

**UNIVERSITY OF CAPE COAST**

**IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE  
MOTIVATION: A STUDY OF RANCARD SOLUTIONS COMPANY  
LIMITED, GHANA**

**HAZEL BERRARD AMUAH**

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BY

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REQUIREMENTS FOR AWARD OF MASTER OF ARTS DEGREE IN  
ORGANISATIONAL DEVELOPMENT

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## **DECLARATION**

### **Candidate's Declaration**

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Name: Hazel Berrard Amuah

Signature:..... Date: .....

### **Supervisor's Declaration**

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Name: Dr. Kwabena Barima Antwi

Signature:..... Date:.....

## **ABSTRACT**

The aim of this study was to study the impact of an organisation's culture on employee motivation. The aspects of organisational culture which pertain to values, working relationships, leadership styles, communication, decision making, conflict management, systems and procedures and the employee motivation were investigated. The study sought to look into the role motivation plays in employee productivity and performance and the importance of a well-structured effective motivation policy on the overall success of an organisation through a robust organisational structure. This study used the case of Rancard Solutions Company Limited to identify the pertaining organisational culture and assess the effectiveness of the organisational motivation strategy and how it translates into productivity as well as highlighting the key impacts of the various dimensions of culture on employee satisfaction.

The study was conducted using data collection techniques such as questionnaires, interviews and observation techniques to collect the information needed to ascertain the impact of the motivation framework on productivity at the Company.

It is recommended that, the leadership of the company was very much abreast with current trends and is energised by competition to pursue its goals in order to achieve their objectives. In conclusions the Company needs to conduct a meeting to fully understand the areas of improvement highlighted and employ the services of an Organisational Development Consultant.

## **ACKNOWLEDGEMENTS**

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## **DEDICATION**

To my children Nhyira and Adom.

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## CHAPTER ONE

### INTRODUCTION

#### **Background to the study**

The importance of organisations for man and society can hardly be over-emphasised. From life to death one or other form of organisation plays a role in the life of the individual and impact on societies, nations and communities, be it political, religious, cultural, educational, judicial, economic, industrial or sport organisations, etc. Organisation is the vehicle through which groups; or individuals work to achieve their goals, aims or objectives. Being an age old phenomenon, almost universal in its appearance and application, there is little doubt that a well led, well organised, well managed, well planned, well resourced, well monitored organisation can be a powerful tool to improve quality of life or product or process to achieve excellence, benchmark, excel, develop, optimize the condition of man or produce and profit. The opposite however is also true.

In 1980s when three major research journals devoted entire issues to organisational culture, the conclusions from these journals though they had implications for performance and productivity, were criticized as being vague (Litwin & Stringer, 1968; Reichers & Schneider, 1990; Alvesson, 1993; Schultz & Hatch, 1996). Organisational culture has been found to affect functioning and productivity within organisations (Glisson & James, 2002).

Glisson and James (2002) argued that culture is distinct, interrelated and can play the role of constructs. Although definitions of culture vary from organisation to organisation (Verbeke et al., 1998), it can be defined as the

organisational norms and expectations regarding how people behave and how things are done in an organisation (Glisson & James, 2002). This implies that organisational culture influences attitudes in the workplace. Constructive cultures are characterized by organisational norms of achievement and motivation, individualism and self-actualization, and being humanistic and supportive (Glisson & James, 2002). It encourages interactions with people and approaches to tasks that will enable staff to meet their higher-order satisfaction needs.

Schein (1992) concluded that, a strong organisational culture has generally been viewed as a conservative force. However, defensive cultures are characterized by seeking approval and consensus, being conventional and conforming, and being dependent and subservient. Defensive cultures encourage or implicitly require interaction with people in ways that will not threaten personal security (Hellriegel et al., 1974; Cooke & Szumal, 2000).

Motivation, according to Merriam-Webster (2004), is something that causes a person to act. An organisation with a climate that encourages achievement demonstrated in the collective behaviors of individuals. Institutionalized learning occurs when processes, systems, structures and routines are embedded within the organisation.

"Culture" is the newest fad sweeping the literature on international relations, security studies, and international economics. A throng of recent essays and books point to culture as the basic force impelling nation-states, other institutions, and individuals to act and organise themselves as they do. Many of

these writings argue that culture's importance is growing. The notion that culture affects human behavior is, of course, hardly new.

In modern times, Weber (1958) studied the relative economic benefits of Protestant and Catholic cultures; Bozeman (1960) and others focused on culture's role in national decision-making; Pye and Verba (1965) connected national culture to development; and Putnam (1993) studied the relationship between civic culture and democracy. However, the literature reviewed here contends that, with the end of the cold war, cultural factors have finally emerged as predominant in international relations.

The concept of motivation is used to describe the factors within an individual, which arouse, maintain and channel behaviour towards a goal-motivation is therefore a goal-directed behaviour. According to Golembiewski (1973), motivation is the degree of readiness of an organisation to pursue and achieve some designated goal. On the other hand, Hoy and Miskel (1987) considers employee motivation as the complex forces, drives, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals.

Many researchers are now beginning to acknowledge that, the factors that initiate behavior are likely to be different from the factors that provide for its persistence. Abraham Maslow (1954) introduced five hierarchy of human needs, namely, Physiological, safety, esteem, love and self-actualization. Later studies aimed at validating Maslow's theory failed to find substantiation in support of the needs hierarchy (Ifinedo 2003, Lawler & Suttle, 1972), however, it has become

the basis to developing a grand theory of motivation and the many continue to find the hierarchy model very attractive (Naylor, 1999). This has become the foundation stone for all the other theories of motivation. For instance, Herzberg, Mausner and Snyderman's (1959) two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers.

Herzberg et al. (1959) further identify motivating factors as those factors that make workers work harder and argue that those factors are associated with job context or what people actually do in their work and classify them as follows: achievement, recognition, work itself, responsibility and advancement. There are therefore various motivational systems and frameworks adopted by different organisation all depends on the culture of such an organisation. In other words, the above indicates strong relationship between the culture of an organisation and the motivation system.

### **Statement of the problem**

Faced with such rapid change, organisations need to develop a more focused and coherent approach to managing people. Hence, there is the need for a human resource or human strategy. The numerous concerns about how some organisations have different motivation system and therefore causing many employees to be poached into another organisation, prompted this study. This aimed at enhancing an organisational culture and achieve productivity.

As the world shrinks and companies grow, diversity becomes a more relevant cultural topic. When it comes to organisational culture, many leaders



tend to avoid employee diversity, like it is better to treat everyone the same. Unfortunately, there are problems arising from significant culture affecting the management and motivational level among employees. Many employees will give that extra bit of effort when they know the organisations leadership will support them in the way they want to be supported. “In an organisation, the leader has to work with the group that exists at the moment, because he or she is dependent on the people to carry out the organisation’s mission” (Schein, 2004:417). It is these same people that will be doing the work to meet any organisation’s demands.

Various researches have been conducted on the impacts of culture and different variables such as productivity, effectiveness and efficiency were used. However there has been little or no work has been done on the influence of organisational culture on employees’ motivation. Culture of an organisation is comparable to human personality. In other words, the beliefs, and values of an organisation distinguish it from others. Consequently, the organisational culture can engage people to be more responsible and satisfied than being driven by the objective and organisation strategies. This is a better motivation and organisation actions and staff (Mamizadeh, 1997).

### **Objectives of the study**

The general objective of this study was to establish the relationship between the organisational culture of Rancard Solutions Company and its staff motivation system. The specific objectives of the study were to:

1. Identify the type of organisational culture at Rancard Solutions Company Ltd.
2. Assessing the effectiveness of the staff motivation framework on the employees (system of Rancard Solutions Company Ltd); and
3. Highlight the key impacts of the various culture dimension of staff satisfaction on company performance

### **Research questions**

The study sought to find solutions to the following questions:

1. What type of organisational culture exists at Rancard Solutions Company Ltd?
2. To what extent is the staff of Rancard Solutions Company Ltd satisfied with the system of motivation?
3. What aspects of the organisation culture do staff expect change?
4. How does the staff of Rancard Solutions Company, Ghana Ltd define motivation in the workplace?

### **Scope of the study**

This study focus on employees of the Rancard Solutions Company, Ghana Ltd. Data have been collected from the employees working in Rancard solutions Limited. Rancard Solution Company, Ghana Ltd is Ghanaian based company and it is rapidly expanding to establish offices in other parts of Africa starting with Nigeria.

### **Significance of the study**

Studies have shown that 85 percent or more of the root causes of performance problems are in the organisational structures, systems, and culture within which people work. So trying to improve organisational performance by reorganizing, changing leadership, or instituting new training and development programs creates change, but when done without understanding an organisation's unique culture, managers often solve one problem while unintentionally creating others.

Most managers struggle against the flow of overly complex systems and are often frustrated by an invisible force that undermines their attempts to affect positive change. This invisible force could be the organisation's people and culture that is working against the success of the organisation's set goals and failure to understand the aspects of organisational life - organisational culture as an Invisible Bureaucracy frustrates and undermines business performance. ([www.breckenridgeinstitute.com](http://www.breckenridgeinstitute.com)). This study will then contribute to knowledge and understanding the basic concepts of organisation culture/climate and therefore enhance greater and efficient productivity of firms.

### **Limitations of the study**

The completion of this study has not been without setbacks and hindrances. Notably among them are time constraints, apathy on the part of the respondents and language barrier.

## **Organisation of the study**

This entire study is presented in five chapters. Chapter One provides a general introduction, background and broad context to the entire study. It also includes outlines the scope and context of the study. Chapter Two expands on the theoretical background and the contextual framework of the study and also reviews the related literature on this study. The third chapter presents the research model and methodology of the study. It also outlines the population dynamics and data collection procedures as well as a description of the evaluation tool. The fourth chapter focuses on the empirical results obtained and the discussions of these results while Chapter Five presents the summary of the entire study, the main findings, conclusions, recommendations and areas for further study.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### **Introduction**

This chapter reviews literature on the subject matter of the study. It is discussed under the following headings: the "organisational culture" construct, background and history of organisational culture, overview of organisation and organisational culture, organisational culture dimensions and theories.

#### **The "Organisational culture" Construct**

The term "organisational culture" entered the U.S. academic literature recently and has since in the U.S. management literature been casually used by Blake and Mouton (1964) to explain then called "climate" gained popularity especially after by Deal and Kennedy (1982) publishing a book on the term. Since then, an extensive literature has developed on the topic and it also spread to the European language areas accessible to us.

"Culture" has become a fad, among managers, consultants, and academics, with somewhat different concerns. Nevertheless, organisational/corporate culture has acquired a status similar to structure, strategy, and control. Weick (1985) has even argued that "culture" and "strategy" are partly overlapping constructs. There is no consensus about its definition, but most authors will probably agree on the following characteristics of the organisational/corporate culture construct: it is (1) holistic, (2) historically determined, (3) related to anthropological concepts, (4) socially constructed, (5) soft, and (6) difficult to change. All of these

characteristics of organisations have been separately recognized in the literature in the previous decades; what was new about organisational culture was their integration into one construct.

Literature on organisational cultures consists of a remarkable collection of pep talks, war stories, and some insightful in-depth case studies. By the late 1990s the concept of organisational culture has become a 'household name' in organisation theory and practice, due largely to the emerging dominance of non-Western economies, notably Japan. This has led to a proliferation of models and theories in comparative cultures related to work and organisations - Deal and Kennedy (1988), Ronen and Shenkar (1985), Hofstede (1991), Hampden-Turner and Trompenaars (1993), who employ, explicitly or implicitly, an anthropological approach. This has helped in refocusing attention to the potential use of anthropological concepts in the study of management and organisations. Within this ongoing debate on the origins, consequences and analysis of organisational culture, a typology which provides an analytical framework the work of British social anthropologist Mary Douglas (Douglas, 1978, 1982, 1992 and a theoretical statement derived from) and Thompson et al. (1990).

Business organisations are facing many challenges for change and the process of change is unique in each organisation, as they have different nature of organisation. In the global business, change has been accepted for the best way to do business (Lewis et al., 2001). Organisation culture therefore plays an important role and guides the employees towards organisational change.

Employee motivation at workplace is extremely important for managers to implement changes in organisation. To be with sustaining development, business enterprises are kept on changing. Rao (2005) has stated that motivation scheme has positive effect on firm performance in manufacturing enterprises. Employees' motivation and their commitment are crucial for organisational change. Moreover, employees' motivation depends upon many factors such as organisational culture, managerial leadership style, structure of organisation, HR policies and practices, job design as well as employees' skills, knowledge and attitudes (Raymond, 2002). Those organisational and personal attributes help employees work better (Karatepe & Uludag, 2006).

The literature review of organisational climate contained two main contradictions, first one is, related to ontological issues, which include theories of organisational climate (Ekvall et al., 1996; Guion, 1973; Altman, 2000) and secondly, related to values, norms and belief system. Schein (1992) suggests that organisational culture is even more important today than it was in the past. It helps to increase competition, globalization, mergers, acquisitions, alliances, and various workforce developments, improve efficiency, quality, and speed of designing, manufacturing and delivering products and services.

Schein (1992) argues that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. Leadership in this context refers to the influential individuals, often the founders who have a major impact on the creation of the organisation's early culture. It is argued that the founders of the organisation create the organisational culture.

Founders must appoint and keep the skilled people in the organisation, make them socialize; encourage them for participation.

Organisational culture influences work attitudes (e.g., job satisfaction, organisational commitment), service quality, and staff turnover (Glisson & James, 2002). Work attitudes also mediate the effects of climate on employee performance and motivation (Parker et al., 2003).

