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Research Article

CORPORATE CULTURE AND MOTIVATION APROPOS TO ORGANIZATIONAL SUCCESS

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ABSTRACT

The success of an organization depends substantially on the compatibility of its employees with corporate culture. Any imbalance between these variables has potential to adversely affect organizations productivity and success. The primary goal of this research study was to investigate the relationship between corporate culture and motivation seemly to organizational success. A descriptive-correlational research design was used in the study of RVM schools in Northern Mindanao, with 225 teaching and non-teaching personnel as respondents. The questionnaire data was analyzed using frequency, percentage, mean, and standard deviation. The Spearman rank correlation was utilized to investigate relationship between corporate culture and motivation, as well as corporate culture and organizational success. Study's findings revealed that cultural strength influence corporate culture. Likewise, relatedness needs impact motivation. Further, between corporate culture and motivation, results showed a strong correlation between coordinating teamwork and existence needs. Similarly, individual competencies affect organizational success. Also, there was a strong association between achieving goal and job demand amid the relationship of corporate culture and organizational success. Moreover, results showed strong correlations exist between existence needs and job demand among motivation and organizational success. The study produced a development program to enhance organizational culture, increase employees' motivation, and improve organizational success.

Keywords: Corporate Culture, Motivation, Organizational Success.

INTRODUCTION

In the ever-evolving educational landscape, the dynamic interplay between corporate culture and motivation stands as a formidable force shaping the destiny of organizations. As organization strive for success in an increasingly competitive environment, the recognition of these two integral elements become paramount. Corporate culture serves as the bedrock upon which the edifice of success is erected. Simultaneously, motivation, the driving force behind individual and collective efforts, propels teams toward achieving their goals. As researcher delve into the intricate tapestry of corporate culture and motivation, it is critical to consider how these factors interact and reinforce one another. Understanding the complexities of this connection allows organizations to create an atmosphere that not only attracts great people, but also retains and empowers them to contribute their full potential to the collective success. Three (3) theories were employed in this study to help traverse the essential issues. Talcott Parsons produced the first hypothesis, the Parsons Model (1955). The second idea was Clayton P. Alderfer's (1969) need for motivation. Finally, consider Charles Lusthaus's (1999) theory of industrial performance. The main drive of this research was to investigate the factors that influence organizational culture and motivation and assess their influence on organizational success. The study seeks to improve knowledge of the complex association between corporate culture and the motivation for the success of organizations. This study led to the creation of a development program. This development program aimed to enhance organizational culture, increase employees' motivation, and improve organizational success.

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METHODS

This study was to investigate the relationship between corporate culture, motivation, and organizational success. Furthermore, the study uses a descriptive-correlational research design, with 225 persons from teaching and non-teaching personnel's as respondents from the RVM schools in Northern Mindanao. The survey directly questioned respondents on how they saw corporate culture in terms of managing change; achieving goals; coordinating teamwork; customer orientation; and cultural strength. Likewise, to evaluate the respondent's motivation in terms of existence; relatedness; and growth needs. Also, to determine whether there is a significant connection between corporate culture and motivation. Similarly, to identify factors that contribute to organizational success such as individual competencies; organization environment, job demand. Also, to see if there is a relationship between corporate culture, motivation, and organizational success. Moreover, the study utilized an adapted questionnaire as the main instrument in data gathering and used the Cronbach Alpha item consistency criterion to test the reliability. The data were treated using a statistical tool such as mean and standard deviation and spearman (rho) rank correlation.

RESULTS AND DISCUSSIONS

Table 1 Respondents' Assessment of Corporate Culture

Factors	Min	Max	Mean	SD	Qualitative Interpretation
Managing Change	2.67	5.00	4.02	.508	Above Average
Achieving Goals	2.50	5.00	4.06	.533	Above Average
Coordinating Teamwork	2.60	5.00	4.09	.563	Above Average
Customer Orientation	2.50	5.00	4.19	.520	Above Average
Cultural Strength	2.20	5.00	4.24	.549	Outstanding
Corporate Culture	2.71	5.00	4.12	.421	Above Average

Table 1 shows that all factors of corporate culture are rated above average, with mean scores ranging from 4.02 to 4.24 on a 5-point scale. The table shows that "cultural strength" has the highest mean score of 4.24, classified as "outstanding", indicating a particularly strong aspect of the corporate culture. While, "managing change" has the lowest mean score of 4.02, which is still considered "above average". The overall mean score for corporate culture is 4.12, which is also "above average". Standard deviations range from .421 to .563, showing some variation in responses but not excessively high.

