

IMPACT OF WORK CULTURE ON MOTIVATION: AN OVERVIEW IN INDIAN PERSPECTIVE

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Abstract: Employee attributes relate to the capacity to perform, employee inclination to put in work effort relates to willingness or motivation to perform, and organizational support given to employee at work relate to opportunity to perform. These three factors when combined determine performance outcome. **Productivity or performances outcomes = Individual Attributes x motivation to put in effort x Organizational support.** The study is based on secondary data. The main objective of the study is to study the relationship between work culture and motivation. The study find out that the management should start with encouraging the worker to invest his labor in the organization. In order to do so the worker should be initiated to perform. To a large extent this is dependent on the personality and the attitude of the workers.

Keywords: Work culture, Motivation, Productivity, employees, organization etc.

1. INTRODUCTION:

When an association or society is formed where people interact, in such cases there arises certain rules or norms, which define the behavior of the individual. Although the cultural cores of many companies have been eroded by radical shifts in the environment or the actions of management, those that survive continue to perpetuate corporate and individual well-being. It has been often noticed that such shift brings about minimal changes in the organization, but we are bound to put on our thinking cap to assess the reason behind such minimum change.

The minimization of any radical change is because of the culture that is there in the organization. The impact of organizational culture- beliefs, attitudes, values and expectations shared by most organization members brings about stability. If we analyze the conditions it is often noticed that if such stability is there in an organization it acts as a positive force and contributes towards the betterment of the organization. It is often found that the organizational culture once established remains the same unless a major change comes up. And if at all such a change takes place it has its impact on all areas of the organization.

‘Organizational culture is often readily apparent in the action of individuals and groups, in norms governing behaviors in various situations, in formal corporate philosophy, in informal rules concerning matters as to who communicates with whom or how various rewards will be distributed and even in business strategies or values. In short, an organization culture is often a powerful force determining how it operates and how it performs.’ (Robert a baron & Jerald Greenberg)

Whatever has been discussed above suggest that there is only one organizational culture, but this is not true. Since any system is a collection of different subsystems, which are interrelated and interdependent similarly, an organizational culture is the sum of several subcultures based on functional, occupational or any other divisions. People belonging to different departments share beliefs and attitudes similar to other members of their department. When we identify the differing views of people of same system we come in touch with the subcultures. While assessing the work culture of a particular entity these subcultures should also be considered in order to get an idea about its effects or consequences. Having identified the issue we have to find answers to a number of basic questions that can arise regarding work culture namely its origin, stability, its negative aspects etc.

There is no single definition that completely explains the concept ‘organizational culture’. The values and beliefs in an organization can be shared by all members of the organization, then it is said that the organizational culture is strong. It is also possible that the individuals or a small group within an organization share different value and beliefs depending on the basis of caste, gender or Religion is known as weak culture. Both of These different ways of sharing values and beliefs by employees within an organization happen. Many studies claim that having a strong organizational culture leads to better performance of employees and improves performance of the organizations but the strong culture is a barrier in introducing change in the organization. On the other hand, weak cultures also have benefits since there is less groupthink, and there is less resistance from employees at the time of introducing change.

2. MOTIVATIONAL SITUATION IN INDIA:

When compared to developed countries the developing countries like India are far behind in terms of economic growth and industrialization. The motivation situation in these countries is not satisfactory because the government there seldom realized the importance of this factor. The slow growth was attributed to factors like failure of government policies, change in international economies, etc. but the real reason behind such thing is the ineffective management of the resources of the country.

The main emphasis is on the attainment of goals but the management does not realize that the goal can be reached pretty fast only if the organization and use of resources is proper. Managing organizations for socio-economic development requires effective utilization of three types of resources economic or monetary, Physical or material & social or human. When the question arises about the resources it is to be noted that human resource is not properly managed in such economies.

Of these **three** resources human resource is the most critical one and also the most neglected one. The management does not realize that only through the proper utilization of human resources the desired result can be achieved.

