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How Culture Impacts Employee Motivation

By

Maria Patista

Supervised by: Daina Nicolaou

University of Cyprus

Department of Business and Public Administration

MScHRM Program

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How Culture Impacts Employee Motivation

Maria Patista*

Abstract: This study aims to explore and identify the effect of organizational culture on employee motivation. The 95 participants of the study consisted of employees working in private organisations in Cyprus from top management to operational level employees to gain a wider understanding of the culture in the business. The collected data was analysed with ANOVA and correlations. The findings indicated that organizational culture significantly influenced employee motivation, with each cultural factor having a different impact.

Keywords: organisational culture, motivation, employees, survey

*Postgraduate Student in Department of Business and Public Administration

Introduction:

Every organization operates in a way that is distinctive and this distinction is what characterizes each company. According to Schein (2009) organizational culture is defined as how an organization functions in relation to its beliefs, values, and presumptions. To a significant extent, an organization's culture impacts the performance of the individuals who work there, and thus the performance of the organization as a whole and is essential in all aspects of organizational life. The ideas, meanings, and beliefs of a cultural nature influence how employees in a firm think, feel, value and act, even in those organizations where cultural consequence receives little acknowledged emphasis. Organizational culture also demonstrates how your business operates, including how tasks are completed, how people interact, and how employees view their jobs and the outside world. It dictates how and if they achieve their goals or key performance indicators (KPIs), thus it's critical to ensure that the way they work supports, rather than inhibits, what they aim to achieve. By creating an organizational culture that meets their demands, they will position the organization to achieve these objectives.

As the goal of each organization is to prevail, prosper, and achieve something much broader and bigger than just survival, a company must build and sustain the correct type of culture in order to nourish their employee motivation. Organizations with weak organizational cultures rely more on rule and regulation enforcement to ensure the persuasion of their aims. This means that employees follow organizational standards out of fear of unfavorable repercussions, rather than because they enjoy their jobs. Extrinsic motivators are another strategy these organizations employ to motivate staff to work toward shared objectives. Extrinsic motivators are utilized to maintain employees' enthusiasm for their work and motivation to perform effectively. Reward systems are also used by companies with weak organizational cultures to encourage their staff to act in a certain way. Modern research has shown that these traditional methods of motivation, like pay incentives and extrinsic rewards, are ineffective. Instead, intrinsic motivators have a great impact on the motivation of individuals in the workplace. The critical point about motivation is that without it, employees become inefficient and costly. Consequently, it can be said that motivation is crucial for both the individual and the business. Individuals gain from motivation because it aids in self-development and the achievement of personal goals. Businesses, on the other hand, benefit since motivated employees create a team that is empowered, optimistic, adaptive, and successful, all of which might potentially boost an organization's efficacy and success.

Taking all of these into consideration, organizations need to identify the right tools for employee motivation and organizational fit.

The purpose of this research is to explore and identify the effect of organizational culture on employee motivation. The five cultural factors discovered by Hofstede (1985) uncertainty avoidance, individualism, masculinity, power distance and long-term orientation are used in this study to demonstrate how they affect employee motivation. Accordingly, Herzberg's theory of motivation (1959) is used to measure employee motivation in the workplace.

Literature Review:

1.Culture:

1.1. Definitions

Possibly the most frequently used definition of culture is "the way we do things around here" (Lundy & Cowling, 1996). Conforming to Sunarsi and Yuliani, (2019), the culture of an organization is defined as a group of people who have the same beliefs, goals, and values, which can be measured in terms of the impact they have on motivation. While Hofstede (2012) distinguish culture as the combination of ideas of people's mind in an organization that differentiates one group from another and it is a system in which members of a company can relate to their work, each other, and the outside world.

1.2. Organizational Culture Assessment Instrument (OCAI)

A different kind of empirical research and the first of such kind had been conducted aiming to study organizational culture as a background of human resource management in Latvia. The purpose of Barbars, L. D. A., & Dubkevics, L. (2010) paper is to examine the organizational culture theories and investigate how an effective organization is by using questionnaires for the evaluation of the organizational culture. The main measure used for the organizational culture was the Organizational Culture Assessment Instrument (OCAI) by K. Cameron and R. Quinn. The four basic types of organizational culture are firstly Clan, which is a company that is worried about the well-being of its employees and their personal and career development. The next is adhocracy, which is the culture that focuses on the evolution of the company through innovation and encourages risk-taking. Another type is a

hierarchy, which is the kind of culture that focuses on stability and predictability, which are attained with rules and regulations, and lastly, the market, which is characterized by competitive spirit, goals, achievement orientation, and strong and challenging leadership.

1.3. Hofstede's cultural dimensions

There are various theories and methods that have been developed to explain cultural differences and how they affect the workplace. The most significant work was done by Geert Hofstede, who was primarily concerned with clustering countries based on work-related value dimensions. Hofstede's (2012) research included more than 100,000 employees in 53 countries and detected 5 dimensions that can categorize and compare cultures. Power distance is the first dimension that shows the extent to which the less powerful members of a society accept and expect that power in an institution or organization is distributed unequally and there is deferential to figures of authority. Basically, is the wide gap between the rich and powerful people with the poor and not powerful ones. In an organization, subordinates accept and respect the positions of their inferior, and there is limited participation in the decision-making process. Furthermore, they have an autocratic leadership style, which means employees are unlikely to approach their bosses and disagree with them on an issue directly. In contrast, in low power distance organizations, they believe that everybody is equal, they expect to participate in decisions that affect them, and they can easily go to their boss's office and discuss if they do not agree with his/her decision.

The next dimension is Uncertainty Avoidance. It expresses the extent to which the members of a culture feel uncomfortable and threatened with uncertainty and unknown situations and how they adapt to diminish the effect of these situations. This can happen with tools such as the creation of formal rules, greater career stability, intolerance of certain behaviours, etc. Low uncertainty avoidance societies are more risk-taking, have a lot of new businesses and people leave easily their companies to chase a better position for their career. Its opposite pole, high uncertainty avoidance societies, consists of people that stay within the company they started with and prefer stability and security. For organizations, the variations in uncertainty avoidance are hard to deal with, as they indicate differences in how members perceive and act upon occasions and threats they encountered with.

Individualism, the third dimension, is the tendency of people in a group to behave as individuals instead of participants of groups and are most likely to look after themselves and their immediate family. In individualistic countries, there is greater employment mobility since

individuals look after their personal interests, while in collectivist cultures, there is a greater emphasis on belonging instead of personal initiative. Individuals expect relatives, communities, and other groups to care for them and support them in exchange for their loyalty. Therefore, in a collectivistic culture individual initiatives are not strongly valued, and group decisions are superior to individual ones. Another dimension is Masculinity which represents the extent to which masculine values overcome feminine values. In masculine societies, gender roles are clearly separate. Men are expected to have assertiveness, be tough, and be more concentrated on material success. Emphasis is given to doing and achieving instead of thinking and examining. On the other side, women and femininity mean the tendency to be more tender and concerned with the quality of life. They care more about relationships and simplicity, they give attention to the weak, are people-orientation predominates, and status is not very valuable. Lastly, long-term Orientation societies, are more focused on future rewards, such as persistence and thrift, and are more flexible towards change. They are characterized by a dynamic mindset toward the future and relationships are considered valuable to them, leading them to lean towards long-term relationships. While a society that scores high in the short-term orientation is more likely to be characterized by a great concern about results now and low punctuality. Stability is crucial for them, which leads them to maintain a fixed mindset. Of utmost importance is respect for tradition, thus they don't prepare for the future. (Hofstede and Bond, 1988).

1.4. Culture in Cyprus

In research by Stavrou, E., & Eisenberg, J. (2006), the culture of Cyprus organizations was assessed and defined, having as base Hofstede's cultural dimensions. They proved that Cyprus scores high in power distance which means that in companies there is a high formal hierarchy, there is limited participation of employees in decision-making and are most likely to view participative management with dread. Hence, managers in Cyprus should be extra careful with participative management practices without having any training.

Cyprus belongs to the high uncertainty avoidance category. Cypriot people have the tendency to react to uncertainty by having a hierarchy and adding high formalization, as they feel uneasy without having a system to count to. There is a high need for clarity of policies, procedures, and plans. Thus, they are not drawn to flexible arrangements that allow innovation and creativity. They choose stability and security, which explains why they stay at their company for a lot of years. In the individualistic/collectivist dimension, Cyprus is more

of a collectivistic country. When a company recruits a person, they do not employ just a human being, but an individual who belongs to a group. Even though the interest of the group might not constantly correspond with their own interest, the member will support the interest of the group. In Cypriot culture, they often prefer to hire relatives, either of the employer or other persons working in the organization. In this way, they reduce the risks as most probably the relative person knows how the organization works and they won't be disappointed or choose to leave anytime soon. Moreover, families will worry about the progress of their person and help him/her to correct any misbehaviour that may appear. The masculine side of Cyprus overpowers the feminine. Employees have as their main purpose to advance their careers, by having good performance and by earning recognition from their supervisors. There is a huge separation between the roles men are expected to play, which are the leading roles and more tough staff, and women in more caring roles. Furthermore, Cyprus is a more long-term-oriented culture. It is characterized by patience, persistence, deep respect for elders and ancestors, and a sense of duty. People in this country don't change jobs as they prefer stability and stay in their job as long as possible. They want to ensure the inheritance of their children and provide them with a good future.

2. Motivation:

2.1. The significance of workplace motivation

According to Ganta (2014), workplace motivation has been a crucial issue in all organizations and if it's not given the necessary attention and applied appropriately it negatively affects the performance of employees. The purpose of this paper is to highlight the importance of employee motivation to improve the productivity and performance of personnel. Motivated employees are more likely to have higher productivity, and creativity and perform a higher quality of work. On the other hand, people who are not motivated to work, spend little to no effort in the completion and quality of their tasks which results in lower quality of work and lower organizational performance. They tend to avoid the workplace as much as they can and will leave the organization when they are faced with another opportunity. Thus, employers need to know the needs of their people and use personalized tactics to motivate each employee, based on their personal needs.

Amabile (1993) also supported that motivation is crucial for the survival of the company since driven employees are the pillars of a thriving organization. Thus, both leaders and managers of every company must learn how to recognize and efficiently deal with their employee's motivation. Additionally, she supports that unmotivated members will

probably put little effort into their jobs and duties, will try to stay away from the workplace as much as possible, and perform low-quality jobs. While employees who are motivated enough can help the organization to flourish and be more competitive in fast-changing workplaces.

Another research by Obiekwe (2016) showed the effect of different types of employee motivation in an organization. It provides insights into what motivates a person to work better for the overall prosperity of the company and to figure out what employees feel about their job or how they perceive it. The results imply that employees can be both extrinsically and intrinsically motivated to perform at their best. For an organization to intrinsically motivate its employees, it needs to have five job characteristics which are task importance, task identity, autonomy, skill variety, and feedback. On the other hand, to motivate employees extrinsically, it needs to have a high commitment to supervisors and peers, job security, and salary.

2.2. Herzberg's motivator-hygiene theory

Motivation has a lot of theories, on how to motivate members and effectively reward them for their efforts. One of these theories is Herzberg's (1966) motivator-hygiene theory, which has been one of the most dominant in recent years. The distinction between intrinsic and extrinsic motivation was initially made by Herzberg, and this distinction has clarified and helped to motivate individuals at work. Herzberg in order to identify which features impact the work environment and cause satisfaction or dissatisfaction to employees, investigated more than 203 engineers and accountants in the United States. This study takes into consideration the work environment, which contains external factors and is linked to employee dissatisfaction, as well as the work content, which consists of internal factors and is linked to satisfaction and motivation. The theory divides motivating factors into two categories: Motivator factors and Hygiene factors. Hygiene factors, also called extrinsic motivators, correspond to more tangible needs that exist in the lower levels of Maslow's hierarchy of needs. For instance:

Interpersonal relationships: The worker's interactions with peers, supervisors, and subordinates are the only ones included in this group of relationships. This includes interactions and social conversations in the office setting and during breaks that are work-related.

Salary: This encompasses all forms of compensation at one's workplace, such as wage or salary rises, unfulfilled wage or salary increase.

