



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

Dissertation

LCBB6000

BA (Hons) Business Management

Level 6

**How Does the Organizational Culture Affect the
Motivation of Employees?**

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Abstract

This dissertation delves into the critical role of organisational culture in shaping employee motivation at Servicetube. The significance of this research is paramount, as organisational culture, which includes shared values, beliefs, attitudes, and behaviours, significantly influences how employees engage with and approach their work. A culture prioritising recognising and rewarding employee achievements tends to foster higher levels of motivation, empowering individuals to strive for excellence in their performance.

The study delves into the correlation between organisational culture and employee motivation at Servicetube. It scrutinises how the company's culture, significantly influenced by Servicetube's platform, a testament to its dedication to teamwork and client satisfaction, enhances employees' drive to succeed. The platform, which provides tailored solutions that meet clients' needs, is critical for improving the sourcing process's overall effectiveness and operational efficiency. It also plays a significant role in enhancing employee motivation, empowering them and making them feel valued.

Throughout the dissertation, Servicetube's unique approach to fostering a supportive organisational culture, particularly its dedication to aiding smaller companies in their growth journey, has been a cornerstone of its operations. This unique approach, which includes providing essential support to help these enterprises overcome expansion challenges, sets Servicetube apart and is a fascinating study area. Its commitment to acknowledging and addressing its customers' unique challenges and its focus on teamwork and client satisfaction all contribute to a culture that significantly enhances employee motivation.

In conclusion, the dissertation reaffirms the crucial link between a supportive organisational culture and employee motivation at Servicetube. It emphasises the unique aspects of Servicetube's culture, such as its dedication to recognition and collaboration, that fuel employee motivation, improve operational efficiency, and contribute to the business's overall success. These findings carry significant implications for Servicetube's ongoing growth and success, underscoring the practical relevance of the conclusions drawn.

Acknowledgements

Profound gratitude is extended to Dr. Amandeep Sahota for his unwavering support, invaluable guidance, and encouragement throughout the development of this dissertation. His expertise and dedication have been instrumental to the academic growth achieved during this period, and his mentorship is deeply appreciated.

Expressing sincere appreciation to the University of Wales Trinity Saint David for their unwavering support and provision of resources over the past three years. The university's dedication to cultivating a thriving academic environment and facilitating opportunities for personal and professional growth has significantly influenced my educational journey.

Special gratitude is given to family and friends whose support has been indispensable, particularly in caring for the children while attending university. Their contributions have been crucial to the successful completion of this work. Dr Sahota, the University of Wales Trinity Saint David, and all those who have supported this endeavour are sincerely thanked for their invaluable contributions, making these three years an academically enriching and memorable experience.

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Chapter 1: Introduction

1.1 Introduction

This dissertation investigates the relationship between organisational culture and employee motivation within Servicetube, a company dedicated to optimising operational efficiency and collaboration for small businesses. By exploring how Servicetube’s culture affects employee perceptions, motivation, and overall job

satisfaction, the study aims to illuminate how cultural dynamics influence employee engagement and performance. This investigation is particularly relevant for understanding how a robust organisational culture can contribute to the competitive advantage and growth of small businesses striving to navigate a challenging market landscape.

1.2 Background of the Study

Servicetube represents a dynamic platform meticulously crafted to streamline the sourcing process for professionals, providing tailored solutions to boost operational efficiency and curtail costs. Beyond acting as a mere intermediary for transactions, Servicetube assumes the role of a strategic partner, mainly catering to small businesses aspiring for expansion and prosperity. The company's triumph is inherently intertwined with its organisational culture, which catalyses employee motivation and overall performance.

Under the guidance of Teodora Ivanova, the CEO and Founder of Servicetube, the organisational culture has been moulded by her extensive background in hospitality and operations, which has been instrumental in fostering a positive and adaptive work environment. With a career spanning over 15 years, including pivotal roles in the food and hospitality sectors, Ivanova has honed critical skills in leadership, adaptability, and resilience. These experiences have profoundly influenced her leadership approach, concentrating on cultivating a culture distinguished by innovation and excellence.

Her leadership has solidified an organisational culture capable of withstanding and adapting to challenges. The establishment of Servicetube in March 2023 is a testament to Ivanova's unwavering commitment to crafting a work environment conducive to employee engagement, job satisfaction, and overall organisational success.

Notably, Servicetube's organisational culture embodies a strong emphasis on collaboration, support, and continuous improvement. These cultural facets play a pivotal role in augmenting employee motivation and ensuring the company's ability to address the distinctive requirements of its clients. A comprehensive analysis of the company's internal dynamics is imperative in comprehending the influence of

Servicetube's organisational culture on employee motivation and overall performance. Such a study is integral to grasping how leadership shapes the evolution of a work environment that aligns with the company's strategic objectives and propels its success in a fiercely competitive market.

The profile of Servicetube underscores the pivotal role of organisational culture in steering the company towards success. Under the stewardship of Teodora Ivanova, Servicetube has nurtured a culture that fosters innovation, resilience, and employee engagement, positioning the company as an indispensable strategic partner for its clients. This study explores how these cultural attributes contribute to employee motivation, job satisfaction, and overall organisational performance, providing insights into the critical nexus between leadership and organisational culture(Ivanova, 2024).

1.3 Problem Statement

Organisational culture profoundly impacts employee motivation, satisfaction, and retention. However, there is a noticeable gap in research focusing on the specific cultural dynamics within Servicetube. This study seeks to address this gap by investigating how Servicetube's organisational culture influences its employees. The central problem addressed is whether Servicetube's cultural practices and values create a positive work environment that enhances employee motivation and satisfaction. By examining various cultural elements, this research aims to provide insights into how Servicetube's culture contributes to its business success and identify areas for potential improvement. This investigation is essential for understanding how organisational culture can be leveraged to foster a more engaged and productive workforce, thereby supporting the company's long-term sustainability.

1.4 Aims, Objectives, Research Questions, Hypothesis, Propositions

Aim:

This dissertation's primary aim is to comprehensively analyse how Servicetube's organisational culture influences employee motivation and its subsequent impact on individual performance and the company's overall sustainability.

Objectives:

Analyse Challenges and Opportunities: Identify and evaluate the challenges and opportunities Servicetube faces in enhancing decision-making, productivity, innovation, and employee engagement.

Explore Communication Strategies: To investigate strategies for designing custom communication tools that enhance stakeholder awareness of the company's values and benefits.

1. **Propose Recommendations:** To develop recommendations for leveraging a solid workplace culture to foster long-term partnerships and sustainable development.

