
EVALUATING THE ROLE OF ORGANIZATIONAL CULTURE IN ENHANCING EMPLOYEE MOTIVATION AND PERFORMANCE

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ABSTRACT

Employee motivation plays a crucial role in improving organizational productivity, efficiency, and overall performance. Motivated employees tend to demonstrate higher levels of commitment, creativity, and job satisfaction, which ultimately contributes to the success and growth of an organization. This study focuses on analyzing the factors that influence employee motivation and their impact on individual and organizational performance. Various motivational strategies such as financial incentives, recognition, career development opportunities, and a positive work environment are examined to understand their role in enhancing employee engagement. The research highlights how effective leadership, communication, and organizational culture can significantly influence employee motivation levels. By identifying key motivational drivers, organizations can implement appropriate strategies to improve employee morale, reduce turnover, and increase productivity. The findings emphasize that a well-structured motivation system not only enhances employee satisfaction but also strengthens organizational competitiveness and long-term sustainability.

Received: 22-01-2026

Accepted: 27-02-2026

Published: 07-03-2026

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:

Human resources can be thought of as the total knowledge, talents aptitudes, creative abilities of an organization work force as well as the value, attitude and beliefs of the individuals involve.

-LEONC.MEGGINSON.

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 **KESORAM Industries limited** applicable to any organization.
- The study covers recruitment training and development in **KESORAM Industries limited** it 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:

To find out the present motivation level of the employees.

1. To find out the blockages for the motivation.
2. To suggest measures for improvement of the motivation;
3. To study the hygienic and motivational content factors.
4. To prepare the employees to meet the present and changing future job requirements.
5. To prevent employee obsolescence.
6. To develop creative abilities and talents

7. To prepare the employees to move higher in their jobs.
8. To impart new entrants with basic HRD skills and knowledge.
9. To develop the potentialities of the employees for the next level job.
10. To aid total quality management.

II. RESEARCH METHODOLOGY

1. Research Design

- Descriptive Research Design was used.
- It helps in describing the characteristics of a particular phenomenon or population.
- Suitable for collecting structured information through surveys.

2. Source of Data

a) Primary Data

- Collected through structured questionnaires.
- Personal interviews with employees/respondents.
- Direct observation method.

b) Secondary Data

- Company records and reports.
- Books, journals, and research articles.
- Websites and published materials.

3. Sampling Method

- Sampling Technique: Convenience Sampling.
- Sample Size: 100 respondents

4. Data Collection Instrument

- Structured Questionnaire.
- Close-ended questions (Yes/No, Multiple Choice, Likert Scale).
- Designed based on research objectives.

5. Data Analysis Tools

- Percentage Analysis.
- Tables and Charts.
- Graphical Representation (Bar charts, Pie charts).
- Statistical tools (if required).

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 to 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 a 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

KESORAM 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 have infinite potential for growth and development that can be converted into performance by investment of time and effort by management at all levels". In KESORAM "**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 HRD programmers with the basic business strategy.

TRAINING OBJECTIVES OF KESORAM:

Objectives crystallize the fundamental principles enunciated in the mission and policy statement. To operationalize the policy mission and statement, the following are the objectives of KESORAM of different training programmers.

1. To ensure that adequate time and efforts are invested at all levels of management towards people management.
2. To instill in all employees a feeling of pride and belong with an intention to increase organizational loyalty.
3. To design specific programmes with special focus on equipping the employees to meet the emerging challenges and opportunities.
4. To help employees improve their core competency that has direct impact on their performance and productivity.
5. To inculcate in the employee, the need for observing sound organizational principles in order to ensure healthy organizational practices.

A study of the fundamental mission and philosophy of KESORAM brings out to our notice the fundamental assumptions behind all HRD attempts at KESORAM.

- A high level of confidence in capacity and integrity of all employees.
- Recognition by the management of need for the integration of the objectives of the organization and the needs of the individual employees.
- The need to recognize the fact that HRD attempts must be incorporated into the basic business policies and practices.
- The conscious attempt to make every individual feel that he is a part of a team, which has a specific objective.

