
ASSESSING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION AND PERFORMANCE – HERO MOTOCORP LTD.

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ABSTRACT

Organizational culture plays a crucial role in shaping employee behavior, motivation, and overall performance within an organization. A positive and supportive organizational culture fosters employee engagement, commitment, job satisfaction, and productivity, while a weak or negative culture can lead to low morale, poor performance, and increased turnover. This study aims to assess the influence of organizational culture on employee motivation and performance by examining various cultural dimensions such as leadership style, communication practices, teamwork, recognition systems, and organizational values.

The research investigates how employees perceive the existing culture and how these perceptions affect their motivation levels and work performance. Data for the study can be collected through structured questionnaires and analyzed using statistical techniques to identify the relationship between organizational culture, employee motivation, and performance outcomes. The study highlights the importance of creating a culture that encourages collaboration, innovation, trust, and employee development.

The findings are expected to reveal that organizations with strong and positive cultures experience higher levels of employee motivation, leading to improved individual and organizational performance. Furthermore, the study emphasizes that management practices aligned with organizational values contribute significantly to employee satisfaction and commitment. The research provides valuable insights for managers and policymakers in designing effective cultural strategies that enhance workforce motivation and

productivity. Ultimately, the study concludes that organizational culture serves as a key determinant of employee motivation and performance, making it an essential factor for achieving long-term organizational success and competitive advantage.

I. INTRODUCTION

Organizational culture refers to the shared values, beliefs, attitudes, norms, and practices that guide the behavior of employees within an organization. It represents the social and psychological environment of an organization and influences how employees interact with one another, perform their duties, and contribute to organizational goals. In today's highly competitive business environment, organizations recognize that a strong and positive culture is essential for achieving sustained growth, employee satisfaction, and superior performance.

Employee motivation is one of the most critical factors that determine individual and organizational success. Motivated employees are more committed to their work, demonstrate higher levels of productivity, and contribute positively to organizational objectives. Organizational culture plays a significant role in shaping employee motivation by creating an environment that promotes trust, recognition, teamwork, communication, innovation, and professional development. A supportive culture encourages employees to perform at their best, whereas a negative culture can lead to dissatisfaction, reduced productivity, and increased employee turnover.

Performance is another key aspect influenced by organizational culture. Employees who work in organizations with clear values, strong leadership, effective communication, and opportunities for

growth tend to exhibit better job performance. Organizational culture not only affects how employees feel about their jobs but also influences their commitment, engagement, and willingness to achieve organizational goals. Therefore, understanding the relationship between organizational culture, employee motivation, and performance is essential for organizations seeking to enhance their overall effectiveness.

This study focuses on assessing the influence of organizational culture on employee motivation and performance. It examines how different cultural factors such as leadership style, reward systems, communication patterns, teamwork, and organizational values impact employee attitudes and work outcomes. The findings of the study will help organizations develop strategies to strengthen their culture, improve employee motivation, and enhance organizational performance.

In the modern workplace, where attracting and retaining talented employees has become increasingly challenging, fostering a positive organizational culture is more important than ever. By understanding the influence of culture on employee behavior and performance, organizations can create a productive work environment that supports both employee well-being and long-term business success.

DEFINATION:

Employee motivation refers to the level of enthusiasm, commitment, and willingness of employees to perform their job duties effectively and contribute toward achieving organizational goals. It is the internal and external force that drives employees to work productively, maintain high performance, and remain dedicated to their responsibilities.

According to **Stephen P. Robbins**, employee motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy an individual's needs.

Employee motivation can be influenced by various factors such as:

- Salary and incentives
- Recognition and rewards
- Career growth opportunities

- Job security
- Positive work environment
- Leadership and management support
- Training and development programs

A motivated employee tends to be more productive, innovative, satisfied, and committed to the organization, leading to improved organizational performance and success.

DEFINITION OF MOTIVATION:

Motivation is the process that initiates, guides, and sustains goal-oriented behavior. It is the internal drive or external stimulus that encourages an individual to act, work, and achieve desired objectives.

