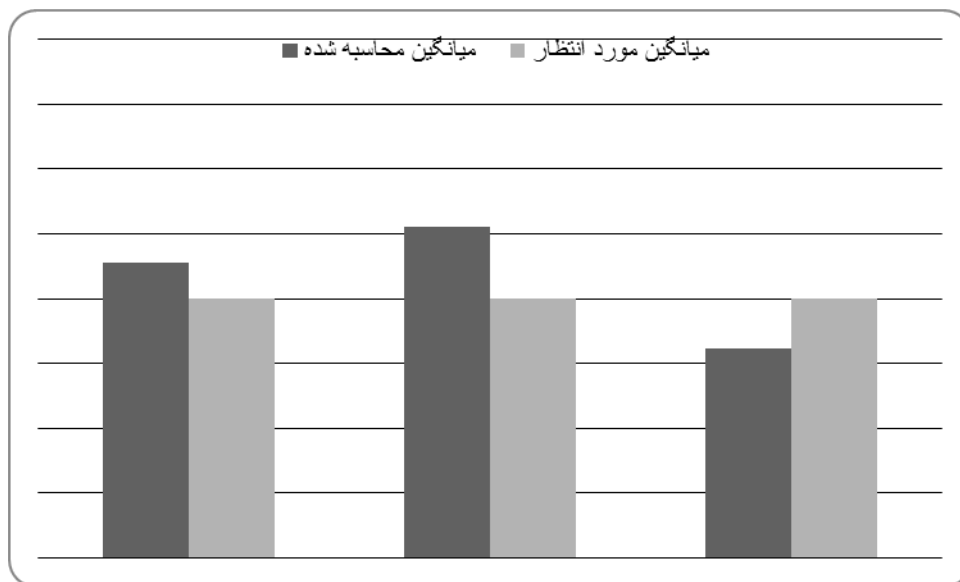


Figure (2) comparing the calculated mean of motivational needs and the expected mean

### 3. What is the significance of motivational potential dimensions from the employee's perspective?

In table (11), T -student test was used to compare the calculated mean of motivational potential dimensions and the expected mean.

Table (11) T-student test for comparing the calculated mean of motivational potential dimensions and the expected mean

Significance level	Degree of freedom	t	Standard error	Standard deviation of the distribution	Mean	No.	Variable
.000	54	4.148	.08	.59	3.33	55	Task diversity
.869	54	-.165	.06	.41	2.99	55	Task identity
.041	54	2.093	.06	.45	3.13	55	Task importance
.060	54	1.919	.06	.42	3.11	55	Authority
.054	54	1.970	.06	.46	3.12	55	Feedback

As can be observed in table (11), in comparing the calculated mean of employee's motivational potential dimensions and the expected mean, there is a significant difference between the

mean of task diversity and task importance and the expected means so that these means are higher than the expected mean. Therefore, based on priority, having task diversity (3.33) and task importance (3.13) are of great importance for employees.

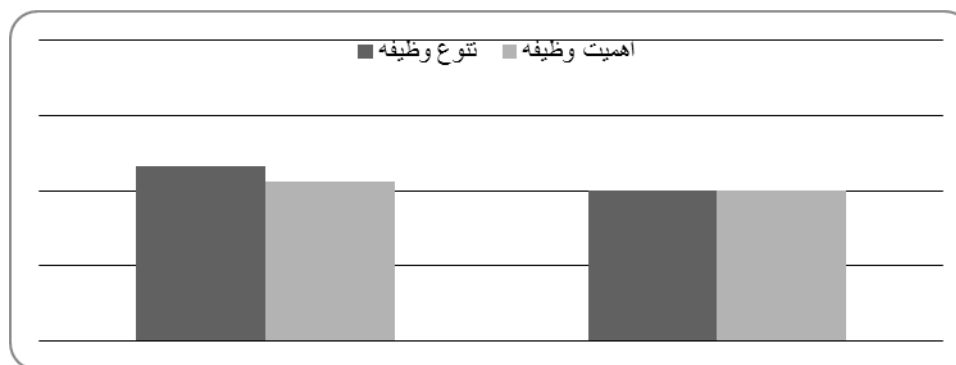


Figure (3) comparison of the calculated mean of motivational potential dimensions and the expected mean

**4. Is there any relationship between the organizational climate dimensions and employee's motivational needs?**

In table (12), Pearson correlation coefficient of organizational climate dimensions and employee's motivational needs is presented.

