Identification of Relationship between Organizational Culture and Employee Motivation in Telecom Sector of India

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Motivation of employees at workplace is a continuous phenomenon which may get affected by some observable and latent factors. Human resources working in organizations are a part of social system. People feel related and effected by shared values and beliefs within their groups, these forms identifiable culture prevailing in each organization and overall work behaviour of employees is guided by it. This study has been done to explore the relationship between organizational culture and employee motivation in public telecom sector of India. Exploratory Factor Analysis, Confirmatory Factor Analysis, Correlation Analysis, Regression Analysis and ANOVA has been used for data exploration and conclusions were drawn from results obtained. It was found that Employee Motivation is related to organizations culture and Organizational Culture fairly predicts Employee Motivation.

Keywords: Employee Motivation, Organizational Culture.

Introduction

ORGANIZATIONS are entities with dynamic structures responding to environmental changes. They represent smaller part of a larger social framework with identifiable associations and patterns (Scott, 2003). People at work possess their shared beliefs and values that bind them together. This embedded sharing represents culture and becomes the guiding lines for employees at workplace. Organizational Culture is the social factor that binds the members together by shared beliefs, ideas and represent the values held by them, manifesting in their behaviours (Lakomski, 2004).

Organizational Culture is an important variable to explain Organizational performance (Prajogo and McDermott, 2010). Therefore, it becomes critical and vital to understand the relationship of employee motivation and organizational culture. These shared values may become important determinants of employee motivation.

Motivation is described as the force that pushes a behaviour in a direction and keeps the individual persistent in the effort to achieve the goal (Bartol and Martin, 1998). Motivation is studied broadly by classification of intrinsic and extrinsic components. Intrinsic motivation may be described as desire of an individual to perform a task for the sake of its own so as the experience the inherent pleasure of performing the task or completing the task. Extrinsically motivated individual performs the task for certain external stimulus (Deci and Ryan, 2000). Motivation is viewed as set of process that arouse and gives direction while maintaining human behaviour towards attaining a particular goal (Greenberg and Baron, 2003).

Organizational culture is the source of motivation to its employees and the related items helps to decide what excite and employee to work rather than just performing the routine mundane jobs. Employee may not perform well if the motivational factors are affected by immediate work environment (Shalley *et al.*, 2004).

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Literature Review

Culture is a set of commonly held attitudes, values and beliefs guiding the behaviour of members in an organization (Kilmann *et al.*, 1985). Organizational culture is described as a representation of Organizational structure, Support mechanism, Management decision making, Integration of employee needs and objectives, Interpersonal relationships and Leadership. It is expressed as set rational tools like strategic direction, goals, tasks, structure, communication, decision making, cooperation and inter personal relationships designed to do the things. (Martin and Terblanche, 2003).

Di Cesare and Sadri (2003) studied the motivational drivers of employees of United States and Japan by using Maslow hierarchy model, Herzberg theory, Vroom Expectancy model and found that the cultural difference of the employee certainly have the impact on drivers of motivation of the employees. Employees from United States found "pay" as the largest motivator for them to work and they associate their expectancy with it. Whereas Japanese employees were found more motivated by the success of their company and trusted this expectancy as motivators.

Moynihan and Pandey (2007) suggested motivation at work and engagement of work is strongly influenced by work culture and organizational purpose, but if used negatively it may prove detrimental to both. The result also revealed that there is limited influence of leadership on work culture specifically in case where employees are engaged in highly routine jobs who likely to have lower motivation at work.

Srivastava (2009) found that team work, communication, risk taking and leadership among 11 predicators of organizational culture were critical in enhancing the levels of employee motivation of public sector organizations in India.

Hon and Leung (2011) explored the moderating role of organizational culture for employee creativity and motivation. A person-culture (three cultures innovative, traditional and cooperative culture) fit environment was studied to understand its effect on employee creativity and internal motivation. The relationship was stronger to motivation and creativity when moderated by innovative culture and cooperative culture, but the relationship weakens in the presence of traditional culture.

Lin and Liu (2012) provided an empirical support to the conceptual framework of relationship between creativity culture and innovation. The results also revealed work motivation as an important mediating link. Specifically, employees who perceive culture supportive to creativity in their organization are more likely to get engaged in higher level of work motivation and in turn positively impacting their perception of organizational innovation.