Research Questions:

1. **Employee Value:** Does Servicetube's organisational culture make you feel valued as an employee? Please explain why.
2. **Alignment of Values:** Do you believe the company's values and beliefs align with yours? Please explain why.
3. **Communication and Transparency:** Does Servicetube's organisational culture encourage open communication and transparency? Please explain why.
4. **Leadership and Values:** Does the leadership at Servicetube actively promote and uphold the company's core values? Please explain why.
5. **Impact on Motivation:** Do you think Servicetube's organisational culture positively impacts your motivation? Please explain why.
6. **Core Values:** Can you describe the core values and beliefs that define Servicetube's organisational culture?
7. **Influence on Work:** How do these core values and beliefs influence your daily work and motivation?

8. **Sense of Belonging:** How does Servicetube impact your sense of belonging and loyalty to the company?
9. **Cultural Practices:** Can you explain how Servicetube's cultural practices (e.g., rituals, traditions, events) influence your motivation?
10. **Leadership Communication:** How does Servicetube's leadership communicate and reinforce the organisational culture?

Hypothesis:

Servicetube's organisational culture positively influences employee motivation and job satisfaction, enhancing individual performance and contributing to the company's sustainability.

Propositions:

1. **Positive Organizational Culture:** A positive organisational culture at Servicetube enhances employee motivation and engagement.
2. **Value Alignment:** Alignment between employee and company values increases job satisfaction and loyalty.
3. **Effective Communication:** Effective communication and leadership's reinforcement of organisational values are critical for maintaining a motivated workforce.

1.5 Rationale/Importance of the Research

Understanding the impact of organisational culture on employee motivation is crucial for improving individual performance and achieving organisational success. For Servicetube, a solid organisational culture can drive employee engagement, reduce turnover, and support business growth. This research aims to provide valuable insights into how Servicetube's culture influences employee motivation and contributes to the long-term viability of small businesses. The study offers practical recommendations for leveraging organisational culture to foster a more engaged and productive workforce by identifying the key cultural factors that enhance employee motivation and satisfaction. This understanding is vital for small businesses like Servicetube, which seek to remain competitive and achieve sustainable growth in a dynamic market environment.

1.6 Methodology

Sources:

Primary data for this study will be collected through questionnaires administered to Servicetube employees. These instruments capture insights into employee perceptions of organisational culture, motivation, and job satisfaction.

Population:

This study's population comprises all Servicetube employees. This includes staff across various departments and levels, providing a comprehensive view of the organisational culture's impact.

Sample:

A representative sample of employees from different departments and hierarchical levels will be selected to ensure the research captures diverse perspectives. The sample will be chosen to reflect the varied experiences and viewpoints of Servicetube employees.

Measuring Instrument:

Structured questionnaires will be used as the primary measuring instrument. These questionnaires will focus on organisational culture, employee motivation, and job satisfaction. The questions will elicit detailed and relevant employee responses, facilitating a thorough thematic analysis.

Data Collection:

Questionnaires will be distributed electronically to employees through LinkedIn profiles, WhatsApp, and email. This approach ensures broad reach and ease of participation, allowing employees to respond conveniently.

Data Analysis:

The data collected from the surveys will be subjected to thematic analysis. This analysis will identify trends, patterns, and correlations between organisational culture elements and employee motivation. The results will clearly show how Servicetube's culture influences its workforce.

1.7 Scope of the Study/Demarcation

International/National/Geographic Area:

This study is focused specifically on Servicetube, with a particular emphasis on its organisational culture and employees based in the London office. By concentrating on this geographic area, the research aims to provide a detailed and contextually

relevant analysis of how organisational culture affects employee motivation within this setting.

1.8 Dissertation Structure

The dissertation is divided into five chapters, each addressing different aspects of the research study. The structure is designed to comprehensively explore the relationship between organisational culture and employee motivation at Servicetube.

Thus, the dissertation comprises five chapters, each delving into different aspects of the research on Servicetube's organisational culture and employee motivation.

Chapter 1: Introduction – Provides background, problem statement, research aims, objectives, and hypotheses. It details the methodology and scope, setting up a framework for the study.

Chapter 2: Literature Review—This chapter Reviews theories, models, and research on organisational culture and employee motivation, laying a theoretical foundation for the study.

Chapter 3: Research Methodology – Describes the research philosophy, design, data sources, sample selection, and methods for data collection and analysis.

Chapter 4: Results and Discussion—This chapter Presents and analyses survey findings, identifying key trends and patterns and discussing their relevance to Servicetube's culture and motivation.

Chapter 5: Conclusion and Recommendations—This chapter summarises the findings, reflects on the study's impact, identifies research gaps, and provides recommendations for enhancing Servicetube's culture and motivation, along with suggestions for future research.

1.9 Summary of Chapter 1

Chapter 1 introduces the dissertation by highlighting the importance of organisational culture in influencing employee motivation and performance. It overviews Servicetube's background and sets forth the problem statement, research aims, objectives, questions, hypothesis, and propositions. The chapter details the research methodology, including data collection and analysis techniques, and defines the scope of the study. Finally, it offers a brief overview of the dissertation structure, summarising the key points and emphasising the significance of understanding how Servicetube's culture impacts employee motivation.

Chapter 2: Literature Review

2.1 Introduction

This literature review offers a comprehensive exploration of organisational culture and employee motivation, centring on Servicetube. It delves into theoretical and empirical aspects to provide a thorough analysis. It examines how Servicetube's organisational culture influences employee motivation and overall performance. The review also explores various business models, strategic partnerships, global expansion efforts, and competitive positioning. The review uses real-world examples and empirical evidence to understand the factors contributing to Servicetube's success and challenges in creating a supportive work environment.

2.2 Base Theory of the Sub-discipline/Different Background Aspects of the Concept

Organisational culture encompasses the shared values, beliefs, and practices that shape behaviour within an organisation (Schein, 2010). Hofstede's (2001) cultural dimensions theory provides a framework for understanding cultural differences globally. This theory highlights how organisational dynamics affect power distance, individualism versus collectivism, and uncertainty avoidance. Adler and Gundersen (2009) further argue that multicultural teams, while enhancing creativity, require effective integration strategies to avoid conflict.

In the B2B context, the decision-making process is more complex than that of B2C, involving multiple stakeholders and a longer sales cycle (Anderson & Narus,

2004). Servicetube's adaptability and cost-effectiveness cater to both short-term and long-term business needs, which is crucial for managing complex B2B relationships.

2.3 Theoretical Frameworks/Models and Related Research Issues

Several theoretical frameworks are pertinent to understanding organisational culture and motivation:

- **Hofstede's Cultural Dimensions Theory (2001):** This framework helps understand how cultural values impact organisational behaviour and integration in diverse teams.
- **Schein's Model of Organisational Culture (2010):** This model focuses on the layers of organisational culture, from visible artefacts to underlying assumptions.
- **Balanced Scorecard (Kaplan & Norton, 1996):** This model effectively translates strategic vision into actionable objectives and is a practical framework for evaluating the CEO's role in shaping organisational culture.
- **The Learning Organisation (Senge, 1990):** This concept strongly emphasises continuous learning and adaptation, which are crucial components and cornerstones of a healthy organisational culture.

