

## Demographics & Its Impact on Organisational Culture and Employee Motivation (A Study of the Employees in IRCTC)

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### ABSTRACT

In this day and age human resource management and development is becoming more important due to the fact that a man has gained a new place and a new role in all societal processes and in their administration. The sheer employees' characteristics, i.e., demographic factors, besides the organisational factors, have a certain sway in this area. By sufficient understanding of both demographic factors and their influence, it is possible to apply measures to make the employees motivated. This paper points out such influences on the organisational culture and employees' motivation. Also, the interface of certain demographic factors is presented, such as the qualification, designation and gender, onto employees perceiving motivation and onto respective consequences. The research was done on employees in the IRCTC in New Delhi.

**Keywords--** motivation, demographic factors, employees, IRCTC

### I. INTRODUCTION

#### *Culture*

Culture is "the way things are done within a group". It sets priorities and expectation, enabling people to learn and understand what is important, subsequently identifying those actions that lead to punishment and those lead to reward. Hofstede (1997) pointed that the culture of organization is the collective programming of mind that distinguishes the member from one organization to another. Culture is an important part of internal environment of organization. Organisation culture is set of values, beliefs, attitudes that help the members of the organization understand what it stands for, how it does things and what it consider important.

#### **What is organizational culture?**

Several scientists have defined organisational culture in very different ways. The terms 'organisational

culture' and 'corporate culture' are used interchangeably. According to George, Sleeth and Slider (1999) organisational culture generally includes: a philosophy that exemplifies an organisation's orientation toward its customers and employees, and rules, both written and unwritten, which dictate how a member of the organization should act to 'get along'. John McLaughlin defined organizational culture as a system of shared assumptions, values, and beliefs, which governs how people behave in organizations.

Organizational culture is the behaviour of humans within an organization and the meaning that people attach to those behaviours. According to Needle (2004)

**"Culture is how organizations 'do things'."** — Robbie Katanga

**"Organizational culture defines a jointly shared description of an organization from within."** Bruce Perron

Despite the diversity in the definitions, it can be recognized that there is a common good where organisational culture is based on namely; underlying values and beliefs. These underlying values and beliefs are the basis for the behaviour of individuals in the organisation. It takes a long time before the values and beliefs are enshrined in the organisation. To what extent individuals in the organisation adopt the organisational culture can be characterized by the type of culture that prevails in the organisation, called either a strong or a weak organisational culture.

**Strong organisational culture:** The term strong organisational culture has been explained in different ways. O'Reily and Chatman (1996) define a strong organisational culture as a set of norms and values that are widely shared and strongly held throughout the organisation.

**Weak organisational culture:** It can be said that the definition of the concept weak organisational culture is the

opposite of a strong organisational culture. So the norms and values within the organisation are not widely shared and strongly held. Corillo and Grumb (1999) characterize a weak culture by agents undertaking little culture-specific investments and cultural changes being more likely.

### **Motivation**

Motivation is the key component of organization culture. Culture plays a significant role in an organization regarding how people feel about their work, levels of motivation commitment and in turn job satisfaction. People in organization are the key factors for competitiveness and organization can demonstrate highly complex social structure because of their culture strength. There is clear mutual interdependence between organization and its employees were both the parties have an impact on each other's potential in achieving success. There are evidences that motivation and job satisfaction cannot treated in isolation. Motivated staff takes pride whilst doing their jobs & thus feels responsible for the organization success. There is no single method for motivating employees. The biggest dilemma of organization is still motivating employee. Methods have changed over time and depend on situation that employee experience. Thus managers have a crucial responsibility in locating subordinates motivational factors and implementing them into organization culture. Managers thus need to find proper tools that motivate their subordinates and fit the current corporate culture. Nowadays the traditional motivational practices such as money and promotion have found in adequate. However, innovation practice now needs to practice.

Motivation has been defined in various ways and by different authors. This may explain the many definitions that are developed. Atkinson (1964) defines motivation as: "the contemporary influence on direction, vigor, and persistence of action", while Vroom (1964) defines it as "a process governing choices made by persons . . . among alternative forms of voluntary activity". Motivation is the inner power that pushes you toward taking action and toward achievement. Motivation is powered by desire and ambition, and therefore, if they are absent, motivation is absent too. RemezSasson

Frank Hawkins (1993: 132-133) defines it as "what drives or induces a person to behave in a particular fashion the internal force which initiates, directs, sustains and terminates all important activities. It influences the level of performance, the efficiency achieved and the time spent on an activity."