McGregor and Doshi (2015) found that high performance culture maximizes motivational elements like play, purpose and potential as direct motivators and enhancers of work performance. Whereas elements like economic pressure inertia and emotional pressure tends to minimize and reduces the motivation of employee.

Amdan *et al.* (2016) conducted an empirical study on industrial employees of Romania and listed motivational factors influencing the work activities of employees. Job security was placed highest in the list motivational factors followed by work conditions, managers' competence, recognition value of work, salary, responsibility, promotion, personal development and company policy in the end. Feeling about colleagues rated highest and innovation was rated last in the order of factors of Organizational culture effecting employee motivation. The spearman correlation coefficient of organizational factors and motivation suggested strong positive correlation between organizational culture and motivational factors.

Ozyilmaz *et at.* (2018) suggested that organizations building a culture of trust for employees can enhances their motivation and performance. Lower trust of employees in organizational system tends to neutralize the effect of positive self-efficacy of the employees. The higher confidence in the systemboosts employee motivation to the extent that it may even buffer the intention of employee leaving the organization.

Diamantidis and Chatzoglou (2019) asserted that there exists interrelationship between organizational environment, job related factors and employee motivation. The results of the study conducted showed that the organizational environment strongly impacts the performance of employees and intrinsic motivation directly affect the performance outcomes.

Bhardwaj *et al.* (2021) showed that employee motivational factors like working hours, payments, condition of work and chances of promotion were positively correlated with job satisfaction. However, timings and salary were still the points of concern but the employees of banks were found satisfied with their organizational culture.

Rakatu *et al.* (2021) found that organizational culture is effectively and positively related to leadership and employee engagement and organizational culture was found successfully predicting employee engagement at job and thus employee motivation. The higher levels of job engagement simulate higher learnings and motivation of employees.

The literature review suggests that the organizational culture and employee motivation are interrelated to each other. Employees derives cues from the immediate environment of work. Therefore, this study has been planned to find out the relationship of organizational culture with motivational factors of employees.

Research Methodology

This study is exploratory in nature. The relationship between organizational culture and employee motivation has been explored through empirical research. Responses have been collected from employees of public telecom sector of India through structured questionnaire. The sample size of the present study is 413. Self-constructed scales for organizational culture (39 items) and employee motivation (16 items) were used to collect responses. Questionnaire were designed after detailed literature review and expert opinion from the professional and academicians. The responses were collected on five-point Likert scale having options from strongly disagree (denoting 1) to strongly agree (denoting 5) and Neutral (denoting 3) in the scale. Data collection was done through personal visits to the respondents and by sending requests e-mail to participate in survey. The data was analyzed through SPSS version 25. Exploratory Factor Analysis, Confirmatory Factor analysis, Correlation analysis, Regression analysis and ANOVA have been used for this exploratory study.

Objective

The objective of the study is to identify the relationship between Organizational Culture and Employee Motivation in telecom Sector of India.

Hypotheses

Following hypotheses were framed to proceed with the analysis

H01: There is no correlation between factors of organizational culture and factors of employee motivation.

H02: There is no statistically significant predictive relationship between organizational culture and employee motivation.

Data Analysis and Interpretation

The valid responses from the data collected was put to statistical analysis. Firstly, the reliability of the scales was found using reliability analysis in SPSS. Cronbach's alpha value denoted the reliability of the scale as acceptable. The overall reliability of both the scales was found greater than recommended value of 0.7 (Gordon and Narayan, 1984), thereby confirming the internal consistency of the scales. Table 1 presents the alpha values and shows the Cronbach's Alpha value of Organizational Culture and Employee Motivation scales as 0.784 and 0.770 respectively.

TABLE 1

CRONBACH'S ALPHA VALUES OF THE SCALES USED

Scales	No. of Items	Cronbach's Alpha
Organizational Culture	39	0.784
Employee Motivation	16	0.770

Source: Survey Data.

