IMPACT OF CULTURE DIMENSIONS ON ROLE MOTIVATION: A MODEL BASED STUDY

VPLYV KULTÚRNÝCH DIMENZÍ NA ÚLOHOVÚ MOTIVÁCIU: MODELOVÁ ŠTÚDIA

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Organizations have become more global, complex and competitive. The objective of the present study is to examine the dominant work culture prevalent in the two organizations X and Y and to study its impact on the motivation level of the employees at the managerial level so that a model can be developed. This research paper seeks to investigate the relationship between the various independent and dependent viables through Correlation Analysis. Stepwise multiple regression analysis was undertaken to assess the significant predictors of work culture for the total sample. The findings show that Technocratic culture has the strongest partial correlation or the purest relationship with role motivation. Through regression analysis, technocratic culture emerges as a strong predictor of motivation.

Key words: work culture, autocratic culture, bureaucratic culture, technocratic culture, entrepreneurial culture, dominant culture, motivation, OCP-Role motivation model

Culture is defined in this paper as the dynamic set of assumptions, values and artifacts whose meanings are collectively shared in a given social unit at a particular point in time.

It is often suggested that culture operates as a unitary “main effect” on all people.

<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hayes &amp; Abernathy</td>
<td>1980</td>
<td>failure to embrace the “non-rational” qualities of organizations was the major reason for the demise of many North American companies</td>
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<td>Deal &amp; Kennedy</td>
<td>1982</td>
<td>culture is the prime factor in shaping organizational procedures</td>
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<td>Schein</td>
<td>1984,1985, 1992</td>
<td>organizational Culture is the principal aspect of organization’s functioning and a critical driver of effectiveness</td>
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<td>Day</td>
<td>1994</td>
<td>culture is the prime factor for unifying organizational capabilities into a cohesive whole</td>
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<tr>
<td>Mallak &amp; Kursletl</td>
<td>1996</td>
<td>through a strong positive corporate culture, clarity and a clear vision, strong motivation can be transmitted to technology employees</td>
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<tr>
<td>Reinemer</td>
<td>1995</td>
<td>a high technology employee’s involvement in structuring work is also a prime requirement for job satisfaction</td>
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<td>Barrier</td>
<td>1997</td>
<td>barrier found a rigid authoritarian culture might initially translate to positive work output in the short term but leads to long-term work place dissatisfaction, Increased responsibility and decision making power leads to high job satisfaction</td>
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<td>Jones</td>
<td>1996</td>
<td>Jones study of 402 employees from 10 science based firms. The findings revealed that personal empowerment, flexible organization structure and organic structures along with trust are key components that lead to higher motivation</td>
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<td>Segin</td>
<td>1998</td>
<td>information Technology work place survey of 500 employees determined that empowered workers feel more satisfied in the workplace</td>
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<tr>
<td>Yeung et al.</td>
<td>1999</td>
<td>within the learning organizations, leaders design the culture and systems and bring employees with continuous challenges to create the prosperous future for organization</td>
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<td>Daft</td>
<td>2001</td>
<td>managers in externally focused cultures tend to perceive a relatively higher proportion of strategic problems than managers in internally focused cultures, and managers in organic process cultures tend to perceive a relatively higher proportion of unstructured problems than managers in Mechanistic cultures</td>
</tr>
<tr>
<td>Parker</td>
<td>2003</td>
<td>The meta-analytic findings indicate that psychological climate, operationalized as individuals’ perception of their work environment, does have a significant relationship with individuals’ work attitudes, motivation and performance. Structural equation modelling analysis of the meta-analytic correlation matrix indicated that the relationships of psychological climate with employee motivation and performance are fully mediated by employee work attitude</td>
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<tr>
<td>Wright</td>
<td>2004</td>
<td>through the model of work motivation, the author has identified the aspects of organization work culture as greater goal conflict, procedural constraints, and goal ambiguity which has detrimental effect on work motivation</td>
</tr>
<tr>
<td>Egan, Yang, &amp; Bartlett</td>
<td>2004</td>
<td>learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning</td>
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Objectives of the study

The objective of the present study is to examine its impact on the motivational level of the employees at the managerial level. The study has been conducted:

1. To assess the correlation between the type of work culture and motivational level of employees at middle management level in the organizations X and Y.
2. To study the impact of Type of Culture as independent variable or predictor in explaining variation in Role Motivation so that a model for the same can be developed.

Research Hypotheses

- Null Hypothesis “H01” – There is no correlation between the type of Organization Culture and Motivational level of the employees working in manufacturing sector.
- Alternate Hypothesis “Ha1” – There is a positive and significant correlation between the type of Organization Culture and Motivational level of the employees working in manufacturing sector.
- Null hypothesis “H02” – There is no impact of Type of Culture as independent variable or predictor in explaining variation in Role Motivation.
- Alternate Hypothesis “Ha2” – There is an impact of Type of Culture as independent variable or predictor in explaining variation in Role Motivation.

