

A STUDY ON ASSESSING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION AND PERFORMANCE WITH REFERENCE TO KESORAM

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To Cite this Article

Dr. D. Sathish Kumar, Davala Sai Dharshini, "A Study On Assessing The Influence Of Organizational Culture On Employee Motivation And Performance With Reference To Kesoram", *Journal of Science Engineering Technology and Management Science*, Vol. 02, Issue 08, August 2025, pp: 31-36, DOI: 36<http://doi.org/10.63590/jsetms.2025.v02.i08.pp31-36>

Submitted: 02-07-2025

Accepted: 06-08-2025

Published: 13-08-2025

ABSTRACT

Workers were thought of as only another cog in the wheel of production. This change in thinking about employees was probably prompted by the Hawthorne Studies, a series of research conducted by Elton Mayo from 1924 to 1932 and reported in Dickson (1973). Workers are motivated by more than just pay checks, and this study found a correlation between employees' views and their actions (Dickson, 1973). Bedeian (1993) asserts that the human relations approach to management, which shifted the emphasis of managers to workers' needs and desires, originated in the Hawthorne Studies.

Finding out what drives individuals and what inspires workers has been the major focus of a lot of research since the Hawthorne Study's results were released (Terpstra, 1979). The five main approaches that have advanced our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectation theory, Adams' equity theory, and Skinner's reinforcement theory.

Physiological, social, ego, and self-actualizing needs are the five levels into which an employee's demands fall in Maslow's theory (Maslow, 1943). Maslow proposed a hierarchy of needs, with the satisfaction of basic needs coming before higher-level demands could motivate employees. There are two categories of factors that might affect motivation, according to Herzberg's research: hygienes and motivators (Herzberg, Mausner, & Snyderman, 1959). Motivators or characteristics intrinsic to the job, such recognition and achievement, may be responsible for employees' levels of job satisfaction. Both internal and external factors, including pay and job security, may contribute to an employee's level of work satisfaction.

The concept of motivation has also been defined by several contemporary authors. People have used the term "motivation" to describe the mental process that provides direction and purpose to behavior. Motivation may also be defined as: the internal urge to fulfill an unfulfilled need (Higgins, 1994), a tendency to act purposefully in order to attain particular, unmet demands (Buford, Bedeian, & Lindner, 1995), or the desire to achieve (Bedeian, 1993). In the context of this research, "motivation" will be understood as the driving force behind individuals' and teams' efforts to achieve both individual and collective goals.

For what reasons is it critical that our employees feel inspired? The answer, says Smith (1994), is to stay alive. Having motivated employees is crucial in today's ever changing settings. A company's success is directly proportional to the level of employee motivation. Work output increases when workers feel intrinsically driven to succeed. In order to excel in their roles, managers must comprehend the motivations of their employees as they pertain to the work they do. Among a manager's responsibilities, inspiring employees is among the trickiest. This is because, as Bowen and Radhakrishna (1991) point out, employee motivation is always shifting. For instance, Kovach (1987) found that when salaries rise, employees see less financial motivation to work hard. Also, having a fulfilling career is more of a driving force as individuals age.

Inspiring staff at the Piketon Research and Extension Center and Enterprise Center was the focus of this study, which aimed to identify the factors that contribute to this effect. The purpose of the research was to detail the relative weight of the following 10 driving variables: (a) stability in one's employment, (b) compassionate support when times get tough, (c) genuine dedication to one's coworkers, (d) challenging and rewarding work, (e) pleasant working conditions, (f) fair and reasonable discipline, (g) competitive pay, (h) opportunities for advancement and advancement within the company, (i) a sense of belonging, and (j) genuine gratitude for one's efforts. The comparison of this study's findings with those of other populations was an additional objective of the research.

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1. 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.

Personnel management is the process of attracting, holding, motivating, and people involving all managers, line and staff

-DUNN & STEPHEN

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** its solutions at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

2. 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.

3. RESEARCH METHODOLOGY:

(Both Primary source of data and Secondary source of data)

Primary Source: Discussions with plant staff, Interviews, Questionnaire administered.

Secondary Source: Journals Magazines and articles from prominent newspapers.

Population and Sample: There are 140 Officers & Supervisors and 100 Managerial staff. The questionnaire is administered to 100 Officers and Supervisory staff and 100 Managerial staff (The questionnaire has been administered to Managerial staff at BASANTH NAGAR Unit. The questionnaire has been sent through E mail to all these staff and the replies were also received through e mail)

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

4. Types of Motivation-

1. **Intrinsic Motivation** Intrinsic motivation is a type of motivation in which an individual is being motivated by internal desires. For example, let's say an individual named Bob has defined himself an objective to start shedding pounds and getting more beneficial. How about we likewise envision that Bob's motivation to seek after this way of wellness and wellbeing is to improve his wellbeing in general and feel more joyful with his appearance. Since Bob's craving to change originates from inside, his inspiration is intrinsic.