**Intrinsic motivation** Intrinsic motivation is considered to be of major importance to human behavior (see e.g. De Charms, 1968; Deci, 1971). According to Deci (1992) intrinsically motivated behavior is performed out of interest and thus requires no "reward" other than the spontaneous experience of interest and enjoyment that accompanies it.

**Extrinsic motivation:** Now more insight is given in what the concept intrinsic motivation means it can be said that extrinsic motivation is the opposite, but that would be too easy. Commonality between the two concepts is incorporated in the fact that external motivation also is explained by different definitions. According to Rigby, Deci, Patrick, & Ryan (1992) extrinsically motivated behaviors are instrumental, they are performed for the external rewards or consequences that accrue from their performance. Besides external rewards, status, acceptance, good work environment, promotion et cetera can also serve as instruments for motivation. Bruno (1994) confirms this by stating that extrinsic preferences are those activated outside the person concerned. Those external interventions may be material in monetary or nonmonetary form, or they may be immaterial, such as fame and recognition in the media.

Displayed as percentages for example, percentage of people in different age ranges percentages of people from different genders etc.

**Main Whitney U test:** Main Whitney U test is a non parametric test of null hypothesis that two samples come from the same population against an alternative hypothesis, especially that are particular population tends to have larger values than the other.

**Kruskal- Wallis Test:** The Kruskal-Wallis H test is a rank based non parametric test that can used to determine if there are statistically significant differences between 2 or more groups of an independent variable on a continuous or ordinal dependent variable.

**Graphic Presentation:** Bar Charts are used to present the facts and data in appropriate manner, neat and clean and good design form as far as possible because a graphic illustration can be indeed worth a thousand words.

## **II. REVIEW OF LITERATURE**

According to O'Reilly et. al, 1991, motivation is the key constituent of organisational culture. Organisational culture plays a noteworthy role in an organisation regarding how people feel about their work, levels of motivation, commitment and in turn job satisfaction. A strong culture brings out the positive energy of people to perform with loyalty and at deeper level while having emotional bonds of attachment with the organisation.

People are the key factors for the competitiveness and organizations can demonstrate highly complex social structure because of their cultural strength. There is a clear common interdependence between organisational culture and motivation said by Schein, 2004.

When employees feel involved in the organisational culture they may be more willing to pursue the organisational goals and are more dedicated to the cause stated by George, Sleeth and Snider, 1999.

It may be important for an organisation to know if it is possible to bind employees to the organisation by the organisational culture, so it can be ensured that they will pursue the organisational goals.

According to Hofstede (1991) corporate culture as a deeply rooted value or shared norm, moral or aesthetic principles that guide action and serve as standards to evaluate one's own and others' behaviors. Corporate culture itself has a important role in providing a framework where motivational factors operate.

(The most widely used organizational culture framework is that of Schein (1988), who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems stated by Hofstede, 1991.

In the words Shneider and Baroux (2003), "culture can also affect motivation at lower physical levels, in that cultures produce are facts and alter the environment in such a way that other mental processes that serve motivational states are also affected." Therefore, corporate culture provides two implications to motivation: it limits its existence and it also provides a framework where to alleviate it.

Organisations have been experiencing a speedy change regarding their outcomes and performance. Companies must ensure the motivation of their employees so as to make them committed for best outcomes, in order to compete in the global competition said by Harrison (1993).

### III. RESEARCH OBJECTIVES AND SCOPE OF STUDY

#### *Research objectives*

1. To study the relationship between Select Demographic variables & the determinants of Organizational Culture of the employees in IRCTC.
2. To study the relationship between Select Demographic variables & the determinants of Motivation of the employees in IRCTC.
3. To make recommendations & suggestions to the different stake holders of the Organisation.

#### *Scope of Study*

1. The study is helpful to organizations for identifying the area of dissatisfaction of job of the employees.
2. The study helps to make a managerial decision to the company.

3. The study will be helpful for the researchers and scholars who are conducting research on Organizational Culture and employee motivation.

### IV. RESEARCH METHODOLOGY

#### *Sample of Research*

The population for this study is the management and staff Indian railways catering and Tourism Corporation. According to Powell (2000), sampling is often one of the most crucial steps in research. In fact, rigorous sampling methods have been developed and used primarily within the context of survey research. However, according to Lancaster (2005), the basic logic and many of the specific techniques of sampling are equally applicable to other research methods such as content analysis, experimentation, and even field research. This study used a simple random sampling method to collect data from 100 respondents comprising 70 males and 30 females. Also, 62 respondents were lower level staff, while 24 respondents were middle level employees, 14 of them were higher level employees.