Methods

To measure the impact of Work Culture on the employees’ motivation at managerial level, a comparative study was done between two private sector companies of the manufacturing sector in India with a sample size of 125 each. These organizations were selected on the basis of Stratified Random Sampling. Descriptive and Inferential Statistics like mean, standard deviation, T-test, F-test, correlation, One way ANOVA, and regression analysis were used to test the hypotheses.

The data has been analyzed by using Microsoft Excel and Statistical Package for Social Sciences (SPSS). In order to conduct the study, a structured questionnaire has been used. It has been divided in two parts. The first part of the questionnaire developed by Pareek (1997) deals with measuring Organization Culture profile in terms of Autocratic, Bureaucratic, Technocratic, and Entrepreneurial. The second part of the questionnaire developed by Pareek (1997) assesses the motivation level of the employees.

Analysis Results

In this study, the results were obtained as a consequence of the observed correlation between Autocratic Culture and Motivation (r = -0.427). If the Autocratic Culture is increasing the level of satisfaction is decreasing i.e. the level of dissatisfaction with their roles is increasing. Similarly there is negative correlation between Bureaucratic culture and Motivation (r = -0.397). The on the other hand, Technocratic culture has a positive and significant correlation with role motivation (r = 0.560), which implies that if technocratic culture increases then the employees feel strongly motivated.

Similar results can be seen with entrepreneurial culture (r = 0.274), which also has a positive correlation with role motivation. Hence the null hypothesis “H01” stands rejected and alternate hypothesis “Ha1” is accepted that there is a correlation between the type of organization culture and motivational level of employees in an organization in Private sector.

Application of stepwise regression analysis for the independent and dependent variables produced four (2) variables as the best predictors of Role Motivation in the two selected companies X and Y. The combination includes Autocratic and Bureaucratic culture. R² explains that approximately 35.0% of the variation in Role Motivation was caused by the 2 variables selected in the regression model. When adjusted for the number of variables, it (adjusted R²) shows that it accounts for 34.5% of the variation in the Role Motivation. Thus, the R² value gives an indication about the importance of Technocratic, and Bureaucratic culture in explaining a significant amount of variation in Role Motivation. This rejects the null hypothesis “H02” and the alternate hypothesis “Ha2” is accepted that there is impact of type of Culture as independent variable or predictor in explaining variation in Role Motivation and hence culture contributes significantly towards the motivation level of employees working in the two selected organizations.
Figure 1  OCP – Role Motivation Model
Obrázok 1 OCP – model úlohoj motivácie

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

To find out the relative importance of variables included in the model, results of the multiple regression analysis have been examined in detail.

The t-values and the significance of the t in the tables specify the significance of the individual beta coefficients. As reflected, betas for all the variables are statistically significant at 99% level of confidence. Technocratic culture has the strongest partial correlation or the purest relationship with role motivation (47.9%). It is the best predictor of the role motivation. Hence, Technocratic culture explains 19.36% variation and Bureaucratic culture explains 3.68% variation in motivation level of employees.

Table 1 Associated Statistics for the Determinants of Motivation in companies X and Y

<table>
<thead>
<tr>
<th>Variables (1)</th>
<th>Unstandardized coefficients (2)</th>
<th>Standardized coefficients (3)</th>
<th>T</th>
<th>Sig.</th>
<th>Correlations (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. error (4)</td>
<td>B (5)</td>
<td>-</td>
<td>zero-order (6)</td>
</tr>
<tr>
<td>Constant (9)</td>
<td>-3.772</td>
<td>0.357</td>
<td>-</td>
<td>-10.562</td>
<td>0.000</td>
</tr>
<tr>
<td>Technocratic culture (10)</td>
<td>0.596</td>
<td>0.070</td>
<td>0.907</td>
<td>8.519</td>
<td>0.000</td>
</tr>
<tr>
<td>Bureaucratic culture (11)</td>
<td>0.242</td>
<td>0.065</td>
<td>0.397</td>
<td>3.728</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Tabuľka 1 Zodpovedajúce statistické údaje pre determinanty motivácie v spoločnostiach X a Y
(1) premennej, (2) neštandardizované koeficienty, (3) štandardizované koeficienty, (4) štandardná odchylka, (5) korelace, (6) rušivá, (7) parcíálna, (8) semi-parciálna, (9) konštanta, (10) technokratická kultúra, (11) byrokratická kultúra

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Discussion and conclusions

Although much research is needed, it is clear that most enduring influences are cultural. Man tends to assimilate his cultural moves and to believe in their absolute rightness until deviant elements appear within his own culture or until he confronts members from another culture. Culture comprises the way in which we do things, see things, use things and judge things and this carries from society to society (Kotter and James, 1992). The powerful, pervasive role culture plays in shaping organizational life lends plausibility to speculations that cultural factors may be linked with exceptional levels of organizational performance. A commonly hypothesized link suggests that if an organization’s culture is to contribute to enhance performance, it must be both “strong” and possess distinctive “traits”: particular values, beliefs, and shared behavior patterns. Some scholars have claimed that positive cultural traits boost performance in proportion to the strength of their manifestation. This view has been called the strong culture hypothesis (Dennisson, 1984). The strong culture hypothesis is intuitively appealing. It offers theoreticians a powerful, comprehensive, macro-level explanation for organizational performance.

