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DOES ORGANISATIONAL CLIMATE AFFECT THE MOTIVATION OF RESTAURANT EMPLOYEES?[1]

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ARTICLE HISTORY	ABSTRACT

This study explores the relationship between organisational climate and employee motivation in restaurant businesses operating in Adana, Türkiye. The main objective is to determine the extent to which organisational climate influences employees' intrinsic and extrinsic motivation levels. Quantitative data were collected through validated measurement scales, and confirmatory factor analysis (CFA) confirmed the six-dimensional structure of the Organisational Climate Scale and the two-dimensional structure of the Motivation Scale. The results reveal that organisational climate explains a significant portion of variance in motivation ($R^2 = 0.214$ for intrinsic motivation; $R^2 = 0.197$ for extrinsic motivation). Among the subdimensions, organisational structure negatively affects intrinsic motivation, whereas individual responsibility and managerial support have positive impacts. Furthermore, a favourable and comfortable working environment significantly strengthens extrinsic motivation. These findings suggest that supportive, participative, and flexible organisational structures play a crucial role in enhancing employees' motivation, while rigid and hierarchical systems tend to reduce it. Overall, the study emphasizes that a fair, communicative, and structurally adaptable organisational climate fosters both motivation and performance among restaurant employees, contributing to improved job satisfaction, commitment, and organisational effectiveness.

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[1] This research is based on Cem Kenanoğlu's master's thesis titled "The Impact of Organizational Climate on Employee Motivation: A Case Study of Restaurant Businesses in Adana."

INTRODUCTION

The primary objective of organizations is to sustain their existence and grow by providing services or producing goods. Achieving these goals depends on accurately analyzing and effectively managing both internal (organisational) and external (environmental) factors. Among the most crucial determinants of organisational success is the human resource factor. Employee productivity and performance play a decisive role in ensuring the organization's success and continuity. Accordingly, employees must possess the knowledge, skills, and competencies required to perform their duties effectively (Armstrong & Taylor, 2020; Robbins & Judge, 2019). However, possessing technical knowledge and skills alone is insufficient; employees must also demonstrate commitment to the organization, maintain motivation, and perform at a high level.

A variety of organisational, psychological, and environmental factors influence employee performance. Identifying and managing these factors effectively is critical to enhancing both employee productivity and Organisational effectiveness. Among these factors, organisational climate and motivation stand out as particularly important. While organisational climate encompasses the shared values, norms, attitudes, and behavioural patterns within an organization, motivation refers to the internal and external forces that drive individuals toward specific goals (Adinew, 2024). These two concepts are complementary components in modern human resource management, directly influencing Organisational success (Schneider et al. (2013).

Motivation is strategically important for both individuals and organizations, serving as a key determinant of organisational success and sustainable competitive advantage. The attainment of organisational goals is directly related to employees' high performance and wholehearted commitment to their work. An effective motivation system strengthens internal communication, ensures that tasks are carried out efficiently, and increases overall productivity. Numerous studies in the literature have demonstrated the positive effects of motivation on job satisfaction, organisational commitment, and performance (Baard, Deci, & Ryan, 2004; Cerasoli, Nicklin, & Ford, 2014). Motivated employees perceive their work not merely as an obligation but as an opportunity for personal growth and achievement. This perspective significantly enhances their productivity, creativity, and organisational loyalty. Highly motivated individuals invest emotionally in their tasks, exhibit greater resilience to stress, and align their personal values with organisational objectives (Gagné et al., 2019; Ryan & Deci, 2020). Therefore, motivation is a fundamental psychological process that shapes not only individual job performance but also employees' overall attitudes and behaviours toward their organization.

Conversely, a lack of motivation may lead employees to view their duties as mere obligations, resist innovation, perform tasks minimally, and consequently reduce overall organisational performance. Low motivation is often associated with increased absenteeism, higher turnover intention, and weakened organisational commitment (Amabile & Pratt, 2016; Kanfer, Frese & Johnson, 2017). Thus, the sustainable success of organizations depends on adopting a holistic management approach that identifies and supports both intrinsic and extrinsic sources of employee motivation. Effective motivation policies enhance job satisfaction and organisational commitment while fostering long-term organisational learning, innovation, and performance improvement.

Restaurant businesses, due to their labor-intensive nature, represent one of the most sensitive areas of the service sector. The high level of customer interaction in both production and service delivery processes requires the simultaneous management of tangible elements (such as product quality, service

speed, and hygiene) and intangible elements (such as communication, attitude, and empathy) (Baum, 2007; Guerrier & Deery, 1998). Therefore, the effective management of human resources in restaurant enterprises necessitates a careful examination of the variables that influence employees, particularly organisational climate and motivation. The purpose of this study is to examine the concepts of organisational climate and motivation, which are crucial for effective human resource management. It aims to reveal the relationship between organisational climate and employee motivation through a field study conducted among employees of restaurant enterprises in the province of Adana.