Company policy: This covers descriptions of a company's sufficient or inadequate organizational structure, as well as management rules and procedures. This aspect relates to the employee's experience with good or bad organizational policies. For instance, they might consist of inadequate policies and procedures, a lack of delegation of authority, and poor communication.

Supervision: Supervision is linked to the competency or ineptitude of the supervisor or supervision, as well as the fairness or injustice of the supervisor or supervision. This includes the supervisor's fairness, aptitude for their position, and readiness to delegate authority or impart expertise. To increase an employee's level of job satisfaction, it's critical that they have access to good supervision.

Working conditions: These elements include the physical environment of the job and whether or not there are adequate facilities. Working conditions may include the quantity of work, space, ventilation, tools, temperature, and safety. Employee satisfaction and pride are higher in a good workplace than in a bad one.

While the motivation factors, also called intrinsic motivators, impersonate fewer tangible needs and more emotional ones and are associated with the need for growth or self-fulfilment. These needs might fall outside of the traditional scope of what a workplace should provide, but they can be vital to high individual and team performance. They exist in the higher level of Maslow's hierarchy and include advancement, achievement, the work itself, personal growth, and recognition. An explanation of each of the motivation factors (Herzberg, 1966) is presented below:

Advancement: Employee's upward and positive status or position at work. A negative or neutral status at work is reflected as negative advancement.

Achievement: Positive achievement includes attaining a specific success, such as finishing a challenging task on time, overcoming a job-related challenge, or witnessing positive benefits from one's effort. Negative achievement entails failing to make progress at work or making poor decisions on the job.

The work itself: Employees react positively or negatively to the actual content of job responsibilities and assignments. Employee contentment or dissatisfaction in the workplace can be influenced by whether the job is too easy or too challenging, fascinating, or uninteresting.

Possibility for growth: Possibilities for growth are actual opportunities for a person to improve personally and advance in the profession. This promotes professional development by increasing opportunities to learn new skills, receive training in new techniques, and gain new professional knowledge.

Recognition: Positive recognition occurs when employees receive praise or awards for achieving specified job goals or producing high-quality work. While negative workplace recognition includes criticism and blame for the job done.

The existence of motivational factors can generate job satisfaction and their non-existence results in a lack of job satisfaction. Hence, having weak hygiene factors can result in job dissatisfaction, but better hygiene factors can decrease dissatisfaction, not produce job satisfaction. Herzberg himself, to make his theory effective and functioning in the work environment, recommended a basic principle, called job enrichment. It is related to warrant the satisfaction of employees' higher needs and then motivation, as long as the hygiene factors are satisfied.

3. Culture and Motivation:

3.1. Motivational factors linked with Hofstede's cultural dimensions

Conțiu, L. C. et al. (2012) studied employee motivation from a cultural perspective in the hospitality sector. They conducted a survey that tied motivational factors with Hofstede's four cultural dimensions to analyze the opinions and beliefs of employees in hospitality companies. The factors examined were motivation, positive and negative incentives, payment determination criteria, and various elements that can determine performance. Their results indicate that in a power distance culture, communication in the company is not facilitated, while in an individualistic culture the person as an individual is more valuable than the group, which leads to personal satisfaction and motivation is very important. Furthermore, feminine-oriented organizations concentrate on human relationships, support, good quality of life, and solidarity and are more motivated to develop innovative motivational practices, which will allow their people to have a better quality of life.

3.2. Entrepreneurial, autocratic, bureaucratic, and technocratic cultures

Sinha S. et al. (2010) emphasized as well in their study that culture has the potential to enhance managerial performance and motivational levels. To evaluate the impact of culture on the motivation of employees at the middle management level, they conducted

research based on two private sector companies in the manufacturing sector in India. The types of cultures used were entrepreneurial, autocratic, bureaucratic, and technocratic, with the results showing technocratic culture to have the strongest correlation and relationship with motivation and a negative and significant correlation between autocratic culture and role motivation. It also seems that entrepreneurial culture is a strong predictor of performance. The analysis indicates that when individuals feel pleased with their job roles and that they have support from the work environment, their performance is estimated to be enhanced.

Furthermore, in accordance with Yusof, H. et al. (2016) organizational culture is a factor that measures employee motivation in the private sector. This study investigates the relationship between organizational culture and the level of motivation, with a total of 260 respondents from the survey. The culture was categorized into 2 primary types which are supportive and bureaucratic culture. The outcome shows that both types of culture have a strong correlation with the levels of employee motivation which gives a better insight into the significance of culture and its impacts on employee motivation. Also, it justifies that for an increase in the motivation of employees, employers must implement the best culture they can in their companies, given that motivation places a very important role in the evolution of an organization.

3.3. The reason an employee works determines how well they work

Additionally, McGregor & Doshi (2015) surveyed over 20,000 workers around the world, examining 50 enormous companies with the scope to analyze how company culture shapes employee motivation in the workplace. The conclusion they came was that why an employee works determines how well they work. They found three motives that affect positively motivation and performance to a different degree each and are directly connected to the work itself. The first motive is “play”, which is when an employee is motivated by the work itself and works because they enjoy what they do. It is tied to the learning instinct, which consists of experimentation, curiosity, and discovering difficult problems. The next one is “purpose”, which is when the direct result of the work fits their personal identity and their morality. Basically, they work because they respect and value the impact their work has. For instance, a teacher has the aim to educate and empower the children, which is driven by her/his values and identification. Thirdly, the “potential” is when the result of the work enhances your potential. For instance, a teacher that has potential might complete her/his job because they have the motive to become a principal in the future.

On the other hand, the next indirect motives tend to reduce motivation. Firstly, forms of emotional pressure like peer pressure, fear, and shame. Acting under emotional pressure is when they act in a way or do something to avoid letting down themselves or others and they work because some external force endangers their identity. This motive is entirely distinct from the work itself. The second motive is not only distinct from the work itself, but also their identity. The factor is economic pressure, which is when an external influence makes them work, for example, they work to earn a certain reward or to prevent getting a punishment. Finally, when the motive is very far separated from their identity and the work itself that they can't recognize why they are working, it's called inertia. They can't explain why they work, but it is still a motive as they are still doing the job.

The last three indirect motives tend to decrease performance as employees are not thinking about the work. Instead, they are thinking about the reward, the disappointment, or why they are bothering to do it at all. That way they are distracted, and most probably they are not even concerned about their work and the quality of their result. They also found that companies most famous for their high-performing cultures maximize the good motives felt by their people while minimizing the bad ones. This is well-known as producing total motivation (ToMo). After that, they analyzed how much the components of the workplace (job design, how performance is reviewed, etc.) affect total motivation. For instance, how a role is designed affects total motivation. A poorly designed role leads to very low ToMo scores, while a well-designed role can score a ToMo very high as almost 50 points which is huge. They likewise studied the identity of organizations, including the mission and behavioral code, as well as the career ladder with the result that the system of evaluating people and leading the promotion, has the tendency to damage performance.

Methodology:

The research design for this study employed a quantitative survey method. The aim of this survey was to approach participants from top management to operational-level employees to gain a wider understanding of the culture in the business. The target demographic for this study included all employees working in private organizations in Cyprus. The sample size included 95 employees of the target population. The objective of this study is to find out how organizational culture impacts workplace motivation. The decision to focus on motivation was made because most organizations currently rank achieving and maintaining a high level of employee motivation as one of their top priorities. Organizational culture is a factor that plays a significant role in motivating employees and the importance of organizational culture as an organizational variable of analysis cannot be overemphasized. The collected data was analysed with ANOVA and the correlation between the cultural factors and motivation was examined along with their statistical significance at 95% confidence intervals. Moreover, pilot testing was conducted on the questionnaire to help us evaluate our methodology and make the necessary changes if needed.

The regression analysis has the research variables of work motivation (Y) as the dependent variable, where i consists of the dimensions mentioned below and organizational culture (X) as the independent variable. Also, e represents the regression residual or error term.

$$Y_i = a + X_i + e$$

The questionnaire contains 59 questions with three sections. The first part is focused on the demographic information of the respondents with items such as age, gender, educational level, working experience, and job level. The second section has elements related to organizational culture, precisely the five cultural dimensions of Hofstede's which are power distance, individualism, uncertainty avoidance, masculinity, and long-term orientation. The final section measuring motivation consisted of achievement, advancement, work itself, recognition, growth, company policy, relationship with peers, relationship with supervisors.

Table 1: Operationalisation Table

Variable	Dimensions	Scale
Demographics	<ul style="list-style-type: none">• Age• Gender• Educational Level• Working Experience• Job Level	Likert
Organisational Culture	<ul style="list-style-type: none">• Power Distance• Individualism• Uncertainty Avoidance• Masculinity• Long-Term Orientation	Likert
Motivation	<ul style="list-style-type: none">• Achievement• Advancement• Work Itself• Recognition• Growth• Company Policy• Relationship with Peers• Relationship with Supervisor	Likert

The culture was measured with the CVSCALE (Yoo, B., et al. (2011)). For the purpose of this study, the items were adjusted to meet organizational circumstances. For instance, a modified item titled " People in higher positions make most decisions without consulting people in lower positions " was created to assess the consultative tendencies of those in positions of authority. Individualism item was evaluated in the format, "Individuals sacrifice self-interest for the group?" which were items about the group versus the individual. The approach used to measure the masculinity factor was: "Successful managers primarily display male traits". Along the same line, uncertainty avoidance was measured. This dimension's item included work procedures, rules and regulations, flexibility, and job requirements. The format for the long-term orientation item's evaluation was "How important is (value x) to you?" The components of this dimension comprised thrift, persistence, personal steadiness and stability, focus on short-term goals, and future careers.

The last section assessed the motivation of the employees in their workplace through Herzberg's theory of motivation (1959). Participants' levels of motivation were assessed using scales created by Tan, T. H., and Waheed, A. (2011). It included extrinsic motivators such as relationship with peers, relationship with supervisors, salary, company policy,

supervision, and working conditions. Additionally, it covered intrinsic motivators like advancement, achievement, the work itself, growth, and recognition.

Items are scored on a 5-point Likert scale including strongly disagree, disagree, neutral, agree, and strongly agree. The only exception is the long-term orientation dimension which is again on a 5-point Likert scale but includes not important, slightly important, moderately important, important, and very important.

The research hypothesis is as follows, based on research objectives and theoretical reviews:

H1: Organizational culture has a significant effect on motivation.

H2: High power distance culture has a significant negative effect on aspects of motivation.

H3: Uncertainty avoidance culture has a significant negative effect on motivation.

H4: Masculine culture has a significant negative effect on motivation.

H5: Individualistic culture has a significant positive effect on motivation

H6: Long-term orientation culture has a significant negative effect on motivation.

