



## **INFLUENCE OF THE ORGANIZATIONAL CULTURE ON MOTIVATION OF NON-MANAGERIAL EMPLOYEES (WITH SPECIAL REFERENCE TO RANPA FOOTWEAR MANUFACTURING COMPANY)**

*W.L.B. Madushani\**

*Department of Business Administration, University of Sri Jayewardenepura,  
Sri Lanka*

### **01.INTRODUCTION**

The success of an organization highly depends on the commitment of its employees. Therefore, the motivated employees contribute to achieve a higher level of performance in the organization. In order to motivate the employees, there should be a good culture within the organization. Since the employees are valuable resources, their motivation and loyalty towards the company is essential. In this light, Ranpa Footwear Manufacturing (Pvt) Ltd. was selected as the research field to study its employee's motivation. The organizational culture is characterized by the degree to which the underlying values and beliefs are shared by all employees in the organization and the sharing of different aspects of values and beliefs by individual employees. Sharing these values and beliefs could make employees develop a strong connection with the organization and with each other, which is more of a group feeling. The motivational factors such as achievement, recognition, work itself, responsibility, advancement etc. make workers work harder and it is argued that those factors are associated with job context or what people do at work. Therefore, various motivational systems and frameworks depend on the culture of an organization. The influence of organizational culture on employee motivation has been recognized and may have a positive effect on the organization (Franco, Bennett and Kanfer, 2002).

There are more than 200 employees in the factory of Ranpa Footwear, Kadawatha. There is a manual manufacturing process in the factory. Since employees are a valuable resource for the factory, their contribution is highly considered. Culture of Ranpa Footwear Manufacturing (Pvt) Ltd. has a great influence on the employee motivation. Therefore, this study investigated, how the main cultural factors, such as (1) leadership practices (whether it was practicing employee-oriented leadership), (2) communication and coordination process (whether all the information flowed properly from top to bottom) and (3) equality (whether all the employees were treated equally) impact employee motivation at Ranpa Footwear Manufacturing (Pvt) Ltd. These 3 main areas are the central focus of this study.

When it comes to leadership, founders must appoint and keep the skilled people in the organization and socialize them. When making decisions, leaders have to confront complex challenges. A leader's success depends on various factors, for instance, on his knowledge and understanding of the organizational culture. The leader who understands his organization's culture and takes it seriously is capable of predicting the outcome of his decisions and preventing any anticipated negative consequences. It is learned through imitation. In order to get employees to behave as expected, leaders' example is indispensable. In addition, Schien (2004) states that leaders' success depends on sending and shaping correct contents about their priorities, values and beliefs. Once the culture is established and accepted, it will become a strong leadership tool. It will associate the leaders with the beliefs and values of an organization and its members and help leaders guide them.

Communication is also one of the main factors of a culture which helps individuals and groups to coordinate activities to achieve goals and encourage them to participate in socialization, decision-making, problem-solving and change-management processes. Communication can help to motivate, build trust and create shared identity. It provides a way for



individuals to express motions, share hopes and ambitions and celebrate and remember accomplishments. Communication is the basis for individuals and groups to make sense of their organization, what it is and what it means.

When workers work, certain problems related to equality may arise to reasons such as, gender differences, position differences, work differences etc. For example, many cases have been found where men are given higher and better positions than women. According to Wilson & Thompson (2001), although there are organizations that claim to be providing equal rights for both genders, they fail to put that in practice. In order to get the best out of them, organizations need to reward women in the same way they reward men. When an organization continues to embrace implicit negative attitudes about race, age, gender, or other characteristics, discrimination in the workplace becomes an issue. The discrimination in the workplace has multiple implications, including its effect on employee motivation.

### **1.1 Research objectives**

1. To identify the characteristics (leadership, communication and coordination process and equality) of the existing culture of Ranpa Footwear Manufacturing (Pvt) Ltd.
2. To identify the influence of these cultural elements on motivation of non-managerial employees at Ranpa Footwear Manufacturing (Pvt) Ltd.

## **02.METHODOLOGY**

### **2.1 Research design**

Under this topic, the following aspects are discussed.

