ORGANISATIONAL CULTURE AND EMPLOYEES' MOTIVATION

Case Company: Company X

Abstract

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Abstract
Nowadays, organizational culture is considered as one of the main drivers for the success of a business. Company leaders and researchers are putting their attention to understand organizational culture and how to create one that suitable and sustainable for their organization. Organizational culture affects many aspects of a business, however, in this thesis, the author look closely on how organizational culture can affect the employees' motivation.
The thesis takes the deductive approach and use the qualitative method as the research methodology. The primary data is collected from interview sessions with the employees and the CEO of the case company. The secondary data is collected from various written sources, such as books, articles, electrical sources. This data is collected in order to clarify the relationship between organizational culture and employees' motivation so that readers can have better understanding about the topic.
After discussing the primary and secondary data, the findings of the research showed that culture can have a positive effect on employees' motivation. A culture that can help its people to feel safe and help them to develop themselves is successful culture. That is true for the case of the case company, it created an environment for its people to thrive and the people is very well motivated.

Keywords
Organizational culture, motivation, nurturing, development

CONTENTS

1   INTRODUCTION

1.1   Research background

In the business world nowadays, organisational culture is praised for being the solution for a sustainable business. It greatly affects the triumph and the health of an organisation and its people (Moseley 2020).

Researchers and business leaders pay a lot of attention to the concept of "corporate culture". Organisational culture has become an important tool to manage and lead a business. The values and norms of an organisation is the decisive factor for its strategy and development plan. Culture is a prevalent value but is not easy to manage (Torben 2011).

The author worked at the case company in his internship period. After working there for 6 months, the author observed that the employees at the company were really enjoyed working at Company X. They also had high commitment to their work. He figured out that it was the culture of the company that made its employees felt comfortable and stayed committed to their work.

The case company is a tech-company that focuses on developing mobile application related to health education for the mass public. The company is focused on human's health, so the company's culture is human oriented. The culture is used for nurturing people and help them to grow, this help the employees to feel motivated in their work.

The case company will provide the empirical data for the study.

1.2   Thesis objectives, Research questions, and Limitation

The research objectives and purposes create a good base for the study to build upon. Having clear objectives and purposes are the key for building the thesis accurately and scientifically. Readers will know how the research is developed through its objective. The readers can also see how the research questions are answered step-by-step through its objectives. (Lempiere 2019.)

The research has a fundamental purpose, that is to aid readers with the understanding of the relationship between organisational culture and the satisfaction of employees in a business, both theoretically and empirically. The empirical data collected from the case company will assist the reader with a more practical look of how organisation culture can affect the level of employees' happiness.

To help readers gain deeper insight of organisational culture and employees' satisfaction, various theories are introduced in the theoretical part of the thesis.

In the beginning stage of the research, appropriate research questions must be decided. The definition of the research questions, as Kolwalczyk (2019) stated, is an inquiry for a specific matter, that can be answered at the beginning stage of a study. A research question proposes the main target that the author want to clarify in the study. The research question can help the readers to visualize the big picture of the research better (Saunder, Lewis & Thronhill 2012, 125). Moreover, a clear research question can also help the researcher to narrow down the irrelevant information and concentrate on the main topic, which will help the researcher to have better focus while doing his thesis (Gilbert 2019).

The main research question for the thesis is:

- How does the culture affect to employees' motivation?

The main research question is created to reach the scope of the whole thesis, sub-questions are recommended to help guide the thesis in a more logical way, which will help to give better support to the argument of the thesis (Saunder et al. 2012, 126).

The sub-questions for supporting purpose of the thesis are:

- How do they promote sustainable organizational culture in organization x?

- How do the employees and managers of Company X experience their organizational culture?

Limitation

The acknowledgement of the limitation of a research is required for the researcher. This action will help the researcher to identify the difficulties for the research, in order to have control and limit for the scope of the research for better focus (Radu 2019).

The first limitation is that the author will not describe organisational culture on a broad scale but rather its characteristics and its relationship with the satisfaction of employees.

The second limitation is that the empirical data is collected and analysed from a Vietnamese company operating in Viet Nam, so some behaviours and thoughts are related to the culture of Viet Nam, which in turn may not be suitable to apply to other culture.

The third limitation is that the empirical data is collected from a single company in its respective industry, so the conclusion drawn from the study might not be suitable to apply for other companies or other industries.

1.3 Thesis structure

Related theories and knowledge to the topic will be introduced in the theoretical framework. A foundational knowledge about the topic will be provided for the readers so that they can have a better background knowledge to understand this thesis more thoroughly. Theoretical framework is one of the most important parts of any study. In order to have enough foundational knowledge to understand the empirical analysis in the thesis, the thesis equipped readers with focus knowledge from existing theory which related to the thesis topic (Mngadi 2018).

In the literature, different theories about organisational culture will be introduced. Theories about employees' satisfaction are also introduced. These theories help readers understand and have better connection with the empirical data collected from the case company.

Furthermore, the definition of organisational culture and employees' satisfaction are introduced in the literature. The literature also show why it is necessary to maintain a sustainable culture in the organisation.

After introducing the theoretical framework, the empirical data collected from the case company is also introduced and analysed. The author intended to have a comparison to link and connect the data from the case company with the theories in the literature in order to gain a deeper understanding about the topic of the study.

1.4 Methodology and Data Collection

One of the most important part of the study is to determine which approach should be chosen to build up the research. In business research, there are two kinds of approaches used, which are deductive and inductive. These approaches will help to navigate the research to achieve its objectives. The process of collecting data is the main difference between 2 approaching style. In the deductive approach, the data is collected to test the theory introduced. While in the inductive approach, a new theory is supported and concluded by the data collected. The research can also combine these 2 approaches to achieves its specific target (Saunders et al. 2012, 144).

The time frame for the study is main criteria for the author to consider which approach is the most suitable. The nature of this thesis is exploratory. The timeframe for this thesis is about 3 months. The author decided to take deductive approach as the main approach for the study.

The methodology of the research is decided after the research approach. Qualitative research method and quantitative research method are used as the fundamental methods in business research. The data collection process of each method is the main factor that determines their differences. The qualitative method focuses on words and meanings, while quantitative method deals with statistics and numerical data. In some studies, both methods are implemented because of the differences in data nature and the collection process of data.

The author wants to have a deep analysis on the topic, so he decided to take the qualitative as the choice of research method for the study. The topic is about employees' motivation and the culture of the business, in simple words, it is about how people think and feel. Using qualitative method to gain deeper understanding through interview is the most optimal way, in the author's perspective, to have better understanding about the topic.

2 ORGANISATIONAL CULTURE

2.1 Definition

The famous business management guru Peter Drucker once stated: "Culture eats strategy for breakfast." (Hykan, 2015) He stated that corporate culture is more critical to its success than its strategy. It influences employees' beliefs, behaviour, relationships also how they work since culture is based on values.