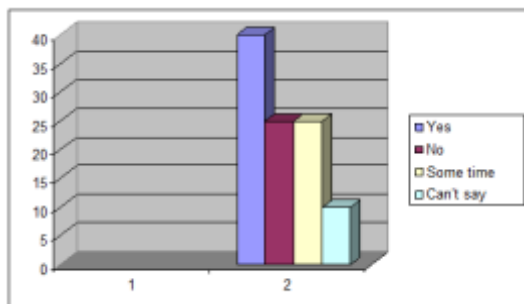
- The need to ensure that training is a proactive process, which must be designed taking into consideration future changes in the environment, the business, and the competition and customer expectations.
- The need to constantly update job specific skills among employees to make them more efficient and effective in discharging their duties.
- To aim at attitudinal changes required making the employee more conscious of his role as a representative of the organization.
- To provide avenues for the growth and development of the individual through actualization of inherent potentialities.

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

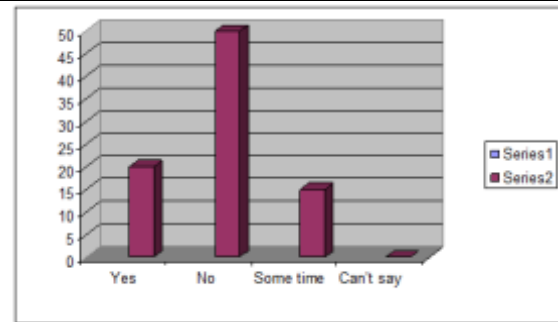


Interpretation

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

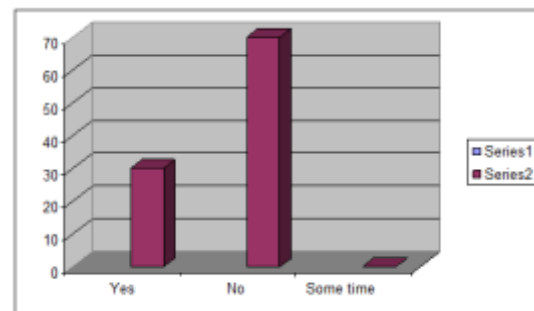


Interpretation

20% 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



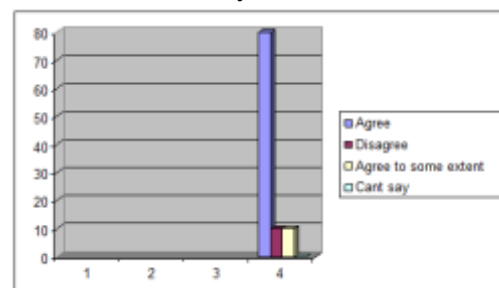
Interpretation

30% agreed with the above proposal
 70% disagreed with the above proposal

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

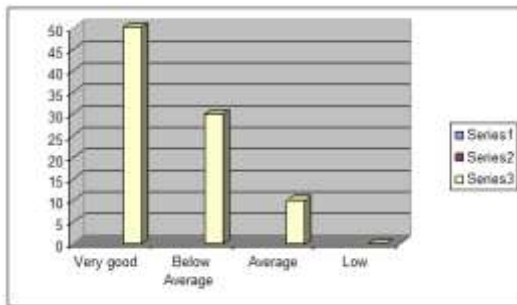


Interpretation

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

2.2 Do you feel that you are having a good report with all your peers and superiors?

A) Very good B) Average C) Below Average D) Low



Interpretation

50 % agreed with the above proposal
 30% disagreed with the above proposal
 20% May or may not

V. FINDINGS, SUGGESTIONS, CONCLUSIONS

FINDINGS

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.

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.

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

- 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.

- 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.

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.

The study examines the readiness for employee empowerment in six aspects, namely effective Communication, Value of people, Clarity , Concept about power, Information and Learning.

A perusal of data pertaining to commination makes us to conclude that the Executives have agreed to the effective down ward communication flow, which is a prerequisite for empowerment.

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.



International Journal of DATA SCIENCE AND IOT MANAGEMENT SYSTEM

Peer Reviewed, Referred & Indexed Journal

ISSN: 3068-272X

www.ijdim.com

Original Research Paper

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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