Organisational culture and work motivation

A bachelor thesis on the impact of organisational culture on motivation.
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**Summery**

The aim of this study is to understand the relationship between the concepts organisational culture and motivation. The central question to this research defines the problem statement, it reads, 'What impact do strong and weak organisational cultures have on employee motivation?' The answer to the problem statement is examined by using three research questions.

This study will show that organisational culture often develops over time and that it consists of deeper values and beliefs. How widely these values and beliefs are shared by employees within the organisation expresses the strength of the organisational culture. This could cause strong or weak cultures. Typical for a strong culture is that employees share the underlying values and beliefs of the organisation. Strong cultures are often associated with achieving organisational goals. Employees who do not share the values and beliefs of the organisation characterize weak organisational cultures. An advantage of weak organisational culture is that employees will offer less resistance when the organisational culture is to change.

Another aspect of this research is the concept of motivation. It can be said that this is a well-studied subject. Many studies declare employee motivation to be existent in two areas namely behavior that is caused by intrinsic or extrinsic motivation. Briefly, intrinsic motivation is internally driven and there is no external reward. Drivers of intrinsic motivation include the need to feel competent and effective. The diversity of the task and the feedback received on the task from the employer may both be intrinsic motivations. Second, there are extrinsic motivators that can invoke behavior. This type of motivation is externally driven and often rewards are used. Some examples of rewards can be salary, incentives, status and a good working environment.

How the organisational culture and motivation phenomena interact is also included in this study. It could be argued that there is a one-way interaction. The organisational culture can have some impact on employee motivation. The impact of motivation on the organisational culture is not shown. A strong organisation can ensure that employees are intrinsically motivated. This stems from the need of employees to feel appreciated. In strong organisational cultures, this valuation is obtained if employees behave according to the underlying values and beliefs that the organisation subscribes. In organisations with a weak organisational culture, employees can be intrinsically motivated by rewarding desired behavior by using extrinsic motivators.
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Chapter 1   Introduction

1.1 Problem Indication

In times of fierce competition and emerging crises, it has become increasingly important for organisations to achieve their goals in order to survive. When understanding the impact of organisational culture on employee motivation, the organisational goals are more likely to be achieved. Numerous observers have argued that an organisation's culture can affect its performance, to the point that some business successes and failures have been attributed partially to corporate cultures (Carrillo and G romb, 1999). Thus, the organisational culture has impact on the organisation's performances, indicating that the culture incorporated by the organisation is essential.

Bewley (1999) argues that human beings have the capacity to identify with organisations and to internalize codes of behavior and the interest of others. This statement could indicate that human beings are able to feel involved in the organisation and the organisational culture. When employees feel involved in the organisational culture they may be more willing to pursue the organisational goals and are more dedicated to the cause (George, Sleeth and Snider, 1999). It may be important for an organisation to know if it is possible to bind employees to the organisation by the organisational culture, so it can be ensured that they will pursue the organisational goals. According to Schein (1984) an organisational culture consists of the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Sansone & Harackiewicz (2000) argue that at the heart of organisational behavior is human motivation at work. They claim that the behavior of organisations is under lying human motivation. Therefore, it can be said that the motivation of employees plays a significant role in performing the job. Managers need to know in which ways they can be able to motivate their employees.

The aim of this thesis is to study the impact that the organisational culture has on employee work motivation.
1.2 Problem statement
The problem statement of this research is:

What impact do strong and weak organisational cultures have on employee motivation?

1.3 Research Questions
The research questions that result from the problem statement are:

• What characteristics do strong and weak cultures have?
• What are the different perspectives on motivation?
• What impact does the organisational culture have on motivation?

1.4 Methodology
This research is of explanatory nature. It will provide insights in both the organisational culture and work motivation theories. The research will be carried out primarily through literature review. This type of research is characterized by a clear and logical presentation of the relevant research done thus far in the area of organisational culture and motivation. (Sekaran, 2003). Primarily, academic articles will be used for the literature study. These articles were obtained from research using several media. Most articles are found using the online contents of Tilburg University. The results of this research might prove to be useful for further research on developing the impact of organisational culture on motivation.

