



EVALUATING THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Employee motivation plays a crucial role in improving organizational performance, productivity, and employee satisfaction. Motivated employees tend to show higher levels of commitment, creativity, and efficiency in their work, which contributes to the overall success of an organization. Employee motivation involves various factors such as financial incentives, recognition, career growth opportunities, job security, and a positive work environment.

This study focuses on understanding the importance of employee motivation and its impact on employee performance and organizational effectiveness. It examines different motivational techniques used by organizations to encourage employees to perform better and remain engaged with their work. Both intrinsic and extrinsic motivational factors are considered in analyzing how organizations can improve employee morale and productivity.

The study highlights that organizations that implement effective motivation strategies can enhance employee job satisfaction, reduce turnover rates, and build a more productive workforce. Proper motivational practices not only improve individual performance but also strengthen teamwork and organizational commitment. Therefore, employee motivation is considered a key element in achieving long-term organizational growth and success.

I. INTRODUCTION

Human resources management is primarily concern with the people management. It Is a crucial subsystem in the process of management. The success or of the organization not only depends on the material, machines and equipment but also on the personnel who put in their best efforts for efficient performance of the job.

Human resources management is the management of employees skills, knowledge, talents aptitudes, creative abilities etc.

DEFINITION OF MOTIVATION:

Motivation has been variously defined by scholars. Usually one or more of these words are included in the definition: desires, wants, aims, goals, drives, movies and incentives. Motivation is derived from the Latin word 'Move on' which means "to move".

Human motives are internalized goals within individuals. A motive is an inner state

that energies activates, or moves and directs or channels behavior towards goals.

NEED OF THE STUDY:

A common place that we see the need to apply motivation is in the work place. In the work force, we can see motivation play a key role in leadership success. A person unable to grasp motivation and apply it, will not become or stay a leader. It is critical that anyone seeking to lead or motivate understand "Howletts Hierarchy of Work Motivators."

Salary, benefits, working conditions, supervision, policy, safety, security, affiliation, and relationships are all externally motivated needs. These are the first three levels of "Howletts Hierarchy" When these needs are achieved; the person moves up to level four and then five. However, if levels one through three are not met, the person becomes dissatisfied with their job. When satisfaction is not found, the person becomes less productive and eventually quits or is fired. Achievement, advancement, recognition, growth,



responsibility, and job nature are internal motivators. These are the last two levels of "Howletts Hierarchy." They occur when the person motivates themselves (after external motivation needs are met.) An employer or leader that meets the needs on the "Howletts Hierarchy" will see motivated employees and see productivity increase. Understanding the definition of motivation, and then applying it, is one of the most prevalent challenges facing employers and supervisors. Companies often spend thousands of dollars each year hiring outside firms just to give motivation seminars.

SCOPE OF THE STUDY

- The study is confined and relevant only to **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) applicable to any organization.
- The study covers recruitment training and development in **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) its solutions at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

OBJECTIVES OF THE STUDY:

1. To find out the present motivation level of the employees in **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.).
2. To find out the blockages for the motivation in **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.).
3. To suggest measures for improvement of the motivation;
4. To study the hygienic and motivational content factors.
5. To prepare the employees to meet the present and changing future job requirements.
6. To prevent employee obsolescence.
7. To develop creative abilities and talents
8. To prepare the employees to move higher in their jobs.
9. To impart new entrants with basic HRD skills and knowledge.

10. To develop the potentialities of the employees for the next level job.
11. To aid total quality management.

II. RESEARCH METHODOLOGY: (Both Primary source of data and Secondary source of data)

Primary Source: Discussions with plant staff, Interviews, Questionnaire administered.

Secondary Source: Journals Magazines and articles from prominent newspapers.

SAMPLING PLAN

- 1) Population specification :
Employees of the Hero MotoCorp Ltd(Phonex motors limited)
- 2) Sample frame :
Corporate sector
- 3) Sample specification :
Employees of Hero MotoCorp Ltd
- 4) Sample size :
100
- 5) Sample method :
Convenience sampling method
- 6) Data analysis :
Tabulation and Interpretation

To achieve the objectives of the study a questionnaire containing questions was given to a sample size of 100 respondents who were asked to give their opinions.

After all the respondents filled up the questionnaire, the collected responses were tabulated question-wise. The total number of times a question was answered as one of the options in the rating scale by all the respondents was tallied, tabulated and shown in the form of a pie graph mentioned for the question.

The percentages shown in the graphs are calculated using the formula:

$$\% \text{ of response} = (\text{Number of responses} / \text{Total number of respondents}) * 100.$$

LIMITATIONS OF THE STUDY:

There are certain limitations of the concept of empowerment. It may be cost consuming in selecting personnel, training costs and labor costs may be high, it may result in slower or inconsistent services and poor use of the technique of empowerment.