There is evidence that organisational culture and climate are positively correlated with organisational commitment - that is, a strong belief in and acceptance of the organisation's goals and values; a willingness to exert considerable effort on behalf of the organisation; and a strong desire to maintain membership in the organisation (Mowday et al., 1979; Guzley, 1992). Pfiffner and Sherwood (1960) proffer that when individuals embrace such a culture of the acceptance of the organisation's goals and values, it triggers the effectiveness of a firm. Culture helps to reduce conflicts in the organisation (Gale, 1992) and make the organisation more participative and zealous.

In a very comprehensive framework of organisational climate, six dimensions of organisational climate have been discussed: structure, responsibility, reward, risk, warmth, and support. Simultaneously, in another research, Litwin and Stringer (1968) emphasized on the concept of climate and its influence on the McClelland's 'need factors' of motivation i.e., power, achievement and affiliation.



## **Background and history of culture**

Although definitions of culture and climate vary from organisation to organisation (Verbeke et al., 1998), it can be defined as the organisational norms and expectations regarding how people behave and how things are done in an organisation (Glisson & James, 2002). In contrast, organisational climate reflects workers' perceptions of, and emotional responses to, the characteristics of their work environment (James et al., 1978; James & Sells, 1981; Glisson & James, 2002).

Schein (1992) notes that, a strong organisational culture has generally been viewed as a Conservative force. In contrast, defensive cultures are characterized by seeking approval and consensus, being conventional and conforming, and being dependent and subservient. Defensive cultures encourage or implicitly require interaction with people in ways that will not threaten personal security (Hellriegel et al., 1974; Cooke & Szumal, 2000). The four attributes of an organisation's climate are:

1. Supportive climate,
2. Climate of risk taking,
3. Climate of cohesiveness, and
4. Climate with the motivation to achieve (Denison, 1996).

The four attributes described here have been thought to promote job satisfaction and increase motivation at individual and organisational levels. Motivation is something (as a need or desire) that causes a person to act (Merriam-Webster, 2004). An organisation with a climate that has the motivation

to achieve has a strong desire to achieve and this is manifested in the collective behaviors of individuals. Institutionalized learning occurs when processes, systems, structures and routines are embedded within the organisation.

### **Overview of organisation and organisational culture**

Loosely defined, an organisation is a collectivity where people work together to achieve specific goals and objectives in a formalized structure and processes often strongly influenced by environmental factors. Organisational culture entails all that govern, guide and shape the organisations people-relationships Fowler (2000). He further states that people skills and company organisation and culture have suddenly risen to the top of managers concerns. “In particular, company culture – its structures and procedures, its communications, and the relationships between people within the organisation – emerges as the single factor people now see as having the greatest potential both to effect improvements – or hold it back”. He further states organisational culture could be one of the key ingredients in determining effectiveness and efficiency in understanding, benchmarking in becoming a world-class business and organisation. Given the importance of organisational culture it might be worthwhile to consider the factors that have influenced its development.

From the foregoing analysis, it cannot be overemphasized that, organisational culture reflects the things people value, the way people within the organisation generally relate to one another, share ideas and work together on a daily basis to get things done. It includes the shared view of directions and values,

priorities, commitments and feelings of loyalty and personal worth within an organisation. A positive organisational culture is essential for an organisation to be successful. It also provides personal work satisfaction, supports emotional and physical well-being and generates high morale as well as positive perceptions by others. The concepts of organisational culture and organisational climate have been used in a rather vague way and the definitions are almost as numerous as the researchers. According to Davies (1971) and Owens (1981), precise definitions are rare and in many cases ‘organisational climate’, ‘organisational culture’, ‘managerial climate’, ‘organisational atmosphere’, ‘management culture’ are accepted as interchangeable terms.

The link between organisational culture and performance has a relatively long tradition in the field of organisational studies (Wilderom et al., 2000). The concept of culture seems to lend itself to very different uses such as collectively shared forms of ideas and cognition; symbols and meanings; values and ideologies; rules and norms; emotions and expressiveness; the collective unconscious; behavior patterns; and structures and practices (Alvesson, 2002).

### **Organisational culture, concepts and dimensions**

Organisation culture is a phenomenon that exists in all companies. “Culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior” (Schein, 1992:1). Most authors and researchers, including

Schein, focus on the psychological aspects of why cultures exist and how they influence the organisation. In considering the economic impact of organisation culture, since they do exist, it is necessary to reflect on what they do to increase or even decrease the bottom line or profit of the organisation. This paper will discuss the economic issues that relate to organisation culture.

### **The meaning, composition and function of organisational culture**

Meaning of organisational culture: There is no unified standard about the definition of organisational culture so far, and it is Schein's (1992) definition about organisational culture that is representative and of great impact. He believes, when the culture is regarded as the values, common shared faith and group norm, it just reflects the content of organisational culture, but not the essence of organisational culture. Culture should include deeper basic assumption and faith that is shared by organisational members; they function unconsciously and explain the purpose and environment of organisation itself with a basic way of it is regarded as naturally. These deep assumptions should be distinguished with values and artificial things which is only the exhibition or the apparent level of culture, but not the essence of culture.

Schein (1992) concluded that organisational culture to be: a mode, composed by some basic assumptions. Those assumptions are found, created and formed gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system. The mode can be regarded as effective and workable if it runs well, which guides

employee's mind and action correctly. Comprehending the research of the scholars domestically and internationally, the researcher make the following understanding to the meaning of organisational culture:

1. Organisational culture is constructed in the course of production and management, and it is the general name of material wealth and spiritual wealth characterized by organisation.
2. Organisational culture is combined with the internal requirements of organisation, it is the need of organisation's own development, and it does not come from outside environment. Therefore, cultural construction is classified to organisation's general development strategy by many organisations, and it reflects organisation's spirit and image in production, marketing, human resource management and service.

Composition of organisational culture: Organisational culture is composed of three strata: material, system and spiritual, and spiritual culture is the kernel (Chenyan, 2006). The external strata are organisation's material culture, including products style, technology and equipment characteristics and factory appearance and the characteristic and style of enterprise manager. The middle level is organisation's system culture, including regulation, norm, and moral concept and rule of conduct which is permeated in the mind of employees. The internal layer is organisation's spiritual culture, including management philosophy, management strategy, value orientation, and common pursuit, common purpose and common emotion of employee. Of the three layers, the material culture is the foundation; system culture is the key, spiritual culture is the core and soul (Chenyan, 2006).

Function of organisational culture: The guiding function of organisational culture refers to the culture lead the whole organisation and all the employee's personal value and behavioral orientation towards the goal of organisation. The essence of the construction of outstanding organisational culture is to set up internal force mechanism. The construction of the mechanism makes vast staff recognize that the organisation is striving for lofty goal, which not only can produce creative tactics but also can make staff dare to make individuals sacrifice for realizing organisational goal (Campell, 1977).

Standardizing function of organisational culture: Through establishing common value system, organisational culture forms unified thought, make faith form a kind of tendency on the staff's psychological deep layer, and then a kind of response mechanism reconstructed in the transformation. As long as there is an inducement signal from outside, positive response will take place, and turn into the anticipated behavior rapidly. By coordination and self-control, the collision of restrain to employees is weakened, the conflict of autonomy psychology with the reality of being managed is relieved, which makes a unifying, and harmonious organisation from the top to the bottom (Denison, et al., 1995).

Agglomerating function of organisational culture: Organisational culture is the group consciousness created by the staff together. It is a kind of binder, unites the people of all respects and all levels around organisational culture, and makes cohesiveness and centripetal force to organisation. Organisational culture connects employee's personal thoughts and feelings, and destiny with the safety of

organisation closely. At the same time, employee has a sense of ownership and acceptance to the organisation (Zhang 2010).

Motivating function of organisational culture: Organisational culture emphasizes on regarding people as the centre, its core is to create common values. Outstanding organisational culture means creating a kind of atmosphere that everybody is paid attention to and respected. Excellent cultural atmosphere usually may produce a kind of incentive mechanism, which makes each member's contribution get other employees and leader's appreciation and reward in time. By this way, encouraging the employees dare to dedicate themselves, make unceasing progress and constant innovation in order to realize self-value and the development of organisation.

In addition, the establish of organisational culture, not only influence enterprise itself, but also have a certain impact on public, as well as domestic and international enterprises, it forms a part of social culture while improving enterprise's popularity, that is to say, organisational culture has enormous radiating function.

### **Organisational culture dimensions and theories**

Cultural theory (Thompson et al., 1990) also known under its earlier name as Grid/Group Analysis (G/G) is a typological paradigm proposed by Mary Douglas (1970, 1978) by comparing cultures and the forms of social organisation that support them.

**Table 1: Typology of corporate culture**

Typology	Theories	Propounders
An individual's behaviour, perception, attitudes, beliefs, and values are shaped, regulated and controlled by constraints that can be grouped into two domains, labelled as: group commitment and grid control. Combined, these project four prototypes: four possible scenarios of social life.	Chinese medieval history, theatre, geology and mathematical sciences Ecology Occupational Crime Industrial Safety Risk Behaviour Information Processing	Douglas, 1982 Douglas and Wildavsky, 1982 Mars, 1982 Gross and Rayner, 1985 Douglas, 1992 Thompson and Wildavsky, 1986
Two-dimensional model typological model follows a long and distinguished line of contributions to organisational analysis, employing a typological approach	Organisational structures Strategic options  'The Boston Box'	Burns and Stalker, 1961 Miles and Snow, 1978 The Boston Consulting Group



**Table 1 continued**

	Product portfolio	Mintzberg, 1979
	Organisational structures	Harrison, 1972
	Organisational cultures	Handy, 1986
The practical advantages to a typology, in that once we know we are in one set or another 'we can anticipate forms of activity (and) within the typological categories, the variance in intra-organisational behaviour will be reduced'	Typological theories and variance in intra-organisational behavior	Katz and Kahn, 1978
Corporate cultures correspond to a range of ideal types	Usefulness of typologies in broad analysis of organisations.	Hampden-Turner, 1990

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Source: Hampden-Turner (1990)

The term 'culture' is integral to anthropology -- the body of knowledge which has traditionally described, and critically compared bounded communities, pre-industrial societies, and which, increasingly, is being applied to organisational culture issues (Smircich, 1983). Benedict (1983) achieved notoriety with *Patterns of Culture* (1934), Kluckhohn and Fred Strodbeck with *Variations in Value*

Orientalisms (1961) and on a more popular note, Edward T Hall with *The Silent Language* (1959). A recent notable contribution in this domain is Alan Fiske's (1991, 1992) four-type cultural model of structural sociability.

Based on ethnography derived from non-industrial societies, the model designed by Mary Douglas (1970, 1978) has by now been applied to a variety of institutions, themes and areas -- a recent review of the literature lists some 100 academic publications (Thompson et al., 1990).

In that context, Hampden-Turner (1990: 22) adds that 'many experts and consultants think that all corporate cultures correspond to a range of ideal types', which is why typologies are found useful in the broad analysis of organisations.

### **Impacts of organisational culture**

#### Organisational cultural impact on productivity

A Study by Walker Information, a research firm based Indianapolis stated; “that employers spend too little time showing workers they matter, as manifested in lack of communication and lack of interest in new ideas and contributions. Majority of employees feel underappreciated, according to a 1999 survey. Forty percent of employees who rated their boss’s performance as poor said they were likely to look for a new job; and eleven percent of those who rated it excellent also said they would” (Kinicki & Williams, 2008). Many employees will give that extra bit of effort when they know the organisation’s leadership will support them in the way they want to be supported. Schein (1992) proffers that in an organisation, the leader has to work with the group that exists at the moment,

because he or she is dependent on the people to carry out the organisation's mission. It is these same people that will be doing the work to meet any organisation's demands.

Organisational culture is the concept of dealing with people with differences, keeping in mind that any time you have more than one person you will have differences. Cullen (2008) states that "valuing diversity starts off as something that we do and grows into something that we are".

Researchers indicate and caution that, instead of managers and leaders avoiding organisational culture, they should rather accept or come to terms with the uniqueness of each employee. Therefore the more that manager can learn will be able to help him to understand and motivate employees to be more productive (Kinicki & Williams, 2008).

Leaders may find initial success in a corporation without regards to the organisation's culture, which may not last long especially where a manager is task oriented such a manager may lose some of the employees especially when morale is low (Kinicki & Williams, 2008). Leaders should derive satisfaction from knowing that they supported the staff through a tough job with a sense of humility, humor, and accomplishment.

Most organisation's culture is based on employees wanting to feel valued. From a training perspective it costs roughly eleven times more to train a new employee than it does to keep an existing employee. It then becomes time to slow the revolving door of employee turnover within organisations and it is pertinent for an organisation to find a way of keeping the trained and experienced

employees on ground. From an economic perspective, very few people leave good jobs. And most people in good jobs will tell you they work for great managers.

**Box 1: The organisational culture framework: The basis of truth and rationality in the organisation**

1. Decision making should rely on factual information and the scientific method.

Focuses on the degree to which employees believe something is real or not real and how truth is discovered.

2. The nature of time and time horizon

The concept of time in an organisation has bearing in terms of whether the organisation adopt long term planning, strategic planning and goal setting, or focus and reacting on a short time horizon.

3. Motivation

Employees are intrinsically motivated to do quality work if the system supports their efforts.

Management should identify whether manipulating others' motivation can change effort or output of employees

4. Stability versus change/innovation/personal growth

Organisations that are risk-taking always stay innovative with a push for constant, continues

Improvement. Risk-averse organisations tend to be less innovative, with little push for change.

