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ANALYSIS OF THE RELATIONSHIP THAT EXISTS BETWEEN ORGANISATIONAL CULTURE, MOTIVATION AND PERFORMANCE

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Abstract

This research aimed at investigating the relationship that exists between organizational culture, employee motivation and performance. The domains of organizational culture (organizational values, individual beliefs, working environment, and employee relationships) and employee motivation and performance were investigated. In order to find the culture and motivation link, mixed method approach for data collection and analysis has been used. By using Pearson's and Spearman's Correlation methods, a positive correlation has been found between the two variables. The study revealed that organizational culture has a direct impact on employee motivation and indirectly on organizational performance as well. The better the organizational culture, the higher the motivational level of employees. It was observed that if organizations develop a strong culture of rewarding and acknowledging employees' effort, it leads to increase motivation and their performance would be significantly enhanced.

Key words: *employee, motivation, organisational culture, performance.*

Introduction

In the past decades, the concept of organizational culture has gained wide acceptance as a way to understand human systems. According to Ricky (2007), culture is an important part of internal environment of an organization. Organizational culture is the set of values, beliefs, behaviors, customs, and attitudes that helps the members of the organization understand what it stands for, how it does things, and what it considers important. Hofstede (1997) posited that the culture of organizations is the collective programming of mind that distinguishes the members of one organization from another. According to Hofstede, organizational cultures are different from that of national culture. Unlike national cultures, people are conscious of organizational cultures and they learn this culture later in their life at workplace (cited from Hofstede, 2005). Schneider (2004) proposed that an organization's culture establishes the rules within which people act in addition to the ways and methods in which people communicate. Through an understanding of group culture, employees know exactly what is required of them in any given situation (Deal and Kennedy, 2000). Besides, rigid procedures and control mechanisms become unnecessary when group culture is understood because it functions as internal control mechanism that coordinates employees' effort (Lee-Ross and Lashley, 2003).

As culture is 'the way things are done within a group' it sets priorities and expectations, enabling people to learn and understand what is important, subsequently identifying those actions that lead to punishment and those that lead to reward. Besides, Brown (1998), states that there is a link between culture and motivational factors which are essential for the organization's performance. As per Schein (2009), it is tempting to emphasize the significance of corporate cultures for performance, growth, and success.

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Problem of Research

Martin (1992) contends that the objective of studying organizational culture is to help understand organizational life more. Understanding organizational life is important as it is widely acknowledged that organizational cultures have an impact upon company performance (Denison, 1990; Kotter and Heskett, 1992; Truskie, 1999; Schein, 2004). However some critics, such as Alvesson (2002) argue that the extent to which organizational cultures have a direct link upon performance is somewhat ambiguous. Organizational Culture creates energy and momentum. The energy will permeate the organization and create a new momentum for success. According to Boddy (2002), organizational culture has an important and direct influence on behavior of the people of an organization. He believes that organizational culture can either encourage an employee to give out his best for the sake of organizational goals or it can discourage or demoralize people which can be dangerous for the performance of the organization. In furtherance to this argument, it appears management of most organizations seem to associate performance of their team or employees to some unique cultural practices in their organization while others think individual targets are the main driving force in improved performance. This paper aims at investigating this controversy and to establish whether organizational cultures have any impact on employee motivation and performance. Understanding organizational life is important as it is widely acknowledged that organizational cultures have an impact upon companies. The relevance of organizational culture supports the proposition that, in today's competitive and globalized corporate environment, there is huge need for organizational development strategy at various workforce departments, as this can improve the company's culture.

Research Focus

Within the last twenty years there has been a great deal of writing concerning culture within organizations. Anthony (1994) believes that culture is an abstract and general concept, a term that is used to encompass many aspects of organizations. Although there is considerable diversity within the literature relating to organizational cultures, many authors recognize that essentially, cultures consist of both visible and invisible aspects (Kotter and Heskett, 1992). Furthermore, numerous authors adhere to Schien's fundamental definition of organizational culture. Schein (1985, 2004) defines culture as consisting of levels ranging from overt outward manifestations of culture to the deep underlying assumptions that drive the organizations action.