1.5 Structure
This study is structured into 5 chapters. In the following chapter, Chapter 2, the concept of organisational culture will be introduced. Questions like ‘what is the definition of organisational culture?’ and ‘what do strong and weak cultures mean?’ will be answered in this chapter. Chapter 3 will highlight the concept ‘motivation’. It will delve into both intrinsic and extrinsic motivation. In Chapter 4 a link will be established between organisational culture and motivation. In the final chapter, Chapter 5, the conclusion is developed.
Chapter 2   Organisational Culture

The interest in organisational culture stems from the belief that culture influences behavior, decision-making, organisational strategies and performance (Sabri, 2006). In this chapter different perspectives on organisational culture will be described. First, the concept of organisational culture will be clarified using different definitions. Then the strength of the culture will be examined to determine whether there is a strong or weak culture within an organisation. Both concepts, strong and weak culture, are explained in paragraph 2.2. Section 2.2.3 will further discuss the effects both concepts have on employee behavior.

2.1 What is organisational culture?

Several scientists have defined organisational culture in very different ways. The terms ‘organisational culture’ and ‘corporate culture’ are used interchangeably. According to George, Sleeth and Slider (1999) organisational culture generally includes: a philosophy that exemplifies an organisation’s orientation toward its customers and employees, and rules, both written and unwritten, which dictate how a member of the organisation should act to ‘get along’. Gordon and Ditomaso (1992) give a definition of corporate culture emphasizing; a pattern of shared and stable beliefs and values that are developed within the company over time. Denison (1990) argues that culture refers to the underlying values, beliefs and principles that serve as a foundation for an organisation’s management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles. Deal and Kennedy (1982) have defined organisational culture in uncomplicated but ingenious words, as the way we do things around here. In 1984 Schein provided a well-accepted definition of corporate culture as: the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration and that have worked well enough to be considered valid, and, therefore, to be taught to new members as to correct way to perceive, think, and feel in relation to those problems.

Despite the diversity in the definitions, it can be recognized that there is a common good where organisational culture is based on namely; underlying values and beliefs. These underlying values and beliefs are the basis for the behavior of individuals in the organisation. It takes a long time before the values and beliefs are enshrined in the organisation. To what extent individuals in the organisation adopt the organisational culture can be characterized by the type of culture that prevails in the organisation, called either a strong or a weak organisational culture.
2.2 Strong and weak organisational culture

It varies by organisation whether employees adhere to the underlying values and beliefs. Within the concept of organisational culture, strong and weak cultures can be distinguished. According to Schein (1984), the strength of the culture can be defined in terms of the homogeneity and stability of the group members and the length and intensity of shared experiences of the group. For example, if a stable group has had an extensive, varied and deep story; it will have a strong culture. On the other hand if a group has been exposed to frequently changing membership or has been together for a short period and has not faced any complicated issues it will have a weak culture. Different definitions of strong and weak organisational culture will be provided for in the following paragraphs.

2.2.1 What is strong organisational culture?

The term strong organisational culture has been explained in different ways. O'Reily and Chatman (1996) define a strong organisational culture as a set of norms and values that are widely shared and strongly held throughout the organisation. Corillo and Gromb (1999) argue that an organisation can have a strong culture when its agents engage in more culture-specific investments and the organisation’s culture is unlikely to be changed. According to Liedtka (2004) you have to look for the existence of shared meanings, beliefs, and values to diagnose a strong corporate culture. The more universal these understandings are among organisational members, the stronger the culture.

Therefore, it can be said that employees share the same values and beliefs in strong organisational cultures. In organisations with a strong organisational culture, it is possible that the behavior of employees is controlled by shared underlying values and beliefs. Within these organisations, it is possible that employees are more guided by the underlying values and beliefs than by rules and regulations (Sabri, 2004). Often, there is also more social control in organisations with a strong organisational culture than in organisations where values and beliefs are not shared by all employees. In a strong organisational culture there will be less changes. This can have both positive and negative impacts.