5. Orientation to work, task, and co-workers

**Box 1 continued**

The main important issues here is the responsibility employees feel for their position and how they are educated in terms of their roles and responsibility.

**6. Isolation versus collaboration/cooperation**

Cooperation and collaboration (internal and external) are necessary for a successful organisation. In some organisations, collaboration is often viewed as a violation of autonomy.

**7. Control, coordination, and responsibility**

A shared vision and shared goals are necessary for organisational success. All employees should be involved in decision making and in supporting the shared vision

**8. Orientation and focus-internal and/or external**

An organisation may decide to have internal orientation focusing on people and processes within organisation or emphasize

Source: Detert et al., 2000

According to Robbins (1989), organisational culture serves a number of functions within organisations. They include a boundary setting role that makes distinctions between organisations. Organisational culture facilitates the generation of employees' commitment to organisations and, it enhances social systems stability. In addition, it helps to bind the organisation members by providing accepted standards and rules. In other words, organisational Culture refers to the systems of shared beliefs and values that develops within an organisation and guides the behaviours of its members to maintain suitable

patterns of social systems to form a coordinated behaviour to survive in the dynamic environment (Denison, 1990; Schein, 1992). Schein (1992) summarized organisation culture to have evolved from the behaviours of dominant organisations members like founders and top management.

Detert et al. (2000) found that there has been little effort to synthesize the general dimensions of organisational culture, and to identify which of these culture dimensions most related to the change programs to improve in important human and organisational effects. Subsequently, they reviewed the existing repeated emerged organisational culture and developed a set of eight overarching, descriptive dimensions of culture. They linked it to a comprehensive set of values and beliefs that represent the “culture backbone” of successful Total Quality management (TQM) adoption and found the framework explicated well the TQM’s framework. The eight dimensions of organisational culture are briefly described in Box 1.

While there are many general frameworks and models of organisational culture available, Detert et al. (2000)’s framework was chosen because it review over twenty-five multiconcept frameworks that include Measuring Organisational Culture (Hofstede, Neuijen, Ohayv et al., 1990), Organisational Culture and Leadership (Schein, 1992), and Competing Values (Cameron & Freeman, 1991). We believe and convinced that it consolidated existing organisational culture dimensions compactly into eight descriptive dimensions as in Box 1 above.

## **Relationship between organisational culture and organisational performance**

The performance is concerned by organisation ultimately forever. Little Tom Watson, chairman of directorate of IBM Computers, said on the lecture in Columbia University in 1962: "when it comes to the relevant business performances of organisation, the basic management philosophy, the spirit and goal of organisation is far more important than technological or economic resources, structure of organisation, invention and creation and making decision at random. Certainly, the two factors influence the achievements of organisation greatly. However, this study shows that they stem from the degree of how much the staff believes in organisation's basic values and beliefs, and stem from the degree of how much they practice these values and beliefs in actual management at the same time". Therefore, we may find out that there is close relation between organisational culture and organisational performance (Zhang, 2010).

For many years, scholars take a large number of works to study the impact of organisational culture on organisation performance. For example, Akin and Hopelain (1986) proved that the connection between culture and achievement strengthened as time goes by. Denison's (1990) research indicates that organisational culture influences organisational performance directly. An organisation whose organisational culture is propagated extensively and profoundly, and practiced in management decision, the repayments in investment and sale are all much better than those organisations which do not popularize organisational culture. Therefore, those researches prove that cultural factor leads

the realization of a lot of organisation's value achievements, and it may be the extreme crucial factor for the success of organisations.

The later research on organisational culture develops into a more microscopically organisational aspect gradually (Baruch, 2000). Lim (1995), Schein (1990), Ogbonna and Harris (2000) have conducted investigations and tried to establish the relation between organisational culture and organisational performance, namely, there is a close connection between organisational culture and organisational performance at least. Studies have suggested, organisational culture is a kind of complicated and comprehensive composition element, it is a kind of values that is shared by the members, it is a kind of inherent regulatory faith. It will not only influence people's behavior but also decide working atmosphere, leadership style and the formulation of strategy.

Organisational culture influences the operation of organisation on the two aspects of organisation and individual, and then it will exert an influence on organisational performance (Heffernan & Flood, 2000). The impact of organisational culture on organisational performance can be decided by the degree of how much main values and beliefs of organisation is accepted deeply and widely, its influence can be divided into three aspects: firstly, cultural direction, it means the accurate degree of how much does organisational culture influencing organisation's operation direction; Secondly, cultural permeability, it refers to the degree of how much does organisational culture is shared by all the members in common; Thirdly, cultural intensity, that is the degree of how much does the employees abide by the culture.



Culture has comparatively great influence means it has extensive permeability and relatively far-reaching influence intensity, namely the so-called uncompromising culture. Employees have identical goal and common values at this moment; therefore, the employees will be satisfied with what they did and devote themselves to work even more. In a lot of organisations, organisational culture is seems regarded as the accessory, it is even considered only some slogans brushed on the company wall or posters of companies, its existence will only produce surplus documents and procedure, and does not create any value. As the two important factors that influence organisational performance, employee and customer's attitude and behavior are impacted by organisational culture to a large degree as can be seen in Figure 1.



**Figure 1: Model of organisational culture impacting on organisational performance**

Source: Hefferman and Flood (2000)

The organisational culture having an impact on these factors also influence the motivation of the workforce which stems out of the type of motivational system implemented in the organisation. The improvement of organisational culture identity can guarantee sufficient exertion of enterprise common employee's enthusiasm and knowledge system. If it is enough to pay attention to the staff, organisational culture will build a kind of positive working atmosphere, mutual values and management mechanism for the staff (Zhang, 2010).

Thus, a suitable working environment that encourages creation actively is produced. The staff are motivated to establish uniform goal, as same as the goal of organisation, and keep pace with organisation's goal while struggle individually, which will encourage the employee's working enthusiasm greatly, improve work efficiency, and reduce trade cost inside enterprises effectively; Besides, organisational culture motivates that the staff take action in enterprise's responsibility or broader field voluntarily, make them pursue the completion of service for others actively, and improve the satisfaction of external interests relatives; Organisational culture promotes the group to study, improves employee's work skills in order to increase work productivity, thus improve the relative value of products or service.

The staff are direct creators of enterprise's value, while creating value, on one hand the staff fasten their own intelligence, physical ability on the production of better products or service. On the other hand, through positive connection and cooperation with external environment, for instance, market investigation, questionnaire investigation, etc., they understand customer's demand and

suggestion, improve or produce new products or service. Consequently, staff plays the most basic role to organisational performance (Zhang, 2010).

As the two important factors that influence organisational performance, employee and customer's attitude and behavior are impacted by organisational culture in some degree, as Figure 1 shows. The improvement of organisational culture identity can guarantee sufficient exertion of enterprise common employee's enthusiasm and knowledge system. If it is enough to pay attention to the staff, organisational culture will build a kind of positive working atmosphere, mutual values and management mechanism for the staff. Thus, a suitable working environment that encourages creation actively is produced (Zhang, 2010).

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## **Organisational culture and implementation of Enterprise Resource Planning (ERP)**

Organisational culture is of critical importance for the success of projects involving significant organisational change (Stewart et al., 2000). Kampmeier (1998) states that one reason for many ERP failures are that we pay insufficient attention to the culture of the organisations with which to work. Schneider (1990) reports that many companies have paid the price for ignoring corporate culture in the rush to implement an Enterprise Resource Planning (ERP) system. Capron and Kuiper (1998) state that even though most companies are unwilling to admit it, there is often, much in the corporate ethos and culture that negatively impacts the likelihood of success.

Mobley et al. (2005) indicate that a strong organisational culture can be a primary generator of real motivation and commitment. In a strong and cohesive culture, the organisations core values are both intensely held and widely shared. This high intensity of common beliefs makes it relatively easier to draw consensus among employees, to build a focus on important goals and objective, to reduce potential conflicts, to cultivate a learning environment, and to lower staff turnover.

Stewart et al. (2000) suggested that in both initial Enterprise Resource Planning (ERP) implementation and its upgrades, the issues of organisational culture relating to risk orientation and user involvement are key implementation variables. Moreover, leadership practices within the change management programs are important in overcoming resistance, but leadership alone may not

overcome other cultural aspects impeding its adoption and exploitation. Stewart et al. (2000) state also that an organisation's existing culture is therefore likely to have profound effects on the planning process, the implementation process and in the operation of the completed project.

Stewart et al. (2000) proffer suggest that the working culture has programmed learned helplessness and non-responsibility into workers, where obedience takes precedence over initiative, discipline over risk taking and where showing up for work every day is considered fulfillment of the work contract (Stewart et al., 2000).

Breen (1995) suggests that to successfully manage complex projects, an initiative must be taken in educating, encouraging and empowering project teams to cut across organisational barriers allowing organisations to overcome natural barriers to successful project management.

Hall (1976) divided cultures into high and low context categories. According to him, a high context culture is one in which people are more tightly attached to each other and, because of this strong relationship, a social hierarchy exist that expect individuals to keep their expressions within their control and to communicate information in a simple way but with profound meanings. On the other hand, people in low context culture are individualized and less attached to others.

When dealing with new technology, high context cultures adopt it only if they fully understood its technical aspects in depth and are assured that there are no risks attached while low context cultures feel comfortable in dealing with new

technology. People in these culture feel uncomfortable working with old systems for a long time and prefer to use new things.

### **Concept of employee motivation**

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). The conclusion from a study was that employees are not motivated solely by money, and that employee behavior is linked to their attitudes (Dickson, 1973). The studies ushered in the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organisation. An understanding of the applied psychology within a workplace, also known as organisational behavior, can help achieve a highly motivated workforce.

### **Definitions of employees' motivation**

Motivation has been variously defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this study, motivation is

operationally defined as the inner force that drives individuals to accomplish personal and organisational goals. According to Morgan (1992), motivation is about the psychological forces that determine the direction of a person's behavior in an organisation, a person's level of effort and a person's level of persistence.

### **The role of motivation**

Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organisations survive for survival. In other words, motivated employees are more productive (Smith, 1994). To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

### **Purpose of employees' motivation**

The purpose of the study was to describe the importance of certain factors in motivating employees at the Piketon Research and Extension Center and Enterprise Center. Specifically, the study sought to describe the ranked importance of the following ten motivating factors: (a) job security, (b) sympathetic help with personal problems, (c) personal loyalty to employees, (d)

interesting work, (e) good working conditions, (f) tactful discipline, (g) good wages, (h) promotions and growth in the organisation, (i) feeling of being in on things, and (j) full appreciation of work done. A secondary purpose of the study was to compare the results of this study with the study results from other populations, Linder (1998).

### **Types of motivated behaviour**

Two types of behaviors can occur during motivation: intrinsically motivated behavior and extrinsically motivated behavior. George and Jones (2007) describe intrinsically motivated behavior as behavior that is “performed for its own sake; the source of the motivation is actually performing the behavior, and motivation comes from doing the work itself”. For example, those who believe in protecting the natural environment and work toward that goal are intrinsically motivated. George and Jones describe extrinsically motivated behavior as that “performed to acquire material or social rewards or to avoid punishment”. Those who are working purely for monetary purposes are an example of extrinsically motivated employees (George & Jones, 2007).

### **Motivation theories**

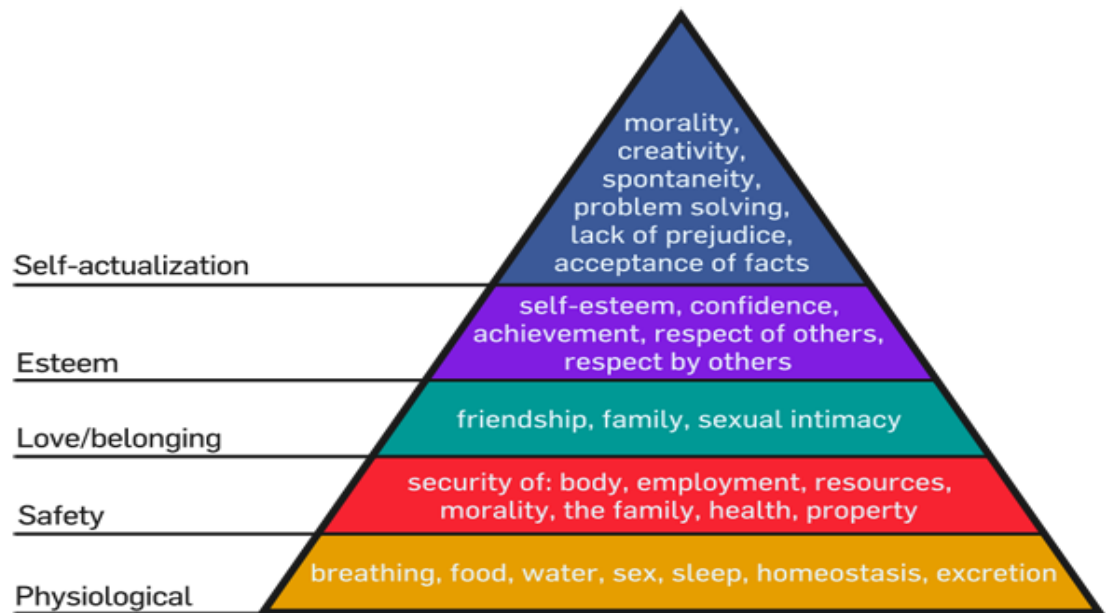
Several theories exist regarding motivation. Expectancy theory, need theories, equity theory and goal-setting theory are each different interpretations within motivation. Expectancy theory suggests that high levels of motivation occur when employees believe they can get the task done, believe they are



capable of performing at high levels, and desire the outcomes (Vroom, 1964). For example, pay or bonuses can be a desired outcome. Several need theories exist, but all of these theories have a common definition. Managers must determine the needs of their employees within an organisation. They are responsible for ensuring that people receive outcomes to satisfy needs when performing at high levels.