2. **Extrinsic Motivation** Extrinsic motivation, on the other hand, is a type of motivation in which an individual is being motivated by external desires. Instead of being inspired by the need to look better and feel more beneficial, suppose that Bob was feeling pressure from his significant other to thin down and improve his physical make-up with the goal that she would be more pulled in to him. Since this weight originates all things considered this is an example of extrinsic motivation.

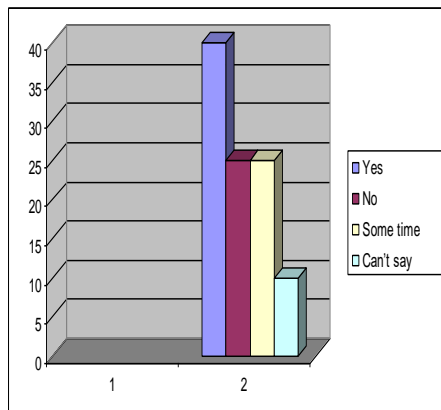
3. **Positive Motivation** In real sense, motivation means positive motivation. Positive motivation initiates individuals to do work in the most ideal way and to improve their presentation. Under this better offices and prizes are accommodated their better execution. Such rewards and offices might be money related and non-monetary.

4. **Negative Motivation** Negative motivation aims at controlling the negative endeavors of the work and tries to make a feeling of dread for the laborer, which he needs to languish over absence of good execution. It depends on the idea that if a laborer flops in accomplishing the ideal outcomes, he ought to be rebuffed.

5. DATA ANALYSIS AND INTERPRETATION

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

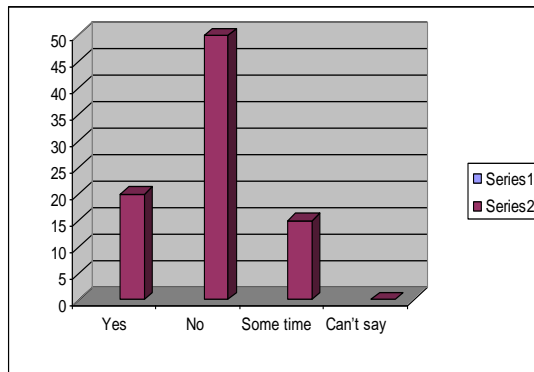
25% disagreed with the above proposal

25% may be may not

10% can't say

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

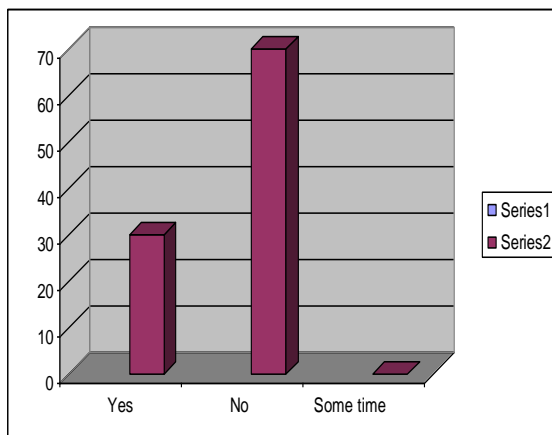
50% disagreed with the above proposal

15% may be may not

0% can't say

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

6. CONCLUSIONS

This chapter aims to derive some conclusions from the aforementioned viewpoint. Here, the researcher must admit that they are aware of the study's limits and that it is not possible to extrapolate the results from a single unit's sample to the whole industrial sector.

Six dimensions of employee empowerment preparation are assessed in the study: information and learning, clarity, value of people, power concept, and effective communication.

As a precondition for empowerment, effective downward communication flow has been approved by the Executives based on our review of commination data.

The study concludes that the executives place a fair value on the organization's human resources when considering the worth of people. But they have somewhat agreed to share the power in terms of the notion of power.

They are really upbeat about the idea of sharing knowledge with lower-level employees.

The CEOs are supportive and believe that the rank-and-file should have enough learning chances, which is a major conclusion about learning opportunities, a foundation for empowerment.

When it comes to clarity, the CEOs are on the fence. Since most executives fall into the "somewhat ready" category across all dimensions, the aspect-wise percentage analysis concludes that the company is only partially prepared to empower its employees.

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