Previous studies have explored the relationship between organisational climate and employee motivation across various sectors. Academic research consistently demonstrates a strong and positive correlation between organisational climate and employee motivation. For instance, Aksoy (2006) found in the automotive sector that employees' perceptions of a supportive organisational climate significantly increased their motivation levels. Similarly, Gök (2009) reported in the banking industry that various dimensions of organisational climate positively impacted both motivation and overall employee performance. Özkul (2013) confirmed this relationship in the plastics industry, showing that a positive climate directly enhances motivation.

In the public sector, Tataroğlu (2017) discovered that employees with a higher perception of organisational climate displayed greater motivation. Papila (2019) emphasized that a supportive climate within public institutions meaningfully strengthens employee motivation. In the sports sector, Onağ and Gürgen (2018) examined employees in provincial directorates of youth and sports and found that Organisational climate positively influences both motivation and performance. Oran (2020) also identified a significant correlation between the motivation levels of sports sciences graduates and their perceptions of Organisational climate. Rusu and Avasilcai (2014) found that organisational climate has a positive effect on employee motivation in industrial companies, while Haseeb et al. (2016) reported similar results in the manufacturing industry. Ahluwalia and Singh (2015) demonstrated that among Indian railway employees, factors such as organisational structure, communication flow, and climate were strong predictors of work motivation and commitment. Riyadi (2020) found that leadership style, individual characteristics, and organisational climate significantly affect motivation, job satisfaction, and performance among public employees in Indonesia.

While the relationship between organisational climate and motivation has been explored in various sectors, there is still a lack of comprehensive empirical research within the tourism sector, particularly focusing on restaurant enterprises. The earliest study on organisational climate and employee motivation in the restaurant industry was conducted by Curtis and Upchurch (2009). However, this study did not empirically test the causal relationship between these variables, indicating that the connection between organisational climate and motivation in restaurant settings has not been thoroughly examined.

This study is the first comprehensive empirical investigation to address the relationship between organisational climate and employee motivation within the context of restaurant enterprises. By clarifying the effect of organisational climate on employee motivation in restaurants, this study not only fills a significant gap in the academic literature but also offers practical insights and guidance for decision-makers in developing effective human resource policies. Furthermore, Adana, known for its rich culinary heritage, is one of Turkey's leading gastronomic centers. As the city's gastronomic tourism potential continues to grow, the number and significance of restaurant enterprises are steadily

increasing. This study examines the relationship between employee motivation and organisational climate in restaurant businesses, which is particularly important. The findings are expected to offer practical implications that can improve management processes, enhance employee productivity, and contribute to the regional economy.

CONCEPTUAL FRAMEWORK

Organisational Climate

Organisational climate is akin to concepts such as environment, culture, emotion, and atmosphere. It reflects the overall quality of an organization, the emotional states of employees, and the nature of internal interactions (Tagiuri, Litwin & Barnes, 1968). In organizations, employees come together as individuals under specific rules to achieve common goals. Hence, organisational climate represents the identity of an organization, shaping the shared values, perceptions, and attitudes of its members. In essence, organisational climate refers to the psychosocial atmosphere perceived by employees in the workplace and is considered a crucial variable in explaining behaviors within organizations (Schneider, Ehrhart & Macey, 2013).

Organisational climate not only describes existing Organisational conditions but also acts as a determinant of organisational effectiveness, employee motivation, job satisfaction, and organisational commitment (Kuenzi & Schminke, 2020). A well-structured organisational climate enhances employee morale, strengthens communication, supports innovation, and positively contributes to the overall performance of the organization (Kyeong, 2025). Furthermore, organisational climate guides employee behavior and lays the groundwork for the formation of organisational culture; thus, it indirectly influences various managerial domains ranging from decision-making processes to leadership styles (Ashkanasy, Wilderom & Peterson, 2020).

This study adopts the classification of organisational climate developed by Litwin and Stringer (1968) and further refined by Stringer (2002), examining the concept through six dimensions: organisational structure, responsibility, reward, risk-taking, work environment, and support. These dimensions provide a comprehensive framework for understanding the atmosphere perceived by employees within organizations.

- Organisational structure refers to perceptions concerning rules, hierarchy, and organisational arrangements. Rigid and centralized structures may inhibit creativity, whereas flexible and horizontal structures foster empowerment and participation.
- Responsibility denotes the degree to which employees can take initiative, participate in decision-making, and exert control over their work. Organizations that encourage employees to assume responsibility tend to have higher levels of job satisfaction and productivity.
- Reward concerns the recognition and fair remuneration of employee achievements. Fair and performance-based reward systems enhance motivation, while unjust practices negatively impact the organisational climate.
- Risk-taking reflects the organization's openness to innovation and change. Climates that allow for experimentation and encourage risk-taking foster creativity, while bureaucratic structures can constrain this process.
- Work environment represents the level of friendship, trust, and open communication among employees; organizations where sincerity prevails tend to have higher motivation and commitment levels.

