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## The Psychological Influence of Organizational Culture on Employee Motivation and Satisfaction: A Psychological Approach

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### Abstract

This research paper investigates how organizational culture affects employee motivation and satisfaction. The study analyzes how organizational culture, leadership style and employee outcomes- including satisfaction, commitment and motivation- are connected. It uses Herzberg's Two-Factor Theory to comprehend the impact of hygiene factors and motivators on shaping employee experiences. Employing a deductive approach and descriptive design, the research methodology adopts an interpretivism philosophy. Materials for analysis include secondary sources like online articles and papers. Emphasizing the significance of fostering a positive organizational culture that attends to both hygiene factors and motivators is crucial in boosting employee motivation, satisfaction, and engagement. Strong company cultures are known to improve performance levels, increase employee retention rates and provide a competitive advantage. The paper suggests avenues for further exploration after discussing the future scope of research in this area.

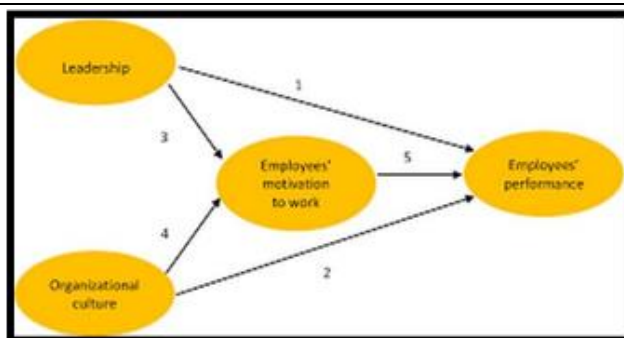
**Keywords:** organizational culture, employee motivation, employee satisfaction, psychological approach, leadership style, Herzberg's Two-Factor Theory, employee motivation.

### 1. Introduction

Organizational culture's impact on employee motivation and satisfaction is a highly interesting topic. A positive work atmosphere should be prioritized. An organization's culture pertains to the common values, beliefs, norms, and practices that define the work setting. The motivation and satisfaction levels of employees are impacted by different aspects of organizational culture through this psychological approach. A supportive and positive culture has the potential to promote a feeling of belonging, intrinsic motivation, and job satisfaction among employees. The outcome can be enhanced productivity and overall organizational success.

### 2. Review of literature

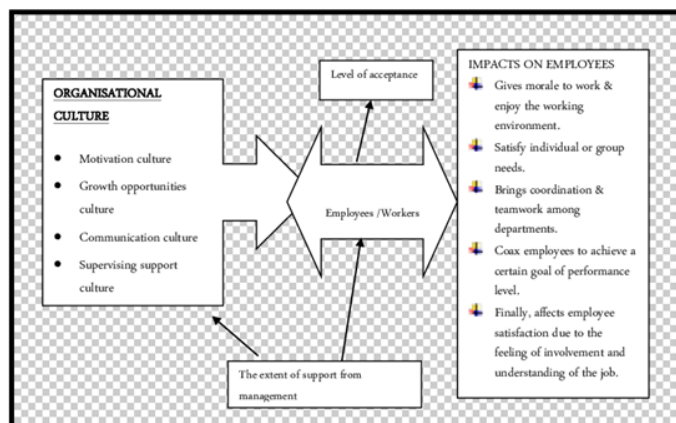
According to Al et al., (2017), this article intends to examine how organizational culture and leadership style specifically in the educational sector in Qatar affect employee satisfaction, commitment, and motivation. Employee satisfaction, commitment, and motivation are heavily influenced by organizational culture and leadership style. The organizational culture establishes the general tone and values of the workplace. Guiding and influencing employees involves an approach known as a leadership style. Higher satisfaction levels, commitment, and motivation are often achieved by promoting positive organizational cultures that foster open communication, collaboration, and employee empowerment. Leadership styles that prioritize supportive and transformational approaches are similarly more likely to improve these factors. Leadership involves inspiring and motivating employees (Al et al., 2017). Lower levels of satisfaction, commitment, and motivation among employees can be a result of negative cultures or autocratic leadership styles. In contrast, positive cultures and democratic leadership can foster higher morale and motivation.