Review of numerous literature revealed volumes of information concerning theories of motivation. In order to understand what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

Maslow (1954) concluded after his lengthy research that, employees have five levels of needs physiological, safety, social, ego, and self-actualizing. He also states that lower level needs had to be satisfied before the next higher level need would motivate employees.



**Figure 2: Maslow's Hierarchy of needs**

Source: Maslow (1954)

### Maslow's Hierarchy of Needs

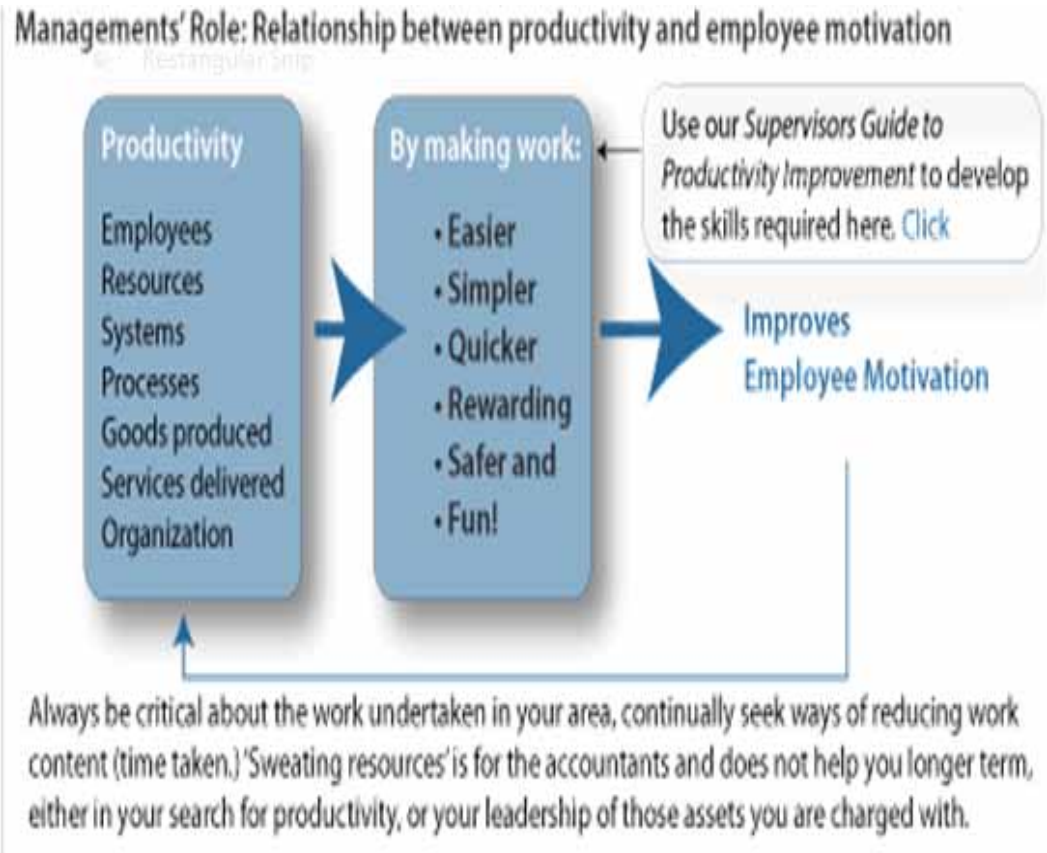
Herzberg (1959) categorized motivation into two factors: motivators and hygienes. Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Another scholar, Vroom (1964) developed his theory which is based on the belief that employee effort will lead to performance and performance and consequently rewards. Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

According to Adams' Equity theory (1965), employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. According to Skinner's theory (1953), those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated. Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

Equity theory suggests that managers promote high levels of motivation by ensuring people believe in the outcomes. For example, salaries are distributed in proportion to inputs, such as time and effort. Goal-setting theory suggests that specific and difficult goals lead to high motivation and success.

### **Components of motivation**

Jones and George (2007) list direction of behavior, effort and persistence as key components toward motivation. The behavior that a person chooses is direction of behavior. Effort measures how hard an employee works. Persistence occurs when an employee continues trying in the face of difficulties, instead of giving up.



**Figure 3: Conceptual model of employee motivation and productivity**

Source: Jones and George (2007)

### **Conceptual framework for the study**

This section provides an overview of the literature behind the framework used. It is not intended as a comprehensive and critical review of the literature into culture, organisational behaviour, management styles and occupational psychology. Leadership or management style is a key input to understanding the culture of an organisation (Schein, 1985; Pheysey, 1993; Cameron & Quinn, 1999). As a result, depending on the type of organisational culture, a particular management style will be more prominent and appropriate than others (Cameron

& Quinn, 1999). Therefore, to avoid conflicts, it is important that there is alignment between the management style and the organisational culture. Harrison (1987) suggests four types of organisational culture, which are based on Hofstede's work on national cultures. These types of organisational culture are: role culture, power culture, achievement culture and support culture. In addition, Pheysey (1993) elegantly links research on management style with research on organisational culture, highlighting the types of management style that are more compatible with each type of organisational culture. These are as follows.

#### Role culture

In the role culture, work is performed out of a respect for contractual obligations backed up by sanctions and personal loyalty towards the organisation or system (Handy, 1985). Here the power base of the leader is legitimacy and followers accord status out of respect for the office (Pheysey, 1993). Leadership tends to be invisible, impersonal and even evasive. The leader practices "selling", which is an intermediate position between telling and consulting. The leader is technically expert and well informed. His/her influence is based on information control, and as a result, documentation and information management are actively pursued (Cameron & Quinn, 1999). Another common management style to find in organisations with a role culture is Laissez-faire (Lippitt & White, 1958) which means "leave alone, leave others to do".

### Power culture

In the power culture, work is performed out of hope of reward, fear of punishment or personal loyalty towards a powerful individual (Handy, 1985). Terms such as authoritative (Likert, 1967), autocratic (Lippitt & White, 1958) and idealistic prime-mover (Quinn & McGrath, 1958) have been used to define the dominant leadership style commonly found within the power culture. Here the leader tells others what to do and he/she motivates employees by “the carrot and the stick”.

### Achievement culture

In the achievement culture, work is performed out of satisfaction in the excellence of work and achievement and/or personal commitment to the task or goal (Handy, 1985). The power base of the leader is his/her expertise (i.e. knowledge and skills) and followers' accord status out of recognition of contribution (Pheysey, 1993). The leader is energised by competitive situations and actively pursues goals and targets. He/she continuously gives direction and encourages participation of employees. Appropriate management styles within the achievement culture are consultative (Likert, 1967) and rational achiever (Quinn & McGrath, 1958). Pheysey (1993) argues that these leaders believe that employees are already motivated but need encouragement to continuously achieve high performance.

## Support culture

In the support culture, work is performed out of enjoyment of the activity for its own sake and concern and respect for the needs and values of the other persons involved (Handy, 1985). Here leaders need to have personal charisma, which symbolizes esteemed values. Followers accord status out of liking or identification (Pheyse, 1993). The leader in the support culture is people orientated, caring and empathic. He/she listens to the views of subordinates and takes them into account. His/her influence is based on getting people involved in the decision-making and on mutual respect and trust. This leader continuously manages conflict and seeks consensus and actively pursues participation, commitment, openness and morale (Cameron & Quinn, 1999). Terms such as participative (Likert, 1967), democratic (1958) and existential team-builder (Quinn & McGrath, 1958) have been used to describe this type of leadership style.

The second part of the research questionnaire consisted of other key determinants of employee's satisfaction and motivation. These factors are briefly described below:

1. Continuous learning

An assessment of how the company offers employees the opportunity to continuously learn and upgrade themselves at work.

2. Operations

An assessment of the structure of the company and how work is executed on a daily basis to achieve and exceed desired outcomes.

3. Systems and processes

An assessment of the kinds of corporate systems (hard and soft) which exist in the company and the processes in place

4. Empowerment

An assessment of how delegation of tasks to employees is accompanied by the right level of decision making authority to ensure that employees take full responsibility and accountability of assigned roles.

5. Satisfaction

An assessment of how employees are satisfied with the company with reference to how their needs and expectations are met.

6. Transfer of learning

An assessment of how employees have the opportunity to transfer theories and concepts learnt into real work situation.

7. Climate

Feelings visa vis satisfaction. An assessment of the work environment, including cleanliness, lighting systems, environmental health and safety standards, how conducive the environment is to work etc.

8. Retention

An assessment of how the company's ability to retain quality staff and an assessment of the turnover in the company.



## 9. Recruitment

An assessment of the company's recruitment practice in terms of how rigorous and structured the process is and how this translates into the quality of staff recruited in the company.

## 10. Reward System

An assessment of the reward system to ascertain equity and fairness across the various jobs in the company.

The completion of the questionnaire allows the culture and motivational effectiveness dimensions to be ascertained and analyzed.

## **Summary**

To sum up, it is evident that change and continuous improvement are necessary for business success. No matter how well a company may be growing, whether they are meeting or exceeding their business targets, it is necessary to review the internal cultural factors to continuously improve them to meet future challenges. Employee motivation is critical for performance to sustain development and growth despite the rapid global growth and evolution.

Motivation has a positive impact on performance and it is very dependent on the organisational culture, managerial leadership style, organisational structure, policies, job design, skills, knowledge and attitudes. This study seeks to see how best Rancard Solutions is continuously striving to ensure the right culture for employees to be consistently effective and efficient in understanding and benchmarking to become a world-class business and organisation.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter presents the methodological approaches used in this study to explore the impacts of organisational culture on employees' motivation at the Rancard Solutions Company, Ghana Ltd. The empirical nature of the research and its focus on a particular company required careful consideration of the appropriateness of sampling procedures, data collection and data analysis. The chapter therefore provides an explanation and justification of the research design chosen, sampling methods, instruments for data collection and finally the analytical procedures for addressing the research questions.

#### **Organisational profile**

Established in 2000, and incorporated in 2002, Rancard Solutions Company, Ghana Ltd has some of the finest IT solution experts in Ghana if not Africa. Rancard Solutions Company Limited is driven by its vision to achieve significant business in Information Technology and Communication solutions by 2012 with a strong presence in developed markets. The company aspires to be amongst the Top 5 global generic players and aims at achieving global sales of \$5 billion by 2012.

The company is focused on increasing the momentum in the generics business in its key markets through organic and inorganic growth routes. The company continues to evaluate acquisition opportunities in the emerging and

developed markets to strengthen its business and competitiveness. Rancard Solution's business philosophy based on delivering value to its stakeholders constantly inspires its people to innovate, achieve excellence and set new global benchmarks. Driven by the passion of its 125 strong multicultural workforce comprising 50 nationalities, the company continues to aggressively pursue its mission to become a research-based international IT solution company and attain a true global leadership position.

Though Rancard Solutions comes across as a strong and successful company, it faces some challenges which inhibit it from achieving its ambitious goals as expected. The outcomes of this research are intended to support Rancard Solutions with insightful analysis to overcome these challenges.

### **Research design**

In social scientific study, research design refers to the logical sequence that connects the empirical data to a study's initial research questions and, ultimately its conclusions (Yin, 2003:21). Research design is often described as 'a plan that guides the investigator in the process of collecting, analyzing, and interpreting observations. It is a logical model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigation'. Bryman (2004) and Kumar (1999) tend to agree that research design generally, represents a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically.

Different styles, traditions or approaches use different methods of collecting data, but no approach prescribes nor rejects any particular method. Quantitative researchers collect facts and study relationship of one set of facts to another. They use numerical data and, typically structured predetermined research questions (Punch, 2005). Those using qualitative perspectives are more concerned to understand individuals' perception of the world (Bell, 2010). Classifying an approach as quantitative or qualitative, ethnographic, survey, action research or whatever, does not mean that once an approach is has been selected, the researcher may not move from the methods normally associated with that style. The present study adopted a mixed method which seemed most appropriate for this research because both quantitative and qualitative methods have been used in various researches in the field of employees' motivation, performance management and organisational culture dimensions. The research design was divided into two discrete but interrelated stages. The first stage of the research focused on validating previous research into the effectiveness various pillars of organisational culture, as perceived and preferred by the staff of Rancard Solutions Company, Ghana Ltd. and the impacts of the culture dimensions on employees motivation. Available reports and documents from Rancard Solutions Company, Ghana Ltd were reviewed to obtain secondary data.

The second stage focused on establishing relationships between the variables measured in the first stage (organisational Culture pillars) and their impacts on employees' motivation.

According to Peters and Waterman (1982), regarding the commitment of employees to organisational values and beliefs – the organisational culture – as a crucial factor in the success of a company. The way that people are managed has a powerful impact both on productivity and on profitability. Variance of these aspects can be accounted for by differences in corporate culture, together with different levels of job satisfaction and employee motivation and commitment (Finck, Timmers & Mennes, 1998; Schofield, 1998; Watson, 1994).

The research was conducted using both quantitative and qualitative method of analyses in which the relationships and capacity factors were measured, using Organisational Development (OD) measurement tools like Organisational Culture Assessment Tool (OCAT). This was followed by the analysis of the study findings and presentation in the forms of gap analysis to help with diagnosis of the problem areas. The method of analysis was by using Microsoft Excel as a platform into which the data was inputted for the various relationships between the corporate culture and the level of motivation which could pertain among employees.