- Support indicates the extent to which managers allow employees to make mistakes, develop themselves, and participate in decision-making processes. A supportive managerial approach positively affects commitment and performance.

Recent research shows that these dimensions of organisational climate influence not only individual attitudes but also an organization's competitive capacity. In particular, a supportive and trust-based climate increases employees' learning motivation (Shahid, 2018), facilitates the adoption of innovative ideas (Kyeong, 2025), and strengthens the sense of psychological safety (Edmondson & Lei, 2014). Therefore, organisational climate is viewed as a dynamic system that guides organisational behavior and directly affects performance and productivity.

Motivation

Motivation is the combination of internal and external forces that initiate, sustain, and terminate behaviors aimed at achieving specific goals. Traditional views of motivation conceptualize it as either internal drives or external incentives that trigger behavior (Crookes & Schmidt, 1991). In contrast, contemporary organisational behavior literature sees motivation as a multidimensional process arising from the interplay of cognitive, emotional, and environmental factors (Kanfer, Frese & Johnson, 2017; Ryan & Deci, 2020). This perspective encompasses not only an individual's intrinsic desires but also external influences such as organisational conditions, leadership styles, reward systems, and the work environment. As a result, understanding and enhancing employee motivation is crucial for productivity, performance, and sustainable organisational success (Gagné et al., 2019).

Numerous theoretical approaches have emerged in the motivation literature. Maslow's Hierarchy of Needs Theory (1943) posits that human behavior evolves from basic physiological needs to higher-order needs, including safety, belonging, esteem, and self-actualization. Herzberg's Two-Factor Theory (1959) differentiates between hygiene factors (such as salary, job security, and working conditions) and motivators (such as achievement, recognition, and responsibility), arguing that only the latter truly foster motivation. McClelland's Achievement Motivation Theory (1961) correlates motivation with three fundamental needs—achievement, power, and affiliation—and states that individuals with a high need for achievement prefer risks and responsibility. Expectancy Theory (Vroom, 1964) explains motivation through the rational relationships among effort, performance, and reward, while Equity Theory (Adams, 1965) asserts that perceived fairness impacts motivation, with inequity leading to a decrease in motivation.

Modern motivation theories emphasize that individuals are driven not only by external rewards but also by intrinsic psychological needs such as autonomy, competence, and meaningfulness. Self-Determination Theory (Deci & Ryan, 2000; 2020) is considered one of the most comprehensive contemporary frameworks. It suggests that individuals possess an innate tendency toward self-actualization, and nurturing this tendency is vital for maintaining motivation. The theory identifies three essential psychological needs:

- Autonomy: the ability to direct one's own behavior in accordance with personal values and make independent decisions;
- Competence: the feeling of being effective and successful in one's tasks;
- Relatedness: the need to form meaningful social connections and develop a sense of belonging (Ryan & Deci, 2020).

Satisfying these needs enhances intrinsic motivation, whereas controlling, distrustful, or overly supervised environments can diminish it and lead to alienation (Vansteenkiste, Ryan & Soenens, 2020). According to the theory, motivation has two main dimensions: intrinsic and extrinsic. Intrinsic motivation comes from internal sources of satisfaction, such as finding work meaningful, curiosity, the desire to learn, and the sense of accomplishment (Ryan & Deci, 2000). For example, when an employee experiences autonomy, acquires new skills, or takes on more responsibility, intrinsic motivation typically increases. On the other hand, extrinsic motivation arises from responses to external incentives, such as rewards, praise, or promotions (Vansteenkiste, Ryan & Soenens, 2020). Bonuses, salary increases, and managerial recognition serve as key drivers of extrinsic motivation (Howard, Gagné & Bureau, 2017; Kim & Beehr, 2021).

Intrinsic and extrinsic motivations are not mutually exclusive; instead, they complement each other. Intrinsic motivation fosters creativity, innovative thinking, and Organisational commitment (Amabile & Pratt, 2016; Gagné, Deci & Ryan, 2022), while extrinsic motivation supports short-term performance and task-oriented behavior (Kanfer, Frese & Johnson, 2017). However, relying solely on external rewards can ultimately undermine intrinsic motivation over time and reduce an individual's genuine interest in their work (Vansteenkiste et al., 2020). Therefore, effective motivation management within organizations hinges on balancing these two elements. A balanced motivational approach can enhance employees' personal satisfaction and overall Organisational performance, fostering long-term commitment, creativity, and productivity (De Clercq, Azeem & Haq, 2022).