**Figure 1** Impact of organizational culture on employee performance  
 Source: - (Al *et al.*, 2017)

As per Aranki *et al.*, (2019), the bond between organizational culture and organizational commitment is tight. An organization's level of commitment is significantly influenced by the shared values, beliefs, and behaviours that define its organizational culture. When there is a strong and positive culture that aligns with employee values and supports their professional growth, organizational commitment is often higher. The organizational culture is more likely to inspire loyalty, dedication, and contribution towards the organization's goals when employees feel connected and can identify with it. This may result in higher productivity and a constructive work atmosphere. However, a feeble or adverse culture might weaken the commitment of staff, resulting in decreased engagement and a greater probability of turnover. According to Belias and Koustelios, (2014), tending to contribute to higher levels of job satisfaction is having a culture that supports positivity, values the well-being of employees, fosters a supportive work environment and provides opportunities for growth and development. This happens because employees feel valued and supported in their work. When employees experience higher job satisfaction, it is generally when they feel valued, respected, and have a sense of purpose in the organizational culture. Job satisfaction can be depleted by a toxic or unsupportive culture on the other hand. This could cause reduced morale, productivity and increased turnover rates.

Espasandín *et al.*, (2021) seek to explore how promoting employee happiness is related to organizational culture. Their primary focus lies in studying the influence of CSR. By prioritizing CSR initiatives, namely ethical practices, environmental sustainability, and community involvement, culture can have a positive impact on employee happiness. When personnel perceive that their corporation fulfils social responsibilities and generates a favourable influence, it can boost their sentiment of self-esteem, mission, and overall prosperity. This can cause a rise in motivation and productivity at work. An organizational culture supporting CSR values can draw and retain employees that have the same values. The outcome is an increase in employee happiness and satisfaction levels. As per Habib *et al.*, (2014), significant impacts on job satisfaction, employee motivation, commitment and turnover intention are made by organizational culture. A motivating work environment, employee well-being, and a sense of belonging are important factors in reducing turnover intention through a positive culture. It boosts fulfilment, aspiration, and allegiance.

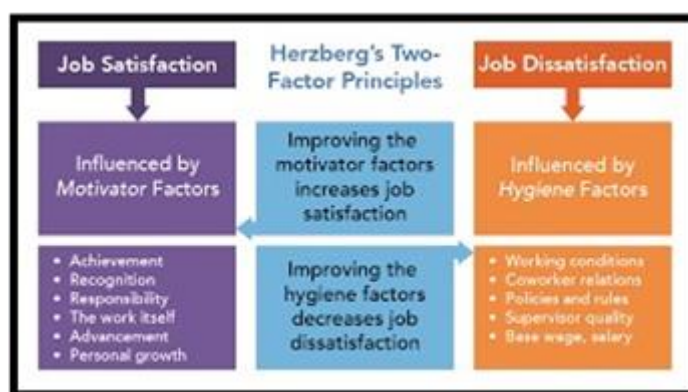


**Figure 2** organisational culture and Impact on employees  
 Source: - Habib *et al.*, (2014)

As per Kucharska and Bedford, (2019), the influence that organizational culture has on knowledge sharing could be affected by job satisfaction. When open communication, collaboration, and knowledge sharing are promoted by culture, employees tend to engage more in exchanging knowledge. Enhancing job satisfaction can lead to greater employee willingness to share their knowledge, resulting in improved organizational learning and performance.

According to Paais and Pattiruhu, (2020), a culture that enhances satisfaction consists of effective leadership that nurtures and guides employees while supporting their motivation. It ultimately enhances worker performance. According to Ihsani and Wijayanto, (2020), by promoting a positive culture that fosters motivation and job satisfaction, an environment can be created where employees are more likely to perform at their best. The overall organizational performance is elevated by this.

