

Organization culture impacts on employee motivation: A case study on an apparel company in Sri Lanka

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Abstract

This study conducted to find out about the organizational culture that the apparel company use to motivate the employees. And incorporate with how organization motivate their employees in the organization and to discover the relationship between organizational culture and employee motivation. The study comprised an investigative contextual analysis outline with quantitative strategies. It utilized sampling strategy amid the procedure of information gathering from the study respondents that was totaling to 50 individuals.

The study concludes that the organizational culture and the distinctive motivational tools in motivating its employees to empower teamwork and enhancing the employees resolve at their work places to perform better.

The study recommends that organization ought to join in obtain of motivational needs through altering in the work laws, that there ought to an important coordination between employees' needs and hierarchical needs.

In conclusion, that needfulness of employee motivation lined with organizational culture in organizations are suggested for further studies.

Keywords: organizational culture, employee motivation, motivational tools and respondents

1. Introduction

Hofstede (2012) ^[6] defines culture as the combined ideas of the employee's mind that differentiates one employee group from those of another and it is the system in which employees of an organization relate to each other, their work and the outer world in contrast to other Organizations. Furthermore, Campbell (2012) ^[4] on his part defines culture as a multifaceted information that an individual learns and which directs each individual's experience, movements and opinions. Perron (2013) ^[13] defines that Organizational culture is a process of creating common awareness and understanding out of different individuals' viewpoints and various interests. In similar, Perrin (2013) ^[12] briefs Organizational culture is a carrier of importance and not only provides a common view about the level in which people in the Organization are surrounded by the values and formalities that strengthen the level.

Motivation is an employee's essential interest about and drive to achieve activities related to work and it is the interior effort that causes an individual to decide to take action (Broussard and Garrison, 2004) ^[3]. Moreover Nohria, Groysberg and Lee (2008) ^[16] explains motivating employee starts with identifying that to do their greatest work, employees must be in an atmosphere that meets their basic emotional motivations to obtain, promise, understand, and secure.

This research is carried out to evaluate "Impact of Organizational culture on employee motivation in an apparel company." Specifically the main intention is to recognize the relationship between Organizational culture and employee motivation.

Problem Statement

To identify the importance and impact of organizational culture in the apparel company towards employee motivation.

Objectives

- To review literature to identify the factors affecting organizational culture towards the employee motivation.
- To explain and identify the importance of employee motivation in an organization.
- To provide adequate conclusions and make recommendations to apparel company in order to overcome from the challenges and the problems.

Literature Review

Impact of Organizational culture and employee motivation

Sokro (2012) ^[17] evidently describes that, this research mainly inspects the Organizational culture and employee motivation. According to Richard (2007) ^[15] culture is a significant component of the internal surroundings of an Organization. Additionally Adewale and Anthonia (2013) ^[1] state suitable employees have to be carefully chosen by the Organization with the most accurate set of skills and identifying their capacities based on experiences. Having these abilities will benefit the Organization in numerous techniques by performing very well on the uppermost stage. Recruiting the incorrect person would negatively impact the Organization. In order to find the culture and motivation bond, a mixed method for data collection and analysis has been used. Furthermore, the study showed that Organizational culture has a straight impact on employee motivation. The better the Organizational culture, the upper the motivational level of employees (Sokro, 2012) ^[17]. It was observed that if Organizations expand a strong culture of satisfy and identify employees' effort, it leads to increase motivation.

A bad Organizational culture can disappoint ability from linking and interrupt the usefulness of an organization; on the contrary, a good culture can appeal and hold great ability over and above competitors (Exter, 2013) ^[5]. In fact organizational

culture more and more significant in today's business world because, if tested and designed suitably, they support Organizations to manage with the constantly growing competition on the world markets (Remenyi, 2005) [14].

2. Methodology

In this research, the author will use deductive approach to classify the important from the primary data and then moved into gather structured data. Thereby, the current research has developed based on quantitative method.