The Relationship between Organisational Climate and Motivation

Organisational climate is a key variable reflecting employees' perception of their work environment, management style, communication patterns, and organisational values. Employees' perceptions of the organisational climate directly affect their attitudes toward work, performance, and motivation levels (Litwin & Stringer, 1968; Schneider et al., 2013). A supportive, fair, and open-communication-based organisational climate enables employees to feel valued, thereby enhancing their commitment to the organization and enthusiasm for their work (Tutar & Altınöz, 2010; Demir & Ay, 2022). In contrast, negative climate elements such as distrust, excessive control, lack of communication, and perceived injustice weaken motivation and reduce organisational commitment (Çekmecelioğlu, 2005; Madan & Chaurasia, 2023). Thus, organisational climate shapes not only the physical but also the psychological work environment, playing a critical role in sustaining motivation.

The literature consistently demonstrates a significant and positive relationship between Organisational climate and employee motivation. Studies by Aksoy (2006), Gök (2009), Özkul (2013), Rusu and Avasilcai (2014), Haseeb et al.(2016), Tataroğlu (2017), Onağ and Gürgen (2018), Papila (2019), Oran (2020), Ahluwalia and Singh (2015), Riyadi (2020), and Demir and Ay (2022) have all shown that Organisational climate enhances employee motivation.

Intrinsic motivation is nourished by internal satisfaction sources such as enjoyment of work, desire to learn, aspiration for personal growth, and the feeling of accomplishment (Ryan & Deci, 2020). Organisational climate provides the psychological safety, autonomy, and supportive environment necessary for these sources to emerge. A climate that encourages autonomy, supports creativity, and allows employees to express ideas without fear of failure strengthens intrinsic motivation (Amabile & Pratt, 2016; Gagné, Deci & Ryan, 2022). In organizations where employees feel valued and competent and can participate in decision-making processes, they develop an intrinsic bond and sense of meaning

toward their work (Van den Broeck et al., 2021). Conversely, rigid hierarchies, excessive control, and poor communication weaken intrinsic motivation, diminishing creativity and emotional commitment (Çekmecelioğlu, 2007; Demir & Ay, 2022).

Extrinsic motivation, on the other hand, refers to behavior driven by external factors such as rewards, recognition, promotion, or financial gain (Vansteenkiste, Ryan & Soenens, 2020). Organisational climate directly determines how such incentives are perceived and their effectiveness. In organizations with fair reward systems, performance-based evaluations, and recognition mechanisms, extrinsic motivation levels are higher (Tutar & Altınöz, 2010). Particularly in climates characterized by reward and support, employees exhibit higher achievement-oriented performance (Aksoy, 2006; Yeşil, 2022). However, since a purely reward-driven motivation system may weaken intrinsic motivation over time, organizations must balance reward and recognition mechanisms with psychological support and autonomy (Deci, Olafsen & Ryan, 2017; Gagné et al., 2019).

Based on the literature and empirical findings, the following main and sub-hypotheses were developed to examine the relationship between organisational climate and motivation:

H1: There is a significant relationship between Organisational climate and employees' intrinsic motivation.

> H1a. There is a significant relationship between the organisational structure dimension of organisational climate and employees' intrinsic motivation.
>
> H1b. There is a significant relationship between the responsibility dimension of organisational climate and employees' intrinsic motivation.
>
> H1c. There is a significant relationship between the reward dimension of organisational climate and employees' intrinsic motivation.
>
> H1d. There is a significant relationship between the risk-taking dimension of organisational climate and employees' intrinsic motivation.
>
> H1e. There is a significant relationship between the work environment dimension of organisational climate and employees' intrinsic motivation.
>
> H1f. There is a significant relationship between the support dimension of organisational climate and employees' intrinsic motivation.

H2: There is a significant relationship between organisational climate and employees' extrinsic motivation.

> H2a. There is a significant relationship between the organisational structure dimension of organisational climate and employees' extrinsic motivation.
>
> H2b. There is a significant relationship between the responsibility dimension of organisational climate and employees' extrinsic motivation.
>
> H2c. There is a significant relationship between the reward dimension of organisational climate and employees' extrinsic motivation.
>
> H2d. There is a significant relationship between the risk-taking dimension of organisational climate and employees' extrinsic motivation.

H2e. There is a significant relationship between the work environment dimension of organisational climate and employees' extrinsic motivation.

H2f. There is a significant relationship between the support dimension of organisational climate and employees' extrinsic motivation.