### **Study population**

Due to the importance of the study and the fact that, the company is not a big organisation, the researcher used a sample consisting of all the twenty eight staff of the organisation (Table 2).

**Table 2: Actual numbers of employees sampled**

Category of Staff	Frequency	Percentage
Executive	4	14.3
Management	8	28.6
Staff	11	39.3
Support staff	5	17.9
Total	28	100.0

Source: Rancard Solutions Company, Ghana Ltd

### **Sampling procedure**

A purposive sampling was used to obtain twenty (20) (representing 71.4 percent of the entire population) to respond to the research survey questionnaires. This strategy was used to ensure that respondents had a good understanding of the research topic being the impact of the culture of an organisation on their motivation to give off their best in terms of performance to contribute to organisational sustainability and growth

### **Data and sources**

Primary data was sourced for through, a structured questionnaire which was developed and administered to the staff of the company.

Information was sourced from employees from the various functions of the company, their length of service, their position in the hierarchical structure of the company and gender. -.

## **Instruments**

The correct selection of instruments is essential for achieving the research outcome. In particular, the instruments need to be established in what they measure (validity) as well as how they measure (construct and reliability) in order to answer the research questions. Further, the nature of the instruments needs to support the research design. For this study, survey research was considered appropriate. The intent of the instrument was to provide a tool for assessing the impacts of organisational culture on employee motivation.

The tool was made up of sixteen categories of questions with a minimum of four sub-questions each. The questions were developed with answers structured in a 4 level Likert Scale ranging from 1 to 4 (Appendix).

## **Pre-testing of instruments**

The questionnaire, it was pre-tested among seven individuals from Nestle Ghana who do not work at Rancard Solutions Company Limited to test the viability of the tool and how the reporting came out to ascertain the suitability of this tool for the research project.

## **Data collection**

The entry into Rancard Solutions Company, Ghana Ltd for this project was facilitated by Dr. Esi Ansah, HR Professor at the Ashesi University who officially introduced Rancard as a company which had an ambitious agenda in international Information Technology and Communications which would be

interested to have an idea of how they were doing in terms of employee motivation and performance as the springboard to achieving business targets.

An official meeting was planned at Rancard through a telephone appointment with Mr. Kofi Dadzie, the Chief Executive Officer who later introduced me on site to Mr. Sam, the Chief Operating Officer.

The data were collected in two discrete, interrelated stages. During the first stage, respondents were asked to complete the survey questionnaires. These data were then manually entered and transformed into graphs and pictures using MS-Excel spreadsheet application. Additionally, briefing sessions were conducted for some segments of the respondents during which the questionnaires were discussed and respondents completed the tools. The questionnaire was administered in hard copy during the briefing sessions

In line with the research ethics, all respondents were informed about the purpose of the study and their consent was sought to use the data collected in this particular study. It was stressed that participation in this study was entirely voluntary and that their work in their respective organisations would not be affected. In addition to the instruments, respondents were asked to provide personal details including gender and age.

### **Data gathering and interaction with respondents**

Following the entry and introduction, Mr. Sam became the single point of contact for this project and a subsequent visit was planned with the sole purpose of having an in-depth discussion on the company's profile, type of business,



current situation, business and growth targets among other topics such as the history of the company. We also spent some time understanding the nature of this project and the value it would bring to Rancard if successfully carried out. Our common definition of success was the full collaboration of both the company and the researcher.

Mr. Sam took the researcher round the company premises to introduce her to the staff and allow for interaction and short interviews. The researcher then prepared questionnaire based on the organisational development tools she deemed fit to employ for the assessment. Prior to her next meeting with Mr. Sam to discuss the questionnaire, the researcher conducted a pilot test of the questionnaire on a group out of Rancard to check and evaluate the feasibility and efficiency of the tool. Upon this successful testing, the researcher met with Mr. Sam and presented the tool to be used for the data collection.

The questionnaire was successfully administered to all the staff on site and a response rate of 71.4 percent was achieved. The researcher is convinced that this response rate is big enough a sample size to reflect the current situation in the company with reference to the topic under research.

### **Challenges encountered in the data collection**

Questionnaires were used as one primary source of data collection and though they were effective in ensuring large outreach of the employee base of Rancard Solutions Company Limited as well as eliminating researcher bias, it was also very convenient, low cost and easy to administer because it was quick, took

little time of the respondent's time at work and it was standardized which made data consolidation and analysis relatively easier. The anonymity it guaranteed also helped churn out genuine feedback during the process. However, with every data collection instrument, there are limitations and the use of the questionnaire presented the following limitations: It was difficult to obtain an anticipated response rate of over 80% as there was not a very strong motivation for employees to respond. It was not suitable as an instrument especially where further probing was required and there was no opportunity for respondents to seek clarification on questions which were not very clear.

Another method for data collection used was interviewing. Though this process had the added value of allowing for a good response rate, flexibility, the opportunity to clarify questions, have the benefit of seeing the body language of respondents and building rapport, some of the limitations are; it was expensive to execute due to the time constraints of both the employees and management of Rancard and the researcher, it required a refresher for the researcher on interviewing skills, the data collected had the risk of being influenced by researcher bias and also it was not possible to have these face to face meetings with a lot of employees

Using meetings to collect data also provided good input for the research because it was good for formative evaluation, not expensive and allowed for flexibility on the part of both the Management and the researcher however, just as has been noted with the other data collection tools, the following limitations were

observed: limited input from participants compared to openness during questionnaires, the researcher faced the risk of bias during the meetings.

Observation was also another method used in collecting the data for the research and this approach provided the added benefits of accurate behavioural data which was unobtrusive and moderate in cost because it entailed just the researcher being on the premises and making observations about how work was carried out, interactions among staff etc. however the limitations encountered with this approach are the following: The employees under observation were aware of the presence of the researcher on the company premises and as a result, their behaviour cannot be confirmed as being free from bias, the researcher's bias could have influenced data collection and interpretation, and the researcher had to make a number of visits to the site to have the opportunity to observe for longer different periods in order to get enough data through this method.

### **Data processing and analysis**

Upon collecting the completed questionnaires, a thorough process of studying each of the questionnaires was done to ensure there were no anomalies. The researcher then keyed in all the responses into an excel table to facilitate analysis, development of graphs to see the different patterns in the data collected and to be able to draw meaningful conclusions from the exercise.

The rationale for developing the questionnaire in excel is due to the fact that because the data required for analysis is qualitative, it was necessary to build a tool which would facilitate the analysis of data for interpretation.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **Introduction**

In this chapter, the data obtained from the fieldwork are presented and analyzed. All relevant background information on the respondents is presented first. Such information includes demographic profile about the respondents. Data presentation covers data on respondents' characteristics, impacts of organisational culture on employees' motivation at Rancard Solutions Company Ltd. The discussion component is an analysis of the various presentations, results and findings to answer the research questions and end the chapter by discussing the findings especially in relation to the theories espoused in the literature review (Chapter 2).

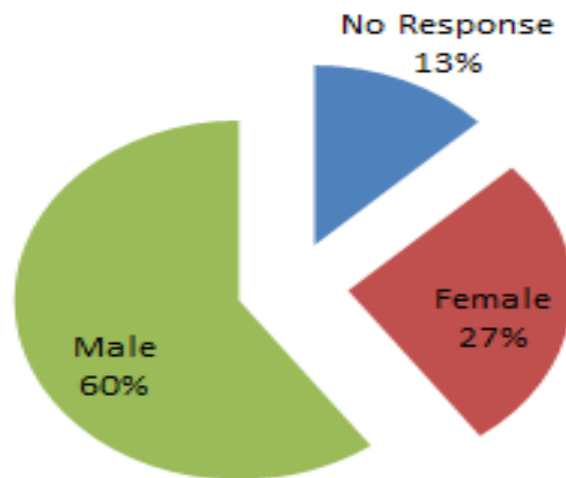
#### **Socio-demographic characteristics of respondents**

Since the characteristics of respondents greatly influence the results, the researcher presents both descriptive and graphics of the respondents. This section analyzes the biographical data of respondents. Variables such as respondent's sex, age, length of service and occupation are discussed.

##### **Sex of respondents**

The respondents' categorisation by sex, as presentated in Figure 4 indicates that, the males (60%) were more than the females (27%), 13% of staff did not indicate their sex. This could be due to the fact that they did not want their

inputs to be traced to them though full anonymity of the survey was guaranteed. It could be deduced from the findings that more males participated in the survey exercise than females because more of the males present during the survey shown keen interest in the subject of organisational/corporate culture than females. However, the statistics also indicates that, there was a fair representation of females as against male in sample for the study.



**Figure 4: Sex of respondents**

Source: Field survey, 2011

#### Age of respondents

As shown in Table 3, the majority of the respondents were within the age bracket of 21-30 years constituting 60% of respondents, whilst the rest made up of 20% constitutes respondents of age between 31-40 years and 20% did not disclose their age groups. The finding presupposes that respondents within the age bracket of 21-30 constitute the majority of employees in the target organisation.

**Table 3 : Age of respondents**

Age (years)	Frequency	Percent
21-30	9	60
31-40	3	20
No Response	3	20
Total	15	100

Source: Field survey, 2011

#### Working experience

One-fifth (20%) of the respondents have been working in their organisation for less than a year. This is followed by about half (47%) who indicated that they have been in their current employment between one and five years. Respondents who have been working between six and ten years constitute 13% while 20% have been in their employment for more than 10 years (Table 5).

**Table 4: Respondents' working experience**

Number of years	Frequency	Percent
<10	3	20
1-5	7	47
6 -10	2	13
>10	3	20
Total	15	100

Source: Field survey, 2011

## Existing culture

The existing culture for the study was based on four pillars namely: Power, Role, Achievement and Support. Harrison (1987) suggests four types of organisational culture, which are based on Hofstede's work on national cultures. The overall scores on these four pillars scores per dimension were less than the highest possible score of four (4) which obviously means that a lot more can be done to create a more conducive environment to ensure a better level of motivation. Respondents' views were sought on these pillars of culture using a scale of 1 - 4 (1 being the least dominant view and 4 the most dominant view). In all "Role" has the highest score of 44.4 while "Support" received the lowest ranking of 34.07.

**Table 5: Summary of existing culture pillars**

Cultural pillars measured	Scoring
Power	34.73
Role	44.4
Achievement	42.60
Support	34.07

Source: Field survey, 2011

While obtaining support from management is indispensable for streamlining organisational culture and performance, assigning of roles and responsibilities is perceived to play a very strong role for most employees at Rancard Solutions Company Limited. The findings indicate that the role that each employee plays is very critical in the overall process and value chain of the organisation.

**Table 6: Sample score sheet of questionnaire showing highest and lowest scores per question**

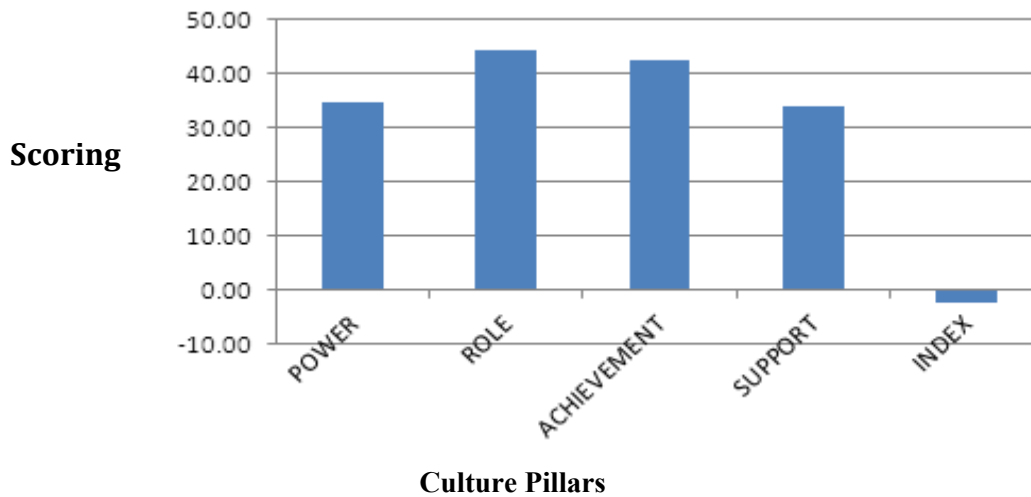
Existing culture								Highest	Lowest	
Dimensions, questions and scoring								Average	Average	
Values	1a	3.47	1b	3.47	1c	3.60	1d	3.00	3.60	3.00
Recognition	2a	1.53	2b	3.47	2c	3.47	2d	0.00	3.47	0.00
Involvement	3a	1.93	3b	3.60	3c	3.53	3d	2.93	3.60	1.93
Leadership	4a	2.33	4b	3.13	4c	2.73	4d	2.40	3.13	2.33
Decision making	5a	3.00	5b	3.20	5c	2.53	5d	2.47	3.20	2.47
Assigning roles	6a	2.20	6b	3.27	6c	2.93	6d	2.73	3.27	2.20
Expectations of staff	7a	3.13	7b	3.20	7c	0.00	7d	3.40	3.40	0.00
Expectations of managers	8a	3.13	8b	3.53	8c	3.13	8d	0.00	3.53	0.00



**Table 6 continued**

Communication	9a	3.13	9b	3.53	9c	3.33	9d	3.53	3.53	3.13
Motivation	10a	2.40	10b	3.13	10c	3.47	10d	3.13	3.47	2.40
Relationships	11a	0.00	11b	3.07	11c	2.13	11d	2.27	3.07	0.00
Conflict										
Management	12a	2.40	12b	3.53	12c	3.53	12d	3.00	3.53	2.40
Feedback	13a	1.73	13b	1.53	13c	1.60	13d	1.80	1.80	1.53
Systems and										
Procedures	14a	2.80	14b	0.00	14c	3.20	14d	0.00	3.20	0.00
Integration	15a	1.53	15b	2.73	15c	3.40	15d	3.40	3.40	1.53
Total		34.73		44.40		42.60		34.07		44.40

Source: Field survey, 2011



**Figure 5: Total scores for culture pillars**

Source: Field survey, 2011

#### Role culture

The total scoring of Role Culture of 44.4 from the questionnaire (see Table 5) by the employees is the highest scoring among the various cultural dimensions. In accordance with the definition of Role Culture, the interpretation of this scoring is that the employees perform their duties out of respect for contractual obligation and backed up by sanctions and personal loyalty towards Rancard Solutions Company Limited. There is also a perception of some level of empowerment in the company which can also be worked on to be improved to build up the motivation of the employees.