#### *Research Instrument and Procedures*

Questionnaires have been adopted as the instrument for data collection. A self-structured questionnaire i.e. (close-ended questions) was employed to elicit information from the respondents. The questionnaire was divided into two sections and an overall number of 20 items. Section A contained demography related questions, and Basked participants to respond to questions related organisational culture and motivation. A total of 100 survey questionnaires were distributed and the rationale of the study was explained to the respondents before data was collected. Questionnaires were sent out to the people with different working backgrounds in order to gain responses from almost every department of the Company. Besides, few management staff in the tourism department was interviewed so as to gain understanding of the culture existing in the company studied. The quantitative response of the items was taken on the Likert scale. The responses were then analyzed through Descriptive statistics, Mann Whitney U Test and Kruskal-wallis test.

#### *Tools and techniques*

##### **Descriptive statistics**

Descriptive statistics is a term given to analysis of the date that helps to describe, show or summarize data in a meaningful way such that, for example, the patterns might emerge. In this study I have used mean and percentage statistics. The most popular and widely used measure for representing the entire data by one value is what most laymen call and 'average' and what the statisticians call the arithmetic mean. Its value is obtained by adding together all the items and by dividing this total by the number of items. Distribution can also be displayed as percentages for example, percentage of people in

different age ranges, percentages of people from different genders etc.

#### **Main Whitney U test**

Main Whitney U test is a non parametric test of null hypothesis that two samples come from the same population against an alternative hypothesis, especially that are particular population tends to have larger values than the other.

#### **Kruskal- Wallis Test**

The Kruskal-Wallis H test is a rank based non parametric test that can used to determine if there are statistically significant differences between 2 or more groups of an independent variable on a continuous or ordinal dependent variable

#### **Graphic Presentation**

Bar Charts are used to present the facts and data in appropriate manner, neat and clean and good design form as far as possible because a graphic illustration can be indeed worth a thousand words.

#### **The Limitation, Reliability and Validity of research**

One of the main limitations for this study is the time scale in which the survey must be completed, as it was agreed that managers will allow duration of one week for their employees to complete this survey. Another limitation is finding participants who are willing to take part in this research.

Validity is defined as 'the extent to which research findings are really about what they profess to be about'. (Saunders et al, 2007, p. 614). As this study is mainly focused on job satisfaction and performance evaluation it will be measured via a 24 statement questionnaire, likewise validity was generalized by

implementing the scale which was developed by Allen and Meyer 1990.

To ensure the reliability of this questionnaire a pilot study was necessary to assess the reliability and the effectiveness of the questionnaire. In order to establish the suitability of the questions two lecturers took part in this pilot test and suggested several improvements which could be made and this resulted in further changes being made to the questionnaire which made it more reliable so that data could be recorded more accurately because only those questions should be answered which relate to the original question, resulting in fewer vague answers being assessed, moreover it enabled the researcher to focus on the layout, length and clarity of the questionnaire.

## **V. DATA ANALYSIS AND INTERPRETATION**

### **Data analysis and interpretation**

The study entitled "demographics and its impact on organisational culture and employee motivation" looks into how organisational culture affects employee motivation. Some of the components along with demographics of a consumer were taken into consideration which were analyzed and are explained through verification of hypothesis.

#### **Description of sample**

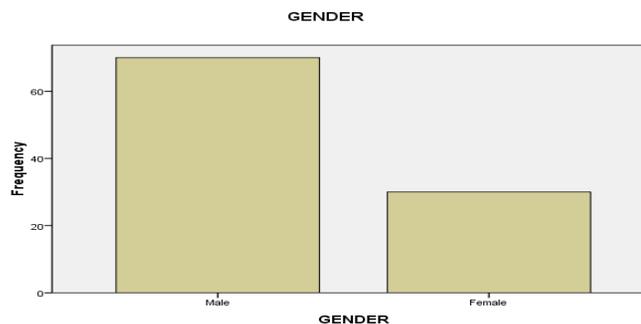
##### **1. Demographics**

##### **1.1 Gender**

In order to provide descriptive information about demographic variables, Frequency tests were employed which revealed that 70% composed of males and 30% were that of Females, which is evident from the bar chart:

**Frequency Table (1.1)-Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	70	70.0	70.0	70.0
	Female	30	30.0	30.0	100.0
	Total	100	100.0	100.0	