Within Schein's model of culture, 'artifacts' refers to the visible structures and processes, 'espoused beliefs and values' to the strategies, goals and philosophies, and 'underlying assumptions' to the unconscious beliefs, perceptions, thoughts and feelings of individuals within organizations (2004: 27). Thus, Schein's model helps demonstrate that culture is something of great importance to organizations as it is something that can either unite or alienate individuals.

Organisational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done (Armstrong, 2006). Câpeanu-Sonea et al. (2010) contend that organisational culture is composed by a set, more or less coherent or articulated, of values, meanings, behaviours and organisational practices representing the main filter in interpreting the orgnisation's reality: it also fulfils the function of behaviour orientation in the company. Organisational behaviour is determined more by its culture than directives from senior management and the implementation of strategies in many organisations is affected if they are at odds with the organisation's culture (Jarnagin and Slocum, 2007).

Culture is by no means a superficial concept, but a term used to describe a dynamic part

of all organizations. As cultures exist within all organizations, it stands to reason that some organizational cultures are better than others. Cultures where employees' goals are aligned to the organizations goals are often thought of as 'successful' cultures (Kotter and Heskett, 1994). Martin (1992) refers to cultures where employees are unified and there is no collective dissent as 'integrated'. Within this framework, Martin (1992) recognizes that basic values and assumptions are shared and enacted by all members of the culture, and the members know what they do and why they do it. In contrast to the integrated culture, Martin proposes two other perspectives of organizational culture; 'fragmented' when there is little consensus between employees organizational culture and 'differentiated' when the organizational values are only embraced within parts of the organization. Martin's integrationist perspective shares some similarities with the cultural model which Goffee and Jones proposed in 1996. Goffee and Jones (1996) simplified culture into two dimensions; sociability and solidarity, and created a matrix using these dimensions. The matrix suggests that four cultures exist; cultures which are 'fragmented' (low sociability and low solidarity), 'mercenary' (high sociability and low solidarity), 'networked' (high solidarity and low sociability) and finally; cultures in which employees have a high level of sociability and solidarity are referred to as 'communal' cultures. Within communal cultures, employees get the job done efficiently and effectively and help each other succeed.

Whilst Martin (1992) refers to the most espoused for cultures as 'integrated', and Goffee and Jones (1996) as 'communal', Denison (1990) refers to effective organizations as having corporate cultures which consist of four factors; involvement, consistency, adaptability and mission. In Denison's model involvement refers to employees having responsibility, being involved in decision making and thus being committed to their work. Consistency implies that values and expectation are aligned within the organizations. Adaptability infers that the organization is able to adapt its behavior, structures and systems when there is need to. Finally, through the final dimension of mission, Denison refers to the existence of a shared definition of organizational purpose. He concludes that the most desirable organizational cultures integrate these four values of involvement, consistency, adaptability and mission.

Denison's (1990) work on the effectiveness of organizational culture is reflected through the later work of Truskie (1999) in what he refers to as 'high-performance organizational cultures'. Truskie's work has striking similarities to that of Denison's, as Truskie identifies that an 'integrated and balanced culture' exists when four key elements are at play, all of which complement each other; cooperation, consistency, achievement and inspiration. Organizational culture has an important role in the understanding of organizational behavior (Alvesson, 2002; p3). However, Robbins (2006) described culture as a descriptive term, in that it is concerned with how employees perceive the characteristics of an organization's culture, not with whether or not they like them. He further backed the definition of Alvesson (2002) and explained that organizational culture refers to a system of shared meaning held by members of an organization, distinguishing the organization from other organizations. This system of shared meanings is, upon closer examination, a set of key characteristics that the organization values. According to Kumar (2001) and Robbins (2006), research suggested seven characteristics that, in aggregate, capture the essence of organizational culture. These are as follows:

- **Innovation and risk taking:** the degree to which employees in an organization are encouraged to be innovative and risk taking.
- **Attention to detail:** the degree to which employees are expected to exhibit precision, analysis, and attention to detail or task.
- **Outcome orientation:** the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.
- **People orientation:** the degree to which management decisions take into consideration the effect of outcomes on people within the organization.