#### **2.1.1 Philosophical foundation**

Under the philosophical assumption, the paradigm of interpretivism was used in this investigation. In contrast to positivism, this views reality as subjective, and the researcher is a part of the research process. Interpretivism is a socially constructed phenomenon which focuses on what people think and do, what kind of problems they are confronted with, and how they deal with them. Perceptions of employees with respect to the influence of equality, communication methods and leadership styles on each employee's motivation may also be socially constructed factors. Therefore, the paradigm of interpretivism was seen as appropriate to investigate the influence of culture on employee motivation.

With regard to ontology, this study focused on the aspect of subjectivism. This holds that social phenomena are created with the perceptions and consequent actions of social actors. The reality is there in the eyes of the beholder. This aspect would be utilized for this investigation since the influence of organizational culture on employee motivation may be socially constructed.

#### **2.1.2. Type of the study/ purpose of the study**

This study can be identified as a descriptive study since; descriptive research explores phenomena in their natural environment without using the scientific method. This kind of research goes further than exploratory research in examining the problem, leads to think systematically about the particular aspect, offers ideas for further research and helps to make certain decisions in the future as well. Case studies an example for descriptive research. This study gathered information regarding the influence of cultural factors on employee motivation using the descriptive research approach which can yield rich descriptions of factors between variables the way experimental research can.

#### **2.1.3. Research approach**

This study adopted an inductive research approach. The data was collected and the theory was developed based on the analysis of the data collected. This approach owes more to

interpretivism.

#### **2.1.3.1. Research choice**

This study adopted a qualitative approach as focused on the cultural aspects of the organization and the motivational factors of employees. Qualitative research helps interpret and better understand the reality of a given situation. Therefore, qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of a particular populations. In this study, the qualitative approach facilitated the effective identification of intangible factors, such as equality, communication styles and leadership capabilities.

#### **2.1.4. Research strategy**

The case study strategy was selected as the research strategy to conduct this research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. This method can be used to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods. Thus, by using the case study strategy, the research problem could be studied in detail and in flexible manners. Case studies allow a lot of detail to be collected that would not normally be easily obtained by other research designs. Within the case study, scientific experiments could be conducted as well. Case studies usually help experimenters adapt ideas and produce novel hypotheses which can be used for later testing. Accordingly, the case study strategy in this study, which focused on dynamics among different groups, departments within the context of the selected organization.

#### **2.1.5. Research setting**

The setting of this study was a non-contrived setting since the research can be done in the natural environment where events proceed naturally.

#### **2.1.6. Time of study**

Since all the data relevant to the study were gathered just once in order to answer the research questions rather than studying the phenomenon at multiple points of time, this can be identified as a cross-sectional study.

### **2.2. Population and sampling**

Under this topic, following aspects are discussed.

#### **2.2.1. Unit of analysis**

According to this study, non-managerial workers (bottom level workers) of Ranpa Footwear Manufacturing (Pvt) Ltd. were considered as the unit of analysis.

#### **2.2.2. Population**

There are more than 200 non-managerial workers in the Ranpa manufacturing factory. All the non-managerial workers of factory were considered as the population of the study.

#### **2.2.3. Sample**

Sample of the study was eight non-managerial employees working in different sections of the factory, such as the sole section, insole section, sewing section, cutting section, socks section, etc.

#### **2.2.4. Sampling technique**

Since this is a qualitative research, judgement sampling which falls under the non-probability sampling method was selected to gather data. This technique enabled the collection of quality responses to meet the specific objectives.

### **2.3. Collection of data**

This section emphasizes the data collection method and the steps taken to carry out data collection.

### 2.3.1. Data generation and collection methods/instruments

The data collection of this study was carried out through interviews. This study investigated the invisible cultural aspects such as equality, communication methods and leadership styles. Similarly, employee motivation is also a highly subjective concept. It is very difficult to collect real data related to cultural aspects and motivation through quantitative data collecting techniques, such as questionnaires. Moreover, an interview is an interactive process and the interviewer can probe to make further clarifications and have an in-depth discussion during the interviews. Therefore, in order to gather in-depth information from the participants, interviews were conducted with different individuals and groups in the organization.

The interview process involved selecting the participants to gather relevant data, establishing a rapport with them and selecting the interview venue. During the interviews, it was necessary to listen to the participants attentively while probing and remaining focused.