The results demonstrate that the majority of respondents see cultural strength as the most essential quality of organizational culture. According to this study, employees firmly believe in a set of shared values on how people should collaborate to solve common issues and achieve joint goals. According to Carabelli (2023), an organization's culture can ultimately determine whether it succeeds or fails. An organization with individuals working toward a single purpose, shared values, and an emphasis on cooperation and respect will find it simpler to achieve its objectives. It is management's obligation to foster a healthy company culture from the top down. Respondents ranked managing change as the least factor of corporate culture. Workplace change is inevitable, the process of change must be effectively managed how to navigate these changes and manage successfully. This means that as organization they have to help their employees through the process of change and encourage them to support the change. According to Gleeson, (2018), one of the most important roles a leader has is to drive necessary change and evangelize its importance, obtaining buy-in and protecting the company culture are critical and this can only be done with clear and consistent communication and follow-through. Gleeson noted that crucial stages for assisting the team in accepting and even pushing change inside an organization include: articulating what change is all about, listening and acknowledging input, using emotional intelligence, defining clear responsibilities, and providing training. Further, according to the study conducted by Diocos and Resol (2023), entitled, "Organizational Culture and Management Practices of a State College in the Philippines", the finding revealed that there is a significant relationship between cultural strength and change-oriented dimension.

Table 2 Respondents' Assessment of Motivation

Factors	Min	Max	Mean	SD	Qualitative Interpretation
Existence Needs	1.78	5.00	4.16	.635	Positive
Relatedness Needs	1.70	5.00	4.31	.517	Exemplary
Growth Needs	1.50	5.00	4.24	.572	Exemplary
Motivation	1.76	5.00	4.24	.511	Exemplary

Table 2 shows that all factors of motivation are rated exemplary, with mean scores ranging from 4.16 to 4.31 on a 5-point scale. The table shows that "relatedness needs" has the highest mean score of 4.31, classified as "exemplary", indicating a particularly strong aspect of the employee motivation. While, "existence needs" has the lowest mean score of 4.16, which is still considered "positive". The overall mean score for motivation is 4.24, which is also "exemplary". Standard deviations range from .511 to .635, showing some variation in responses but not excessively high.

The results infer that majority of respondents agree that relatedness needs influence the level of employee motivation. Relatedness requires an understanding of the significance of maintaining interpersonal relationships. It implies that these desires are centered on social interactions and earning the respect of others. According to Minhaz (2023), relatedness should center on how people interact with

their social surroundings. It includes relationships with significant others, family, superiors, coworkers, subordinates, friends, and so on. The urge to sustain meaningful interpersonal ties. These social and status demands need interactions with others. According to respondents, existence requirements are the least motivating factor for employees. The existence need includes all of the basic requirements related to the physiological and safety elements of a human being that are required for survival. It explains necessity in terms of range. It suggests that if a manager focuses just on one need at a time, employees will be unable to encourage themselves effectively and efficiently (Amadhila, 2023). According to the study conducted by Bharti and Shah (2021), entitled "Use of the theory of ERG in Motivating Library Professionals in Academic Libraries", suggest that when a certain group of needs is not being met, employee will increase their efforts to fulfill needs in a subordinate category.

Table 3 Relationship Between the Corporate Culture and Motivation of the Employees

Corporate Culture	Motivation	Correlation Coefficient (rho)	p-value
Managing Change	Existence Needs	.401**	<.001
	Relatedness Needs	.229**	.001
	Growth Needs	.373**	<.001
	Motivation (Total)	.381**	<.001
Achieving Goals	Existence Needs	.503**	<.001
	Relatedness Needs	.365**	<.001
	Growth Needs	.580**	<.001
	Motivation (Total)	.543**	<.001
Coordinating Teamwork	Existence Needs	.595**	<.001
	Relatedness Needs	.383**	<.001
	Growth Needs	.584**	<.001
	Motivation (Total)	.591**	<.001
Customer Orientation	Existence Needs	.468**	<.001
	Relatedness Needs	.369**	<.001
	Growth Needs	.451**	<.001
	Motivation (Total)	.483**	<.001
Cultural Strength	Existence Needs	.481**	<.001
	Relatedness Needs	.472**	<.001
	Growth Needs	.517**	<.001
	Motivation (Total)	.551**	<.001
Corporate Culture (Total)	Existence Needs	.627**	<.001
	Relatedness Needs	.449**	<.001
	Growth Needs	.643**	<.001
	Motivation (Total)	.648**	<.001