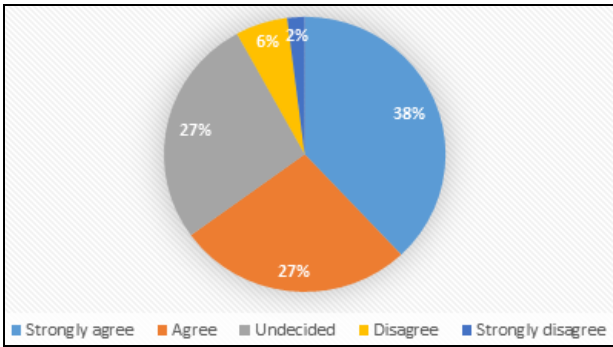
The size of the target sample would be a minimum of fifty (50) individuals. The researcher would use nonprobability sampling methods, so convenient sampling technique will be applied.

3. Data Collection

In this study as the primary data collection technique, author will utilize close ended questionnaires to gather information. Also, used academic and commercial abstract, journal articles and online books as the recourses for the secondary data.

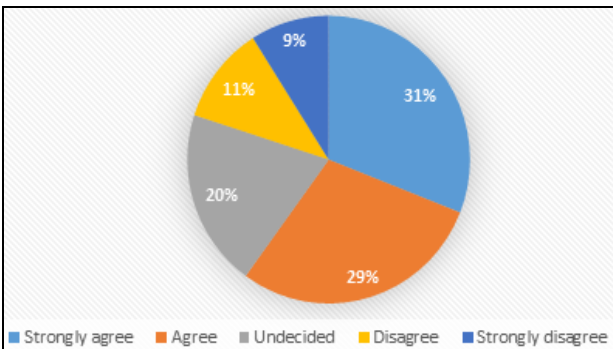
4. Finding and discussion

Question 1- Does the organizational factors including competitiveness and achievement oriented have an impact of employee motivation?



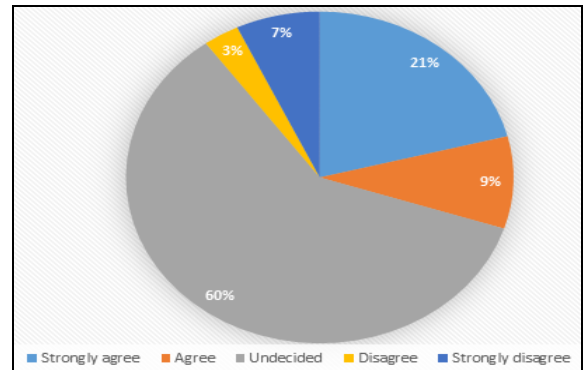
According to the question most of the employees (38%) at the company are competitive and achievement oriented, therefore strongly agreed and only 8% disagreed with the question. In fact, the responses are in line with the argument of Banerjee (2015) [2] mentions that, Organization is a process of recruiting and bonding people to accomplish the objectives of the organization and also recommends the combination of the staff to achieve the common objectives.

Question 2- Does the management styles and team working in the organization has an impact on organizational culture?



According to the above chart it shows that majority of the respondents 60% (31%+29%) are agree with the fact and the question outlines the arguments of Management study guide (2015) [8] for more extent the following other factor for affecting organizational culture is: teamwork work within the organization - the employees in their own manner set into the culture of the workplace. The mindsets, interests, attitudes and perception.

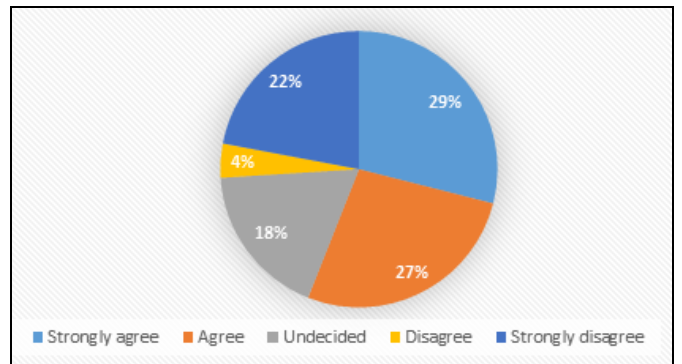
Question 3- Does the organization commit towards the loyalty and concern about the mutual trust have a positive relationship with employee motivation?