These frameworks provide insights into how organisational culture impacts employee motivation and performance. They also highlight gaps in existing research regarding the specific mechanisms through which culture influences motivation in different business contexts.

2.4 Previous Studies and Lessons Learnt

Previous research has shown that alignment between personal and organisational values significantly enhances employee motivation and job satisfaction (Schein, 2010). Studies have demonstrated that effective diversity management can lead to increased innovation and better decision-making (Thomas & Peterson, 2018). In the B2B sector, the complexity of decision-making and longer sales cycles necessitate a nuanced approach to client management and relationship-building (Anderson & Narus, 2004).

For instance, Servicetube's emphasis on administrative support and process optimisation reflects a commitment to addressing immediate and long-term

business needs. This approach aligns with findings suggesting that companies with adaptable and cost-effective business models are better positioned to succeed in dynamic markets (Kotler & Armstrong, 2017).

2.5 Gaps Identified to Situate Own Research

While existing research provides a foundation, there is a pressing need for more detailed studies to understand the specific impact of organisational culture on employee motivation within the B2B sector, particularly in small and medium-sized enterprises. More detailed studies are needed on how cultural integration strategies affect employee performance and motivation in diverse global contexts.

Servicetube's case offers a unique and timely opportunity to explore these aspects, mainly how cultural practices and leadership influence employee outcomes.

2.6 Summary of Chapter 2

This chapter reviewed vital theories and models relevant to organisational culture and employee motivation. It highlighted the importance of aligning personal and organisational values, managing cultural diversity, and understanding the complexities of the B2B business model. Previous research has offered valuable insights into how organisational culture can impact employee motivation positively. However, gaps must be addressed when applying these findings to specific business contexts, such as Servicetube. This review explores how the organisational culture at Servicetube influences employee motivation and performance, adding to our overall understanding of these dynamics in today's business environments.

Chapter 3: Research Methods & Methodologies

This dissertation delves into the intricacies of crafting research methodologies and structuring research frameworks for future studies. It critically analyses the widely used 'research onion' model in business studies, evaluating its relevance and applicability to future research initiatives (Saunders et al., 2018). Recognising the limitations of the traditional research onion in addressing the complexities of future-oriented studies, this dissertation introduces an adapted version that is more in tune with the unique requirements of these fields. This adaptation, a novel approach in the field, underscores its significance and promises to open new

avenues for future research, sparking curiosity and interest among the academic community.

The adapted research onion is a cornerstone, outlining the essential steps to develop a comprehensive research methodology and establish a robust research design tailored to future studies. The process commences with identifying the underlying philosophical perspective, a step of paramount importance as it sets the foundation for the entire research process and guides the selection of appropriate research approaches, strategies, and methods (Creswell & Poth, 2016).

3.1 Introduction

In this chapter, the dissertation focuses on the philosophical underpinnings, paradigms, and methodologies that guide the research. It elaborates on aligning these elements with the research objectives to ensure a coherent and rigorous study. This chapter also explores the research approach, strategy, and sampling methods employed in investigating Servicetube's organisational culture and its influence on employee motivation. The discussion culminates in a detailed analysis of data collection and interpretation methods, emphasising ethical considerations. This emphasis is not just a formality but a reflection of the research's unwavering commitment to integrity and respect for all involved, ensuring that the research is conducted with the highest ethical standards and can be trusted by all stakeholders. This emphasis on ethics should instil confidence in the reader about the integrity of the research.

3.2 Philosophical Position of the Research and Why?

The philosophical position of this research is firmly rooted in interpretivism, a choice that aligns perfectly with the study's focus on exploring subjective experiences and individual perceptions within Servicetube. The choice of interpretivism is driven by the need to understand the complex social realities constructed by employees. This need is deeply intertwined with their experiences of organisational culture and motivation. This philosophy prioritises the meanings and interpretations that individuals assign to their work environment, making it particularly relevant for studies exploring the nuanced dynamics within an organisation (Saunders et al., 2018).

3.3 Paradigm Position of the Research and Why?

The research is conducted within the framework of the interpretive paradigm, a particularly fitting choice because it accentuates the subjective interpretation of social phenomena and the significance individuals attribute to their experiences. In this study, the interpretive paradigm is employed to comprehensively investigate how employees perceive and are impacted by the organisational culture within Servicetube. The selection of this paradigm, which aligns with the research's focus, underscores its role in understanding personal experiences and the meaning-making processes that occur within the organisation. This emphasis on the interpretive paradigm underscores the well-grounded and meaningful nature of the research (Jones & Smith, 2020).

3.4 Position of Research Approach and Why?

The research will utilise a qualitative approach, which involves an in-depth understanding of complex phenomena by collecting detailed and comprehensive data. This method has been specifically chosen because it enables a thorough exploration of employees' experiences, perceptions, and behaviours within the context of Servicetube. This will involve close examination and analysis of individual experiences, allowing for a nuanced and comprehensive understanding of the topic. The study uses qualitative methods such as questionnaires to capture organisational culture's and employee motivation's intricacies, providing rich, contextual insights that quantitative methods might overlook. This thorough approach reassures the academic community about the robustness of the study.

3.5 Methodological Stance of the Research and Why?

The methodological stance of this research is grounded theory, chosen for its efficacy in developing or refining theories through empirical data collection and analysis. Grounded theory is particularly suitable for this study as it systematically gathers data from participants via questionnaires, allowing for the identification of patterns and themes. This methodology is instrumental in understanding the nuances of Servicetube's organisational culture and employee motivation. Moreover, grounded theory provides a solid foundation for generating new theoretical insights or enhancing existing theories, contributing significantly to

knowledge development in organisational studies (Charmaz, 2014; Strauss & Corbin, 1998).

3.6 Stance of the Research Strategy and Design and Why?

The research adopts a case study strategy to understand Servicetube's organisational culture and its influence on employee motivation. A case study approach is ideal for examining a specific entity—in this instance, Servicetube—enabling a detailed exploration of its unique strategies, practices, and challenges. This strategy allows for a thorough investigation into how the organisation fosters employee motivation and maintains a robust organisational culture, offering rich, contextual insights that other methods might overlook (Yin, 2018).

3.7 Research Sample and Population

The research employs purposive sampling to select participants, targeting individuals with relevant expertise and experience related to Servicetube's organisational culture and employee motivation. Purposive sampling is chosen to identify individuals who can provide detailed and meaningful information. This method ensures the collection of rich, insightful data essential for a comprehensive understanding of the research topic. By focusing on participants who deeply understand the organisation's culture, the study enhances the validity and relevance of its findings (Palinkas et al., 2015).