**Correlation is significant at the 0.01 level

Table 3 shows the results that all corporate culture factors show a positive correlation with all types of motivation needs (Existence, Relatedness, Growth), as well as the total motivation score. The strongest correlations exist between "Coordinating Teamwork" and Existence Needs having a correlation coefficient of .595, and "Achieving Goals" with Growth Needs with correlation coefficient of .580. The overall corporate culture has a very strong positive correlation with Growth Needs (.643) and a strong positive correlation with the total motivation score (.648). All p-values are below .001, indicating that the results are statistically significant at the 0.01 level.

The high correlation coefficients suggest that factors of corporate culture are strongly linked with motivational needs as per Alderfer's

ERG theory. Growth needs, which relate to personal development and intrinsic motivation, have a particularly strong association with corporate culture, suggesting that an environment fostering personal and professional growth is crucial. The uniformity of significant correlations across all factors and types of needs implies a holistic influence of corporate culture on motivation. This data implies that interventions aimed at improving corporate culture are likely to have a beneficial impact on employee motivation. Specifically, strategies that support personal and professional growth can be particularly effective in enhancing overall motivation. Given the strength of these correlations, organizations should consider investing in cultural initiatives as a pathway to boost motivation and, potentially, other outcomes like performance and satisfaction. The findings align with Alderfer's ERG theory, which hypothesizes that there are three core groups of needs: Existence, Relatedness, and Growth, which motivate behavior. The strong correlation with Growth Needs supports Self-Determination Theory by Ryan and Deci in 2000, which emphasizes the importance of autonomy, competence, and relatedness in fostering intrinsic motivation. The results also echo the findings of studies that have linked positive corporate culture with increased motivation, job satisfaction, and performance (Ajibola, 2020). According to the study conducted by Adiba (2020), entitled "Effect of Job Characteristics and Motivation on Employee Job Satisfaction of PT Bank State Savings (Persero) Branch Office Malang-Indonesia", revealed that job characteristics significantly influence employee job satisfaction. Similarly, work motivation has a significant effect on employee job satisfaction. Thus, job characteristics and work motivation directly influence employee job satisfaction. In summary, the table suggests a significant relationship between corporate culture and employee motivation. The data indicates that fostering a strong corporate culture could lead to enhanced motivation, particularly by fulfilling employees' growth needs. The findings are backed by established motivational theories and research in organizational psychology.

Table 4 Respondents' Assessment of Organizational Success

Factors	Min	Max	Mean	SD	Qualitative Interpretation
Individuals Competencies	1.00	4.00	3.54	.535	Outstanding
Organization Environment	1.00	4.00	3.52	.540	Outstanding
Job Demand	1.00	4.00	3.34	.605	Outstanding
Organizational Success	1.00	4.00	3.47	.464	Outstanding

Table 4 shows that all factors of organizational success are rated outstanding, with mean scores ranging from 3.34 to 3.54 on a 5-point scale. The table shows that "individual competencies" has the highest mean score of 3.54, classified as "outstanding", indicating a particularly strong aspect of the organizational success. While, "job demand" has the lowest mean score of 3.34, which is still considered "outstanding". The overall mean score for organizational success is 3.47, which is also "outstanding". Standard deviations range from .464 to .605, showing some variation in responses but not excessively high.