**Results and discussion:
Table 2**

Responder's Characteristics	Percentage
Age	
Under 20	1.1%
20-29	78%
30-39	12.6%
40-49	4.2%
50-59	7.4%
Over 59	-
Gender	
Male	42.1%
Female	57.9%
Prefer not to say	-
What is the highest degree or education you have completed?	
Less than a high school degree	1.1%
High school degree	13.7%
College diploma	10.5%
Bachelor's degree	32.6%
Master's degree	38.9%
PhD	3.2%
How long have you been working for your current employer?	
	71.6%
0-5 years	10.5%
6-10 years	7.4%
11-15 years	5.3%
16-20 years	5.3%
21+ years	
What is your job level?	
Entry-level	44.2%
Intermediate or experienced (Senior staff)	31.6%
First-level management	9.5%

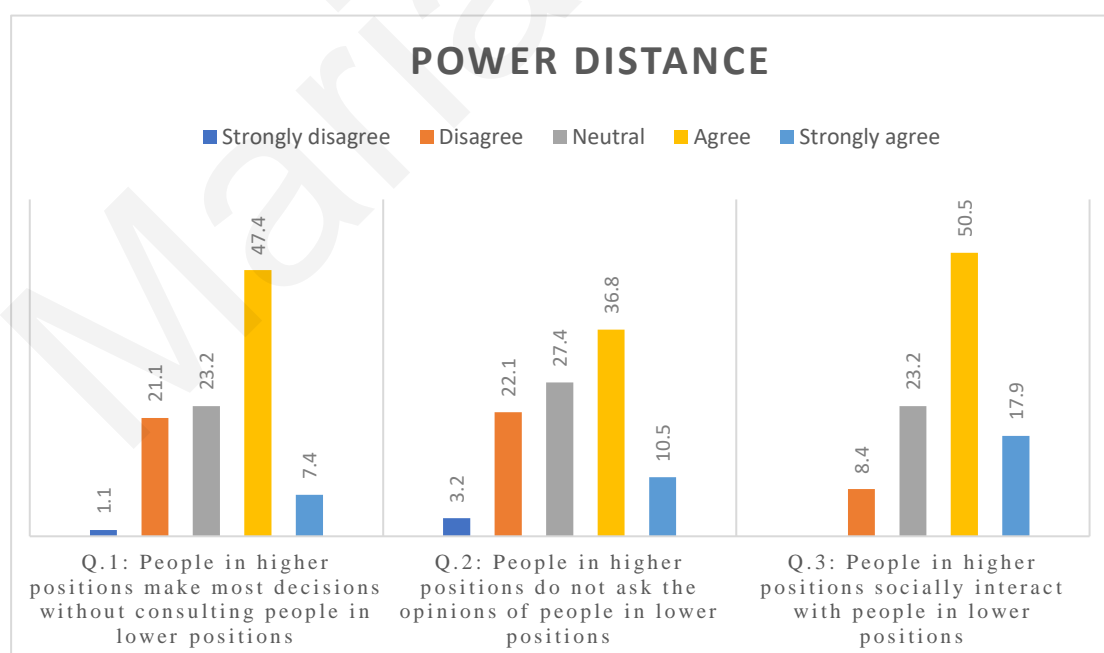
Middle management	8.4%
Executive or senior management	6.3%

Table 2 represents a descriptive analysis of the profile of the responders in terms of age, gender, education, work experience, and job level. In terms of age 1.1% were under 20, 78% were 20-29, 12.6% were 30-39, 4.2% were 40-49, 7.4% were 50-59 and none were over 59. In this survey, there were more female respondents than male respondents. There were 55 female participants (57.9%) and 40 male participants (42.1%) among the 95 responses received. Moreover, 1.1% of the respondents have less than a high school degree, 13.7% have a high school degree, 10.5% have a college diploma, 32.6% have a bachelor's degree, 38.9% have a master's degree and 3.2% have a Ph.D. In terms of work experience, the majority of the sample (71.6%) have 0-5 years of experience, 10.5% have 6-10 years, 7.4% have 11-15 years, 5.3% have 16-20 and similarly 5.3% for 21+. Lastly, the responder's job level was mainly entry-level at 44.2%, intermediate or experienced (Senior staff) collected 31 at .6%. It also consisted of first-level management at 9.5%, middle management at 8.4% and executive or senior management 6.3%.

Culture of the organization:

The following graphs show the questions aiming to measure organizational culture.

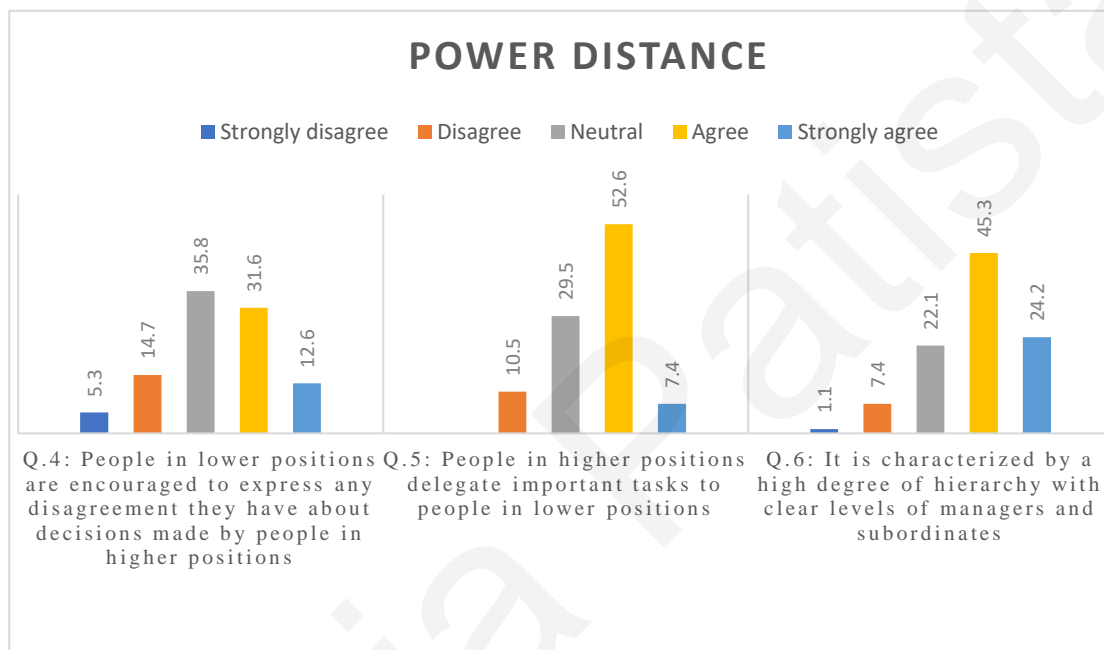
Figure 1.1:



The two first figures contain questions that are aiming to evaluate the degree of power distance of organizations. In figure 1.1, the majority of the responders (47.4%) indicated that

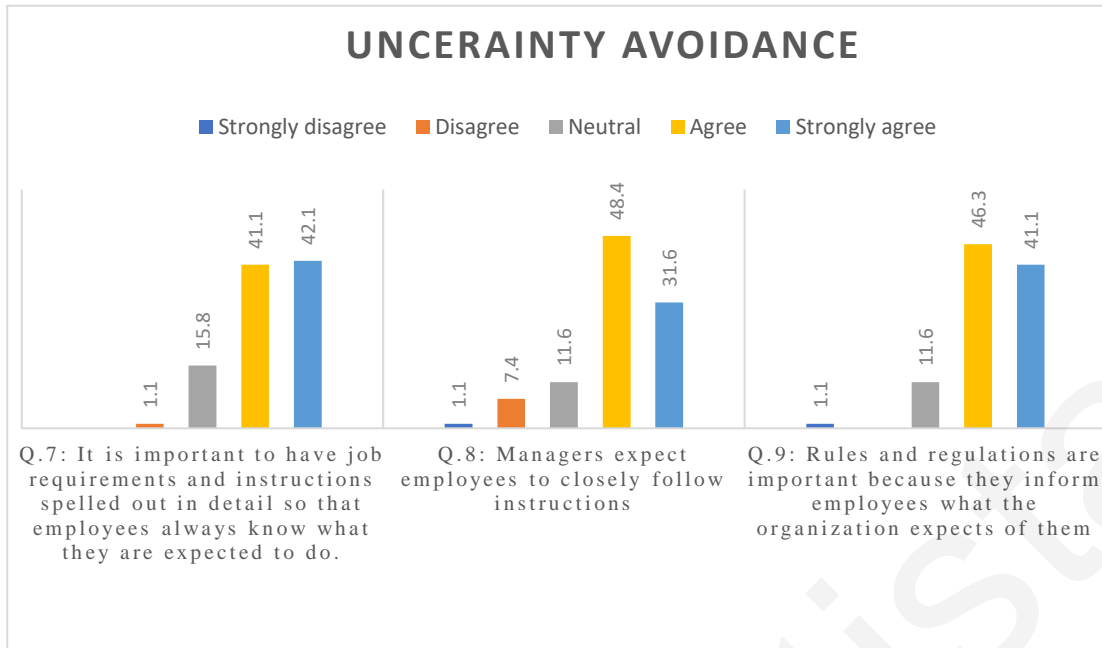
they agree that in their organization people in higher positions make most decisions without consulting people in lower positions (Q.1). Only 22.2% strongly disagreed or disagreed with question 1. That implies that there is limited participation in the decision-making process. The same conclusion can be drawn from question 2 as most people indicated that they agree (36.8%) and strongly agree (10.5%) that lower-level employees are not asked about their opinions. When asked whether people in higher positions socially interact with people in lower positions (Q.2) the majority of responders answered that they agree (50.5%) and strongly agree (17.9%).

Figure 1.2:



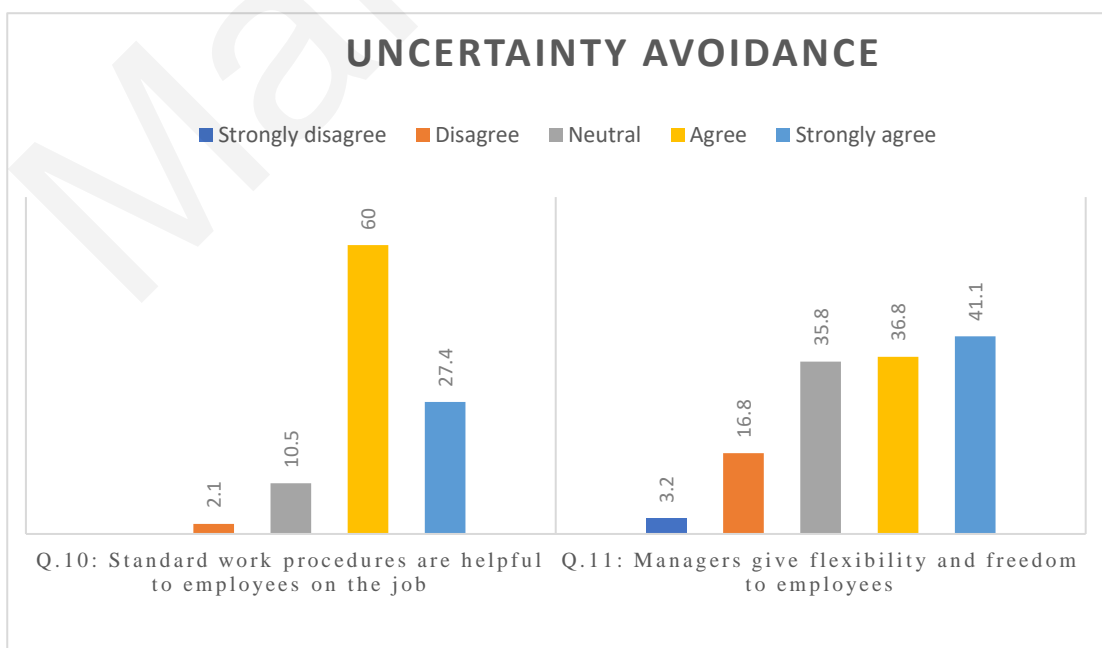
As it is shown in figure 1.2, people in lower positions are encouraged to express any disagreement they have (Q.4) as 31.6% agreed and 12.6% strongly agreed with the statement. On the question of whether people in higher positions delegate important tasks to people in lower positions (Q.5) the majority of responders agreed (52.6%). Most employees (69.5%) believe that their company is characterized by a high degree of hierarchy with clear levels of managers and subordinates. That reveals a high-power distance culture.

Figure 1.3:



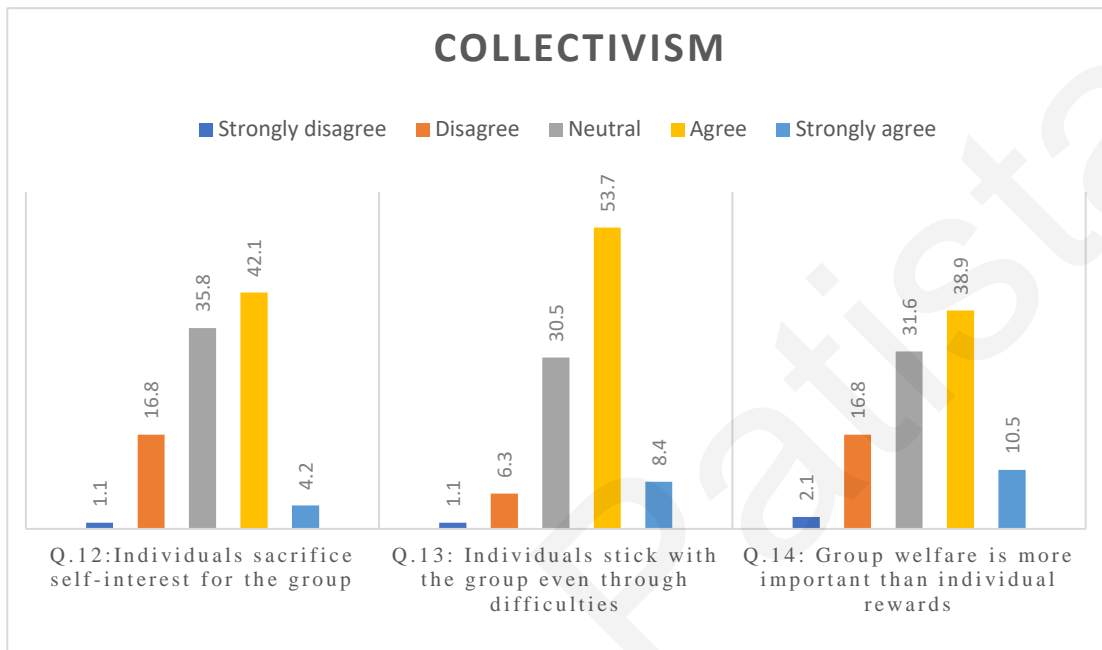
In terms of the next dimension, uncertainty avoidance, in Figure 1.3 it can be seen that the majority of respondents agreed (41.1%) and strongly agreed (42.1%) that in their organization it is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do (Q.7). Managers also seem to expect employees to closely follow instructions in the majority of companies (Q.8) and rules and regulations are important to the most because they inform employees what the organization expects of them (Q.9). These three responses reveal a high level of uncertainty avoidance among the members, who perceive uncertainty and unpredictability as threats.