The organisational culture serves 2 essential purposes: first, it helps an organisation to adjust and cooperate with its outer environments to deal with threats and opportunities by adopting the right values. Second, common goals will be easier to achieve because of the employees can connect better via the organisational culture, hence, create more effective workflow.

The internal parts of an organisation can be connected by its culture; it is demonstrated as the characteristics and the glue of an organisation.

Top-level leader or founder is usually the one who formulate and influence the culture of the organisation. The "tone at the top" is determine by the individual's vision, values, and mission, which affect both the ethics and the legal foundations. This will be the determinant facts that shape the way officers and employees work.

2.2 Theories on organisational culture

2.2.1 Competitive values framework

The Competing values framework (CVF) offers a model for studying how an organisation and its culture adapt with the environment. Organisation's cultural efficiency is being diagnosed with CVF, and it is one of the most cited and tested models.

**Competing Values Framework
Cameron & Quinn (1999)**

Flexibility

Clan	Adhocracy
Family	Dynamic
Mentoring	Entrepreneurial
Nurturing	Risk-taking
Participation	Values innovation
Hierarchy	**Market**
Structure	Results oriented
Control	Competition
Coordination	Achievement
Efficiency	Gets the job done

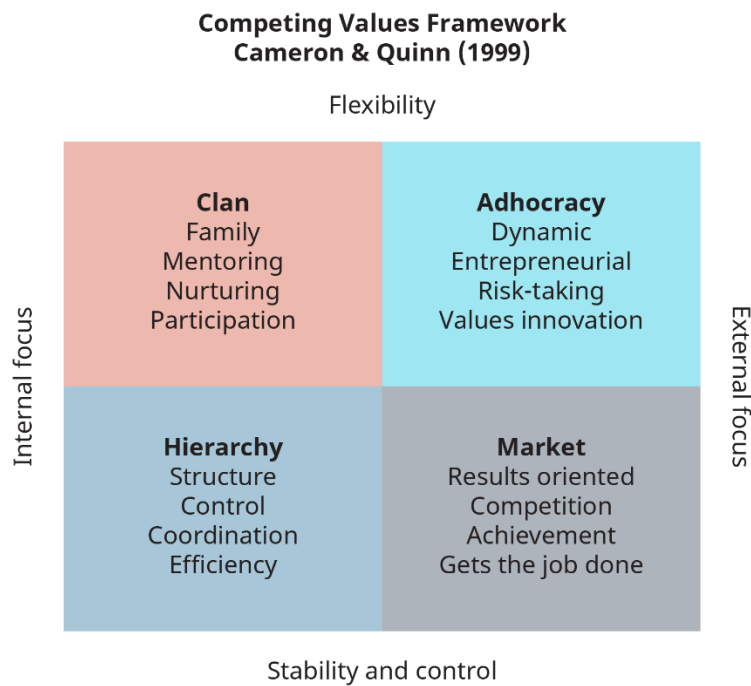Internal focus — External focus

Stability and control

Figure 1. The competing Values Framework (Cameron & Quinn 1999)

Internal or external orientation focus of the organisation's culture is demonstrated through the 2 vertical axes of the framework. The two horizontal axes demonstrate whether a stable, regulated environment or an adaptable, rapidly changed environment can helps the organisation culture to function better. 4 types of culture are offered when combine the 4 axes in the framework:

1) Adhocracy culture: dynamic, entrepreneurial. It has a flexibility orientation with an external focus. This culture is implemented in innovative industry such as filming, consulting, space flight and software development. These industries require innovation, vision for the future, change, risk-taking, experimentation and entrepreneurship. However, larger corporations usually have different culture for groupings or professions, but the larger culture is still the main culture. Google and Facebook fit to this culture.

2) Clan culture: intimate, human-oriented. It has a flexible orientation and an internal focus. Organisations that aim their attention at people's growth, mentor, coaching, human resources and team building usually adapt this culture. Clan culture is human oriented so it focus on human development, engagement, relationships, mentoring and coaching. Tom's of Maine put their effort to create and maintain a appreciative relationship with their

employees, suppliers, partners and customers so this culture suitable to their characterisation.

3) Hierarchy culture: well-structured, standardized process. It has a stability and control orientation and internal focus. Government agencies like the military of the government offices which are structured and bureaucratic often apply this culture model to indicate efficiency, process and cost control, accuracy, problem solving, elimination of errors, logical, cautious and conservative and management.

4) Market culture: ambitious, competitive, result- driven. It has a stability and control orientation and an external focus. This culture emphasizes goal-achieving, delivering value, competing, result-driven and speedy-decision. Sales-oriented and marketing-oriented company that work on providing planning and forecasting can also provide their products and services to the market usually adapt this type of culture. (Bright and Cortes, 2019)

2.2.2 Characteristics of a successful organisational culture

According to Coleman (2013) in his article on Harvard Business review, he has concluded 6 prevalent factors of great cultures. By putting these factors separately, Coleman created building blocks for creating a sustainable culture for organisations.

Vision

A great mission statement or vision are usually the starting points for an excellent culture. These expressions will become mottos, or guidelines for the company's values. They will also give the company a sense of purpose, which in turn affects the decision-making process of each employee in the company. When a company can make their mission original and stand out, it can also help them to create an orientation for their customers, suppliers and other stakeholders. In practice, non-profit organisations usually have clear and compelling mission and vision. For example, an Alzheimer's Association 's vision is to have the world without Alzheimer's. (Coleman 2013)

Values

Values are considered to be the core of a culture. Values suggest a series of protocol on behaviours and thought of individual in that culture. These values of the culture have to align with the mission in order for the organisation to achieve it. While different companies come up with different set of values, they are usually considered topics like employees, clients, professionalism, etc. However, the authenticity of those values is often more important than their originality.

Practices

Company's practices are the "representative" of the values we mentioned above. Without practice, values are just meaningless words. For example, when an organisation praise "flat hierarchy", it must encourage junior members to give opposing opinion in discussion with confident. Whatever values that organisation propose, they must be cherished and include them in daily operating principles of the organisation.

People

A sustainable culture is built for people and must be built by people. Company cannot build its culture on its own, it needs people that share its foundational values and has the willingness to adopt and administer those values. That why all the greatest organisations in the world have the most demanding recruiting policies, in order to filter put the most suitable people for their organisations.

Narrative

Every organisation perceives a story of their own, a unique story. The fundamental of culture creation is to implement the company's history into the narrative of the company. By making the exploration of the company's history an interesting story, it will become the add value to the culture of the company. The narrative become more powerful when being identified as a part of the culture of a company.

