

How to Increase the Motivational Potential of Organizational Culture?

Lukáš Copuš ^{a*}, Katarína Moravčíková ^a, Michaela Poláková ^a
and Juliet Horváthová Suleimanová ^a

^a *Department of Management, Faculty of Management, Comenius University Bratislava, Slovakia*

Abstract

The aim of the paper is to analyse the organisational culture of the selected organisation in terms of its motivational potential and, based on the results, to identify activities to increase its motivational potential, which may be applicable in other organisations. The questionnaire survey was based on Cartwright's Nine Factors Methodology, which can be used to examine the motivational potential of the organisational culture. The interview with the organisation's management was based on the questionnaire survey results. The questionnaire survey results show that the organisational culture of the surveyed organisation is generally motivating. In the partial analysis of individual factors, we found that they are also motivating. Based on the results and the interview, we identified the organisation's activities to increase the motivational potential of its organisational culture.

Keywords: organisational culture, motivation, motivational potential, nine factors methodology, Cartwright.

Article Classification: Research article

1 Introduction

Understanding culture is necessary for the successful functioning of various social communities, including organisations. Generally, the concept of culture has been studied in various scientific disciplines for centuries (Iwes - Kidwell, 2019). Over time, it has become essential to distinguish the specifics of different cultures, whether national, ethnic, or religious (Hofstede et al., 2010). Thus, it is the process of characterising cultures and the subsequent use of information for their better coexistence, functioning, and cooperation (Khan - Panarina, 2017).

Each culture has its own specific set of values and norms that distinguish it from other cultures (Trice - Beyer, 1993). The values that are part of the culture (Šajgalíková et al., 2017) have a significant impact on various aspects of the functioning of

* Corresponding author: Lukáš Copuš, Department of Management, Faculty of Management, Comenius University Bratislava, Odbojárov 10, P.O.BOX 95, 820 05 Bratislava 25, email: lukas@copus.sk.

organisations, such as innovation (Stacho et al., 2016), knowledge sharing (Lee et al., 2016), or the performance of organisations (Nazarian et al., 2017). Furthermore, understanding culture in multicultural organisations contributes to collaboration between employers from different cultures (Tear et al., 2020). At the same time, cultural values are presented externally in various ways as cultural forms (Copuš - Čarnogurský, 2017).

As one of the types of culture, organisational culture also has characteristics that distinguish it across organisations (Klimas, 2016). Moreover, the organisational culture can have a significant impact on the motivation of employees, i.e. on their driving force to perform or not perform a particular activity in connection with work performance (Ritala et al., 2020). There is an evident interdependence between the organisation and its employees, where both parties impact each other's potential to succeed (Sokro, 2012). Correct understanding of organisational culture results in the targeted use of the organisation's workforce because the organisation's management knows what composition of steps to improve culture will be the right one (Šajgalíková - Copuš, 2020). Furthermore, understanding culture allows finding ways to effectively lead the organisation (Schein, 2016) to achieve goals through employee motivation.

Organisations are currently looking for different ways to attract candidates not only during the recruitment and selection process (Koch et al., 2018; Pessach et al., 2020) but mainly to retain them in the organisation after this processes (Firth et al., 2004; Nielsen et al., 2017). It is the reality in all kinds of organisations in the current era of Industry 4.0 (Hecklau et al., 2016; Fantini et al., 2020). Related to this, the ability of organisations to provide employees with suitable working conditions for their work, which also include a motivating organisational culture, is essential (Copuš et al., 2019).

Organisational culture plays a vital role in an organisation in terms of how people perceive their work, levels of motivation and commitment, and, consequently, job satisfaction (Paais - Pattiruhu, 2020). People are also critical factors in competitiveness, and organisations can achieve tremendous results with the right people (Sokro, 2012). Therefore, the organisation needs to understand its culture well and know how to use it (Sezerel - Tonus, 2016), i.e., motivating employees to perform better. Therefore, motivation is a crucial element of organisational culture.

