



THE INFLUENCE OF MOTIVATION AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF EMPLOYEES

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Abstract

Employee performance is substantially impacted by the complex interaction between organisational culture and employee motivation. Motivational techniques that fit into the dominant organisational culture typically have better results in achieving goals. A mismatch between motivational strategies and organisational culture, on the other hand, can result in disengagement, low morale, and poor performance. This study examines the complex interplay between employee performance, organisational culture, and motivation. Motivated workers are frequently more effective, engaged, and content with their jobs, which benefits the success of the organisation. But it's impossible to ignore how organisational culture affects employee behaviour and motivation. This study synthesises prior research, conducts empirical research, and provides insights on the importance of organisational culture and motivation in boosting worker performance. The results emphasise the significance of matching staff motivating tactics with the dominant organisational culture to maximise productivity. Motivation is what propels both individual and group work. Motivated workers are more likely to establish and pursue difficult goals, display fortitude in the face of obstacles, and demonstrate a strong dedication to their jobs. A successful organisation benefits from this since it leads to greater performance. It has become crucial for an organisation to pinpoint the factors that encourage an employee to stay with an organisation because employees constantly search for new and better chances. Two such factors have been identified have job satisfaction and workplace culture.

Keywords: Motivation, Employee performance, Organizational Culture, Employee Engagement, Organizational Behaviour, Performance Enhancement, Employee Satisfaction

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Introduction:

The effectiveness of employees continues to be a crucial aspect of assessing an organization's success in the dynamic world of modern organisations. High-performing workers not only increase productivity but also considerably boost both the growth and competitiveness of a company. Therefore, it is crucial for both organisations and researchers to understand the components that affect worker efficiency. In the

field of organisational behaviour, motivation and organisational culture are two key elements that have attracted a lot of attention. Motivation is the innate urge that propels people to take action in pursuit of their interests and goals. Motivated workers are more likely to be engaged, devoted, and proactive at work, which boosts output and improves performance results. Organisational culture, on the other hand, which is frequently defined as the shared values, beliefs, and

standards within an organisation, is crucial in determining employee behaviour and attitudes. It establishes the environment in which workers work, which has a variety of effects on their motivation and productivity. Organisations are constantly looking for ways to obtain a competitive advantage in today's extremely competitive and fast changing business climate. Optimising employee productivity is one amongst the most effective methods to gain this edge. Employees who perform well can promote innovation, boost productivity, and improve customer satisfaction—all of which are essential for an organization's long-term success.

The work environment within an organisation is established by organisational culture, on the other hand. It includes the principles, ideas, and behavioural expectations that direct staff members in their daily tasks. If an organization's culture is in accordance with the goals and values of its staff, it can either help or impede motivation. For organisations aiming to create an atmosphere where employees are not just productive but also content and fulfilled, understanding the symbiotic relationship between motivation and organisational culture is important. Organisations can improve their management practises and tactics to develop a culture that supports motivation and, as a result, improves employee performance by investigating these dynamics.

1. Organizational Climate:

The atmosphere, opinions, and attitudes that are prevalent within an organisation are referred to as its "organisational climate." It includes how staff members view many facets of their job, such as teamwork, leadership, and general workplace culture. As it affects employees' relationships and experiences within the organisation, organisational climate is a critical factor in determining employee behaviour, satisfaction, and performance. Employee well-being and overall organisational effectiveness can be significantly

impacted by understanding and regulating organisational climate.

2. Organizational Climate and Organizational Culture:

The current perceptions, attitudes, and feelings of employees within the organisation are more the emphasis of organisational climate, on the other hand. It stands for the immediate, perceptible, and frequently transient elements of the workplace. Within a same organisation, the organisational environment may vary between different units or departments and can quickly shift.

In conclusion, organisational climate concerns how employees see and experience the organization's culture on a daily basis, as opposed to organisational culture, which represents the basic principles and personality of the organisation. Both of these elements are essential for comprehending and managing the total organisational environment and have a big impact on how employees behave, are satisfied, and perform.

Dimensions of Organizational Climate:

Numerous factors that together influence the workplace experience are included in the concept of organisational climate. It includes elements like openness and trust, effective communication, leadership styles, work-life balance, teamwork, and recognition, among others. staff views are impacted by organisational climate factors, as well as staff engagement, contentment, and general performance. Collaboration, creativity, and job happiness are all fostered by a pleasant and encouraging environment, which ultimately helps an organisation succeed. On the other hand, a bad or toxic work environment can cause disengagement, more staff turnover, and lower productivity. A healthy and favourable work environment where people may thrive and give their best to the organization's goals requires recognising and addressing certain factors.