Figure 1.4:



When asked whether standard work procedures are helpful to employees on the job (Q.10), most respondents indicated that they agree (60%) and strongly agree (27.4%). In question 11, it seems that most managers give flexibility and freedom to their employees, while a significant number of responders 35.8% stated that are neutral.

Figure 1.5:



To evaluate the collectivistic/individualistic aspect of their culture, responders were asked if individuals sacrifice self-interest for the group (Q.12). Many respondents agreed (42.1%) while some (35.8%) were neutral. Furthermore, more than half of the responders agreed (53.7%) that individuals stick with the group even through difficulties (Q.13). Similarly in question 14 about whether group welfare is more important than individual rewards many agreed (38.9%) and strongly agreed (10.5%), while a 31.6% of the population were neutral. The findings indicate that most businesses in Cyprus have a collectivistic culture.

Figure 1.6:

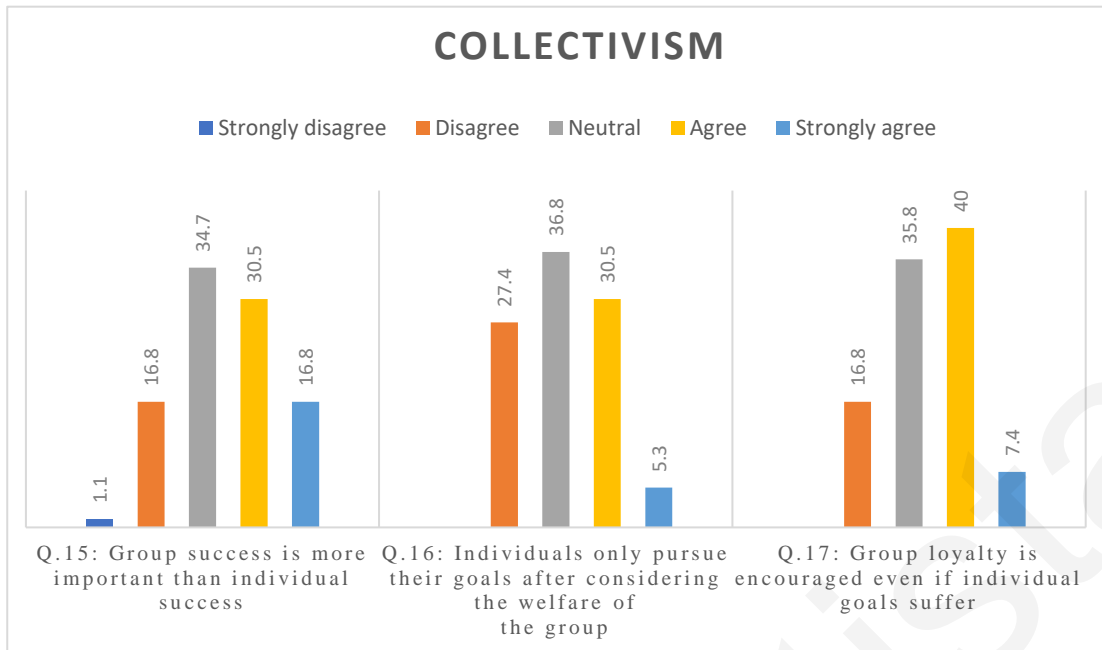
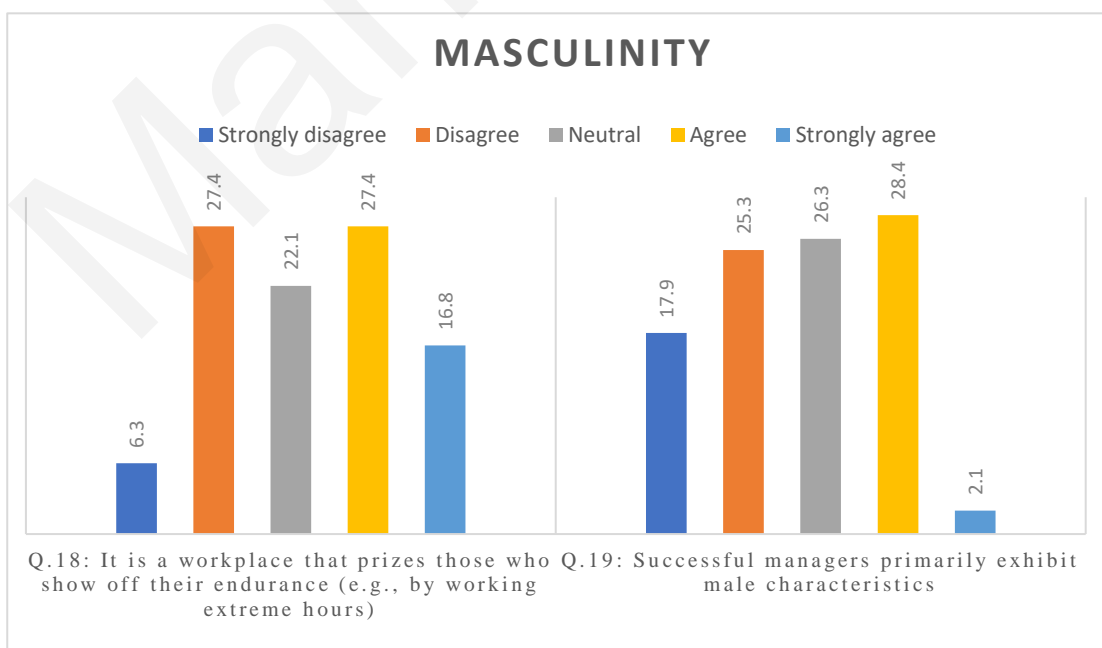


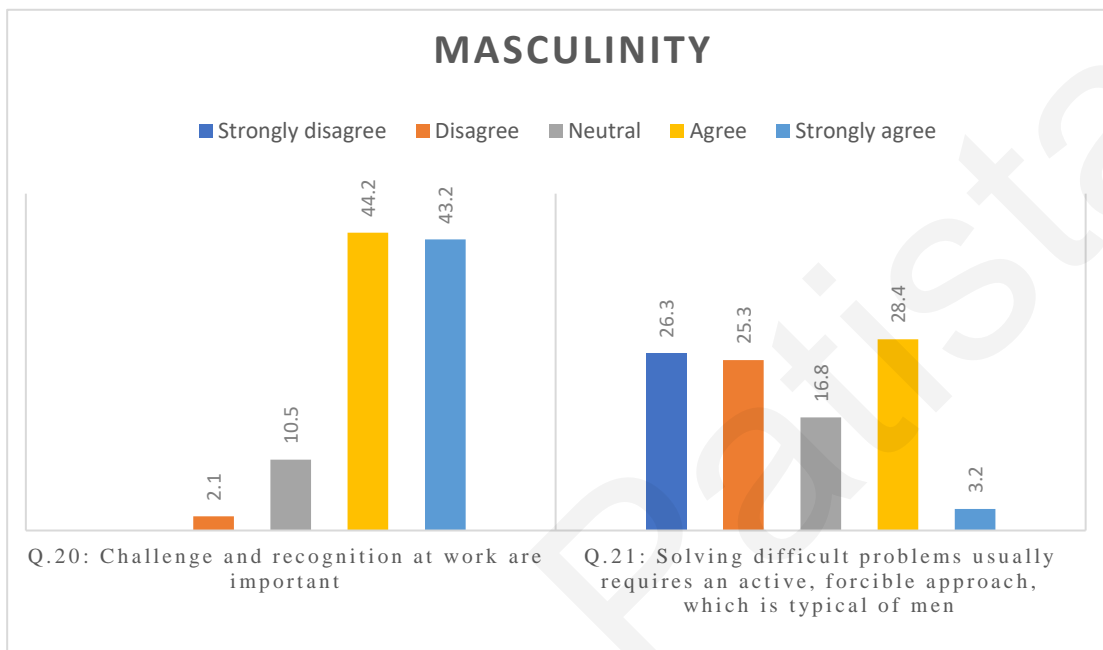
Figure 1.6 indicates that 30.5% of the sample agreed and 16.8% strongly agreed that group success is more important than individual success (Q.15). A significant percentage of 34.7% were neutral. When asked if individuals only pursue their goals after considering the welfare of the group (Q.16) the responses were separated, as 27.4% pointed out that they disagree with the statement, 36.8% were neutral and 30.5% agreed. In question 17, 40% agreed that group loyalty is encouraged even if individual goals suffer and 35.8% were neutral.

Figure 1.7:



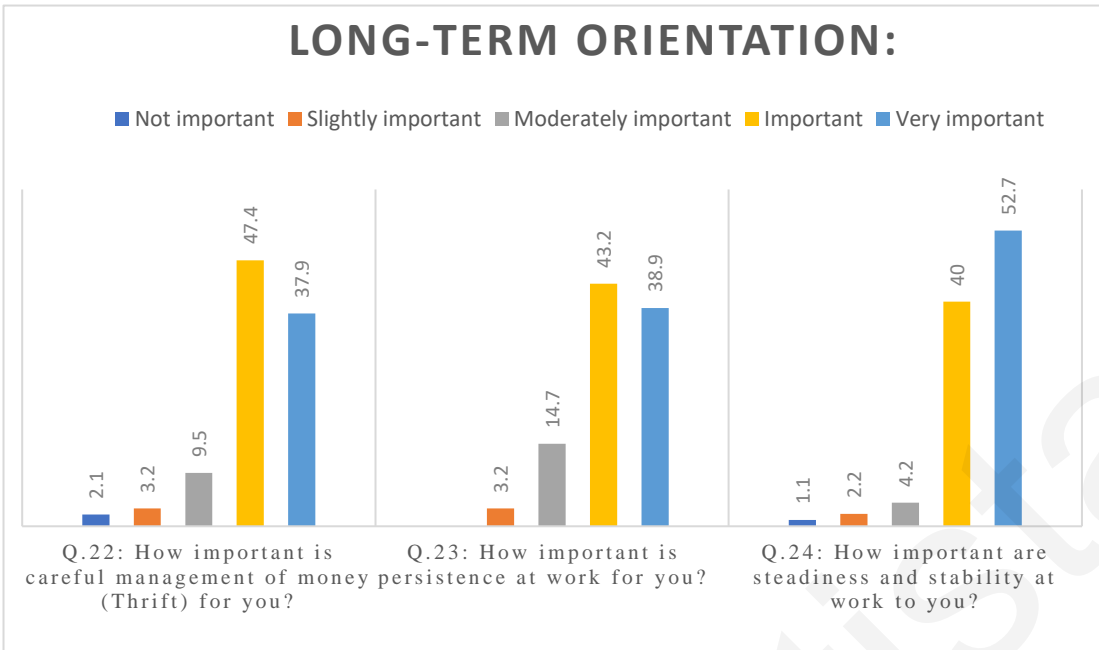
In the masculinity/femininity dimension, there was an equal response with 27.4% disagreeing and 27.4% agreeing that their organization is a workplace that prizes those who show off their endurance (Q.18). In the next question (Q.19), 28.4% agreed that successful managers primarily exhibit male characteristics, while 25.3% disagreed, 17.9% strongly disagreed and 26.3% were neutral.

