

IMPACT OF WORK CULTURE ON MOTIVATION LEVEL OF EMPLOYEES IN SELECTED PUBLIC SECTOR COMPANIES IN INDIA

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ORGANIZATIONAL culture has received much attention in the last two decades due to its effects and potential impact on the organizational success. Whilst there are a variety of opinions as to what constitutes 'culture', this paper adopts a definition which synthesizes the views of a number of widely cited researchers including Schein (1992), DiBella (1993) and Hatch (1993). Thus, 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. Writers on management and organizations have suggested that aspects of organizational culture, particularly cultural values, have an impact on the motivational level of the employees. The objective of the present study is to examine the dominant work culture prevalent in the two organizations A and B of the Public sector and to study its impact on the motivation level of the employees at the managerial level. The data has been taken from a sample of 250 employees from the two Public sector companies. Mean, Standard Deviation, t-test, Correlation and Regression have been used through SPSS to test the hypotheses. The findings highlight that Technocratic culture has the strongest partial correlation or the purest relationship with role motivation. Regression analysis results reveal that, technocratic culture has the strongest impact on motivation.

Key Words: Work Culture, Autocratic Culture, Bureaucratic Culture, Technocratic Culture, Entrepreneurial Culture, Dominant Culture, and Motivation.

Introduction

Organization culture (OC) as a concept has relatively recent origin. The environment has long been recognized as a source of influence on the individual's behavior. Until recently, researchers had made few systematic attempts to explore the influences of an organization's culture on the behavior of employees. It is often suggested that culture operates as a unitary "main effect" on all people. Whilst there are a variety of opinions as to what constitutes 'culture', this paper adopts a definition which synthesizes the views of a number of widely cited researchers including Schein (1992), DiBella (1993) and Hatch (1993). Thus, 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.

The Rationale for interest in Organization Culture

It is arguable that the increasing academic and practitioner interest into the topic of organizational culture is caused by two factors. The first is the enduring assumption that the performance of organizations is dependent on the extent to which employee values are aligned to company strategy

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Smrita Sinha, Ajay Kr. Singh, Nisha Gupta and Rajul Dutt

(Blackler and Brown, 1981; Dennison, 1990; Gordon and DiTomasso, 1992). The second is the contentious view that organizational culture is subject to conscious manipulation by management who are argued to be capable of directing culture to their desired end (Deal and Kennedy, 1982; Pascale and Athos, 1981; Peters and Waterman, 1982).

Although the concept of organizational culture was popularized in the early 1980's, its roots can be traced back to the early human relations view of organizations that originated in the 1930's. This renewed interest in organization culture represented a return to the early organizational literature but it went far beyond this literature in contributing important new insights and ways of thinking about the role, importance and characteristics of culture. Pioneering research in organizational culture began in the early 1930s. Chandler (1962) originally documented links between the increasing complexity of business cultures, environment and the adoption of multi-division (or M-form) structures in large US firms. In today's highly dynamic and rapidly changing environment, manufacturing scenario has undergone a rapid change in the last two decades, more so in the last few years. The manufacturing units are continuously trying to update themselves by acquiring or developing new technologies and as a result, it has become essential, to study the role that culture plays in motivating the diverse work force. Here, important question to be answered is: "What drives human beings to behave and condition themselves to align with the organization?" The role of the environment in achievement-motivated performance may be conceptualized in terms of a moderating variable, where a high achievement environment will facilitate the performance of high nAch people more than will a low achievement environment. This is based on the assumption that environments themselves can act as independent sources of behavioral variance (e.g. Barker, 1963; Chein, 1954) and that they will operate additively with the influence of personality variables.

Since, organizational culture varies in different organizational environment, it may have varied influence on the behavior of members and have a role in creating a sense of commitment, loyalty, involvement and identity towards the organization.