### 2.4. Data presentation and analysis

#### 2.4.1 Planning fieldwork

This investigation explored how the culture of Ranpa Footwear manufacturing company influences the motivation of its employees. Since the culture is a very broad concept, the study focused on 3 dimensions of culturally highlighted factors in Ranpa culture such as, leadership, equality, and communication. Moreover, the other specific features of Ranpa culture which affected the employee motivation were considered as well. In order to conduct this research at Ranpa footwear manufacturing company, permission was obtained from its Human Resource Manager who gave permission to collect data after going through the proposal. The data were collected using semi structured interviews. Before visiting the field, an interview guide was prepared to support the interview process. Then, the semi structured interview was conducted based on the interview questions, regarding the cultural factors, with special focus on the above three dimensions. The types of questions and their purposes are shown in table 2.1.

**Table 2.1: Interview questions and their purposes**

Questions	Purpose of the question
<ol style="list-style-type: none"> <li>1. What do you think about the leader(s) of Ranpa factory?</li> <li>2. Which kind of leadership style do you expect when working in the organization? Could that be experienced here? Are there any mismatches?</li> <li>3. Describe your ideal supervisor? What are the qualities of your supervisor that you appreciate / do not appreciate?</li> <li>4. How does your supervisor support you to complete your task? Are you satisfied working with him?</li> <li>5. According to your viewpoint, what is the organization more concerned about? People? or the task?</li> <li>6. How does the organization support your career growth? Does it support you to enhance your creativity, competitiveness, productivity, and innovativeness?</li> <li>7. Give me an example of a new idea you suggested to your manager to make some improvement within the factory.</li> </ol>	<p>The purpose of asking these questions was to know about the leadership style in Ranpa footwear manufacturing company; whether the leaders were concerned about the employee requirements and whether the employees were motivated by the leaders.</p>



<ol style="list-style-type: none"> <li>1. How do you share your ideas with your colleagues and the top management? Is there a proper communication and coordination process within the factory?</li> <li>2. Since this is a process, all the activities are interconnected. So how do you get to know about the quantities, quality and other relevant information of the item that you produce? Do you clearly receive all the relevant messages related to your task?</li> <li>3. What kind of a working environment do you expect to work in? Does your expectation match with the working environment of the factory you work?</li> </ol>	<p>The purpose of asking these types of questions was to clarify whether the factory has a proper communication and coordination process and whether the Employees were encouraged to be engaged in the process.</p>
<ol style="list-style-type: none"> <li>1. How does your management treat employees? Have you experienced any discriminations (e.g. regarding promotions or salary increments)?</li> <li>2. Why are you working here? Are you satisfied with the salary, rewards and incentives, recognition, training and development received from the company?</li> </ol>	<p>This question was asked to gather information about equality; whether the employees treated in same manner or discriminated based on the factors, such as gender, Age and ethnicity.</p>

Eight participants who were the factory workers, working in different sections in the factory were interviewed in order to collect relevant data for this study. Since there was a tight schedule in factory, only two employees were released per day. Therefore, it took four days to interview all the eight employees.

#### 2.4.1 Fieldwork experience

The friendly staff at Ranpa footwear manufacturing company supported to conduct the interviews. A field note book was maintained to note down all the interview data provided by the employees, since permission was not given to voice record the interviews. Moreover, certain observed behavioral changes were also noted down. Their behaviors were different from each other. Some were very friendly and talked very nicely and spent more time to provide all the relevant details. Many of them had a long term experience in the factory. Therefore, they were not shy and afraid to talk. But some were quite afraid to talk, because they were new to the factory. Since they worked in different sections of the factory, they expected different things from the company. But there were similar expectations as well. However, at the end of the entire interview process which took 4 days, a good rapport was built with the participants and the staff members of HR Department. Finally, the collected data were analyzed using the thematic analysis. Under thematic analysis, it was possible to identify the following 3 themes.

1. Does leadership play an important role in motivating employees at Ranpa footwear manufacturing company?
2. Is there a proper communication and coordination process which influences employee motivation at Ranpa footwear manufacturing company?
3. Are the employees at Ranpa footwear manufacturing company are treated equally to make them motivated?



### 3. RESULTS AND DISCUSSION

#### 3.1 Does leadership play an important role in motivating employees at Ranpa?

Leadership is the heart and soul of an organization. Schein (1992) argues that leadership today is essentially the creation, management, and at times destruction and reconstruction of culture. It is argued that the founders of the organization create the organizational culture. Since the motivation is a goal-oriented characteristic that helps a person to achieve his objectives, it pushes an individual to work hard to achieve his or her goals.