- **Team orientation:** the degree to which work activities are organized around teams rather than individuals.
- **Aggressiveness:** the degree to which the people are aggressive and competitive regarding their work rather than easy going.
- **Stability:** the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

According to Schein (1992), organizational culture has got an amazing characteristic that the employees never know how much they are influenced through it. Regarding the type of culture to be present in an organization, some best known classification schemes are being suggested by Harrison (1972). These include; Power culture, Role culture, Task culture, and People culture. Handy (1982), notes that this classification plays an important role in order to understand how organizations work. As per his suggestions, all organizations have got at least one of these cultures within their working operations as it impacts on organizational behavior as well as employees' motivation.

Organizational Culture and Motivation

Motivation is the key component of organizational culture. Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. These views are further backed by Sempane et al. (2002) by explaining that people are the key factors for competitiveness and organizations can demonstrate highly complex social structure because of their cultural strength. There is a clear mutual interdependence between organization and its employees, where both the parties have an impact on each other's potential in achieving success. Such a relation gives birth to the relation of employee motivation and job satisfaction (Schneider and Synder, 1975). There are evidences from researches that motivation and job satisfaction cannot be treated in isolation. Organizational culture should be prompted to ensure employee motivation in order to achieve organizational goals (Sempane et al. (2002). Motivated staffs take pride whilst doing their job and thus feel responsible for the organizational success. But it has been an issue for some managers regarding how to motivate their employees, (Management News, (1990). According to Hofstede (2001), recognition of the work done by the employees will make them work harder in future.

Motivation can be seen to be linked to culture by looking at the five sources of motivation proposed by Kanter (1989). He details that employees are motivated through mission (inspiring employees to believe in the importance of their work), agenda control (enabling employees to control their careers), a share of value creation (rewarding employees for successful efforts), learning (providing learning opportunities) and reputation (giving employee's opportunity to get a name for themselves). These five sources of motivation link in with the work of Denison (1990) and Truskie (1999) as all three sources focus upon the same general areas. Consequently it can be seen that there is a link between motivation and culture, as strongly integrated cultures will often result in motivated workforce.

Organizational Culture and Performance

According to Ogbonna and Harris (2000) there has been a lot of literature defining the link between culture and performance of an organization. Despite the fact that some authors have written against the link between the two, most of the theorists have come up with sufficient evidences describing the link between the organization's culture and performance of the company. For instance, Brown (1998) suggested that one of the important consequences of the

strong organizational culture is its impact on the performance of the company. Also, Denison (1984) conducted the research on performance-culture link using the data from 34 companies of America in a period of 5 years. Based on the quantitative studies, the author, constantly, examined the cultural characteristics and performance of these companies throughout the period of 5 years. He used the data of 'return on investment and sales to measure performance. Although there were variances among some of the measurement indicators' strength to find the relation between the two, he was successful in finding out a link between the culture and organizational performance. He found that long term financial performance is linked with the decision making and work design of an organization. Despite the encouraging results of the study, it had its limitations too. Lim (1995) came up with a strong criticism of Denison's studies and stated that the study was based on the measurement of organizational climate rather than measuring organizational culture.

In 1990, Rousseau researched into the link between organization culture and performance of an organization. In order to overcome the limitations present in the study of Denison (1984), he chose data from 32 voluntary fund-raising service organizations. The amount of money raised at that time by the organizations was taken into account to measure performance and for the measurement of organizational culture; organizational culture inventory promoted by Cook and Lafferty (1983) was taken into consideration. Unfortunately, Rousseau was not successful to find a significant correlation between organizational culture and performance. After the Rousseau's study failed to find any significant link between the two, Kotter and Heskett conducted an extensive study in 1992 in order to find culture-performance link. Data was collected from 207 companies over the period of 5 years. Various measures of culture and economic performance data were taken into consideration to make their study successful. At the end of the study, only a minor relation was found between strong culture and long term performance which was their initial objective.