2.2.2 What is weak organisational culture?

Now it is explained what a strong organisational culture is, it is time to clarify what a weak organisational culture means. It can be said that the definition of the concept weak organisational culture is the opposite of a strong organisational culture. So the norms and values within the organisation are not widely shared and strongly held. Corillo and Gromb (1999) characterize a weak culture by agents undertaking little culture-specific investments and cultural changes being more likely. According to Liedtka (2004), a weak culture lacks such common themes, and beliefs held by members are more diffuse. Sabri (2004) argues
that within a weak organisational culture, rules and regulations are strictly enforced to control behavior. Therefore, it can be said that a weak organisational culture is not characterized by underlying values and beliefs shared by employees in the organisation. It is less difficult to change the organisational culture in companies with a weak culture unlike in companies with a strong culture because there will be little or no resistance offered by the employees. The employees will not mind that the values and beliefs change within the organisation because they do not adhere to the current values and beliefs. It can be said that there are other ways that give the employees direction within the organisation, for example in the form of rules and regulations.

### 2.2.3 The characteristics of strong and weak organisational culture

Schein (1984) argues that it is very important to recognize that cultural strength may or may not be correlated with effectiveness. He also states that the relation between corporate culture and effectiveness is more complex. There are other writers who state the opposite of Schein’s point of view. But later researches disprove this claim. According to Melé (2003) there is increasing evidence that organisational culture is a determinant of performance through employee behavior and decision patterns, especially when culture is strong. Hynes (2009) argues that different people choose to work in different corporate cultures and their effectiveness is, in part, dependent on that corporate culture because job satisfaction, creativity, and propensity for taking risks, as well as job involvement and the likelihood to leave the job are affected by corporate culture. He also states that organisations with strong corporate cultures are, in general, more successful than companies with weaker cultures as a result of employees holding common beliefs and standardising behaviors. Additionally, Flamholtz (2001) argues that corporate culture has a significant impact on overall organisational performance and that companies with ‘strong’ cultures are more likely to achieve their goals than those with relatively ‘weak’ cultures. He also states, what is in fact significant to his study, that ‘strong-culture organisations’ are thought to have a higher degree of organisational success because of a perceived link to motivation. According to Sorenson (2002) the performance benefits of a strong corporate culture are thought to derive from three consequences of having widely shared and strongly held norms and values: enhanced coordination and control within the firm, improved goal alignment between the firm and its members, and increased employee effort. In support of this argument, quantitative analyses have shown that firms with strong cultures outperform firms with weak cultures. Welch & Welch (2006) add that an underlying premise is that a strong corporate culture supports the effective transfer of information, knowledge, processes, programs, resources and people.

Analyzing all arguments, it can be concluded that a strong organisational culture is to be
preferred above a weak culture, because of the benefits that strong cultures entail like: a strong culture leads to better performances of employees and better results of the organisation as a whole. On the other hand, a weak culture also brings benefits that are not mentioned namely; there are minor behavioral norms that may work against organisational goals, there is less groupthink, there will be less resistance to cultural change, and there is no excess commitment to a lost cause (George, Sleeth and Snider, 1999). It is possible that the underlying values and beliefs in organisations do not coincide with the organisational goals. Within weak organisational cultures, this problem will emerge more slowly. So there are minor behavioral norms that may work against organisational goals within organisations with a weak organisational culture. Organisations with a strong corporate culture are characterized in particular by values and beliefs that are shared by all employees. This may lead to groupthink which refers to faulty decision-making in a group (Irving, 1972). In organisations with a weak culture less groupthink will arise because employees do not share the same values and beliefs. Precisely because the employees do not share the same values and beliefs they also will offer fewer resistance to change the culture within the organisations and there will be no excess commitment to a lost cause.

Now there is more clarity about the characteristics that play a role in strong and weak organisational cultures, the main points of this chapter are listed in the next paragraph.

2.3 Conclusion
In this chapter, different perspectives on organisational culture are highlighted. The first paragraph explains different definitions of organisational culture provided by scientists. In conclusion, there is no single definition that fully explains the concept ‘organisational culture’. What appear to be characteristics of an organisational culture are the underlying values and beliefs. The values and beliefs in an organisation can be shared by all members of the organisation, then it is said that the organisational culture is widely shared. It is also possible that the individuals within an organisation share different aspects of the culture with each other. These different ways of sharing values and beliefs by employees within organisations both occur. The extent to which employees within an organisation are connected leads to a strong or weak organisational culture. Many studies claim that having a strong organisational culture leads to better performance of employees and improves performance of organisations in general. This is often supported because all members of the organisation share the same values and beliefs. On the other hand, weak cultures also have benefits since there is less groupthink, and there is less resistance offered from employees when the culture must be changed.
All characteristics of strong and weak cultures are merged into Figure 1.