NEED OF THE STUDY:

The study on **Employee Motivation** is essential because motivated employees are the key assets of any organization. Employee motivation directly influences productivity, job satisfaction, commitment, and overall organizational performance. Understanding the factors that motivate employees helps management develop effective strategies to improve employee morale and efficiency. The study also helps identify employee needs, expectations, and areas where improvements are required. Furthermore, it enables organizations to create a positive work environment, reduce employee turnover, enhance performance, and achieve organizational goals effectively. Therefore, studying employee motivation is important for both employee well-being and organizational success.

SCOPE OF THE STUDY

The scope of the study is to examine the level of employee motivation within the organization and identify the factors that influence employee performance and job satisfaction. The study covers various aspects of motivation such as salary, incentives, recognition, career growth opportunities, working conditions, job security, and employee welfare measures. It aims to understand employees' perceptions regarding motivational practices adopted by the organization and their impact on productivity. The findings of the study will help management improve motivational strategies, enhance employee

engagement, and achieve better organizational performance. The study is limited to the employees and organizational environment selected for the research.

OBJECTIVES OF THE STUDY:

1. To study the level of employee motivation in the organization. in **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.).
2. Identify the factors influencing employee motivation.
3. To examine the relationship between employee motivation and job performance.
4. To assess the level of job satisfaction among employees.
5. To evaluate the effectiveness of the organization's motivational practices and policies.
6. To analyze the impact of rewards, recognition, and incentives on employee motivation.
7. To study the role of working conditions in motivating employees.
8. To identify the challenges affecting employee motivation in the workplace.
9. To suggest measures for improving employee motivation and organizational performance.
10. To understand employees' perceptions regarding career growth and development opportunities.
11. To determine the influence of motivation on employee commitment and productivity.

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.

SAMPLING PLAN

- 1) Population specification :
Employees of the Hero MotoCorp Ltd(Phonex motors limited)
- 2) Sample frame :
Corporate sector
- 3) Sample specification :
Employees of Hero MotoCorp Ltd
- 4) Sample size :
100
- 5) Sample method :
Convenience sampling method
- 6) Data analysis :
Tabulation and Interpretation

To achieve the objectives of the study a questionnaire containing questions was given to a sample size of 100 respondents who were asked to give their opinions.

After all the respondents filled up the questionnaire, the collected responses were tabulated question-wise. The total number of times a question was answered as one of the options in the rating scale by all the respondents was tallied, tabulated and shown in the form of a pie graph mentioned for the question.

The percentages shown in the graphs are calculated using the formula:

$$\% \text{of response} = \left(\frac{\text{Number of responses}}{\text{Total number of respondents}} \right) * 100.$$

LIMITATIONS OF THE STUDY:

1. The study is limited to a specific organization and therefore the findings may not be applicable to all organizations.
2. The study is based on the responses provided by employees, which may be influenced by personal opinions and perceptions.
3. Due to time constraints, only a limited number of employees could be included in the study.
4. The accuracy of the study depends on the honesty and cooperation of the respondents.
5. Some employees may have been reluctant to share their true opinions regarding motivational practices.

6. The study focuses only on selected factors affecting employee motivation and may not cover all possible factors.
7. Changes in organizational policies and work environment during the study period may affect the results.
8. Limited availability of data and resources may restrict the depth of analysis.

II. REVIEW OF LITERATURE

MOTIVATION

Hero MotoCorp Ltd **recognizes** that employees are the most important resource of any organization. In the modern world, the human factor alone can provide a competitive edge to any organization. As one author remarks – “Some of the best assets walk into and outside the organization everyday”.

All HRD efforts are based on the fundamental concept that “Human-beings infinite potential for growth and development that can be converted into performance by investment of time and effort by management at all levels”. In Hero MotoCorp Ltd “**Human Resource Management** is identified as a key area providing the cutting edge to the organization in its endeavor towards competitive excellence. The HRD philosophy of the organization is based on “continuous efforts to enhance the knowledge develop skills and reorient attitude of employees to keep pace with the changing environment”. An attempt is made to align HD programmers with the basic business strategy.

INTRODUCTION

Human beings are a resource to an organization. Like another resource they represent an investment whose development and utilization require proper managing. There is a fundamental trust the people are organization’s most important assets.