METHOD

This study is based on a section of Cem Kenanoğlu's Master's thesis, conducted under the supervision of Murat Koc and Erdinç Ballı. The Ethics Committee of Çağ University Institute of Social Sciences granted ethical approval for the study on November 29, 2019.

The research employed a relational survey model to investigate the relationship between organisational climate and motivation. This quantitative approach aims to determine the direction and strength of associations among two or more variables (Karasar, 2009). Data were collected using a questionnaire divided into three parts: the Organisational Climate Scale, the Motivation Scale, and a Personal Information Form.

To measure Organisational climate in restaurant enterprises, the study utilized the 30-item, 6-dimension Organisational Climate Scale developed by Stringer (2002) and adapted to Turkish culture by Gerçeker (2012) and Şener (2019). Items 1–7 assess organisational structure, Items 8–11 evaluate responsibility, Items 12–17 measure reward, Items 18–21 examine risk-taking, Items 22–25 consider a temperate work environment, and Items 26–30 focus on support. Reverse-worded statements (Items 1, 3, 5, 8, 10, 15, and 16) were reverse-coded prior to analysis. The motivation scale developed based on the works of Mottaz (1985), Brislin et al.(2005), and Mahaney and Lederer (2006), and previously adapted to Turkish by Dündar, Özutku, and Taşpınar (2007), was administered. The scale consists of two dimensions: Items 1–9 gauge intrinsic motivation, while Items 10–24 assess extrinsic motivation. The scale consists of two dimensions: Items 1–9 gauge intrinsic motivation, while Items 10–24 assess extrinsic motivation. Both scales use a five-point Likert format ranging from 1 (Does not motivate at all) to 5 (Motivates to a very high degree). The researcher-designed Personal Information Form includes eight items capturing demographic characteristics such as gender, age, marital status, education level, job position, department, tenure in the enterprise, and income level.

Before the main study, a pilot test with 30 participants was conducted to evaluate the clarity of the questionnaire, the comprehensibility of items, and the consistency of responses. Revisions were made based on the pilot test results, and the data from this pilot were excluded from the main analyses.

The research population consisted of personnel employed in restaurant enterprises operating in the province of Adana. After obtaining the necessary permissions, questionnaires were hand-delivered to participants on a voluntary basis. Of the 500 questionnaires distributed, 462 were returned; however, 24 were excluded due to incomplete or erroneous responses. Thus, 438 valid questionnaires were retained for analysis, representing the sample of employees working in restaurant businesses in Adana (n = 438).

Data were entered into a computer system and analyzed using IBM SPSS Statistics and LISREL. The analysis procedure included tests of validity and reliability, followed by frequency distributions, correlation, and regression analyses. Cronbach's alpha coefficients were calculated to assess the reliability of the scales, showing α = .856 for the Organisational Climate Scale and α = .900 for the Motivation Scale, indicating high levels of internal consistency for both instruments.

FINDINGS

Demographic Characteristics of Participants

An examination of the demographic characteristics of the 438 restaurant employees who participated in the study revealed that 72.2% of the participants were male and 22.8% were female. In terms of marital status, 42.2% were married, while 57.8% were single. Regarding age distribution, the majority of employees (43.4%) were between 18 and 27 years old. In terms of education level, most participants (53.4%) were high school graduates, followed by associate degree and bachelor's degree holders (each 14.4%). With respect to job positions, nearly half of the participants (49.1%) worked in the service department, while 26.9% worked in the kitchen, 11% in the cashier section, and 13% in other departments (such as valet or reception). Overall, it was determined that the participants were predominantly young, male, high school graduates, and mainly employed in service positions in restaurant enterprises.

Table 1. Participants' Demographic Characteristics (Percentages)

Tablolar	Groups	Frequency (n)	Percentage (%)
Gender	Male	338	72.2
	Female	100	22.8
Marital Status	Single	253	57.8
	Married	185	42.2
Age	18–27	190	43,4
	28–38	148	33,8
	37–47	81	18,5
	48 and above	19	4,3
Education Level	Primary school	75	17,1
	High school	234	53,4
	Associate degree	63	14,4
	Bachelor's degree	63	14,4
	Postgraduate	3	0,7
Department	Service	215	49,1
	Kitchen	118	26,9
	Cashier	48	11,0
	Other	57	13,0
Position	Employee	354	80,8
	Chef	67	15,3
	Manager	17	3,9
Years Worked	Less than 1 year	118	26,9
	1–5 years	213	48,6
	6–10 years	75	17,1
	11–20 years	29	6,6
	21 years and above	3	0,7