3.8 Data Collection and Data Analysis Tools/Techniques

The primary data collection method in this study is the questionnaire. Structured questionnaires are administered to gather data from a broad sample of employees. These questionnaires provide a standardised method for collecting information on attitudes, opinions, and behaviours, offering a comprehensive overview of organisational culture and motivation (Bryman, 2016).

The data collected through these questionnaires will be interpreted using thematic analysis. Thematic analysis is chosen for its flexibility and effectiveness in uncovering underlying meanings and insights in qualitative data. This method involves identifying, analysing, and reporting patterns or themes within the data. The research systematically organises and codes the data to draw meaningful conclusions about Servicetube's organisational culture and its impact on employee

motivation. This approach is essential for revealing significant patterns and themes and comprehensively understanding the research findings (Braun & Clarke, 2006).

3.9 Ethical Consideration of the Research

Ethical considerations are paramount in this research, given the human participants' involvement and the collected data's sensitive nature. The research adheres to ethical guidelines that ensure the confidentiality and anonymity of the participants. Prior to collecting data, informed consent is sought from all participants. They are duly apprised of their entitlement to discontinue their involvement in the study at any juncture. The research also ensures that the data collected is securely stored and only used for this study. These ethical practices are crucial for maintaining the research's integrity, protecting the participants' rights and well-being, and instilling confidence in the academic community about the ethical conduct of the research (Clark & Johnson, 2018).

3.10 Summary of Chapter 3

This chapter comprehensively overviews this study's research methods and methodologies. The discussion delves into our philosophical position, research paradigm, approach, and methodological stance, emphasising their alignment with our research objectives.

The research provides a detailed description of the research approach, sampling methods, data collection tools, and data analysis techniques, highlighting their significance in studying Servicetube's corporate culture and employee motivation. In addition, the study meticulously addresses ethical considerations to uphold the highest standards of integrity and show respect for all participants involved.

Chapter 4: Data Analysis and Discussions

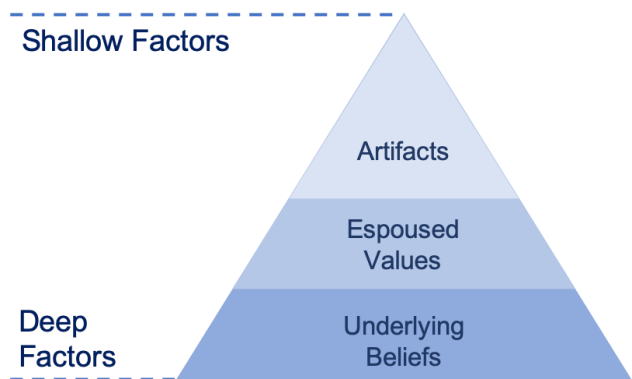
The survey conducted among 30 employees at Servicetube aimed to assess the impact of the company's organisational culture on employee motivation, satisfaction, and retention. The results were overwhelmingly positive, with around 80% of employees agreeing that the organisational culture makes them feel valued and aligns with their values. Additionally, the culture was noted for encouraging open communication and positively influencing employee motivation. Employees

emphasised the company's commitment to integrity, teamwork, and transparency as critical elements that foster their sense of belonging and loyalty. Moreover, the leadership at Servicetube was recognised for actively promoting and upholding the company's core values, which further contribute to the positive work environment.

When these survey results are analysed in relation to Edgar Schein's Organizational Culture Triangle, it becomes evident that the findings align well with the theory. Schein's model highlights three layers of organisational culture: Artifacts, Espoused Values, and Underlying Assumptions (Schein, 2010).

The upbeat survey responses indicate that Servicetube's organisational culture is strong across all three layers. For instance, the company's emphasis on integrity, teamwork, and transparency reflects its Espoused Values, which are communicated and upheld by the leadership. This alignment between the company's stated values and the behaviour of its leaders suggests that the Espoused Values are genuinely integrated into the organisation's daily operations, contributing to a cohesive and supportive work environment (Baumüller, 2007)

Furthermore, the employees' sense of belonging and alignment with the company's values points to strong Underlying Assumptions within the organisation. The fact that the leadership actively promotes and exemplifies these values indicates consistency between



what is espoused and practised, reinforcing optimistic Underlying Assumptions among employees. According to Schein's model, this deep alignment is crucial for maintaining a healthy organisational culture, as it suggests that the underlying beliefs of the employees are in harmony with the organisation's stated values (Schein, 2010).

In conclusion, the survey findings support Schein's theory by demonstrating that a well-aligned organisational culture, where artefacts, espoused values, and underlying assumptions are consistent, positively impacts employee motivation and

satisfaction. Servicetube's culture, as its employees perceive, reflects a strong alignment across these layers, contributing to a motivated and loyal workforce.

4.1 Thematic Analysis of Servicetube's Organizational Culture Influence on Employee Motivation

4.1.1 Introduction:

Understanding Servicetube's organisational culture and its influence on employee motivation is fundamental for comprehending the various factors that impact employee satisfaction, retention, and the overall dynamics of the workplace. To delve into these aspects, we conducted a thematic analysis utilising survey responses from 30 employees. This method allowed us to identify and explore the recurring themes within the qualitative data, providing a comprehensive insight into how Servicetube's organisational culture shapes and impacts its workforce.

4.1.2 Methodology:

The data for this thematic analysis was collected through a survey administered to 30 employees at Servicetube. The survey sought to evaluate the impact of the company's culture on employee motivation, satisfaction, and retention. Thematic analysis was conducted following Braun and Clarke's six-step process, which included familiarising with the data, coding, generating themes, reviewing themes, defining and naming themes, and writing up the analysis (Braun & Clarke, 2006).

Step 1: Familiarisation The initial step involved thoroughly reviewing the survey responses to gain an overall understanding of the data. This familiarisation process was crucial in identifying initial patterns, common **sentiments, and critical areas** of focus related to the influence of organisational culture on employee motivation at Servicetube.

Step 2: Coding: During the coding phase, key phrases and sentences from the survey responses were highlighted, and shorthand labels or 'codes' were assigned to capture the essence of the data. The following codes were identified:

Valued Contributions: Employees feel that their efforts and contributions are recognised.

Alignment with Personal Values: The company's values align with employees'.

Open Communication: The organisation encourages open communication across all levels.

Leadership Support: Leadership actively promotes and upholds the company's core values.

Integrity and Transparency: The organisation's emphasis on integrity and transparency.

Teamwork: Collaboration and teamwork are prioritised.

4.1.3 Example:

At this point, the example identifies essential phrases in the responses and assigns specific codes to these phrases. These codes will help categorise the data more efficiently.