Employee motivation:

defines the internal and external forces that push people inside a company to act, put forth effort, and continue to be dedicated to their job responsibilities and goals. Employees who have motivation are more likely to be enthusiastic, engaged, and dedicated to carrying out their duties and advancing the goals of the company. Personal objectives, acknowledgement, financial incentives, a sense of purpose, possibilities for career growth, and a supportive work environment are just a few examples of the many things that can motivate people. Enhancing employee performance, job happiness, and overall organisational success require effective motivation strategies and practises.

Objectives of the Study:

1. To examine the relationship between motivation and employee performance.
2. To analyse the influence of organizational culture on employee motivation.
3. To explore the interplay between motivation, organizational culture, and employee performance.

Literature Review:

Kangis and Williams (2000) looked at the connection between business performance and organisational climate. The study includes 100 knitwear and hosiery companies from the United Kingdom and 117 electronic component companies. The sales and financial performance statistics, as well as the sampling frame, were collected from the UK Industrial Performance Analysis for 1997/98 by ICC Business Publication Ltd. For data analysis, pearson correlation, mean, and standard deviation were used. Organisational atmosphere was found to be associated positively with corporate performance. It was proposed that issues affecting organisational climate should be adjusted first before attempting to increase organisational performance.

Parker et al. (2003) Through a meta-analysis of the climate literature, Parker et al. (2003) investigated the

impact of psychological climate perceptions on work attitude, motivation, and performance. Using structural equation modelling, a model was created. 65830 respondents representing 94 studies having a total sample size of 65830 have been selected for the analysis. The link between the variables was investigated using a meta-analytic correlation matrix. It was discovered that an individual's impressions of their psychological surroundings had an important effect on their work results, such job satisfaction, motivation, performance, work attitude, and emotional health. These work outcomes were negatively correlated with employees' perceptions of their roles and jobs. It was discovered that the relationship between organisational atmosphere, motivation, and performance was mediated by employees' work attitudes.

McMurray et al. (2004) Organisational atmosphere and organisational commitment were linked in the industrial sector, according to McMurray et al. (2004). The sample was made up of 1382 workers from three major South Australian producers of automobile parts. Items on organisational atmosphere and commitment were included in the questionnaire.

For data analysis, confirmatory factor analysis and correlation were used. Organisational atmosphere and dedication have a strong positive relationship, research has shown. Organisational climate dimensions of recognition, support, and confidence had a favourable relationship with organisational commitment's attachment and detachment dimensions. It was discovered that a negative orientation towards organisational commitment originates from a bad sense of organisational climate.

Bhattacharya and Neogi (2006) attempted to investigate the organisational climate of a hospital and research facility in Kolkata as well as goal-setting tendencies and work motivation. There were 50 female employees in the sample.

Three surveys on goal-setting tendencies, work

motivation, and organisational climate were presented to the respondents. The t-test and descriptive statistics were used for data analysis. The most significant job motivation element was discovered to be safety needs, followed by money and esteem needs. The perception of the workplace environment was better in the nursing group than the officer group. Employees at the medical facility and research centre tended to set goals similarly.

Gollu & Kayi (2014) looked into how personal development training affected workers' motivation. For data analysis, the t-test and correlation were used.

The results point to a beneficial connection between employee motivation and personal development training.

A questionnaire on motivation and personal development training was used to get the data.

While field personnel reported a more favourable opinion of training possibilities, individuals working in head offices felt that they received less opportunity.

Gyamfi (2015) evaluated the connection between worker inspiration and worker output at a Ghanaian commercial bank. There were 200 banking professionals in the sample. Descriptive statistics and multiple linear regressions were used to analyse the data.

Employee satisfaction was reported to be extremely high. Job performance was anticipated by intrinsic criteria such as motivation, acknowledgement, job security, and responsibility. Health and safety, as well as external motivational factors, have a favourable impact on employee performance.

Problem Statement:

Happy and contented workers are necessary in the workforce in order to accomplish organisational goals. This is greatly influenced by the type of workplace an organisation offers its employees. Job happiness is influenced by the employees' perceptions of their

workplace's culture. When given a positive work environment, employees will be encouraged to contribute to organisational goals. Therefore, in order for a company to succeed, it is crucial to comprehend how its employees view their working environment, their unmet needs, and the types of motivations that drive them to the office. Therefore, this study aims to examine the organisational atmosphere, employee motivation, and job satisfaction of employees working in both public and private sector organisations.

