



A Study of Organisational Culture and its Impact on Employee Motivation and Work Performance

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Abstract: Organizational culture plays a critical role in motivating innovative behaviour, as it can create commitment among employees of an organization in terms of believing in innovation as an organizational value and accepting innovation-related norms prevalent within the organization. Motivation is the main force through which individuals allocate efforts to generate and implement innovative ideas. However, employees are only motivated to go beyond their designated role and get involved in spontaneous and innovative activities if they have a strong identification with the organization. Organizational cultures can have varying impacts on employee work performance and motivation levels. Often, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. Different cultures operating in one company can also impact employee performance. Strong corporate cultures indicate that employees are like-minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust quickly ensues. The success and growth of an organisation depends on how effectively and efficiently does its employees perform and culture is a means through which employees learn and communicate what is acceptable or unacceptable in an organisation in the light of its values and norms. Thus, the primary purpose of this paper is to explore relationship between organization culture and employee motivation and examine its impact on work performance of employees.

Keywords: *Organization culture, Motivation, Organizational value, Work performance*

I. INTRODUCTION

Organization development is concerned with the analysis and diagnosis of the factor that determine organizational effectiveness, and the planning and delivery of programmes to increase that effectiveness.

Organizations want to obtain the commitment of their employees. Management would like its employees to identify with the values, norms and artefacts of the organization, hence the need for organizational culture. Management needs to

explain and imbibe its culture in its employees; this will enable the employee to get familiar with the organizational system. During this process of explanation, the employee learns about the organizational culture and decides whether he can cope with it or not. This means that each organization is a learning environment. It is the proper understanding of the organizational culture that the performance of the employee in the organization. The culture of the organization should be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness.

Organizational culture is unusual for every organization and it is very problematic to change it. An employee performance based upon the combination of good working skill and work environment. There is need of some sort of motivation to get the good performance from employees. Motivation can come from salaries and other incentives. Productive work can be created by effective motivation. Employees feel that an organization has made a commitment to them to perform better. Organizational commitment offers a good pay and allowances, offer for employee's higher education costs, give a training that keeps employee updated and gives the chance of promotion.

Good organizational culture creates good society as well as good citizens. So the impact of culture plays a major contribution in any society. Organizational culture is the „binder“ that combines people together and makes them part of the organization experience. A strong corporate culture refers to how broadly and steeply employees hold the company's strong values and beliefs. Organizational culture guides the sense-making process. It aids employees understand what happens and why things happen in the organization. Culture of corporate also makes it simple for them to understand what will be expected of them and to join with colleagues who are well versed with the culture and believe in the organization. People are constantly surrounded by culture. It forms the strong background of working area, coloring everything in an organization. Organizational culture also gives a powerful tool for regulating behavior by affecting how we attach benefit to our world and how we perceive events.

II. OBJECTIVE OF THE STUDY

The main objective of the study was to investigate the impact of organizational culture on employee motivation and work performance.

III. REVIEW OF LITERATURE

Culture comes from a culture of organization but it is not the culture of society. In each organization beliefs, attitudes and pattern of culture are influenced (Khorshidi, 2009). Farjad (1989) believed that culture have two parts that are material culture which involve all facilities, buildings etc and spiritual and immaterial culture which includes values, laws, customs, arts and philosophies.

Every organization have organizational culture and sub cultures exist in every organization that needs absolute knowledge is sign of their cultural characteristics (Zahedi, M. 2004).

There are seven features for organization those are creativity and risk, attention to detail, result-oriented, staff, transformation, transforming and stability (Robbins, 1991).

Wallach (1983) used cultural indicators of organizational culture those are bureaucracy, innovative and supportive culture. Bureaucracy requires demand, rules and arrangement. Innovative culture gives independence to colleagues in thinking, giving, and opinions to work. Supportive culture communication plays vital role through friendship, cooperation and harmony.

Organizational culture has been defined as the “normative glue” that holds an organization together (Tichy, 1982). Forehand and von Gilmer (1964) suggest that culture is the set of characteristics that describe an organization and distinguish it from others. Schein (1990), in a more comprehensive fashion, defines culture as values and behaviours that are believed to lead to success and are thus taught to new members.

Literature has suggested that the organizational commitment and organizational effectiveness has great impact on different levels of the employees who are working within the organization as, low-level employees if provided with a bus service that it will leads towards the increase in the fulfillment of the organizational commitment as this commitment refers to the adaptability, turnover etc. It does not refer to the absenteeism, or operating costs. Study proved that organizational commitment is equally related to the organizational effectiveness (Harold L. Angle and James L. Perry 1981).

IV. RESEARCH METHODOLOGY

This paper is based on secondary data and information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature. The research strategy used is qualitative. Unit of analysis for this study is “individuals”.

V. EFFECTS OF ORGANISATIONAL CULTURE

The effects of organizational culture are many and varied.

Obviously the affects of organizational culture varies depending on whether the company has a strong culture or a weak culture, but there are some generalities that apply. This article is going to focus on the positive effects that occur when a company makes a concerted effort to establish a strong positive organizational culture at the work place.