Figure 1.8:



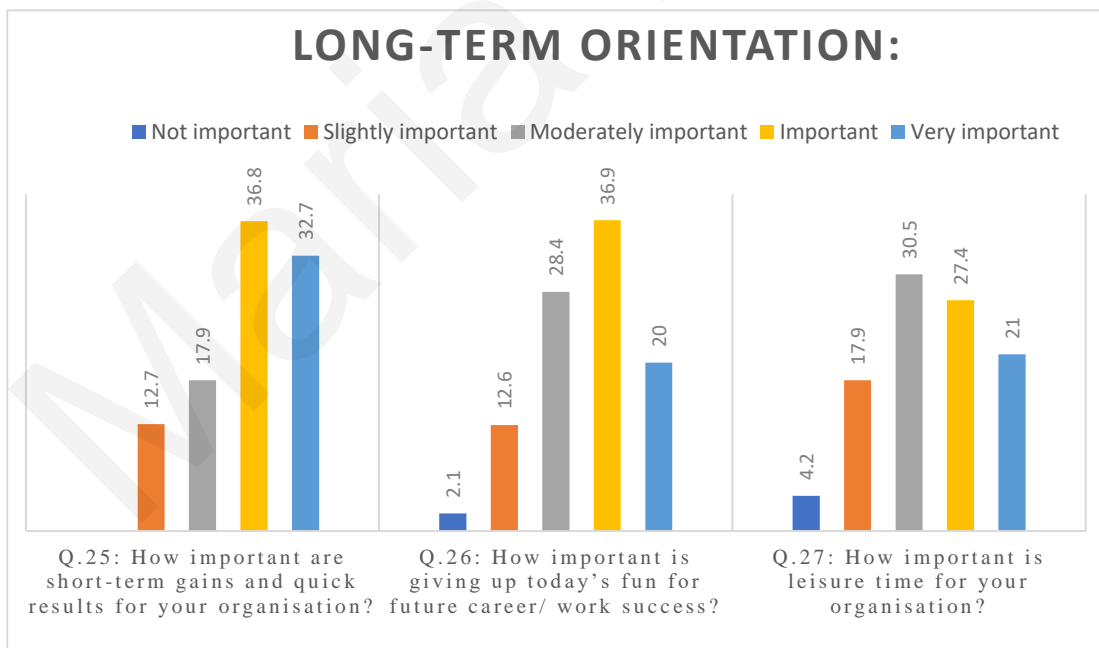
To all responders, challenge and recognition at their work are important (Q.20). When asked if solving difficult problems usually requires an active, forcible approach which is typical of men (Q.21) most strongly disagreed (26.3%), disagreed (25.3%) and agreed (28.4%). That demonstrates that those who disagreed with the statement work in an organization with a feminine culture, as opposed to those who agreed, who work in an organization with a masculine culture.

Figure 1.9:



The last dimension of culture is long-term orientation as presented in figure 1.9. Question 22 has a unanimous answer that careful management of money (thrift) is important to them. The same agreement happens for persistence at work (Q.23) and for steadiness and stability (Q.24).

Figure 1.10:



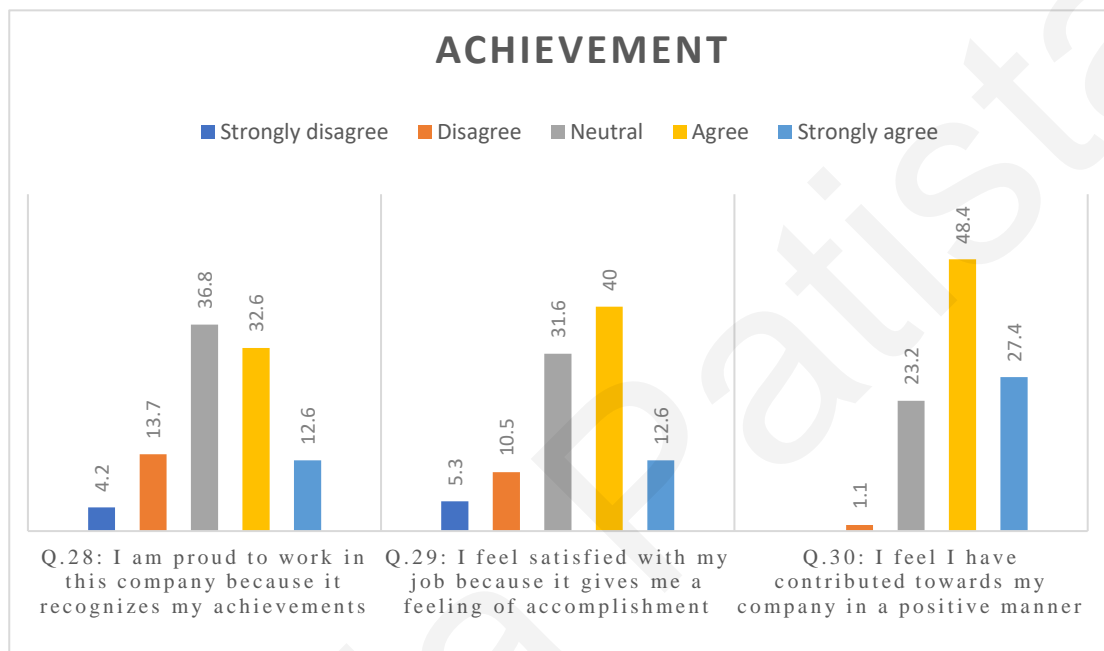
Most organizations seem to focus on short-term gains and quick results (Q.25). Additionally, it is important for more than half of the sample to give up today's fun for future career and work success. When asked how important leisure time for their organization is, 17.9%

indicated it is slightly important, 30.5% were neutral and 48.4% pointed out that is important and very important.

Motivation in the workplace

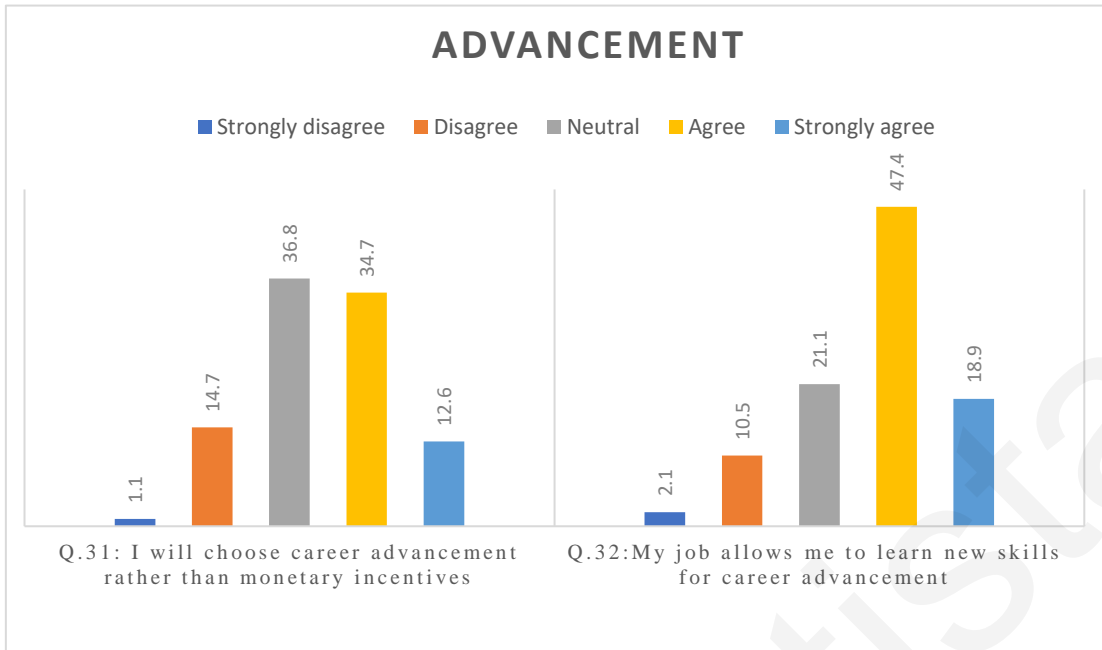
The following graphs show the questions aiming to measure intrinsic motivators in the workplace.

Figure 2.1:



The first motivator factor represented in figure 2.1 is an achievement. Most sample participants (36.8%) were neutral about whether they are proud to work in their company because it recognizes their achievements (Q.28). The next biggest percentage agreed (32.6%) with the statement. Responders also agreed with question 29, as 40% indicated that they agree and 12.6% that they strongly agree. A significant amount of 31.6% were neutral. A vast majority, 62.5% of employees reported that they feel they have contributed to their company in a positive manner (Q.30).

Figure 2.2:



To evaluate the advancement aspect of their workplace, when asked whether they will choose career advancement rather than monetary incentives (Q.31) people were mostly either neutral (36.8%) or positive (34.7%). In addition, almost half of the respondents (47.4%) agreed that their job allows them to learn new skills for career advancement (Q.32).

Figure 2.3:

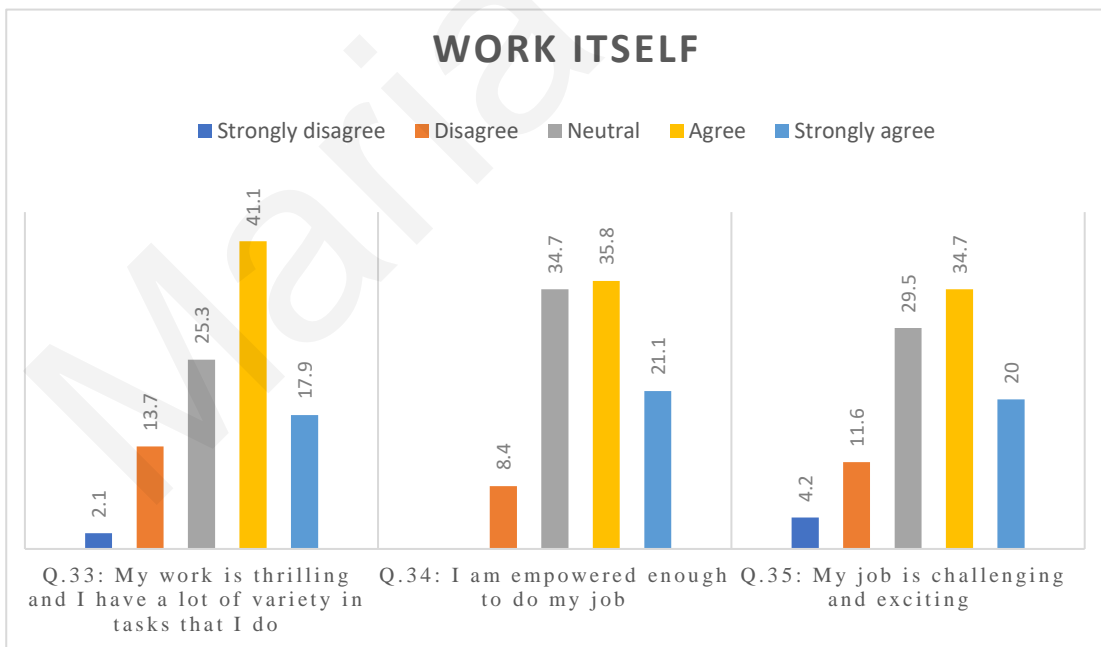
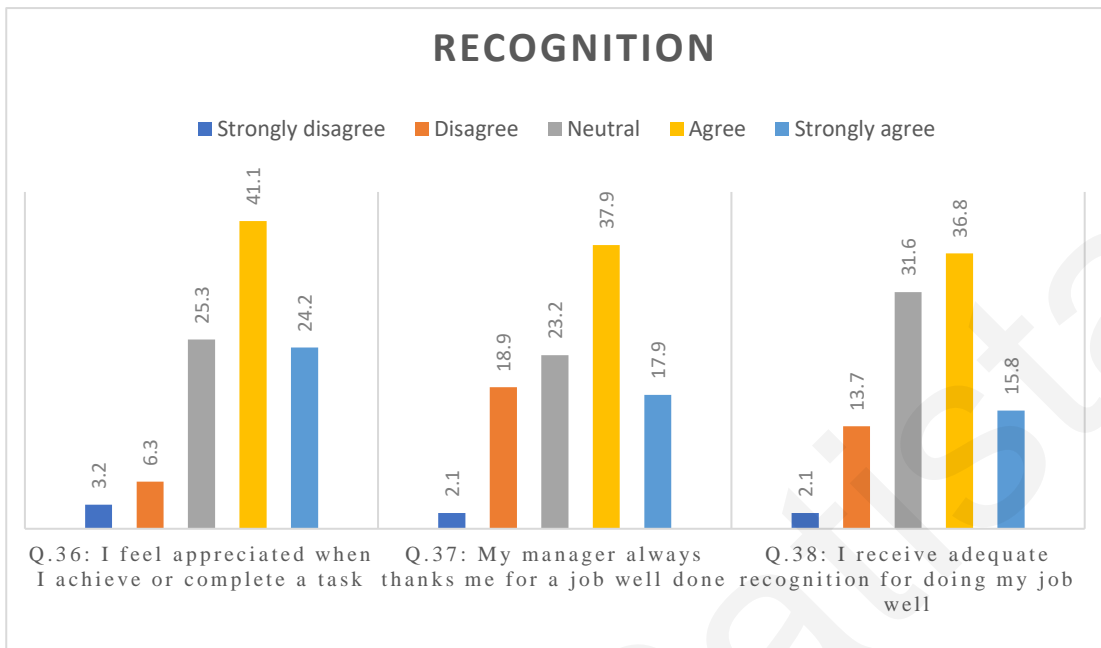