Table (12) correlation between organizational climate dimensions and employee's motivational needs

Employee's motivational needs				Organizational climate dimensions
Growth	Dependency	Physiology		
0/134	0/134	0/173	Correlation coefficient	Communication
0/325	0/331	0/206	Sig.	
**0/407	0/132	*0/312	Correlation coefficient	Justice
0/002	0/338	0/021	Sig.	Leadership
**0/585	*0/338	**0/388	Correlation coefficient	
0/000	0/012	0/003	Sig.	Staff management
**0/353	0/178	0/121	Correlation	

0/008	0/194	0/378	coefficient	
*0/342	0/120	0/073	Sig.	Values
			Correlation coefficient	
0/011	0/385	0/596	Sig.	
**0/625	*0/296	*0/339	Correlation coefficient	Risk-taking
			Sig.	
0/000	0/028	0/011	Sig.	
*0/472	*0/318	0/225	Correlation coefficient	Training and development
			Sig.	
0/000	0/018	0/098	Sig.	

Continued

Employee's motivational needs				Organizational climate dimensions
Growth	Dependency	Physiology		
0/199	0/073	0/087	Correlation coefficient	Teamwork
0/145	0/599	0/528	Sig.	
**0/408	0/116	0/230	Correlation coefficient	Working ethic
0/002	0/399	0/091	Sig.	
**0/361	0/235	**0/467	Correlation coefficient	Customer orientation
0/007	0/084	0/000	Sig.	
**0/440	0/186	**0/353	Correlation coefficient	Decision-making
0/001	0/173	0/008	Sig.	

As shown in table (12), among the organizational climate dimensions, there is a significant relationship between justice ( $r=0.312$ ), leadership ( $r=0.388$ ), risk-taking ( $r=0.339$ ), customer orientation ( $r=0.467$ ), and decision-making ( $r=0.353$ ) and employee's physiological needs

( $P < 0.01$  or  $P < 0.05$ ) but other dimensions do not have any significant relationship with employee's physiological needs ( $P > 0.05$ ). Therefore, among the organizational climate dimensions, justice, leadership, risk-taking, customer orientation, and decision-making have a significant relationship with physiological needs. The shared variances of justice, leadership, risk-taking, customer orientation, and decision-making with physiological needs are 9.7%, 15%, 11.5%, 21%, and 12.2%, respectively.

In addition, among organizational climate dimensions, there is a significant relationship between leadership ( $r = 0.338$ ), risk-taking ( $r = 0.296$ ), and training and development ( $r = 0.318$ ) and employee's dependency needs ( $P < 0.01$  or  $P < 0.05$ ) but there is not any significant relationship between other dimensions and employee's dependency needs ( $P > 0.05$ ). Therefore, among the organizational climate dimensions, there is a significant relationship between leadership, risk-taking, and training and development and physiological needs. The shared variances of leadership, risk-taking, and training and development with dependency needs are 10.8%, 8.4%, 10.2%, respectively.

Among organizational climate dimensions, there is a significant relationship between justice ( $r = 0.407$ ), leadership ( $r = 0.585$ ), staff management ( $r = 0.353$ ), values ( $r = 0.342$ ), risk-taking ( $r = 0.625$ ), training and development ( $r = 0.472$ ), working ethic ( $r = 0.408$ ), customer orientation ( $r = 0.361$ ), and decision-making ( $r = 0.440$ ) and employee's growth needs ( $P < 0.01$  or  $p < 0.05$ ) but other dimensions don't have any significant relationship with employee's growth needs ( $P > 0.05$ ). Therefore, among organizational climate dimensions, justice, leadership, staff management, value, risk-taking, training and development, working ethic, customer orientation, and decision-making have a significant relationship with physiological needs. The shared variances of , justice, leadership, staff management, value, risk-taking, training and development, working ethic, customer orientation, and decision-making with physiological needs are 6%, 33.16%, 5.2%, 11.12%, 16.4%, 22%, 38%, 12.9%, and 19.3%, respectively.

**5. Is there any significant relationship between organizational climate dimensions and employee's motivational potential dimensions (task diversity, task identity, task importance, authority, and feedback)?**

In table (13), Pearson correlation coefficients of organizational climate dimensions and employee's motivational potential dimensions are provided.