Although the authors focus on various aspects of increasing employee satisfaction and motivation, they usually provide just various general recommendations. For example, Vagn (2016) recommends focusing on the involvement of employees in product innovation. Talapatra (2016) focused on providing opportunities for employees' personal growth through various programs and supporting and valuing employees' work. Čarnogurský et al. (2021) focused on a different area introducing the idea of aromatisation of the internal working environment as an effective tool to stimulate employees to be motivated to work correctly.

However, all these recommendations are not directly connected with motivation through organisational culture. Meanwhile, in the past, the authors' efforts to identify the culture of organisational success (e.g., Ouchi, 1981; Pascale - Athos, 1981) sparked interest in exploring and shaping an abstract phenomenon such as organisational culture. Cartwright (1999) directly looks at shaping the culture to be more motivating (to increase its motivational potential). He measures culture through nine factors based on its impact on employee motivation.

The aim of the paper is to analyse the organisational culture of the selected organisation in terms of its motivational potential and, based on the results, to identify activities to increase its motivational potential, which may be applicable in other organisations.

2 Material and methods

The primary source of information was a questionnaire for employees in administrative departments of the researched organisation. Respondents replied to 36 questions based on the Nine factors methodology (Cartwright et al., 1999). It provides the tool to analyse culture by the following factors:

- F1 Identification* (identification with the organisation and its goals)
- F2 Equity* (balance between expectations and reality)
- F3 Equality* (respect for the individuality of all members)
- F4 Consensus* (mutual understanding)
- F5 Instrumentality* (expectations that particular behaviour will lead to specific outcomes)
- F6 Rationality* (systemic approach to solving problems)
- F7 Development* (growth of members)
- F8 Group dynamics* (synergic effect of cooperation)
- F9 Internalisation* (identification with norms and ideas)

There were 108 respondents out of 120 possible, which means a 90% return. Therefore, it is a statistically relevant sample at a confidence level of 95% and a margin of error of 5%. Principles of voluntary participation and anonymity were upheld during data collection. The employees received the link at which the questionnaire could be filled in by email. In each question, respondents answered on a score with values of -6 (in the questionnaire listed as *Strongly disagree*), -3 (in the questionnaire listed as *Disagree*), -1 (in the questionnaire listed as *More disagree than agree*), +1 (in the questionnaire listed as *More agree than disagree*), +3 (in the questionnaire listed as *Agree*), +6 (in the questionnaire listed as *Strongly agree*). Then, these answers can be quantified and evaluated based on numerical values assigned to answers.

There are four questions for each factor (a totally of 36 questions), so it is possible to count the motivation score for each factor and the whole organisation. Based on the responses, we have determined the tendency of each motivating factor and the whole organisation in the interval <-6, 6> with the extremes representing absolute demotivational potential (score -6) and absolute motivational potential (score 6) of the organisational culture in question. The range of scores and the impact of culture on motivation are listed in Table 1.

Table 1 Score and the impact of the culture (Source: adapted from Cartwright, 1999)

Score	Impact on motivation
-6 to -3	Strongly demotivational
-2.99 to -1	Slightly demotivational
-0.99 to 0.99	Neither motivational nor demotivational
1 to 2.99	Slightly motivational
3 to 6	Strongly motivational

The second source of information was a semi-structured interview with the CEO of the researched organisation. Questions were based on the results of the questionnaire survey. Based on the analysis of interview answers, it was possible to identify the activities of organisations leading to make their organisational culture motivating and applicable in other organisations.

3 Results

In the following part, we will analyse the individual factors in terms of their impact on employees' motivation and identify activities carried out by the organisation to make its culture motivating.

F1 Identification

Identification is the first factor in Cartwright's methodology. We can define it as a level of identifying the employees with their organisation, organisational goals and activities.

Based on the results of the four particular questions in the questionnaire, this factor has a score of 1.91, which means that this factor is slightly motivating.

During the interview, based on the questionnaire results, the CEO of the researched organisation expressed that it is crucial for them that every employee understand information released by the organisation's management. First and foremost, the organisation aims to keep employees informed of its plans, activities and goals. This is one of the reasons why loudspeakers are located in the production halls, through which their supervisors speak to employees and communicate information to them. Finally, employees are informed about how their effort contributes to the organisational results, which creates a sense of belonging. Furthermore, the organisation seeks to strengthen the relationship between the organisation and employees through team building and other group activities.