Reliability of the Scales

To evaluate the construct validity and factor structure of the scales used in this study, a Confirmatory Factor Analysis (CFA) was conducted. The results indicated that the model was statistically significant for both scales (p = .000; p < .05), which suggests that the difference between the expected and observed covariance matrices was significant. In the CFA for the Organisational Climate Scale, Item 8 ("One of

the problems in this business is that individuals do not take responsibility") and Item 17 ("In this business, employees are not punished when they make mistakes") were excluded from the scale because their factor loadings were below 0.30. The six-factor structure was confirmed with the remaining 28 items, with factor loadings ranging from 0.32 to 0.89. Similarly, the CFA results for the Motivation Scale indicated a good fit with the data. However, Item 20 ("Receiving extra pay for my success") and Item 21 ("Being rewarded for my success") were also removed due to factor loadings below 0.30. The two-factor structure was confirmed with the remaining 22 items, and their factor loadings ranged from 0.32 to 0.76. These findings demonstrate that both scales possess valid and reliable structures. Table 2 provides the fit indices for the CFA results of both scales, showing that the models achieved an acceptable level of fit with the data.

Table 2. Confirmatory Factor Analysis Results for the Motivation Scale

Index (FitMeasures)	Excellent Fit	Acceptable Fit	Organisational Climate Scale	Motivation Scale
$\chi 2/df$ /df	≤2	$2 \leq \chi 2/df \leq 5$	2,79	4,75
RMSEA	0.00≤ RMSEA ≤.05	0.05≤ RMSEA ≤0.10	0.064	0.093
SRMR	.00 ≤SRMR≤.05	.05 ≤SRMR≤.08	0.052	0.066
NFI	.95≤NFI ≤.100	.90≤NFI ≤.95	0.94	0.93
IFI	.95≤NFI ≤.100	.90≤IFI ≤.95	0,95	0.95
CFI	.95≤CFI ≤.100	.90≤CFI ≤.95	0,95	0.95

To test the reliability of the scale, we used the Cronbach's Alpha (α) coefficient method, which is a widely recognized statistical technique for assessing internal consistency. Analyzing the Cronbach's Alpha coefficients presented in Table 3. for the various dimensions of organisational climate shows that the scale exhibits a high level of reliability. The calculated Cronbach's Alpha values are as follows: .874 for the organisational structure dimension, .810 for the reward dimension, .899 for the support dimension, .908 for the moderate working environment dimension, .766 for the risk-taking dimension, and .868 for the individual responsibility dimension.

Additionally, the mean scores of the organisational climate dimensions were measured, yielding the following values: 2.37 for organisational structure, 3.39 for reward, 3.94 for support, 4.19 for the moderate working environment, 3.78 for risk-taking, and 3.61 for individual responsibility. These findings confirm that the scale is generally reliable and demonstrates internal consistency.

Table 3. Reliability Analyses of the Scales

Scale	Dimension	Cronbach's Alpha	Mean
Organisational Climate	Organisational Structure	0.874	2.37
	Individual Responsibility	0.868	3.61
	Reward	0.810	3.39
	Risk Taking	0.766	3.78
	Work Environment	0.908	4.19
	Support	0.899	3.94

Motivation	Intrinsic	0.764	4.24
	Extrinsic	0.867	4.19

For the Motivation Scale, Cronbach's Alpha coefficients also indicated high internal consistency. The coefficients were .764 for the intrinsic motivation dimension and .867 for the extrinsic motivation dimension. The mean scores for intrinsic and extrinsic motivation were 4.24 and 4.19, respectively.

Correlation Analyses Between Variables

To explore the relationships among the variables and their sub-dimensions included in this study, a correlation analysis was performed, and the results are summarized in Table 4 The analysis revealed significant positive correlations between intrinsic motivation and several aspects of organisational climate: individual responsibility ($r = 0.253$, $p < 0.01$), reward ($r = 0.243$, $p < 0.01$), risk-taking ($r = 0.293$, $p < 0.01$), working environment ($r = 0.376$, $p < 0.01$), and support ($r = 0.398$, $p < 0.01$). In contrast, a significant negative correlation was identified between organisational structure and intrinsic motivation ($r = -0.322$, $p < 0.01$).

Table 4. Correlation Analysis Between the Scales

	OS	IR	R	RT	WE	S	IM	EM
Organisational structure	1	-.147**	-.196**	-.305**	-.338**	-.377**	-.322**	-.180**
Individual Responsibility		1	.193**	.232**	.402**	.391**	.253**	.176**
Reward			1	.423**	.574**	.592**	.243**	.283**
Risk Taking				1	.487**	.584**	.293**	.240**
Work Environment					1	.727**	.376**	.433**
Support						1	.398**	.378**
Intrinsic Motivation							1	.577**
Extrinsic Motivation								**1**
** *p< 0.01* * *p< 0.05* *n=438*								
OS: Organisational Structure, IR: Individual Responsibility, R: Reward, RT: Risk Taking, WE: Work Environment, S: Support, IM: Intrinsic Motivation, EM: Extrinsic Motivation								

When the relationships between the sub-dimensions of organisational climate and extrinsic motivation were examined, it was found that there were significant positive correlations between extrinsic motivation and individual responsibility ($r = 0.176$, $p < 0.01$), reward ($r = 0.283$, $p < 0.01$), risk-taking ($r = 0.240$, $p < 0.01$), working environment ($r = 0.433$, $p < 0.01$), and support ($r = 0.348$, $p < 0.01$). On the other hand, a significant negative correlation was observed between Organisational structure ($r = -0.180$, $p < 0.01$) and extrinsic motivation.