Table (13) correlation between organizational climate dimensions and employee's motivational potential dimensions

motivational potential dimensions						organizational climate dimensions
Feedback	Authority	Task importance	Task identity	Task diversity		
0/135	-0/156	-0/240	*0/337	*0/328	Correlation coefficient	Communication
0/324	0/257	0/078	0/012	0/015	Sig.	
0/130	**0/362	-0/202	-0/131	**0/380	Correlation coefficient	Justice
0/343	0/007	0/139	0/340	0/004	Sig.	
0/208	-0/224	*-0/342	-0/089	**0/519	Correlation coefficient	Leadership
0/128	0/10	0/011	0/516	0/000	Sig.	
0/193	-0/162	*-0/388	-0/188	*0/315	Correlation coefficient	Staff management
0/158	0/238	0/003	0/169	0/019	Sig.	
0/108	0/081	-0/190	**0/347	**0/547	Correlation coefficient	Values
0/432	0/556	0/165	0/009	0/000	Sig.	
0/222	-0/262	-0/234	-0/207	**0/583	Correlation coefficient	Risk-taking
0/103	0/053	0/085	0/129	0/000	Sig.	
0/235	-0/154	-0/230	0/049	**0/414	Correlation coefficient	Training and development
0/084	0/262	0/091	0/421	0/002	Sig.	
-0/057	-0/255	-0/252	-0/125	**0/382	Correlation	Teamwork

0/681	0/060	0/064	0/361	0/004	coefficient Sig.	
-0/004	-0/080	*-0/303	*-0/266	**0/555	Correlation coefficient	Working ethic
0/98	0/561	0/205	0/049	0/000	Sig.	
0/141	-0/156	*-0/329	0/030	**0/379	Correlation coefficient	Customer orientation
0/305	0/255	0/014	0/83	0/004	Sig.	
0/115	**0/247	*-0/310	-0/219	*0/454	Correlation coefficient	Decision-making
0/402	0/009	0/021	0/108	0/000	Sig.	

As can be seen in table (13), among organizational climate dimensions, there is a significant relationship between all dimensions and task diversity ( $P < 0.01$  or  $P < 0.05$ ). There is also a significant relationship between communication, values, and working ethic and task identity ( $P < 0.01$  or  $P < 0.05$ ). There is a significant relationship between leadership, staff management, working ethic, customer orientation, and decision-making and task importance ( $P < 0.01$  or  $P < 0.05$ ). There is a significant relationship between justice and decision-making and authority ( $P < 0.01$ ). However, no significant relationship exists between all organizational climate dimensions and feedback ( $P > 0.05$ ).

**Summary**

This study aimed to examine employee's perspective on organizational climate dimensions and motivational factors and explain their relationship in the Blood Transfusion Organization's employee. Eighty-seven participants were selected as the statistical population of all parts of the organization which fifty-five participants answered the questionnaires. The research tool was included questionnaires of organizational climate dimensions, motivational potential dimensions (job identification), and employee's needs. Given the research goals and questions, the data from the research questionnaires was analyzed using descriptive and inferential statistics through SPSS.17 software and the following results were obtained.

**Discussion**

**The significance of organizational climate dimensions from employee's perspective**

T-student test was used to compare the calculated mean of organizational climate dimensions and the expected mean. As shown, in comparison of the calculated mean of organizational climate dimensions and the expected mean, there was a significant difference between the calculated mean of communication, leadership, staff management, values, training and development, teamwork, work ethic, customer orientation, and decision-making and the



expected mean so that all the above calculated means, except for customer orientation, are higher than the expected mean. Therefore, based on priority, the decision making right (3.58), the management applied in the organization (3.55), training and development (3.50), working communication (3.49), job values (3.44), having work ethic (3.42), having teamwork (3.28) and having an effective leadership in the organization (3.27) were of great importance for the organization's employees.

### **The significance of motivational needs from employee's perspective**

T-student test was used to compare the calculated mean of motivational needs and the expected mean. As shown previously, in comparing the calculated mean of the motivational needs and the expected mean, there was a significant difference between the calculated mean of physiological, dependency, and growth needs and the expected means so that the means of physiological and dependency needs were higher than the expected mean and the mean of growth was less than it. Therefore, based on priority, the dependency (14.20) and physiological needs (13.11) are of great importance for the employees of organization while the growth needs were not still important.