PROFILING OF ORGANIZATIONAL CULTURE FACTORS

Construct	Item	Factor Loading	Cronbach Alpha
OC1 Decision Making			
	OC11	.859	
	OC12	0.871	
	OC15	0.876	
	OC16	0.871	
	OC19	0.808	0.702
	OC20	0.85	
	OC21	0.865	
	OC22	0.866	
OC2 Experimentation			
	OC13	0.866	
	OC14	0.901	
	OC29	0.903	
	OC31	0.791	
	OC32	0.657	
	OC36	0.705	0.910
	OC37	0.613	
	OC38	0.819	
	OC39	0.75	
OC3 Teamwork			
	OC1	0.717	
	OC2	0.717	
	OC3	0.731	
	OC4	0.748	
	OC5	0.773	
	OC6	0.658	0.810
	OC7	0.742	
	OC8	0.784	
	OC9	0.725	
	OC10	0.804	
OC4 Employee Concern			
	OC17	0.774	
	OC26	0.803	
	OC27	0.808	
	OC28	0.831	
	OC30	0.784	
	OC33	0.737	
	OC34	0.734	0.771
	OC35	0.783	

The KMO values were found .921 for Organizational Culture and .927 for employee Motivation. The values are above 0.9, which is termed as superb value (Malhotra and Dash, 2010).

Profiling and Confirming the Factors of Organizational Culture

Organizational culture was measured by using a 39-item scale. The responses collected on five-points Likert scale were analyzed. Reliability of the scale was ascertained by the value of Cronbach alpha. With satisfactory value of Cronbach's alpha and confirming to the condition of Exploratory factor analysis the data was put to EFA. The 39 items were considered for EFA out of which four statements were dropped due to low correlation values. The remaining 35 items yielded four factors of organizational culture. The factors were named as Decision making, Experimentation, Employee concern and Team work. The factor profiling of organizational culture is shown in Table 2.

The organizational culture factors obtained from EFA were further put to Confirmatory Factor Analysis (CFA). The measurement model of CFA presented good fit indices values within acceptable range reliability and validity of the scale was also found satisfactory. Table 3 presents the model fit indices values obtained and confirming to the criterial values (Malhotra and Dash, 2010).

TABLE 3

MODEL FIT INDICES OF ORGANIZATION CULTURE

Model	Criterial	Obtained Value
CMIN		285.89
Df		203.00
CMIN/Df	1≤ to ≤3	1.40
GFI	≥ 0.90	0.941
RMSEA	≥ 0.08 ≤ 0.1	0.031
RMR	≥ 0.08 ≤ 0.1	0.080
NFI	≥ 0.90	0.936
CFI	≥ 0.90	0.980
IFI	≥ 0.90	0.981
TLI	≥ 0.90	0.978

Source: Survey Data.

Profiling and Confirming the Factors of Employee Motivation

The analysis conducted on responses obtained from Employee motivation scale suggests that the employee motivation scale is reliable and valid. From total 16 statements 5 items were dropped due to low eigen values and re-maining eleven statements resulted in extraction of two factors from employee motivation scale. The factors were named as Intrinsic Motivation and Extrinsic Moti-vation. Table 4 presents the profiling of factors of employee motivation along with factor loadings and Cronbach's alpha values.

The factors of employee motivation obtained from EFA were further put to Confirmatory factor analysis. The measurement so obtained exhibited good model fit indices as per prescribed criterial values (Malhotra and Dash, 2010) presented in Table 5. The reliability and validity of the scale was also good as per the set acceptable values.

In order to study the degree of association between factors of organizational culture and employee motivation correlation analysis has been applied and Pearson correlation values were used to understand the correlation among the factors of Organizational Culture and Employee Motivation. Table 6 presents the Correlation values of Pearson correlation(r).

It is evident from Table 6 that team work is highly correlated with Extrinsic motivation (r=.748) followed by decision making (r=.614). In case of intrinsic

TABLE 4

PROFILING OF EMPLOYEE MOTIVATION FACTORS

Construct	Item	Factor Loading	Cronbach's Alpha
IM Intrinsic Motivation	MT1	0.824	.744
	MT2	0.868	
	MT3	0.822	
	MT4	0.852	
	MT5	0.860	
	MT7	0.861	
EM Extrinsic Motivation	MT8	0.728	.777
	MT9	0.745	
	MT10	0.759	
	MT11	0.775	
	MT16	0.739	

Source: Survey Data.

