Organizational Culture and Its Effect on Employee Motivation

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ABSTRACT

Organizational culture plays a critical role in addressing these demands by maintaining the stability of the social system within the organization and minimizing individual differences. It fosters a sense of identity and belonging among employees, which is directly related to employee turnover and workplace harmony.

The primary objective of this research is to examine the impact of organizational culture on employee motivation. Sub-objectives include assessing the impact of organizational culture on employee retention and organizational performance. The main research questions are: How does organizational culture affect employee motivation? How does it influence employee retention? And how does it impact organizational performance? Corresponding hypotheses posit that organizational culture positively affects employee motivation, retention, and organizational performance.

For this study, data were collected using both primary and secondary methods. Primary data were gathered through a 30-question questionnaire distributed to 30 employees at Jahan University, while secondary data were sourced from relevant journals, books, and websites. The aim of this research is to elucidate the effects of organizational culture on employee motivation.

Keywords- Organizational culture, Company values, Workplace environment, Employee morale.

I. INTRODUCTION

The success of any organization heavily depends on the alignment between individual employees and the organizational culture. A mismatch between these factors can jeopardize productivity and overall success (Taylor, J. (2014). The findings indicated that employees were generally satisfied with their involvement in the change implementation process, the provision of necessary training, management's support and sponsorship, coalition building, and commitment to change. (Lalzai, F. et al (2023).

There has been a great deal of literature generated over the past decade about the concept of organizational culture (Chatman, J. A., & O'Reilly, C. A. (2016). Organization Culture is concerned with how the employees of an organization perceive the characteristics of the culture prevalent in their organization (Schein, E. H. (1996). Culture is the behavior that results when a group arrives at a set of generally unspoken and unwritten rules for working together (Lai, D. W. et al. (2017). Organizational culture is the set of beliefs, values, and norms, together with symbols like dramatized events and personalities that represents the unique character of an organization (Driskill, G. (2018)). It outlines the collective attitudes, beliefs, common experiences, procedures, and values that are prevalent in the organization and plays a variety of roles in strengthening bonds between the employees and the organization. (Morrow, P. C. (2011)

The analysis of the studied revealed a robust positive correlation between employee satisfaction and employee performance. Notably, employee creativity and reduced absenteeism are the variables most closely associated with employee satisfaction and significantly impact employee performance (Lalzai, F. (2023).

Culture plays a significant role in influencing motivation in individuals. Here are some ways in which

culture can impact motivation: Values and Beliefs: Different cultures often have unique values and belief systems that shape individuals' perspectives on success, achievement, and motivation. Furnham, A and Gunter, B (1993) What is considered motivating or desirable in one culture may not hold the same value in another.

Social Norms and Expectations: Cultural norms and expectations can influence how individuals perceive motivation and success. In some cultures, collective achievement and group success may be prioritized over individual success, impacting motivational factors (Handy, C (1981).

Work Ethic: Cultural norms regarding work ethic and diligence can influence individuals' motivation to succeed in their endeavors. Some cultures emphasize hard work, perseverance, and dedication as essential factors for success, which can influence individuals' motivation levels. Family Dynamics: The role of family in different cultures can also impact motivation. In some cultures, familial expectations and obligations may serve as a strong motivator for individuals to succeed and excel in their endeavors. Harrison, R (1972)

II. LITERATURE REVIEW

Flop and Lilley (2009) emphasized that organizational culture has become an essential element in understanding organizations, interrelating with leadership, organizational structure, motivation, power, and strategy. According to Louis (1980), organizational culture consists of shared understandings or meanings among group members, which are largely tacit, relevant to the particular group, and distinctive.

These meanings are transmitted to new members. Nayak (2011) argued that fostering a friendly atmosphere in organizations necessitates measuring the effects of organizational culture on work motivation. Organizational culture change is a complex and challenging process with a profound impact on organizations and their employees. Cameron and Quinn (2011) found that successful culture change can lead to increased employee engagement, improved communication, and enhanced teamwork, highlighting the importance of leadership support and involvement.

Similarly, Kotter and Heskett (1992) discovered that organizations effectively managing culture change experienced higher employee satisfaction, productivity, and profitability. Furthermore, a meta-analysis by O'Reilly et al. (2011) examined the impact of organizational culture change on innovation and creativity, finding that organizations promoting a culture of innovation through targeted change efforts significantly improved their ability to generate new ideas and adapt to market changes.

III. RESEARCH METHODOLOGY

This study investigated the impact of organizational culture on employee motivation. The research employs both primary and secondary data collection techniques.

Data Collection Techniques

- **Primary Data Collection:** The primary data was gathered through a structured questionnaire distributed to 30 employees of Jahan University. The questionnaire was designed to assess various dimensions of organizational culture and its impact on employee motivation. The responses provided direct insights into employee perceptions and experiences related to the organizational culture at Jahan University.

- **Secondary Data Collection:** In addition to primary data, the study utilizes secondary data sources including academic journals, books, e-journals, research papers, websites, and magazines. This secondary data helps in contextualizing the findings and supports the analysis with existing literature on organizational culture and employee motivation.