The bar chart below also supports the frequency table of gender

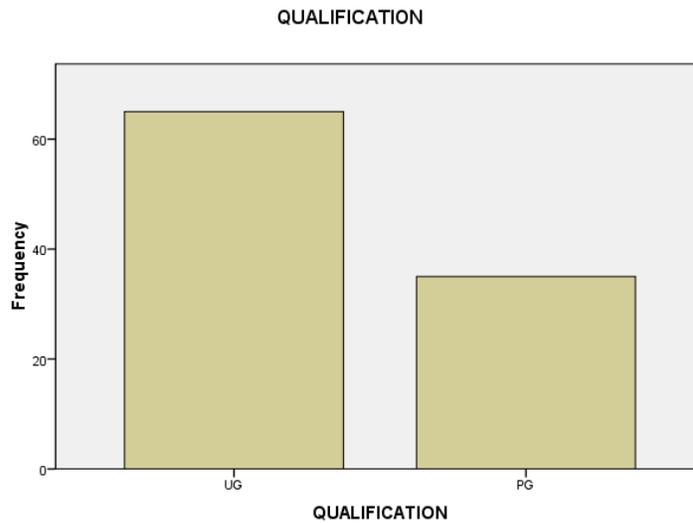
### 1.2 Qualification

Educational qualification is yet another demographic variable in the behavioral fields. In this case

the population of employees consists of 65% of graduates and 35% are postgraduates, as depicted in the table:

**Table (1.2) Qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UG	65	65.0	65.0	65.0
	PG	35	35.0	35.0	100.0
	Total	100	100.0	100.0	



The bar chart below also supports the frequency table of qualification

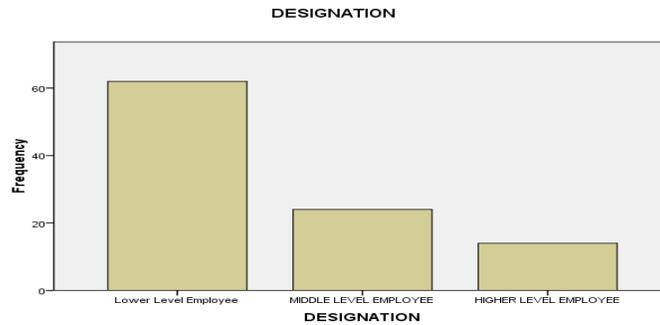
### 1.3 Designations

Designation forms an important part of demographic profile that connects an employee profile with organisational structure. Without assigning a job title the system will not know where employee fits into the

company structure. The final results revealed that lower level employees constituted about 62%, middle level employees constituted about 24% and higher level employees from 14%.

**(Table 1.3) Designation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower Level Employee	62	62.0	62.0	62.0
	Middle level employee	24	24.0	24.0	86.0
	Higher level employee	14	14.0	14.0	100.0
	Total	100	100.0	100.0	



The bar chart below also supports the frequency table of designation.

**Demographics & determinants of organisational culture**

This section includes verification of hypothesis and discussions on the Results obtained and the hypotheses have been discussed below under various sub sections.

**Ho<sub>1</sub>: gender and determinants of organisational culture do not have significant relationship.**

To tests this hypothesis, Mann Whitney U Test was applied whose statistics are given in the table below.

**Table 1: Verification of hypothesis: Kruskal-Wallis Test/Ranks**

	Gender	N	Mean Rank
Dominant characteristics	Male	70	50.50
	Female	30	50.50
	Total	100	
Organizational leadership	Male	70	50.50
	Female	30	50.50
	Total	100	
Management of employees	Male	70	49.43
	Female	30	53.00
	Total	100	
Organizational glue	Male	70	51.57
	Female	30	48.00
	Total	100	
Strategic emphasis	Male	70	53.00
	Female	30	44.67
	Total	100	
Criteria of success	Male	70	50.50
	Female	30	50.50
	Total	100	

**Test Statistics**

	Dominant characteristics	Organizational leadership	Management of employees	Organizational glue	Strategic emphasis	Criteria of success
Chi-Square	1050.000	1050.000	975.000	975.000	875.000	1050.000
Df	1515.000	1515.000	3460.000	1440.000	1340.000	1515.000
Asymp. Sig.	.000	.000	-1.494	-1.494	-3.487	.000

**Ho<sub>1.1</sub>: gender and dominant characteristics are independent.**

According to the table, the P value of gender with respect to dominant characteristics is 1.00, being more than significance level of 0.05; null hypothesis of no

significance was accepted. Which means organisation is common place to all and males and females both show same dominant characteristics.

**Ho<sub>1.2</sub>: gender and organizational leadership are independent.**

According to the table, the P value is reported to be (1.00) being more than significance level of 0.05, null hypothesis of no significance was accepted. This means that the organisational leadership is considered irrespective of the gender of the candidate. There is no disparity between males and female when it comes to organisational leadership.