The change in the leadership at Ranpa was also taken into the consideration in this study. The current leader (MD) is the son of the previous MD. When asked about the leader (MD) of Ranpa footwear manufacturing company, everyone affirmed that he was a very good leader. Though they have never talked to him. They have heard about his smart personality from the others. They said that the MD talked to the employees on special occasions, such as New Year and Christmas. They said he talked in a very friendly manner. When asked about the differences between the previous MD and the present MD, they said that both of them were good, but they did know them well enough.

Similarly, the other leaders such as, the executives, trainers and supervisors were taken into consideration. According to the responses of the participants, many of the employees had a positive impression about their leaders who have been always caring about the mental and physical safety and health of their employees. Moreover, these leaders have also encouraged them to participate in the decision-making process of the factory and guided and inspired them to develop their career path by being innovative. This is proved by the following response given by one of participants.

I am working in the quality Department. It is our responsibility to ensure the quality of slippers before they go to the market. Our section is monitored by one supervisor. He has been working here for 30 years. He is a very kind person. When we have problems, we can get his help without any issue. We can ask him anything and he guides us with our tasks. He always supports to us. He talks to us in a very friendly manner. If we make mistakes, he never blames us. He supports to correct those mistakes. And in certain cases, he has personally helped us. He treats all the employees equally. Also sometimes he cracks jokes with us, sharing things like close friends. We also crack jokes with him and if we bring some sweets, we share with him as well. He treats all the employees equally. I am very happy to work with my supervisor because of his kind, supportive and friendly qualities.

According to Bass, (1985) a transactional leader does not interact regularly with the workers unless a mistake or deviation occurs. Transactional leaders do not motivate their employees or help them in their career growth. On the other hand, transformational leadership is inspirational, challenging, charismatic, stimulating and always developing the capability of the employees. As a result, employees are willingly to work towards their full potential inspired by the transformational leader (Bass, 1985). On the other hand, Root, G. (n.d.) argued that the democratic style of leadership influences employee's motivation. In this approach, employees are part of the decision-making process and by that they feel included and their opinions are valued.

Therefore, it could be argued that there is a transformational leadership at Ranpa footwear manufacturing company instead of a transactional leadership. It has created a very supportive, friendly and calm working environment where the employees could work without tension, stress and pressure from their supervisors. Moreover, as Root suggests, Ranpa footwear manufacturing company exercise democratic leadership considering and adding value to employee decisions. Therefore, it was visible that the employees are satisfied and motivated by the leadership.



### **3.2. Is there a proper communication and coordination process at Ranpa footwear manufacturing company which influences employee motivation?**

The way the organization communicates with its employees is reflected in the morale, motivation and performance of the employees. If employees feel that the communication from the management is effective, it can lead to the feeling of job satisfaction, commitment towards the organization and increased trust in the workplace.

When it comes to Ranpa, there are more than 300 employees working in the factory. Moreover, since there is a liner process in making slippers, all the activities are interconnected. Therefore, there should be a good communication and coordination among all the employees. That is why this factor was taken into consideration. When asked about the communication process, one of participants who work in the Quality Department replied:

When we came to the factory as newcomers, they conducted an induction programme for us. They introduced the company, its history, what they expect from us, how to behave when we are working and the rules and regulations of the company, etc. Through that we gained a good understanding about the company. When we are working, we receive all the information that we need. Since there is a high responsibility for ensuring the quality of slippers before they go to the end customer, the flow of reliable information is essential. Therefore, every morning, our supervisors conduct the morning meeting. Here, we discuss the quality issues that occurred the previous day. And also, we discuss what is going done during the day and how to do it. If there are any problems, employees can clarify them in the morning meeting. Also, if a problem arises when we are working, we can solve it with the help of our foreman who has the second authority to supervise us after the supervisor. He gives the relevant information when we work. But in some cases, damaged items are passed because of the problems in receiving the messages. But they are recovered as soon as possible. However, there is no issue in receiving messages regarding our tasks or with the way the coordination takes place.

According to the above response, it was proved that all the information that they need are received on time from their monitors and the role of their jobs are clear. In addition, if the employees have any personal problems/issues, they could discuss with the management panel of the factory and they provide the mentoring facility to their employees to solve their personal problems as well. They have access to the top management to discuss any problem.