Figure 2.3 represents the work itself. Most people (59%) feel that their work is thrilling, and they have a lot of variety in the tasks they do (Q.33). Moreover, they feel empowered enough to do their job (Q.34), with only 8.4% disagreeing and 34.7% being neutral. When asked

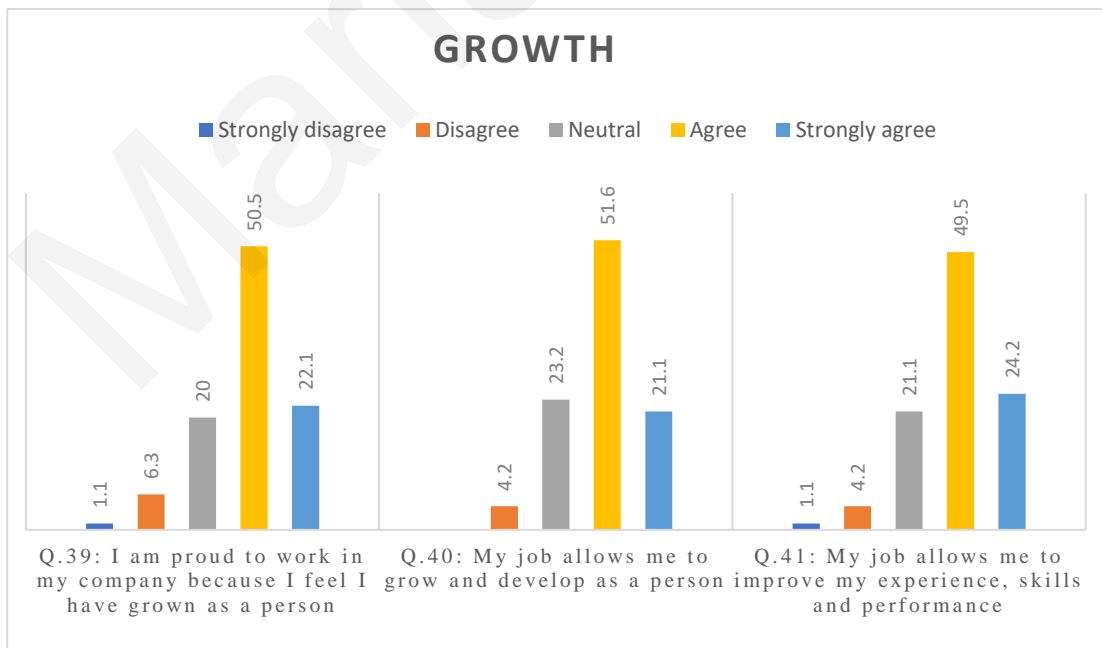
about the challenge and excitement they experience in their job the biggest percentage (54.7%) agreed and strongly agreed. Although a considerable 29.5% indicated neutrality.

Figure 2.4:



Recognition can be revealed in figure 2.4. A feeling of appreciation when a task is completed (Q.36) have responders in their company, with 41.1% agreeing and 24.2% strongly agreeing. To the majority, their manager always thanks them for a job well done (Q.37) and they receive adequate recognition for doing their job well (Q.38).

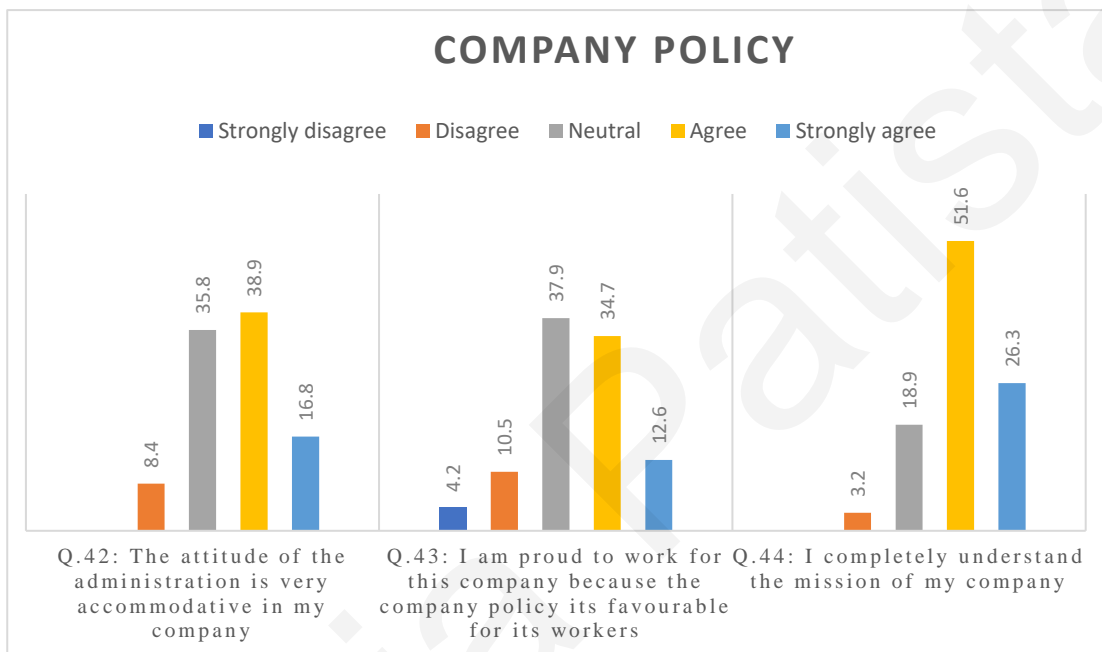
Figure 2.5:



In figure 2.5, more than half of the sample (72.6%) feel proud to work in their company because they have grown as a person (Q.39). Moreover, their job allows them to grow and develop as a person (Q.40) as well as to improve their experience, skills, and performance (Q.41).

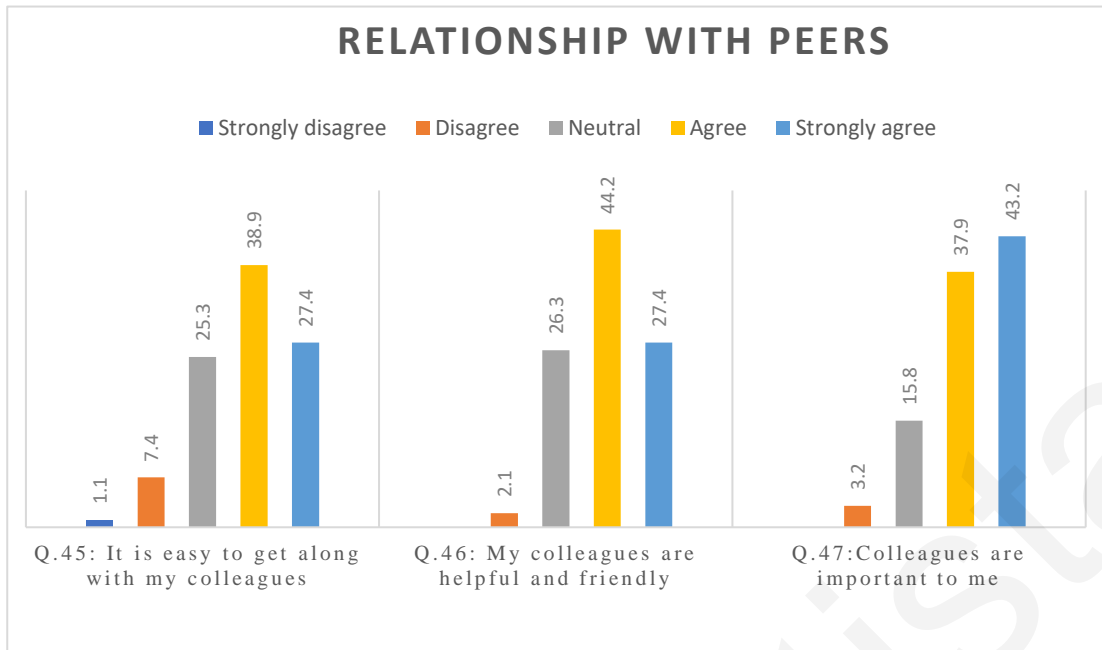
The following graphs show the questions aiming to measure extrinsic motivators (hygiene factors) in the workplace.

Figure 2.6:



It is evident that many respondents believe that the attitude of the administration is very accommodating in their company (Q.42) (38.9% agree and 16.8% strongly agree). Also, 34.7% agree and 12.6% strongly agree that they feel proud to work for their company because of the company policy (Q.43), while 37.9% are neutral. More than 70% (51.6% agree and 26.3% strongly agree) that they understand the mission of their company (Q.44).

Figure 2.7:



It is easy to get along with their colleagues (Q.45) as 38.9% agreed and 27.4% strongly agreed. The same response has been given to questions 46 and 47 as they believe that their colleagues are helpful and friendly (Q.46) and feel that colleagues are important to them (Q.47). Overall it seems that individuals get along with their peers in the work environment.

Figure 2.8:

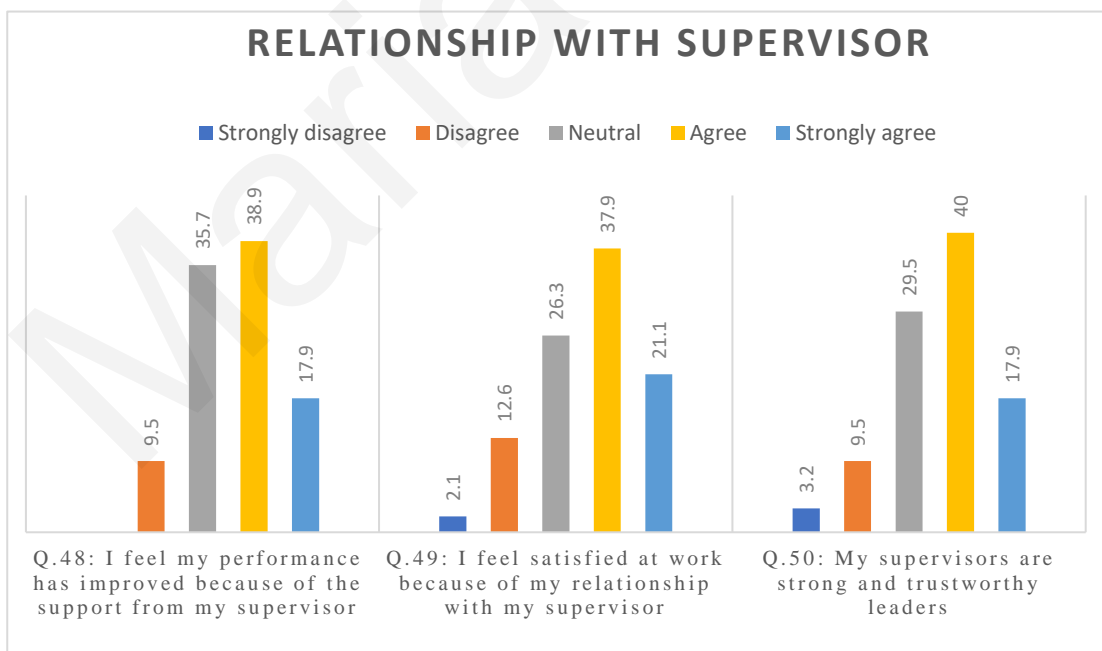


Figure 2.8 displays the relationship between employees with their supervisor. The majority of respondents agreed (38.9%) and strongly agreed (17.9%) that their performance has

improved because of the support of their supervisor (Q.48). A 35.7% of the sample were neutral. Furthermore, approximately half of them (37.9% agree and 21.1% strongly agree) feel satisfied at work because of their relationship with their supervisor (Q.49). The same can be seen with question 50 with 40% agreeing and 17.9% strongly agreeing that their supervisors are strong and trustworthy leaders. Almost 30% feel neutral about this statement.