At the outset, Managers must also accept the fact that not all employees want to be empowered. Many workers just work better in jobs that are clearly defined and closely supervised. Once both employees and managers have received proper training, the next step is go give employee's control of the resources needed to make the improvements in their job and work processes.

By giving employees information, resources and training and by following with measurements and reinforcement, Human Resources can create an empowered environment. But Empowerment should be continuous process like quality improvement and it is like a race without a finish line. Those companies that take the first step by creating an environment conducive to empowerment will be at the head of the pack.

III. REVIEW OF LITERATURE MOTIVATION

Hero MotoCorp Ltd **recognizes** that employees are the most important resource of any organization. In the modern world, the human factor alone can provide a competitive edge to any organization. As one author remarks – “Some of the best assets walk into and outside the organization everyday”.

All HRD efforts are based on the fundamental concept that “Human-beings infinite potential for growth and development that can be converted into performance by investment of time and effort by management at all levels”. In Hero MotoCorp Ltd “**Human Resource Management** is identified as a key area providing the cutting edge to the organization in its endeavor towards competitive excellence. The HRD philosophy of the organization is based on “continuous efforts to enhance the knowledge develop skills and reorient attitude of employees to keep pace with the changing environment”. An attempt is made to align HD programmers with the basic business strategy.

INTRODUCTION

Human beings are a resource to an organization. Like another resource they represent an investment whose development

and utilization require proper managing. There is a fundamental trust the people are organization's most important assets.

Performance results from the interaction of physical, financial and human resource. The first two are inanimate; they are translated into “productivity” only when human element is introduced. In dealing with employees, however an intangible factor of will, violence or freedom of choice is introduced , and workers can increase or decrease their productivity as they choose. This human quality gives rise to need for motivation.

Motivation is one of the most important factors affecting human behavior. Motivation not only affects other factors like perception and Learning but also affect the total performance of an individual in organizational setting. This is the reason why managers attach great importance to motivation in an organization.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was reached, referred to as the Hawthorne studies, conducted by Elton Mayo from 1924 to 1932(Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973)

The Hawthorne studies began the human relations approach to management, where by the needs and motivations of employees become the primary focus of managers (Bedeian, 1993).

MEANING OF MOTIVATION:

Motivation has been variously defined by scholars. Usually one or more of these words are included inn the definition: desires, wants, aims, goals, drives, movies and incentives. Motivation is derived from the Latin word ‘Move on’ which means “to move”.

Human motives are internalized goals within individuals. A motive is an inner state



that energies activates, or moves and directs or channels behavior towards goals.

DEFINITION:

1. Motivation is the complex forces starting and keeping a person at work in the organization.
2. Motivation is the various drives within or environmental forces surrounding individual that stimulate or attract them in a specific manner.
3. Motivation is the art of understanding motives satisfying them to direct and sustain behavior to wards the accomplishment of organization goals.
4. Motivation is the process of operating organizational conditions which will impel employees of any emotion or desire operation one’s will and prompting or driving at it to action.

Motivation consists of the three interaction and interdependent elements of needs, drives and goals.

Needs: These are the deficient, and create whenever there is a physiological or psychological imbalance.

Drive or motives: These are set to alleviate needs. These are action oriented and provide an energizing thrust toward goal accomplishment. They are the very heart of the motivation process.

Goal: Goals are any thing which will alleviate a need and reduce a drive.

TYPES OF MOTIVATION:

There are 2 types of motivation. They are

1. Positive motivation
2. Negative motivation

Positive motivation is a process of attempting to influence others to do your will through the possibility of gain or reward. Incentive motivation is the pull mechanism.

Negative motivation or fear motivation is based force or fear. Fear causes person to act in a certain way because they are afraid of the consequences if they don’t Fear motivation is the push mechanism.

The objective of motivation is to create condition in which people are willingly to

work with zeal, initiative, interest and enthusiasm, with a high personal and group. Moral satisfaction with a sense of responsibility, loyalty and discipline and with pride and confidence in a most cohesive manner so that the goal of an organization are achieved effectively.

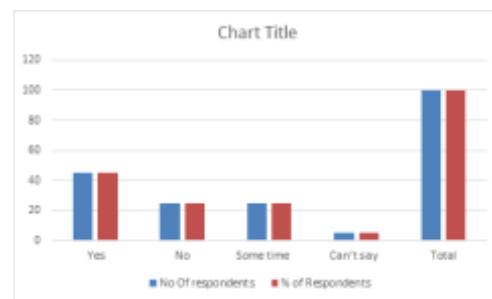
IV. DATA ANALYSIS & INTERPRETATION

SUPERVISION:

1.1 Is the physical working conditions are taken care by superiors?

- A) Yes B) No C) Some time D) Can’t say

Particulars	No Of respondents	% of Respondents
Yes	45	45
No	25	25
Some time	25	25
Can’t say	5	5
Total	100	100



INTERPRETATION

40% agreed with the above proposal
 25% disagreed with the above proposal
 25% may be may not
 10% can’t say

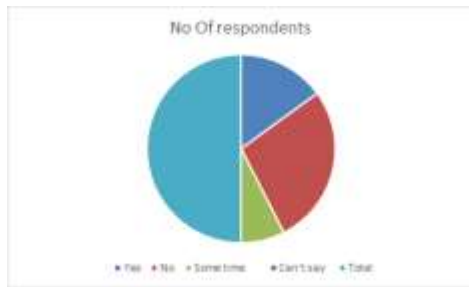
1.2 Are you accustomed work under many supervisors for the same nature of work?