Place

According to Coleman, place shapes culture. Collaboration often immerge in open space office, or open architecture as a more general term. Local culture from cites and countries can have affections, support of conflict, with the organisation culture is creating. That why companies in the same industries usually cluster together to create a community that has relevant culture that can help each other to thrive. (Coleman 2013)

There are also other elements that influence the culture of an organisation. However, these six characteristics can provide a foundational form for creating a successful organisational culture. As Coleman suggested in his article, understanding these 6 factors and apply them into an existing organisation can be the nuts and bolts for developing a sustainable culture for that organisation.

3 EMPLOYEES' MOTIVATION

3.1 Definition

Definition of motivation

Motivation is a widely used term in different areas such as sociology, psychology, education, and economics. Motivation as researchers in psychological field is a force that govern, decide and maintain behaviours that have both external and internal factors. In the field of political science, researchers defined motivation through the enthusiasm and goal orientation of a person. Motivation give people a better guideline for his actions according to his condition, in turn make him more goal oriented.

Applying motivation into the working context of organisation, employees need motivation to willingly put their best effort to finish assigned task because their morale is being lift with motivation. According to Ray Williams (2013), motivation is "predisposition to behave in a purposeful manner to achiever specific, unmet needs and the will to achieve., the inner forces that drives individual goals". Profit of the organisation will aggregate because the employees are more engaging in their behaviours thanks to motivation. The organisation will gain more benefits when employees are more motivated. They will be more encouraged in completing goals and identify themselves as part of the organisation. Otherwise, low job motivation can cause organisations many disadvantages, namely, tardiness, absenteeism, costly employee turnover and poor mental health of employees (Ganfgai, 2014, 1282-1289)

Why motivation is important?

In order to achieve a desired result, motivation is an indispensable factor. While motivated people finish their assigned task in their given time, people with less motivation tend to be lazy. The result from motivated people and unmotivated people are very different, motivated tend to have a better result for their work, while unmotivated people just barely finish their task.

1) Profitable activity

Employees with motivation put their interest in their work, this will make their performance other who has less motivation. They are more responsible in using resources and utilize them to gain maximum benefits. This will help to increase the quality of the output. Therefore, profit will increase (Poudyal et al., 2012, 252).

While normal employees come to work to fulfil his or her responsibility, motivated employees establish their own targets which also align with the goal of the organisation. The

resource of the organisation will be utilized by the motivated employees because they purposefully work to help the organisation achieve a common goal (Singla, 2009, 43). Because of this, the organisation has a higher chance to achieve its goal and generate more profits.

2) Increase in productivity

People's effectiveness in their job can be increased with their motivation. That's also mean higher level of output.

When the effort of the employees being maximized in order to achieve a desirable result without using additional sources from the organisation, the organisation achieves its efficient performance. The motivation of the employees plays a decisive role in whether the organisation has a good performance or not. When working with motivation, the employees will automatically think of a way to maximize their resources, ergo, the organisation's resources (Singla, 2009)

3) Better use of human capital

Organisation can reach its target thanks to its human resource and it is the organisation's must to keep their employees motivated. It will help them to work more effective and use the organisation's resources more effectively. Their knowledge and intuition can help them to achieve the best result possible.

4) Decrease in strike and dispute

Harmony between worker and manager increase with motivation. Involvement in decision making process can help employees to be more motivated and reduce misunderstanding.

3.2 Theories on employees' motivation
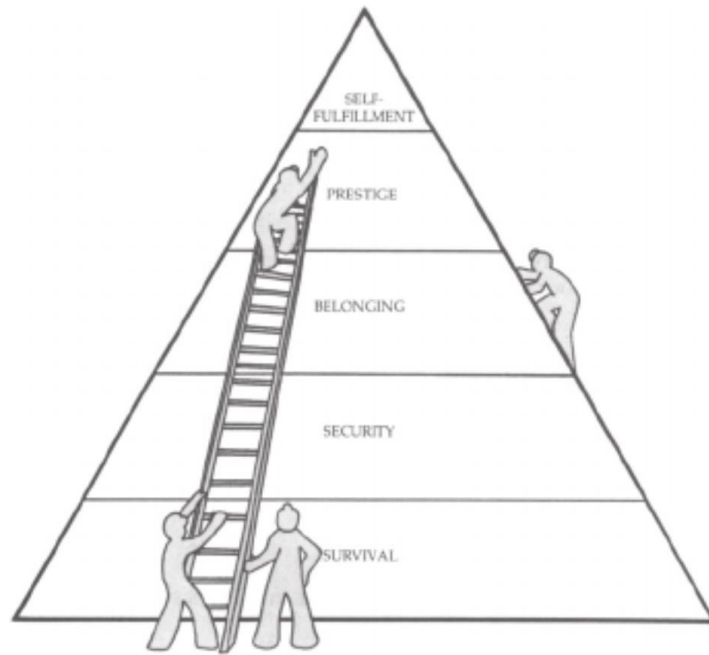
3.2.1 Maslow Hierarchy of needs

Figure 2: Maslow's hierarchy of need (Maslow 1943)

Abraham Maslow was an American psychologist. In 1943, Maslow introduced the five levels of needs. He stated all men has the same needs and we are using our time trying to fulfil one or more needs every day (Dell, 1993).

He created the hierarchy of need that demonstrated the needs of human. At the bottom level is the most basic need of human, which is to survive, ascend from the bottom to the top. According to Maslow, the lower level needs are the base of the pyramid, the foundation for higher needs, so higher needs cannot be met until the lower needs are all satisfied (Maslow 1987). However, in 1999, Bruce and Pepitone argue that, lower level needs can be ignored for a short period of time while one person is trying to achieve the higher level needs, then make sure the lower level needs are met soon afterward. An example for this argument is that a person can stay hungry for a little longer if he is in the middle of his work. He is willing to be hungry (first level need) in order to finish his work to gain a sense of achievement (fourth level need). And having a meal after he finish the work is guaranteed so he is willing to take the trade.

1) We need to survive

In order to survive, there are some basic needs that is required to be fulfil, namely, thirst, hunger, warmth, shelter, sleep, sexual and other bodily needs like urinate (Maslow, 1987).

Most of these needs are taken car by the employees themselves, however, company can still support their employees by having breaks at work, or provide them with healthcare for them (and possibly for their family too)

2) Security

Employees need to work in a safe environment, without any risks, both mentally and physically. Health and well-being are also included in this category. A permanent job with high salary and a safe working environment will bring the peace of mind to the employees

3) Belongings

Maslow (1987) stated that human needs love related emotions, such as acknowledgment, love, friendship, cherish, belongings to a group, etc. Maintaining a healthy social relationship with superiors and colleagues are essential in an organisation. They named these needs as affiliation needs by some (Buchanan and Huczynski, 2017).

4) Prestige

There are two kinds of esteem, one is called self-esteem and the other one is built by others in us. How we see and feel about ourselves is considered self-esteem. Admission, status, attention, independence or respect are esteem that we received form others (Maslow, 1998). Applause and encourage employees are ways to help the employees meet their needs. The feeling of inferior or helpless occur when this need is satisfied (Buchanan & Huczunski, 2017).