**Figure 1 Differences between strong and weak organisational culture**

<table>
<thead>
<tr>
<th>A determinant of performance through employee behavior and decision patterns</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<tr>
<td>• Is a determinant of performance through employee behavior and decision patterns.</td>
<td>• Is less a determinant of performance through employee behavior and decision patterns.</td>
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<tr>
<th>Employees holding common beliefs and standardising behaviors</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<tr>
<td>• Are holding common beliefs and standardising behaviors.</td>
<td>• Are not holding common beliefs and standardising behaviors.</td>
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<tr>
<th>Likely to achieve their goals</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<tr>
<td>• Are more likely to achieve their goals.</td>
<td>• Are less likely to achieve their goals.</td>
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<tr>
<th>Degree of organisational success</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<td>• Have a higher degree of organisational success.</td>
<td>• Have a lower degree of organisational success.</td>
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<tr>
<th>Effective transfer of information, knowledge, processes, programs, resources and people.</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Have effective transfer of information, knowledge, processes, programs, resources and people.</td>
<td>• Have less effective transfer of information, knowledge, processes, programs, resources and people.</td>
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<th>Behavioral norms that may work against organisational goals</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<tr>
<td>• There are more behavioral norms that may work against organisational goals.</td>
<td>• There are minor behavioral norms that may work against organisational goals.</td>
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<tr>
<th>Groupthink</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<tr>
<td>• There is more groupthink.</td>
<td>• There is less groupthink.</td>
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<th>Resistance to change the culture</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<td>• Employees will offer more resistance to change the organisational culture.</td>
<td>• Employees will offer less resistance to change the organisational culture.</td>
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<th>Excess commitment to a lost cause</th>
<th>Strong organisational culture</th>
<th>Weak organisational culture</th>
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<td>• There will be excess commitment to a lost cause.</td>
<td>• There will be no excess commitment to a lost cause.</td>
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Chapter 3  Motivation

It seems important to motivate employees to ensure that they are likely to be persistent, creative and productive (Amabile, 1993). In order to answer the question: ‘How to motivate employees?’ quite some research has been done into the concept of motivation. Different studies have shown that motivation can be divided into two types namely, intrinsic and extrinsic motivation. This chapter will first address the concept of motivation using different perspectives. The following sections further clarify the concepts of intrinsic and extrinsic motivation.

3.1 What is motivation?

Over years, much research has been done into what motivation is, where it comes from and how it can be generated. This may explain the many definitions that are developed. Atkinson (1964) defines motivation as: “the contemporary influence on direction, vigor, and persistence of action”, while Vroom (1964) defines it as “a process governing choices made by persons . . . among alternative forms of voluntary activity”. Campbell and Pritchard (1976) suggest that motivation concerns a set of independent/dependent variable relationships that explain the direction, amplitude, and persistence of an individual’s behavior, while holding constant the effects of ability, skill, and understanding of the task, and the constraints operating in the environment. According to Mitchell (1982) motivation is the degree to which an individual wants to and chooses to engage in certain specified behaviors. He argues that motivation is concerned with action and the internal and external forces that influence one’s choice of action. Salamone (1991) argues that motivation is the set of processes through which organisms regulate the probability, proximity and availability of stimuli. According to Steers, Mowday and Shapiro (2004) these definitions are all primarily concerned with factors that energize, channel, and sustain human behavior over time. The dictionary translates the concept of motivation as follows: Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal. Motivation is the energizer of behavior and mother of all action. It results from the interactions among conscious and unconscious factors such as (1) the intensity of desire or need, (2) the incentive or reward value of the goal, and (3) the expectations of the individual and of his or her significant others. What can be concluded from the various definitions is that motivation can be divided into two different concepts namely intrinsic and extrinsic motivation. Especially the definition in the dictionary shows this dichotomy. It is supported by Vallerand (1997) who argues that the analysis of motivation consists of the concepts of intrinsic motivation and extrinsic motivation. As
mentioned earlier; motivation can be connected to the workplace. Motivation can ensure that employees successfully complete their tasks. It can be said that motivation stimulates people into action. When it comes to motivating people, the dimensions of intrinsic and extrinsic motivation can be distinguished. In the following paragraphs the dimensions of intrinsic and extrinsic motivation will be explained.