As per Chiat and Panatik, (2019), theoretical aspects of corporate culture and organizational behaviour offer useful perspectives for comprehending employee satisfaction and motivation. The psychological processes that support motivation and satisfaction are explained by Herzberg's motivation theory. Hygiene factors and motivators are the two types of factors that Herzberg's Two-Factor Theory says influence employee motivation and satisfaction. The work environment's hygiene factors include policies, supervision, and salary. Creating a positive organizational culture can lead to favourable hygiene factors being present, including fair compensation and supportive supervision. Lessening employee dissatisfaction is achievable. Challenging work and recognition are intrinsic factors that can fuel motivation at work to ensure job satisfaction on the other hand. Facilitating a motivating atmosphere highly relies on the building of an effective organizational culture. Employee growth, autonomy, and achievements are valued in a culture that can increase motivation and satisfaction by fulfilling higher-level needs. A positive organizational culture that attends to both hygiene factors and motivators can foster employee motivation, satisfaction, and engagement.



**Figure 3** Herzberg's Two-Factor Theory

Source: - Chiat and Panatik, (2019)

As per Wahjoedi, (2021), job satisfaction and work motivation are influenced by organizational culture, which in turn affects employee performance directly and indirectly. The study gives attention to Indonesian SMEs as the main subject. A work environment that promotes employee satisfaction and motivation through positive organizational culture can have a positive effect on the employees' performance. When staff members are pleased with their occupation and motivated to reach their aims, they are more prone to perform at a superior level. Job satisfaction and work motivation are significantly influenced by organizational culture through its shaping of the work environment, values, and norms. It is significant to the comprehensive accomplishment of a business. Creating a culture that supports satisfaction and motivation can ultimately increase employee performance in organizations.

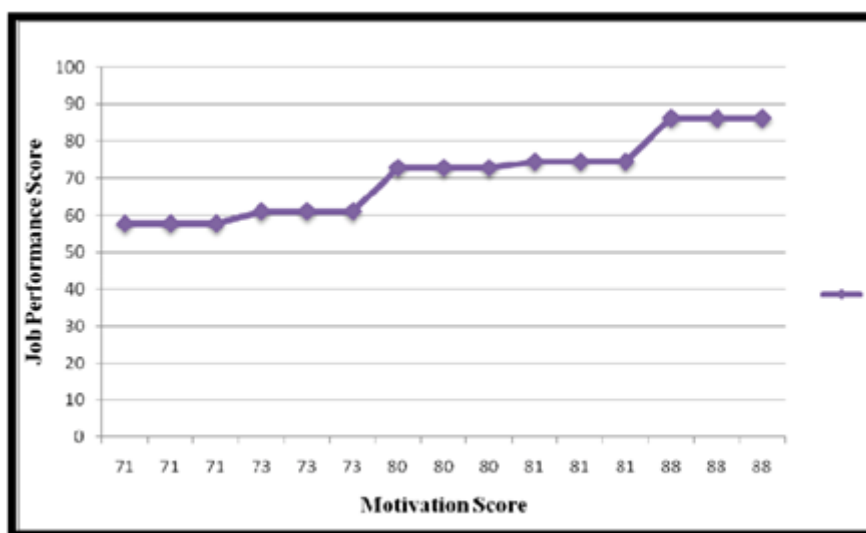
### 3. Materials and Methodology

This paper employs secondary sources, an interpretivism philosophy, a deductive approach, and a descriptive design (Al, 2020). Online articles, academic papers, books, and relevant research studies commonly discuss how organizational culture affects employee motivation and satisfaction. The emphasis of interpretivism philosophy lies in understanding and interpreting an individual's perspectives within an organizational setting. One way to

approach this is deductive, which involves testing existing theories and hypotheses that come from literature. The descriptive design intends to depict and examine the correlation between organizational culture, employee motivation, and satisfaction.

#### 4. Results and Discussion

According to studies that have been conducted earlier establishing a work environment having features like positive organizational culture that involves transparency in communication developed through teamwork among employees as one unit recognition of successes achieved by individuals among their peers and creating possibilities for growth improves morale always. A company that encourages trust, transparency, and empowerment can inspire its employees to take ownership of their work. Satisfaction levels and productivity can be improved due to this. Positive work cultures that prioritize employee well-being and growth, as seen in companies such as Google, are highly regarded (Isac *et al.*, 2021). According to research, a solid organizational culture enhances employee engagement and helps in retaining staff. Valuing employees, acknowledging their contributions, and fostering a connection with organizational values can lead to greater motivation, satisfaction and commitment to work. Southwest Airlines exemplifies a strong culture that prioritizes employee engagement. Achievement of customer satisfaction and loyalty at high levels has been realized.