**Ho<sub>1.3</sub>: gender and management of employees are independent.**

The P value of gender with respect to management of employees is 0.135 being more than significance value of 0.05. Hence the null hypothesis of no significant relationship is accepted, which means that there is no discrimination in terms of male and female with respect to the management styles.

**Ho<sub>1.4</sub>: gender and organizational glue are independent.**

The P value of gender with respect to organisation glue is reported to be 0.135, which is greater than significance value of 0.05: hence accepting the null hypothesis of no significant relationship, which means that both males and females are equally treated as far as organizational bond, is concerned.

**Ho<sub>1.5</sub>: gender and strategic emphasis are independent.**

The P value of gender with respect to the strategic emphasis is reported to be 0.00 which is less than significance value of 0.05. Hence the null hypothesis of no significant relationship is rejected, which means gender & strategic emphasis show a significant relationship.

**Ho<sub>1.6</sub>: gender and criteria of success are independent.**

The P value of gender with respect to criteria of success is reported to be 1.00, which is greater than significance value of 0.05. Hence accepting the null hypothesis has no significant relationship, which means that success is independent of gender of an employee.

**Ho<sub>2</sub>: Qualification and determinants of organisational culture do not show any significant relationship.**

To tests this hypothesis, Kruskal-wallis Test was applied whose statistics are given in the table below:

**Table 2: Verification of hypothesis:  
Kruskal-Wallis Test /Ranks**

	Qualification	N	Mean Rank
Dominant characteristics	Graduate	65	50.50
	PG	35	50.50
	Total	100	
Organizational leadership	Graduate	65	50.50
	Pg	35	50.50
	Total	100	
Management of employees	Graduate	65	49.15
	Pg	35	53.00
	Total	100	
Organizational glue	Graduate	65	51.85
	Pg	35	48.00
	Total	100	
Strategic emphasis	Graduate	65	49.15
	Pg	35	53.00
	Total	100	
Criteria of success	Graduate	65	50.50
	Pg	35	50.50
	Total	100	

**Test Statistics**

	Dominant characteristics	Organizational leadership	Management of employees	Organizational glue	Strategic emphasis	Criteria of success
Chi-Square	.000	.000	2.806	2.806	2.806	.000
Df	1	1	1	1	1	1
Asymp. Sig.	1.000	1.000	.094	.094	.094	1.000

***Ho<sub>2.1</sub>: Qualification and dominant characteristics do not show any significant relationship.***

According to the table, the P value of qualification with respect to dominant characteristics is 1.00, being more than significance level of 0.05; null hypothesis of no significance was accepted. This would mean that qualification has no significant relationship with the dominant characteristics. A person can show dominant characteristics no matter what his qualification is.

***Ho<sub>2.2</sub>: Qualification and organizational leadership do not show any significant relationship.***

According to the table, the P value of qualification with respect to organizational leadership is 1.00, being more than significance level of 0.05, null hypothesis of no significance was accepted. This means that qualification has no role in determining who the leaders would be.

***Ho<sub>2.3</sub>: Qualification and management of employees do not show any significant relationship.***

According to the table, the P value of qualification with respect to management of employees is 0.094, being more than significance level of 0.05, null hypothesis of no significance was accepted. This means that qualification has nothing to do with the management of employees. Employees are managed as per their requirement not as per their qualification.

***Ho<sub>2.4</sub>: Qualification and organizational glue do not show any significant relationship.***

According to the table, the P value of qualification with respect to organizational glue is 0.094, being more than significance level of 0.05; null hypothesis of no significance was accepted. This suggests that there is no discrimination on the basis of qualification as far as organizational bond is concerned.

***Ho<sub>2.5</sub>: Qualification and strategic emphasis do not show any significant relationship.***

According to the table, the P value of qualification with respect to strategic emphasis is 0.094, being more than significance level of 0.05; null hypothesis of no significance was accepted. This means that qualification and strategic emphasis are not significantly related.

***Ho<sub>2.6</sub>: Qualification and criteria of success do not show any significant relationship.***

According to the table, the P value of qualification with respect to criteria of success is 1.00, being more than significance level of 0.05; null hypothesis of no significance was accepted. This would suggest that success is independent of qualification.