3.1.1 Intrinsic motivation

Intrinsic motivation is considered to be of major importance to human behavior (see e.g. DeCharms, 1968; Deci, 1971). According to Deci (1992) intrinsically motivated behavior is performed out of interest and thus requires no "reward" other than the spontaneous experience of interest and enjoyment that accompanies it. White (1959) argues that spontaneous behaviors can be usefully understood in terms of people's need to feel competent or effective in dealing with their environment. Seeking to master the environment, he suggests, people take an interest in and willingly approach novel stimuli and challenging tasks. Herzberg (1966) describes tasks as intrinsically motivating when they are characterized by key "motivators" such as responsibility, challenge, achievement, variety, and advancement opportunity. In addition, Herzberg, Hackman and Oldham (1976) identify task variety, task identity, task significance, autonomy, and feedback from the task as key task characteristics that generate internal motivation. According to recent psychology literature, intrinsically motivated behavior is supposed to stem from and result in innate psychological needs, including a need for competence and autonomy (Deci & Ryan, 1985; Kasser & Ryan, 1996). Deci (1980) argues that perceptions of personal control satisfy these needs, and constitute the fundamental feature distinguishing intrinsically motivated behavior from extrinsically motivated behavior. Thus, intrinsic motivation is not initiated by a reward from somebody else, but intrinsic motivation appears as a person strives to get a good feeling about himself or when the task is regarded as interesting. It follows that the intrinsic motivation of an individual cannot be affected directly, but it may be possible to ensure that the intrinsic motivation can be stimulated in an indirect way. This can be done by ensuring that the employee feels valuable and respected at the workplace. The employer may also provide the employee with a sufficient degree of challenge in his or her work. Deci (1992) confirms this by saying that no reward is needed; there is only the experience of interest for and satisfaction from the job that is required to obtain intrinsic motivation.
3.1.2 **Extrinsic motivation**

Now more insight is given in what the concept intrinsic motivation means it can be said that extrinsic motivation is the opposite, but that would be too easy. Commonality between the two concepts is incorporated in the fact that external motivation also is explained by different definitions. According to Rigby, Deci, Patrick, & Ryan (1992) extrinsically motivated behaviors are instrumental, they are performed for the external rewards or consequences that accrue from their performance. Besides external rewards, status, acceptance, good work environment, promotion et cetera can also serve as instruments for motivation. Bruno (1994) confirms this by stating that extrinsic preferences are those activated outside the person concerned. Those external interventions may be material in monetary or nonmonetary form, or they may be immaterial, such as fame and recognition in the media. Deci and Ryan (1985) illustrate four types of extrinsic regulation namely: ‘external regulation’, ‘introjected regulation’, ‘identified regulation’ and ‘integrated regulation’. Because these regulatory styles result from different degrees of internalization and integration, they can be placed along a range describing their degree of self-determination. ‘External regulation’ describes behaviors that are regulated by contingencies overtly external to the individual. ‘Introjected regulation’ refers to behaviors that are motivated by internal prods and pressures. ‘Identified regulation’ occurs when a behavior or regulation is adopted by one’s self as personally important. ‘Integrated regulation’ is the most autonomous or self-determined form of extrinsic motivation and results from the integration (or reciprocal assimilation) of separate identifications into one’s coherent sense of self. This form of regulation represents the endpoint of internalization and is indicative of the most mature regulatory style. According to Vallerand and Ratelle (2004) it is important to note that, although these types of external motivation can be ordered along a self-determination continuum, one need not go through them successfully for each behavior. In conclusion it can be said that extrinsic motivation is the opposite of internal motivation, what means that the incentive to take action takes place outside the individual himself. The stimulus to take action can be material in monetary or nonmonetary form, or it can be immaterial. An example of a material stimulus in monetary form can be salary or another form of payment. A trip or a present are examples of material stimuli in nonmonetary form. And an immaterial stimulus can be status or a good work environment.
3.2 Conclusion

