
A STUDY ON INTENSITY OF MOTIVATION AND LEVEL OF ORGANIZATIONAL CULTURE AT RETAIL TEXTILE SHOPS IN COIMBATORE CITY

* R.A.Ayyapparajan,

Assistant Professor, Department of Business Administration,
Nehru Arts and Science College (Autonomous), T.M Palayam, Coimbatore-641105

*Corresponding Author: rajanmba09@gmail.com, +91 9585495775

Keywords:

Abstract

Employee,
Organizational
culture, Culture,
Motivation

Organizational culture has gained considerable importance in the recent days. An organization's culture is a company's strongest assets as well as its biggest liability. A healthy organizational culture encourages the employees to stay motivated and loyal towards the management. The present study aims to identify the intensity of motivation and level of organisational culture among employee in retail textile shops. The study concludes that the culture can strongly influence employee relationship and build lasting employee satisfaction through intensity of motivation.

Introduction

Organisational culture has gained considerable importance in the recent days. A good organisational culture creates a brand image for its organization and makes it distinct from its competitors. An organization's culture is a company's strongest assets as well as its biggest liability. Every organization has certain values, policies, rules and guidelines which help in creating an image of their own. The culture reflects the attitude, traits, behavioral patterns, values and beliefs used by employees in an organization.

It gives a sense of direction. It is essential for the employees to understand the workplace culture, adjust well to it, respect the organization's policies and adhere to its guidelines.

The culture can strongly influence employee relationship and build lasting employee satisfaction. A motivated and a satisfied employee would promote a healthy culture at the workplace as compared to a demotivated employee. An appealing and pleasant work environment would bring satisfaction among the employees. It is the culture of an

organization which makes it distinct from others.

Several factors affect organization culture. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture. Sex of the employees, nature of business and an organization's goals and objectives affects the culture. The strategies and procedures designed to achieve the targets of the organization also contribute. Clients, its external parties and management, and its style of handling its employees also influence. A good organisational culture expects employees to be loyal towards their organization and strive hard in building its brand image. A healthy organisational culture encourages the employees to stay motivated.

A company's success could be attributed to an organisational culture. It can mean life or death of an organization. The organization with strong culture would definitely be more successful than the organization with poor culture. This significance made study on organisational culture as a subject of numerous research studies, books and articles.

Reviews

Ramasamy T. and Ramesh S. (2013) did a study on 'The Relationship between Motivation and Performance of Employees

of Sakthi Sugars Ltd., Sivaganga' based on a sample of 80 employees. The study aimed to find whether motivation had an impact on the performance of employees. Findings showed that employees were satisfied with the motivational measures taken by the organisation.

Arul Senthil kumar S. (2014)'s study on 'Employee Motivation – A Strategic Tool for Employee Retention Special Reference with IT Industry, Coimbatore' was based on 150 samples. The study aimed to find the factors which were related to employee motivation and its impact on employee retention in the organisation. Results revealed that there was significant difference between the experiences of the respondents and the level of satisfaction of non-monetary benefits like employee engagement programs and job security adopted by the organizations.

Azeem M. A. and Quddus M. A. (2014)'s study on 'Work Motivation and Job Satisfaction among Employees of Indian Universities: A study with Special Reference to Work Environment' was based on 250 employees. The objective of the study was to find the perception of non-teaching employees' work motivation and job satisfaction with reference to work environment. Findings showed that there was positive significant relation between work motivation, job satisfaction and work environment.

H₀: Mean organizational culture does not differ among employees classified on the basis of intensity of motivation.

INTENSITY OF MOTIVATION

To ascertain whether there existed any difference in the mean values of organizational culture index among employees with different intensity of motivation, the following hypothesis was framed and tested.

Intensity of Motivation	Number of Respondents	Organization Culture	Standard Deviation	Minimum	Maximum
Low	64	74.39	4.74	65.83	81.67
Moderate	270	74.37	4.29	65	83.33
High	66	78.90	2.91	71.67	84.17
Total	400	75.12	4.49	65	84.17
Df: .v ₁ 2, v ₂ 397		F Value: 32.415	P Value: .000		Significant

TABLE:- 1

INTENSITY OF MOTIVATION AND ORGANIZATIONAL CULTURE

Source: Computed data

Mean perception on organization culture was found 'High' among employees, who perceived 'High' level of motivation existed at work place. Mean perception on organization culture was found 'Low' among employees, who perceived that moderate level of motivation prevailed at work place. As the calculated P value was less than 0.01, there existed a highly significant difference in mean perception on organization culture that prevailed at textile shops among

employees with different intensity of motivation. Hence, the null hypothesis was rejected.

To examine if intensity of motivation was associated with organizational culture, the following hypothesis was framed and tested.

H₀: Intensity of motivation is not associated with level of organizational culture.

Intensity of Motivation	Level of Organizational Culture			Total
	Low	Moderate	High	
Low	11	38	15	64
	(17.2)	(59.4)	(23.4)	(100)
Moderate	54	179	37	270
	(20)	(66.3)	(13.7)	(100)
High	0	40	26	66
	(0)	(60.6)	(39.4)	(100)
Total	65	257	78	400
Df:4	Chi-square : 32.201		P Value: .000	Significant

TABLE :- 2

INTENSITY OF MOTIVATION AND LEVEL OF ORGANIZATIONAL CULTURE

Source: Computed data

The percentage of employees who perceived that ‘High’ level of organization culture prevailed at the work place was found ‘High’ among employees, who perceived that ‘High’ level of motivation was extended at work place. The percentage of employees who perceived that ‘Low’ level of organization culture prevailed at their work place was found ‘High’ among employees, who perceived moderate level of motivation was extended at work place. Thus, it was inferred that employees who perceived that ‘High’ level of motivation was extended at work place perceived that ‘High’ level of organization culture prevailed at the work place. As the

calculated P value was less than 0.01, there existed a highly significant association between ‘Level of motivation’ and ‘Level of perception’. Hence, the null hypothesis was rejected.

Findings

- Mean perception on organization culture was found ‘Low’ among employees, who perceived that moderate level of motivation prevailed at work place.
- Employees who were highly motivated by their employers had ‘High’ level of perception on organisational culture.

Suggestion

- Organisation culture should be strengthened by improving ‘Employee dress norms’, ‘Prompt

rewarding', developing 'Sense of accountability', 'Proper mentoring', 'Dedication and commitment' among employees, 'Effective communication', valuing 'Creative, innovative and quality' work of employees and 'Appropriate guidance'.

- Employee satisfaction was found below among employees with moderate level of motivation. Hence they should be motivated. This would improve their satisfaction level.

Conclusion

The culture followed by an organisation has a deep impact on the employees and their relationship amongst themselves. On the one hand employees contribute effectively in building a powerful organisational culture. On the other hand, the culture can strongly influence employee relationship and build lasting employee satisfaction through intensity of motivation.

References

- Azeem M.A and Quddus. "Work Motivation and Job Satisfaction Among Employees of Indian Universities: A Study With Special Reference to Work Environment." International Journal of Research in

Organizational Behavior and Human Resource Management (2014): 316-329.