5) Self-fulfilment

The need of making sense of a human's life is at the highest level of the model by Maslow. This include all things that can make a person become more valuable, such as achievements, self-development, professional skill sets and competencies. When working, employees can express themselves. As Maslow stated, self-recognition is the final objective (Buchanan & Huczynski, 2017).

Maslow's theory has been received criticism because of the needs' placements. The order does not have to follow of that Maslow proposed. The model has not been sufficient tested empirically. The theory also received criticism for delivering not clear ideas of need and not easily anticipating the behaviours of people in a culture, or else, an organisation (Buchanan and Huczynski, 2017). Other theories, according to Adair (2006), pointed out that the needs from the same level in Maslow's hierarchy can simultaneously exist.

The model's initial purpose is not created for the organisation setting, yet it is still broadly accepted and is still making influence on the management practices. It impacted the

management practices in many ways, one of them is the policy for rewarding employees, administration behaviours, etc., around the world. (Buchanan and Huczynski, 2017).

Clayton Alderfer introduced 3 fundamental levels of needs, based on Maslow's hierarchy. However, Alderfer stated that his 3 categories were more realistic than that of Maslow's. He named it the ERG theory, which is the abbreviation of the including 3 levels, existence needs, related needs and growth needs. The link between the two theory is represented in Table 1 (Buchanan and Huczynski, 2014).

Alderfer's ERG theory	Maslow's Hierarchy of needs
Existence needs	Physiological and safety needs
Related needs	Affiliation and esteem needs
Growth needs	Self-actualization

Table 1. Linkage between Alderfer's theory and Maslow's (Buchanan and Huczynski, 2004)

ERG is claimed to be more relevant to the organisational settings. Alderfer stated that whenever a person is discouraged by chasing the higher needs, they drop to lower one (Buchanan and Huczynski, 2004).

3.2.2 Herzberg's two-factors theory

The two-factor theory was created by the American psychologist Frederick Herzberg in 1950s. A research about job satisfaction was carried out by Herzberg and his colleagues. From that research, they created a model of two different factors. Those factors are motivators and hygiene factors. Motivators can drive satisfaction when increasing in volume. Hygiene factors cause dissatisfaction when they are not taken care of (Buchanan and Huczynski, 2017).

Achievement, recognition, work, duty, and self- improvement are actions considered as the motivational factors. Lacking motivational factors doesn't cause employees dissatisfaction, however, this will make employees feel unhappy and lack of enthusiasm in their work. Hygiene factors involves social relationship, technical guidance, policy of the organisation, working conditions and personal life. These kinds of motivations are the foundation to the satisfactory of an employee. If it is undermined or damaged, the employees will feel dissatisfied and there is not space for other motivation to grow (Herzberg, 2008).

Herzberg (2008), stated that, higher-level needs from Maslow's hierarchy are satisfied by motivators. Lower level needs are satisfied by hygiene factors and keep job satisfaction from happening. Nevertheless, both are needed to enhance employees' working experiences.

According to Luecke (2002), money can be a short-term solution but never been a sustainable one. People need more values in life in order to feel more fulfil. Getting as much money as possible should not be the life goal for any human being. Herzberg also categorized job security and status as hygiene factors. However, traditional motivators still have more impact than them (Furnham et al., 2009).

There are criticisms for the theory that it had not given thought to individual differences (Buchanan and Huczynski, 2017).

3.2.3   Self-determination theory

Every day, people are trying to find motivation in their work so that they can do it with more determination and be more productive. Usually, they use outside factors such as rewards or evaluations to motivate them. However, people are also motivated from within with interests, curiosity or long-lasting values,

Self-determination theory present a foundation for studying human motivation and personality. Social and cultural aspects could either facilitate or undermine the sense of volition and initiative of people. The theory argues different condition

Six Mini-Theories of self-determination theory

Cognitive evaluation theory (CET) regards intrinsic motivation. The internal satisfaction is the foundation for this theory. The example for this theory is the process of playing and exploring of children. However, people can be creative for their entire life thanks to intrinsic motivation, as said that it is the fountain of creativity. The impact of social impact of the internal motivation is concentrated in CET. Elements like rewards, interpersonal control,

and ego-involvement affect intrinsic motivation and interest. Developing internal motivation is crucial in art, sports and other professions. Autonomy supports and competence take an important part in helping to foster intrinsic motivation.

Organismic integration theory (OIT) is about external motivation and its different forms, including their characteristic, determinants, and consequences. There are different types of instrumentality, including regulation, introjection identification and integration. The more

Causality orientations theory (COT) focusing on different individuals and their tendencies to adapt to an environment and adjusting their behaviours. Three types of causality orientations are described and assessed in COT, they are:

The autonomy orientation: people act from interest and valuing what is happening

The control orientation: focusing on rewards, gain and approval

The impersonal orientation: defined by anxiety regarding competence

Basic psychological needs theory (BPNT) explained in detail the psychological needs and their relations to mental health and well-being. BPNT argues that psychological well-being and optimal functioning asserts autonomy, competence, and relatedness. The theory argues that all 3 needs are important and if any of these three is thwarted there will be functional cost. Basic needs are universal aspect of functioning.

Goal content theory (GCT) is different from intrinsic and extrinsic goals and their impact. Goal afford basic needs and associate with well-being. Extrinsic goal like financial success, appearance and fame are contradicted to intrinsic goal such as community, close relationship, and personal growth.

Relationship motivation theory (RMT) concerns close personal relationship such as best friends or romantic partners and other relationships. These relationships are not only beneficial but vital for their well-being because relationship provide satisfaction of the need for relatedness. The autonomy need and competence need also satisfied with high-quality relationship.

4 EMPIRICAL RESEARCH AND DATA ANALYSIS

4.1 Introduction of the case company

Overview

Company X is an information technology company. It was founded in 2015 by a group of 3 people. The company is located in Ho Chi Minh City, Viet Nam. After 5 years of operation, the company now has 10 people in total. Since Company X is a start-up so it has not developed its structure in a complex manner. There is one person taking care of the finance and legal issues of the company, and the other 9 people are taking care of developing products for the customer. Company X is majoring in developing mobile application and websites for medical education purpose. The CEO requires the author to keep the company identity anonymous so the author will process his research paper with the name Company X.

Mission, Vision, Values

The company's mission is to help Vietnamese have better knowledge regarding human's health. The company is aiming at reaching 1,000,000 Vietnamese that can understand how their body work from different perspectives (The products of the company will be discussed more detailed in the following chapter) in 2030. The company is delivering values that enhance life quality. There are healthy, happiness, and life fulfilment (Company X's CEO, 2020).