Studies were conducted by Ogbonna and Harris (2000) in order to investigate the relation between the organizational culture and company performance. They included leadership style as one more variable in their model. Data was used from 1000 registered British companies. Customer satisfaction, sales growth, market share, competitive advantage and sales volume were the variables used to measure performance. In order to measure organizational culture, innovative, competitive, bureaucratic, and community cultures were taken into account. Their study revealed that all the variables used to measure organizational culture are having their direct or indirect impact on the organization's performance.

Besides, Suppiah and Sandhu (2011) found that organisational culture types influence tacit knowledge sharing behaviour and that such influences may be positive or negative depending on the culture type.

Methodology of Research

General Background of Research

Research design, articulates the tools through which the empirical data are gathered and analyzed (Punch 2000). However, Singh (2008) defines research design as a mapping strategy and maintained that it is essentially a statement of the object of the enquiry and the strategies for collecting the evidences, analyzing them, and finally reporting the findings. More importantly, Punch (2000) states that it helps in relating the data collected with the research objectives, hence facilitating the means to achieve the end results. In this study, a survey approach is used because it provided the researcher with the opportunity to have easy access to information and also minimize cost.

Sample of Research

The population for this study is the management and staff of a multinational automobile company operating in Ghana. According to Powell (2000), sampling is often one of the most crucial steps in research. In fact, rigorous sampling methods have been developed and used primarily within the context of survey research. However, according to Lancaster (2005), the basic logic and many of the specific techniques of sampling are equally applicable to other research methods such as content analysis, experimentation, and even field research. This study used a simple random sampling method to collect data from 50 respondents comprising 38 males and 12 females. Also, 31 respondents were junior/secretarial staff, while 12 respondents were managers, 6 of them were senior staff, while 1 respondent was a senior manager of the company.

Research Instrument and Procedures

Questionnaires have been adopted as the instrument for data collection. A semi-structured questionnaire i.e. (open and close-ended questions) was employed to elicit information from the respondents. The questionnaire was divided into two sections and an overall number of 21 items. Section A contained demography related questions, and B asked participants to respond to questions related organisational culture, motivation and performance. A total of 65 survey questionnaires were distributed and 50 were returned giving a response rate of 76.9 percent. The rationale of the study was explained to the respondents before data was collected. The HR Officers assisted in distributing the questionnaires and was ready for collection within five days. Questionnaires were sent out to the people with different working backgrounds in order to gain responses from almost every department of the Company. Besides, few management staff in the human resource department were interviewed so as to gain understanding of the culture existing in the company studied.

Data Analysis

Data was analyzed and interpreted using both quantitative and qualitative analysis techniques. Frequency distribution tables were also used for easy interpretations. As stated by Punch (2000) quantitative research focuses more on numbers. It tends to decentralize human behavior, leading to the criticism by the people preferring qualitative research (Creswell, 2003). Qualitative approach according to Katsirikou and Skiadas (2007) differs markedly from the quantitative approach and is underpinned by very different epistemological and ontological foundations. Consideration of human behavior and perception is the significant factor for the reason that researchers adopt this approach (Cresswell, 2003). Cresswell (2003) further explained that qualitative research helps in understanding a phenomenon more deeply by analyzing the reasons behind it, while as quantitative tools analyze the phenomenon itself, without bothering about the human perception of reason 'why'. According to Clarke (2007) and Tashakkori and Teddlie (2003), the combination of quantitative and qualitative approaches has been advocated by researchers to study various social phenomena in the fields of social and behavioral sciences. The combination of both approaches is most commonly known as mixed method approach (Onwuegbuzie and Jiao, 2007). The researchers mixes or combines both quantitative and qualitative research techniques into a single study and is regarded as the class of research (Tashakkori and Teddlie, 2003; Creswell and Clarke, 2007). Punch (2000) also advocates in favor of exploiting both the approaches so as to maximize the validation of the research. In order to provide more validation to the research, the researcher employed the