Culture in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, motivational and reward mechanisms, working conditions, etc. It provides dynamic interface to the employees in the organization in the form psychologically meaningful and behaviorally pertinent perceptions, which impels them to think, feel and act in consistently similar ways (Schneider, 1975). Numerous studies have shown organizational culture as undisputably a major contributing factor for changing employees' attitudes and behavior towards superior job performance and satisfaction. Several measured aspects of culture such as communication flow, decision-making practices, relationship with colleagues, work design and supervisory support have shown significant positive relationship with many out come variables like organizations' financial performance (Dennison, 1990; Ryan, Schmit & Johnson, 1996; Kangis & Williams, 2000) employees', productivity and satisfaction (Schneider et al., 1998; Rogg, et al., 2001). Hofstede (1991), Trompenaars (1993), and Czinkota and Ronkainen (1993) all agreed that culture is based on languages, economy, religion, policies, social institutions, class, values, status, attitudes, manners, customs, material items, aesthetics and education, which subsequently influences managerial values. Positive climate perceptions enhanced the impact of HR practices on various aspects of organizational performance (Ferris et al., 1998; Gelade, 2003).

There are over 160 definitions of the culture alone as documented by Kroeber (1985). Martin and Siehl (1983) suggested that while organizational culture is used to transmit top management's interpretations of the meaning of events throughout the organization, generate commitment to their practices and control behavior, three subcultures may exist, 'enhancing', 'orthogonal' and 'counterculture'. Cultural mechanisms can also be used to undermine top-management objectives, which she called 'counterculture'. In addition to serving integrative functions, cultures can express conflicts addressing need for differentiation among organizational elements, the conflicting subcultures. Thus, Martin extended the

OC concept by explaining how parallel cultures could exist within an organization and their understanding could help in conflict-management. Further implications are that as new generations and new entrants become a part of the organization, they will not only influence the dominant, but also the parallel forms of existing cultures.

O'Connor and Seymour (1990), developed a model of self-concept based on Dilts' unified field model of Neuro Linguistic Programming to elucidate the deep-rooted nature of cultural elements. Basically the characteristics of culture are identical in almost all the instances.

Hofstede (1991) developed four dimensions of culture based on an extensive survey conducted among IBM managers in over 50 countries for work values and subsequently developed those dimensions of culture compatible in a sense to the business practices. Later, his work was rightly validated by Hoppe (1990) and Smith (1994), who accepted the overall implication of Hofstede's cultural model and its influence on global scale. Work Culture is now seen as increasingly more important by managers, management scholars and consultants. Key attributes of any functional work culture include: establishing a clear and well documented work process, treating employees fairly and consistently, participating in training and continuing education (Pool, 1997). Bryson (2008) addressed the issues of time and perspectives which underlie the contested nature of culture by explaining the dynamics of organizational change through dominant, residual and emergent culture with a case study in New Zealand setting.

Like Hofstede, Trompenaars (1993) also proposed a model for corporate cultures and values establishing that cross-cultural practices can generate more strategic options. Trompenaars later expressed in an interview with Bruce Lloyd of the Strategic Planning Society, "this does not mean one uniform culture, but a world where differences are accepted and valued". He categorized the characteristics of four corporate images in cultural context. He based his analyses on different cultural factors, such as the relation between the employees, attitude towards authority, ways of thinking and learning, attitude to people, ways of changing, ways of motivating and rewarding; and criticism and conflict resolution.

Berthon (1993) views culture as the results of the human actions and shows the link between the ideas of mental programming and the consequence of behavior derived from this. Maznevski (1994) opines that cultural awareness facilitates to perform a set task successfully. Kanungo and Medonca (1994) suggested that HRM policies and practices, which are used to control and direct behavior and performance, are largely the result of managerial beliefs. That reflects the combination of different managerial beliefs via culture to business practices. Mainly managerial values turn perception into mindset bearing effect on culture. The institutional culture first pre-sets different perceptions and then interprets it within the paradigms of managerial values, evolving a rational, pragmatic, and humane mind set across-cultures.

Yip (1995) found that the business culture during the 90s was based upon the different aspects sharing a high per cent of equanimity among each other. The organizational culture is based on the most suitable environmental factors which affect business practices.