Data analysis techniques:

- SPSS descriptive statistics Frequency and percentage

IV. RESULTS AND DISCUSSION

Table 1: Current Organizational Culture Perception

Response	Frequency	Percentage
Strongly Agree	17	56.66%
Agree	3	10%
Neither Agree nor Disagree	2	6.66%
Disagree	4	13.33%
Strongly Disagree	4	13.33%
Total	**30**	**100%**

Table 1 showed that the majority of respondents (56.66%) strongly agree that the current organizational culture is positive. Only 26.66% of respondents disagree or strongly disagree, indicating a generally favorable perception of the organizational culture.

Table 2: Positive Impact of Organizational Culture on Motivation

Response	Frequency	Percentage
Strongly Agree	21	70%
Agree	2	6.66%
Neither Agree nor Disagree	2	6.66%
Disagree	2	6.66%
Strongly Disagree	3	10%
Total	**30**	**100%**

Table indicated that: A significant majority (70%) strongly agree that specific aspects of the organizational culture positively impact their motivation, highlighting the importance of culture in motivating employees.

Table 3: Organizational Culture's Contribution to Job Satisfaction

Response	Frequency	Percentage
Strongly Agree	23	76.66%
Agree	2	6.66%
Neither Agree nor Disagree	2	6.66%
Disagree	2	6.66%
Strongly Disagree	1	3.33%
Total	30	100%

Table 3 Analyst: That most of the respondents (76.66%) strongly agree that organizational culture contributes positively to their job satisfaction, indicating a strong link between a positive culture and employee satisfaction.

Table 4: Alignment of Organizational and Personal Values

Response	Frequency	Percentage
Strongly Agree	24	80%
Agree	2	6.66%
Neither Agree nor Disagree	2	6.66%
Disagree	1	3.33%
Strongly Disagree	1	3.33%
Total	30	100%

Table 4 showed that the majority of respondents (80%) strongly agree that the organization's values and beliefs align with their personal values, suggesting a strong alignment between employees and organizational culture.

Table 5: Changes in Organizational Culture Affecting Motivation

Response	Frequency	Percentage
Strongly Agree	22	73.33%
Agree	4	13.33%
Neither Agree nor Disagree	2	6.66%
Disagree	1	3.33%
Strongly Disagree	1	3.33%
Total	30	100%

Table 5 provided a significant portion of respondents (73.33%) strongly agree that changes in organizational culture have positively affected their motivation levels, indicating that dynamic cultural shifts can enhance employee motivation.

Table 6: Improving Organizational Culture to Enhance Motivation and Job Satisfaction

Response	Frequency	Percentage
Strongly Agree	21	70%
Agree	3	10%
Neither Agree nor Disagree	2	6.66%
Disagree	2	6.66%
Strongly Disagree	2	6.66%
Total	30	100%

Table 6 showed that most of the respondents (70%) strongly agree that improvements in organizational culture can enhance employee motivation and job satisfaction. This underscores the critical role of culture in employee well-being and performance.

Major Findings of the Study

- **Positive Relationship:** The research demonstrates a positive relationship between organizational culture and employee motivation, indicating that a favorable culture enhances employee motivation.

- **Significant Association:** The study finds a significant association between organizational culture and employee motivation. This suggests that organizational culture has a substantial impact on motivating employees.

- **Recognition and Growth Opportunities:** Employees are recognized for overcoming challenges and achieving targets, and are provided opportunities for growth through organizational training programs.

- **Career Development and Equality:** The organization shows a strong commitment to employee career development and ensures equal career opportunities for both men and women.

- **Job Security and Satisfaction:** The majority of employees feel secure in their positions and are satisfied with their job roles and remuneration.

- **Prioritization of Needs:** Employee and customer needs are prioritized, with a focus on both the quantity and quality of work, reflecting the organization's commitment to meeting these needs.

V. CONCLUSION

Organizational culture change has a profound effect on employee motivation. By fostering a positive and empowering work environment, organizations can inspire employees to excel, innovate, and contribute their best efforts. When employees feel valued, supported, and engaged, they are more likely to be motivated to achieve their goals and drive the organization towards success. Embracing a culture that promotes growth, collaboration, and innovation not only benefits individual employees but also enhances overall team performance and organizational outcomes.

Investing in organizational culture change is a powerful way to boost employee motivation and create a

thriving workplace where everyone can succeed. Organizational culture plays a significant role in shaping employees' motivation levels. While there are challenges in accurately measuring and understanding the impact of culture on motivation, it is evident that a positive and supportive culture can enhance employee engagement, satisfaction, and performance. Organizations that prioritize creating a strong and positive culture are likely to see higher levels of motivation among their employees, leading to improved overall organizational success

It is essential for organizations to continuously assess and cultivate their culture to ensure it aligns with their goals and values, ultimately driving employee motivation and success. Sustainability in this world of cut-throat competition demands an empowering and motivating organizational culture and climate. Organizational culture maintains the stability of the social system in the organization by minimizing individual differences between employees and the organization. It creates a sense of identity and belongingness among employees, directly enhancing employee motivation, reducing turnover, and improving workplace harmony.

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