Products

The company is running a project that to develop a website that can help to educate Vietnamese with practical medical knowledge. They want to help people understand how their body work from the perspective of western medicine also oriental medicine (or traditional Chinese medicine). One of the founders of company X has his background in medical major. They connect with hospitals and doctors majoring in western medicine and oriental medicine to be able to have qualified information on the website. There are a team of developers that responsible for creating the interface of the website. There are also a team of specialists who turn the medical information in to readable articles for general audience who has not had medical background.

There is also a plan for creating videos that serves the same purpose. (Company X, 2020)

4.2   Design, formulation, and data collection of the research

As mentioned in previous chapter, the research is using qualitative method as the main research method for the study. While quantitative methods focusing on measuring, ranking, assorting, identifying patterns, qualitative methods are suitable for describing, interpreting, gaining comprehensive understanding of a specific concept of phenomena (McCombes, 2019). The nature of the thesis is exploratory. The study's aim is to help readers understand deeply about the topic of organisational culture and employees satisfaction through the study of the culture of Company X.

There are 6 different types of source from which data can be collected. Different type of sources are equally valuable. They are completing to each other, and the combination of multiple sources create a good case study. This is called "triangulation". When doing a research paper, the author can use this method to increase the validity of his study (Yin 2013).

In case studies, interview is the most important source. There are different strategies when come to interview structure:

- Open-ended interview

- Structured interviews

- Focused interviews

The interview process includes personal interview with 7 members out of 10 members of the company. The research's aim is to get a more in-depth information about how the employees at Company X experience its culture so that the author decided to take the open-ended interview as the main method of data collection. The interview is carried out with the permission from company X. Interview are carried out individually and inside a private room in Company X. The length of each interview varies from 20 minutes to 30 minutes. While interviews are conducted, they are recorded under written form. The author makes notes of the interviewees' information. The data after being collected is kept safely inside the private drawer of the author at Company X. The data, which is noted in a notebook, is being destroyed by the shredding machine after being used in the study. This helps to keep the information of the interviewee secured according to their requests.

4.3   Data analysis

After the interviews are conducted, all of the members from the company agree that the culture of Company X has a positive impact on their working experience and their motivation. They describe the culture at company X has 3 values: appreciation, cheerfulness and insight.

These values are introduced and repeated in the monthly training session, organised by the company. The CEO personally host that training session. The session is usually about the mentality and to improve the thinking of the employees

The CEO's background is from medical school, then he recently adopts information technology as a tool for him to give more value to more people. He also went to different mindset courses in the world to learn about how human think, to understand them better, in order to be able to help them when needed.

In the training session, he taught the employees a lot about the mindset and how to improve them and make it better. After years of learning, he found out that mindset is the most important factor that can influence the success of a person, so he wants to focus mainly on that aspect in the training session.

He introduced the 3 values which he wants to build the business upon: appreciation, cheerfulness and insight. The CEO stated that, these definitions may not fit in any dictionary or any study before, these are the definitions were synthesized after many years the CEO studied from different people. He summarized and applied those definitions into his own life and realised that these concepts are applicable, so he decided to teach this to his employees.

In the training session happened every month, he trained his employees about the mindset, how to make it better and more suitable with the vision and mission of the company. In the session, one quote by the CEO that has become my favourite: "People cannot put effort in vague ideas, and the most important thing to do is to clarify what you want." (Company X, 2020)

He mentioned that nowadays, people are usually putting effort for the uncertainty. He gave an example of Vietnamese usually says that they want to have a good health, but very few people know exactly what "health" is. He used the direct definition quote from World Health Organisation: "According to World Health Organisation (WHO) good health is not merely the absence of disease, it is also a reflection of the social and mental well-being of people in a community." (WHO,2020). By giving a specific definition to the term

health, it is clearer that in order to maintain a good health, a person has to keep a balance between those 3 factors (physical health, mental health and social relationship), whereas it is unclear to say: "I will strive to have a good health."

By using the same principle, he gave clear definition on three values that he wants to build for the environment.

The data is collected from 7 employees of the company. The data will be used to analyse to gain in-depth understanding of the company's culture and how does it affect the satisfaction of the employees.

The questionnaire was divided into 2 parts. The first part is to collect general information about the interviewees and their relationship with company X. The general question is used mainly to collect basic information about the interviewees, also helping to familiarize them with the interview, so that it'd be easier for them to share more information in the later part of the interview. The author recognised that the data collected from this part didn't have any informative value so he decided not to include it in the text.

Then for the specialized part of the questionnaire, the author used 6 questions to clarify how the culture at company X affects the employees also get an in-depth understanding about the matter.

Specialized questions

The following sub-chapter will get into the specialized questions and analyse them so that the author can get a deep understanding for his research.

 In the fifth question of the interview, which is "what is the culture at company X?", the author wants to understand how the employees feel about the culture of the company. Even though there is a training session for employees every month about the company culture and other matters in the company. The ideas and implementation of that training into real life is repeated every month. However, there is a chance that different employees will interpret that knowledge differently. So, the question is aiming to understand the company's culture from the perspective of the employees.

The culture of company X is built upon 3 values: Appreciation, insight, and cheerfulness. Different employees have slightly different interpretations to the definitions of the three values of the company's culture base on their personal experiences. However, the original idea is being delivered thoroughly and all the employees of the company understand and agree to act on those values.

All employees of the company confirmed that they remember the concept and try to put those concepts into their real working experience and that has been working really well for them. They acknowledge the three values those were being introduced by the CEO to build a sustainable culture for the company. Three interviewees agree that the three values of appreciation, insight and cheerfulness is relevant to their work life and those three values is foundational to having a good working experience.

For the sixth questions, they all enjoy the three values of the company's culture, but when the researcher wanted to know the specific traits that make them feel the most valuable, the answers vary. The answers vary among the employees because different employees have different needs, so they also experience the culture differently.

It is emphasized that employees feel happy when their effort and results are being appreciated at Company X. They have their living experience to be taken for granted in the past, even one experience ignorance of her effort from her previous company. They stated that when they work at Company X and join the training session hosted by the CEO of the company, they understand deeply and thoroughly the ideas and experience that the CEO share about appreciation. They also said that the energy of appreciation in the company made them feel comfortable also motivate them to work more efficiently. They also stated that, thanks to the training session that they understand appreciation sometimes more than just saying "Thank you". It is the feeling that they are included, and their effort is worth it. Appreciation also helps with resolving problem. Since everyone in the team, or in the company know what is appreciation and how important it is, people don't waste time blaming while there is a problem occurs, they focus on the initial purpose and figuring out the resolution to the current problem.

There is one employee mentioned that

> I cherish the insights that I got while working at Company X. That is the value I like the most out of the three values. Apart from the insights that I got in his profession, which is coding and creating websites, I also get a lot of knowledge that contribute to my growth as a person in the society.