It is taken for granted that people are going to work to fulfill their needs and if they are getting a fair remuneration it in itself is enough. Productivity, which is the relation of input to output, is the result of the combined effort of the managers and workers. If the efforts made by both the parties are satisfactory then it will lead to higher productivity. And only if the productivity is increased then it will stimulate the growth of the concern and that of the economy.

The organization while carrying out the recruitment and selection drive are making major mistakes by hiring people who finally are going to play the role of bureaucrats. Even if they go by the criteria of qualification we find that degrees in it are not effective the individual should know how to react in a given situation.

These people may be competent in planning and giving orders, determining norms for people to follow and might show proficiency in sophisticated modes and techniques, but when it comes to the implementation part they fail. Since a long time it has been recognized that conceptual skill is needed at the managerial level. But if human skill does not accompany the conceptual ones all the effort made for making the plan is wasted.

The managers should develop more of interpersonal skills and they should gain an insight regarding the ways to deal with people. While putting these facts to practice they would know that there is a link between people and productivity. They will realize why people who are capable or very efficient do not put in effort to perform at a required level. So the jest is that earlier if they were having difficulty in identifying conditions under which the people would be motivated or demotivated while performing their jobs, after developing their interpersonal skills it becomes a lot more easier to identify the same.

3. RELATIONSHIP BETWEEN WORK CULTURE AND MOTIVATION

In order to understand the relationship between the work culture and work motivation the basic idea of the motivational cycle should be gained. This helps in understanding the work motivation of employees of all cultures. The different variables, which make a culture of an enterprise, influence the motivation. This happens because the employees expectation, needs, desires, relationship with other members etc. are a number of variables that ascertain the way a motivational policy is to be made.

When we are discussing the condition of motivation in developing countries we find that it is characterized by the economy where there is a great deal of difficulty in arranging resources and the future forecasting cannot be accurate. So the workforce of countries belonging to this category are facing insecurity or are not planning for the future there is lack of proper planning and there is defect in the implementation of the plans. These aspects of an employee's behavior bring about adverse effect on the organization and the employees often act as barriers even if a proper strategy has been made by the management.



Fig. 1 The Basic Motivational Cycle

This is because of the lack of faith and trust on the part of the employees. They are not sure of the after effects of the policies and therefore the fear of the unknown makes them resist it.

In developing economies the management needs to identify the factors, which have a considerable effect on the work environment and also try to figure out methods to overcome the problems. The *first* aspect is the behavior of the employees in a particular work environment. Before making provisions for motivation there is a need to identify how an employee behaves in the enterprise. Only by assessing the way they work and the result they achieve certain defects or deficiencies in the system can be identified.

The *second* step is to relate the behavior and performance of the employees with the influence on productivity. Most of the times the superiors will find out that they have a capable staff who are in a position to achieve the results but are not working in accordance with their capability. While making the assessment a number of problem like absenteeism, tardiness, sloppy work habits, social loafing, apathy, slowness at work, committing, errors in assembling materials and many others problems are noticed.

The *third* step is to find out about the factors that affect both the quality and quantity of work output. And with the information collected it is up to the manager to understand why employees behave in these ways. When answers to the following are found finally they must influence and change dysfunctional employee behavior. Mere identification of the problem areas in the organization is not enough. The manager should find out measures to remedy the situation. In the process of analysis if he notices a positive behavior he should try to sustain it.

Wherever employees exhibit high performance, managers must create conditions to sustain such behavior. Changing poor performance and sustaining high performance would require a clear understanding of the nature of work motivation. Without an understanding of work motivation managers will not be able to develop appropriate motivational techniques to combat low productivity and maintain high performance among organizational members.

Two main factors are singled out to account for *low productivity in many developing countries*:

- (a) Obsolete technology and poor infrastructure like roads, electrical power, and communication networks.
- (b) An employee who is unwilling to work hard or a case of poorly motivated workforce.