As mentioned earlier in the literature review, Buford, Bedeian, & Lindner (1995) describe motivation as a predisposition to behave in a purposive manner to achieve specific, unmet needs and Bedeian (1993) also describes motivation to be

the will to achieve. The focus for this study was defining motivation as the inner force that drives individuals to accomplish personal and organisational goals. Because the power base being the legitimacy of the leader is very critical in role culture, the score achieved from this survey suggests that the leadership of Rancard Solutions Company Limited is respected by their employees and also they are considered to be technical expert and well informed. Lippitt and White (1958) also mention that a common management style to find in organisations with a role culture is Laissez-faire, which means, “leave alone, leave others to do”. This is believed by some employees to be the case at Rancard Solutions Company Limited.

#### Achievement culture

The expertise and power base of the leader influences the rate at which satisfaction in the excellence of work is done. The leader’s competitive outlook makes him want to encourage the participation of employees. Rancard Solutions Company Limited has an achievement culture scored at 42.6, which suggests that the general feeling among employees in the company is that sometimes; work is performed out of satisfaction in the excellence of work and achievement and/or personal commitment to the task or goal (Handy, 1985). According to Pheysey (1993), it can be inferred that in Rancard Solutions Company Limited, often the power base of the leader is his/her expertise (i.e. knowledge and skills) and followers’ accord status out of recognition of contribution. The leadership of the company gets energised by competitive situations and actively pursues goals and

targets. In this regard, sometimes, the leadership continuously gives direction and encourages participation of employees. The scoring suggests that sometimes the leadership of Rancard use appropriate management styles within the achievement culture such as the consultative approach (Likert, 1967) and rational achiever (Quinn and McGrath, 1958).

#### Power culture

The Power culture at Rancard Solutions Company Limited according to the employee survey scored 34.73, which is, an indication that employees do not always perform their tasks because of a hope of a reward and loyalty to a leader or out of fear of punishment or personal loyalty towards a powerful individual (Handy, 1985). Likert (1967) proffers that such leaders can be described as authoritative while Lippitt and White (1958) also describe as autocratic. Leaders at Rancard are perceived to use the “telling style” where they often tell others what to do and they motivate employees by “the carrot and the stick” approach which Quinn and McGrath (1958) describe as idealistic prime-mover leadership style. In any situation where an assessment suggests that there is not a total willingness on the part of employees to carry out assigned responsibilities it is a clear sign that an action plan needs to be put in place to correct that gap. The Power Culture at Rancard should be one that employees willingly perform their tasks as a result of total loyalty to leadership and the organisation and also in hope of a reward that meets their expectations.

## Support culture

The lowest scores of 34.07 by employees at Rancard suggest that work is not performed out of enjoyment of the activity and concern of respect for the needs of others involved. There is a perception of a lack of people orientation and empathy on behalf of employees and employees feel as though their views do not matter. The expected leadership style in an environment like the one described by employees through this survey is one of personal charisma, which symbolizes esteemed values. The leader in the support culture is people orientated, caring and empathic. He/she listens to the views of subordinates and takes them into account. His/her influence is based on getting people involved in the decision-making and on mutual respect and trust. This leader continuously manages conflict and seeks consensus and actively pursues participation, commitment, openness and morale (Cameron & Quinn, 1999). The scores from the survey indicate that the leadership of Rancard need to develop further these competences to enable them build a stronger Support Culture.

## **Categories of the culture pillars (Average scoring)**

The questionnaire on existing culture captured several categories of the four pillars of culture. The survey touched on 15 different categories (Table 7). The average scoring for each category was computed and the findings are discussed. The “extent to which members of the company are expected to give first priority to staying within the policies and procedures related to their jobs” was rated highest (3.6). However, the extent to which members of the company

are expected to give first priority to meeting the challenges of the task, finding a better way to do things had the lowest average score (3.0).

In the view of 74.1 percent of the respondents, people who do well in the organisation tend to be those “who play by the rules, work within the system, and strive to do things correctly” and those “who are technically competent and effective”. These two components were both ranked highest (3.47) by the respondents. Another statement which received the highest average score (3.6) is that the organisation treats individuals as "employees" whose time and energy are purchased at a contract. An overwhelming majority of the respondents shared the view that generally, people are managed, directed or influenced by the systems, rules and procedures that prescribe what people should do and the right way of doing it. This assertion received the highest average ranking of 3.13 by the respondents (see Table 7). This supports Schein’s (1992) argument that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture.

Again, a highest average scoring of 3.2 was allotted to the view that decision-making processes are characterized by the adherence to formal channels and reliance on policies and procedures for making decisions. In the view of majority of respondents, assignments of tasks or jobs to individuals are based on the needs and plans of the organisation and the rules of the system (seniority, competency, etc). This finding also received the highest average scoring of 3.27 as depicted in Table 6. The respondents also share the view (with a highest

average score of 3.4) that employees are expected to be willing to take the initiative to get things done.

The assertion that managers and supervisors are expected to be impersonal and proper by avoiding the exercise of authority for their own advantage was also rated highest (3.53) by the respondents. According to the majority of the respondents (with a highest average ranking of 3.53), it is considered lawful for one person to tell another what to do “when part of the responsibilities is included in his or job description” and “when the other person asks for his or her help, guidance or advice”. The statement “work motivation is primarily the results of personal loyalty to the supervisor” also received a highest average scoring of 3.47. This is in alignment with Schein (1992) that in an organisation, the leader has to work with the group that exists at the moment, because he or she is dependent on the people to carry out the organisation’s mission.

Respondents also share the view that relationships between work groups or departments are generally exist by helping each other only when they can see some advantage for themselves by doing so. This also received a highest average score of 3.07. Inter group and interpersonal conflicts were some of the outstanding cultural dimensions explored in the survey. Eighty percent of the respondents (with a highest average score of 3.53) emphasized that these conflicts are usually handled by helping each other only when they can see some advantage for themselves and by they are avoided by reference to rules, procedures and formal definitions of authority and responsibility. The assertion

“the larger environment outside the organisation is responded to as though it were a domain of competition for excellence in which productivity, quality and innovation bring” obtained a highest average scoring of 1.8. This supports the argument that work attitudes also mediate the effects of climate on employee performance and motivation (Parker et al., 2003).

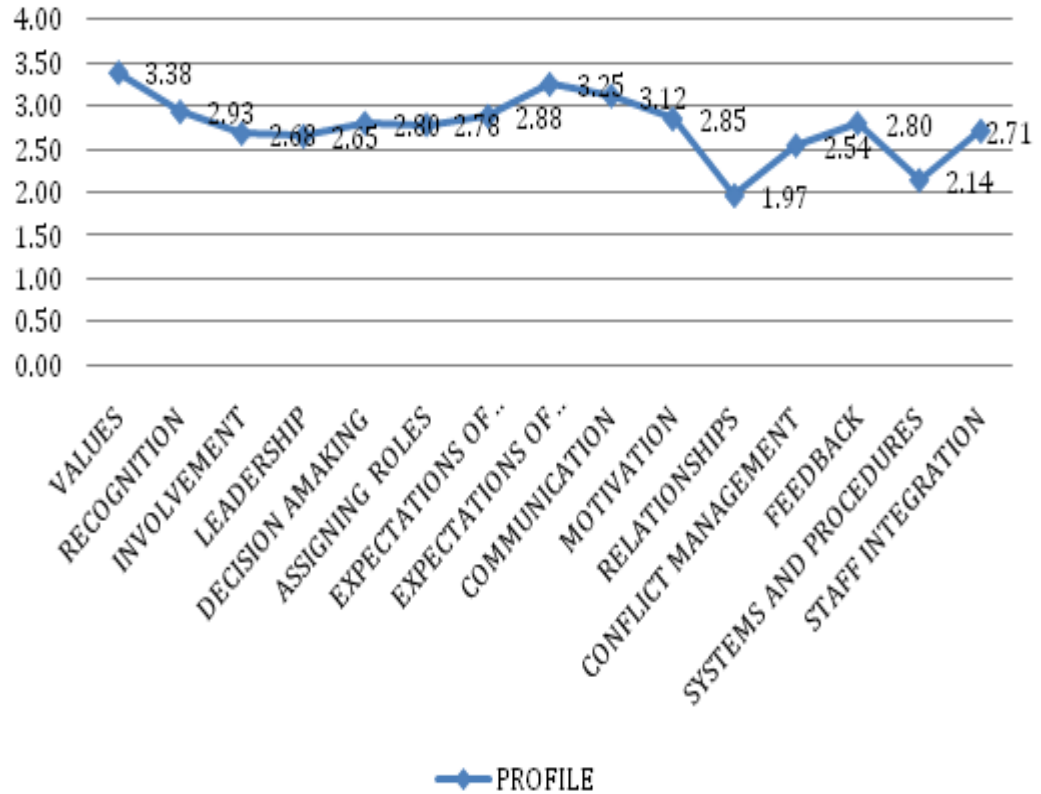
If rules, systems or procedures get in the way, people generally abide by them. Eighty six percent of the respondents allotted a highest average score of 3.2 to this statement. Eighty percent of the respondents have also shared the opinion that new people in the organisation need to learn “whom to avoid offending” and “the norms (unwritten rules) that have to be observed if they are to stay out of trouble. This rating had the highest average (3.4) for that category of question.

### **General culture profile**

Within the categories of culture, there were 15 related culture profiles. This section presents all the 15 general culture profiles with their respective average scorings. The general culture profile centered on values, recognition, involvement, leadership and decision making. Other general culture profiles include assigning roles, expectations of employees, expectations of management, communication and motivation. The rest are relationships, conflict management, feedback, systems and procedures and staff integration. Organisational culture influences work attitudes (e.g., job satisfaction, organisational commitment), service quality, and staff turnover (Glisson & James, 2002). In all, values had the



highest average score (3.38) whilst relationship obtained the least average ranking (1.97).



**Figure 6: Highest average scorings for general culture profile**

Source: Field Survey, 2011

### **General impacts of culture on motivation**

All respondents gave their views on the effectiveness of the motivational process in their organisation. The survey focused on 10 motivational factors related to culture. These include continuous learning, operations, systems and processes, empowerment and satisfaction. Other motivational processes include transfer of learning, climate, retention, recruitment and reward system. As shown

in Figure 6, continuous learning had the highest average score (4.5) and retention obtained the lowest average score.

## Values

Following some discussions from the literature review, values play a very strong role in the culture of the organisation which has an impact on the motivation of employees. Schein explained that when culture is regarded as the values, common shared faith and group norm, it just reflects the content of organisational culture which is a mode which can be regarded as effective and workable if it runs well, which guides employee's mind and action correctly. Organisational culture emphasizes on regarding people as the centre, its core is to create common values.

Outstanding organisational culture means creating a kind of atmosphere that everybody is paid attention to and respected through these common values and an excellent cultural atmosphere usually may produce a kind of incentive mechanism which makes each member's contribution get other employees and leader's appreciation and reward in time. The impact of these strong values on the culture of the organisation contribute significantly in encouraging the employees dare to dedicate themselves, make unceasing progress and constant innovation in order to realize self-value and the development of organisation as has been discussed in the literature review.

Detert et al. (2000) also draw a strong correlation between values and culture by suggesting that to have a Total Quality Management System well

implemented in an organisation, it is imperative to have a comprehensive set of values and beliefs that represent the “culture backbone” of successful Total Quality management (TQM) framework. As discussed earlier, when employees have identical goal and common values they will be satisfied and devote themselves to work even more. With employees scoring of 3.38 for the values of Rancard Solutions Company Limited, it can be concluded that the identification of the core values of the company and its impact on the overall culture hence the motivation of employees is not at the expected level.

#### Recognition

According to Herzberg et al. (1959) they identify motivating factors as those factors that make workers work harder and argue that those factors are associated with job context or what people actually do in their work. Among the several factors they presented which have been discussed in the literature review, achievement and recognition were highlighted. There are various motivational systems and frameworks adopted by different organisation which depend on the culture of the organisation but there is as earlier discussed a strong relationship between the culture of an organisation and the motivation system. As per the categorization of motivation by Herzberg (1959) into two factors: motivators and hygienes, achievement and recognition form the core of motivation and this needs to be considered very seriously by the leadership of organisations. According to the employees of Rancard Solutions Company Limited, recognition is rated at

2.93 suggesting that the culture of the organisation is not very strong when it comes to showing appropriate recognition for employees when they perform well.