He stated that in the training sessions, the CEO shares a lot his knowledge that he acquired through his years of traveling the world looking for answer to his own wants. He also said:

> I was so much impressed to the way the CEO share his knowledge, it is rather a sharing of the CEO's knowledge and experience than teaching.

That attitude brings the feeling of closeness to the employees and he said that he had great connection and interaction in the training session. I his previous job, a training session is a compulsory task and it was boring. Even though he learned a lot new coding knowledge during those session, it still feels like he was in a class and that experience was not good for him.

He cherishes the insights that he got from the training session and while he is working at Company X, not only for the growth of his profession but also for his daily life. He has been working as a professional programmer for almost 10 years. He joined company X 2 years ago through a recommendation from a friend, whom has connection with the CEO. He said that in his previous years of working experience before joining company X, his interaction with people is rather troublesome and people always seems like a problem to him. He also struggled with the direction in his life. He took a degree in information technology, but it was not his passion, it was for his chance of easier employment for the future. But since he joined Company X, he understood more about human and started to change his attitude when he interacted with people, and that made he feel very happy. He also got a sense of direction for his life from the training session that is being organised every month. In that session, he is fascinated with the idea that helping other people fulfilling their dream is the way to help fulfilling your own dream (Company X, 2020). And he also has a more transparent image of what he wants in life. In the training session, the CEO introduced the idea of a fulfilling life. And a fulfilling life should be the goal of a person, not a job. In today's society, many people focus on having a good job than having a good life while forgetting that a job is just a tool for us to achieve what we want in life. Regardless of the tool we use, as long as we achieve the life we want, the tool is not what we should focus on. In the training session, the CEO explained in detail those ideas and concept. After receiving the valuable insights from Company X, the interviewee mentioned that he felt deeply grateful and felt really comfortable and inspiring when working at company X.

It was voiced that the employees feel happy when they work at company X because of its cheerfulness. It was emphasized by the interviewees that working at Company X make them feel comfortable. One interviewee inferred that working in such cheerful environment make she feel healthy and safe. She experienced a stressful working environment in her previous job which causes her to leave it after two years. It was stressful to her because her managers easily got fed up when there is any problem occurred. Her colleagues were competitive and, quoted, intimidating. But when she works in Company X, the atmosphere feels like her family. Everyone in the company work together with a cooperation attitude. People are patient and understanding toward other and it made the workflow and also

casual conversations happen naturally and smoothly. All three interviewees agreed that there is also competition at company X, but it is a healthy kind of competition. The competition does not involve hurting anyone, but rather lifting everyone to move forward together.

For the seventh question, the company maintain the culture both actively and passively. They hold a monthly training session for the employees so that they can learn about the three values of the company's culture. It is also a chance for them to share how they experience those three values within and outside of the organisation. It was strongly agreed that the monthly training session helps them to review their understanding of the values from the culture of the company. It is also a chance for them to discuss their application of the theory they learned in the session with other so that everyone can learn new things about the values of the company. The training session play an important role in the task of maintaining the culture within the company. It was thought that in order to maintain the culture, they have to be able to understand it transparently by practicing and experiencing it daily. The interviewees stated that they can get a better understanding about the culture by discussing about the real-life experiences with other employees. This will eventually help them to have better motivation to retain the culture of the company.

For the eighth question, all 7 interviewees agree that working at company X help them to feel more comfortable. Less stress means more time and space for creativity and concentration on their work. All interviewees share that their previous working environment always caused them stressful situations every day.

For the nineth question, it was strongly emphasized that the company's culture affects their job satisfaction greatly. However, the level of satisfaction varies amongst people. The culture of the company was affirmed by the employees that it was their main motivation for working at company X. It made them feel safe and comfortable while working in such environment. This feeling of easiness helped them to be more productive, thus, feel more motivated. It was also mentioned that the culture of the company helps them feel comfortable and encouraging to work but what make them feel satisfied is that they know that they are working to serve the community.

For the last question, Company X was considered as a family for the majority of the employees. Going to work feel as comfortable as going home. Everyone in the company is happy and understanding. They feel safe when working with the people at company X and that help them to work more efficiently. They said that they are willing to contribute their ability and effort to the company because they think helping the company is helping themselves.

A few employees still thought company X as their workplace, but it is shifting toward the direction of close friendship because they feel comfortable being around the people at company X. It is a safe environment for them to share their ideas and thoughts, it also a place for them to feel happy and delight while working.

The three values of Company X's culture

Appreciation

According to the data collected from interviews, the employees showed that appreciation is the trait that they feel most comfortable while they are working in the environment created by Company X. Appreciation is one of the main topics in the training session. The CEO defines the term very clearly and repeat it every month so that the employees can implement appreciation to their working routine.

Appreciation is a state of energy, it is a feeling that bring vitality to the office. Appreciation appeared when a person feels grateful toward a thing that bring benefit to him.

As the CEO defined it, appreciation appears when obviousness disappeared. So that one person need to delete obviousness for the appreciation to appear. The CEO argue that everyone has a sense of appreciation inside them (Company X, 2020). Appreciation is a powerful emotion; it creates good energy that can help a person to multiply the good things that he is having.

The CEO used the metaphor of a light house being covered by the fog. The appreciation is a light that shine, guiding a person to perform good action, while obviousness is the fog that cover the light. Once that light is covered, a person losing their sense of appreciation and starting to take things for granted.

To clarify this point, he used these 2 following examples to support his argument.

The story is a metaphor for a lot of people in our current society. They received favours from people around them but forget to appreciate it. When a person receive favour for more than a few times, they start to develop "obviousness" in their mind.

In some family, parents took good care of the kid, provide them with best conditions. However, some kids still see that as if it is their parent 's duty, so they see that as obviousness.

Some kids growing up not knowing to appreciate what his parents gave him will start thinking that everything that his parents gave him is an obvious thing. Then whenever his parents fail to fulfil his wishes, he will get fed up. It is not because he is a bad kid, he just thought that he obviously has to have that.

You are my parents, so you indeed have to provide me whatever I need.