Hypothesis Testing: Regression Analyses

Since significant relationships were found between the variables in the correlation analyses, **multiple linear regression analyses** were conducted to determine the effects of independent variables on dependent variables.

The Effect of Organisational Climate on Intrinsic Motivation

Organisational climate subdimensions (organisational structure, reward, individual responsibility, risk taking, work environment, and support) were treated as independent variables, and intrinsic motivation as the dependent variable. The regression analysis tested hypotheses H1 and H1a–H1f. The results (summarized in *Table 5*) indicate that the model was significant (F = 19.596; p = .0001). The Variance Inflation Factor (VIF) values ranged from 1.197 to 2.826, suggesting no multicollinearity (VIF < 10). The Durbin–Watson (D–W) statistic was 1.560, indicating the absence of autocorrelation.

Table 5. The Effect of Organisational Climate Dimensions on Intrinsic Motivation

	Non-Standardized Coefficients		Standardized Coefficients	t	p	Tolerans	VIF
	B	Std. Error	Beta				
Constant	3.182	.236		13.473	.000		
Org. Structure	-.143	.036	-.185	-3.965	**.000**	.835	1.197
Individual Responsibility	.067	.033	.097	2.036	**.042**	.808	1.238
Reward	-.008	.042	-.011	-.195	.845	.590	1.694
Risk Taking	.048	.046	.056	1.044	.297	.637	1.569
Work Environment	.110	.056	.129	1.943	.053	.413	2.422
Support	.137	.058	.171	2.377	**.018**	.354	2.826
Dependent Variable: Intrinsic Motivation; R:0.463; R²:0.214; Adjusted R²:0.203; For the model F: 19.596. p=0.0001; D-W: 1.560							

The model results indicate that organisational climate has a significant effect on intrinsic motivation (R = .463). The coefficient of determination was R² = .214, meaning that 21.4% of the variance in intrinsic motivation is explained by organisational climate. Therefore, Hypothesis H1 was accepted. Among the subdimensions, organisational structure, individual responsibility, and support were found to be statistically significant predictors. Organisational structure had a negative effect, whereas individual responsibility and support had positive effects on intrinsic motivation. The regression results indicated that organisational structure (β = –0.185), individual responsibility (β = 0.097), and support (β = 0.171) significantly influenced intrinsic motivation. Accordingly, the results of the multiple linear regression analysis indicate that H1a, H1b, and H1f were accepted, while H1c, H1d, and H1e were rejected.

The Effect of Organisational Climate on Extrinsic Motivation

The same subdimensions of organisational climate were treated as independent variables, and extrinsic motivation as the dependent variable. The regression analysis tested hypotheses H2 and H2a–H2f. The results (summarized in *Table 6*) indicate that the model was significant (F = 17.571; p = .0001). The VIF values (1.197–2.826) indicated no multicollinearity, and the Durbin–Watson value (1.484) confirmed the absence of autocorrelation.

Table 6. The Effect of Organisational Climate Dimensions on Extrinsic Motivation

	Non-Standardized Coefficients		Standardized Coefficients	t	p	Tolerans	VIF
	B	Std. Error	Beta				
Constant	2.853	.206		13.820	.000		
Org. Structure	-.013	.032	-.020	-.424	.672	.835	1.197
Individual Responsibility	-.007	.029	-.011	-.236	.813	.808	1.238
Reward	.013	.037	.020	.353	.724	.590	1.694
Risk Taking	-.005	.040	-.007	-.126	.900	.637	1.569
Work Environment	.242	.049	.330	4.911	**.000**	.413	2.422
Support	.089	.051	.127	1.754	.080	.354	2.826
Dependent Variable: Extrinsic Motivation							
R:0.443; R²:0.197; Adjusted R²:0.185; For the model F: 17.571, p=0.0001; D-W: 1.484							

The analysis revealed that organisational climate significantly affects extrinsic motivation (R = .443). The coefficient of determination was R^2 = .197, showing that 19.7% of the variance in extrinsic motivation is explained by Organisational climate. Thus, Hypothesis H2 was accepted. Within the model, only the work environment dimension was statistically significant, indicating that the work environment positively influences extrinsic motivation. The regression results showed a positive effect (β = 0.33). Therefore, H2e was accepted, whereas H2a, H2b, H2c, H2d, and H2f were rejected.