Along the line, Wood (1997) proposed a cultural model to explain the co-relation between the cultures, ideology and personality influencing business practices. His model explains the significance of managerial value within cultural practices. This entails that characteristics of culture essentially lead to managerial values through various business processes.

Steers, Sanchez-Runde, Carlos (2002) study relating to culture and work motivation highlights culture as a constant negotiation between the dominant, the emergent, and the residual cultures mediated by the processes of selective tradition and incorporation.

Parker, et al., (2003) in their study used meta-analytic procedures to examine the relationships between individual-level (psychological) climate perceptions and work outcomes such as employee attitudes, psychological well-being, motivation, and performance. Their review of the literature generated 121 independent samples in which climate perceptions were measured and analyzed at the individual level.

These studies document considerable confusion regarding the constructs of psychological climate, organizational climate, and organizational culture and reveal a need for researchers to use terminology that is consistent with their level of measurement, theory, and analysis. The meta-analytic findings indicate that psychological climate, operationalized as individuals' perceptions of their work environment, does have significant relationships with individuals' work attitudes, motivation, and performance. Structural equation modeling analyses of the meta-analytic correlation matrix indicated that the relationships of psychological climate with employee motivation and performance are fully mediated by employees' work attitudes. Parker, (1999) reviewed the PCg model (Psychological Climate- general factor model) and proposed that it could be extended to predict the impact of work environment perceptions on employee attitudes, motivation, and performance. Despite the number of published individual-level climate studies, there is a need for more research using standardized measures so as to enable analyses of the organizational and contextual factors that might moderate the effects of psychological climate perceptions. Finally, the study argued for a molar theory of psychological climate that is rooted in the psychological processes by which individuals make meaning out of their work experiences.

As per the survey conducted by TriNet (2009), staffing companies and human resource professionals know that high employee morale may help in improving employee retention and company growth, but boosting morale doesn't have to affect a small business's bottom line, according to a new survey. Human resources outsourcing company TriNet reported that small businesses that are concerned with their working capital but are still looking to improve employee morale may want to invest more in corporate culture and reputation than in payroll and benefits. Thirty-six percent of small business owners found company culture and reputation were the most important factors in their employees' morale, compared to 9 per cent for compensation and 5 percent for benefits. The keys to maintaining good company culture and reputation, according to the largest group of respondents, are good communication and quality management practices. Although the survey results make it tempting to cut health care packages and substitute company picnics, TriNet advised small business owners to continue to pay attention to the fundamentals, such as benefits and payroll. "A total compensation package that includes both work environment and financial factors, like a comprehensive benefits package, will protect and expand an organization's employer brand regardless of the economy," TriNet reported.

Sledge, Miles and Coppage, (2008) in their study, 'What Role does culture play? A look at Motivation and Job Satisfaction among Hotel Workers in Brazil', highlight that job satisfaction has been associated with positive organizational outcomes, such as increased employee productivity, higher innovation and reduced turnover, all of which are linked to improved firm performance. Motivation is considered to be a primary determinant of job satisfaction. Yet little research has focused on the links between motivation, job satisfaction and the impact of culture in the work place. This qualitative research uses Herzberg's Two-Factor Theory of motivation to assess job satisfaction in the Brazilian Hotel Industry. The results partially support the theory and suggest that culture influences the degree of job satisfaction.

A work organization is a joint product of techno social system. Its effectiveness depends on the joint operation of both social and technical system in the organizations value system. A culture, which extends better support to these two components, develops better motivation among employees to work for the organization. The work culture of the organization is actually the vehicle of motivation.

Objectives of the Study

The present paper aims to test the influence that work culture has on managerial motivation level in today's dynamic and competitive environment. The company's culture can either lead to satisfaction or lead an employee to look for other employment opportunities. Thus, the objective of the present study is to examine the dominant work culture prevalent in the two organizations A and B and to study its impact on the motivational level of the employees at the managerial level. The following are the objectives:

1. To determine the dominant work culture prevalent in the two public sector organizations, A and B.

2. To study the impact that work culture has on motivational level amongst the employees of the selected manufacturing sector organizations.
3. To study the correlation between the type of work culture and motivational level of employees of an organizations.
4. To study the impact of Type of Culture as independent variable or predictor in explaining variation in Role Motivation.