***Ho<sub>3</sub>: Designation and determinants of organisational culture do not have any significant relationship.***

To tests this hypothesis, Kruskal-wallis Test was applied whose statistics are given in the table below:

**Table 3: Verification of hypothesis:  
Kruskal-Wallis Test /Ranks**

	<b>Designation</b>	<b>N</b>	<b>Mean Rank</b>
Dominant characteristics	Lower Level Employee	62	50.50
	Middle Level Employee	24	50.50
	Higher Level Employee	14	50.50
	Total	100	
Organizational leadership	Lower Level Employee	62	50.50
	Middle Level Employee	24	50.50
	Higher Level Employee	14	50.50
	Total	100	
Management of employees	Lower Level Employee	62	49.77
	Middle Level Employee	24	50.92
	Higher Level Employee	14	53.00
	Total	100	
Organizational glue	Lower Level Employee	62	51.23
	Middle Level Employee	24	50.08
	Higher Level Employee	14	48.00
	Total	100	
Strategic emphasis	Lower Level Employee	62	49.77
	Middle Level Employee	24	50.92
	Higher Level Employee	14	53.00
	Total	100	
Criteria of success	Lower Level Employee	62	50.50

	Middle Level Employee	24	50.50
	Higher Level Employee	14	50.50
	Total	100	

#### Test Statistics

	Dominant characteristics	Organizational leadership	Management of employees	Organizational glue	Strategic emphasis	Criteria of success
Chi-Square	.000	.000	1.037	1.037	1.037	.000
Df	2	2	2	2	2	2
Asymp. Sig.	1.000	1.000	.596	.596	.596	1.000

***Ho<sub>3.1</sub>: Designation and dominant characteristics do not have any significant relationship.***

According to the table, the P value of designation with respect to dominant characteristics is 1.00, being more than significance level of 0.05; null hypothesis of no significance was accepted. This would mean that there is no significant relationship between dominant characteristics and designation.

***Ho<sub>3.2</sub>: Designation and organizational leadership do not have any significant relationship.***

According to the table, the P value of designation with respect to organizational leadership is 1.00, being more than significance level of 0.05; null hypothesis of no significance was accepted. This means that designation has no role in determining who the leaders would be.

***Ho<sub>3.3</sub>: Designation and management of employees do not have any significant relationship.***

According to the table, the P value of designation with respect to management of employees is 0.596, being more than significance level of 0.05; null hypothesis of no significance was accepted. This means that designation has nothing to do with the management of employees.

***Ho<sub>3.4</sub>: Designation and organizational glue do not have any significant relationship.***

According to the table, the P value of designation with respect to organizational glue is 0.596, being more than significance level of 0.05; null hypothesis of no significance was accepted. This suggests that there is no discrimination on the basis of designation as far as organizational bond is concerned.

***Ho<sub>3.5</sub>: Designation and strategic emphasis do not have any significant relationship.***

According to the table, the P value of designation with respect to strategic emphasis is 0.596, being more than significance level of 0.05; null hypothesis of no significance was accepted. This means that designation and strategic emphasis are not significantly related.

***Ho<sub>3.6</sub>: Designation and criteria of success do not have any significant relationship.***

According to the table, the P value of designation with respect to criteria of success is 1.00, being more than

significance level of 0.05; null hypothesis of no significance was accepted. This would suggest that success is independent of designation.

***Demographics & determinants of motivation***

This section includes verification of hypothesis and discussions on the results obtained and the hypothesis have been discussed below under various sub sections.

***Ho<sub>4</sub>: Gender and determinants of motivation are independent:***

To tests this hypothesis, Mann Whitney U Test was applied whose statistics are given in the table below.

***Ho<sub>4.1</sub>: Gender and job itself are independent:***

Since P value of Gender with respect to job itself in test statistics is reported to be .154 which is greater than 0.05, hence we accept the null hypothesis. I.e. Males and females are enjoying job at par and both are equally satisfied.

***Ho<sub>4.2</sub>: Gender and boss subordinate relationship are independent:***

Also the P value of Gender with respect to boss subordinate relationship is reported to be .663 which is greater than 0.05, hence we accept null hypothesis, which means both males and females are enjoying good boss subordinate relationship.

***Ho<sub>4.3</sub>: Gender and opportunity in organization are independent:***

The P value of gender with respect to opportunity in organisation is reported to be 0.007 which is less than 0.05, hence we reject null hypothesis. Which means Males and Females are not getting equal opportunities.

***Ho<sub>4.4</sub>: Gender and social relations are independent:***

The P value of gender with respect to social relations is reported to be .243 which is greater than 0.05, hence the null hypothesis is accepted, which means both Males & females are enjoying good social relations in the organisation.

***Ho<sub>4.5</sub>: Gender and recognition are independent:***

The P value of gender with respect to recognition is reported to be 0.009, which is less than 0.05, hence the null hypothesis is rejected. Which means males & females are not equally recognized.

