

An Analysis on How Non-Managerial Employees are Motivated Through Organizational Culture

(With Special Reference to Ranpa Footwear Manufacturing Company)

W.L.B.Madushani¹

The success and growth of an organization depends on efficiency and effectiveness of its employee performance through organizational culture. Employees learn and communicate what is acceptable or unacceptable in an organization in the light of its values and norms. Hence, organizational culture provides basis for employee performance. Employee motivation is a topic that has received very significant attention by today's organizations. No organization may possibly thrive without their employees. Employees are the main reason any organization might have the potential to keep in existence for a longtime. In Ranpa, there are more than 200 employees in Kadawatha factory. There is a manual manufacturing process in the factory. Since employees are valuable resources for the factory, their contribution is highly considered. This paper discusses about "how organization culture influence on the employee motivation?". The core objective of this study was to investigate the influence of organizational culture on employee motivation. Furthermore, this study addressed the secondary objective; to identify the existing characteristics of the organizational culture. Interview method was used as the data collection method, since the qualitative research approach was taken into the consideration. Thematic analysis was the data analytical technique and sample of the study was 8 non managerial employees who were working in the different sections of Ranpa footwear Manufacturing Company. The findings were discussed under 3 main themes; firstly, how the Artifacts used by the organization led to motivate employees, secondly, the influence of values on deciding the employee motivation and finally, how the employees were motivated through the Basic Assumptions, practiced by the organization. According to the research findings, the cultural elements that have been discussed under above 3 themes had a substantial influence on the employee motivation at Ranpa factory. Therefore, finally it could be concluded that the culture of Ranpa as a whole had a greater influence on deciding the motivational level of its employees and most of time the culture had a positive influence on the employees which lead them to be motivated.

Keywords: Employee motivation, Factory workers, Organizational culture, Organization cultural elements

¹Department of Business Administration, University of Sri Jayewardenepura, Nugegoda, Sri Lanka