Figure 2.9:

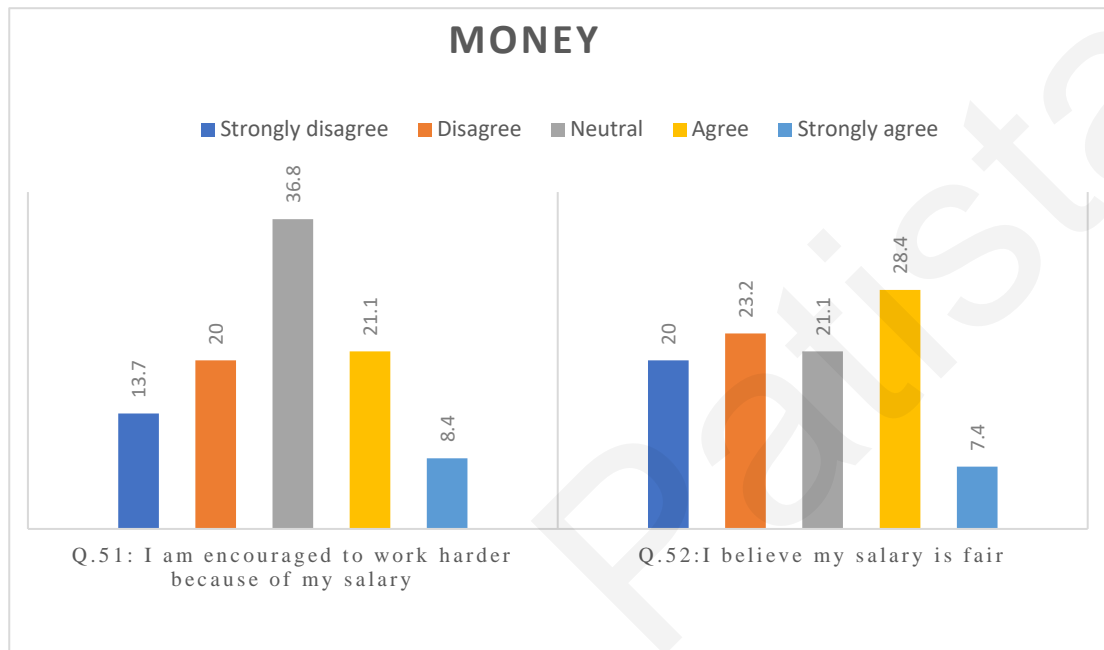
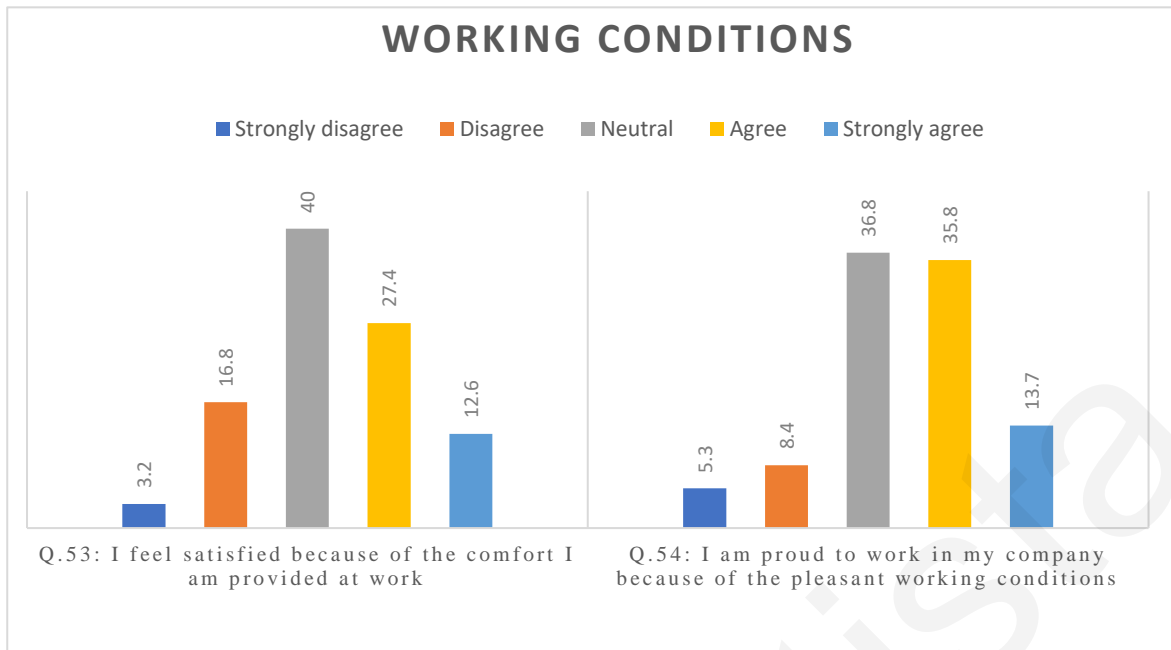


Figure 2.9 evaluates the financial aspect of extrinsic motivation. Most responders (20% disagree and 13.7% strongly disagree) don't feel encouraged to work harder because of their salary (Q.51). 21.1 percent agree and 8.4 percent strongly agree with the rest being neutral about it. Additionally, the majority (20% strongly disagree and 23.2% disagree) believe that their salary is not fair (Q.52). Although a substantial 28.4% believe it is fair.

Figure 2.10:



Responders feel satisfied (27.4% agree and 12.6% strongly agree) because of the comfort they are provided at work (Q.53). A significant 40% disclaimed neutral. Lastly, they are proud to work in their company (35.8% agree and 13.7% strongly agree) because of the pleasant working conditions (Q.54), while 36.8% were neutral.

Comparative analysis:

Table 2:

	Power Distance	Collectivism	Masculinity	Uncertainty Avoidance	Long-term Orientation
Achievement	-0.218079788*	0.252861*	-0.28357*	0.009047903	0.20873*
Advancement	-0.151917733	0.186191	0.023217	0.022487733	0.166999
Work itself	-0.115522792	0.249981*	-0.10252	0.134954589	0.105374
Recognition	-0.237939498*	0.178861	-0.06297	-0.114635967	-0.0134
Growth	-0.150136324	0.134646	-0.19953	0.093951457	0.289951*
Company policy	-0.138018447	0.210029*	-0.21207*	0.013095668	0.212006
Relationship with peers	-0.072530809	0.155739	-0.03536	0.091425845	0.234715*
Relationship with supervisors	-0.227159786*	0.240804*	-0.12567	0.035179241	0.024238
Money	-0.227159786	0.031903	0.080386	-0.133716999	0.176727

Working conditions	-0.181590519	0.192349	-0.13704	-0.066880024	0.102575
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The correlation between the cultural aspects and the motivating elements is presented in Table 2. Not all of the variables, however, were statistically significant. The colored boxes include the significant elements. From the results, we can conclude that the majority of the workforce is in high-power distance organizations. Thus, they are accustomed to relying on their managers for guidance and decision-making. They aren't encouraged to offer suggestions and they don't expect to be heard or empowered, instead, they anticipate being told what to do and avoiding conflict. Even though they don't view management with fear, distrust, and disrespect, some have good relationships with their supervisors, and some do not. Through our research, most older people (65%) have a better relationship with management in contrast to young people (54%). One reason behind it can be that young people have mostly entry-level positions in their organization and more managerial positions are covered by higher ages. It can also be influenced by an age gap if one exists, because people of similar ages may have a better understanding of one another and a better relationship. On the one hand, it could be assumed that a good work atmosphere in terms of a good relationship with managers is less crucial for obtaining high motivation in high power distance cultures. On the other side, workers in high power distance cultures interact with their managers more, and supervision is more immediate and direct. Employees are consequently more dependent on decisions made by supervisors.

Another significant difference is that 67.5% of men and almost half (52%) of women agree that their performance has improved as a result of their supervisor's support. Thus, the distinction between men and women in Cyprus enterprises is once again evident in this situation. First-level management personnel had 100% agreement on the same question, while entry-level had the lowest with 59.52%. Moreover, this type of culture seems to have an impact on employees' motivation as there is no facilitation of communication within the company. This contributes to a low level of workplace recognition, which is essential to an employee's motivation. Senior staff and first-level management seem to have the lowest degree of recognition, as approximately only 40% receive adequate recognition for doing their job well. However, recognizing employees' contributions to the success of their teams and the organization as a whole helps them understand how much their employers value them. This is especially important as organizations develop or change. It encourages staff to feel secure in their contribution to the business, which inspires them to keep up the good

work. When there is no communication and not a good relationship with their supervisor, it is more possible to have negative achievements which entail failing to make progress at work or making poor decisions on the job. Younger people (42.25%) seem to not be as proud to work in their company because it recognizes their achievement as the senior ones are (55%). Also, entry-level personnel are less proud (25.71%) to work in their company because it recognizes their achievements. They would not feel at ease or welcome in seeking feedback from their supervisors in order to identify and work on areas for improvement. In order for employees to be productive and efficient, they must be aware of their future objectives, understand how to get there and feel management's support.

In this study, more than half of the responders belong to a collectivistic culture. Employees will act according to the interest of their group, which may not always coincide with their individual interests. In these cultures, group decisions are considered to be superior to individual ones, and group-based responsibility and action are consistent with the culture. It is linked with positive achievement as the group works together to attain specific goals. Those goals can include finishing a challenging task on time, overcoming a job-related challenge, or witnessing positive benefits from their effort. Employees frequently collaborate on their responsibilities as well. This makes it possible for each team to fulfill their work more quickly and effectively. One task may be completed faster by five individuals than by one or two, for example. Work itself is another motivational factor affected. Employee satisfaction or dissatisfaction at work can be influenced by whether the job is too easy or too difficult, fascinating, or uninteresting. Being part of a group can make work more challenging and exciting, it is easier to have assistance when needed or exchange knowledge with their co-workers, which can help them overcome an obstacle they might face. Additionally, exposure to a more diverse environment exposes employees to new perspectives, increases their desire to share knowledge and experiences, and helps them develop. Company policy is the third factor affected. Collectivism places the greatest importance on achieving group goals. Group members' individual achievements are recognized and celebrated in terms of how they benefited the group. Communication is also enhanced, as having a collectivist work culture typically means the group is more of a democracy, which refers to how they make their decisions. From the data, it appears that senior management and executives are utterly pleased (100%) to work for their organization since it has policies that are favorable to its employees, while the first level of management has the lowest proportion (22.22%). The last correlation is with the relationship with supervisors. A collectivist work culture can improve a company's overall collaboration. Most companies have several teams or departments. When each of these groups works together,

this can increase cross-functional collaboration among the various teams and various positions. Additionally, staff members can improve their interpersonal skills and feel more at ease interacting with management.