CONCLUSION AND DISCUSSION

This research examined the relationship between organisational climate and motivation—two critical components of organisational life. The study focused on employees working in restaurant businesses in Adana province. The primary aim of the research was to reveal how organisational climate affects employees' motivation levels. To assess organisational climate and employee motivation, reliability and validity tests of the scales used were conducted through confirmatory factor analysis (CFA).

The analysis confirmed the six-dimensional organisational structure of the organisational Climate Scale and the two-dimensional organisational structure of the Motivation Scale. The arithmetic means of the sub-dimensions of organisational climate were as follows: Organisational structure (2.37), rewards (3.39), support (3.94), moderate working environment (4.19), risk-taking (3.78), and individual responsibility (3.61). The average values for employee motivation were calculated to be 4.24 for intrinsic motivation and 4.19 for extrinsic motivation.

The research findings indicate that organisational climate significantly impacts both intrinsic and extrinsic motivation. Results from the multiple linear regression analysis show that organisational climate accounts for 21.4% of intrinsic motivation and 19.7% of extrinsic motivation. This suggests that a considerable portion of employees' motivation levels is linked to the prevailing conditions of the organisational climate. In terms of intrinsic motivation, the study found that the organisational structure dimension negatively affects motivation, while the individual responsibility and support dimensions have positive effects. This implies that rigid and hierarchical organisational structures can diminish employees' creativity, participation, and autonomy. Conversely, assigning responsibility to employees and providing managerial support can foster their intrinsic motivation. In other words, a flexible and

participatory organisational structure allows employees to find greater meaning in their work, thus enhancing their intrinsic motivation. Regarding extrinsic motivation, the results indicate that the working environment dimension of organisational climate has a significant positive effect. This suggests that when employees work in physically, socially, and psychologically supportive environments, their extrinsic motivation tends to increase. Particularly in the restaurant industry, factors such as a fast-paced work environment, customer pressure, and physical fatigue can directly impact employee motivation. Therefore, offering employees a comfortable, safe, communicative, and teamwork-oriented working environment enhances their extrinsic motivation for their jobs. In such settings, employees feel that their work is valued; positive feedback from managers, team cohesion, and effective communication contribute to making rewards, recognition, and financial incentives more meaningful.

Research shows that elements such as individual responsibility, support, and a positive working environment enhance motivation, while rigid organisational structures tend to diminish it. Therefore, fostering an organisational climate where employees can freely express their ideas, feel supported, and take on responsibilities within flexible frameworks is crucial for boosting motivation in restaurant businesses. Employee motivation is a fundamental component of both organisational and individual success. Any strategy or practice that enhances motivation contributes to overall organisational performance. A critical step for managers is to analyze how to effectively motivate employees. Enhancing motivation in the workplace can be achieved by ensuring employees succeed in their roles, emphasizing the value and respectability of their work, and demonstrating appreciation through recognition. Factors such as promotion opportunities, bonus and reward systems, complimentary food and beverages, training opportunities, and salary increases also strengthen motivation.

Based on the findings of this study and relevant literature, it can be concluded that positively improving the organisational climate boosts employee motivation. To create a healthy organisational climate in restaurant businesses, managers must first recognize the importance of engaging employees through various supportive factors. Assigning responsibilities, encouraging the testing of new ideas, ensuring a peaceful working environment, promoting strong interpersonal relationships, and maintaining a supportive managerial attitude all contribute to higher motivation. Additionally, since rigid and authoritarian organisational structures tend to diminish motivation, adopting more flexible organisational models is advisable.

Managers play a crucial role in cultivating a positive organisational climate. Essential elements include rewarding employees, providing promotion opportunities, implementing fair compensation policies, encouraging participation in social activities, offering training opportunities, and ensuring that employees can express their opinions freely. Business managers should also organize pay and promotion systems in a fair and transparent manner and maintain high standards for working conditions. The greater the alignment between employee expectations and the opportunities provided by the organization, the higher the levels of job satisfaction and performance will be.

From an academic perspective, the fact that this research was conducted solely in the province of Adana poses a geographical limitation. Future studies in restaurant businesses in different provinces or other segments of the service sector may enhance the generalizability of these findings. To better explain the relationship between organisational climate and motivation, it is recommended to incorporate mediating variables such as leadership style, organisational justice, job satisfaction, or employee engagement into future research models. Additionally, employing qualitative research methods—such

as in-depth interviews or focus group studies—would allow for a deeper understanding of employees' perceptions and experiences, providing richer insights into how organisational climate influences motivation.

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