F2 Equity

The second factor is *Equity*, which is a balance between expectations and reality in the context of employees' values and attitudes.

The factor's score is 1.84, which means a slight motivational effect on employees.

During the interview, the organisation's CEO stated that compensation in the organisation is based on the levels. The first is the fixed-wage, which monitors the median salaries in similar positions in the industry and determines the salary levels accordingly. The second level contains a variable wage set individually according to qualitative and quantitative employee performance indicators. At the same time, each employee has his/her own KSI (Key Success Indicator). It contains four areas that the employee should follow. The supervisor monitors their fulfilment level and evaluates the employee's performance, thus minimising the subjective view of evaluation by the supervisor.

F3 Equality

Equality is understood as respect for the individuality of all employees.

The score of this factor is 3.02, so culture has a strong motivating effect on employees.

During the interview, the CEO of the researched organisation ensured that all employees were being treated as equals, and they eliminated discrimination. As a result, the organisation has received the GEEIS certificate, which recognises companies giving equal opportunities to all regardless of gender or health status, as an example. In addition, the conditions and equipment at work are adjusted to make the workplace suitable for people with disabilities. Courses are also available to less experienced people to gain the necessary knowledge and be successful at their positions.

F4 Consensus

Another analysed factor is *Consensus*, which represents the mutual understanding, i.e. achievement of cooperation, consistency and agreement on a solution associated with the satisfaction of all parties involved.

The factor score is 2.65, so the culture has a slight motivating effect on the motivation of employees in this way.

Within this factor, the organisation's management stated during the interview that there are several possibilities in the organisation how employees can express their opinion and thus support the opportunity to enter into the discussion and bring consensus within the organisation. First of all, the organisation has its web application, through which all employees can address their opinions and comments. The second option is a physical mailbox in the HR department intended for the opinions and suggestions of employees. The organisation also has its staff council, consisting of representatives from each department. Each employee can communicate a comment to their representative, who then consults it with the others at regular meetings. Finally, another option is to email the CEO directly.

F5 Instrumentality

As the fifth factor, we analysed the *Instrumentality*, which can be described as the expectations that particular behaviour will lead to specific outcomes (the performance will lead to results and organisational rewards).

The factor score is 2.87, so culture slightly affects employee motivation in this way.

During the interview, the CEO said that it is necessary to realise that everyone would like to earn more money, and therefore it is necessary to have healthy limits. As mentioned, the compensation is on two levels (fixed wage and variable wage), and, at the same time, the salary reflects the industry's median. In addition, each employee has a personal meeting with his / her supervisor at least once a year to discuss the salary and career development. As a result, employees are aware that their above-average performance is rewarded and have the opportunity to get a higher position.

F6 Rationality

The sixth factor is *Rationality*, which introduces the idea of a scientific approach to management and problem-solving. Using systematic and analytical tools and techniques, employees and management can discover the causes of problems and how best to solve them.

The factor score is 2.35, which means a slightly motivational effect on employees.

During the interview, the CEO stated that when a problem with employees occurs, consultations are organised to find the causes of the problem. If an objective investigation found employees' mistakes, there could be some financial penalties.

F7 Development

The seventh factor is *Development*, i.e. the motivation for self-improvement and growth and continuous improvement of the organisation through employees' development.

The factor score is 3.03, which indicates a strong motivational potential of the culture in this way.

In the context of employee development, during the interview, the CEO stated that they give people the opportunity to be educated in various forms. In the first place, by compulsory training. Employees also have e-learning to acquire the knowledge needed

to do the job. Employee's initiative to educate and increase knowledge and skills could be introduced during an interview with the employee's supervisor, who will find out what the employee's expectations are and in which area he or she would like to improve.

F8 Group dynamics

The eighth factor is *Group dynamics*, which includes two dimensions: relationships between two or more groups and relationships within a group.

The factor score is 2.12, which indicates a slight motivational potential of the culture in this way.