In various studies it is shown that the concept motivation can be explained by the notions of intrinsic and extrinsic motivation. Both concepts have their own definitions. Intrinsically motivated activities occur naturally. The natural occurrence of these motivations can be analyzed in different ways. It is said that intrinsic motivation, amongst other things, is caused by a sense of accountability, challenge and achievement. On the other hand, researchers argue that spontaneous behaviors can be usefully understood in terms of people's need to feel competent or effective in dealing with their environment. This is not consistent with the definition of external motivation by Deci and Ryan (1985). They distinguish four types of external regulation to explain extrinsic motivation namely: ‘external regulation’, ‘introjected regulation’, ‘identified regulation’ and ‘integrated regulation’. They mention that besides external rewards, status, acceptance, good work environment, promotions et cetera are also instruments for extrinsic motivation. Figure 2 represents different characteristics of intrinsic and extrinsic motivation to show the differences between them.

![Figure 2 the differences between intrinsic and extrinsic motivation](image)

<table>
<thead>
<tr>
<th>Intrinsic motivation</th>
<th>Extrinsic motivation</th>
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<tbody>
<tr>
<td><strong>Circumscription</strong></td>
<td>The motivation that comes from a person, spontaneous behavior.</td>
</tr>
<tr>
<td><strong>Kind of reward</strong></td>
<td>Experience, interest, enjoyment, responsibility, challenge and task variety.</td>
</tr>
<tr>
<td><strong>Characteristics that generate motivation</strong></td>
<td>• The need to feel competent or effective in dealing with the environment.</td>
</tr>
<tr>
<td></td>
<td>• Task variety, task identity, task significance, autonomy, and feedback from the task.</td>
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Chapter 4  Organisational culture and motivation

Both concepts organisational culture and motivation are amply in the previous chapters. It is said that an organisational culture is characterized by the degree to which the underlying values and beliefs are shared by all employees in the organisation and the sharing of different aspects of values and beliefs by individual employees. The concept organisational culture can be separated into two dimensions namely strong and weak organisational culture. In the previous chapter, the concept motivation is explained. Internal motivators such as the need to feel competent and to perform interesting tasks can generate motivation. There are no external rewards necessary because the motivation comes from the employee himself. This is called intrinsic motivation. External motivation is characterized by the reward of material or immaterial motivators like payments and status. The influence of organisational culture on employee motivation has been recognized and may have a positive effect on the organisation (Franco, Bennet, Kanfer, 2002 & Ritchie, 2002).

In this chapter, it will be described what influences strong and weak organisational cultures can have on the intrinsic and extrinsic motivation of employees.

4.1 The impact of strong organisational culture on motivation

As explained in earlier chapters, employees who are sharing underlying values and beliefs of the organisation characterize a strong organisational culture. That involves the sharing of values and beliefs by all employees in the organisation and the sharing of different aspects of values and beliefs by individual employees in the organisation. Sharing these values and beliefs could cause employees to feel a strong connection with the organisation and with each other; there is more of a group feeling. If new employees enter an organisation, they attempt to understand what the organisation is really like and try to become participating members (Feldman 1976). Individuals are motivated to "make sense" of their environment and understand why things happen (Heider, 1958). Ritchie (2002) mentions that by observing behaviors that are common to the members of the organisation, new employees can determine what behaviors are expected and rewarded. As rewards begin to accompany prescribed values and behaviors, employees may regard these values and behaviors as being positive and may enter the process of embracing them as their own. If individuals adhere to and are rewarded by organisational expectations, they may find that they are unable to separate organisational expectations from their own. This process also creates an intrinsic reward system, as members now see their behavior as the "right" thing to do. Ritchie (2002) argues that strong organisational cultures create a feeling of belonging, increased job satisfaction and commitment. Furthermore, Towers (2006) argues that strong organisational cultures will often result in motivated employees.
Therefore, it can be said that when new employees enter an organisation with a strong organisational culture, the reward, that stems from the respect and the sharing of underlying values and beliefs, acts as an extrinsic motivator for the employee. However, if the employee sees the underlying values and beliefs of the organisation as his own and ‘the right thing to do’ it can become an intrinsic motivator. In organisations with a strong culture, values and beliefs are shared. Behavior of sharing values and beliefs is rewarded. The reward can be in the form of promotion and acceptance by colleagues. These are extrinsic motivators. If the values and beliefs are so deeply anchored in the employee then the organisational culture influences the intrinsic motivation of the employee.

