

EXPLORING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION: A CROSS-SECTIONAL STUDY OF SMALL AND MEDIUM-SIZED ENTERPRISES

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Abstract

An organization's prosperity and development are reliant upon how well and effectively its employees perform, and culture is a way for employees to comprehend and communicate what endlessly isn't OK in that frame of mind of the organization's qualities and shows. This study intends to explore how organizational culture and employee motivation relate among a group of chosen employees at a private Selangor-based corporation that is classified as an automotive company. For this survey, 260 respondents in total were chosen. The two fundamental sorts of organizational culture are administrative culture and supporting culture. The investigation shows that these two social sorts have a huge relationship with the reliant variable, to be specific employee motivation, with steady cultures having a more grounded relationship. Employers will have a better understanding of the significance of corporate culture and how it affects employee motivation as a result of this study's findings. Evidence exists to support the idea that there are considerable differences between the means of several organizational culture factors across the perceived organizational outcome by the personnel. In order to increase employee productivity and, as a result, improve organizational performance, the proper organizational cultural characteristic should be encouraged within the organization.

Keywords: Organizational culture, Employee motivation, Enterprises, Organization performance.

1. Introduction

An organization's crucial structure blocks are its employees. An organization's prosperity and development are reliant upon how well and productively its employees perform, and culture is a way for employees to comprehend and communicate what endlessly isn't OK inside an organization considering its qualities and shows. The arrangement of assumptions, convictions, values, and guidelines that every individual from an organization share is alluded to as the organization's culture. Since each organization has an alternate and unmistakable culture, its employees are supposed to act with a specific goal in mind. It lays out an establishment for both individual and gathering conduct. The fit among employees and the organization is urgent in light of the fact that it builds the likelihood that they will show commitment to its targets. The muddled power that gets an individual to work and keeps them there is motivation. Performance alludes to how well an individual finishes a responsibility or undertaking. The general consequence of an employee's work, as impacted by their capacities and impression of their obligations or undertakings, is their work performance.

A key factor in determining an organization's success is its culture. The working atmosphere created by employee interaction is known as organizational culture. It stimulates the inventive behavior among organization members and may be learned and shared in the social environment and every aspect of human life. Many topologies had been designed in an effort to better comprehend the idea of organizational culture. Organizational culture is divided into three primary categories in one of the topologies created by: bureaucratic, inventive, and supporting. Although innovative is considered as creative, adventurous, risk taking, and goal driven, bureaucratic is seen as hierarchically structured, orderly, procedural, and heavily regulated. The development and adoption of fresh concepts and operational procedures within a business are also aided by innovative cultures.

Employee engagement is a constant requirement for organizations to grow and achieve their goals. Organizational culture is necessary because management wants its workers to identify with its values, norms, and artefacts. Employees might become comfortable with the organizational

structure by learning about and adopting the management's culture. The performance of the employee in the organization depends on how well they comprehend the corporate culture. Recognizing cultural differences and being adaptive are crucial skills for working successfully across cultures. The thoughts, goals, behaviors, and interpretations of an organization's members give rise to its culture.

Laborers are driven by cash, yet in addition by the culture of the organization and how its ordinary activities are led. The motivational elements for employees inside an organization can be reflected in the organizational culture. The degree of employee motivation is created and kept up with by and large by the organizational culture. At the point when an employee's motivation and the organizational culture are viable, they can perform better in their ongoing position and arrive at their maximum capacity.

2. Literature review

According to Wallach and Weng & Yang (), comprehending culture entails recognizing the distinction between formal and informal rules, the way of doing things, and the actual way advocated. Every action a person takes will be influenced by their cultural standards and values.

Messina and the Journal of Leadership and Organization Development both define organizational culture as the shared beliefs, attitudes, and behaviors of a particular group of people inside a company. Corporate culture provides insight into the ideals of the company and the proper conduct for employees.

According to Dubkevics & Barbaras, bureaucratic culture is centered on power, control, direction, caution, stability, establishment, regulation, orderly, structured, procedural, and hierarchical behavior. Hall (as referenced by Raub) defined bureaucracy as a formalization of decision-making authority that entails pre-programming of behavior by the organization, which drives rules, regulations, and standard operating procedures in an organization.