**Table 4: Verification of hypothesis:  
Mann-Whitney Test/Ranks**

	Gender	N	Mean Rank	Sum of Ranks
Job itself	Male	70	53.18	3722.50
	Female	30	44.25	1327.50
	Total	100		
Boss and subordinate relationship	Male	70	49.61	3472.50
	Female	30	52.58	1577.50
	Total	100		
Opportunity in organization	Male	70	45.50	3185.00
	Female	30	62.17	1865.00
	Total	100		
Social relations	Male	70	48.36	3385.00
	Female	30	55.50	1665.00
	Total	100		
Recognition	Male	70	45.68	3197.50
	Female	30	61.75	1852.50
	Total	100		

**Test Statistics**

	Job itself	Boss and subordinate relationship	Opportunity in organization	Social relations	Recognition
Mann-Whitney U	862.500	987.500	700.000	900.000	712.500
Wilcoxon W	1327.500	3472.500	3185.000	3385.000	3197.500
Z	-1.424	-.478	-2.713	-1.168	-2.599
Asymp. Sig. (2-tailed)	.154	.633	.007	.243	.009

***Ho<sub>5</sub>: qualification and determinants of motivation are independent:***

To tests this hypothesis, Mann Whitney U Test was applied whose statistics are given in the table below.

***Ho<sub>5.1</sub>: qualification and job itself are independent:***

Since the P value of qualification with respect to Job itself is reported to be 0.776 which is less than 0.05, hence the null hypothesis is accepted, which means qualification has no significant impact on doing job itself.

***Ho<sub>5.2</sub>: qualification and boss subordinate relationship are independent:***

Also the P value of qualification with respect to boss subordinate relationship is reported to b 0.007 in the test statistics that is less than 0.05. hence the null hypothesis is rejected, which means qualification has a significant impact on the boss subordinate relationship.

***Ho<sub>5.3</sub>: qualification and opportunity in organization are independent:***

The P value of qualification with respect to opportunity in organisation is reported to be 0.412 which is greater than 0.05. Hence the null hypothesis is accepted, which means qualification and opportunity in organisation are not significantly related.

***Ho<sub>5.4</sub>: qualification and social relations are independent:***

The P value of qualification with respect to social relations is shown to be 0.00 which is less than 0.05. Hence the null hypothesis is rejected which states that the qualification which the employees possess has significant impact on social relations.

***Ho<sub>5.5</sub>: qualification and recognition are independent:***

The P value of designation with respect to recognition is shown to be 0.052, which is greater than 0.05. Hence the null hypothesis is accepted, which means there is no significant relationship between qualification and recognition.

**Table 5: Verification of hypothesis:  
Mann-Whitney Test/Ranks**

	Qualification	N	Mean Rank	Sum of Ranks
Job itself	UG	65	33.00	2145.00
	3	0 <sup>a</sup>	.00	.00
	Total	65		
Boss and subordinate relationship	UG	65	33.00	2145.00

	3	0 <sup>a</sup>	.00	.00
	Total	65		
Opportunity in organization	UG	65	33.00	2145.00
	3	0 <sup>a</sup>	.00	.00
	Total	65		
Social relations	UG	65	33.00	2145.00
	3	0 <sup>a</sup>	.00	.00
	Total	65		
Recognition	UG	65	33.00	2145.00
	3	0 <sup>a</sup>	.00	.00
	Total	65		

#### Test Statistics

	Job itself	Boss and subordinate relationship	Opportunity in organization	Social relations	Recognition
Mann-Whitney U	413.000	236.500	375.500	166.000	385.000
Wilcoxon W	518.000	2189.500	2328.500	2119.000	2338.000
Z	-.285	-2.700	-.820	-3.692	-.672
Asymp. Sig. (2-tailed)	.776	.007	.412	.000	.502

#### *Ho<sub>6</sub>: Designation & determinants of motivation are independent*

To tests this hypothesis, Mann Whitney U Test was applied whose statistics are given in the table below.

#### *Ho<sub>6.1</sub>: Designation & job itself are independent:*

Since the P value of designation with respect to Job itself is reported to be 0.776 which is less than 0.05, hence the null hypothesis is accepted, which means designation has no significant impact on doing job itself.

#### *Ho<sub>6.2</sub>: Designation & boss subordinate relationship are independent:*

Also the P value of designation with respect to boss subordinate relationship is reported to b 0.007 in the test statistics that is less than 0.05: hence the null hypothesis is rejected, which means designation has a significant impact on the boss subordinate relationship.