The developing countries have many resources but they are not put to proper use. Therefore the lack of infrastructure is posing such a problem for these countries. However, in recent times there have been cases of countries including India when there had been heavy borrowing of capital and costly transfer of technology. Developing countries still continue to be having the low worker productivity and lots of defects in the performance of the workers.

This is because of the second reason where the human resources are abundant in developing countries but they are not being properly used. Many management thinkers have identified a number of casual attributed which affects work motivation and have identified measures for enhancing employee motivation and creating competitive organizations. Many theorists have suggested different views; if we go through it we find that their viewpoints differ. But all of these divergent viewpoints give a proper explanation to the fact that why there is lack of will to work hard in these countries

It is said that performance and productivity of the employee directly influences their motivation. The meaning of both the terms differ, we could still claim that they are related to a certain extent or that they direct relation with each other. The term 'performance' refers to an employee's manifest behavior at work, whereas the term 'productivity'

refers to the net outcome of employee performance. If the performance of an employee is satisfactory then the productivity also increases and vices versa.

Performance outcome or productivity is a consequence of a set of three factors:

- (a) The employees **attribute** such as his/her aptitudes and abilities, training, experience, and psychological makeup.
- (b) His/her **inclination** or motivation to expend the necessary effort to perform.
- (c) The **organization support system** that includes the physical and social environment in the workplace, technology and the administrative policies and practices.

4. CONCLUSION:

Therefore we can say that, employee attributes relate to the capacity to perform, employee inclination to put in work effort relates to willingness or motivation to perform, and organizational support given to employee at work relate to opportunity to perform. These three factors when combined determine performance outcome. The individual performance equation may therefore be stated as follows:

Productivity or performances outcomes = Individual Attributes x motivation to put in effort x Organizational support.

When the individual performance is calculated the organization effectiveness can also be determined. Now when we have the performance of all the workers we could outline the work motivation, it pertains to 'the conditions and processes that account for the arousal, direction, Magnitude, and maintenance of effort in person's job'

So the management should start with encouraging the worker to invest his labor in the organization. In order to do so the worker should be initiated to perform. To a large extent this is dependent on the personality and the attitude of the workers. When we talk about motivation in Indian organizations we could first of all identify the socialization process in India. For these the three values system should be understood. They are:

- (a) A personal ethic of helplessness
- (b) An organizational ethic of personalized relationship
- (c) An idealized family centered work ethic.

5. SUGGESTIONS:

- The management ought to be guided by the assertion: The top management must demonstrate a commitment in creating such a culture with proactive policies in human resource management areas such as recruitment, training, placement, job design and supervision. Labor is an investment and in order to get maximum return from this investment the management must promote the human resource by providing them with an environment that is conducive to their growth. If these steps are followed then the organization will have a culture, which will enhance the employee's loyalty.
- In management the importance of systematic manpower planning is always there. It helps in evolving strategies for recruitment, selection, and placement and provides for job analysis. This is why it is said that for a good policy on motivation the managers should make provisions for it right from the start.
- The next thing that is necessary is that the job analysis should be perfect and it should help in clarifying the job the requirements, the working hours and the remuneration. With respect to tasks, job definitions should be unambiguous and performance standards clear. The employee always welcomes such a step and it helps them to be clear about the policies and its effect on them.
- Both monetary and non-monetary rewards should be there in an organization. And furthermore these rewards should be made on the basis of the efficiency that the worker has. It has to be properly planned and implemented in order to get the desired results. Time-based compensation and inadequate performance appraisal can never help an organization in taking care of the motivating factor.
- After finalizing the aforesaid factors the last aspect to be dealt with is the implementation part where the support and guidance are necessary for the employees to be motivated to perform. In the Indian context the manager must adopt leadership style, which is compatible with the employee's attitudes and thinking styles.

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