The typical foundation of this bureaucratic culture is the authority's grant of control and power. Innovative, according to Steele & Murray and Na Ayutthaya, Tuntivivat & Prasertsin, is a creative

atmosphere that transforms the technology or process into something new while adhering to the organization's norms. In addition, the innovative culture fosters shared accountability, widespread participation among employees, and the willingness of company leadership to take calculated risks.

According to Rasool, Kiyani, Aslam, Akram, and Rajput, a supportive culture is one that values collaboration, trust, and a people-centered work environment. This mentality is beneficial for helping one another out when doing a task. According to Terje Karlsen, an environment that fosters communication among the workforce can foster information exchange that results in efficient management.

The notion is confirmed by Muller & Turner who identified communication is the most crucial factor in developing a supportive culture for good project management and project success .

According to Roos and Van Eeden, motivation is what influences a person's decision to start working on a certain activity, decide to put out a given level of effort, and decide to keep putting forth effort over time.

The personal and workplace traits can be explained by understanding how and why people behave in certain ways at work (Roos & Van Eeden).

According to Kappagoda, a person's work attitude can be judged by how they handled their workload. Those who have a positive attitude will be satisfied with their performance, whereas people who are unhappy with it will have a negative attitude towards it. Those that have a positive attitude tend to be more independent and willing to accept any decisions made by upper management. Workers that have a positive outlook on their work will anticipate success and results that will increase their motivation and success. According to the theoretical framework discussed above, corporate culture and employee motivation are influenced by work attitude.

More broadly, Schein (1990) defines culture as the norms and practices that are passed down to new members and are deemed necessary for success. As per Schein (1992), organizational culture is presently much more critical than it was previously.

Organizational culture, as per Ravasi and Schultz (2006), is an assortment of normal mental assumptions that immediate translation and direct in organizations by characterizing suitable conduct specifically settings.

There is a tonne of anecdotal evidence as well as some empirical information about how corporate culture affects performance. Denison (1990) discovered empirical evidence in favor of the participation/involvement concept of culture, showing a correlation between higher employee participation levels and superior organizational performance. Solid episodic proof likewise recommends that the inability to appropriately change the organizational culture has been the primary justification for the disappointment of most of enormous change drives (like TQM and reengineering) (CSC File 1994; Caldwell 1994; Goss et al. 1993; Kotter and Heskett 1992).

3. Research Methodology

3.1. Research Design

The goal of the study was to find out how corporate culture and employee motivation relate to one another. Thus, a correlation is the best design to use.

3.2. Survey Instruments

There were four sections in the questionnaire. The demographic data for the respondents were covered in Part A and included information on the respondents' age, gender, race, educational attainment, current position, management level, and work history. Items in Section B pertaining to organizational culture, including the bureaucratic and supporting cultures, were included. The final component, Section C, was primarily concerned with employee motivation. That was all done utilizing a 5-point Likert scale, where 1 signified "Unequivocally Deviate," 2 signified "Dissent," 3 signified "Impartial," 4 signified "Concur," and 5 signified "Firmly Concur."

3.3. Sampling Frame

The examining outline for this review comprises of the specialists in confidential area organizations named vehicle industry organizations in the territory of Selangor. A sum of 358

surveys were given to the respondent from the 500-man bunch. 95 surveys in total were submitted, which brings about a 71% reaction rate.

3.4. Sampling Technique and Process

Here, the inspecting is confined to specific gatherings who can offer the required data, either on the grounds that they are the only ones with it or in light of the fact that they meet the rules the scientist has laid out. The procedure utilized for this examination was delineated inspecting. This is because of the respondents to this overview being from high level, center level, and lower level administration, individually. Specifically, the defined examining procedure is the choice of subjects indiscriminately from every layer after a course of separation or isolation. The drop-off and get approach were utilized to disperse oneself managed poll to the designated respondents in Selangor's confidential area. The drop-off and get procedure are proficient on the grounds that it increments reaction rates, which brings down the chance of non-reaction predisposition, and takes into account up close and personal communication and verbal discourse with the respondents. The Factual Bundle for the Sociologies (SPSS) variant 20.0 was utilized to investigate the information assembled. The essential quality of the respondents is appeared through unmistakable measurements with rates. The Pearson Item Second Connection Coefficient was utilized on the grounds that this study was keen on researching the relationship between the variables demonstrated regulatory and steady culture with employee motivation.