### Involvement

From the literature review, Stewart et al (2000) suggested that employee involvement is key in organisational activities such as projects like Enterprise Resource Planning (ERP) implementation. The employees of Rancard Solutions Company Limited have scored their organisation as 2.6 on Involvement, which is a low score suggesting that the leadership of the organisation does not actively involve employees in key activities in the organisations which ordinarily should have employee involvement and participation to facilitate implementation and smooth operations. An organisational culture in which employee involvement is very strong motivates employees and creates in them a strong sense of belonging and therefore facilitating a high performance mindset.

### Leadership

Referring to a few definitions of Leadership to discuss the scores from the survey, the author makes reference to the literature review in Chapter Two specifically on the argument of Schein (1992) that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. Leadership in this context refers to the influential individuals, often the founders who have a major impact on the creation of the organisation's early culture. He proceeds to suggest that "Culture is both a dynamic phenomenon that

surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behaviour” (Schein, 2004). The leadership of any organisation has the singular role of creating an inspirational and conducive work environment and culture which employees find exciting to work in. These leaders are also expected to continuously give direction and encourage participation of employees. Raymond (2002) also emphasizes the importance of strong and good leadership by highlighting the fact that employees’ motivation depends on several factors of which managerial leadership style is deemed as one of the most crucial. With the survey score of 2.65 for employees’ assessment of the leadership team in Rancard Solutions Company Limited, the leadership team are perceived not to be adequately living up to the expectation of staff and in accordance with the above discussion on what leadership entails.

#### Decision making

Detert et al. (2002) in the literature review suggest that all employees should be involved in decision-making and in supporting the shared vision. Empowering people also includes how delegation of tasks to employees is accompanied by the right level of decision-making authority to ensure that employees take full responsibility and accountability of assigned roles. The employee feedback through scoring of 2.8 on decision-making expresses dissatisfaction with the extent to which they are involved in decision-making at Rancard Solutions Company Limited.

### Assigning roles

The literature review and discussions on the methodology in chapters two and three indicate that assigning roles is a common dimension which is measured in majority of cultural assessments. This entails clarifying the work expectations of employees to facilitate their working to meet or exceed these expectations. According to the assessment of the employees of Rancard Solutions, which was 2.78, employees feel that the way roles are assigned within the organisation can be improved.

### Expectations of employees

Employee expectation usually border on how well leadership provides conducive work environment through an organisational culture for them to work in to contribute to the success of the organisation. Fowler (2000) mentions that organisational culture entails all that govern, guide and shape the organisations people-relationships and proceeds to add that the organisational culture could be one of the key ingredients in determining effectiveness and efficiency in understanding, benchmarking in becoming a world-class business and organisation. Davies (1971) and Owens (1981) also proffer that, organisational culture reflects the things people value, the way people within the organisation generally relate to one another, share ideas and work together on a daily basis to get things done. It includes the shared view of directions and values, priorities, commitments and feelings of loyalty and personal worth within an organisation.

A positive organisational culture is essential for an organisation to be successful and it also provides personal work satisfaction, supports emotional and physical well-being and generates high morale as well as positive perceptions by others. While these are the ambitions of Rancard Solutions Company Limited, the employees' assessment of 2.88 from the survey clearly indicate that this ambition of the leadership team has not been achieved yet.

#### Expectations of management

This usually has to do with Management/Leaders expecting employees to stay within the policies and procedures related to their jobs and adhering to formal channels, policies and procedures for making decisions and executing assigned roles in the organisation. It also entails how well Management have communicated the organisation vision, mission, values, guidelines, policies, rules and regulations, procedures, job description, work goals etc to employees and how well these employees have understood these expectations. According to the survey results, the score of 3.25 suggest that Management/Leaders believe they have been very clear on what they expect from employees and employees have understood these expectations to a very large extent.

#### Communication

According to Fowler (2000), communication which is core in organisational culture has suddenly risen to be part of the top of managers concerns. "In particular, company culture – its structures and procedures, its

communications, and the relationships between people within the organisation – emerges as the single factor people now see as having the greatest potential both to effect improvements – or hold it back”. A study by Walker Information, a research firm based Indianapolis stated; “that employers spend too little time showing workers they matter, as manifested in lack of communication and lack of interest in new ideas and contributions. This was manifested in a survey in 1999 where majority of employees felt underappreciated due to the low level of communication that was existing in their organisations. Rancard Solutions Company Limited is not that low in communication but the employee assessment of 3.12 suggests that the leadership of the company needs to improve its communication strategy across the company with reference to content, style, frequency, timing, target audience etc.

### Motivation

The concept of motivation is used to describe the factors within an individual, which arouse, maintain and channel behavior towards a goal-motivation is therefore a goal-directed behavior (Franken, 1994). According to Golembiewski (1973), motivation is the degree of readiness of an organisation to pursue and achieve some designated goal. On the other hand, Hoy and Miskel (1987) considers employee motivation as the complex forces, drives, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals



Employee motivation at workplace is extremely important for managers to implement changes in organisation. To be with sustaining development, business enterprises are kept on changing. Rao (2005) has stated that motivation scheme has positive effect on firm performance in manufacturing enterprises. Employees' motivation and their commitment are crucial for organisational change. Moreover, employees' motivation depends upon many factors such as organisational culture, managerial leadership style, structure of organisation, HR policies and practices, job design as well as employees' skills, knowledge and attitudes (Raymond, 2002). Motivation is something (as a need or desire) that causes a person to act (Merriam-Webster, 2004). Mobley et al. (2005) indicate that a strong organisational culture can be a primary generator of real motivation and commitment.

### Relationships

When Breen (1995) earlier in the literature review mentions that to successfully manage work objectives and complex projects, it is important to ensure that team members are educated, encouraged and empowered. Good relationships have a strong impact on the overall success of any organisation and it is important to work to overcome all barriers that could inhibit the success of any team. Hall (1976) also discusses a culture in which people are more tightly attached to each other and as a result of this strong relationship and strong social aspects; there is good and simple communication of information with profound meaning that ultimately can align the whole team behind one vision, which is the

vision of the organisation. The employee assessment of relationships from the survey of 1.97 which is the lowest score is an indication that the relationships among employees, between leaders and employees and among the leadership team can be improved to help the organisation better achieve its objectives and even grow beyond their set business growth ambitions.

### Conflict management

Conflicts can arise in any work situation as it basically involves the non-meeting of minds between two or more individuals. It is such an important topic in organisational culture and motivation that inspirational and good leaders are expected to continuously manage conflict and seeks consensus and actively pursues participation, commitment, openness and morale (Cameron & Quinn, 1999). It is globally recommended that organisations should be obsessed with continuously working to reduce potential conflicts among other important organisational goals such reducing staff turnover (Mobley et al., 2005). Gale (1992) goes ahead to suggest that culture helps to reduce conflicts in the organisation and makes it more participative and zealous. The employees of Rancard Solutions Company Limited through the rating of 2.54 from the survey demonstrate that the conflict management culture in the organisation is not very good. This emanates from several factors such as the leadership (scored 2.65) and relationships (scored 1.97).

## Feedback

Feedback is an organisational phenomenon and way of life that rides on the back of good communication, relationship, leadership and values. With the respective scores of 3.12, 1.97, 2.65 and 3.38, the employee assessment of the feedback culture of 2.80 at Rancard Solutions Company Limited is “normal”. Until the challenges with communication, relationship, leadership and values are fixed, it will not be easy to have a strong feedback culture where employees give and receive feedback from leaders, peers and subordinates. How, when, where and the frequency with which feedback is given could have also influenced the rating by employees.

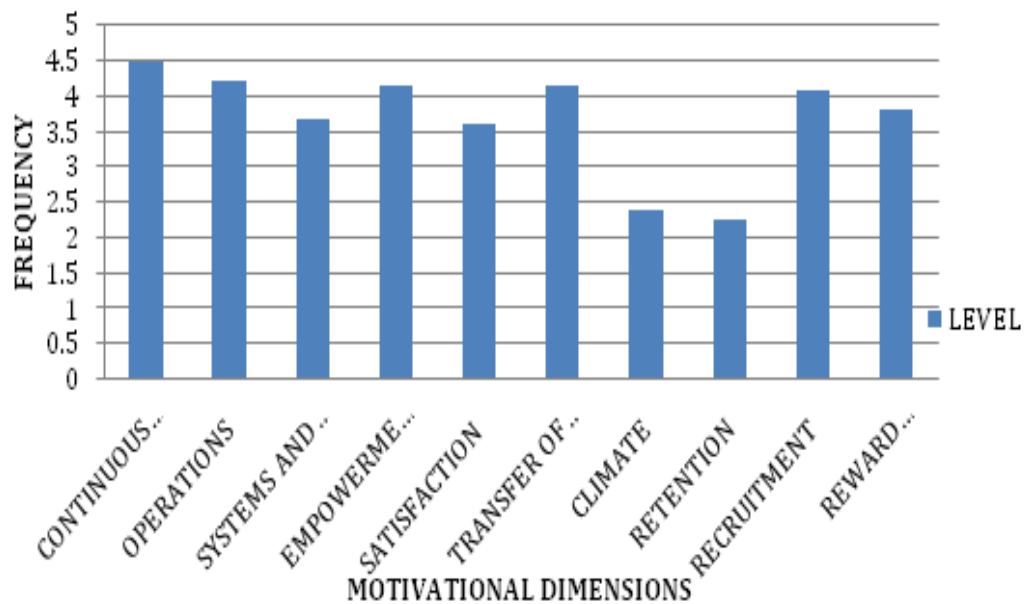
## Systems and procedures

The literature review in Chapter two elaborates on how organisational culture facilitates the generation of employees’ commitment to organisations and, it enhances social systems stability. In addition, it helps to bind the organisation members by providing accepted standards, procedures and rules. Denison (1990) and Schein (1992) mention that organisational culture refers to the systems of shared beliefs and values as well as policies, rules and procedures that guide the behaviours of its members to maintain suitable patterns of social systems to form a coordinated behaviour to survive in the dynamic environment. Systems and procedures are implemented to guide human behaviour at work but the assessment of 2.14 through the survey by the employees of Rancard Solutions

Company Limited suggest that these systems and procedures in the organisation are not perceived to be very effective.

### Staff integration

Staff integration usually concerns the feeling of belonging that is unleashed in an employee to a team and to the organisation through effective induction, onboarding, communication, participative leadership management style, involvement, decision making, relationships, conflict management, recognition, motivation etc.



**Figure 7: Highest average scorings for effectiveness of motivational process**

Source: Field survey, 2011

From the assessment of most of these parameters majority of which were rated below 3.00 by employees, it is evident that the rating of 2.71 on staff

integration is a true reflection of how employees feel with reference to how much they feel they “belong” in the organisation. How strongly an employees feels they belong to an organisation affects their performance due to low motivation (2.85).

### **Motivational processes**

Discussions from the literature review clearly highlight the relevance of an organisation’s culture on employee motivation. Following the above discussions on the general culture of the company, it can be seen from Figure 7 that there is a clear, direct and strong impact on the climate and ability to retain employees in the organisation. It can be seen from the employees’ responses that the systems and processes as previously highlighted, the reward systems and the recruitment strategies of the organisation are not at the expected level. Other areas where some employees assess the organisation as satisfactory are continuous learning, empowerment, operations management and transfer of learning.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

It can be concluded that though the company has chalked successes and has experienced business growth over the past few years, there are critical areas which need to be reviewed and corrected especially with the use of reward as a motivational tool to drive performance as well as leadership style as a vehicle to encourage innovation and a strong performance culture where employees show a lot of initiative rather than always having to be “told” what to do. It is clear also that a significant number of employees execute their tasks not because are passionate about their leaders and the vision and objectives of the organisation as there is a perceived lack of people orientation but because it is simply their job. Clearly the leadership of Rancard need to strategise on making motivation, relationships, conflict management, feedback culture, systems and procedures and staff integration key priority areas of focus to improve on.

#### **Summary**

The research into the impact of organisational culture on employee motivation in the case study of Rancard Solutions Company Limited is proof that indeed when companies work on implementing all the parameters of a healthy organisational culture, the impact on employee motivation is so high that there is a clear and direct translation into positive company results hence the viability of the company and consequently growth into a bigger organisation.

Rancard Solutions Company Limited is a young IT solutions expert company which has chalked some key successes and has seen some growth in the field of using Information and Communication Technology and to solve business challenges since it was established. It still has great growth ambitions and these can be achieved if the findings and conclusions are critically assessed and the recommendations and areas for further research are considered and implemented.

### **Main findings**

The study reveals that the leadership of the company is driving organisational growth but there are also a lot of critical areas for improvement. For example, the study revealed that the leadership of the company was very much abreast with current trends and is energised by competition to actively pursue the organisational goals in order to achieve their objectives. Employees also indicated that sometimes, the leadership used some appropriate leadership style like the consultative approach in managing the workforce. Most employees also acknowledge the technical expertise of the leadership that facilitates them following the direction they provide.

1. Seventy three percent of employees in the organisation feel empowered to carry out roles and responsibilities that come with delegation unfortunately; this is not the view of the entire workforce.
2. Fifty three percent perform their work out of satisfaction and a desire to achieve excellence while others do not have the same feeling about their level of satisfaction.

3. Sometimes an authoritative “telling style” is used in communication which has a positive impact on the integration, relationship and motivation of seventy two percent of employees.
4. Forty nine percent of employees feel that there is a lack of people orientation and empathy on employees that sometimes make them feel as if their views do not matter. This is also seen from the low scores of the Support Culture of the organisation.
5. Sixty seven percent of employees have been made to feel as though “their time” has been purchased by the company.
6. Sixty seven percent employees feel that there is a perceived rigidity which stifles results orientation, creativity, initiative proactivity and challenging the status quo. This rigidity gets in the way of employees living out the expectation of the executive to take initiatives and ensuring they took decisions at the right level to drive the company agenda.
7. Fifty four percent of the employees also perceive a loss of a “personal/human” touch to the management of the human resource base of the company. This lack of personal approach to managing people risks jeopardizing and working against the construction of a positive “people” culture at Rancard. Systems and procedures which are implemented to guide human behavior at work seem not to be very effective among employees. Efforts to ensure staff integration are also perceived as low.