Many scholars state that internal communication provides employees with important information about their jobs, organization, environment and each other. Hienigan, (2002) states that poor communication results in an unstable working environment and that can become a cause of employee de-motivation. A manager who suffers from poor communication skills is likely to feel frustrated most of the time. And he is even more likely to be surrounded by a number of unhappy and unproductive subordinates' (Andrews and Baird, 1989). Communication helps individuals and groups to coordinate activities to achieve goals, and it is vital in socialization, decision-making, problem-solving and change-management processes. Organizational capabilities are developed and enacted through "intensely social and communicative processes" (Jones et al.,2004).

The participants provided positive responses regarding the communication process of Ranpa footwear manufacturing company and, it could be concluded that there is a good upward and downward communication between employees and the management in the company. Moreover, it could be argued that the employees of Ranpa footwear manufacturing company are motivated by the communication and coordination process in the factory.

### **3.3. Are the employees at Ranpa footwear manufacturing company treated equally to**



### **make them motivated?**

The U. S. Equal Employment Opportunity Commission defines equality and discrimination in the workplace. The commission states that: it is illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information. It is also illegal to discriminate against a person because the person complained about discrimination, filed a case against discrimination, or participated in an employment discrimination investigation or lawsuit.

When it comes to Ranpa footwear manufacturing company, there are people who are different due to their religion, race, gender and age. Moreover, there are more female employees than male employees working in the factory. Therefore, attention was paid to the forms of discrimination that could be seen in the factory. One participants gave the following response:

I have been working in the socks section for 2 years. The staff of Ranpa is actually friendly and supportive. They treat all the employees in the same way. Based on our performance and how we are achieving targets, we are given salary increments, incentives and other benefits. No one is given increments based on the personal contacts. But supervisors are closer with the senior employees than with the newcomers. But when giving increments, all are equal to them. But in some cases it could cause conflicts between senior employees and the newly recruited employees, because of the senior- junior difference. But there is no issue regarding how the management treats us. Also, there are people from different races and religion, such as Sinhala Buddhists, Tamils and Catholics. But many of them are Sinhala Buddhists. Only a few Tamils and Catholics work the factory. But there are no Muslims. However, the company treats all of us equally when giving increments, promotions, rewards etc. and also when we have a problem, the management gets involved and supports us to solve it without any discrimination. As a woman I have never felt that I have been discriminated, when compared with men. Both men and women are treated equally. Only based on our performance, we can have benefits, but not because of other reasons like personal contacts.

According to the responses of the participants, all the employees at Ranpa footwear manufacturing company are treated equally and no discrimination can be seen, when they are given benefits. But there is an issue in recruiting employees to the factory as priority is given to the Sinhala Buddhists. Furthermore, they never recruited Muslims. Even though the employees in the company are treated with equality, the world could see that the company practices discrimination, because of the policy restricting the recruitment of Muslims.

In order to treat employees equally, they should be rewarded without any discrimination. According to the responses, it could be seen that the fair rewarding procedure at Ranpa footwear manufacturing company leads to the satisfaction of all the employees. When literature is considered the contemporary equity theory of motivation argues that a major input into job performance and satisfaction is the degree of equity (or inequity) that people perceive in their work situation (Luthans, 1980). Inequity occurs when an employee perceives his/her outcomes to inputs and the ratio of a coworker's outcomes to inputs to be unequal. It is important to note that equality or inequality is based on perception and is subjective. On the other hand, the process theory called the Porter-Lawler Model suggests that levels of motivation are based more on the value that individuals place on the reward. The components that effect motivation then, are called valence (what's important to you) and expectancy (can I do it).





Porter and Lawler suggest that perceived inequality in this model plays pivotal role in job satisfaction. Our motivation or effort leads to performance. Our performance is followed by intrinsic and extrinsic rewards.

According to the equity theory, employees of Ranpa footwear manufacturing company perceive that the ratio of their outcomes to inputs and a coworker's outcomes to inputs to be equal. It is for this reason that the employees said that they were given increments based on the performance and there was no any discrimination of giving benefits. It was fair when compared with their ability to achieve targets. Similarly, according to Luthans, our perceptions of equal or unequal rewards may cause us to be unsatisfied with the job, and less motivated to perform in the future. At Ranpa footwear manufacturing company, all the employees are rewarded equally based on their abilities. Therefore, it has resulted in employee's motivation and satisfaction.