The same principle is applied into the working environment. Appreciating other people's work, it will create a good energy amongst the member of the companies. Not seeing others' job as an obvious is consider as an underlying task for employees in the company.
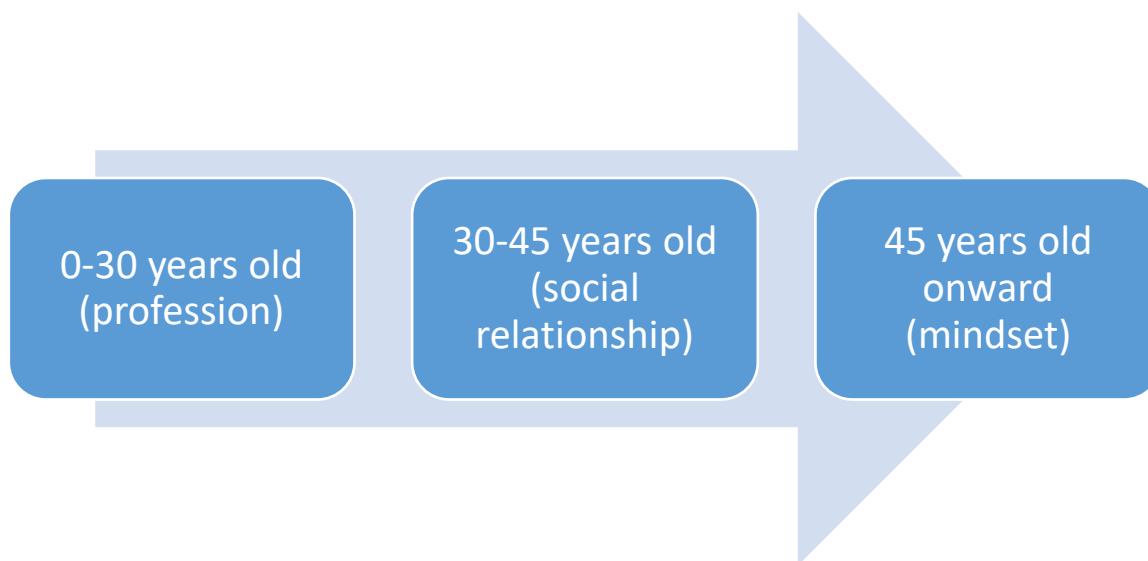
Insight

Figure 3: The development of a person's skill throughout his lifetime (Company X, 2020)

Insight is defined rather special at company X. The CEO defined insight as the knowledge that help the employees to grow.

When a person applies for a company, they expected to grow during the time they work at the company, however, some people still have a pretty vague idea how or in which direction should they take to grow. The CEO wanted to focus on 3 aspects for the growth of one person.

The CEO created a chart that show how a human grow his lifetime. From the moment a baby is born until he reaches his 30 (estimated), he only focuses on being good at his specialties. For example, when he is a child, his "specialty" includes staying healthy, having good grade at school, behaving nicely at home, etc. Then he would be considered as a good kid. Growing up a little bit, when he joins the work forces, his specialty is that specialty of whichever field he is pursuing, master that specialty is the goal for him while working for a company.

However, when a person reaches his or her 30, some specialties are already being mastered in the process of working. However, at this age, people start to realise that having good specialties does not assured that they will land a good job or having a good life. Some people have even worse skills than they have, but through their social relationship, they can still be offered with better opportunities than those who have good specialties in their respected field. So, from the age of 30 to 45 years old, people are starting to focusing more on enhancing their relationship with people around them. Different people take different approaches to enhance their relationship with those who they are interested in.

Fast forward until they 45, at this point of time, some people realize that having many social relationships is not as important as having a good mindset. Dealing with people without a good mindset and understanding people can cause people a lot trouble. Knowing how to behave or to have proper comportments need a good mindset to navigate our thoughts in turn can lead to more appropriate actions. A good mindset needs to have vision, mission, belief and being positive. Mindset can be general term for how people, the way they think, is it positive or negative. A good mindset can be used in everyday life to achieve higher achievement or mindsets in workplace that can help to master a profession or to work more effectively. At this point in life, people are turning into managers and seniors workers, young people come to them to ask for advice of how to do things, but it's actually a good mindset that bring to the position they are at the moment.

It might take a person a while to realize this path of growing of a person. Usually, they move from one step to another as time passed by. Only a few people know to focus on the key points and start to develop their skill base on this. If a person know that he should focus on those three aspects at the same time, he will grow very much faster than other people. For a normal people took the classic route that is to build their personal value around their profession, then they attract their social relationship with their profession. But a person with one profession, even though he is an expert in that field, there is not guarantee that he can build a good relationship with other people. Only people with good mindset, which understand other people and knowing how to behave can build good relationships with other people.

The CEO suggests we choose a different route to go in order to have a better chance to have a good life. He suggests the employees to improve their mindset to be better and more positive to the goal that they have already set out. They should improve their mindset both on their job as well as the mindset for their life. A good mindset can be the foundation for a healthy relationship. Having strong and healthy relationship can help a person to have access to better opportunities. Having good relationship with other people can be

beneficial in term of improving one's profession. The CEO mentions one story about this argument, a person might spend decades to be able to become an expert in one field. He said that if we try to improve our skill sets by learning on our own, it might take us another decade. However, if one person has a good relationship with a person that is an expert in the field that he is following, it is easier and faster to master the profession by just asking the expert. The expert can point out the essence of that profession, which key points should we focus on to achieve the optimal result. If we do it by ourselves, that process can take us another decade without us figuring out the key issues.

For the profession, the senior members of the company usually have minor training sessions with the junior members of the company to help them improve their skills. They also help the junior with their jobs and give them insights and tips to help complete the task easier.

The CEO mainly focus on the mindset in the monthly training session. He used his real-life experiences and the knowledge he obtained from the gurus and different teachers in personal development that he learned.

Cheerfulness

For this trait, the CEO mentioned that cheerfulness is different from humorous. While humorous is being funny and entertaining, cheerfulness is the feeling of comfortable and light-hearted. On a normal day, an employee feels happy when he knows what he is doing and what is it for. The CEO share a final goal for all employees to follow, which is to help the Vietnamese people to have a better understanding of human health, so that they can be healthier. The CEO also stated

> *Helping other people is helping yourself. And the more people can receive your values, the better your life will become.*

The CEO stated that the final purpose of the company is to make its customer feel happy. When an organisation shares the same goal, everyone wants to support each other. And since people already know about appreciation and they also have a good mindset, so whenever there is problem with anyone, the employees show understanding, sympathetic and tolerant to the other people. So, there is not any blaming but everyone focuses together to find the solution for the problem.

Everyone feels happy.

4.3.1 Discussion

After collecting empirical data from the case company, the author noticed that at company X, the employees felt very happy working for the company. After interviewing the employees, the researcher realised that because of the culture of the company that make them felt happy and accomplishment working at company X. The researcher conducted an interview for the employees of company X, and another one for the CEO of the company to have a better understanding about the matter.

According to the Competing Values Framework by Cameron and Quinn (1999), the culture at company X is built based on the clan culture. The culture is human oriented. Its characteristic is uplifting. The CEO of company X stated clearly that he wanted to focus on the growth of human. He thought that everyone is the same, they act the way they do because they understand the mater and believe it in a certain direction, based on their personal experiences in the past. One person can change the way they think after time, for better or for worse, it still changes. Usually, one person changes the way they think in a certain context, so the CEO believe that he can help people to think more positive by creating the right context for them to change. The culture at company X that has 3 values is suitable for nurturing human and help them grow.