Based on the interview, the CEO stated that one of the organisational values is group work. Therefore, the organisation tries to apply teambuilding or other group activities, trips, or meetings as often as possible. Building good teamwork is also supported in the 1-week project. The organisational problems are introduced during this week. A group is formed to solve this problem and consists of 1/3 of experts who have an experience with such a problem, 1/3 are employees not involved in the problem, and the last third are employees involved in the problem. Subsequently, all factors causing the problems are identified, and finally, the group introduces a solution and presents it to the management and employees.

F9 Internalisation

The last factor is *Internalisation*, which focuses on identifying employees with norms, ideas, attitudes and values of the organisation. The ideal situation is when the employee's values are not contradictory to the organisational values.

The factor score is 3.43, which indicates a strong motivational potential of the culture in this way. It is also the highest score of all factors.

The interview with the CEO shows that the organisation strives to make employees feel part of it and identify with its values. Organisation tries actively present organisational values and their strategy. For example, the CEO presents the organisation and its values personally to all the new employees. They are included in organisations' typical behaviour and functioning and, at regular intervals, remarked to employees.

Summary of results

The organisation's score on the motivational potential of the culture is 2.58, which indicates a slightly motivational potential. Therefore, we can state that despite the factors with lower scores (but still motivational), we evaluate the results of the whole organisation as positive, as they all indicate a positive direction of motivation (culture is motivating). Picture 1 shows the results graphically.

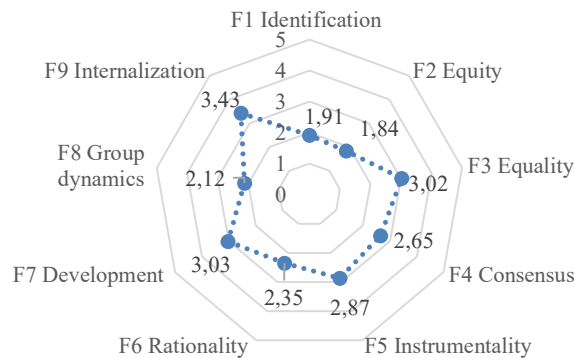


Figure 2 Results (Source: own research)

Researched organisation can be a source of inspiration for other organisations that need to increase their organisational cultures' motivational potential. In Table 2, we list the identified activities applicable in other organisations. Activities are grouped concerning measured factors and ordered based on their motivational potential, from strongly to slightly motivational ones.

Table 2 Identified activities (Source: own research)

Score	Factor	Activities
3,43	F9 Internalisation	upon taking up the job, the CEO himself trains the employees about the values of the organisation
		regular remarks of organisational values to employees
3,03	F7 Development	compulsory training
		e-learning
		employee suggestions for self-education communicated to the supervisor
3,02	F3 Equality	GEEIS certificate confirming equal opportunities
		working conditions are adjusted so that the job is suitable for people regardless of gender or health status
		courses for people with less experience
2,87	F5 Instrumentality	once a year, a meeting with a supervisor on salary evaluation and career growth
2,65	F4 Consensus	web application
		physical box for expressing the opinions and comments of employees
		staff council
2,35	F6 Rationality	consultations to find the causes of problems
		financial penalties for proven errors
2,12	F8 Group dynamics	team building, group activities
		1-week project to solve organisational problems
1,91	F1 Identification	keeping employees informed of organisational goals, plans, and activities
		providing feedback on employees' contribution to the organisational results
1,84	F2 Equity	building equity in compensation through clearly defined and communicated performance indicators for each employee, both quantitative and qualitative

4 Discussion

Organisations are currently trying not only to attract suitable candidates, but mainly to keep them in the organisation. One way is to form an organisational culture that is motivating. Cartwright identified nine motivational factors through which the motivational potential of each organisation's organisational culture can be identified. The aim of the paper was to analyse the organisational culture of the selected organisation in terms of its motivational potential and, based on the results, to identify activities to increase its motivational potential, which may be applicable in other organisations.

The questionnaire survey results show that the organisational culture of the surveyed organisation is generally motivating. In a partial analysis of the individual factors, we found that they are also motivating, some to a greater extent and others less. Based on this, the results could be the basis for an interview. We identified the activities that the organisation performs to increase the motivational potential of its organisational culture. These activities can also be applied in other organisations.