The results conclude that individual competency has the greatest extent of the industry performance. Employee competencies are essential for personal and professional success, and placing them in the correct places may boost effectiveness, efficiency, job satisfaction, professional development, teamwork, and organization. This implies that properly recognizing and utilizing individual competencies enables employees and organizations to succeed and

achieve their goals. On the contrary, job demand was the lowest extent of the industry performance. Job demands is the physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological effort or skills and are therefore associated with certain physiological and/or psychological costs (Sliter and Yuan, 2018). According to the study conducted by Mengone (2021), entitled "Job Demands and Psychological Well-being among Gabonese Civil Servants: The Mediating Role of Perceived Organizational Support," the results revealed that the job demands significantly predicted psychological well-being. It was also shown that the influence of job demands on psychological well-being was entirely mediated by perceived organizational support. These findings suggest that perceived organizational support mediates the connection between job demands and psychological well-being.

Table 5 Relationship Between the Corporate Culture and Organizational Success

Corporate Culture	Organizational Success	Correlation Coefficient (rho)	p-value
Managing Change	Individuals Competencies	.126	.060
	Organization Environment	.193**	.004
	Job Demand	.301**	<.001
	Organizational Success (Total)	.280**	<.001
Achieving Goals	Individuals Competencies	.183**	.006
	Organization Environment	.275**	<.001
	Job Demand	.323**	<.001
	Organizational Success (Total)	.340**	<.001
Coordinating Teamwork	Individuals Competencies	.170*	.011
	Organization Environment	.263**	<.001
	Job Demand	.307**	<.001
	Organizational Success (Total)	.338**	<.001
Customer Orientation	Individuals Competencies	.203**	.002
	Organization Environment	.141*	.035
	Job Demand	.258**	<.001
	Organizational Success (Total)	.271**	<.001
Cultural Strength	Individuals Competencies	.264**	<.001
	Organization Environment	.227**	.001
	Job Demand	.176**	.008
	Organizational Success (Total)	.282**	<.001
Corporate Culture (Total)	Individuals Competencies	.243**	<.001
	Organization Environment	.270**	<.001
	Job Demand	.357**	<.001
	Organizational Success (Total)	.388**	<.001

**Correlation is significant at the 0.01 level
*Correlation is significant at the 0.05 level

All corporate culture factors show a positive correlation with all types of organizational success (individual competencies, organization environment, job demand), as well as the total organizational success

score. The strongest correlations exist between "Achieving Goal" and Job Demand (.323), and "Coordinating Teamwork" with Job Demand (.307).The overall corporate culture has a very strong positive correlation with Job Demand (.357) and a strong positive correlation with the total organizational success score (.388).All p-values are below .001, indicating that the results are statistically significant at the 0.01 level.

The high correlation coefficients suggest that factors of corporate culture are strongly linked with organizational success. Job Demand, which relate to physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological effort or skills and are therefore associated with certain physiological and/or psychological costs, have a particularly strong association with corporate culture (Coordinating Team and Achieving Goal), suggesting that an environment fostering personal and professional growth is crucial. The majority of significant correlations across all factors implies a holistic influence of corporate culture on organizational success. This data implies that interventions aimed at improving corporate culture are likely to have a beneficial impact on organizational success. Specifically, strategies that support personal and professional growth can be particularly effective in enhancing overall organizational success. Given the strength of these correlations, organizations should consider investing in cultural initiatives as a pathway to boost organizational success and, potentially, other outcomes like performance and satisfaction. The findings align with Charles Lusthaus' industrial performance, which posits the three factors: individual competencies, organization environment, job demand, which determines organizational success. The strong correlation with Achieving Goal and Coordinating Teamwork supports organizational success which emphasizes the importance of in fostering job demand. The results also echo the findings of studies that have linked positive corporate culture with increased organizational success. A study conducted by Asikhia (2020), a research paper at Caleb University Lagos, entitled "Corporate Culture and Organizational Performance: A Review of Literature," revealed organizational culture, which includes shared values, beliefs, and basic underlying assumptions; management has the responsibility to incorporate culture into the entity at the outset and which grows over time. The data indicate that there is a significant and close relationship between corporate culture and organizational performance. Moreover, a study conducted by Ghumiem, Alawi, Al-Refaei, and Masaud (2023), entitled "Corporate Culture and Its Effects on Organizational Performance: Multi-Group Analysis Evidence from Developing Countries," reveals that there is a significant positive impact of culture on corporate performance, this effect was more significant for administrative employees than technical employees. In summary, the table suggests a significant relationship between corporate culture and organizational success. According to the data, building a strong corporate culture may contribute to increased organizational success, notably through goal setting and teamwork. The findings are backed by established organizational success theories and research in organizational psychology.