Question: Do you feel Servicetube's organisational culture encourages open communication and transparency?

Response: Servicetube's organisational culture encourages open communication and transparency because it fosters a supportive environment where feedback is welcomed and information is shared openly.

- **Codes:**

- **Supportive environment:** The culture is supportive, fostering open communication.
- **Welcoming feedback:** Feedback is actively encouraged.
- **Open information sharing:** Information is shared openly and transparently.

Question: How does The Servicetube impact your sense of belonging and loyalty to the company?

Response: The Servicetube impacts my sense of belonging and loyalty by fostering an inclusive environment where my contributions are valued and my professional growth is supported. This sense of being part of a team with common goals and values strengthens my loyalty to the company.

- **Codes:**

- **Inclusive environment:** The company fosters inclusivity.
- **Valuing contributions:** Employee contributions are valued.
- **Supporting professional growth:** The company supports employee growth.
- **Strengthened loyalty:** The employee's loyalty is increased due to these factors.
- **Common goals and values:** Shared goals and values enhance belonging.

Question: Can you explain how The Servicetube's cultural practices (e.g., rituals, traditions, events) influence your motivation?

Response: The Servicetube's cultural practices, such as team-building events, recognition ceremonies, and regular feedback sessions, significantly influence my motivation. These practices create a sense of community, celebrate achievements, and keep me engaged and motivated by making work both rewarding and enjoyable.

- **Codes:**

- **Team-building events:** Specific practices like team-building influence motivation.
- **Recognition ceremonies:** Formal recognition of achievements.
- **Regular feedback sessions:** Ongoing feedback is part of the culture.
- **Sense of community:** These practices build community.
- **Celebrating achievements:** Achievement celebration boosts motivation.
- **Engagement and enjoyment:** The work environment is engaging and enjoyable

Codes

Themes

<i>Supportive environment, Welcoming feedback, Open information sharing</i>	Open Communication and Transparency
<i>Inclusive environment, valuing contributions, supporting professional growth, Strengthened loyalty, Common goals and values</i>	Sense of Belonging and Loyalty
<i>team-building events, Recognition ceremonies, Regular feedback sessions, Sense of community, Celebrating achievements, Engagement and enjoyment</i>	Motivation through Cultural Practices

Step 3: Generating Themes After coding, the next step involved reviewing the codes to identify patterns and develop broader themes that encapsulate the key elements of Servicetube’s organisational culture. The following themes were generated:

Recognition and Value: This theme combines codes related to employees feeling valued and recognised for their contributions, positively impacting their motivation and loyalty to the company.

Cultural Alignment: This theme reflects the alignment between the company’s and employees’ personal values, contributing to job satisfaction and a strong sense of belonging.

Communication and Transparency: This theme encompasses the importance of open communication and transparency within the organisation, which fosters employee trust and collaboration.

Leadership and Integrity: This theme highlights the role of leadership in upholding and promoting the company’s core values, particularly integrity and teamwork, which are crucial to maintaining a positive organisational culture.

Step 4: Reviewing Themes

Finally, the themes should be reviewed to ensure they accurately represent the data and help understand the impact of Servicetube’s organisational culture.

- **Open Communication and Transparency:** This theme encompasses how Servicetube fosters a supportive environment where feedback is encouraged and information is shared transparently, contributing to open communication.
- **Sense of Belonging and Loyalty:** This theme reflects how Servicetube's inclusive practices, recognition of contributions, and support for professional growth strengthen employees' loyalty and sense of belonging.
- **MotivatiocontributesCultural Practices:** This theme captures how cultural practices like team-building events, recognition ceremonies, and regular feedback contribute to employee motivation by creating a sense of community, celebrating achievements, and making work engaging and enjoyable.

These themes provide a comprehensive view of how Servicetube's organisational culture influences open communication, loyalty, and motivation among its employees.

Step 4: After careful review, the themes were found to accurately represent the data and provide valuable insights into the influence of Servicetube's organisational culture on employee motivation. This involved revisiting the survey responses to verify the relevance and coherence of each theme. The robust themes demonstrated clear connections to the coded data and consistent response patterns.

Step 5: Defining and Naming Themes The final list of themes was defined and named to reflect their core meanings. The following are the defined themes:

Recognition and Value: This theme highlights the importance of employees feeling that their contributions are recognised and valued, enhancing their motivation and commitment to the company.

Cultural Alignment: This theme addresses the alignment between employees' values and the company's organisational culture, leading to a strong sense of belonging and job satisfaction.

Communication and Transparency: This theme emphasises the role of open communication and transparency in fostering a collaborative and trustworthy work environment.

Leadership and Integrity: This theme focuses on leadership's influence in promoting integrity, teamwork, and upholding the company's values, which are critical to maintaining a positive organisational culture.

Step 6: Writing Up

The thematic analysis reveals that Servicetube's organisational culture significantly and positively influences employee motivation and satisfaction. The survey responses indicate that employees feel valued and recognised, which is crucial for fostering a motivated workforce. The alignment between the company's and employees' values also contributes to a strong sense of belonging and loyalty, reinforcing job satisfaction.

Moreover, the emphasis on open communication and transparency within the organisation supports a collaborative environment where employees can trust and rely on each other. Leadership at Servicetube plays a vital role in upholding these values, particularly integrity and teamwork, which are integral to the company's culture. The consistency between what the leadership espouses and what is practised within the organisation strengthens employees' underlying beliefs, enhancing overall motivation and satisfaction.

Conclusion: Upon examination of Servicetube's organisational culture, the company closely reflects Edgar Schein's Organizational Culture Triangle, particularly its underlying assumptions and espoused values. The significant impact of these cultural characteristics on employee motivation and satisfaction underscores the crucial role of a cohesive and nurturing organisational culture. Servicetube's leadership has skilfully cultivated an environment where employees feel valued, supported, and aligned with the company's values, resulting in a motivated and committed workforce.

Chapter 5: Conclusions, Limitations, and Recommendations

5.1 Introduction

This chapter presents a comprehensive overview of the research findings, reflecting on the primary research objectives and the central research problem. It consolidates the outcomes, emphasises the study's unique contributions, and acknowledges its limitations. Finally, it offers recommendations for future research and organisational practice.

5.2 Conclusions on Research Objectives and Propositions

This research explored how Servicetube's organisational culture impacts employee motivation, satisfaction, and retention. It focused on the roles of communication and leadership and the alignment between employees' values and the company's stated values.

Impact on Motivation and Satisfaction: The findings indicate that Servicetube's organisational culture is critical in enhancing employee motivation and satisfaction. The company's commitment to integrity, teamwork, and transparency resonates with employees, fostering a strong sense of belonging and dedication. Through thematic analysis, it was evident that employees feel recognised and appreciated for their contributions, significantly boosting their motivation and satisfaction.