The above derived results shows a percentage of 30% (21%+9%) who agree and strongly agree. This indicates that there is an ideal amount of people who mutually trust each other and is loyal to

Organization as well and believe it's a key to employee motivation. The results which were inclusive which was 60% indicates that the employees of organization doesn't know what drives them towards employee motivation and thus, putting them into a doubtful situation. And so on, amounts of 10% (7%+3%) believe that this factor firmly doesn't contribute to employee motivation. The results agree with the Ngima and Kyongo (2013) [10] describes employee motivation as when the organization delights, their employees with love, friendliness and with care, make them trust and motivate for all their contributions also they turn to be more liable and creative.

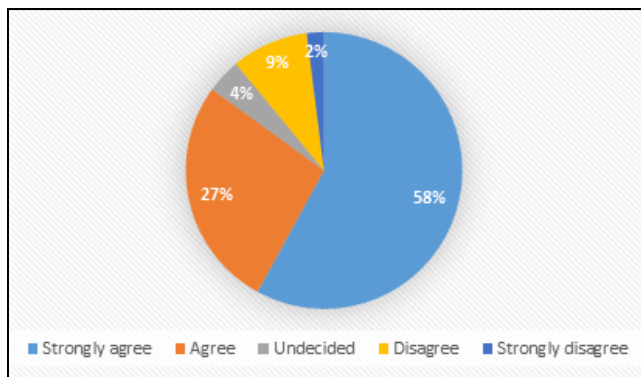
Question 4- Does acquiring new employees would have a positive impact on organizational culture and create new opportunities?



The above results displays an ideal amount of perception the company has given towards acquiring new employees would

cause to rise new opportunities and it would positively impact on organizational culture. This indicates that only 56% (27%+ 29%) of the organization believes acquiring new employees would positively effect on organizational culture and the rest 44% (22%+ 18%+ 4%) do not believe in that fact. The results have proven the argument of Martins and Martins (2003) ^[9] in a strong culture, the organization's main values are adhered strongly and shared broadly. This recommends that when organizational members obtain the shared values, they become further loyal to them. Adjoining Nicolescu (2008) ^[11] explains organizational culture is realized as, all principles, objectives, ethics, opportunities and behaviors, formed over time in each organization, which is usual in its area and educating directly and indirectly its process and achievement.

Question 5- Does the employee motivation leads the organization towards success on the basis of winning in the marketplace and outperforming the competition where competitive market leadership is the key?



The above derived result indicates that a majority of 85% of the perception of employees saying that winning employees in terms of competition leads to market leadership and market winning. The rest of minority of 11% has a different perception of factors of success and thus, have leading them to believe in other factors. The results have been lined with the argument of Itika, (2011) ^[7] the changing organizational environment in the marketplace pushed managers to improve efficiency in the production and service delivery processes by increasing their capability to use the greatest practices of people management at the time.

5. Limitations of the study

The Researcher has found a few limitations, which are combined with the analysis as follows. The core limitation was absence of time. Moreover, because of the absence of time restrictions, researcher, lost some critical information arrangement as he needed to strengthen with moral observations. Except of that quantitative data, gathering methods limited researcher to gather open-ended in-depth questionnaires. Out of the total number of 50 respondents selected sample for the study, only 45 employees completed the questionnaires, given a response rate of 90%.

6. Conclusion and Recommendations

This study was conducted to identify the impact of Organizational culture on employee motivation in an apparel company and the fact has been proved through the staff

employees that there's positive impact of organizational culture on employee motivation.

According to the results of this survey, the company is more reputed in the market place due to the unique characteristics by which it has built through its culture and motivation. Although it's massive company in Sri Lanka, many respondents were unaware of its corporate culture and other basic business practices. Therefore, the company to be improved in terms of employee motivation, some recommendations are suggested by author as below:

Company have to recruit superiors who are well educated, in order to understand the mental power of the subordinates in the company. And by knowing and understanding the employees mind, they should implement strategies to meet or match employees mind set.

Next, the company could provide the employees to allowances where, they can settle their extra expenses. Therefore, the employees get motivated and provide their maximum effort in the job role.

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