Many workers are spending more and more time at work. Depending on the job or company, many workers would put in 50, 60, or even more hours a week. The old axiom goes that a happy worker is a productive worker, and this is one of the effects of organizational culture.

Workers want to enjoy work. They want to be interested in whatever is going on that day or long term goals. Being part of something meaningful that the worker enjoys makes the whole experience of work better, which will make them more productive. The effects of organizational culture should help provide this setting.

A strong organization will focus on the environment it creates for its workers because that will help encourage a more efficient and productive company. Focusing on building and sustaining organizational culture shows employees that they are considered an important part of the company. This type of company generally has among the best response from its employees and thus will also have a much better chance of achieving its goals.

There are five major reasons for wanting to create an appropriate and positive organizational culture for your company:

1) A strong organizational culture will attract high level talent. The high level talent entering corporations want to go to the companies that offer opportunities for advancement and to show off their talents. The best people can be choosy and they will strongly consider the companies where the organizational culture appears effective and positive and the workers get along with each other and are united in their goals of making the company better.

2) A strong organizational culture will help to keep your top level talent. If workers love the job they are at, and feel like valuable members of a team, then they’re not likely to want to go to another company. A top notch culture will not only attract the best new talent, but help retain them afterwards.

3) A strong culture creates energy and momentum. Once a strong organizational culture is built, it will gain a momentum of its own and will help to allow people to feel valued and express themselves freely. The excitement and energy this will cause will end up being a positive influence that affects every part of the organization.

4) A strong and successful organizational culture should alter the employee’s view of work. Most people think of work as a place you have to go, a solid culture can make employees look forward to work. If the workers love coming into the job, they are going to work harder, and put more effort into any job. Everyone wants a job that they enjoy, and most people are willing to work: but it’s easier to work hard in a job you enjoy than in one you hate. Same principle applies to everyone else, too.

5) A strong and positive organizational culture will help make

everyone more efficient and successful. From the lowest mail room worker to the highest CEO, a strong culture helps everyone. You often hear this type of description made with a professional football team.

VI. IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Organizational culture provides a framework with respect to the behaviour of employees in their workplace. Depending on the type of culture that is created in an organization, it can have a positive or negative effect on employee performance. Let's look at a few organizational situations that result in either positive or negative employee performance.

An organizational culture where employees are considered an integral part of the growth process of the organization fosters employee commitment towards the organization. They align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such organizational cultures, the employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization.

In organizations where managers are not facilitators but taskmasters, employees live with fear and distrust and work is nothing but a dreary chore. Since they are not involved in the overall organizational goals, they do not understand the implications of their tasks and hence may not be committed to achieving them. An organization where there is no cooperation between different departments ends up having employees working in silos or working towards undermining the efforts of the other departments which is detrimental to the overall health of the organization.

Organizational culture to a large extent determines the performance of the employees. Therefore, it is in the interest of organizations to eliminate negative factors that slow down employee performance in order to foster a positive workplace environment or a positive organizational culture.

VI. ORGANISATION CULTURE AND MOTIVATION

Motivation is the key component of organisational culture. Organisational culture plays a significant role in an organisation regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. A strong culture brings out the positive energy of people to perform with loyalty and at deeper level while having emotional bonds of attachment with the organisation. The way in which the managers behave with their employees, shows the strength of culture within that organisation that is enacted both consciously and subconsciously. There is a clear mutual interdependence between organisation and its employees, where both the parties have an impact on each other's potential so as to achieve success. Such a relation gives birth to the relation of employee motivation and job satisfaction. There are evidences from the researches that motivation and job satisfaction cannot be treated in isolation. Organisational culture should be prompted to ensure employee motivation in order to achieve organisational goals. So the starting point according to him is organisational culture. Organisational

culture is also regarded as central theme in organisational psychology and its impact is considered as a legitimate factor responsible for the achievement of organisational goals. From organisational point of view, organisational culture is manifested in employee behaviour with an existence at both cognitive as well as emotional level. There has to be an explicit flow of individual objectives within the strategies of an organisation so as to motivate their employees in the best way. To ensure the motivation of the staff is considered as the key role of the management these days. Motivated staffs take pride whilst doing their job and thus feel responsible for the organisational success. But it has been an issue for some managers regarding how to motivate their employees, Management News. Because of the uniqueness in the behaviour and needs of the human being, discussed above in the motivational characteristics, it has been almost impossible for the management to identify a unique solution for the motivation of the employees. Organisational behaviour is being influenced by different motives and the collection of the different aspects of organisation's culture determines the employee behaviour. Recognition of the work done by the employees will make them work harder in future. There would be the improvement in the performance of the people because of promotions and developmental steps taken by the management and a growing relation between the peers and subordinates will be a strong factor for the motivation of the work force.

VII. CONCLUSION

Every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job.

In cases where an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance. Organizational culture of must be binding on all member and staff of the company as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

VIII. SUGGESTIONS

The main objective of this research was to explore the impact of organizational culture on employee performance. Higher bodies should set realistic norms and standards so that employees can achieve these standards. The positive association between culture and performance helps in improving productivity of organization. Efficient and effective management of work force employees can be stronger by organization strong culture. Healthy organizational culture improves and runs competitive environment. The employee commitment helps in improving performance based organization sustainability.

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