Role of Leadership and Communication: Leadership and communication emerged as vital components of Servicetube's culture. Employees consistently pointed out that the company's transparency and the active role of leadership in promoting core values are central to creating a positive work environment. This highlights the importance of aligning leadership behaviour and communication practices with the organisation's core values, contributing to a cohesive and motivated workforce.

Value Alignment: The research further revealed a strong alignment between employees and the company's values. This alignment is a crucial driver of job satisfaction and loyalty, ensuring that employees find their work meaningful and consistent with their personal beliefs.

5.3 Conclusions on the Research Problem

The central research problem focused on understanding how Servicetube's organisational culture influences employee behaviour, particularly motivation, satisfaction, and retention. The study's findings demonstrate that a well-aligned and supportive organisational culture positively impacts these areas. Servicetube's culture, characterised by integrity, teamwork, transparency, and strong leadership, fosters a workplace where employees feel valued and motivated, leading to higher levels of job satisfaction and loyalty, essential for employee retention.

5.4 Summary of Research Findings and Outcomes

Several key findings emerged from this research:

- **Positive Cultural Impact:** Servicetube's organisational culture has a notable positive effect on employee motivation, satisfaction, and retention.
- **Critical Role of Leadership and Communication:** Effective leadership and transparent communication are pivotal in sustaining a positive work environment at Servicetube.
- **Alignment of Values:** The alignment between the company's values and those of its employees is substantial, contributing to a heightened sense of belonging and loyalty.
- **Employee Recognition:** Employees feel their efforts are recognised and valued, which is a significant factor in their motivation and job satisfaction.

These findings suggest that Servicetube's organisational culture is aligned with its employees' values and is instrumental in fostering a motivated and loyal workforce.

5.5 Original Contribution of the Research

This research offers several contributions to the fields of management and academia:

- **Theoretical Contribution:** By applying Edgar Schein's Organizational Culture Triangle to analyse Servicetube's culture, the research provides empirical evidence supporting Schein's model and its relevance in contemporary organisational settings.
- **Practical Implications:** The study offers valuable insights for management practice, particularly highlighting the importance of value alignment, leadership, and communication in fostering a positive organisational culture.

- **Scholarly Impact:** The research contributes to the academic discourse on organisational culture by offering a detailed thematic analysis of how specific cultural elements influence employee behaviour, providing a foundation for future studies.

5.6 Limitations of the Research

While this research provides valuable insights, it is essential to acknowledge its limitations:

- **Sample Size:** The study involved a relatively small sample of 30 employees, which may limit the generalizability of the findings. A larger sample could provide more comprehensive insights.
- **Subjectivity in Analysis:** While systematic, thematic analysis involves a degree of subjectivity, which could lead to variations in interpretation. Different researchers might derive different themes from the same data.
- **Time Constraints:** The research was conducted over a limited time frame, potentially restricting the depth of analysis. A longitudinal study could offer a more nuanced understanding of the long-term effects of organisational culture on employee behaviour.

5.7 Recommendations and Areas for Future Research

Based on the findings and limitations, the following recommendations are proposed for future research and organisational practice:

- **Broaden the Scope:** Future research should include a more extensive and diverse sample to enhance the generalizability of the findings. Including participants from different departments or organisational levels could offer a more holistic view of the culture's impact.
- **Longitudinal Research:** Conducting longitudinal studies would provide insights into the long-term effects of Servicetube's organisational culture on employee motivation, satisfaction, and retention.
- **Explore Additional Variables:** Further studies could explore additional variables, such as organisational change or external factors, that might influence the relationship between culture and employee behaviour.
- **Enhance Feedback Mechanisms:** Servicetube could strengthen its feedback mechanisms to ensure its culture remains aligned with its workforce's evolving needs and expectations.

5.8 Summary of Chapter 5

The text provides an in-depth analysis of research findings on Servicetube, highlighting the substantial influence of a well-aligned organizational culture on employee motivation and retention. The findings indicate that when Servicetube's culture is in harmony with the values and needs of its employees, it notably enhances their motivation and overall job satisfaction. This alignment fosters a strong sense of belonging and purpose among employees, subsequently enhancing their commitment to the company and reducing turnover rates, which are vital for Servicetube to maintain a productive and engaged workforce within a competitive market.

From a managerial perspective, the research underscores the significance of nurturing an organizational culture at Servicetube that resonates with employees at all levels. Managers and leaders within the company must be cognizant of the cultural signals they emit, as these can profoundly impact how employees perceive their roles and place within the organization. Servicetube should promote a culture of integrity, teamwork, and open communication to support employee satisfaction and drive productivity. A misaligned culture can lead to disengagement, reduced productivity, and high turnover, impacting the company's success.

Furthermore, this study makes a substantial contribution to academic research by meticulously examining the relationship between organizational culture and employee behaviour within the context of Servicetube. The findings from this research undeniably provide a foundation for future investigations, especially in examining how diverse cultural aspects, such as leadership approaches, communication methods, and values, undeniably impact employee outcomes in comparable institutions. Additionally, this research opens avenues for further investigation into the specific mechanisms through which organizational culture at Servicetube influences motivation and retention, offering opportunities to develop more targeted strategies for improving workplace dynamics.

Nevertheless, the study has its limitations. One limitation pertains to the potential bias introduced by the specific context of Servicetube, which may not be generalizable to other settings. Additionally, the research relied heavily on self-

reported data from Servicetube employees, which can be subject to bias and may not fully capture the complexities of organizational culture and its effects. Future research could benefit from a more diverse sample and mixed methods to gain a more nuanced understanding of these issues.

Despite these limitations, the research significantly contributes to understanding how Servicetube's organizational culture impacts employee behaviour. Through an emphasis on cultural alignment, this study offers practical recommendations for Servicetube's managers to cultivate a positive and motivating work environment. Furthermore, it establishes a foundational framework for future research to illuminate the influence of culture on employee experiences and outcomes within Servicetube and analogous organizations.

In summary, this chapter has synthesized the research findings, addressed the core research problem, and discussed the original contributions and limitations of the study within the context of Servicetube. The insights gained have important implications for management practice and academic research, offering a valuable foundation for future studies on the relationship between organizational culture and employee behaviour, particularly in organizations similar to Servicetube.