combination of both qualitative and quantitative approaches for data collection. In addition, according to Bryman (2003), quantitative approach is mostly used by researchers to establish relationships or links between two or more variables. As the main objective of the research is to investigate the link between organizational culture, employee motivation and performance, the researcher finds it convenient to go with both qualitative and quantity research approach.

Results of Research

In order to enhance reliability of the measures, a 5-point Likert scale was employed for the items in the questionnaire. Pearson's product coefficient of correlation was used as the test statistic to test the relationships that exist between organisational culture, motivation and performance.

Table 1. Level of Education.

Level	Frequency	Percentage (%)
A Level / O Level / SSSCE	2	4
HND	9	18
First Degree	27	54
Higher Degree (Master/PhD)	5	10
Professional	7	14
TOTAL	50	100

Source: Field Data, 2011

The data on respondents' level of education showed that 27 out of the 50 respondents representing 54% were Bachelor degree holders, while 9 respondents representing 18% were HND holders. The data further revealed that 7 respondents representing 14% were Professionals and 5 respondents representing 10% were higher degree (Masters'/PHD) holders. However, 2 (4%) respondents were 'O' level/ A' level holders. The analyses clearly revealed that majority of the respondents were bachelor degree holders (see table 1 above). Average age of respondents was 32 years.

Employees' Motivation and Organizational Culture

General responses revealed that majority of respondents believe that organizational efficiency increases with the increase in the motivational level of employees. This concept is backed by Hutchinson (2007) who contends that better motivation of employees results in an efficient workforce and it eventually increases the overall efficiency of an organization.

Table 2. Employee Motivation affects Overall Efficiency.

	Frequency	Percentage (%)
Fully Disagree	1	2
Disagree	2	4
Partially Agree	2	4
Agree	12	24
Fully Agree	33	66
TOTAL	50	100

Source: Field Data, 2011

Table 3. The More Employees are Motivated the Less Attrition Rate.

	Frequency	Percentage (%)
Fully Disagree	2	4
Disagree	5	10
Partially Agree	9	18
Agree	16	32
Fully Agree	18	36
TOTAL	50	100

Source: Field Data, 2011

This question has been asked with a purpose to know whether or not the increased level of employee motivation decreases the attrition rate. As shown above, 36% of total participants have fully agreed with the statement that better motivation decreases the attrition rate of employees, while 32% also agree with the statement, 18% of participants also partially agreed. It was also found that a less population of participants have not shown consent with this statement, in that 10% of the employees have disagreed while as 4% have fully disagreed with it. As stated by Andrews, (2009), 'attrition rate or the number of employees leaving an organization reflects the culture of the organization and whether it is a preferred place to work in. An organization that retains its employees shows that its human resource development practices and policies are creating a better motivating environment and quality of work life that is superior to others. Robbins (2009) also backed this thought by suggesting that it is the obvious consequence of motivation that employees would not leave an organization where they are motivated to work in. Most of the employees have agreed that if they are motivated, they will not leave the organization. These however suggest that the company has not cultivated a culture of motivating her employees.

Employees' Performance and Organizational Culture

The study shows that 88% of the respondents fully agreed and agreed, whiles 12% partially agreed to the statement that 'my organization performs well because members live by the corporate culture'. From all indications, it can be said that, fairly, all respondents agree

that the company performs well because employees live by the corporate culture. This implies that the company's organizational culture has a direct impact on employees' performance. This notwithstanding, it was found that 38% and 22% of respondents disagree and partially disagree respectively that performance systems in the company are established to reward behaviors that are consistent with the organization's culture. On the other hand, 40% of the respondents agree that performance systems are established to reward desired behaviors that are consistent with the culture of the organization.