Performance results from the interaction of physical, financial and human resource. The first two are inanimate; they are translated into “productivity” only when human element is introduced. In dealing with employees, however an intangible factor of will, violence or freedom of

choice is introduced, and workers can increase or decrease their productivity as they choose. This human quality gives rise to need for motivation.

Motivation is one of the most important factors affecting human behavior. Motivation not only affects other factors like perception and Learning but also affect the total performance of an individual in organizational setting. This is the reason why managers attach great importance to motivation in an organization.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was reached, referred to as the Hawthorne studies, conducted by Elton Mayo from 1924 to 1932(Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973)

The Hawthorne studies began the human relations approach to management, where by the needs and motivations of employees become the primary focus of managers (Bedeian, 1993).

MEANING OF MOTIVATION:

Motivation refers to the inner drive, desire, or willingness that encourages an individual to act and achieve specific goals. It is the force that stimulates people to work with enthusiasm, dedication, and commitment toward accomplishing personal and organizational objectives. Motivation influences the direction, intensity, and persistence of a person's behavior.

In an organizational context, motivation is the process of inspiring employees to perform their duties effectively and efficiently. It helps employees remain focused, productive, and satisfied with their work. Motivation can arise from **internal factors** such as personal achievement, self-development, and job satisfaction, or **external factors** such as salary, incentives, recognition, promotions, and rewards.

A motivated employee is more likely to demonstrate higher productivity, better performance, increased job satisfaction, and greater commitment to the organization. Therefore, motivation plays a crucial role in

improving employee performance and achieving organizational success.

CHARACTERISTICS OF MOTIVATION:

1. **Psychological Process**
Motivation is a psychological concept that influences an individual's thoughts, feelings, and behavior toward achieving goals.
2. **Goal-Oriented**
Motivation directs employees' efforts toward the accomplishment of specific personal and organizational objectives.
3. **Continuous Process**
Motivation is an ongoing process because human needs and desires keep changing over time.
4. **Dynamic in Nature**
Motivation is not static; it varies from person to person and changes according to circumstances and needs.
5. **Need-Based**
Motivation arises from human needs, wants, desires, and expectations that individuals seek to satisfy.
6. **Influences Behavior**
It guides, directs, and sustains human

behavior toward desired actions and outcomes.

7. **Can Be Positive or Negative**
Motivation may be positive through rewards, recognition, and incentives, or negative through fear of punishment and disciplinary actions.
8. **Individual Difference**
Different individuals are motivated by different factors depending on their values, attitudes, and personal needs.
9. **Improves Performance**
Motivation encourages employees to work efficiently, resulting in higher productivity and better performance.
10. **Leads to Job Satisfaction**
Motivated employees generally experience greater job satisfaction and commitment to the organization.
11. **Complex Process**
Since human needs and behaviors are diverse, understanding and motivating employees can be a complex task.
12. **Essential for Organizational Success**
Motivation helps organizations achieve their goals by encouraging employees to contribute their best efforts.

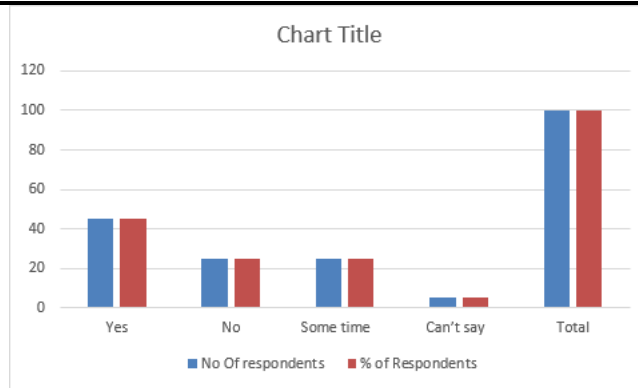
III. DATA ANALYSIS & INTERPRETATION

1.0 SUPERVISION:

1.1 Is the physical working conditions are taken care by superiors?

A) Yes B) No C) Some time D) Can't say

Particulars	No	Of	%	of
	respondents		Respondents	
Yes	45		45	
No	25		25	
Some time	25		25	
Can't say	5		5	
Total	100		100	