Research Hypotheses

Null Hypothesis “H01” – There is no dominant work Culture prevalent in the selected companies of the manufacturing sector.

Alternate Hypothesis “Ha1” – There is a dominant work Culture prevalent in the selected companies of the manufacturing sector.

Null Hypothesis “H02” – There is no correlation between the type of Organization Culture and Motivational level of the employees working in manufacturing sector.

Alternate Hypothesis “Ha2” – 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 “H03” – There is no impact of Type of Culture as independent variable or predictor in explaining variation in Role Motivation.

Alternate Hypothesis “Ha3” – There is a definite impact of Type of Culture as independent variable or predictor in explaining variation in Role Motivation.

Research Methodology

To meet out these objectives the statistical treatment of the data obtained was carried out from a sample of 250 employees. Confidentiality was ensured and general feedback of group results was provided.

Descriptive and Inferential Statistics like mean, standard deviation, t-values and F values were used to analyse the data and to test the hypotheses. In order to study the relationship between the various independent and dependent variables ‘Pearson Product-Moment’ correlations were computed for the total sample. Stepwise multiple regression analysis was undertaken to assess the significant predictors of work culture for the total sample of employees at the managerial level.

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 as mentioned below:

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 instrument has eight sets dealing with values (1), beliefs (3), primacy (6), communication (7), leadership (4), rituals in meetings (5), celebrations (8), rooms and furniture (2). (The figures in the parenthesis refer to the serial numbers of the sets in the instrument). The respondent is required to rank the four statements in each set in terms of their applicability to the organization concerned. The ranks are from 4 (most closely describing the organization) to 1 (least accurate). Guttman split-half equal length and unequal length reliability for a group of 20 people was found to be 0.86.

The second part of the questionnaire developed by Pareek (1997) studies the motivation level of the employees comprising twenty-five statements, dealing with doing something challenging and worthwhile, making an impact on others, working with friendly people, getting immediate feedback on performance,

having autonomy, directing and instructing people, developing close personal relations, developing junior colleagues, setting standards of excellence, giving suggestions to superiors, controlling people, sharing feelings and emotions, helping others, showing that efficiency can be rewarded, making contributions to significant decisions, admonishing those who do not conform, interact with colleagues, cooperate with others in a common task, stretch abilities and skills, get recognition for the work done, getting regular reports, interacting on non-task matters, work in teams. The respondent is asked to rate each statement twice on a four-point scale. Once for the amount of opportunity he gets to do the things reflected in the statement, in his organizational role; the second time for the amount of opportunities he would like to have to do them in his organizational role. Five-point scale has been used, ranging from “means about no opportunity” (5) to “means a great deal of opportunity” (1). Test-retest reliability was found by re-administering the instrument to a group of 50 persons after an interval of six weeks. The coefficient of correlation ranged between 0.40 and 0.70 significant at 0.001 level. This shows high stability of the instrument. Guttman split half, equal and unequal length. Spearman-Brown for a group of 20 was found to be 0.60, 0.76, and 0.79 respectively for MAO-R Present and 0.55, 0.66, and 0.69 respectively for MAO-R Desired.

A comparative study was done between the two public sector companies of the manufacturing sector in India with a sample size of 125 each to measure the impact that work culture has on the employee’s motivation at the managerial level.

To fulfill the objectives of the research, the obtained data was analyzed statistically in terms of mean, standard deviation, correlation and regression analysis. On the basis of the existing literature, hypotheses were developed to measure the Impact of Work Culture with respect to the key dimension of Motivational level, which underpin organizational culture. Both Null and Alternative Hypothesis were applied to decipher the results.