Table 4. Performance Systems are established to Reward Behaviuors that are Consistent with the Organisation's Culture.

	Frequency	Percentage (%)
Fully Agree	6	12
Disagree	19	38
Partially Agree	11	22
Agree	14	28
TOTAL	50	100

Source: Field Data, 2011

Table 5. Motivation Determines Employee Performance.

	Frequency	Percentage (%)
Disagree	2	4
Partially Agree	9	18
Agree	19	38
Fully Agree	20	40
TOTAL	50	100

Source: Field Data, 2011

It has been revealed from the responses that 40% of the employees fully agree that full potential of employees can be determined when motivational level is high while as 38% also agree with the statement. 18% of the participants partially agreed while 4% disagreed with the statement made by the researchers, however, no participant fully disagreed with the statement. According to Griffin and Moorhead (2009), managers must determine how to motivate people and how to optimize their performance. The long term key to success in business is to create jobs that optimize the organization's requirements for productivity and efficiency while motivating and satisfying the employees who perform those jobs. Virtually, all employees belong to a work unit, and their work performance depends to some degree on level of motivation given by the managers. As far as responses are concerned, the thoughts of the employees are similar to the thoughts of the authors mentioned above, suggesting that there is a need for high level of motivation in order to get the best out of them.

Influence of Organizational Culture on Performance and Motivation

The study shows 88% of respondents agreeing that the company recognizes the existence of organizational culture within the organization whiles 12% partially agreed. However, 32%

agreed that management is committed to the agreed cultural values and demonstrates them in their decisions and actions whiles 46% partially agree and 22% disagree that management is committed to the agreed cultural values. All respondents fully agreed that there exists culture orientation for new employees. The study further shows 52% of respondents agreeing that organizational members avoid actions which contradict their cultural values. 36% partially agreed to this assertion whiles 12% disagree.

Table 6. Influence of Organisational Culture.

	Frequency	Percentage (%)
Employee Motivation	1	2
Performance	8	16
Both Motivation & Performance	39	78
None of the Above	2	4
TOTAL	50	100

Source: Field Data, 2011

The main objective of this study is to find out whether there is any impact of organizational culture on employee motivation and performance. As revealed by the chart, 78% participants believe that organizational culture has an impact on both employee motivation and their performances. 16% believe that its impact is directly on employee performance while as 4% responded that its impact is on employee motivation. However, just 1 person representing 2% of the total population believe that there is no link between organizational culture and employee motivation or performance. Examining the overall results for this question, it is quite apparent that employees firmly believe that organizational culture has an impact on employee motivation and performance. Furthermore, 72% of respondents indicated that corporate culture contribute very high to the achievement of organizational objectives in the company whiles 28% also stated it has high influence on meeting the objectives of the company.

Table 7. Description of Organizational Culture.

Perception of Employees	Number of Participants	Percentage (%)
Strong	28	56
Satisfactory	22	44
Poor	0	0
Total	50	100

Source: Field Data, 2011

The study shows majority (56%) of respondents perceives the organizational culture of the company is strong whiles 44% described it as satisfactory. This result gives credence to the feedback of the interviews with the management staff from the HR department who attest to the fact that espouse the values of quality, continuous improvement, respect for people, and teamwork. The company believes in the culture of excellence and as such the concept of get it right the first time. Employees are encouraged to go to the top to find out the problem and make the correct decisions.

Table 8. Correlation Coefficients.