4. Data Analysis and Findings

In this study, two factors—bureaucratic culture and supporting culture—that affect employees' motivation were covered. Following are the descriptive data about the respondents' demographic profile. According to the data, male respondents made up 52.8% of the overall sample, while female respondents made up 47.2%. The bulk of respondents—84.7%—are Malay in terms of race. While, overall, 37.2% of the age group are between the ages of 25 and 35. The largest group of respondents that took part in this study, or roughly 36.8%, are workers with bachelor's degrees. Additionally, it was found that most of respondents, or 36.9%, had leader level administration

experience, and 42.6% came from center administration. 36.8% of them had a consolidated working encounter of less five years.

4.1. Correlation Analysis Result

Table 1: Correlation analysis result

No.	Variables	1	2	3
1	Bureaucratic	1.00		
2	Supportive	1.465**	1.00	
3	Employee Motivation	1.547*	1.629**	1.00

The associations between regulatory culture, strong culture, and employee motivation are displayed in Table 1. Pearson to investigations the affiliation, the item second relationship coefficient was utilized. To gauge the connection between corporate culture and employee motivation, a rule distributed by was applied. Employee motivation and regulatory culture have a positive, measurably critical relationship, as per the upsides of the connection coefficient recorded in Table 2 ($r = 1.5$, $p 0.06$). Likewise, there is a positive, exceptionally critical connection between strong culture and employee motivation, as shown by the upsides of $r = 1.629$ and $p 0.06$, separately. Thus, hypotheses 1 and 2 were endorsed. That's what the discoveries showed, rather than regulatory culture, strong culture is all the more firmly connected with employee motivation.

4.2. Regression Analysis

Testing the immediate connection between organization culture and employee motivation included examination using different relapse investigation. The findings of the independent variables of bureaucratic and supporting culture and the dependent variable of employee motivation are summarized in Model 1 in Table 2.

Durbin and Watson's R-square and the value of R were utilized to bolster the case for the existence of a link between the independent and dependent variables. The variables' R-value is 0.698, while

their R-square is 0.489. As per the discoveries, administrative and strong cultures, two autonomous factors, represented 49.3% of the variety in employee motivation. As per a test measurement called the Durbin-Watson measurement, autocorrelation can be found in the residuals of a relapse review. Values over 2 connote negative sequential relationship while those under 2 mean positive sequential connection among the blunders. Thus, the outcome shows a Durbin-Watson measurement of 1.720, which indicates a positive sequential relationship.

Table 2: Multiple regression regression analysis (n = 100)

Model	R	R-square	F value	Durbia-watson	Sig val
1	0.698	0.489	0.483	1.720	0.000

5. Discussion and Conclusion

The association between organizational culture and employee motivation in private sector organizations has been determined by this study. This study discovered that, in private sector organizations classified as being in the automotive industry, organizational culture can be a factor in gauging employee motivation.

The relationship between a regulatory and steady culture and employee motivation has been upheld by the review. The outcome has also helped to improve understanding of each component of organizational culture, which has emerged as crucial in figuring out how motivated employees are in the chosen organization. The top management needs to be aware of and understand how the organizational culture's various components affect employee motivation in order to raise it.

Following investigation, it is possible to draw the conclusion that supportive and bureaucratic cultures have a beneficial impact on employee motivation. Two hypotheses developed for this investigation were supported by the findings. The outcomes likewise exhibited that organization culture plays a huge part in raising employee motivation levels. Bosses need to take on the best

culture in their working environment to improve employee motivation since employee motivation has a basic impact in the turn of events and outcome of the organization.

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