Analysis and Results

In this study the results were obtained as a consequence of statistical analysis of the data, which have been interpreted in the light of objectives and hypotheses as depicted in various tables.

Table 1 shows the dominant work culture prevalent in the two selected organizations.

Table 1: Combined Mean Scores of Employees at Managerial Level in both the Companies A and B

Type of Culture	Mean	Standard Deviation
Autocratic	2.3834	1.086
Bureaucratic	2.3070	0.51087
Technocratic	3.4712	0.87549
Entrepreneurial	2.5620	0.71659

Comparing the mean scores of different profiles of the culture that existed in the two selected companies A and B, of the Public sector, the findings reflected that all the four cultures Autocratic, Bureaucratic, Technocratic, and Entrepreneurial culture existed but in varying degrees which is reflected in their mean values. An autocratic culture is primarily concerned with following proper protocol, dominated by dependency and affiliation. People are selected on the basis of relationship and they are trusted. A bureaucratic culture is concerned with following proper rules and regulations. It is dominated by control. Such a climate has been characterized as “a bureaucracy and a rigid hierarchy which dominates the organization. Because actions are generally referred to the levels above for approval, decisions are usually delayed. It is more important to follow rules and regulations than to achieve results. “Senior employees protect those subordinates who do not make any procedural mistakes” (Pareek, 1997). A

technocratic culture generally has an apex climate. “Specialists play the major roles in the organization, working in a planned way on socially relevant matters. The organization pays attention to the employees needs and welfare” (Pareek, 1997). An entrepreneurial culture is primarily concerned with results and customers. It is dominated by concern for achievement and extension i.e., concern for large groups and issues. In such a culture “employees work on challenging tasks, and devote equal attention to the social relevance of these tasks. The organization has a highly developed sense of social responsibility, as well as a strong sense of its responsibility to fulfill employee needs” (Pareek, 1989). Culture is reflected in the artifacts – rituals, design of space, furniture and ways of dealing with various phenomenon. Distribution and concentration of power can be one basis of classifying culture.

The first part of the questionnaire, developed by Pareek was administered. The rating scales comprised giving rank 4 to the statement which describes the organization most closely and accurately; rank 3 to a good description of the organization; rank 2 to the statement not so true of the organization and rank 1 to the statement which is least true of the concerned organization.

From this angle, the highest mean value was recorded for Technocratic culture (M = 3.4712) i.e., the most dominant profile of organizational culture in Public sector was that of Technocratic Culture; followed by Entrepreneurial culture (M = 2.562); Autocratic culture (M= 2.3834) and Bureaucratic culture (M = 2.307).

The table 2 given below shows the comparison between two organizations A and B to test the null hypothesis “H01” that there is no dominant work Culture prevalent in the selected companies of the manufacturing sector.

Mean scores as reflected in Table 2 reveal that the Company B is dominated by Technocratic culture (M=3.8701) while Company A is dominated by Autocratic culture (M=3.7755). T-values, as shown in Table 2 show that there is a significant difference with respect to type of culture prevalent in the organizations of the manufacturing sector. Thus, the hypothesis “H01” is rejected and alternate hypothesis “Ha1” is accepted that there is a dominant culture prevalent in the two organizations A and B of the Public sector.

The table given below shows the correlation of the impact of culture on the motivation level of employees of the two selected organizations A and B. It tests the null hypothesis “H02” that there is no correlation between the type of Organization Culture and Motivational level of the employees of A and B organization.

Table 2: Comparison of the Organizations w.r.t. Type of Work Culture Prevalent in the Selected Organizations A and B

Type of Culture	Organizations	N	Mean	Std. Deviation	t-value
Autocratic	A	125	3.7755	0.1672	12.861*
	B	125	2.0474	0.93557	
Bureaucratic	A	125	3.1964	0.12237	26.298*
	B	125	2.0924	0.28731	
Technocratic	A	125	1.8189	0.15322	-39.725*
	B	125	3.8701	0.35308	
Entrepreneurial	A	125	1.2168	0.16293	-38.233*
	B	125	2.8867	0.29476	