The main objective of the study was to measure the impact of the dominant work culture on role motivational level so that a model can be developed which can give the relationships between different variables. The results show that there exists a positive and significant correlation between Technocratic culture and role motivation ($r = 0.560$), followed by a negative and significant correlation between Autocratic culture and role motivation ($r = -0.427$). Also, application of stepwise regression analysis shows that different type of culture contributes significantly towards the motivation level of the employees at the managerial level, working in private sector manufacturing organizations.

Recommendations

Following recommendations have been made on the basis of the results of the selected companies X and Y, which belong to the Private sector.

There is a positive correlation between strong technocratic culture and the role motivation as shown in Figure 1 OCP-Role Motivation Model. Hence, organization should focus on strengthening the technocratic culture. It was found that if people grow up in an environment in which their needs are not met, they will be unlikely to function as healthy, well-adjusted individuals.

There is a negative correlation between autocratic culture and role motivation. Hence organization should obliterate the autocratic culture and strengthen the technocratic culture.

The goal of an organization is not just to survive, but also to prevail, to prosper, to achieve something much broader and bigger than mere survival. In a rapidly changing world, one must change the practices and strategies constantly, without changing the core values and basic purpose. The basic implication of the model is that role motivation can be developed in the organizational context. It is not the strong work culture but the type of dominant work culture that matters. Hence organizations need to map the individual needs and identify the right type of dominant work culture that would lead to higher levels of motivation. It is indeed essential to measure how much the cultural characteristics have dispersed, so that corrective measures can be taken to enable cultural diffusion.

References

The basic gravity model of the bilateral trade supposes that the rich and geographically closely situated countries trade more. We have used the enlarged gravity models to explore the effect of other factors on the EU’s bilateral trade. The aim of the article is to analyse the bilateral trade of the EU member states with third countries, and identify the factors which affect the trade with different products during the term 2004 – 2008. The impact of the common border, language, colonial history, and variety of trade agreements on the trade with commodities 02 – dairy products, birds’ eggs, honey and 04 – meat and edible meat offal is studied in the article.

**Key words:** gravity model, bilateral trade, commodity 02, commodity 04

The European Union is one of the leading exporters and importers of the manufactured goods and services: Its biggest trading partners are the United States, China, and Russia. The 17.9% of imports flow from China and 13.3% from the USA. The most of EU’s products are exported to the USA (18.7%), Switzerland (8.1%) and China (7.5%). The agricultural products represent 8% of imports and 7% of total exports from the EU.

The amounts of flows and products of bilateral trade with third countries are influenced by different factors. Besides the historical, cultural and language proximity, the various forms of preferential agreements also have important role.

**Material and methods**

In order to analyse the bilateral trade with third countries and to identify the factors which influence the trade we use the basic gravity model (Gani, 2010; Head, 2003):

\[
\ln(X_{ij}) = \beta_0 + \beta_1 \ln(GDP_i) + \beta_2 \ln(GDP_j) + \beta_3 \ln(POP_i) + \\
+ \beta_4 \ln(POP_j) + \beta_5 \ln(DIST)_{ij} + \epsilon
\]

(1)

The basic gravity model is modified by introducing the dummy variables – CONT, LANG, COL, EPA:

\[
\ln(X_{ij}) = \beta_0 + \beta_1 \ln(GDP_i) + \beta_2 \ln(GDP_j) + \beta_3 \ln(POP_i) + \\
+ \beta_4 \ln(POP_j) + \beta_5 \ln(DIST)_{ij} + \beta_6 \text{CONT} + \epsilon
\]

(2)

\[
\ln(X_{ij}) = \beta_0 + \beta_1 \ln(GDP_i) + \beta_2 \ln(GDP_j) + \beta_3 \ln(POP_i) + \\
+ \beta_4 \ln(POP_j) + \beta_5 \ln(DIST)_{ij} + \beta_6 \text{CONT} + \beta_7 \text{LANG} + \epsilon
\]

(3)

\[
\ln(X_{ij}) = \beta_0 + \beta_1 \ln(GDP_i) + \beta_2 \ln(GDP_j) + \beta_3 \ln(POP_i) + \\
+ \beta_4 \ln(POP_j) + \beta_5 \ln(DIST)_{ij} + \beta_6 \text{CONT} + \beta_7 \text{LANG} + \beta_8 \text{COL} + \epsilon
\]

(4)

\[
\ln(X_{ij}) = \beta_0 + \beta_1 \ln(GDP_i) + \beta_2 \ln(GDP_j) + \beta_3 \ln(POP_i) + \\
+ \beta_4 \ln(POP_j) + \beta_5 \ln(DIST)_{ij} + \beta_6 \text{CONT} + \beta_7 \text{LANG} + \beta_8 \text{COL} + \beta_9 \text{EPA} + \epsilon
\]

(5)