4.2 The impact of weak organisational culture on motivation

Organisations with a weak organisational culture are characterized by employees, that do not fully share the underlying values and beliefs of the organisation and also do not share aspects of the values and beliefs with each other. Because the underlying values and beliefs are not shared by the employees, weak organisational cultures can be distinguished from strong organisational cultures for instance by a lower amount of groupthink and minor resistance from employees to change the organisational culture. Framholtz (2001) argues that organisations with a weak organisational culture, in comparison to organisations with a strong organisational culture, are less likely to achieve organisational goals because of the perceived link to motivation. On the other hand, it is noted that organisations with weak cultures have the advantage that there are minor behavioral norms that may work against organisational goals (George, Sleeth and Snider, 1999). The organisation can ensure that its goals are pursued by the employees by using extrinsic motivators. Extrinsic motivators are aimed at making employees excited about, and motivated to, do their job and perform well. Examples of such extrinsic motivators can be incentives and a good work environment. It can be said that there is less groupthink and less group action in organisations with weak organisational cultures. The sharing of common values and beliefs of employees seems to be less important in organisations with a weak organisational culture. Therefore, it is possible that organisations with a weak organisational culture focus more on action by the individual employee. This behavior may be promoted by the organisation through the reward system that is used. Employees who perform their tasks independently will be rewarded, this can be done using extrinsic motivators. By stimulating individual action, intrinsic values such as responsibility and challenge can play a major role. It may be that organisations with weak organisational cultures prefer behavior characterized by independent decision making and entrepreneurial spirit, which can lead to greater innovation (Franco, Bennett, Kanfer 2002). Therefore it can be said that organisations with weak organisational cultures initially work as extrinsic motivator through rewarding that particular behavior of employees that the company
would like to see. In organisations with a weak culture, phenomena like group thinking and group feeling will be less valued. It is true that organisations encourage employees to act independently and make decisions individually. The employee will be considered to behave correctly due to the rewards. Therefore, intrinsic motivation will occur over time.

4.3 Conclusion

In this chapter the impact of strong and weak organisational cultures on employee motivation is considered. An organisational culture is created by sharing underlying values and beliefs by all employees in the organisation and sharing aspects of underlying values and beliefs by employees among each other. Organisations that are characterized by employees who widely share the underlying values and beliefs and employees who share aspects of the underlying values and beliefs with each other are known as having a strong organisational culture. In these organisations group thinking and working in groups can be important. Because this can often lead to achieving organisational goals (Framholtz, 2001). If the organisation prefers team spirit, it should choose to reward employees whose behaviour contributes to the team spirit of the organisation in order to stimulate the behaviour of individual employees. This can be done by using extrinsic motivators. If the employee is frequently rewarded, he will consider his behaviour as normal. The behaviour will be anchored in the employee, which will constitute an intrinsic motivator.

Organisations that are characterized by employees who do not widely share the underlying values and beliefs and do not share the aspects of values and beliefs are known as having a weak or organisational culture. In these organisations, independent decision-making and entrepreneurial spirit seems to be more important. Because that can ensure that organisations will be more innovation-focused (Franco, Bennett, Kanfer 2002). The company will stimulate the employees’ independent behavior by rewarding this. This can be done by using extrinsic motivators. If the employee is frequently rewarded, he will consider his behaviour as normal and it will operate as an intrinsic motivation as in strong organisational cultures. Gannon & Newman (2002) argue that a considerable amount of research indicates that culture often plays a significant role in determining who is rewarded and how. As seen, the type of organisational culture determines the employee’s behavior in the organisation. Employees are encouraged to behave according to the guidelines that the culture indicates when obtaining extrinsic rewards. If the reward process is repeated frequently, the employee will see its behavior as ‘the right thing to do’ and then it will act as an intrinsic motivator. Only employees that behave as the culture requires receive a reward. Therefore it can be said that the culture determines which employees receive a reward.
Chapter 5 Conclusions

The concepts organisational culture and motivation have been explained. In addition, it can be asked what impact strong and weak organisational cultures have on employee motivation? The answer to the central problem statement of this study will be given in this chapter. Paragraph 1 will provide more details to this point. In paragraph 2 of this chapter, some limitations of this study will be highlighted. The managerial applications of this study are discussed in Paragraph 3. This chapter is concluded by providing for recommendations for further research.