When gender equality is considered, Ranpa footwear manufacturing company does not discriminate women from men. Both parties are treated in the same way. Therefore, Ranpa could get the best from both parties as suggested by Wilson who states, "in order to get the best out of them, organizations need to reward women in the same way as they reward men." As mentioned earlier, the restriction of recruiting the Muslim people was the only discrimination that could be seen at the Ranpa factory. But it did not affect to the motivation level of current employees, because they were treated equally. Therefore, it could be concluded that the existing employees are motivated and satisfied since there is a fair and equal system of treating employees within the factory.

#### **4. CONCLUSIONS/ RECOMMENDATION**

According to the response given by the participants, all the employees were satisfied with the current leadership and management of Ranpa footwear manufacturing company. Therefore, the supportive leadership practices of the company motivate their employees. Similarly, a proper communication and coordination process is available at Ranpa footwear manufacturing company. According to the participants, it also positively influences the employee's motivational level. Moreover, all the employees are treated equally without any discrimination based on gender, age, religion, race, etc. Even though there is no discrimination of the way the employees are treated within the factory, certain degree of discrimination related to employee recruitment could be seen as the factory gives the priority to the recruitment of Sinhala Buddhists while restricting the recruitment of Muslims.

However, when considering the three cultural elements of leadership, communication and coordination process and equality, it could be concluded that the culture of Ranpa footwear manufacturing company as a whole has a great impact on deciding the motivational level of its employees and the culture has mostly a positive influence on the employees leading them to be motivated.

This study recommends that the management ought to evaluate the satisfaction and commitment of employees constantly to reinforce ideal organizational values, and the climate that enhances and maintains high performance of the employees. Employees should be effectively motivated while, economic rewards must accompany recognition and opportunities for realizing various individual goals and aspirations. Further, the management of Ranpa footwear manufacturing company should reflect on current ways of communicating and devise strategies to enhance effective communication across all levels of the organization specially focusing on the construction of messages aligning with the performance of employees and organizational values. Furthermore, it is necessary to explore the current leadership style of the management team based on this study and such observations would help Ranpa footwear manufacturing company develop a strategy to address the current issues implementing a world class leadership approach. This world class approach needs to be one that considers decision making, involvement, recognition,



conflict management, role assignment, and communication as these factors are leadership responsibility.

## ACKNOWLEDGEMENTS

*I would like to express my sincere thanks to the HR Management team and all employees of Ranpa Footwear Manufacturing (PVT) LTD, Kadawatha, which was selected under study to help me by providing necessary information to do this research successfully.*

## REFERENCES

- Ahmad, K. (2009). Leadership and work motivation from the cross cultural perspective. *International Journal of Commerce and Management*, 19(1), 72-84. doi: 10.1108/10569210910939681
- Bass, B. & Avolio, B. (1994). Transformational Leadership and Organizational Culture. *International Journal of Public Administration*, 17(3-4), pp.541-554.
- Franco, L., Bennett, S. & Kanfer, R. (2002). Health sector reform and public sector health worker motivation: a conceptual framework. *Social Science & Medicine*, 54(8), pp.1255-1266.
- Jones, E., Watson, B., Gardner, J. & Gallois, C. (2004). Organizational Communication: Challenges for the New Century. *Journal of Communication*, 54(4), pp.722-750.
- Luthans, F. & Ottemann, R. (1973). Motivation vs. learning approaches to organizational behavior. *Business Horizons*, 16(6), 55-62. doi: 10.1016/0007-6813(73)90079-7
- Milne, P. (2007). Motivation, incentives and organisational culture. *Journal of Knowledge Management*, 11(6), 28-38. doi: 10.1108/13673270710832145
- Noordhoorn, R. (2010). A bachelor thesis on the impact of organizational culture on motivation. *Organizational culture and work motivation*.
- Schein, E. (1990). Organizational culture. *American Psychologist*, 45(2), 109-119. doi: 10.1037//0003-066x.45.2.109
- Sinha, S., Singh, A., Gupta, N. & Dutt, R. (2010). Impact of Work Culture on Motivation and Performance Level of Employees in Private Sector Companies. *Acta Oeconomica Pragensia*, 18(6), 49-67. doi: 10.18267/j.aop.321
- Theseus.fi. 2021. [online] Available at:  
<[https://www.theseus.fi/bitstream/handle/10024/120531/trenn\\_anita.pdf?sequence=1&isAllowed=y](https://www.theseus.fi/bitstream/handle/10024/120531/trenn_anita.pdf?sequence=1&isAllowed=y)> [Accessed 14 June 2021].
- Vielhaber, M. (1987). Book Reviews: Communication for Business and the Professions, Third Edition. Patricia Hayes Andrews and John E. Baird, Jr. Dubuque, IA: Wm. C. Brown, Publishers, 1986, 462 pages (paper). *Journal of Business Communication*, 24(2), pp.63-65.
- Wilson, F. & Thompson, P. (2001). Sexual Harassment as an Exercise of Power. *Gender, Work & Organization*, 8(1), pp.61-83.
- (2021). Retrieved 14 June 2021, from  
[https://www.theseus.fi/bitstream/handle/10024/120531/trenn\\_anita.pdf?sequence=1&isAllowed=y](https://www.theseus.fi/bitstream/handle/10024/120531/trenn_anita.pdf?sequence=1&isAllowed=y)



