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Employee Motivation and Organizational Culture- A Study with Special Reference to Software Industry

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Abstract:

Organizational culture and organizational climate sets a frame work within individual and group behavior takes place. The internal working environment of every organisation has certain commonly perceived psychological characteristics or traits which are collectively called its climate, culture or milieu. Thus culture and climate are held to influence attitudes in the workplace. This paper examines the influence of organizational culture and climate in employee motivation.

Keywords: organization, culture, climate, motivation, human resource.

1. Introduction

Organizational culture is the specific collection of values and norms that are shared by the people and groups in an organization and that control the way the employees interact with each other and with stake holders outside the organization. Organizational climate on the other hand is the recurring patterns of behavior, attitudes and feelings that characterize life in the organizations. Organizational cultures and Organizational climate has a potentially rich, but largely unrealized role in the development of an organization as well as to raise the motivation among employees. Climate factors like recognition, competency, environment, team work, management effectiveness, involvement, reward and commitment all these lead to job satisfaction and motivation.

Thus culture and climate are held to influence attitudes in the workplace. Constructive cultures are characterized by organizational norms to achievement and motivation self-actualisation and being humanistic and supportive. It helps the staff to meet their higher order satisfaction needs. Defensive cultures encourage or implicitly require interaction with people in ways that will not threaten personal security (Hellriegel et al, 1974; Meglino, 1976, Koys and Decotis and cooke and Szumal 2000).The attributes of organizational climate have been thought to promote job satisfaction and increase motivation at individual level and organizational levels.

2. Review of Literature

Organizational culture and organizational climate sets a frame work within individual and group behavior takes place. The internal working environment of every organisation has certain commonly perceived psychological characteristics or traits which are collectively called its climate, culture or milieu. These traits generally vary from organisation, are relatively stable over time and influence the behaviour of people in the organization. Organizational culture plays an important role in the lives of Organizational culture organizational members. Enmeshed in a set of shared valves, norms and meanings, it helps to promote organizational objectives. It is a frame work for understanding and attributing meaning to the structures, systems, events, instructions and other phenomena that take place in organizations. Every time people come together with a shared purpose, culture is crated within a group. This group of people could be family, neighborhood, project team or company. Culture is powerful and invisible and its manifestations are far reaching.

What makes OC enduring is the socialization process of an organization. This process, which familiarizes a fresher with the various characteristics of culture and forces him to adjust to it, continues throughout one's entire career in the organization. Socialization process has 3 stages: pre arrival, encounter and metamorphosis. Selection of only right type of persons who fit the eligibility requirement is an attempt to maintain and perpetuate the existing organization culture even before the outsider has joined the

organization. If a wrong person gains an entry into the organization his encounter with the new forces begins. These forces try to change him according to OC. The person may decide either to surrender him to these forces and get completely changed or to leave the organization if he finds the impact of these forces unbearable. He may even think of fighting against these forces and changing the OC. This, of course, is not easy.

2.1. Impact of Organisational Culture on Employee Morale

The nature of corporate culture that exists in a company is going to decide the degree to which the desired results from the employees are obtained. The common perceptions of the individual members about the organisation determines the types of the organisational culture, individuals with realm of universal truths and are broad enough to accommodate any variety of circumstance. An organisation culture consists of two primary components:

- The primary value of the organization and
- The existing management style and systems.

These two components significantly determine the degree to which the desired result from the employees is obtained. The value system to which the employees support directly or indirectly or by their behaviour indicates the direction in which organizations are likely to move in the future. A strong culture is a powerful lever for guiding behaviour. It helps the employees to do their job better. The essence of the organizational culture can be stated in its five characteristics namely, Individual Autonomy, Organisational Structure, Reward, organization Consideration and Conflict.

2.2. Diagnosis of OC to find out Motivation

Organizational culture and organizational climate can be diagnosis from the point of view of its effect on the following six types of motives of people viz., achievement, affiliation, expert influence, control, extension and dependency. The motive which receives highest impetus is called the dominant motivational climate of the organization. The next highest is called the back-up motivational climate. Udai Pareek has developed an instrument called motivational Analysis of organisation's climate (MAO C) to collect data about the perceptions of individuals on this subject.

2.3. Societal Culture

- Geert Hofstede's Extensive research across 40 countries has enabled him to conclude that like organization societies too have some commonly experienced stable characteristics these characteristics make each society unique and differentiate it from others. Some of these characteristics are: Fatalism, tolerance for ambiguity, contextualism, time orientation, collectivism, particularism, inner directedness, androgyny and tolerance for power distance.
- People in some culture are more fatalist than those in other cultures. Fatalist culture has both good and bad results. Its good result is that it makes people more realistic because they easily perceive natural constraints as dominating about which nothing can be done; its bad result is that it lowers people's self-confidence. They become passive and tolerant of conditions that need to be changed. Their exploratory tendencies to search solutions to problems are reduced.
- People in some culture may have greater tolerance for ambiguity and uncertainty. Such culture develops high role flexibility in people. But it also makes them less attentive to structure and time confusion, delay and anxiety
- Contextualism means the importance which a culture gives to the context in interpreting an event phenomenon or behavior. In low context cultures no importance is given to the context and all events and behaviours are judged by one standard. In high context cultures behavior is interpreted in the light of its context. Such culture develops greater insight into social complexities.
- Some cultures with orientation toward their past give more importance to their historical glory. Some others emphasize their present and get involved in their immediate. These present oriented cultures develop competencies of working and using temporary systems. But such cultures generally fail to develop in people long term perspective and commitment.
- Collectivism means a culture's preference for a tightly knit social group. This culture develops in people a high sense of belonging, high mutual trust and good relations. But people lose their individual identity and always look to the group to protect their interests.
- Particularism is a culture's tendency to classify people in several in groups and out groups on some identifiable basis such as religion, caste etc. This develops in people a very high sense of identity with their groups. Moreover they spend more time in forming cliques than in achieving results.
- In some cultures people's behavior is inner —directed i.e., people set their own standards and do not bother for the norms laid down by the collectivity. In some other cultures opposite is the case i.e., norms behaviour but its greatest dysfunctionality is that there is international of norms
- Some culture show greater tolerance for unequal distribution of power in society and organizations. This encourages respect for seniority and age. It also encourages more value being given to ascribed status than to achievement
- Hofstede has identified India as a country in which there is a moderate extent of collectivism, high tolerance of social inequality, a general acceptance of uncertainty and a moderately masculine orientation. These characteristics make organizational development and team building activities more acceptable.