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Appendix

Questionnaire:

Ten open-ended questions are designed to explore how organisational culture influences employee motivation at The Servicetube. Five of these questions can be answered with yes or no, with the option to explain why:

1. **Does Servicetube's organisational culture make you feel valued as an employee?** Yes/No. Please explain why.
2. **Do you believe the company's values and beliefs align with yours?** Yes/No. Please explain why.
3. **Do you feel The Servicetube's organisational culture encourages open communication and transparency?** Yes/No. Please explain why.
4. **Does the leadership at The Servicetube actively promote and uphold the company's core values?** Yes/No. Please explain why.
5. **Do you think that The Servicetube's organisational culture has a positive impact on your motivation?** Yes/No. Please explain why.
6. **Can you describe the core values and beliefs that define Servicetube's organisational culture?**
7. **How do these core values and beliefs influence your daily work and motivation?**
8. **How does The Servicetube impact your sense of belonging and loyalty to the company?**
9. **Can you explain how The Servicetube's cultural practices (e.g., rituals, traditions, events) influence your motivation?**
10. **In what ways does Servicetube's leadership communicate and reinforce the organisational culture?**

Answers 4

1. Does Servicetube's organisational culture make you feel valued as an employee?

Servicetube's organisational culture makes me feel valued as an employee because it promotes collaboration, recognises individual contributions, and provides growth opportunities.

2. Do you believe the company's values and beliefs align with yours?

Yes, I believe the company's values and beliefs align with mine because they emphasise integrity, innovation, and a solid commitment to teamwork.

3. Do you feel Servicetube's organisational culture encourages open communication and transparency? Servicetube's organisational culture encourages open communication and transparency because it fosters a supportive environment where feedback is welcomed and information is shared openly.

4. Does the leadership at The Servicetube actively promote and uphold the company's core values? Yes, the leadership at Servicetube actively promotes and upholds the company's core values by consistently modelling them in decision-making processes and fostering a work environment that reinforces these principles across all levels of the organisation.

5. Do you think that Servicetube's organisational culture has a positive impact on your motivation? Servicetube's organisational culture positively impacts my motivation because it values employee contributions, fosters a collaborative environment, and recognises achievements, all of which inspire me to perform at my best.

6. Can you describe the core values and beliefs that define Servicetube's organisational culture? Servicetube's core values and beliefs include integrity, innovation, teamwork, and customer focus. These principles guide decision-making, encourage collaboration, and ensure that the company consistently delivers high-quality service.

7. How do these core values and beliefs influence your daily work and motivation? These core values and beliefs influence my daily work and motivation by providing clear guidelines for decision-making, encouraging collaboration with

my team, and reminding me of the importance of delivering high-quality service. They keep me focused, aligned with the company's mission, and motivated to contribute positively every day.

8. How does Servicetube impact your sense of belonging and loyalty to the company? Servicetube impacts my sense of belonging and loyalty by fostering an inclusive environment where my contributions are valued, and my professional growth is supported. This sense of being part of a team with common goals and values strengthens my loyalty to the company.

9. Can you explain how The Servicetube's cultural practices (e.g., rituals, traditions, events) influence your motivation? Servicetube's cultural practices, such as team-building events, recognition ceremonies, and regular feedback sessions, have significantly influenced my motivation. These practices create a sense of community, celebrate achievements, and keep me engaged and motivated by making work both rewarding and enjoyable.

10. In what ways does Servicetube's leadership communicate and reinforce the organisational culture?

Serviketube's cultural practices, such as team-building events, recognition ceremonies, and regular feedback sessions, have significantly influenced my motivation. These practices create a sense of community, celebrate achievements, and keep me engaged and motivated by making work both rewarding and enjoyable.

Teodora Ivanova

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications”. As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the “principal researcher”.

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity.
Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Miroslava Andreeva Georgieva			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☒	Taught Postgraduate Student	☐	Postgraduate Research Student
3	Institute/Academic Discipline/Centre:	University of Wales Trinity Saint David			

4	Campus:	London
5	E-mail address:	2112588@student.uwtsd.ac.uk
6	Contact Telephone Number:	07756210001
<i>For students:</i>		
7	Student Number:	2112588
8	Programme of Study:	Bachelor of Arts, Business Management (BABMGSH-LI)
9	Director of Studies/Supervisor:	Amandeep Sahota

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐
					Date
2	If Yes, please indicate source of approval (and date where known): Approval in principle must be obtained from the relevant source prior to seeking ethical approval	Research Degrees Committee	☒		
		Institute Research Committee	☒		
		Other (write in)	☐		

SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.	
1	<u>UWTSD Research Ethics & Integrity Code of Practice</u>	☒
2	<u>UWTSD Research Data Management Policy</u>	☒
3	<i>[List any other relevant documents here]</i>	☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution					
2	Contact person name					
3	Contact person e-mail address					
4	Is your research externally funded?	YES	☐	NO	☒	
5	Are you in receipt of a KESS scholarship?	YES	☐	NO	☒	
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	☐	NO	☒
7		Employed	YES	☐	NO	☒
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership	If YES then the permission question below does not need	YES	☐	NO	☒

	(APLP)?	to be answered.				
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	YES	☐	NO	☒

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES	☐	NO	☒
	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).				

SECTION E: Details of Research Activity

1	Indicative title:	How Does the Organizational Culture Affect the Motivation of Employees?			
2	Proposed start date:	01/08/2024	Proposed end date:	15/08/2024	
	Introduction to the Research (maximum 300 words per section) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how <u>Existing Research</u> has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i>				
3	Purpose of Research Activity This study delves into the influence of organisational culture on employee motivation, ultimately shaping individual performance and contributing to the organisation's overall sustainability.				

	(this box should expand as you type)
4	Research Question 1. What are the main challenges Servicetube faces in improving employee engagement regarding the company's organisational culture? 2. What strategies can Servicetube use to improve communication tools and employee motivation? 3. How does Servicetube plan to address issues related to employee development in the workplace and build long-lasting partnerships? (this box should expand as you type)
5	Aims of Research Activity This research aims to investigate how organisational culture is related to employee motivation, which in turn impacts individual performance and the organisation's long-term viability. (this box should expand as you type)
6	Objectives of Research Activity To analyse Servicetube's challenges and opportunities to improve decision-making, productivity, innovation, and employee engagement for a competitive edge. To explore practical strategies that can help design customised communication tools. The aim is to increase awareness and understanding of the company's information and benefits among stakeholders.