*Significant at 0.01 level (2-tailed)

Table 3: Relationship (Correlation Coefficient) between Type of Culture and Role Motivation

Type of Culture	Correlation
Autocratic	-0.384*
Bureaucratic	-0.223*
Technocratic	0.370*
Entrepreneurial	0.367*

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

Bivariate correlation analysis is a statistical procedure that assesses the relationship between two variables, the predictor (independent) often called X variable, and the criterion (dependent) variable, known as the Y variable. In simple words, it is applied to see whether two variables are related or associated with each other. The bivariate correlation analysis (or simply, the correlation analysis) is used in survey research studies as a preliminary step for finding out the determinants of the criterion (dependent) variables. The correlation coefficient provides a very concise index of the extent to which two variables are related and the character of their relationship. The analysis helps in establishing the relationships between them.

The zero order correlations have been computed to find out how the variables are associated with each other using the ‘Pearson’s r’. The Pearson’s r coefficient provides a single figure index of the strength and direction of linear relationship between two variables. It ranges from -1 to +1. The coefficient of determination provides a measure of amount of variance shared by the two variables being tested. When calculated as ‘ $r^2 \times 100$ ’, it explains the percentage of the total variation in one variable due to the variance of the other variable.

The correlations have been reported for three decimal points. To examine whether the relationship holds in the population or not, the two-tailed tests of significance have been applied for p values of less than 0.01 and 0.05. Cohen’s guidelines (Cohen, 1988) have been used for interpreting the strength of correlations. According to these guidelines, r less than 0.10 show very small relationship (tiny), between 0.10 to 0.29 describes small to moderate relationship (small), between 0.30 to 0.49 show moderate to substantial relationship (medium), between 0.50 to 0.69 represents substantial to very strong relationship (high), and between 0.70 to 0.90+ show very strong to near perfect relationship (very high). Also, if r is (+) 1, it shows a perfect positive relationship between two variables and (-) 1 shows a perfect negative relationship between two variables whereas r of 0 shows no or zero relationship between two variables.

Table 3 shows that there exists a negative and significant correlation between Autocratic Culture and motivation ($r = -0.384$). If the Autocratic Culture is increasing then the level of satisfaction is decreasing i.e. the level of dissatisfaction with their roles is increasing and level of motivation is being lowered. Similarly there is negative correlation between Bureaucratic culture and motivation ($r = -0.223$). On the other hand, Technocratic culture has a positive correlation with motivation ($r = 0.370$), which implies that if technocratic culture increases then the employees feel strongly motivated and experience high level of satisfaction with their roles. Similar results can be seen with entrepreneurial culture ($r = 0.367$), which also has a positive correlation with entrepreneurial culture. Hence the null hypothesis “H02” stands rejected and alternate hypothesis “Ha2” is accepted that there is a significant correlation between the type of organization culture and motivational level of employees of an organization in the two organizations of the manufacturing sector.

The stepwise technique of the multiple regression has been used in the present analysis to test the null hypothesis “H03” i.e. there is no impact of Type of Culture as independent variable or predictor in

explaining variation in Role Motivation. The technique uses a step-by-step procedure to pick all independent variables one by one to check significant improvement over multiple R. A stepwise solution enables us to include only those predictors that add significance to the predictive power.

Table 4: Model Summary: Stepwise Selection of Variables in the Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change Sig.	Sig. F Change	Variable in
1	0.384	0.148	0.144	0.84444	0.148	43.296	0.000	Autocratic Culture
2	0.703	0.494	0.490	0.65207	0.346	170.265	0.000	Bureaucratic Culture
3	0.765	0.585	0.580	0.59146	0.091	54.647	0.000	Technocratic Culture
4	0.780	0.608	0.602	0.57579	0.023	14.686	0.000	Entrepreneurial

Dependent Variable: Motivation

Application of stepwise regression analysis for the above mentioned independent and dependent variables produced four (4) variables as the best predictors of Role Motivation in the two selected companies A and B (table 4). The combination includes Autocratic, Bureaucratic, Technocratic, and Entrepreneurial culture. Detailed statistics of the stepwise selection of variables are presented in Table 5.