The next cultural dimension is masculinity/ femininity. This study revealed that masculinity overpowers femininity, which negatively affects achievement and company policy. A more feminine society will prioritize things like quality of life, interpersonal relationships, service, and mutual support. In contrast, in a more masculine-oriented culture, individuals strive aggressively to expand their professional careers, both by performing well and by acquiring recognition from their superiors. More emphasis is given to doing, achieving, and competing instead of thinking and examining. This negative link arises when the organizational culture and the personality of the individual are at odds. Respondents appear to place high importance on work-life balance, a more friendly environment and they may not enjoy being overly competitive but instead, they have other methods of handling situations. The findings show that there are fewer women in management than there are men, thus there is a clear differentiation amongst male and female roles. Given that, it could have a negative impact on the achievements of women. Women may experience constant pressure to prove their value and contribution to the business, which can have the exact opposite effect and produce more unfavorable consequences than if they had confidence in themselves and were able to give their all at work without any gender bias. A noteworthy statistic is that 67% of men and 52% of women agreed that successful managers primarily display male traits. Thus, it can be seen that the gender stereotype is embedded to both genders, but especially in men. The company policy is negatively correlated as well, as masculine cultures pride those who show off their endurance, for example working for extreme hours. The participants in this study seem to prefer fewer working hours, seek out better working environments and interpersonal interactions, and work in order to live rather than live in order to work. As previously said, they place high importance on work-life balance and prefer a workplace that gives employees' mental health the utmost consideration along with their leisure time.

From the answers collected, we can observe that most participants have a high uncertainty culture, which means employees have little flexibility and freedom. As it appears, older people between the ages 30-39, 40-49, and 50-59 tend to stay at their company for more than 5 years (86%), which shows that indeed they choose stability and security. Although there is no connection with any motivational factors.

Companies with short-term oriented cultures, which dominated our study, are characterized by a strong focus on results right away. In a company that sets short-term goals, which are simpler to meet and give employees a sense of accomplishment and contribution to the company's success, this has a positive impact on two motivational factors, achievement and growth. They can also concentrate on a wider range of skills because each objective may necessitate a set of competencies and a different approach than a goal that takes a long time to achieve. A positive correlation between short-term orientation and the relationship with peers appears to be present. A group accomplishment can enhance ties amongst coworkers and foster a happier workplace where relationships are more likely to form if the company culture is likewise collectivistic, as it is in this instance.

Some extrinsic and intrinsic factors were not impacted by the culture of the corporation. More precisely two extrinsic motivators, salary and working conditions, and one intrinsic motivator which is advancement. Salary is associated with lower-level needs, such as physical and security requirements, according to Maslow's hierarchy of needs theory. Maslow (1954) supports that once the lower-order needs are fulfilled, higher-order needs will prevail, hence, further increases in salary do not motivate personnel any further. Worth mentioning is that entry-level employees have the lowest agreement rate (21.43%) in the fact that they feel encouraged to work harder because of their salary.

There is a major relationship between advancement and achievement, as when a person succeeds, promotion in their career is a natural outcome that will happen at some point. Given that achievement is significantly affected by organizational culture, it would be expected that the factor advancement is also impacted by the corporate culture. Advancement in this instance failed to reach statistical significance, suggesting that it is not highly connected with any cultural element. A noteworthy component of this issue is that just 41.89% of females will select financial incentives above career progress, compared to 55% of men.

The final component that is not statistically influenced by culture is working conditions, which include the physical surroundings and whether or not there are enough facilities.

Conclusion:

Understanding how culture affects organizational behavior is crucial since international businesses are becoming more prevalent and domestic workforces are becoming more diverse in many countries. Five major dimensions in which cultures differ are individualism-collectivism, power distance, uncertainty avoidance, masculinity-femininity, and short-term orientation. A culture's position on these dimensions influences the appropriate sort of management style, incentive systems, employee selection, and the right approach to motivate employees. This research shows that a variety of corporate cultural factors have a strong influence on employee motivation which accepts the first hypothesis. In addition to outlining various organizational cultural facets, the paper also demonstrates the critical connection between culture and motivation.

Hypothesis 2 is not rejected either, as power distance affects negatively the achievement of employees, their recognition, and the relationship they have with their supervisor. If you link the cultural dimensions to motivation, significant power distance may have an influence on employee motivation due to limited communication within the firm. This contributes to a low degree of workplace recognition, which is crucial for an employee's motivation and makes it more likely that an employee would have a negative achievement, which includes failing to advance at work or making poor judgments while at work. Hypothesis 3 is rejected, as the findings suggest that uncertainty avoidance is not affecting the motivation of the workforce.

The masculine side of their culture is strongly negatively correlated with achievement and company policy (H4 is accepted). A masculine-oriented organization will focus on developing their professional careers, both by performing well and gaining respect from their superiors, and they will be proud of individuals who demonstrate their endurance, such as working long hours. Respondents, on the other hand, appear to place a high value on work-life balance and prefer a workplace that prioritizes employees' mental health as well as their leisure time. The collectivistic aspect of the culture impacts positively their achievement, work itself, the company policy, and the relationship with a supervisor. Therefore, hypothesis H5 is rejected. The collectivistic culture prioritizes the achievement of group goals and individual accomplishments of group members are recognized and celebrated based on how they helped the group. Being a member of a team can increase the challenge and excitement of the work, make it simpler to get support when needed, and allow coworkers to share knowledge that can help them get past any obstacles they may encounter.

Furthermore, being exposed to a more diverse environment exposes employees to new perspectives, increases their desire to share knowledge and experiences, and aids in their development.

Lastly, short-term orientation is positively associated with achievement, growth, and relationship with peers, thus H6 is accepted. Achievement and growth are two motivational variables that are positively impacted in a firm that sets short-term goals since they are easier to reach and give employees a sense of accomplishment and commitment to the success of the company. To conclude, a great culture is difficult to create, which is why high-performing cultures provide such a significant competitive advantage. However, businesses that create strong cultures are able to handle the demands of the quick-paced, digitally driven society in which we live and organizations need to realize that culture cannot be left to chance.

Limitations and Suggestions:

This research only involved 95 employees of private companies in Cyprus. That is a relatively small sample, thus, future studies are suggested to involve a wider population and can compare the private sector with the public sector. That would be a valuable addition to literature, as it is something that has not been studied before. Furthermore, a few additional elements can have an impact on employee motivation. Future research can therefore take into account these, including factors like leadership style, organizational dedication, training, and resource quality. It should be noted that the study only considers Herzberg's theory. It is suggested that future research investigate other motivational factors such as feedback, leadership styles, and employee confidence to see if they can result in increased variation in motivation and satisfaction.

The regression analysis's findings indicate that different forms of culture have an impact on motivation levels, thus the business must cultivate and establish the proper culture if it wants to raise the level of motivation among its workforces. The goal is not only to survive, but also to prevail, prosper, and accomplish something much broader and more significant than mere survival. In addition, data on all parameters were gathered for this study using questionnaires. The only source from which data was gathered and used to test the hypotheses was employees. As a result, the observed connections may have been exaggerated and are vulnerable to bias (Buchanan & Bryman, 2009). Although quantitative research was conducted in this study, it is believed that qualitative research would further contribute to the research by creating an understanding of the psyche behind motivating

employees and gaining insight by looking at various angles. It is usually not possible to determine factors in-depth through quantitative analysis, but personal observations of personnel and interviews can.

Another issue is that the respondents could only access the questionnaires for this study in English. Although the respondents were able to understand English, it is advised that the questionnaire be translated into the native culture, in this case, Greek, in the future to reduce the likelihood that English terms will be misunderstood or misinterpreted, which could have a significant impact on the results.

Management should continuously monitor and evaluate employee satisfaction and motivation in order to reinforce ideal organizational principles and a climate that will increase and maintain good employee performance. Employees should also be intrinsically motivated. As economic rewards seem to not have a significant impact on motivation, they must not be offered alone, but recognition and opportunities for realizing various individual goals and aspirations must be created. In order to enhance motivation and performance, top management should establish guidelines and an environment that encourages leaders and followers to participate in activities together. Management, particularly in high power distance cultures, should consider fostering communication practices and develop strategies to promote efficient communications at all organizational levels. Given that many employees are interested in the feminine side of culture, the work-life balance and the well-being of the workforce must also be given top priority.

Implications to practitioners:

The results of this study suggest that a high-power distance culture affects negatively the achievement of employees, their recognition, and their relationship with their supervisor. While the collectivist side of an organization positively impacts achievement, work itself, company policy, and relationship with the supervisor. A masculine culture is negatively associated with achievement and company policy and a short-term orientation is positively correlated with achievement, growth, and relationship with peers.

It is crucial for managers and organizational leaders to ensure that the values and beliefs that shape the culture are passed on to their employees through regular communication and by leading by example. By demonstrating the culture they wish to promote on a daily basis, leaders can serve as role models for their workforce. Knowing what elements can impact employees' motivation is essential for managers. Therefore, in

order for the company to fully capitalize on the high levels of motivation, it must create better practices and policies aimed at fostering a stronger organizational culture. These elements include again cultivating better communication, implementing more work-life balance policies, and improving the relationship between management and non-managerial employees. Managers must also be mindful of how culture influences their own work and ideals. This will allow them to adapt to the level of organizational effectiveness because they will be able to effect such changes in the culture in which the organization grows.

Maria Patista

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Appendix: Research Questionnaire

Demographics
<ol style="list-style-type: none">1. What is your age?2. What is your gender?3. What is the highest degree or education you have completed?4. How long have you been working for your current employer?5. What is your job level?
Organisational Culture
Power Distance
<ol style="list-style-type: none">1. People in higher positions make most decisions without consulting people in lower positions2. People in higher positions do not ask the opinions of people in lower positions3. People in higher positions socially interact with people in lower positions4. People in lower positions are encouraged to express any disagreement they have about decisions made by people in higher positions5. People in higher positions delegate important tasks to people in lower positions6. It is characterized by a high degree of hierarchy with clear levels of managers and subordinates
Uncertainty Avoidance
<ol style="list-style-type: none">7. It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do8. Managers expect employees to closely follow instructions9. Rules and regulations are important because they inform employees what the organization expects of them10. Standard work procedures are helpful to employees on the job11. Managers give flexibility and freedom to employees
Collectivism
<ol style="list-style-type: none">12. Individuals sacrifice self-interest for the group13. Individuals stick with the group even through difficulties14. Group welfare is more important than individual rewards15. Group success is more important than individual success16. Individuals only pursue their goals after considering the welfare of the group17. Group loyalty is encouraged even if individual goals suffer
Masculinity
<ol style="list-style-type: none">18. It is a workplace that prizes those who show off their endurance (e.g., by working extreme hours)19. Successful managers primarily exhibit male characteristics20. Challenge and recognition at work are important21. Solving difficult problems usually requires an active, forcible approach, which is typical of men
Long-term Orientation
<ol style="list-style-type: none">22. How important is careful management of money (Thrift) for you?23. How important is persistence at work for you?24. How important are steadiness and stability at work to you?25. How important are short-term gains and quick results for your organisation?

26. How important is giving up today's fun for future career/work success?

27. How important is leisure time for your organisation?

Motivator Factors

Achievement

1. I am proud to work in this company because it recognizes my achievements
2. I feel satisfied with my job because it gives me a feeling of accomplishment
3. I feel I have contributed towards my company in a positive manner

Advancement

4. I will choose career advancement rather than monetary incentives
5. My job allows me to learn new skills for career advancement

Work Itself

6. My work is thrilling and I have a lot of variety in tasks that I do
7. I am empowered enough to do my job
8. My job is challenging and exciting

Recognition

9. I feel appreciated when I achieve or complete a task
10. My manager always thanks me for a job well done
11. I receive adequate recognition for doing my job well

Growth

12. I am proud to work in my company because I feel I have grown as a person
13. My job allows me to grow and develop as a person
14. My job allows me to improve my experience, skills and performance

Hygiene Factors

Company Policy

15. The attitude of the administration is very accommodative in my company
16. I am proud to work for this company because the company policy is favourable for its workers
17. I completely understand the mission of my company

Relationship with Peers

18. It is easy to get along with my colleagues
19. My colleagues are helpful and friendly
20. Colleagues are important to me

Relationship with Supervisor

21. I feel my performance has improved because of the support from my supervisor
22. I feel satisfied at work because of my relationship with my supervisor
23. My supervisors are strong and trustworthy leaders

Money

24. I am encouraged to work harder because of my salary
25. I believe my salary is fair

Working Conditions

26. I feel satisfied because of the comfort I am provided at work
27. I am proud to work in my company because of the pleasant working conditions