**Figure 4** A linear relationship between job performance and motivation for organisational culture  
Source: - (Isac *et al.*, 2021)

As per research findings, employee motivation and job satisfaction can be increased by providing autonomy and decision-making authority. Valuing individual contributions and promoting innovation is essential to achieving this. Encouraging workers to explore their ideas and granting them freedom in making decisions can enhance their motivation and job satisfaction within a corporation (Ali and Anwar, 2021). The outcome may be improved through the generation of inventive solutions. In leveraging their strong cultures, companies like Apple and Amazon have managed to drive innovation successfully. High levels of productivity were achieved by them too. Moreover, evidence demonstrates that endorsing proficient leadership that sustains and enables workers positively affects their drive and joy. Providing guidance, mentorship, and recognizing employees' contributions are ways through which leaders can foster a positive work environment. Supportive leaders who provide regular feedback, mentorship, and career development opportunities can create a sense of belonging and job satisfaction among employees (Gaviria and Lopez, 2019). Companies like Google have demonstrated this. This could potentially boost productivity levels and rates of employee retention. Firms that establish a culture where employee achievements and contributions are acknowledged and rewarded often have higher levels of motivation and contentment. The outcome is a more productive and committed workforce. Zappos Company implements a program for employee recognition; for example. Acknowledging exceptional work with rewards can improve motivation and happiness, resulting in superior customer loyalty and greater satisfaction.

If companies give priority to organizational culture, employee motivation, and satisfaction they can enjoy multiple advantages. Motivation and satisfaction in employees can lead to increased productivity, which

improves overall performance and competitiveness (Ali and Anwar, 2021). Employee loyalty and reduced turnover can be achieved by promoting a positive culture that boosts motivation and satisfaction, resulting in cost savings on recruitment and training. Prioritizing employee motivation and satisfaction leads to companies developing a positive employer brand. This assists them in drawing in highly talented individuals and becoming preferred employers. Delivering excellent customer service is more likely with motivated and satisfied employees, resulting in positive customer experiences. Customer loyalty is increased by this. The findings suggest that a positive organizational culture promoting motivation and satisfaction benefits companies by improving productivity, retaining talent, and enhancing reputation in summary. Positive customer experiences can also be created by it.

## 5. Conclusion and future scope

Employee motivation and satisfaction are significantly influenced by organizational culture, which is a vital research area. Employee motivation, satisfaction, engagement, and overall well-being are shown to be significantly impacted by a positive and supportive organizational culture. Enterprises that give importance to cultivating a positive atmosphere and fostering elements like autonomy, partnership, acknowledgement, and expansion possibilities tend to experience advantages. This brings about the advantages of better employee engagement, improved retention, higher performance levels, and a competitive edge. Successful companies demonstrate that investing in organizational culture yields positive outcomes.

The study serves as a substantial groundwork; however, there are avenues for more exploration. Further research could explore in more depth how organizational culture impacts motivation and satisfaction. Individual differences, contextual factors, and cultural variations can all be considered together by them to see how they interact. Future research can explore the intriguing possibilities of how organizational culture affects employee outcomes in the long run. Future research could benefit from exploring the dynamic changes in digital environments and remote work.

## Recommendations

- Making employee needs, values, and well-being the focus of organizational culture is crucial, therefore organizations should prioritize creating such a culture.
- To encourage an engaging work environment which values open communication, empowerment, and recognition; leaders must play a critical role in promoting this culture.
- Investing in growth initiatives and professional development opportunities can enhance employee motivation and satisfaction; hence companies are advised to do so.
- To evaluate the efficacy of cultural initiatives, organizations must conduct regular assessments and feedback mechanisms, which can facilitate necessary improvements.
- Factor in the impact of organizational culture when launching CSR initiatives, according to organizations. Its contributions can improve employee happiness and job satisfaction.

These can be implemented by organizations to create a culture, which enhances employee motivation, satisfaction, and overall organizational success.

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