R² explains that approximately 60.8% of the variation in Role Motivation is caused by the 4 variables selected in the regression model. When adjusted for the number of variables, it (adjusted R²) shows that it accounts for 60.2% of the variation in the Role Motivation. The significance of F value (P<0.01) shows that the high R² is not simply an aberration due to sampling error. Thus, the R² value gives an indication about the importance of Autocratic, Bureaucratic, Technocratic, and Entrepreneurial culture in explaining a significant amount of variation in Role Motivation.

This rejects the null hypothesis “H03” and the alternate hypothesis “Ha3” 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.

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

Table 5: Associated Statistics for the Determinants of Motivation in companies A and B

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	β(s)		
(Constant)	-28.054	2.665		-10.529	0.000
Autocratic Culture	0.041	0.362	0.044	0.113	0.910
Bureaucratic Culture	6.052	0.361	3.387	16.773	0.000
Technocratic Culture	2.530	0.325	2.426	7.773	0.000
Entrepreneurial Culture	1.678	0.438	1.318	3.832	0.000

Dependent Variable: Role Motivation

The table 5 provides that the regression weights or coefficients (raw and standardized), the zero order, partial, and part correlations along with t values and significance levels of t values. Both unstandardized and standardized beta values, also known as partial regression coefficients, identify the pure effect of an independent variable with the effect of other specified variables in the equation were removed. An unstandardized beta coefficient measures the impact of the independent variable in the same unit as the dependent variable whereas the standardized beta assesses the impact in the standardized units. Therefore, the standardized beta ' $\beta(s)$ ' is generally recommended to compare the relative importance of the independent variables. Therefore, Bureaucratic culture emerges as the variable with the largest 'pure' ($\beta(s) = 3.387$) impact on role motivation.

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 except for Autocratic culture.

Discussion and Conclusions

Research that can contribute practical assistance to achieving a dynamic and broad contextual perspective is sparse throughout the literature on organizational culture (Bryson, 2008). It has been pointed that culture serves as organizational control mechanisms, informally approving or prohibiting some patterns of behavior helping the top management to control behavior in accordance with their objectives (Martin et al., 1983).

Although much research is required, 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. 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 (Dennison, 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 investigate the type of culture which is found dominant in the Public sector manufacturing organization. The combined results reflect that Technocratic culture has emerged as the most dominant type of organization culture in the selected companies of the manufacturing sector. Further, the results show that the organization B is dominated by Technocratic culture while organization A is dominated by Autocratic culture and there is a significant difference with respect to the profile of culture type prevalent in the two organizations. Thus, it is accepted that there is a dominant culture prevalent in the two organizations A and B.

The other objective was to measure the impact of the dominant work culture on managerial motivational level. The results show that there exists a negative and significant correlation between Autocratic culture and motivation ($r = -0.384$), followed by a positive and significant correlation between Technocratic culture and motivation ($r = 0.370$). 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 public sector manufacturing organizations.

Recommendations

Following recommendations supportive of the results have been made for the selected companies A and B. As the results highlight, there is a positive correlation between strong technocratic culture and the

level of motivation ($r = 0.370$). Hence, organization should focus on strengthening the technocratic culture in the organization, wherein specialists play a major role and work in a planned way on socially relevant matters, thus experiencing high level of satisfaction with their roles in the organization. Such a culture promotes the organization to pay attention to the employees' needs and welfare. Further, there is a negative correlation ($r = -0.384$) between autocratic culture and motivation, hence organizations should reduce and discourage the growth of elements of autocratic culture and strengthen the technocratic culture.

The results of the regression show that various types of culture impacts the motivation level and therefore, the organization should strive to nurture and develop the right type of culture in order to foster the motivation level of the employees which will become a source of competitive advantage. Greater involvement leads to higher level of motivation and engagement with the organization, and this would result in increased performance.

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