- A) Yes B) No C) Some time D) Can’t say

Particulars	No Of respondents	% of Respondents
Yes	30	30
No	55	55
Some time	15	15
Can’t say	0	0



Total	100	100
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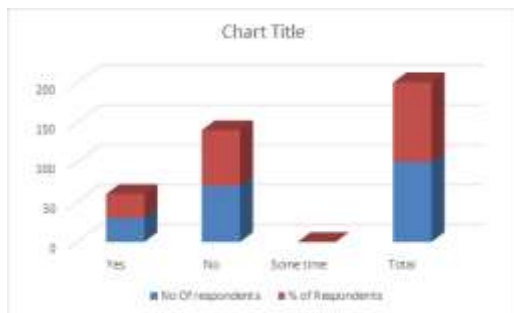
INTERPRETATION

30% agreed with the above proposal
 50% disagreed with the above proposal
 15% may be may not
 0% can't say

1.3 Do you feel to do your duty out of your commitment to job or because of the fear of survival?

A) Yes B) No C) Some times

Particulars	No Of respondents	% of Respondents
Yes	30	30
No	70	70
Some time	0	0
Total	100	100



INTERPRETATION

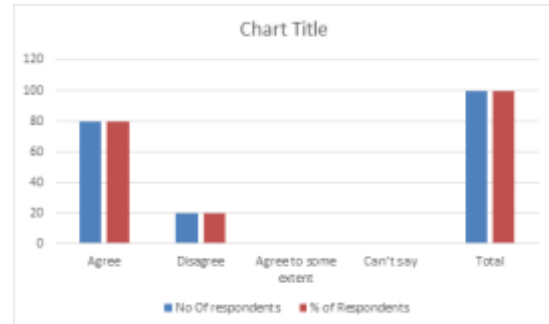
30% agreed with the above proposal
 70% disagreed with the above proposal
 2.0 INTER PERSONAL RELATIONS:

2.1 Do you feel that working atmosphere is friendly in nature at your work place?

A) Agree B) Disagree C) Agree to some extent D) Cant say

Particulars	No Of respondents	% of Respondents
Agree	80	80
Disagree	20	20

Agree to some extent	0	0
Can't say	0	0
Total	100	100



INTERPRETATION

80% agreed with the above proposal
 20% disagreed with the above proposal

V. FINDINGS, SUGGESTIONS, CONCLUSIONS

FINDINGS

- Employees at Hero MotoCorp Ltd. India are very optimistic about their future with the company. This is a good sign for limited turnover expectations by the company.
- Employees feel that organization cares for their employee which reflects the bond between the company and employee.
- In Organization employee feels that they are allowed to participate in decision making this reflects professionalism of the company.
- Employees are given a chance to deal with problem situation; they are allowed to approach their seniors for any problem situation. Most of the employees (90%) are satisfied with problem solving mechanism available in the company.
- On an average almost all the employees are satisfied the way rewards and recognition is awarded to them. That shows the company is offering awesome benefit package to the employees.



- Only 60% of the employees are of the view that they are having long term job security it is a good percentage but still 25% are in different. So company should try to win the faith of them.
- A good and effective relationship among the employees and superiors is the sign of trust and understanding which Hero MotoCorp Ltd. is witnessing as 75% of them are satisfied with the relationship with superiors.
- On an average 70% of the employees are satisfied with incentives and medical allowances at Hero MotoCorp Ltd.

SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince any body to identify the following areas to chart out training programs for the executives to make them completely ready for empowerment

1. A general training program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.
2. The present study identifies the following areas in which training is to be undertaken.
 - ✦ A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.
 - ✦ Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.
 - ✦ A training program may be undertaken about "Shared Leadership" which brings

high morale and high productivity and makes the empowerment a success.

3. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

CONCLUSIONS

In the above perspective, the present chapter makes an attempt to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.

With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of concept about power, they are some what agreed to share the power.

As far as information sharing with lower rungs is concerned, they are very positive.

One significant conclusion with regards to learning opportunities, which is a basic for empowerment, is that the executives are favorable and feel that sufficient learning opportunities should be there for the rank & file.

As far as clarity is concerned, the executives are somewhat agreed i.e., neutral. The aspect wise percentage analysis leads to the conclusion that the organization is somewhat ready for employee empowerment because the majority of the Executives in almost all aspects are concentrated in somewhat ready group.



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