The three values of company X is focusing on human development, engagement, and relationship between people. Appreciation, insight, and cheerfulness is considered, according to the CEO, as the foundational background for a person to develop and become successful.

According to the data collected in the empirical, all employees said that they feel motivated when working at company X because of the two following reasons. First, its culture makes them feel like home. The culture makes them feel like they are working with their family. The welcoming vibe when they come to work make them feel relaxed and enjoyable. At company X, the workplace is not a workplace anymore but rather a place they can come to have fun and create values together. This does not mean that the culture tolerates laziness. Everyone has their own goals and a common goal, so they encourage each other to grow and move forward together. Their common goal is to create values that can help the community to have a better life. For company X, they focus on helping other people to stay healthy. One person can only deliver a small set of values depend on his ability, but a group of people can deliver a much larger set of values because they can fulfil other's weakness with their strength. Understanding this, the employees at company X work closely together. Using the three values of the company as a medium to connect more closely to each other.

Secondly, the culture at company can help its employees to grow. According to Herzberg's two-factors theory (1950), motivational factors include self-improvement. At company X, the employees not only grow in their professions but also in personal life. Because the three values of company X's culture not only have their effect inside company X but also outside of the company. The society needs more people to appreciate, having insight and spread cheerfulness to everyone. The three values at company X not only help the employees to enhance their values but also help them to upgrade their relationship with others.

At company X, the CEO focusing on creating an environment for everyone to grow. They treat others like their family and this a harmonized working environment. He believes that a good environment is the foundational factor for any success. He is focusing on creating an environment that everyone can pen up to change. There is not any judgement or negative attitude because everyone understands the concept and importance of appreciation in a business. It is not perfect but everyone maintaining the energy of appreciation within them. When working together in a project, people give constructive feedback instead of giving bias comments. An influential idea at company X is not determined by how smart or how good it is but rather an idea that stated because of other people's benefits.

Using the framework of a successful business culture introduced by Coleman, Company X is having all 6 foundational characters for a successful culture. Company X stated its vision is to spread its values to help Vietnamese people have better understanding of their body and health. This will be the first step in helping people to be healthy, not just curing their diseases. People at Company X also agreed and stay committed to that vision. When everyone in an organisation agreed on the same goal and committed to it, that would make an organisation stronger. Its people acknowledged clearly that a culture is built by people and for people, so each person that live in an environment represent that environment and its culture. So, they always keep the three values of the culture with them all the time, at all place to maintain the three values for their beloved culture.

According to the hierarchy of need by Maslow, people at company is provided with the need of security, belongings, prestige also self-fulfilment. As mentioned in analysis of the empirical, the employees at company X feel safe as if they are working at home when they work at company X. Everyone appreciates others' work and effort; this will help the employees to feel prestigious.

The culture at company can motivate its employees well can be linked to the third mini theories of the self-determination theory. According to the causality orientations theory,

the people act from interest and value what is happening. This orientation match with the appreciation value of the culture. As the CEO stated

> *The energy of gracefulness and appreciation can help a person to enhance*
> *his ability to act on something.*

To conclude, the discussion's purpose is to help the reader understand the empirical better also the topic of the thesis. By comparing the empirical data with existing theories is to provide more evidence and support for the phenomenon in real life. Through the information provided, the reader can have better visualization of how organisational culture can affect the employees' motivation.

5   CONCLUSIONS

In this conclusion, the author will include the key points in the study. This chapter will consist of the answers to the research questions, validity and reliability of the research and suggestions for further research regarding this topic.

Answer the research sub-questions

- How do the employees and managers of Company X experience their organizational culture?

At company X, every employee feels motivated when they work at company X. The culture at company X is having its characteristic to nurture people. Employees at company X stated that they feel safe and comfortable as if they are with their family members. The culture at company X also help its employees to grow.

- How do they promote sustainable organizational culture in organization X?

People at Company X understand the values of the culture thoroughly through the monthly training session hosted by the company. By the process of repeating its values, people at company X can understand connect those values with themselves more naturally. When a person understand why they have to do one thing, that thing will become their natural.

Answer to the research question

- How does the culture affect to employees' motivation?

The culture at company X helps to enhance motivation of its employees by creating an environment in which the employees feel appreciated and acknowledged. In this environment, all employees have one same big goal and their own personal goals. By having a clear target, combine with a supporting, nurturing culture is an ideal environment for employees at company X to feel motivated.

Validity and reliability

This thesis's main goal is to understand the effect of the organisational culture to the employees' motivation through the empirical data collected from the case company. The research questions are reasonably answered. The data is collected from both primary and secondary sources. Primary sources data is collected from individually interview session with the employees of Company X. The secondary sources are collected from the literature. The interview session is conducted individually with the employees of the company to understand how they feel and experience the culture at company X. The total number

of people working at company X is 10 people, 8 people include the CEO joined the interview session. This represent 80% of the people at company X joined the interview. Therefore, this study is considered as fairly reliable on the case company's context.

Suggestion

As mention in the beginning of the study, the study is carried out to gain deep understanding about how employees can be motivated when working in the culture created by organisation. However, the result of this study can only be applied to the context of the case company. Further research of applying this model of organisational culture in larger organisation (50-100 people or more) is possible. Because organisation with different scale will operate differently compare to a small business. So, further research on the same topic and on a different scale of organisation is recommended.

6   SUMMARY

The study's aim is to help the reader understand how organisations can motivate their employees by using their culture. The research question is proposed to get a better understanding of how the employees feel when they work at company X. The thesis used deductive approach and qualitative method using data from primary and secondary sources.

In the theoretical part of the study, different theories about organisational culture and employees' motivation is introduced. The literature also mentions how importance the culture of the organisation can be to itself. Different motivational theories also introduced to help aid the understanding of why the culture can help to motivate the employees.

After that, interview sessions with members of the company are conducted to understand more of how the employees feel and maintain the culture within the company.

Using the data collected from the empirical and the existing theories, the author found out that Company X created their culture base on the model of a clan, in which it helps to nurture people and make them feel like they are working with their family. The values of insight in the three values of the company's culture offer the employee self-fulfilment. It also includes a clearer picture of what they are they are doing, how it is contributed to the society and a clear vision for their future. This helps the employees to feel confident and have a strong belief in what they are doing, therefore, they are well motivated.

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APPENDICES

Questionnaire for the employees

General questions

1. When did you start working at Company X?
2. Why did you decided to join Company X in the beginning?
3. What is the purpose of Company X?
4. Why is your work important?

Specialized questions

5. What is the culture at Company X?
6. What is your experience with the culture at Company X? => satisfaction
7. How do you maintain that culture?
8. What is your feeling while working in Company X
9. How have the culture affected your job satisfaction?
10. What word would you use to describe the organisation?

Questionnaire for the CEO

1. What is the culture at Company X?
2. How can it help the employee to feel motivated?