		Employee motivation affects the overall efficiency of organization	Motivation determines the potential employee performance	Organization performs well because members live by the corporate culture
Employee motivation affects the overall efficiency of organization.	Pearson Correlation	1		
	Sig. (2-tailed)	.		
	N	50		
Motivation determines the potential employee performance	Pearson Correlation	0.211(**)	1	
	Sig. (2-tailed)	0.000	.	
	N	50	50	
Organization performs well because members live by the corporate culture	Pearson Correlation	0.053	0.103(**)	1
	Sig. (2-tailed)	0.066	0.070	.
	N	50	50	50
	Sig. (2-tailed)	0.248	0.084	0.009
	N	50	50	50

Source: Field Data, 2011

Discussion

The researchers drew a correlation between the assertion that 'employee motivation affects the overall efficiency of organization' and 'motivation determines the potential employee performance'. The test showed a Pearson correlation value of 0.211 and a significance asymptotic or probability value of .000 (approximately .001) between the two cases. This implies that there is a positive relation between the two variables. Given the probability value, it is evident that the correlation is significant. This indicates that the more employees are motivated the more they perform well and this inextricably improves the overall efficiency or productivity of the organization.

The test further shows a positive correlation between the assertions that employee motivation affects the overall efficiency of organization and that organization performs well because members live by the corporate culture. This showed an asymptotic value of 0.066 which made the claim not significant. This could imply that employees' motivation influence performance but this might not necessarily be as a result of organizational culture pertaining in the company. Thus, there might be other factors other than organizational culture that motivate and make employees perform. This might also suggest that it is not the nature of the company frequently motivating its employees but when there is an effort in that regard it has a corresponding increase in organization's efficiency. Therefore if the company develops the culture of rewarding and acknowledging employees' effort it could make employees motivated and perform well. This gives indication as suggested by Owens (2004) that a strong culture brings out the positive energy of people to perform with loyalty and at deeper level while having emotional bonds of attachment with the organization.

Limitations and Direction for Future Research

The results of this study should not be generalised extensively since the participants of this study come from a single company operating in the automobile industry in Ghana. Future research should include a good number of respondents from across industries.

Conclusions

In investigating the relationships that exist between organizational culture, motivation and performance in a multinational automobile company in Ghana the study sought to address the following objectives; assess influence of organizational culture on employees' motivation and performance, determine the relationship between employees' motivation and performance and also to assess the influence of organizational culture on performance and motivation. It was established that employees of the company recognizes the existence of organizational culture within the organization and that management of the company is committed to the cultural values and demonstrates them in their decisions and actions. In that respect, there exists the culture of the company orienting new employees on the norms and values of the company and that employees avoid actions which contradict their cultural values. However, some workers especially, temporary workers, do not believe to be affiliated with the company, hence adversely affecting motivation and performance of such employees. Employees believe that organizational efficiency increases with the increase in the motivational level of employees and that better motivation decreases the attrition rate of employees in the company. This implies that organizational culture influences the level of motivation of its employees which makes them not leave the organization. Better motivation of employees results in an efficient workforce and it eventually increases the overall efficiency of the organization.

It was also found that performance systems in the company are not established to reward behaviors that are consistent with the organization's culture. However, it was noted that better working environment is essential to achieve organizational goals smoothly and that the organization's profit target is set based on the organizational culture and performance. Irrespective of these, employees perform well because they live by the corporate culture of the company. This shows that the organizational culture have duly influence employee's performance. It was further revealed that full potential of employees can be determined when motivational level is high. Additionally, employees' work performances depend to some degree on level of motivation given by the managers and that corporate culture contribute significantly to the achievement of organizational objectives in the company. Also, the more employees are motivated the more they perform well and this improves the overall efficiency or productivity of the company. Therefore, organizational culture has got an impact on both employee motivation and their performance.

However, the study is certain that

- It is not part of the nature of the company frequently motivating its employees but when there is an effort in that regard it has a corresponding increase in organization's efficiency
- There might be other factors other than organizational culture that motivate and make employees perform well on the job.

In view of the findings of the research, it is recommended that:

- Performance systems should be established to reward behaviors that are consistent with the organization's culture.
- Organizations should frequently motivate its employees since it gives corresponding increase in organization's efficiency. Therefore if organisations develop the culture of

rewarding and acknowledging employees' effort it could make employees motivated and perform well.

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