2.4. Culture Motivate Performance

Culture motivates individuals and it affects organizational performance overall. One way to understand these effects is to compare strong and weak cultures. A Second approach is to identify several different types of cultures and compare their effectiveness in variety of environment. We will take a look at both approaches. Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. In such environments, strong cultures help firms operate like well-oiled machines, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there.

Conversely, there is weak culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy. Where culture is strong people do things because they believe it is the right thing to do there is a risk of another phenomenon, Groupthink. "Groupthink" was described by Irving L. Janis. He defined it as "...a quick and easy way to refer to a mode of thinking that people engage when they are deeply involved in a cohesive in group, when members' strivings for unanimity override their motivation to realistically appraise alternatives of action."

3. Methodology

The researcher conducted the data collection at an IT company. The Researcher conducted the research using Descriptive Research design in nature. A descriptive study is a fact finding investigation with adequate interpretation. It is concerned with describing the characteristics or specific individual, groups or situation. The universe of the study was the employees and executives of IT company. The researcher used simple random sampling design as the sampling design for gathering information of this research as the universe is known to the researcher. The technique used to decide the sampling unit from the field of study would be the lottery method without replacement as the sampling technique of this research. This technique has been taken to give participation to all the participants in this research, This will remove the feeling of participants of being ignored by the researcher. The sample size for the research would be fifty respondents from the field of study. The tool used for data collection from the sample by questionnaire. The questionnaire used in this study will help to analysis the impact of organizational culture and climate on motivation. Primary source of data collection would be from sample unit by using the tool of questionnaire. Secondary source of data collection for the study would be from journals, books and websites.

3.1. Response Rate

Questioners were distributed to fifty employees selected from an IT company in Cochin. Utmost care was taken to obtain the questioners get filled without delay to avoid bias in response. The researchers were successful in 44 cases. While 6 respondents asked for a week time to fill it up. Two of them gave the filled up questionnaire within a week without further pressure. While two others submitted after a second reminder. Two others were reluctant to respond to researchers' further calls and hence they were rejected. Out of fifty selected candidates forty eight responded promptly and hence the response rate is ninety six percent.

3.2. Main Findings

Sixty one percent of the respondents agreed Employees feel motivated and performance increases when they get Rewards. Eighty two percent of the respondents agreed that Organisational Culture is very important predictor for climate. Seventy seven percent of the respondent agreed that Climate in this organisation is very conducive. It reveals that people in this organisation are helpful to each other and have good relationship. It shows that organizational culture in framed in such a way that it develops the harmony at work place

Fifty one percent of the respondents agreed that in this organisation Performance appraisal reports are based on objective assessment. It reveals that Performance appraisal reports are done without any bias and it is done for the development and growth of the employees Seventy eight of the respondents agreed that Organisational culture and organisational climate motivates in developing knowledge of the respondents. Eighty one percent of the respondents agreed that Organisational Culture and Organisational Climate reduce the attrition rate. Eighty five percent of the respondents agreed that Organisation Culture and Organisation Climate always influence employee's motivation.

3.3. Suggestions

From the research conducted, the researcher found that the organizational culture brings the employee integrity and the feeling of belongingness among employee's increases, so the cultural change in the organization is required to cope with the changing culture. Only strong organisational culture enables to improve employees' motivation. As a result it leads to improve in employee performance. Employee must be given a chance of involvement in the organisation decision making. If they participate in the functioning of the organisation they will feel themselves as a part of organisation. The result describes that an employee who feels that work place is good is more productive. Work will be enjoyable when the area is pleasant, the people get along with free and there will be good team work. In such setting the tardiness, absenteeism and attrition will be less, while productivity goes up. Organisational has to create good Culture and Organisational Climate which will reduce the attrition rate. Only good organisational Culture and Climate can bring high team participation.

4. Conclusion

Hence, it is concluded that organizational culture and organizational climate of the organization are crucial variables to raise the motivation among the employees. I we consider the various researches; they indicate that if the traditions, ambiance, ethnicity and

custom of the organisation are good, the employee will be more enthusiastic to give the best output. The findings of the study have led the researcher to conclude that the level of organisational climate in the organisation is good. It helps to increase the performance among the employees.

Only conducive organisational climate and good organisational culture can truly motivate the employees and create a sense of belonging and commitment to the organisation. In changing environment providing appropriate climate and assessing culture is always beneficial.

Based this study, we can say that if the management wants to raise motivation among the employees, it must evaluate its culture and climate and have to make necessary changes so that employees easily adhere to it, which will automatically increase their motivational level and leads to high productivity and it also reduces attrition rate. So the organizations should keep in track with the problems relating to organisational culture and organisational climate.

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