**Appendix**

**Appendix 1: Excerpts from the semi- structured interview**

Excerpts	Themes
<p>Pathum- Clerk</p> <p>I talk with MD sir. When he comes to the office, I support him to carry his bags to the office. Actually, he is a very good person. He talks with me in a very friendly manner. Even though he is the head of our factory, he is not bossy.</p> <p>Anula- Quality Department</p> <p>I am working in the Quality Department. It is our responsibility to ensure the quality of slippers before they go to the market. Our section is monitored by one supervisor. He has been working here for 30 years. He is a very kind person. When we have problems, we can get his help without any issue. We can ask him anything and he guides us with our tasks. He always supports to us. He talks to us in a very friendly manner. If we make mistakes, he never blames us. He supports to correct those mistakes. And in certain cases he has personally helped us. He treats all the employees equally. Also, sometimes he cracks jokes with us, sharing things like a close friend. We also crack jokes with him and if we bring some sweets, we share with him as well. He treats all the employees equally. I am very happy to work with my supervisor because of his kind, supportive and friendly qualities.</p>	<p>Does leadership play an important role in motivating the employees at Ranpa?</p>
<p>Thamali- Assembly</p> <p>When we came to the factory as newcomers, they conducted an induction programme for us. They introduced the company, its history, what they expect from us, how to behave when we are working and the rules and regulations of the company, etc. Through that we gained a good understanding about the company.</p> <p>Anula- Quality Department</p> <p>When we are working, we receive all the information that we need. Since there is a high responsibility for ensuring the quality of slippers before they go to the end customer, the flow of reliable information is essential. Therefore, every morning, our supervisors conduct the morning meeting. Here, we discuss the quality issues that occurred the previous day. And also, we discuss what is going to be done during the day and how to do it. If there are any problems, employees can clarify them in the morning meeting. Also, if a problem arises when we are working, we can solve it with the help of our foreman who has the second authority to supervise us after the supervisor. He gives the relevant information when we work. But in some cases, damaged items are passed because of the problems in receiving the messages. But they are recovered as soon as possible. However, there is no issue in receiving messages regarding our tasks or with the way the coordination takes place.</p>	<p>Is there a proper communication and coordination process within Ranpa which influences employee motivation?</p>



<p>Manel- Socks section</p> <p>I have been working in the socks section for 2 years. The staff of Ranpa is actually friendly and supportive. They treat all the employees in the same way. Based on our performance and how we are achieving targets, we are given salary increments, incentives and other benefits. No one is given increments based on the personal contacts. But supervisors are closer with the senior employees than with the newcomers. But when giving increments, all are equal to them. But in some cases, it could cause conflicts between senior employees and the newly recruited employees, because of the senior-junior difference. But there is no issue regarding how the management treats us.</p> <p>Kumarasiri- Sawing section</p> <p>There are people from different races and religions, such as Sinhala Buddhists, Tamils and Catholics. But many of them are Sinhala Buddhists. Only a few Tamils and Catholics work in the factory. But there are no Muslims. However, the company treats all of us equally when giving increments, promotions, rewards etc. and also when we have a problem, the management gets involved and supports us to solve it without any discrimination. As a woman I have never felt that I have been discriminated, when compared with men. Both men and women are treated equally. Only based on our performance, we can have benefits, but not because of other reasons like personal contacts.</p>	<p>Are the employees at Ranpa treated equally making them motivated?</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------