TABLE 5

MODEL FIT INDICES OF EMPLOYEE MOTIVATION

Model	Criterial	Obtained Value
CMIN		77.32
Df		42
CMIN/Df	1 ≤ to ≤ 3	1.84
GFI	≥ 0.90	0.966
RMSEA	≥ 0.08 ≤ 0.1	0.045
RMR	≥ 0.08 ≤ 0.1	0.0037
NFI	≥ 0.90	0.976
CFI	≥ 0.90	0.989
IFI	≥ 0.90	0.989
TLI	≥ 0.90	0.985

Source: Survey Data.

motivation, experimentation was found highly correlated with intrinsic motivation (r=.729). All positive signs in the table determine the positive direction of correlation among the factors. All values are found to be significant. The value of Pearson correlation "r" represents the strength of relationship between two factors. This range can be from -1.00 to 1.00 (Pallant, 2020). Therefore, Null hypothesis Ho1 stands rejected. Because all factors of organizational culture and employee motivation are found positively correlated.

Regression analysis was applied to find out that whether Organizational Culture predicts Employee Motivation? This part of the analysis will test the second hypothesis. In order understand the predictive relationship between of Organizational culture and Employee Motivation. Organizational Culture has been considered as Predicator and employee motivation as outcome. Table 7 summarizes the output from regression analysis. The linear regression model summary table shows the values of R, R square, adjusted R square, F value

ANOVA, Beta value, t and significance level. R denotes the correlation between the Organizational Culture and Employee Motivation.

The regression model summary revealed that the correlation between Organizational Culture (predictor) and Employee Motivation (outcome) are positive with value of R as .770 which signifies good positive correlation between Organizational Culture and Employee Motivation. In Table 7, R is .770 which in other words states 77 per cent of association

TABLE 6

CORRELATIONS AMONG THE VALUES OF FACTORS OF ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION

		Extrinsic Motivation	Intrinsic Motivation	Employee Concern	Experimen-tation	Decision Making	Team Work
Extrinsic Motivation	Pearson Correlation	1					
Intrinsic Motivation	Pearson Correlation	.697**	1				
Employee Concern	Pearson Correlation	.500**	.363**	1			
Experimentation	Pearson Correlation	.374**	.729**	.187*	1		
Decision Making	Pearson Correlation	.614**	.312**	.224**	212**	1	
Team Work	Pearson Correlation	.748**	.392**	.525*	.132*	.120*	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed)

Source: Survey Data.

TABLE 7

REGRESSION MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value ANOVA	Sig.	Beta	T	Sig.
1	.770[a]	0.702	0.637	0.3338	43.329	.000	0.615	15.599	0.000

[a]Predictors:(Constant), Organizational Culture

[b]Dependent Variable: Motivation

Source: Survey Data.

between Organizational Culture and Employee Motivation. R square denotes the variation between the Organizational Culture and Employee Motivation which signifies that the variation in Employee Motivation can be explained from Organizational Culture. R square for this model is .702 which means 70 per cent of variation can be explained from the independent variable. Adjusted R square determines the adjustment nature of the values and clarifies that if at any time another independent variable is added to the existing independent variable the value of R square will fluctuate that is it will increase. Adjusted R square value 0.637 in the model denotes that if any time another independent variable is added to the model, the R square value will enhance. Further Beta value of 0.615 reveals significant relationship of Organizational Culture (Independent variable) with Employee Motivation (Dependent variable) as quoted by its value. Change in R square is also found to be significant with F values significant at 5 per cent confidence value. Thus, Hypothesis H02 stands rejected with significant level of p value at p<0.05.

The above two analysis helped to achieve the objective framed for the study. The statistical results were summarized and interpreted. The following findings can be drawn

Findings

It was found that there is a positive and significant Correlation between factors of Organizational culture and factors of employee motivation.

The regression results shows that the organizational culture of the telecom Sector in India predicts the motivation of employees.

Research Limitations: The study conducted has its limitations. *Firstly*, the study is a cross-sectional study, which presents the results of just one time observation. *Secondly* this study has considered only direct associations of Employee Motivation and Organizational culture but there can be other factors effecting employee motivation. Statistically a larger sample size will yield more representative results.

Theoretical Implications: The study has contributed list of factors of employee motivation and organizational culture. Most of the time the concept of Organizational culture is studied from the view point of categorizing the type of prevailing culture. In this study the determinants of organizational culture have been explored. Each factor may be studied by future researchers for its influence on other behavioural characteristics of employees. The results revealed the direct relationship among the two constructs. The relationship can be further explored for Mediating or Moderating variables.

Practical Implications: The results can help the mangers to design organizational HR policies. The results provide insights to the relationship between organizational culture and employee motivation. The insight

to the relationship can guide the manager for shaping the organizational culture in such a way that employees remain motivated.

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