### **The significance of motivational potential dimensions from employee's perspective**

T-student test was used to compare the calculated mean of motivational potential dimensions and the expected mean. As already shown, in comparison of the calculated mean of employee's motivational potential dimensions and the expected mean, there was a significant difference between the means of task diversity and task importance and the expected means so that these means were higher than the expected mean. Therefore, based on priority, having task diversity (3.33) and task importance (3.13) were of great importance for the employees.

### **The relationship between organizational climate dimensions and employee's motivational needs**

As previously shown, among the organizational climate dimensions, there was a significant relationship between justice ( $r=0.312$ ), leadership ( $r=0.388$ ), risk-taking ( $r=0.339$ ), customer orientation ( $r=0.467$ ), and decision-making ( $r=0.353$ ) and employee's physiological needs ( $P<0.01$  or  $P<0.05$ ) but other dimensions did not have any significant relationship with employee's physiological needs ( $P>0.05$ ). Therefore, among the organizational climate dimensions, justice, leadership, risk-taking, customer orientation, and decision-making had a significant relationship with physiological needs. The shared variances of justice, leadership, risk-taking, customer orientation, and decision-making with physiological needs were 9.7%, 15%, 11.5%, 21%, and 12.2%, respectively.

In addition, among organizational climate dimensions, there was a significant relationship between leadership ( $r=0.338$ ), risk-taking ( $r=0.296$ ), and training and development ( $r=0.318$ ) and employee's dependency needs ( $P<0.01$  or  $P<0.05$ ) but there was not any significant relationship between other dimensions and employee's dependency needs ( $P>0.05$ ). Therefore, among the organizational climate dimensions, there was a significant relationship between leadership, risk-taking, and training and development and physiological needs. The shared variances of leadership, risk-taking, and training and development with dependency needs were 10.8%, 8.4%, 10.2%, respectively.

Among organizational climate dimensions, there was a significant relationship between justice ( $r=0.407$ ), leadership ( $r=0.585$ ), staff management ( $r=0.353$ ), values ( $r=0.342$ ), risk-taking

( $r=0.625$ ), training and development ( $r=0.472$ ), working ethic ( $r=0.408$ ), customer orientation ( $r=0.361$ ), and decision-making ( $r=0.440$ ) and employee's growth needs ( $P<0.01$  or  $p<0.05$ ) but other dimensions didn't have any significant relationship with employee's growth needs ( $P>0.05$ ). Therefore, among organizational climate dimensions, justice, leadership, staff management, value, risk-taking, training and development, working ethic, customer orientation, and decision-making had a significant relationship with physiological needs. The shared variances of , justice, leadership, staff management, value, risk-taking, training and development, working ethic, customer orientation, and decision-making with physiological needs were 6%, 33.16%, 5.2%, 11.12%, 16.4%, 22%, 38%, 12.9%, and 19.3%, respectively.

**The relationship between organizational climate dimensions and employee's motivational potential dimensions (task diversity, task identity, task importance, authority, and feedback)**

As already observed, among organizational climate dimensions, there was a significant relationship between all dimensions and task diversity ( $P<0.01$  or  $P<0.05$ ). There was also a significant relationship between communication, values, and working ethic and task identity ( $P<0.01$  or  $P<0.05$ ). There was a significant relationship between leadership, staff management, working ethic, customer orientation, and decision-making and task importance ( $P<0.01$  or  $P<0.05$ ). There was a significant relationship between justice and decision-making and authority ( $P<0.01$ ). However, no significant relationship existed between all organizational climate dimensions and feedback ( $P>0.05$ ).

**References**

- Razeghi, A (1988), the role of specialization and its relationship with organizational motivation and morale in Islamic Republic of Iran banks (MA thesis), Tehran University
- Birya, R (1997), factors affecting the employee's motivation in Iran Insurance Company, Isfahan (MA thesis), Islamic Azad University of Khorasgan
- Rees, A (1991), Management of organizational behavior, New Jersey: Prentice Hall fifth education
- Hesseininasab, D (1994), Efficiency development centers of faculty members at universities, Tehran: Institute for Research and Planning in Higher Education
- Nobakht Haghghi, A (1989), Factors Affecting the inadequate presence of physicians in the medical centers of Shahid Beheshti University, journal of medical school, 1989, 13 (1,2): 9-61