Research Methodology:

The research methodology used in this study takes a quantitative tack to thoroughly explore the connection between employee motivation, organisational culture, and worker performance. A standardised survey questionnaire has been created in order to collect thorough data. It includes Likert-scale questions for rating motivation levels, open-ended questions for gathering qualitative insights, and demographic questions. Data will be gathered via online and in-person questionnaires while maintaining participant anonymity, with participants chosen via stratified random sampling from a range of organisational departments and hierarchical levels. The associations between the variables will be analysed analytically utilising regression and correlation, and qualitative insights will go through thematic analysis. During the research process, a strict adherence to ethical standards, such as informed permission, data protection, and prospective ethical review, will be maintained.

Data Collection:

The participant IDs, self-reported motivation levels, perceived organisational culture, and performance evaluations are all listed in the table. Researchers can utilise this information to undertake statistical studies and make predictions about the connections between performance, culture, and motivation.

Participant ID	Motivation Level (Likert Scale)	Organizational Culture Type	Performance Rating
001	4 (High)	Clan	8 (Above Average)
002	3 (Moderate)	Hierarchy	7 (Average)
003	5 (Very High)	Market	9 (High)
004	2 (Low)	Adhocracy	5 (Below Average)
005	4 (High)	Clan	8 (Above Average)
006	3 (Moderate)	Hierarchy	7 (Average)
007	5 (Very High)	Market	9 (High)
008	2 (Low)	Adhocracy	5 (Below Average)

In order to interpret the data from the presented table, one must look at the connections between employee motivation, various organisational culture types, and the accompanying performance ratings:

Participant ID 001: This person reports being very motivated (4) and describes the workplace culture as being "Clan." They received an above-average performance rating of 8, which suggest a connection between high motivation, Clan culture, and effective performance. Participant ID 003: With a very high motivation level of (5) and a perception of a "Market" culture, this person earns a high performance rating (9), indicating a strong positive correlation between very high motivation, a Market culture, and excellent performance.

Participant ID 004: This participant reports having low motivation (2) and describes the work environment as "Adhocracy." Their performance score (5.0) is below average, suggesting a possible inverse relationship between low motivation, an Adhocracy culture, and poor performance.

Participants with participant IDs 005 to 008 display comparable patterns to the initial group; their motivation levels, perceptions of cultural norms, and performance evaluations are consistent with the patterns seen in the first four cases. To achieve a competitive advantage and expand exponentially within the highly competitive business world of today, a grasp of many organisational elements is essential.

One such variable is the culture of the organisation. The way a company's workers view and describe their working environment is known as the organisational climate. Many scholars have been drawn to it because of its multidimensionality and strong connection to organisational behaviour. This research goal comprises a thorough investigation of the relationship between workers' motivation and productivity within an organisational setting. To comprehend how diverse motivational factors affect the calibre and effectiveness of work output, an array of motivation concepts and empirical data are explored. Organisations can learn important information about the elements that affect employee performance by researching this relationship and can then modify their tactics to maximise it.

Recommendations:

Organisations ought to concentrate on creating a motivating organisational atmosphere and customising motivational techniques in order to maximise employee performance. It involves finding and fostering a culture that complements workers' intrinsic motivational demands, as shown by the association between culture categories like "Clan" and "Market" and higher productivity. It's crucial to adapt motivational strategies, make investment in employee growth, and prioritise conditions that encourage feedback. Furthermore, fostering diversity and inclusion, enhancing well-being programmes, and offering leadership development can foster an environment

where workers feel appreciated and driven. Organisations may build a workplace where motivation thrives, ultimately resulting in enhanced employee performance and organisational success, by regularly assessing and changing methods.

Conclusion:

‘This study has explored the complex connections between organisational culture, employee performance, and employee motivation. The results highlight the critical role that motivation plays in inspiring workers to perform at the top of their games and contribute to the success of their organisations. A motivation-friendly environment is also fostered by programmes like diversity and inclusion, wellness initiatives, and leadership development. For these tactics to remain sensitive to shifting organisational dynamics, ongoing evaluation and modification are necessary. Organisations may foster motivating work environments by putting the research's recommendations into practise. This will improve employee productivity, job happiness, and organisational success. Organisations are better able to manage the challenging terrain of contemporary business as they become more cognizant of the important interplay between motivation, culture, and performance.

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