Table 6 Relationship Between the Motivation and Organizational Success

Motivation	Organizational Success	Correlation Coefficient (rho)	p-value
Existence Needs	Individuals	.393**	<.001
	Organization Environment	.417**	<.001
	Job Demand	.462**	<.001
	Organizational Success (Total)	.561**	<.001
Relatedness Needs	Individuals	.355**	<.001
	Organization Environment	.399**	<.001
	Job Demand	.230**	.001
	Organizational Success (Total)	.414**	<.001
Growth Needs	Individuals	.341**	<.001
	Organization Environment	.447**	<.001
	Job Demand	.438**	<.001
	Organizational Success (Total)	.542**	<.001
Motivation (Total)	Individuals	.400**	<.001
	Organization Environment	.472**	<.001
	Job Demand	.431**	<.001
	Organizational Success (Total)	.569**	<.001

**Correlation is significant at the 0.01 level
*Correlation is significant at the 0.05 level

All motivation factors show a positive correlation with all types of organizational success (individual competencies, organization environment, job demand), as well as the total organizational success score. The strongest correlations exist between "Existence Needs" and Job Demand (.462), and "Growth Needs" with Organization Environment (.447). The overall motivation has a very strong positive correlation with Organization Environment (.472) and a strong positive correlation with the total organizational success score (.569).All p-values are below .001, indicating that the results are statistically significant at the 0.01 level. The high correlation coefficients suggest that factors of motivation are strongly linked with organizational success as per Charles Lusthaus' industrial performance theory, which suggests the three factors: individual competencies, organization environment, job demand, which determines organizational success. The strong correlation with Existence Needs and Growth Needs supports organizational success which emphasizes the importance of in fostering job demand and organization environment. The results also resonance the findings of studies that implies an influence of motivation on organizational success. This data implies that interventions aimed at improving motivation are likely to have a beneficial impact on organizational success. Specifically, strategies that support personal and professional growth can be particularly effective in enhancing overall organizational success. Given the strength of these correlations, organizations should consider investing in the factors of motivation as a pathway to boost organizational success and, potentially, other outcomes like performance and satisfaction. The data indicate that there is a considerable and close relationship between motivation and organizational success. A study conducted by Akerele (2023), entitled "The Link Between Motivation and Organizational Performance: An Exploration of Factors Influencing Employee Motivation and Its Impact on Organizational Success," The data suggest that motivation and organizational performance are positively related. Moreover, a study conducted by Adiba (2020), entitled "Effect of Job Characteristics and Motivation on Employee Job Satisfaction of PT Bank State Savings (Persero) Branch Office Malang-Indonesia", revealed that job characteristics significantly influence employee job satisfaction. Similarly, work motivation has a significant effect on employee job satisfaction. Thus, Job characteristics and work motivation have a direct impact on employee job satisfaction. In summary, the table suggests a significant relationship between motivation and organizational success. The data indicates that nurturing a strong motivation could lead to enhanced employees 'existence and growth needs. The findings are backed by established motivational theories and research in organizational psychology.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study underlines the importance of corporate culture and motivation in organizational success. Organizations can cultivate a strong corporate culture and a more motivated workforce by implementing effective governance strategies in the areas of change management, teamwork, existence needs, growth needs, job demand, and organizational environment.

However, it is critical to recognize the limits of current research and the need for more exploration. Motivation's long-term implications on organizational success and employee well-being should be investigated. Furthermore, knowing the mediating and moderating factors that influence the relationship between corporate culture, motivation, and organizational success, such as leadership styles, can give useful insights for developing successful corporate culture and motivational approaches.

Understanding the importance of corporate culture and motivation allows firms to maximize employee potential and create long-term organizational success. Continued research and a holistic approach to corporate culture and motivation may help firms navigate the challenges of the modern workplace while also keeping a motivated staff that promotes company success in a rapidly changing educational landscape.

Recommendations

Based on the findings and conclusions of this study, the researcher makes the recommendation that follows.

Administration. They should examine the suggested development program to assist the organization in improving corporate culture, increasing employee motivation, and achieving organizational success.

Future Researchers. This study will assist future researchers in doing more studies, particularly in other areas, to investigate organizational performance.

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