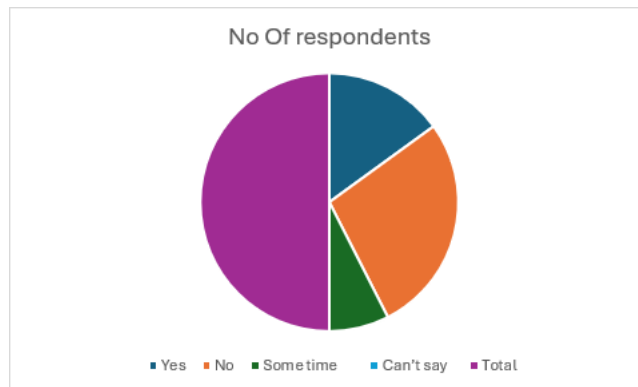


INTERPRETATION

40% agreed with the above proposal
 25% disagreed with the above proposal
 25% may be may not
 10% can't say

1.2 Are you accustomed work under many supervisors for the same nature of work?
 A) Yes B) No C) Some time D) Can't say

Particulars	No Of respondents	% of Respondents
Yes	30	30
No	55	55
Some time	15	15
Can't say	0	0
Total	100	100



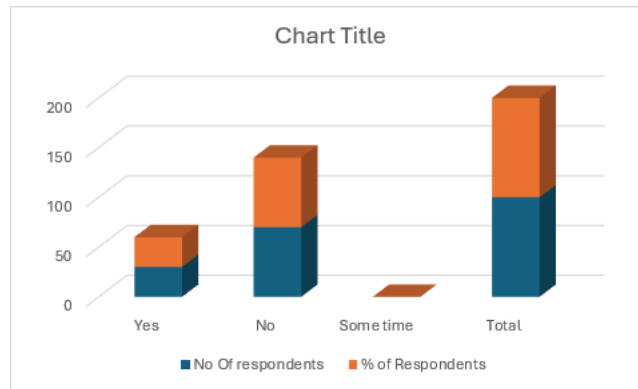
INTERPRETATION

30% agreed with the above proposal
 50% disagreed with the above proposal
 15% may be may not
 0% can't say

1.3 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

Particulars	No Of respondents	% of Respondents
Yes	30	30

No	70	70
Some time	0	0
Total	100	100



INTERPRETATION

30% agreed with the above proposal

70% disagreed with the above proposal

IV. FINDINGS

- Employees at Hero MotoCorp Ltd. India are very optimistic about their future with the company. This is a good sign for limited turnover expectations by the company.
- Employees feel that organization cares for their employee which reflects the bond between the company and employee.
- In Organization employee feels that they are allowed to participate in decision making this reflects professionalism of the company.
- Employees are given a chance to deal with problem situation; they are allowed to approach their seniors for any problem situation. Most of the employees (90%) are satisfied with problem solving mechanism available in the company.
- On an average almost all the employees are satisfied the way rewards and recognition is awarded to them. That shows the company is offering awesome benefit package to the employees.
- Only 60% of the employees are of the view that they are having long term job

security it is a good percentage but still 25% are in different. So company should try to win the faith of them.

- A good and effective relationship among the employees and superiors is the sing of trust and understanding which Hero MotoCorp Ltd. is witnessing as 75% of them are satisfied with the relationship with superiors.
- On an average 70% of the employees are satisfied with incentives and medical allowances at Hero MotoCorp Ltd.

SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince any body to identify the following areas to chart out training programs for the executives to make them completely ready for empowerment

1. A general training program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.

2. The present study identifies the following areas in which training is to be undertaken.
 - ✦ A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.
 - ✦ Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.
 - ✦ A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success.
3. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

V. CONCLUSIONS

In the above perspective, the present chapter makes an attempt to draw some conclusions. It

should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.

With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of concept about power, they are some what agreed to share the power.

As far as information sharing with lower rungs is concerned, they are very positive.

One significant conclusion with regards to learning opportunities, which is a basic for empowerment, is that the executives are favorable and feel that sufficient learning opportunities should be there for the rank & file.

As far as clarity is concerned, the executives are somewhat agreed i.e., neutral. The aspect wise percentage analysis leads to the conclusion that the organization is somewhat ready for employee empowerment because the majority of the Executives in almost all aspects are concentrated in somewhat ready group.

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