The limitation of the research is that the research focuses on only one organisation. In the future, it is, therefore, possible to carry out a similar survey in various other organisations and thus identify activities that are applied in a wide range of different organisations and thus have a general character. A strong potential of using this methodology in the further and broader extent of research lies in applicableness in every organisation – as every organisation has its organisational culture influencing the everyday activities and behaviour of employees and managers. Furthermore, it helps to identify and, consequently, focus on specific activities, giving managers a practical tool for building a motivating organisational culture intentionally. Finally, ever-increasing changes and rapid technology development during the Industry 4.0 transition bring fast changes, complexity and diversity into the workplace. Therefore, developing common/shared cultural values concerning its motivational effect allows setting up conditions that positively stimulate needed effort and growth of different employees performing various organisational activities. Our results support this opinion as factors such as equality and development were those with solid motivational effects on employees.

Acknowledgements

This paper was funded by the Faculty of Management Comenius University Bratislava and supported by the project VEGA 1/0792/20 Examination of Changes in Management of Companies in Slovakia in Connection to Industry 4.0 Transition.

References

- Brown, A. (1998). Organisational culture. *Financial Times Management*.
- Cartwright, J. (1999). *Cultural Transformation – Nine factors for improving the soul of your business*. Prentice Hall.
- Cartwright, J., Andrews, T. & Webley, P. (1999). A methodology for cultural measurement and change: A case study. *Total Quality Management*, 10(1), 121-128. Retrieved from <https://doi.org/10.1080/0954412998117>.
- Čarnogurský, K., Diačiková, A. & Madzík, P. (2021). The Impact of the Aromatisation of Production Environment on Workers: A Systematic Literature Review. *Applied Sciences*, 11, 1-14, Retrieved from <https://doi.org/10.3390/app11125600>.
- Copuš, L. & Čarnogurský, K. (2017). Intercultural marketing: Culture and its influence on the efficiency of Facebook marketing communication. *Management & Marketing*, 12(2), 189-207. Retrieved from <https://doi.org/10.1515/mmcks-2017-0012>.
- Copuš, L., Šajgalíková, H. & Wojčák, E. (2019). Organizational Culture and its Motivational Potential in Manufacturing Industry: Subculture Perspective. *Procedia Manufacturing*, 32, 360-367. Retrieved from <https://doi.org/10.1016/j.promfg.2019.02.226>.
- Fantini, P., Pinzone, M. & Taisch, M. (2020). Placing the operator at the centre of Industry 4.0 design: Modelling and assessing human activities within cyber-physical systems.