#### *Ho<sub>6.3</sub>: Designation & opportunity in organisation are independent:*

The P value of designation with respect to opportunity in organisation is reported to be 0.412 which is greater than 0.05. Hence the null hypothesis is accepted, which means designation and opportunity in organisation are not significantly related.

#### *Ho<sub>6.4</sub>: Designation & social relations are independent:*

The P value of designation with respect to social relations is shown to be 0.00 which is less than 0.05. Hence the null hypothesis is rejected which states that the rank which the employees are enjoying has no significant impact on social relations.

#### *Ho<sub>6.5</sub>: Designation & recognition are independent:*

The P value of designation with respect to recognition is shown to be 0.052, which is greater than 0.05. Hence the null hypothesis is accepted, which means there is no significant relationship between designation and recognition.

**Table 6: Verification of hypothesis:  
Mann-Whitney Test/Ranks**

	Designation	N	Mean Rank	Sum of Ranks
Job itself	Lower level employee	62	38.84	2408.00
	Higher level employee	14	37.00	2518.00
	Total	76		
Boss and subordinate relationship	Lower level employee	62	35.31	2189.50
	Higher level employee	14	52.61	736.50
	Total	76		
Opportunity in organization	Lower level employee	62	37.56	2328.50
	Higher level employee	14	42.68	597.50
	Total	76		
Social relations	Lower level employee	62	34.18	2119.00

	Higher level employee	14	57.64	807.00
	Total	76		
Recognition	Lower level employee	62	37.71	2338.00
	Higher level employee	14	42.00	588.00
	Total	76		

#### Test Statistics

	Job itself	Boss and subordinate relationship	Opportunity in organization	Social relations	Recognition
Mann-Whitney U	413.000	236.500	375.500	166.000	385.000
Wilcoxon W	518.000	2189.500	2328.500	2119.000	2338.000
Z	-.285	-2.700	-.820	-3.692	-.672
Asymp. Sig. (2-tailed)	.776	.007	.412	.000	.502

## VI. RECOMMENDATIONS AND SUGGESTIONS

The following are recommendations that I recommend the management of IRCTC to consider as they re-engineer and re-define the organisational culture in order to induce employee motivation:-

1. The number of employees in IRCTC is dominated by males. Male employees constitute about 70% of total number of employees. This is evident from frequency table as well as bar chart, which means that the number of female employees is quite low. Right now IRCTC requires more young and dynamic female employees in tourism and catering departments who will enhance the quality of service delivery.
2. The results we obtained from our research depicted that Males and Females are not getting equal opportunities in IRCTC, which requires to be corrected in the very near future in order to excel further. The aspirants can have potential irrespective of the gender and this potential can be utilized if opportunities are provided equally to both males and females.
3. One of the results depicted that designation has a significant impact on the boss subordinate relationship which means that higher level employees are enjoying good boss subordinate relationship as compared to the lower level employees. In a situation like this lower level employees may not be able to voice their grievances at work. Thus communication process should be made two ways so that the lower level employees can voice their opinions in front of higher level officials.
4. The gender and strategic emphasis were found to have a significant relationship with each other in IRCTC. It would be more favorable if gender would have a lesser impact on strategic emphasis

because all employees, males or females need to know the purpose of the organization and the vision for the future so that they can help the organisation in achieving its aims and objectives will all their heart.

5. A culture should be developed where in qualification is not the basis of developing social relations. The lesser qualified employees can be trained and developed to enhance their skills, which would eventually lead to increase in confidence and self esteem. This would create a sense of equality among employees and lead to better social relations irrespective of qualifications.

## VII. CONCLUSION

The purpose of this study was to present and analyse data gathered from the respondents. The findings were presented and analysed in accordance with the theoretical framework. The objective was to investigate the impact of demographics on organisational culture and employee motivation and base the findings to the theories. Mann Whitney, Kruskal test & were used to analyse the data gathered so as to strengthen the validity and reliability of the data.

1. There is a considerable gender difference among the employees, out of which 70% were males and only 30% were females.
2. The organization is having a well supportive environment where both males and females feel encouraged and come up with better performance thus ensuring the employees to accomplish their work targets.
3. There is no significant impact of gender

The study showed that gender and determinants of organisational culture do not have significant relationship. It was also found that Qualification and determinants of organisational culture do not show any significant relationship. Gender and social relations were

found to be independent. However, it was noted that better working environment is essential to induce employee motivation. Irrespective of these, employees are motivated to perform well because they live by the corporate culture of the organisation.

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