	A strong workplace culture is instrumental in achieving a company's objectives and outcomes. It fosters long-lasting partnerships and sustainable development. To enhance outcomes, a Results Pyramid can help a company analyse employee attitudes and experiences by tracing the path from employee experience to motivation, beliefs, actions, and overall success. (this box should expand as you type)
	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should instead describe how you intend to collect the data necessary for you to complete your project.
7	In summary, this research employs a grounded theory methodology with a case study strategy, using purposive sampling to select participants. Data will be collected primarily through structured questionnaires sent via email. The data will be interpreted using thematic analysis to draw comprehensive and meaningful conclusions about Servicetube's organisational culture and its impact on employee motivation. Ensuring ethical standards throughout the research process is a priority, with participant consent, confidentiality, and privacy paramount. This systematic and thorough approach is designed to provide deep insights and valuable theoretical contributions to understanding organisational culture and employee motivation within Servicetube. (this box should expand as you type)
	Location of research activity Identify all locations where research activity will take place.
8	(this box should expand as you type) The research activity will be carried out through the distribution of questionnaires via WhatsApp and LinkedIn emails

	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.
x x cc c c9	(this box should expand as you type)

10	Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	☒
		YES	☐
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. (this box should expand as you type)		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	YES	NO
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
M e e e	If YES to any of the above, please give details:		

ess19	
	(this box should expand as you type)

SECTION F: Scope of Research Activity

	Will the research activity include:	YES	NO
1	Use of a questionnaire or similar research instrument?	☒	☐
2	Use of interviews?	☐	☒
3	Use of focus groups?	☒	☐
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.	☐	☒
	Details of any other primary data collection method: (this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

Who are the intended participants:		YES	NO
1	Students or staff at the University?	☐	☐
2	Adults (over the age of 18 and competent to give consent)?	☒	☐
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.		
	Details of any other participant groups: (this box should expand as you type)	☐	☒

Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?		
10	How many participants are expected?	30 (this box should expand as you type)
11	Who will the participants be?	Questionnaires will be distributed electronically to employees through LinkedIn profiles, WhatsApp, and email. This approach ensures broad reach and ease of participation, allowing employees to respond conveniently. (this box should expand as you type)

12	How will you identify the participants?	The research employs purposive sampling to select participants, targeting individuals with relevant expertise and experience related to Servicetube's organisational culture and employee motivation. Purposive sampling is chosen to identify individuals who can provide detailed and meaningful information. <i>(this box should expand as you type)</i>
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	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐
14	Will you tell participants that their participation is voluntary?	☒	☐	☐
15	Will you obtain written consent for participation?	☒	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☒	☐	☐
17	If the research is observational, will you ask participants for their consent to being observed?	☒	☐	☐
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	☐
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☒	☐	☐
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☒	☐	☐
22	If NO to any of above questions, please give an explanation			
	<i>(this box should expand as you type)</i>			

	Information for participants:	YES	NO	N/A
24	Will participants be paid?	☐	☒	☐
25	Is specialist electrical or other equipment to be used with participants?	☐	☒	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
28	If YES to any question, please provide full details			

	(this box should expand as you type)
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SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	☐
		No	☒
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Risk to participants: (this box should expand as you type)	How you will mitigate the risk to participants: (this box should expand as you type)	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project,		

	it may need to be disclosed to the proper authorities	
	(this box should expand as you type)	
4	Risks to the investigator For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: Survey participants may face risks like emotional distress, physical harm, and conflicts of interest, particularly when disclosing sensitive personal information, necessitating strict ethical measures to ensure their safety. (this box should expand as you type)	How you will mitigate the risk to the investigator: To mitigate risks to the investigator, meetings were conducted in secure or virtual environments, with confidentiality strictly maintained and clear communication ensuring participants' informed consent. Questions were carefully selected to avoid offending or instilling a sense of difference or inferiority among participants. The survey included non-stressful and non-intrusive questions, with participants informed they could skip any questions that made them uncomfortable. Adherence to ethical guidelines protected the investigator's integrity (this box should expand as you type)
5	University/institutional risks For example: adverse publicity, financial loss, data protection	
	Risk to the University: The research entails risks such as physical harm, emotional distress from dealing with challenging participants or sensitive issues, and potential accusations of harm or misconduct. Additionally, there are risks of conflicts of interest and possible legal or ethical breaches.	How you will mitigate the risk to the University: Mitigation strategies employed involve conducting research in secure settings, adhering to health protocols, undergoing training in managing distress, upholding clear communication and professional boundaries, and complying with ethical and legal standards.

	(this box should expand as you type)	(this box should expand as you type)
6	Environmental risks For example: accidental spillage of pollutants, damage to local ecosystems	
	Risk to the environment: Environmental risks involve waste generation from paper surveys, resource consumption from travel, and energy use. (this box should expand as you type)	How you will mitigate the risk to environment: Mitigation strategies include encouraging digital surveys and promoting remote data collection to minimise the environmental impact of research. (this box should expand as you type)

	Disclosure and Barring Service			
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
7	Does your research require you to hold a current DBS Certificate?	☐	☒	☐
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	Participants will receive a summary of the research findings, an acknowledgment of their contribution, and information on the research's impact and potential applications via a short written report sent through email. They will have the right to be informed and receive up-to-date information on any related issues.

	(this box should expand as you type)
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	All participants provided informed consent, outlining the study's purpose, their voluntary participation, and their right to withdraw at any time. (this box should expand as you type)
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	Participant personal data, such as names and phone numbers, were intentionally avoided to prevent tracing specific individuals. (this box should expand as you type)

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 “GDPR” and the Data Protection Act 2018 “DPA”)?	YES	NO
1	“Personal data” means any information relating to an identified or identifiable natural person (‘data subject’). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☐	☐
	If YES, provide a description of the data and explain why this data needs to be collected:		
2			

	(this box should expand as you type)		
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	“Special category data” means sensitive personal data consisting of information as to the data subjects’ – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☐
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	(this box should expand as you type)		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?	☐	☒
6	University computers?	☐	☒
7	Private company computers?	☐	☒
8	Home or other personal computers?	☒	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☒	☐
10	“Cloud” storage or websites?	☐	☒
11	Other – specify:	☐	☐
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	(this box should expand as you type)		

Data Protection

	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?	☐	☒
14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☐	☒
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	(this box should expand as you type)		
22	List all who will have access to the data generated by the research activity:		
	Miroslava Georgieva (this box should expand as you type)		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	Miroslava Georgieva (this box should expand as you type)		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		
	The data is securely stored on a personal computer for a minimum of 1 year, and access is restricted to the owner via a password. (this box should expand as you type)		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwt.ac.uk/). If so please explain. (Most relevant to academic staff)		
	(this box should expand as you type)		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwt.ac.uk/library/research-data-management/)	YES	☒

27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒
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SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:	Miroslava Georgiea	Date: 30/07/2024

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Amandeep Sahota	Date:
3	Signature:		

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		Date:
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☐	I have read the guidance notes supplied before completing the form.
☐	I have completed ALL RELEVANT sections of the form in full.
☐	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT

☐	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☐	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS AND STAFF ONLY	
All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name. You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.	
STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.	

This form is available electronically from the Academic Office web pages:

<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>

DECLARATION

I, Miroslava Georgieva, affirm that this dissertation is my original work and has not previously been submitted, in whole or in part, for the fulfilment of any degree.

Data: 30/08/2024

Name: Miroslava Georgieva