- Computers & Industrial Engineering*, 139. Retrieved from <https://doi.org/10.1016/j.cie.2018.01.025>.
- Firth, L., Mellor, D.J., Moore, K.A. & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170-187. Retrieved from <https://doi.org/10.1108/02683940410526127>.
- Hecklau, F., Galeitzke, M., Flachs, S. & Kohl, H. (2016). Holistic Approach for Human Resource Management in Industry 4.0. *Procedia CIRP*, 54, 1-6. Retrieved from <https://doi.org/10.1016/j.procir.2016.05.102>.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organisations: Software of the Mind*. McGraw-Hill.
- Hu, Q., Dinev, T., Hart, P. & Cooke, D. (2012). Managing Employee Compliance with Information Security Policies: The Critical Role of Top Management and Organizational Culture. *Decision Sciences*, 43, 615-660. Retrieved from <https://doi.org/10.1111/j.1540-5915.2012.00361.x>.
- Ives, C. D., & Kidwell, J. (2019). Religion and social values for sustainability. *Sustainability Science*, 14, 1355–1362 . Retrieved from <https://doi.org/10.1007/s11625-019-00657-0>.
- Lee, J., Shiue, Y., & Chen, C. (2016). Examining the impacts of organisational culture and top management support of knowledge sharing on the success of software process improvement. *Computers in Human Behavior*, 54, 462-474. Retrieved from <https://doi.org/10.1016/j.chb.2015.08.030>.
- Khan, M. A., & Panarina, E. (2017). The Role of National Cultures in Shaping the Corporate Management Cultures: A Four Countries Theoretical Analysis. *Journal of Eastern European and Central Asian Research*, 4(1), 1-25. Retrieved from <https://doi.org/10.15549/jeecar.v4i1.152>.
- Klimas, P. (2016). Organisational culture and coopetition: An exploratory study of the features, models and role in the Polish Aviation Industry. *Industrial Marketing Management*, 53, 91-102. Retrieved from <https://doi.org/10.1016/j.indmarman.2015.11.012>.
- Koch, T., Gerber, C. & Klerk, J. (2018). The impact of social media on recruitment: Are you LinkedIn? *Sa Journal of Human Resource Management*, 16, 1-16, Retrieved from <https://doi.org/10.4102/sajhrm.v16i0.861>.
- Nazarian, A., Atkinson, P. & Foroudi, P. (2017). Influence of national culture and balanced organisational culture on the hotel industry's performance. *International Journal of Hospitality Management*, 63, 22-32. Retrieved from <https://doi.org/10.1016/j.ijhm.2017.01.003>.
- Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Käsälä, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 31(2), 101–120. Retrieved from <https://doi.org/10.1080/02678373.2017.1304463>.
- Ouchi, W. (1981). *Theory Z: How American Business Can Meet the Japanese Challenge*. Addison-Wesley.
- Paais, M. & Pattiruhu, J. R., (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577-588. Retrieved from <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>.
- Pascale, R., & Athos, A., (1981). *The Art of Japanese Management*. Simon & Schuster.
- Pessach, D., Singer, G., Avrahami, D., Ben-Gal, H. C., Shmueli, E. & Ne-Gal., I. (2020). Employees recruitment: A prescriptive analytics approach via machine learning and mathematical programming. *Decision Support Systems*, 134, 2-18. Retrieved from <https://doi.org/10.1016/j.dss.2020.113290>.
- Ritala, P., Vanhala, M. & Järveläinen, K. (2020). The role of employee incentives and motivation on organisational innovativeness in different organisational culture. *International Journal of Innovation Management*, 24(4), Retrieved from <https://doi.org/10.1142/S1363919620500759>.
- Šajgalíková, H. & Copuš, L. (2020). Organizačná kultúra a jej motivačný potenciál. Ofprint.

- Šajgalíková, H., Copuš, L. & Poláková, M. (2017). Where is the Happiness-Generated Optimism Streamed in? European Perspective. In *IBIMA*, pp. 3235-3244.
- Sezerel, H. & Tonus, H. Z. (2016) The effects of the organisational culture on diversity management perceptions in hotel industry. *Journal of Human Resource Management*, 19(2), 1-17.
- Schein, E. H. (2016). *Organisational culture and leadership*. Jossey-Bass.
- Sokro, E. (2012). Analysis of the relationship that exists between organisational culture, motivation and performance. *Problems of Management in the 21st Century*, 3, 106-120.
- Stacho, Z., Potkány, M., Stachová, K., & Marcinekova, K. (2016). The organizational culture as a support of innovation processes' management: A case study. *International Journal for Quality Research*, 10(4), 769–784.
- Talapatra P. K., Rungta S. & Jagadeesh A. (2016). Employee Attrition and Strategic Retention Challenges in Indian Manufacturing Industries: a Case Study. *VSRD International Journal of Business and Management Research*, 6(8); 251-261.
- Tear, M. J., Reader, T. W., Shorrock, S. & Kirwan, B. (2020). Safety culture and power: Interactions between perceptions of safety culture, organisational hierarchy, and national culture. *Safety Science*, 121, 550-561. Retrieved from <https://doi.org/10.1016/j.ssci.2018.10.014>.
- Trice H. M. & Beyer J. M. (1993). *The cultures of work organisations*. Prentice Hall.
- Vagn, A. R., Jensen, Ch. S. & Broberg, O. (2016). Participatory Methods for Initiating Manufacturing Employees' Involvement in Product Innovation. Proceedings of the Xxvii Ispim Innovation Conference - Blending Tomorrow's Innovation.
- Vroom, V. H. (1964). *Work and Motivation*. Wiley.
- Wojčák, E., Poláková, M., Copuš, L. & Horváthová-Suleimanová, J. (2021). Organization and Flexibility: How to Build a Resilient Organization in the Context of Industry 4.0? EAI: Management Trends in the Context of Industry 4.0.