8. Though sixty six percent of employees are performing are executing tasks partly because of the charisma of the leader, this has not been fully achieved to build a strong level of motivation among employees.
9. Sixty eight percent of the workforce also feel that there is a perceived silo mentality and self-centeredness, no strong team spirit and solidarity. There are no strong relationships among the employees of the company and conflict management is an issue as it is only resolved when it has a direct impact on one's output. The state of relationships has an impact also on the feedback culture in Rancard Solutions Company Limited.
10. Fifty three percent of employees are conscious of external competition and other external factors but still contribute to remain in the number one position

### **Conclusions**

The study shows that Rancard Solutions Company Limited is a company with a lot of promise but its focus is skewed more towards technical expertise, beating competition and goal achievement rather than on people management through inspirational and participative leadership.

### **Recommendations**

But as these ratings suggest that it is not always the case and these aspects of achievement culture were not assessed as being an ongoing organisation-wide

approach, the leadership team need to put in place strategies to improve this.  
(Moved from chapter 4).

The Management of Rancard Solutions Company Limited need to conduct a meeting to fully understand the areas of improvement highlighted and employ the services of an Organisational Development Consultant to:

1. Explore the current leadership style of the Management team based on this study and other observations he/she would make to help Rancard Solutions Company Limited develop and implement a strategy to correct the current issues and implement a world class leadership approach. This world class approach needs to be one that considers decision-making, involvement, recognition, conflict management, role assignment, and communication as these factors are leadership responsibility which are highlighted in the survey as areas to be improved;
2. Fully understand the current challenges with relationships, staff integration, feedback mechanism and systems and procedures which govern employees to know where the company has gaps and to develop together with employees, the right systems, strategies and approach to deal with these people oriented issues; and
3. Review the current contract of employment for all employees to ascertain if job descriptions, performance appraisal systems and career management systems are properly in place and fully understood by both managers and employees are expectations from the company as well as ascertaining whether there is a channel of communicating employees' expectations to

management. Once these are established, a project needs to be designed to ensure that each employee fully understands his/her employment contract, job description and that there is a rigorous annual performance appraisal in place with clear objectives set and agreed by employees with an effective feedback system in place to allow for periodic reviews before the end of each year to enable employees fully achieve set objectives. Another system to be implemented is a career management system to clearly define how sustained high performance and the demonstration of good potential for higher responsibilities are managed to further increase employee motivation.

Once all these areas have been clearly understood and highlighted, they have to be consolidated into an action plan with clear timelines and with appropriate criteria for success developed to be measured over the period of implementation in order to ensure the successful implementation of all corrective projects in the organisation.

### **Areas for further study**

Beneath this “seemingly” successful company lies a vulnerable state of the management of the human resource capital of the company which is perceived to have some key challenges in very critical areas such as relationships which are fundamental to maintaining a right atmosphere in the organisation. The impact of this can be seen in the low ratings of climate and staff retention in the company and the risk is that short term, Rancard Solutions Company Limited could be

doing well and meeting its objectives but in the medium to long term, if the appropriate solutions are not identified and implemented immediately, there could be a huge negative impact on the business results and growth rate as people remain the most critical resource in every company and the management of this resource should be flawless.

One year after the implementation of all these initiatives, another study needs to be conducted along these parameters to determine the effectiveness of the corrective action plan.

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**APPENDIX**  
**QUESTIONNAIRE**

Dear Sir/Madam

I am a graduate of the Institute of Development Studies (IDS), University of Cape Coast (UCC) pursuing Master of Arts (M.A. degree) in Organisation Development. I am carrying out a research which seeks to assess the impact of Organisational Culture on employees' motivation using your company as a case study. I would be grateful if you can spare some of your valuable time to answer this questionnaire. I wish to assure you that this is just an academic study and the confidentiality of any information you provide would be guided. Please read the instruction in each part very well so as to provide your personal view(s) on the issues being assessed.

**Part A: Existing culture**

Give your organisation a score on a scale of 1 to 4 for each of the following questions

(4) = the most dominant view

(3) = the second most dominant view

(2) = the third dominant view and

(1) = the least dominant view.

Please make sure that you have assigned only "4", "3", "2" or "1" for each phrase on the left spaces.

Question	Ranking			
1. To what extent are members of the Company expected to give first priority to:	Least important view	Third most important view	Second most important view	Most important view
a. Meeting the needs and demands of their supervisors and higher level people in the organisation	1	2	3	4
b. Carrying out the duties of their own jobs	1	2	3	4
c. Staying within the policies and procedures related to their jobs.	1	2	3	4
d. Meeting the challenges of the task, finding a better way to do things	1	2	3	4
e. Co-operating with the people with whom they work, to solve their personal problems	1	2	3	4
2. People who do well in the organisation tend to be those who:				



a. Know how to please their supervisors and are willing to use power and politics to get ahead	1	2	3	4
b. Play by the rules, work within the system, and strive to do things correctly	1	2	3	4
c. Are technically competent and effective	1	2	3	4
d. Have a strong commitment to getting the job done	1	2	3	4
d. build close working relationship with others by being co-operative, responsive and caring	1	2	3	4
3. The organisation treats individuals:				
a. As "hands" whose time and energy are at the disposal of persons at higher levels in the hierarchy	1	2	3	4
b. As "employees" whose time and energy are purchased at a	1	2	3	4

contract				
c. As employees with rights and obligations for both sides	1	2	3	4
c. As "associates" or peers who are mutually committed to the achievement of a common purpose	1	2	3	4
d. As "family" or friends who like being together and who care about and support another	1	2	3	4
4. People are managed, directed or influenced:				
a. People in positions of authority, who exercise their power through the use of rewards and punishments	1	2	3	4
b. The systems, rules and procedures that prescribe what people should do and the right way of doing it	1	2	3	4
c. Their own commitment to	1	2	3	4

achieving the goals of the organisation				
d. Their own desire to be accepted by others and to be good members of their work group	1	2	3	4
5. Decision-making processes are characterized by:				
a. Directives, orders and instructions that come down from top or high levels	1	2	3	4
b. The adherence to formal channels and reliance on policies and procedures for making decisions	1	2	3	4
c. Decisions being made close to the point of action, by the people on the spot	1	2	3	4
d. The use of consensus decision-making methods to	1	2	3	4

gain acceptance and support decisions				
6. Assignment of tasks or jobs to individuals are based on:				
a. The personal judgments, values and wishes of those in positions of power	1	2	3	4
b. The needs and plans of the organisation and the rules of the system (seniority, competency, etc.)	1	2	3	4
c. Matching the requirements of the job with the interest and abilities of the individuals	1	2	3	4
d. The use of consensus decision-making methods to gain acceptance and support decisions	1	2	3	4

7. Employees are expected to be:				
a. Hard working, complaint, obedient, and loyal to the interest of those whom they report to	1	2	3	4
b. Responsible and reliable, carrying out the duties and responsibilities of their jobs and avoiding actions that could surprise or embarrass their supervisors	1	2	3	4
c. Self-motivated and competent	1	2	3	4
d. Willing to take the initiative to get things done	1	2	3	4
f. Willing to challenge those to whom they	1	2	3	4

report if that is necessary to obtain good results				
g. Good team workers, supportive and co- operative	1	2	3	4
h. Who get along well with others	1	2	3	4
8. Managers and supervisors are expected to be:				
a. Strong, decisive, firm but fair	1	2	3	4
b. Impersonal and proper by avoiding the exercise of authority for their own advantage	1	2	3	4
c. Democratic and willing to accept subordinates' ideas about the task	1	2	3	4
d. Supportive,				

responsive and concerned about the personal concerns and needs of those whose work they supervise	1	2	3	4
9. It is considered lawful for one person to tell another what to do when:				
a. He or she has more power, authority or influence in the organisation	1	2	3	4
b. Part of the responsibilities is included in his or job description	1	2	3	4
c. He or she has greater knowledge and expertise and uses it to guide the other person or teach him or her to	1	2	3	4

do the work				
d. The other person asks for his or her help, guidance or advice	1	2	3	4
10. Work motivation is primarily the results of:				
a. Hope for rewards	1	2	3	4
b. Fear of punishment	1	2	3	4
c. Personal loyalty to the supervisor	1	2	3	4
d. Acceptance of the norm	1	2	3	4
e. Providing a 'fair day's work for a fair day's pay	1	2	3	4
f. Strong desire to achieve	1	2	3	4
g. Create and to innovate to contribute to the success of the	1	2	3	4



organisation				
h. People wanting to help others and to develop and satisfying working relationships	1	2	3	4
11. Relationships between work groups or departments are generally:				
a. Competitive, with both looking out for their own interest	1	2	3	4
b. And helping each other only when they can see some advantage for themselves by doing so	1	2	3	4
c. Characterized by indifference toward each other	1	2	3	4
d. Helping each other	1	2	3	4

only when it is convenient or when they are directed by higher levels to do so				
e. Co-operative when they need to achieve common goals.	1	2	3	4
f. People are willing to cut red tape and cross organisational boundaries in order to get the job done	1	2	3	4
h. Friendly, with a high level of responsiveness to requests for help from other groups	1	2	3	4
12. Inter group and interpersonal conflicts are usually				
a. Competitive, with	1	2	3	4

both looking out for their own interests				
b. Helping each other only when they can see some advantage for themselves by doing	1	2	3	4
c. Avoided by reference to rules, procedures and formal definitions of authority and responsibility	1	2	3	4
d. Resolved through discussions aimed at getting the best outcomes possible for the work issues involved	1	2	3	4
e. Dealt with in a manner that maintains good working	1	2	3	4

relationships				
f. Minimises the chances of people being hurt	1	2	3	4
13. The larger environment outside the organisation is responded to as though it were				
a. A jungle, where the organisation is in competition for survival with others	1	2	3	4
b. An orderly system in which relationships are determined by structures and procedures	1	2	3	4
c. Where everyone is expected to abide by the rules	1	2	3	4
d. A domain of	1	2	3	4

competition for excellence in which productivity, quality and innovation bring success				
e. A community of interdependent parts in which the common interests are the most important	1	2	3	4
14. If rules, systems or procedures get in the way, people				
a. Break them if they have enough influence to get by with it	1	2	3	4
b. If they think they can get away with it without being caught	1	2	3	4
c. Generally abide by them	1	2	3	4
d. Go through proper channels to get permission in order not to	1	2	3	4

deviate from them				
e. Tend to ignore or by-pass them to accomplish their tasks or perform their jobs better	1	2	3	4
f. Support one another bending them if they feel to be unfair or to create hardships for others	1	2	3	4
15. New people in the organisation need to learn:				
a. Who really runs things	1	2	3	4
b. Who can help or hurt them	1	2	3	4
c. Whom to avoid offending	1	2	3	4
d. The norms (unwritten rules) that have to be observed if they are to stay out of trouble	1	2	3	4
e. The formal rules and procedures and to abide them; to stay within the formal boundaries of their jobs	1	2	3	4
f. What resources are available to help them do their jobs their	1	2	3	4

jobs				
g. To take the initiative to apply their skills and knowledge to	1	2	3	4
h. How to co-operate; how to be good team members	1	2	3	4
i. How to develop good working relationships with others	1	2	3	4

**Part B: Staff motivational issues**

16. Kindly indicate the level of effectiveness with respect to the following motivational processes and circle your level of agreement on the issues raised.

1: Strongly Disagree

2: Disagree

3: Somewhat Agree /Neutral

4: Agree

5: Strongly Agree

Question	Ranking				
	Strongly Disagree	Disagree	Somewhat Agree /Neutral	Agree	Strongly Agree
a. There is a system of Continuous Learning	1	2	3	4	5

in the organisation.					
b. Activities and operations within my work Team enhance team learning.	1	2	3	4	5
c. Systems and processes in this company are connected and in sync with each other	1	2	3	4	5
d. Staff of this organisation are empowered to contribute to the achievement of the shared goals	1	2	3	4	5
e. Staff are highly satisfied	1	2	3	4	5
f. Staff of the company are motivated to transfer learning	1	2	3	4	5
g. If I get another offer by a different	1	2	3	4	5



company, I will quit and go for it.					
h. Some of my team members have hinted me that, if they get another job offer, they will go for it.	1	2	3	4	5
i. The recruitment and selection processes of this company is very effective	1	2	3	4	5
j. Staff are rewarded adequately for their contributions	1	2	3	4	5

**Part C: Respondents' demographics**

1. Gender: Male ( ) Female ( )
2. Age: Less than 20 ( ) 21-30 ( ) 31-40 ( ) 41-50 ( ) 51-60 ( ) 60+ m ( )
3. Marital Status: Single ( ) Married ( ) Divorced ( ) Others:  
Specify:
4. What is your highest level of Education: Post-Secondary (Non-Tertiary) ( ) Tertiary ( ) Postgraduate ( ) Professional/Vocational m ( )

5. Number of years with Organisation: .....
6. Department: .....
7. Type of staff:  
Board Member ( ) Management Committee ( ) Full Time Staff ( )  
Casual/Part Time Staff ( ) Others  
(Specify)..... ( )
8. Staff category: Senior Staff ( ) Junior Staff ( )
9. Position/Rank/Status : .....