5.1 Conclusions

In this paper, the concepts of organisational culture and motivation are studied and linked to be able to give an answer to the problem statement: "What impact do strong and weak organisational cultures have on employee motivation?" This study has shown that the organisational culture has an impact on an employee's motivation. Both strong and weak organisational cultures seem to provide intrinsic and extrinsic motivation. Employees who widely share the same underlying values and beliefs in the organisation and employees who share different aspects of the underlying values and beliefs characterize strong organisational cultures. In strong organisational cultures, it is possible that an employee's behavior contributes to group thinking and group work. If this behavior is appreciated in the organisation it will be encouraged by extrinsic motivators. For example, employees will be rewarded if they adhere to the shared values and beliefs within the organisation. These rewards can take place in the form of acceptance, promotion or salary. These types of rewards are known as extrinsic motivators. By rewarding the behavior of employees extrinsically, the employee will believe that what he is doing is the right thing to do. This way of thinking will stimulate the intrinsic motivators of the employee. Weak organisational cultures on the other hand are characterized by employees who do not widely share values and beliefs of the organisation and also by employees who do not share aspects of the underlying values and beliefs of the organisation. It is possible that weak organisational cultures stimulate independent decision-making. Like organisations with a strong organisational culture, organisations with a weak organisational culture also reward desirable behavior of employees by using extrinsic motivators. The intrinsic motivation of employees in weak organisational cultures can appear in a way similar to that of strong or organisational cultures.

In both strong and weak cultures the employee wants to become a participating member in the organisation, therefore he will behave according to the guidelines of the organisational
culture. To stimulate desirable behavior, which is prescribed to employees by the organisational culture; extrinsic motivators like salary, status and promotion are used. By rewarding the desirable behavior extrinsically, the intrinsic motivation comes about over time. Examples of intrinsic motivation can be interest, enjoyment and responsibility. It has been shown that it is irrelevant whether the organisation has a strong or weak organisational culture because both organisational cultures have an impact on the motivation of employees. The organisational culture provides guidelines for the desired behavior of employees in the organisation. The organisational reward system directly generates the extrinsic motivation of employees. Intrinsic motivation is stimulated indirectly using the same reward.

5.2 Limitations
In this study the concepts of strong and weak culture are put together to clearly show the differences. In practice, it is not always possible to distinguish a single organisational culture. Within a strong or weak organisational culture, different subcultures may emerge. The subculture phenomenon is ignored in this study. Therefore, the conclusions as they emerge from this study are not that black and white in practice. This also applies to the juxtaposition of the dimensions intrinsic and extrinsic motivation. The differences between intrinsic and extrinsic motivation are close in practice and are diametrically opposed in this study.

5.3 Managerial applications
It might be important for the management of an organisation to be aware of the strength of the organisational culture because the organisational culture can also play a role by giving direction to the behavior of employees. To influence the employee’s behavior, it seems to be important to know what impact organisational cultures have on employee motivation. The impact of the organisational culture on motivation indicates that managers in an organisation can stimulate extrinsic motivation directly by using rewards. The intrinsic motivation will grow if the external rewards are positively received by the employee.

5.4 Further research
Suggestions for further research can be made, on the basis of the conclusions of this research. Much research has been done into the concepts of organisational culture and motivation. This study provides clarity on both concepts. The impact of organisational culture on employee motivation has already been studied. Several researchers seem to agree that particularly strong organisational cultures have a positive impact on employee motivation. Less research has been done into the impact of weak organisational cultures on employee motivation. It is recommended to test this hypothesis. This can be done through further empirical research.
References


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